

# Disaster Recovery Plan Allenstown, NH



September 2016

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## Introduction

This Disaster Recovery Plan (Recovery Plan) is designed in coordination with the Allenstown Emergency Operations Plan (EOP) and will serve to identify a range of actions required by town agencies to support and coordinate emergency recovery activities. The Disaster Recovery Plan provides local officials with operational guidance necessary to effectively manage recovery activities in the aftermath of a major disaster or catastrophic emergency.

## Purpose and Scope

### Purpose

- a. The purpose of the Disaster Recovery Plan is to provide a framework for the delivery of coordinated recovery assistance and to return the Town to normal or new-normal conditions as quickly as possible.
- b. This Disaster Recovery Plan provides Town officials with operational guidance in order to successfully manage recovery activities in the aftermath of a major emergency.
- c. This plan should be used as a guiding document during the recovery phase of an event. Response phase activities are identified and outlined in the Town's EOP. Due to the cyclical nature of emergency management, there will be some overlap between the response and recovery phase.

### Scope

- a. The mission of the Town of Allenstown during disaster recovery operations is to coordinate and direct operations when local resources are exhausted and to coordinate assistance from mutual aid resources, the state, and the federal government as necessary and appropriate.
- b. This Disaster Recovery Plan should be used by local agencies and volunteer organizations to develop Standard Operating Procedures (SOPs) and recovery annexes in order to facilitate continuity and coordination of recovery activities.

## Authorities and References

- a. Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, Title VI as amended
- b. Code of federal Regulations (CFR), Title 44, as amended
- c. National Response Framework (NRF), as amended
- d. National Disaster Recovery Framework (NDRF), as amended
- e. NH Disaster Recovery Plan
- f. Chatham County Disaster Recovery Plan 2013

## Plan Organization

- a. This Disaster Recovery Plan is designed so it can be either read through from beginning to end, or can be utilized such that the only sections relevant to particular users during a disaster are used.
- b. Base Recovery Plan: The Recovery Base Plan contains basic information about the functioning of local and state government during disaster operations. Recovery participants will want to review this material, as it provides common general information, common operating concepts, and other over-arching information.
- c. Recovery Support Function (RSF) Annexes: RSFs are six groups of core recovery capabilities providing a structure to facilitate problem solving, improve access to resources, and coordination between partners. The RSFs operate similar to the ESFs do in the EOP. The RSF Annexes are intended to be used by each respective RSF and other key staff during activation. Each is designed and intended to provide a basis for establishing objectives and strategies in each recovery subject area. The RSF annexes are intended only as a supplement to the Recovery Base Plan.

## Disaster Recovery Process

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

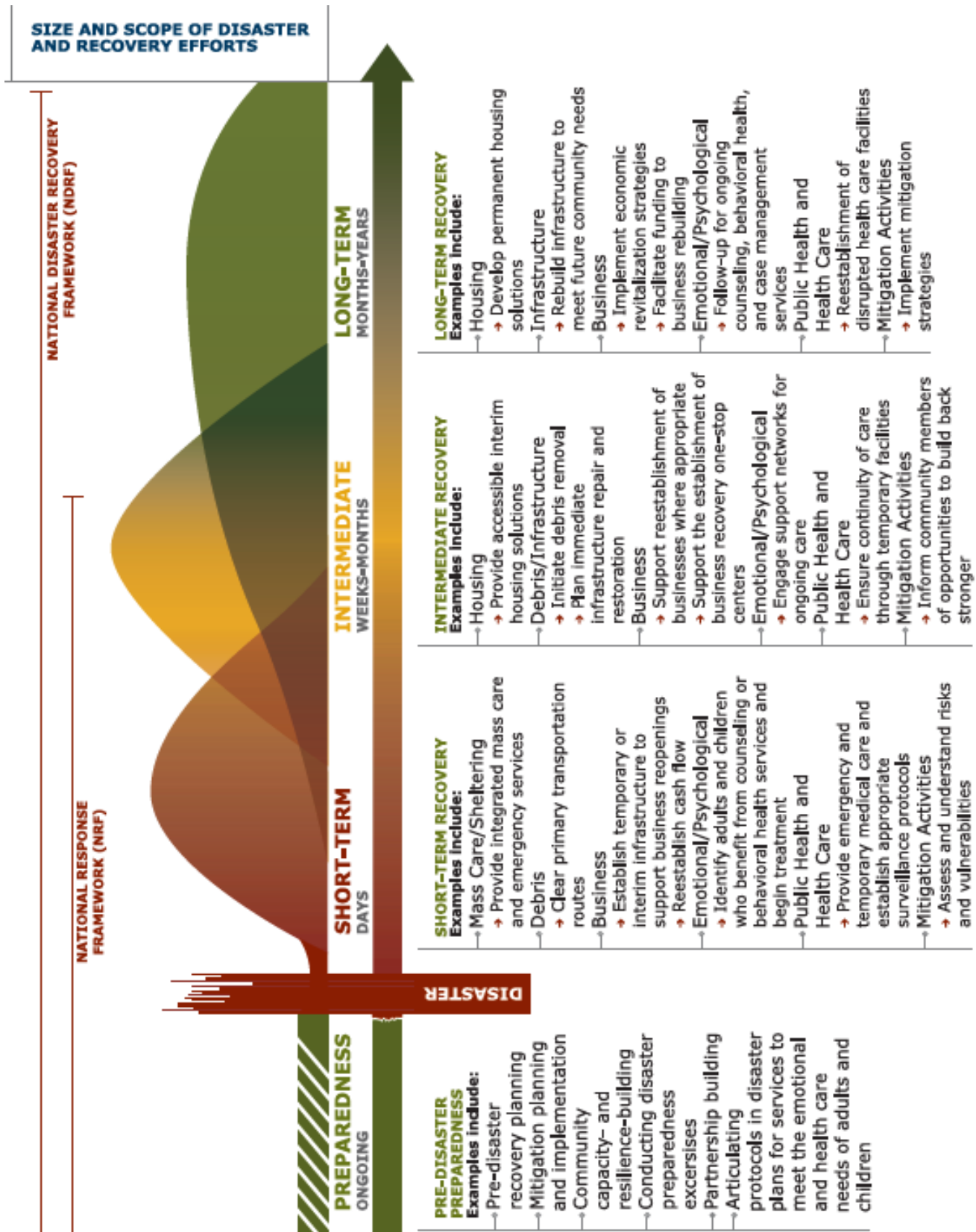


Figure 1

## Disaster Recovery Goals

### Pre Disaster Goals

- a. **Coordinate with Private and Non-Profit:** Leveraging the private and non-profit sectors, using existing relationships. The private and non-profit stakeholders are critical in acquiring, managing, and distributing resources, advancing economic recovery and development, and supporting other key disaster recovery functions. Some of these roles will be consistent with day to day activities and responsibilities and others may make contributions and out of the ordinary commitments.
- b. **Build on existing networks:** Pre-disaster recovery work will continue to leverage existing networks, organizational structures, and pre- established relationships to help clear the understanding of roles, responsibilities, and expectations. The Town will provide leadership and participate to match needs to providers and to reduce resource overlaps and gaps.
- c. **Promoting legitimacy and credibility:** To be effective, post- disaster recovery implementation must be characterized by transparency, community participation and intense stakeholder outreach and involvement. Community partners are crucial to ensuring two-way information both prior to and after a disaster, and they are also in a position to “champion” elements of recovery. These community partners help to balance long-term community gains through economic development, mitigation, and social and cultural enhancements with the short-term well-being of county residents.
- d. **Focus on fairness:** Individuals and organizations with the slimmest reserves prior to the disaster in terms of preparedness, income and/or capital reserves, and or social and organizational networks will be the most vulnerable afterwards. The Town is committed to pre-and post-disaster recovery work and intends to fairly and transparently resolve competing, legitimate interests among diverse community organizations and economic drivers.
- e. **Ensure sufficient financial reserves:** Disasters often place immediate financial pressures on affected areas. Not all costs will be reimbursed and when they are, there is a very lengthy delay. For this reason, the availability of sufficient financial resources, be it in the form of budgeted reserves or the pre-event establishment of emergency lines of credit, will be extremely important.
- f. **Training and exercises:** Develop and implement training and exercises as a tool for building recovery capacity and making it available to all stakeholders.

### Post Disaster Goals

- a. **Provide effective leadership and coordination:** The Disaster Recovery Plan will guide the establishment and continuity of coordinated, effective, flexible, scalable, and responsive leadership and coordination. An organized transition of command structures from response to recovery will allow emergency management functions to evolve smoothly and for recovery work to begin even while the basic life-safety, incident stabilization and immediate property protection issues are still being addressed.



- b. **Maximize funding opportunities:** Recovery leadership will work to leverage federal and state recovery technical and financial assistance, as well as identify and pursue additional sources of recovery funding and financing.
- c. **Communicate effectively:** The Town will strive to communicate useful, practical, relevant, accurate, and timely information regarding services and resources to impacted residents. Public communication should be coordinated with the state and federal governments, through the Joint Field Office (JFO). The state will also make accommodations for non-English speakers and those with access and functional special needs. This will include reasonable communications accommodations and alternate formats for people with disabilities and others with access and functional needs, as appropriate.
- d. **Promote mitigation and foster resilient redevelopment and construction:** The Town will use education, incentives, and regulation to reduce community vulnerability to various hazards by fostering more resilient land use patterns and building practices while deferring to existing deliberative plans such as the EOP and the Hazard Mitigation Plan and leveraging existing programs.
- e. **Maintain and enhance the Town's economic base:** Maintenance and/or restoration of the economic base is vital to the state's economic health. The Town will focus on business continuity; maintenance of business-critical infrastructure systems, supply chains, and social services; and proactive business, recruitment, and retention strategies by recognizing new markets, new expertise, and new opportunities will be created by crises. Such efforts will extend beyond the economic sector, involving "catalyst" projects designed to simultaneously advance social, environmental, cultural, and economic recovery goals.
- f. **Support the private sector:** Businesses and employers will have varying levels of operational capability after a catastrophe. Concerted efforts will be made by state leaders to retain core businesses and to support their recovery. After a disaster, the Town will support area businesses by clearing obstacles to recovery, including assisting in facilitating staffing, supporting relocation if needed, and helping to resolve supply-chain issues. The state may be requested to support businesses and non-profit organizations in securing Small Business Association (SBA) Disaster Loans. The private sector will play a critical role in maintaining public confidence after a disaster. When the private sector is resilient in restoring employment, critical services, and normal day-to-day economic functioning, the community recovers more quickly. This translates into jobs retention and tax-base recovery.
- g. **Sustaining social and human services, public safety, and health services:** The Town, working with private and non-profit partners, will work to provide and/or restore basic services needed to sustain the community. The state will provide support and coordinate unmet needs and other ongoing needs remaining from the response phase.

## Situation and Planning Assumptions

### Situation

As identified in the continuum (Figure 1), disaster recovery typically occurs in phases, with initial efforts dedicated to helping those affected meet immediate needs for housing, food, and water. As homes and businesses are repaired, people return to work and communities continue with



cleanup and rebuilding efforts. Many government agencies, volunteer organizations, and the private sector cooperate to provide assistance and support.

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

### Planning Assumptions

- a. Large-scale disasters will occur in New Hampshire. The Disaster Recovery Plan will only be activated as a response to a major or catastrophic disaster within the Town.
- b. A significant disaster will likely be regional in nature and resources will be limited.
- c. Activation of the Disaster Recovery Plan assumes other response and short-term recovery operations are already underway guided by the National Response Framework (NRF) as well as the Allenstown EOP and associated Emergency Support Functions (ESF). Recovery activities may occur while response activities are still going on.
- d. The Town will have primary responsibility for local recovery operations; state agencies and partners will provide support and expertise as needed.
- e. Continuity of Operations (COOP) Plans will guide agency recovery.
- f. Federal assistance may be required to effectively respond to and recover from a disaster. The President of the U.S. may declare a major disaster or emergency, and federal assistance may become available to supplement state and local operations. These recovery programs, such as the Federal Emergency Management Agency (FEMA) Public Assistance (PA), Individual Assistance (IA), Hazard Mitigation Grant Program (HMGP), the Department of Housing and Urban Development (HUD) Community Development Block Grant-Disaster Recovery (CDBG-DR), Natural Resources Conservation Service (NRCS) Emergency Watershed Protection Program, and Federal Transit Authority (FTA) and Federal Highways Administration (FHWA) Emergency Relief programs, will function concurrently.
- g. The Town of Allenstown has adopted the National Incident Management System (NIMS) approach and guidance to incorporate the elements of NIMS essential to efficient management of emergencies and disasters involving, local, state, and federal response agencies.
- h. Additional assumptions may be added throughout the recovery planning process.

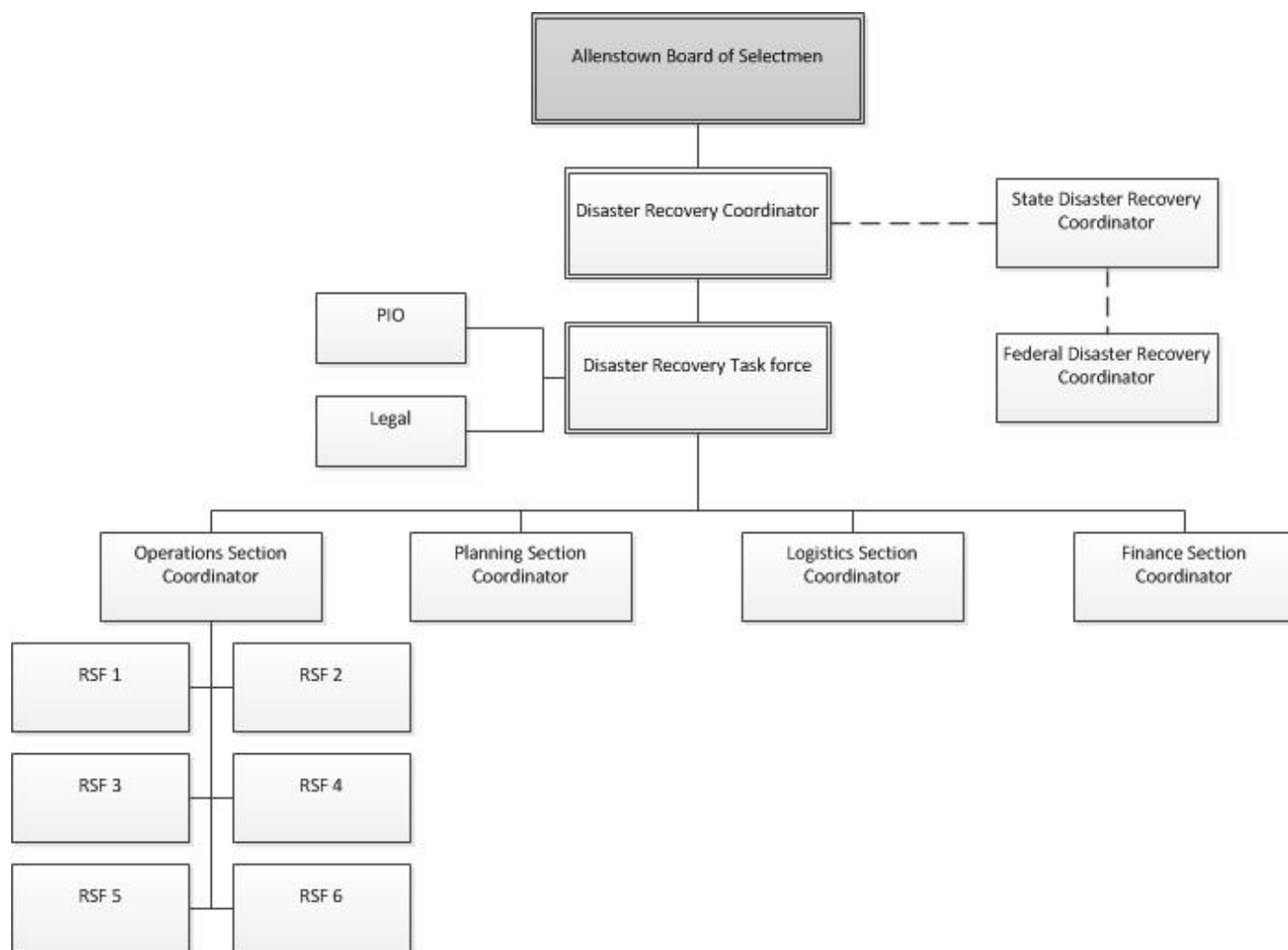
## Concept of Operations

### Overview

This Disaster Recovery Plan provides a flexible and scalable framework for organization and decision making which may be effectively deployed against unknown and unpredictable threats. The DRP has a myriad of potential options, depending on the scope and scale of an incident. The DRP is not a tactical or a field manual, nor does it provide standard operating procedures. It is a tool to use to help guide recovery, throughout the entire process.

### Leadership and Organization

The Disaster Recovery Coordinator (DRC) is responsible for coordinating the Town's disaster recovery efforts and for leading the Disaster Recovery Task Force (DRTF). The DRC interfaces with state and federal recovery partners. The DRTF coordinates agencies and partners involved in the recovery planning process. At a minimum the DRTF will consist of the DRC, Town Administrator, Town Department Heads, Central NH Regional Planning Commission, Capital Area Public Health Network, HSEM Field Representative and other sectors as needed. The following organization chart identifies the key positions involved in the recovery process.



### Roles and Responsibilities

#### Disaster Recovery Coordinator (DRC)

The Allenstown Board of Selectmen will designate a Disaster Recovery Coordinator (DRC) to oversee the overall disaster recovery process. The DRC is appointed by and reports to the Board of Selectmen and serves as the lead for coordination and leadership of local recovery efforts. The DRC will have authority over the recovery operation; will determine the timeframe for operational periods and may activate other resources as needed.

This individual will be solely dedicated to the recovery effort, and will be unable to perform duties related to his/her permanent job or home. The DRC also serves as the Local Disaster Recovery

Coordinator (LDRC) as defined in the NDRF. The Disaster Recovery Coordinator is authorized to liaise directly with the State Disaster Recovery Coordinator (SDRC) and the Federal Disaster Recovery Coordinator (FDRC).

The DRC shall have the authority to appoint a deputy and other staff positions consistent with the ICS organizational structure as necessary. As personnel transition from the response role, they can also be assigned to work for the DRC.

#### **Disaster Recovery Task Force (DRTF)**

The DRTF is charged with advising the Disaster Recovery Coordinator regarding general direction, overarching policy guidance, and general prioritization for the Town's recovery activities. The committee has no authority to speak for the Town, to encumber funds, or make commitments binding on the Town. Its purpose will be to provide advice on policy related to the disaster recovery efforts.

The DRTF should include a mix of public and private sector representation; personnel with relevant professional experience and expertise; and represent a geographical distribution adequately and equitably represents areas impacted by the disaster. The major duties of the DRTF include:

- a) Establish uniform policies for effective coordination to accomplish recovery tasks
- b) Recommend and coordinate efforts to return to normal operations
- c) Assist in identifying mitigation opportunities and resources
- d) Determine activation of recovery functions

#### **State Disaster Recovery Coordinator**

The State Recovery Coordinator (SDRC) position is established to ensure those who have the capability to support community recoveries are actively engaged in a well-coordinated way.

#### **Federal Disaster Recovery Coordinator**

The Federal Emergency Management Agency (FEMA) will appoint a Federal Recovery Coordinator (FDRC) as established by the NDRF. The FDRC is responsible for the actual field implementation of programs under the Stafford Act and handles the day to day operations of FEMA at the Joint Field Office (JFO).

#### **Federal Coordinating Officer**

FEMA will appoint a Federal Coordinating Officer (FCO), who is responsible for coordinating supplemental federal disaster assistance available under the Presidential Disaster Declaration (PDD). The responsibilities of the FCO include public information coordination, Congressional liaison, community liaison, outreach, and establishment of the JFO.

The following RSF Responsibility Matrix identifies Lead and Support agencies for each of the 6 RSFs.

| Recovery Support Function (RSF ) Responsibility Matrix |  |                            |   |                  |   |   |
|--|--|----------------------------|---|------------------|---|---|
| Agency / Organization                                  | RSF 1<br>Community Planning &<br>Capacity Building | RSF 2<br>Economic Recovery | RSF 3<br>Health & Social Services<br>Recovery | RSF 4<br>Housing | RSF 5<br>Infrastructure Systems<br>Recovery | RSF 6<br>Natural & Cultural<br>Resources Recovery |
| Board of Selectmen                                     | L  | S                          | S   | S                | S   | S   |
| Disaster Recovery Coordinator/Town Admn.               | L  | L                          | S   | S                | S   | S   |
| Disaster Recovery Task Force                           | L  | L                          | S   | S                | S   | S   |
| Planning Board   | L  | S                          |   | S                |   | S   |
| Central NH Regional Planning Commission                | S  | L                          |   | S                |   | S   |
| Welfare Administrator                                  |  |                            | L   | L                |   |   |
| Capital Area Public Health Network                     |  |                            | L   | S                |   |   |
| Health Officer   |  |                            | L   |                  |   |   |
| Code Enforcement                                       |  |                            |   | L                |   |   |
| Highway Department                                     |  |                            |   |                  | L   |   |
| Pembroke Water Works                                   |  |                            |   |                  | L   |   |
| Sewer Department                                       |  |                            |   |                  | L   |   |
| Liberty Utilities                                      |  |                            |   |                  | L   |   |
| Eversource   |  |                            |   |                  | L   |   |
| NH Electric Coop                                       |  |                            |   |                  | L   |   |
| Comcast/Xfinity  |  |                            |   |                  | L   |   |
| Fairpoint  |  |                            |   |                  | L   |   |
| Unitil   |  |                            |   |                  | L   |   |
| Allenstown Historical Society                          |  |                            |   |                  |   | L   |
| Library  |  |                            |   |                  |   | L   |
| Parks & Recreation                                     |  |                            |   |                  |   | L   |
| Public Information Officer                             | S  | S                          | S   | S                | S   | S   |
| Finance Director                                       | S  | S                          | S   | S                | S   | S   |
| Human Resources  | S  | S                          | S   | S                | S   | S   |
| Police Department                                      | S  | S                          | S   | S                | S   | S   |
| Fire Department  | S  | S                          | S   | S                | S   | S   |
| Tri Town EMS   | S  | S                          | S   | S                | S   | S   |
| Town Clerk   | S  | S                          | S   | S                | S   | S   |
| Town Counsel   | S  | S                          | S   | S                | S   | S   |

### Sites and facilities

**Local EOC:** The Allenstown EOC will be managing and coordinating both emergency response and short-term recovery.

**State EOC:** The SEOC is a central facility from which local governments can provide interagency coordination and decision-making in support of incident response. The SEOC will operate until the incident is stabilized, life safety concerns are mitigated and the issues are more focused on long-term strategies and issues as opposed to response.

**Disaster Recovery Center (DRC):** FEMA may stand up DRCs, readily accessible facilities where disaster survivors may go for information about FEMA or other disaster assistance programs.

**Business Recovery Center (BRC):** BRCs, stood up by the SBA, provide key financial and counseling services to businesses impacted by disaster, including information on SBA Disaster Loans.

**Joint Field Office (JFO):** The federal Coordinating Officer (FCO) will establish a JFO to coordinate the relief and recovery effort. The JFO will be staffed with representatives from federal agencies having emergency responsibilities as well as state and local officials.

### Short-Term Recovery Operations/Stabilization

Short Term Recovery Operations involve managing and containing immediate impacts of an event on community systems, thereby creating an environment where recovery activities can begin. Stabilization includes such activities as:

- Providing essential health and safety services;
- Provision of congregate sheltering or other temporary sheltering solutions;
- Supporting family and pet reunification;
- Providing rapid damage assessments and participating in detailed damage assessments;
- Supporting the restoration of essential infrastructure.

### Intermediate Recovery Operations

Intermediate Recovery Operations involve returning individuals and families, critical infrastructure, and essential government or commercial services back to a functional state, not necessarily a pre-disaster state. Occurs following short-term recovery operations. Examples include:

- Representation at DRCs;
- Continuing to provide individual, family-centered, and culturally appropriate case management;
- Providing accessible interim housing and planning on long-term housing solutions;
- Returning displaced populations, pets, and restoring business operations; and,
- Completing assessments, with local jurisdictions, of natural and cultural resources and developing plans for long-term environmental and cultural resource recovery.

### Long-Term Recovery Operations

Long-Term Recovery follows Intermediate Recovery and may continue for months to years. The goal underlying long-term recovery is the impacted community moving toward self-sufficiency, sustainability, and resiliency.

### Activation/Demobilization

#### Activation:

- The Emergency Management Director will request that the Board of Selectmen to activate the Disaster Recovery Plan as appropriate.
- Once the Disaster Recovery Plan is activated, the DRTF may activate any or all of the RSFs to return the state to its pre-disaster condition or to its “new normal.”

#### Demobilization:

- The Board of Selectmen in coordination with the DRC and DRTF determines when to discontinue recovery operations and return to normal operations. This decision should be made considering the completion of intermediate and long-term recovery operations.
- Some RSFs may demobilize before others based on the extent of the disaster.

### Recovery Support Functions

Recovery Support Functions comprise the coordinating structure for the Allenstown Disaster Recovery Plan. Their purpose is to facilitate problem solving, improving access to resources and by fostering coordination among local, state, and federal agencies, non-governmental partners and stake holders.

The RSF structure coexists with and builds upon the ESFs under the National Response Framework and the Allenstown EOP. RSFs are different from ESFs in that they have different mission objectives, partnerships, approaches, time spans and organizational structure.

There is some overlap between ESF and RSF missions, but as the ESF requirements diminish and the recovery issues take center stage, the RSFs take over the residual ESF activities associated with recovery.

The objective of the RSFs is to facilitate the identification, coordination, and delivery of assistance needed to supplement recovery resources and efforts. An additional objective is to encourage and complement investments and contributions by the business community, individuals, and voluntary, faith-based and community organizations.

The following RSFs are included as annexes to this plan:

RSF #1 – Community Planning and Capacity Building

RSF #2 – Economic Recovery

RSF #3 – Health and Social Services

RSF #4 – Housing

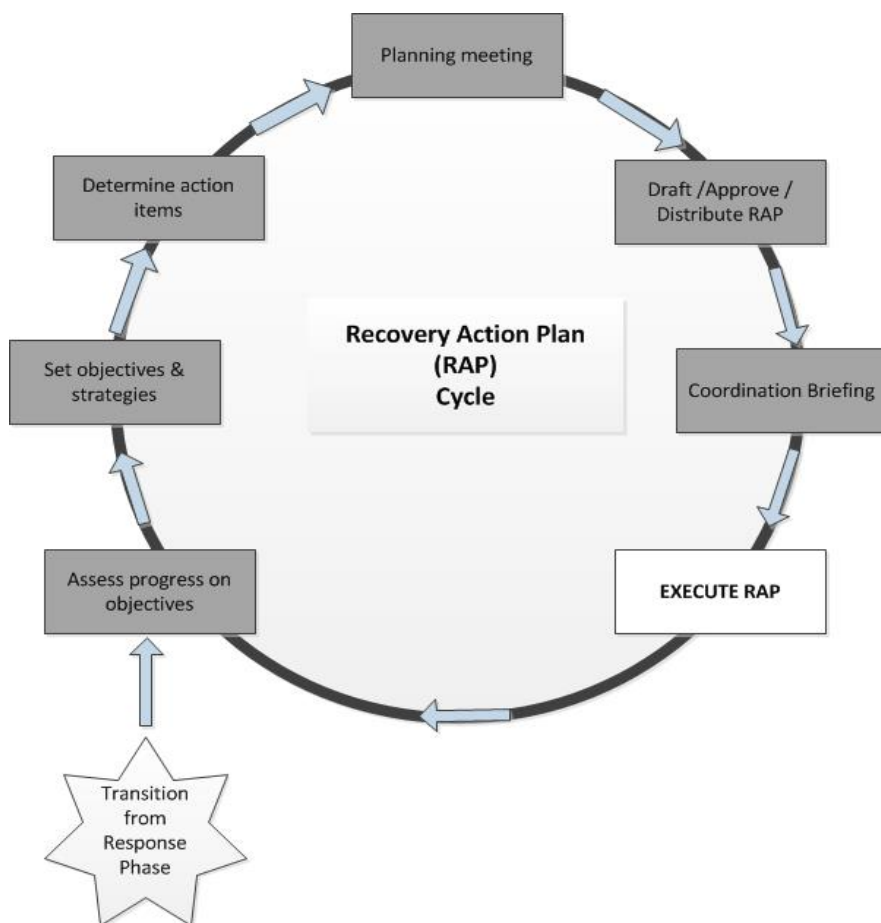
RSF #5 – Infrastructure Systems

RSF #6 – Natural and Cultural Resources

## Recovery Action Planning (RAP) Cycle

The Recovery Action Planning (RAP) cycle provides a defined process, structure, and schedule for setting and prioritizing objectives, ensuring resource availability, monitoring progress, and generally executing the Disaster Recovery Coordinator and Disaster Recovery Task Force's Mission. It specifies communications, meetings, assessments, and course-corrections which are fundamental components of the planning process. The DRC is charged with overall coordination and scheduling of this process.

The Recovery Action Planning cycle is modeled on the Incident Command System (ICS) Incident Action Planning Cycle, sometimes known as the "Planning P" for its diagrammatic shape. It will be generally consistent with the EOP Incident Action Planning Process used during the EOC Response operations (See EOP). The steps of the RAP cycle are outlined below.



### Transition from response phase:

As management of the overall incident transitions from Response to Recovery, non-life-safety objectives which were set but not fully accomplished during Response will be transitioned from the responsibility of the Response-phase Incident Command to the Disaster Recovery Coordinator. These unmet needs and other ongoing Response objectives will form the initial basis for setting Recovery objectives.

### Assess progress on objectives:

Regardless of whether the DRC is in its initial operational cycle or conducting ongoing planning,



the first step of a new RAP cycle is for the Disaster Recovery Coordinator and Disaster Recovery Task Force to report on the status of its objectives, as well as identifying additional needs or new objectives. This will include input from the RSF. This is a very important step and will help to reinforce the development of measurable objectives by ensuring specific RSF input results in clearly scoped and defined objectives, particularly for objectives lasting over numerous operational periods.

**Set (new) objectives and strategies:**

The next step of the RAP cycle is for the Disaster Recovery Coordinator to work with the Disaster Recovery Task Force to identify and prioritize objectives and strategies for the next operational period. These may be ongoing or incomplete objectives from previous operational periods, or they may be new. Operational Periods in the recovery phase are different than in the response phase. They are driven by milestones and timelines as opposed to the traditional 12/24 hour operational periods.

As each new RAP is developed, progress made against identified criteria for each objective will be assessed in coordination with the appropriate RSF and this information will be used to refine and focus objectives in future RAPs.

**Determine action items:**

Once the next operational period's objectives and strategies have been set, the Operations Section identifies and prioritizes specific action items which will be used to achieve the objectives and strategies, as well as identifying evaluation criteria and monitoring mechanisms for the action items.

The DRC then works with the Logistics Section Coordinator, Planning Section Coordinator or designee, Legal Advisor, Safety Officer, and others as necessary to review and validate the action items; they may add, remove, or re-prioritize action items as necessary. The Disaster Recovery Coordinator and the DRTF also assigns available resources to the RSFs and/or secures additional necessary resources. (ICS form 215 may provide a useful framework for this process.)

**Planning meeting:**

After action items and resources have been set, this information is shared broadly with the DRTF and lead and supporting agencies at the Planning Meeting. Participants have the opportunity to review and vet the action items and resource assignments. At this phase, each RSF again reviews to ensure consistency of near-term action items with long-term recovery goals.

**Draft/ approve/ distribute the Recovery Action Plan:**

Following the Planning Meeting, the Planning Section drafts and finalizes the RAP for the next operational period. Once it has been approved by the Disaster Recovery Coordinator, the Recovery Action Plan is distributed to the entire DRTF and RSF agencies and becomes the new controlling document; this marks the beginning of a new operational period.

**Coordination briefing(s):**

After the Recovery Section Plan is approved and distributed, RSF mission assignments are officially handed down and started. At this point, recovery agency staff and lead and supporting agencies are briefed on the new RAP. Depending on the situation, this briefing may be for the entire Recovery Agency at once, or smaller briefings may take place at the individual RSF levels.

**Execute Recovery Action Plan:**

This step comprises the main work of the Recovery Agencies, as their mission assignments are

implemented from within the Operations Section.

## Policies and Procedures

Recovery operations are handled through local, state and federal agencies in accordance with their statutory authorities or through special task forces established by state and federal officials.

Recovery is coordinated and conducted cooperatively with state, federal, and local officials and with private entities. As a result of a Presidential Disaster Declaration or emergency or major disaster, a JFO with supporting federal personnel may also be activated. The State Disaster Recovery Coordinator (SDRC) may co-locate at the JFO.

A Presidential Disaster Declaration may authorize the following types of disaster relief assistance:

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

windstorms, and other natural occurrences.

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

## Plan Development and Maintenance

### Development

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

### Maintenance

The Allenstown EMD will be responsible for the research and development of the Recovery Plan in its entirety to include any related documents and Appendices. The EMD in partnership with RSF Lead Agencies will update information into each recovery support function such as points of contact, program changes, regulatory changes, and information relative to statutory changes in New Hampshire State Law. The EMD will be responsible for executing on-going maintenance and administration of the Disaster Recovery Plan. The EMD will review the plan in its entirety once a year to ensure accuracy.

# **RECOVERY SUPPORT FUNCTION (RSF) 1**

## **COMMUNITY PLANNING AND CAPACITY BUILDING**

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### **LEAD AGENCY:**

- Disaster Recovery Coordinator/Town Administrator
- Disaster Recovery Task Force
- Board of Selectmen
- Planning Board

### **SUPPORT AGENCIES:**

- Central NH Regional Planning Commission
- Finance Director
- Human Resources
- Police Department
- Fire Department
- Tri-Town EMS
- Town Clerk / Tax Collector
- Legal Counsel
- Public Information Officer

## **INTRODUCTION**

### **Purpose**

RSF 1 Community Planning and Capacity Building is responsible for addressing the coordination between public, private, and non-profit efforts to facilitate recovery following a large-scale disaster in the Town of Allenstown. This RSF holds the primary responsibility for establishing recovery priorities, resolving resources, and ensuring buy-in from key local, regional and State stakeholders. This RSF will hold the responsibility for planning for, integrating and monitoring disaster recovery programs, policies and projects after large disasters.

### **Scope**

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

### **Objectives**

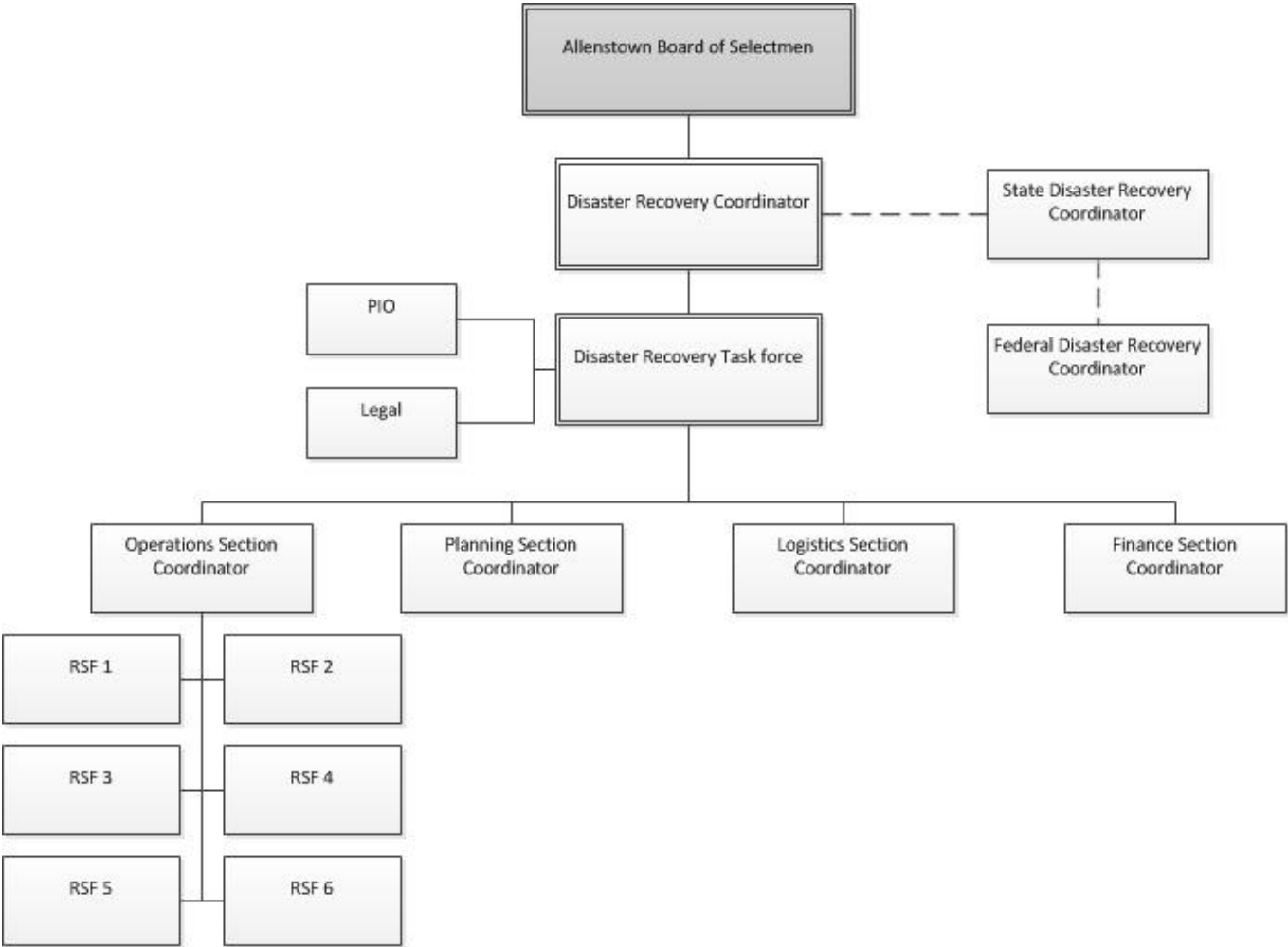
- Enhance interagency and partner coordination of resources, requirements, and support for building community capacity and community recovery planning.
- Increase community self-reliance and adaptability.
- Integrate hazard mitigation and risk reduction opportunities into all major decisions and reinvestments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

use of federal, State, nongovernmental, and private sector funds and provides a community vision for recovery.

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

CONCEPT OF OPERATIONS

During recovery, the Allenstown Disaster Recovery Task Force will support the organizational structure to respond to the short and long-term community planning needs as a result of the disaster. RSF 1 operates as the Planning Section of the Allenstown Disaster Recovery ICS organizational structure. The Allenstown Board of Selectmen is the governing body and will be supported by the Allenstown Disaster Recovery Coordinator and the Allenstown Disaster Recovery Task Force.



Disaster Recovery Organizational Structure

RSF 1 services are divided into three main categories:

- Pre-Event and Preparedness – Objectives and actions to take place prior to a disaster.
- Short-term Recovery – Objectives/actions to be addressed as quickly as possible after the activation of the Disaster Recovery Task Force, excluding immediate life-safety and property protection actions/objectives. Some of these objectives/actions may start during the response phase, but will transition into short-term recovery.
- Intermediate and Long-term Recovery – Objectives/actions characterized by operations that may provide sustained temporary measures to bridge the gap into permanent solutions, or return life to normal or an improved state.

These objectives are not intended to be inclusive of every objective the Town may need to establish and complete during recovery. They are instead intended to ensure that key objectives are not overlooked, and to provide this RSF a starting-point for the assessment, prioritization, and implementation of recovery operations.

### **PRE-EVENT AND PREPAREDNESS OPERATIONS**

The following describes objectives to be addressed by the entities that comprise this RSF prior to a disaster. Some of the objectives identified below may be singular actions, while others should be continuously addressed to ensure the Town's recovery preparedness.

**Understand regional and State planning resources.** Following a disaster, key resources that can be used by jurisdictions to facilitate recovery include regional and State plans. Master plans outline development goals and guidelines. In addition, supporting community development plans, transportation plans, hazard mitigation plans, and environmental plans identify projects that have already been vetted by key stakeholders and address existing community needs, and in some cases may already have funding allocated to the project. Depending on the location and impact of the disaster, the resources and projects identified can be implemented or expedited to not only address issues that existed prior to an event while also facilitating community recovery.

**Be familiar with regional stakeholder groups.** Stakeholder and community groups, including non-governmental, community-based and faith-based organizations, play a key role in post-disaster recovery. In some cases these groups bring specific resources to help individuals and households recover.

**Identify laws and regulations that may impede recovery operations and develop temporary measures to expedite recovery.** In some cases, recovery efforts may be restricted by local and State laws and regulations. Permitting processes, zoning, environmental regulations, and income requirements may delay the implementation of projects and/or delivery of services. In some cases, waivers or temporary amendments may facilitate or expedite redevelopment. By pre-scripting these waivers or determining efficiencies in processes, the Town can streamline recovery or help facilitate expediency in individual, household, and business recovery.

### **SHORT-TERM RECOVERY**

The following Short-term Recovery objectives must be addressed as quickly as possible after the plan is activated and will likely meet pressing unmet needs of residents and businesses (excluding immediate life-safety and property-protection objectives). In some cases, objectives identified below may describe elements of functional continuity with response operations identified in the Allenstown Emergency Operations Plan (EOP). Therefore, the objectives listed below may begin during the response phase and transition into short-term recovery.

**Evaluate the need for recovery support and recommend the activation of RSFs to the Allenstown**

**Disaster Recovery Task Force.** The composition of RSF-1 provides for participation of coordinating agencies from the other RSFs, which allows for key collaboration in the determination of ongoing resources support needs. During the short-term recovery phase, an assessment of ongoing needs will be conducted that will determine which RSFs and groups within those functions recommended for activation. It is acknowledged that RSFs and groups may be activated at later times, or that the assessments conducted by the functions may result in the recommended deactivation of RSFs and Groups.

**Identify recovery partnerships.** As discussed under the pre-disaster recovery objective “Be familiar with local, county and regional stakeholder groups,” non-governmental organizations are key to facilitating individual and community recovery. Based on the needs of the incident and the populations impacted, community recovery partners should be identified to participate in the Recovery planning process – both as a partner to the activated RSFs as well as potentially participating in RSF-1. Key partners may also include corporations or businesses actively involved in the community or other “champions” who may have a vested interest in a project or specific recovery activity.

**Coordinate the Recovery Plan with RSFs.** While recovery planning will occur through RSF-2 through RSF-6, the Community Planning and Capacity Building RSF plays a key role in recovery planning. This group helps set the recovery vision and objectives, and works with the functions to evaluate and prioritize projects both within and among the RSFs.

This will include providing direction on objectives and projects, and assisting in developing recovery goals and timelines. In this review, “high value” recovery projects will be identified. The Federal Emergency Management Agency (FEMA) *Long Term Community Recovery Planning Process: A Self Help Guide* defines recovery project value as an indicator of a project’s ability to “help jump-start a community’s recovery from a natural disaster or incident of national significance”.

High-value recovery projects typically hold the following characteristics:

- Fill a post-disaster community need
- Provide leveraging for, or linkages to, other projects and funding
- Be related to the physical damage from the disaster
- Encourage private investment
- Have strong community support
- Have access to resources necessary to carry out the project
- Be realistic, and provide for an achievable outcome
- Avert future losses
- Use resources efficiently
- Have community wide impact

**Define and Implement a Community Recovery Strategy.** The overarching goals and objectives for recovery will be determined through the above objectives, culminating in a disaster specific Community Recovery Strategy (See Appendix 1). This Strategy will outline goals, objectives, tactics, authorities, and programs that can be leveraged to execute strategies that meet objectives. The purpose of the Strategy will be to establish a long-term vision for Recovery within the Town that addresses the impacts of the disaster event while incorporating relevant objectives, goals, and planning elements from pre-disaster community planning. In some cases, these may be derived from community development plans that aim to establish long-term goals for community growth. In other cases, elements from community mitigation plans may be incorporated into long-term recovery planning to increase community resiliency. (See Appendix 1.)



**Development of Recovery Action Plan (RAP).** The purpose of a RAP is to define an event-specific, phased recovery program with priorities and actions that mirror the goals and priorities defined in the Community Recovery Strategy. RAPs are developed to define a community's specific recovery priorities and the operations required to achieve them. (See Appendix 2.)

### **INTERMEDIATE AND LONG-TERM RECOVERY**

The following intermediate and long-term recovery objectives are characterized by operations that may provide sustained temporary measures to bridge the gap into permanent solutions, return life to normal or an improved state, or otherwise support the objectives of other RSFs and Groups. Objectives described under short-term recovery (above) will be the continued responsibility of this RSF into intermediate and long-term recovery, if necessary.

**Ensure Recovery Planning Process is consistent with federal and state Guidelines.** As the coordinating entity for recovery planning, RSF-1 will ensure that RAPs are consistent with federal and state guidelines and standards for recovery planning. This includes pre-disaster guidelines, such as the National Disaster Recovery Framework (NDRF) FEMA's *Long-Term Community Recovery Planning Process: A Self Help Guide*, as well as guidelines released by FEMA following an event. Post-event guidance will vary, depending on the impact of the incident in the community and the geographic extent of the incident.

This objective will be fulfilled by continued coordination between all RSFs, in addition to continued coordination with state and federal agencies, including FEMA.

**Allocate Resources Between and Among RSFs.** Funding resources, personnel, and in some cases the material necessary for a community to recover will be limited following an event. One key role of RSF-1 will be to adjudicate resources between and among the RSFs. This includes prioritizing projects, adjudicating funding as well as personnel. In some cases, the order and priority of projects and resources will be dictated by existing conditions. For example, redevelopment of neighborhoods, business and community infrastructure will not be possible until utilities, water, and sewage systems are restored in heavily impacted areas. In other cases, the source of funding will influence the priority of projects. Projects that use Public Assistance (PA) funding from the Federal Government must adhere to program requirements, which means that repair of some facilities may need to wait for funding to become available. Outside of these conditions and constraints, RSF-1 will adjudicate resources, prioritize projects, and allocate funding.

**Maintain the Plans.** Over time, as projects are completed and resources, priorities, or the overall Community Recovery Strategy changes, RSF-1 will work with RSF-2 through RSF-6 as to monitor and update plans. The regularity of these reviews will be contingent on the incident and impact. For example, an incident that requires ongoing recovery coordination for five months following the incident may not require more than one set of recovery plans. Conversely, an incident that requires coordination for multiple years may require multiple iterations of the plans.

In the case that the incident impact requires coordination beyond for more than six months after the recovery plans are developed, these plans will be reviewed and revised by the RSFs. While overall goals and objectives of the plans may not change, project priorities, stakeholders, and champions may change over time.

Plan reviews and maintenance will document:

- Progress made on achieving previous objectives and projects;
- New objectives, projects and tasks;
- Key stakeholders; and

- Updated funding strategies.

## **ROLES & RESPONSIBILITIES**

### **Disaster Recovery Coordinator**

- Serve as chairperson of the Disaster Recovery Task Force
- Manage disaster recovery programs
- Make recommendations to the Board of Selectmen on recovery matters reviewed by the Recovery Task force
- Appoint Public Information Officer(s)

### **Disaster Recovery Task Force**

- Develop and implement the Community Recovery Strategy for the Town
- Recommend ordinances and policies necessary to efficiently manage the recovery process
- Develop policies that promote mitigation from future damage
- Recommend economic recovery initiatives
- Develop policies for redevelopment in areas sustaining repeated disaster damage
- Develop procedures to carry out build-back policies
- Develop policies for relocating and acquiring damaged properties

### **Board of Selectmen**

- Oversee recovery operations and programs
- Appoint Disaster Recovery Coordinator
- Assign members of Recovery Task Force
- Maintain continuity of government
- Institute emergency or special ordinances and resolutions recommended by staff
- Meet with visiting dignitaries
- Approve the expenditure of funds to meet emergency needs
- Approve the expenditure of funds for mitigation activities
- Provide visible leadership to the community
- Proclaim emergency orders
- Observe and respond to symptoms of stress within the community and Town staff

### **Planning Board**

- Review land use plans and Master Plan
- Develop a system to handle larger volumes of applications

### **Zoning Board**

- Process administrative appeals

### **Central NH Regional Planning Commission**

- Serve as a member of the Disaster Recovery Task Force
- Assist in the development of the Community Recovery Strategy

### **Support Agencies**

- Provide information on specific impacts
- Update on progress of recovery planning at an RSF level.

- Provide advocacy for key recovery programs
- Provide subject matter expertise during planning process.

### **State Agencies**

The following State Agencies are identified as Lead or Support in the State Recovery Plan:

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

### **DEVELOPMENT, MAINTENANCE AND IMPLEMENTATION**

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

### **AUTHORITIES**

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

### **REFERENCES**

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

- Allenstown Master Plan
- Allenstown Hazard Mitigation Plan
- Allenstown Zoning Ordinance
- Allenstown Site Plan & Subdivision Regulations
- RSF 1 State Disaster Recovery Plan
- RSF 1 Federal Disaster Recovery Plan

**RSF 1 - Attachment 1**  
**COMMUNITY PLANNING CHECKLIST**

| General Responsibilities  | Notes |
|---|-------|
| <ul style="list-style-type: none"> <li><input type="checkbox"/> Overall management of the RSF.</li> <li><input type="checkbox"/> Determine scale and scope of need, and report to Local Disaster Recovery Manager.</li> <li><input type="checkbox"/> Assist in the development and prioritization of RSF-specific recovery strategy and tactics, including input into development of Recovery Action Plans and the Community Recovery Strategy.</li> <li><input type="checkbox"/> Coordinate with counterpart local, state, and federal RSFs.</li> <li><input type="checkbox"/> Coordinate with stakeholders in the community on impacts of the disaster on service levels and needs for returning service to acceptable post disaster levels.</li> </ul>   |       |
| Activation Phase  | Notes |
| <ul style="list-style-type: none"> <li><input type="checkbox"/> Refer to appropriate RSF Annex of the Disaster Recovery Plan (DRP).</li> <li><input type="checkbox"/> Activate appropriate Recovery Groups and work with Coordinating Agencies. Obtain briefing from the Recovery Operations Section Chief.</li> <li><input type="checkbox"/> Assess level of services needed and initiate request for necessary resources.</li> <li><input type="checkbox"/> Coordinate acquisition of resources with the Recovery Logistics section. Coordinate with the Local Disaster Recovery Manager, Recovery Liaison Officer, and Recovery Public Information Officer regarding the need for a RSF/Group-level Liaison Officer or Public Information Officer.</li> </ul>  |       |
| Operational Phase   | Notes |
| <ul style="list-style-type: none"> <li><input type="checkbox"/> Establish and maintain a position log and other necessary files.</li> <li><input type="checkbox"/> Facilitate requests for resources as necessary during the recovery period to ensure effectiveness of support activities. Maintain adequate records of financial expenditures and ensure recovery expenses and extensions for services/resources are pre-authorized by the Recovery Operations Section Chief.</li> <li><input type="checkbox"/> Prepare and forward situation reports to the Recovery Operations Section Chief.</li> <li><input type="checkbox"/> Identify RSF-specific recovery issues and coordinate their incorporation into Recovery Action Plans (RAP).<br/>Ensure proper documentation of all recovery operations is completed. Identify RSF-specific long term recovery issues and coordinate their incorporation into the Community Recovery Strategy and the RAP.</li> </ul> |       |

|  |  |
|--|--|
| <ul style="list-style-type: none"> <li><input type="checkbox"/> Actively share information with other groups and sections in the Recovery Organization.</li> <li><input type="checkbox"/> Ensure coordination of all public information releases through the Recovery Public Information Officer in order to keep the public informed of progress through the recovery period as necessary. Refer all contacts with the media to the Recovery Public Information Officer.</li> <li><input type="checkbox"/> Coordinate recovery efforts with mitigation and sustainability goals and objectives identified in local and regional plans, including Hazard Mitigation Plans, Comprehensive Plans, capital or transportation improvement plans, etc.</li> <li><input type="checkbox"/> Support the Recovery Operations Section Chief in determining the timelines according to which resources need to be identified so that they can be included in the planning documents, funding cycles, and budget or appropriations requests.</li> <li><input type="checkbox"/> Identify and track resolution of gaps and conflicts in state and federal planning requirements and recovery assistance programs, as well as recovery programs that support and build community capacity and surge needs for recovery management.</li> <li><input type="checkbox"/> Support the Recovery Planning Section Chief in the ongoing review, evaluation, and maintenance of the Community Recovery Strategy. Examine and recommend resolutions to RSF-specific regulatory or other legislative issues that may impede recovery.</li> </ul> |  |
|--|--|

| Demobilization Phase   | Notes |
|--|-------|
| <ul style="list-style-type: none"> <li><input type="checkbox"/> Determine RSF and Group demobilization prioritization status and advise the Recovery Operations Section Chief.</li> <li><input type="checkbox"/> Collect and store all completed forms and consult with the Recovery Planning Section for appropriate storage location if appropriate.</li> <li><input type="checkbox"/> Complete personal logs and documentation and forward to the Recovery Planning Section.</li> <li><input type="checkbox"/> Ensure any open actions are assigned to appropriate staff or other Recovery Organizations sections for follow up.</li> <li><input type="checkbox"/> Ensure all functions have been transitioned to their pre-disaster department(s), agency(ies), or activity(ies).</li> </ul> |       |

## **RECOVERY SUPPORT FUNCTION (RSF) 2**

### **ECONOMIC RECOVERY**

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#### **LEAD AGENCY:**

- Disaster Recovery Coordinator
- Disaster Recovery Task Force
- Central NH Regional Planning Commission

#### **SUPPORT AGENCIES:**

- Board of Selectmen
- Finance Director
- Human Resources
- Public Information Officer
- Town Clerk
- Planning Board
- Police Department
- Assessor
- Legal Counsel

### **INTRODUCTION**

#### **Purpose**

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

#### **Scope**

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

#### **Objectives**

- Workforce development initiatives are in place; jobs are created and retained.
- Entrepreneurial and business development initiatives are in place.
- Community-wide economic development plans are developed with broad input and consider regional economic recovery and resiliency.
- Strategies for quickly adapting to changed market conditions, reopening businesses, and/or establishing new businesses are in place.
- Business initiatives to employ workers and generate revenue are in place.
- Management plans ensure that the most effective use of federal funds is in place.
- Private and public sector actors have information they need to make informed decisions about recovery.

## CONCEPT OF OPERATIONS

During recovery, Economic Recovery will become a branch in recovery operations. (See the Base Plan for overall recovery organization.) The Economic Recovery Branch will have four groups: 1) Employment Recovery Group, 2) Business Restoration Recovery Group, 3) Business Retention and Recruitment Recovery Group, and 4) Supply Chain Recovery Group. The Disaster Recovery Coordinator will lead the Employment Recovery Group, Business Restoration Recovery Group, Business Retention Recovery Group and the Supply Chain Recovery Group.

### Employment Recovery Group

The Employment Recovery Group will coordinate local efforts with state and federal recovery programs to sustain local employment during the recovery phase. This includes providing or advocating for resources that benefit workers displaced by the disaster including helping match people seeking employment in the disaster area with opportunities for work.

### Business Restoration Recovery Group

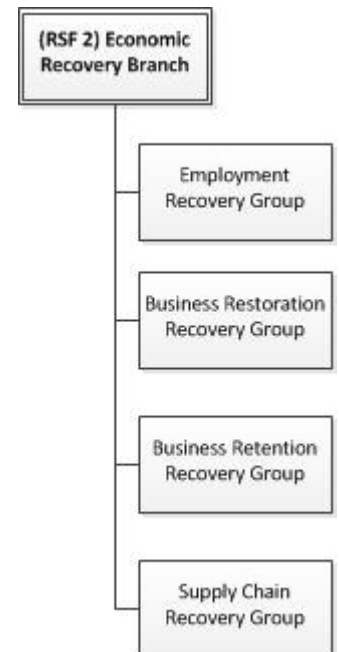
The Business Restoration Recovery Group will coordinate local efforts with state and federal recovery programs to promote the recovery of the private sector business community. This group will work to fill needs identified by businesses to maintain economic continuity following the disaster. This group will be responsible for the establishing the Business Recovery Center(s) (BRC), in coordination with the Small Business Association (SBA) and the State of New Hampshire.

### Business Retention Recovery Group

The Business Retention and Recruitment Recovery Group will coordinate efforts to promote the overall resiliency and stability in the private sector business community, ensuring that current businesses remain and new companies are recruited to enhance the overall economic health and stability of the Town.

### Supply Chain Recovery Group

The Supply Chain Recovery Group will coordinate local efforts with state and federal recovery programs to support recovery efforts and ensure that logistics, transportation, and shipping challenges are monitored and addressed. This Group will identify and facilitate the provision of goods and services to sustain recovery after immediate response phase, as well as any efforts to support the restoration of the economic health for the community.





## Short-Term Recovery OPERATIONS

### Employment Recovery Group:

- **Provide employment resources and workforce placement.** The Employment Recovery Group will coordinate with major employers, placement companies, job training companies, and other state and federal partners to provide resources, information and job placement for disaster impacted households. These services will be provided via Disaster Recovery Center/Business Recovery Center.
- **Provide staffing, expertise, and program support to Business Recovery Centers.** In order to provide employment services, the Employment Recovery Group will work to ensure employment resources, information, and placement services are provided at Disaster Recovery Center/Business Recovery Center.
- **Coordinate provision of workforce transportation.** In the event that the disaster impacts transportation systems, the Employment Recovery Group will work with the Transportation Recovery Group under RSF-5 to provide interim transportation services. This includes coordinating with impacted employers, and coordinating efforts for cost sharing or employer investment for services provided.
- **Coordinate provision of workforce housing.** If area housing resources are impacted, major employers (including the town itself) may need to have workforce housing located near or on-site. The Employment Recovery Group will coordinate with the Intermediate Housing Recovery Group under RSF-4 to establish needs, develop a plan for, and provide temporary housing for employees and their families at or near key major employers, as necessary and possible.
- **Coordinate provision of other workforce needs.** If social and human services are impacted, major employers (including the Town itself) may need to have special provision of some services. In collaboration with RSF-3, the Employment Recovery Group will coordinate provision of other services needed to allow participation in the workforce, including medical care, mental health care, and childcare. The Employment Recovery Group will also coordinate such efforts with impacted employers, including consideration of potential cost-sharing or investment for services provided.

### Business Restoration Recovery Group:

- **Identify essential businesses that should receive priority for reopening.** These businesses include those that are necessary for other businesses to open and the community to recover (e.g., the banking system to ensure cash flow, local building supplies stores to better expedite business and home repair, and grocers who will provide food to the affected population).
- **Assess status of businesses in the Town/Region.** Survey current businesses in the Town/Region to determine which are still operating, which had to close, which need help to reopen, and what opportunities exist to support new businesses either in areas that have closed or where there is a specific need. See RSF 2 Appendix 2 for a business survey.
- **Provide staffing, expertise, and program support to establish and operate Business Recovery Centers.** The Business Restoration Recovery Group will coordinate with state and federal agencies on the provision of information to businesses through Business Recovery Centers. This includes information on insurance, financing,

relocation, employment, and other information that may help businesses recover.

- **Monitor lending issues.** In collaboration with state and federal partners, the Business Restoration Recovery Group will monitor issues related to lending and availability of post-disaster commercial credit. This includes any credit and lending gaps that might hinder private-sector recovery from the disaster.
- **Provide access and information related to emergency loans and other “bridge” financing.** Through Business Recovery Centers, the Business Restoration Recovery Group will provide information regarding SBA and other loans programs/bridge financing for disaster-impacted businesses.
- **Monitor insurance issues.** The Business Restoration Recovery Group will work with the state and federal partners to monitor insurance premiums and coverage issues. This Group will work with the New Hampshire Insurance Department and private insurers to ensure that businesses insurance rates and coverage are not so dramatically impacted that the private sector cannot maintain required coverage.
- **Monitor commercial real estate issues.** The Business Restoration Recovery Group will work with commercial real estate professional groups and other organizations as appropriate to identify issues in the Town’s commercial real estate market, and it will work to bridge such issues by assisting in matching companies that have real estate needs with brokers and commercial landlords that have available space.
- **Communicate recovery plans and priorities.** The Business Restoration Recovery Group will work with the Recovery Public Information Officer (RPIO) to communicate economic recovery and business restoration priorities to local residents and businesses. It is essential that local businesses understand the recovery objectives that pertain to their individual recovery needs to ensure that their business restoration and recovery planning takes into consideration realistic planning assumptions for the restoration of public utilities and other essential support systems.

#### **Business Retention and Recruitment Recovery Group:**

- **Identify gaps and challenges.** The Business Retention and Recruitment Recovery Group will work with the Business Restoration Group as it identifies gaps, challenges, and other issues that may affect business retention and recruitment.
- **Identify businesses and sectors at risk for leaving town.** The Business Retention and Recruitment Recovery Group will survey businesses directly or otherwise impacted by the disaster to assess likely relocations by individual firms or economic sectors. The Group will begin to develop strategies in response to such information.

#### **Supply Chain Recovery Group:**

- **Identify market sectors that have been significantly disrupted.** Immediately following the disaster, the Supply Chain Recovery Group will identify and prioritize local businesses and sectors that have been impacted by the disaster. The Supply Chain Recovery Group can then identify specific needs related to supply chain restoration by working closely with these businesses and sectors and coordinate with *RSF-5: Infrastructure Systems Annex* to ensure those considerations are incorporated into recovery plans. This includes identifying those specific businesses or sectors that can help facilitate the Town’s recovery, such as grocery and home-improvement stores, and pharmaceutical or medical suppliers, among others.
- **Coordinate transition from emergency provision of commodities.** The Supply Chain Recovery Group will work to ensure that necessary goods and services can be provided

through normal retail practices as soon as possible following the incident. This includes coordinating with state and federal governments, as well as larger private sector corporations, to address any ongoing distribution challenges and develop work-around strategies, such as the use of drop sites or alternative distribution sites.

- **Distribute information regarding access to goods and services.** The Supply Chain Recovery Group will coordinate the provision of information regarding the provision of goods and services. Through the RPIO as well as Business Recovery Centers, this information should include important locations (distribution centers, operational retailers for the provision of groceries and pharmaceuticals) and information specific to the restoration of the supply chain.

## **Intermediate and Long-Term Recovery OPERATIONS**

### **Economic Recovery Group**

- **Promote employment of area residents and small businesses in recovery efforts.** The Employment Recovery Group will work with major area employers and any new employers' post-disaster, to promote the hiring of local residents. In addition, the Employment Recovery Group will work to identify and address any issues faced by area small business, and promote the hiring of residents at these businesses.

### **Business Restoration Recovery Group**

- **Identify and promote opportunities for IT or telecom infrastructure upgrades.** In collaboration with *RSF-5: Infrastructure Systems Annex*, the Business Restoration Recovery Group will identify opportunities to upgrade information technology or telecom infrastructure. The Recovery Group will conduct outreach to private companies to provide information on upgrading telecommunications infrastructure as part of their individual business recovery.
- **Identify and promote opportunities for enhanced private sector resiliency.** In collaboration with relevant state and federal programs, the Business Restoration Recovery Group will work with businesses, trade groups, and associations to inform and promote resiliency for the private sector.

### **Business Retention and Recruitment Recovery Group**

- **Encourage businesses to remain.** The Business Retention and Recruitment Recovery Group will work closely with major area companies and employers to meet their post-disaster needs and to provide incentives, where appropriate, to keep them in Town.
- **Seize new recovery opportunities.** The Business Retention and Recruitment Group will reach out to companies considering locating operations in Town, including offering informational resources, assistance with real estate identification and permitting issues, and, where appropriate, providing incentives. The companies and organizations receiving this assistance will also have local hire requirements, where appropriate, in coordination with the Employment Recovery Group.

### **Supply Chain Recovery Group**

- This Recovery Group does not have any objectives specific to intermediate or long-term recovery. However, following an incident, long-term recovery objectives may be assigned to this group, and/or recovery efforts beginning in the short-term may continue into the intermediate or long-term.

## **ROLES & RESPONSIBILITIES**

### **Disaster Recovery Coordinator/Town Administrator**

- Serve as Lead for the Business Restoration Recovery Group, Business Retention and Recruitment Recovery Group and the Supply Chain Recovery Group
- Coordinate with the Housing RSF to ensure workforce housing and support services
- Identify essential businesses that should receive priority for reopening
- Identify the key private companies, insurers, and lenders involved in recovery
- Make recommendations to the Board of Selectmen on economic recovery matters
- Promote employment of area residents and small businesses in recovery efforts
- Identify businesses and sectors at risk for leaving Town

### **Disaster Recovery Task Force**

- Oversee the Economic Recovery process
- Develop policies for business recovery
- Recommend economic recovery initiatives

### **Central NH Regional Planning Commission**

- Support the Disaster Recovery Coordinator and Task Force in economic recovery efforts
- Coordinate with the Disaster Recovery Coordinator in the establishment of a Business Recovery Center, with the assistance of the U.S. Small Business Administration (SBA)
- Document the capabilities available to be leveraged to support economic recovery

### **Finance Director**

- Provide access and information related to emergency loans and other “bridge” financing
- Monitor lending issues
- Participate in Employment Recovery Group
- Participate in Business Restoration Recovery Group
- Participate in Business Retention and Recruitment Recovery Group
- Participate in Supply Chain Recovery Group

### **Human Resources**

- Initiate and manage employee notification and support programs
- Register temporary volunteer workers
- Coordinate EAP and stress management programs

### **Public Information Officer**

- Provide information related to health and social services
- Coordinate with CAPHN and DRED regarding Joint Information Systems.

### **Board of Selectmen**

- Maintain continuity of government
- Institute emergency or special ordinances and resolutions recommended by staff
- Provide visible leadership to the community
- Oversee recovery operations and programs

### **Town Clerk/Tax Collector**

- Review tax and regulatory relief opportunities
- Support community efforts to identify short-term, intermediate and long-term strategies for maintaining and restoring the tax base
- Participate in the Business Restoration Recovery Group
- Participate in Business Retention and Recruitment Recovery Group

**Assessor**

- Process abatement requests

**Police Department**

- Assist in the distribution of emergency public information
- Coordinate public information campaign regarding fraud/looting awareness, child safety and other post-disaster community crime issues

**Legal Counsel**

- Review contracts for recovery projects
- Advise on Town policies related to the legal aspects of recovery

**State Agencies**

The following State Agencies are identified as Lead or Support in the State Recovery Plan:

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

**Homeland Security and Emergency Management (HSEM)**

**Department of Administrative Services**

**NH Insurance Department**

**NH Employment Security**

**NH Community Development Finance Authority**

**NH Banking Commission**

**NH DES (Brownfields)**

**DEVELOPMENT, MAINTENANCE AND IMPLEMENTATION**

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

**AUTHORITIES**

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

**REFERENCES**

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

- RSF 2 State Disaster Recovery Plan
- RSF 2 Federal Disaster Recovery Plan
- U.S. Small Business Administration online course, "Disaster Recovery: A guide to SBAs Disaster Assistance Programs":  
<https://www.sba.gov/tools/sba-learning-center/training/disaster-recovery-guide-sbas-disaster-assistance-programs>

## RSF 2 - Attachment 1

### BUSINESS RECOVERY CENTER

#### PURPOSE

This appendix provides an overview of the BRC concept and an action plan for standing up BRCs after a disaster.

#### BUSINESS RECOVERY CENTERS

BRCs are one-stop shops set up to provide local, state, and federal resources and services for businesses after a catastrophic event with services tailored to address business needs. Because their services are tailored to address business needs, they typically are established separately from the FEMA disaster recovery centers to avoid confusion with individuals needing social services, though Disaster Recovery Centers and BRCs may be co-located.

BRCs will be stood up by NH HSEM in partnership with FEMA / SBA.

Resources and representation at the BRC may include DRED, SBA, local bank officers, specialized technical assistance counselors, chamber of commerce, workforce development entities, and other local organizations that provide financial or technical assistance to small businesses.

#### ACTIONS

##### Pre-Disaster:

State and Local agencies will:

- **Coordinate and develop relationships with key economic partners.** Coordinate with the SBA, business associations, local officials, and chambers of commerce or similar organizations to identify, develop, and support business continuity planning efforts and explain the BRC concept before disaster and promote private sector resiliency.
- **Identify potential sites for BRCs.** BRCs may be co-located with Disaster Recovery Centers or may be stand-alone centers.
- **Target key partners for outreach.** Identify private companies, insurers, and lenders that might be crucial to disaster recovery due to their providing recovery-crucial goods or services or due to their relative size, position, or relation to key business sectors (e.g. government, tourism, and/or employment base in the local economy).
- **Identify community resources.** Leverage local businesses with nontraditional resources that may provide recovery capabilities (e.g., lower delivery trucks used to distribute small amounts of commodities over short distances).

##### Post-Disaster:

State and Local agencies will:

- **Establish a BRC as quickly as possible.** Most disaster-impacted communities have found it very effective to have the BRC up and running within one to two weeks after a major disaster.

- **Select an appropriate location for the BRC.** Communities typically establish them in a central location in the most impacted area to provide close access to affected businesses. Examples include conference space of a local business, the local chamber office, a vacant retail space in a mall, a FEMA trailer, etc. The BRC may be co-located with a Disaster Recovery Center.
- **Reach out to local, regional, state and federal partners.** Reach out to local, regional, state and federal partners so the center has representation from a multitude of private, non-profit, and government service providers. Counselors should be prepared to educate businesses on the various financial and technical assistance services available (bridge/gap financing, SBA low-interest loans, etc.), as well as to provide guidance in the application process for federal loans.
- **Develop a marketing and promotion campaign to advertise the center's location and services.** Communication with businesses will be a major issue if telecommunication lines are down. Consider alternative promotion methods, such as canvassing flyers directly to impacted businesses; using the local media, particularly radio advertising; advertising on billboards with a hotline number; etc. Coordinate with the Chamber of Commerce to advertise to their own networks of businesses. Advertise the BRC on the website for emergency information as well as posters/flyers throughout town and at the Disaster Recovery Centers.
- **Establish a hotline number.** Establish a hotline number that business owners can call to get information about the center and its business assistance services. Make sure to advertise the hotline number such as on a centrally located billboard and in all promotional efforts, including the Town's website.
- **Provide business recovery materials and loan/grant applications.** Provide materials in relevant languages to assist major demographic groups.
- **Gather intelligence on how the local businesses have been impacted economically by the disaster.** Disseminate an outreach survey at the BRC for local business owners to complete to gather intelligence on how the local businesses have been impacted economically by the disaster, and determine what programs or information they need in the short and long-term.
- **Prepare for a long activation.** Depending on the size and scope of the disaster, be prepared to keep the BRC open anywhere from a few months up to a year. For unprecedented disasters, consider applying for Department of Labor's National Emergency Grant (NEG) to fund temporary workers at the BRC.



**RSF 2 - Attachment 2**  
**ECONOMIC RECOVERY GROUP CHECKLIST**

| General Responsibilities  | Notes |
|---|-------|
| <ul style="list-style-type: none"> <li><input type="checkbox"/> Overall management of the Branch Recovery Groups.</li> <li><input type="checkbox"/> Determine scale and scope of need, and report to Planning Section.</li> <li><input type="checkbox"/> Assist in the development and prioritization of RSF-specific recovery strategy and tactics, including input into development of Recovery Action Plans (RAP).</li> <li><input type="checkbox"/> Coordinate with counterpart local, state, and federal RSFs.</li> <li><input type="checkbox"/> Coordinate with stakeholders in the community on impacts of the disaster on service levels and needs for returning service to acceptable post disaster levels.</li> <li><input type="checkbox"/> Prepare status reports, schedule meetings, and coordinate briefings on any special assignments or priorities assigned to the branches.</li> <li><input type="checkbox"/> Provide routine situation reports to the Operations Section Chief.</li> <li><input type="checkbox"/> Attend meetings as appropriate. Regularly confer with the Operations Section Chief to coordinate recovery activities.</li> </ul> |       |

| Activation Phase  | Notes |
|---|-------|
| <ul style="list-style-type: none"> <li><input type="checkbox"/> Activate appropriate Recovery Groups and work with Support Agencies to assign Group Supervisors. Obtain briefing from the Operations Section Chief.</li> <li><input type="checkbox"/> Assess level of services needed and initiate request for necessary resources.</li> <li><input type="checkbox"/> Coordinate acquisition of resources with the Logistics section. Coordinate with the Recovery Coordinator, Liaison Officer, and Recovery Public Information Officer regarding the need for a Branch- level Liaison Officer or Public Information Officer.</li> </ul> |       |

| Operational Phase  | Notes |
|--|-------|
| <ul style="list-style-type: none"> <li><input type="checkbox"/> Establish and maintain a position log and other necessary files.</li> <li><input type="checkbox"/> Facilitate requests for resources as necessary during the recovery period to ensure effectiveness of support activities. Maintain adequate records of financial expenditures and ensure recovery expenses and extensions for services/resources are pre-authorized by the Operations Section Chief.</li> <li><input type="checkbox"/> Prepare and forward situation reports to the Operations Section Chief.</li> <li><input type="checkbox"/> Identify RSF-specific recovery issues and coordinate their incorporation into RAP.</li> <li><input type="checkbox"/> Ensure proper documentation of all recovery operations is completed. Identify RSF-specific long term recovery issues and coordinate their incorporation into the Community Recovery Strategy.</li> <li><input type="checkbox"/> Actively share information with other branches and sections in the Recovery Agency.</li> <li><input type="checkbox"/> Ensure coordination of all public information releases through the Recovery Public Information Officer in order to keep the public informed of progress through the recovery period as necessary. Refer all contacts with the media to the Recovery Public Information Officer.</li> <li><input type="checkbox"/> Coordinate recovery efforts with mitigation and sustainability goals and objectives identified in local and regional plans, including Hazard Mitigation Plans, Comprehensive Plans, capital or transportation improvement plans, etc.</li> <li><input type="checkbox"/> Support the Operations Section Chief in determining the timelines according to which resources need to be identified so that they can be included in the planning documents, funding cycles, and budget or appropriations requests.</li> <li><input type="checkbox"/> Identify and track resolution of gaps and conflicts in state and federal planning requirements and recovery assistance programs, as well as recovery programs that support and build community capacity and surge needs for recovery management.</li> <li><input type="checkbox"/> Support the Planning Section Chief in the ongoing review, evaluation, and maintenance of the Community Recovery Strategy and RAPs. Examine and recommend resolutions to RSF-specific regulatory or other legislative issues that may impede recovery.</li> </ul> |       |

| Recovery Phase  | Notes |
|---|-------|
| <ul style="list-style-type: none"> <li><input type="checkbox"/> Provide employment resources and workforce placement.</li> <li><input type="checkbox"/> Provide staffing, expertise and support to the Business Recovery center/s (BRC).</li> <li><input type="checkbox"/> Coordinate workforce transportation</li> <li><input type="checkbox"/> Coordinate workforce housing</li> <li><input type="checkbox"/> Coordinate other workforce needs</li> <li><input type="checkbox"/> Identify essential business that should receive priority for reopening.</li> <li><input type="checkbox"/> Assess status of business in the town and region.</li> <li><input type="checkbox"/> Monitor lending and insurance issues.</li> <li><input type="checkbox"/> Provide access and information related to emergency loans and other 'bridge' financing.</li> <li><input type="checkbox"/> Identify market sectors that have been significantly disrupted.</li> <li><input type="checkbox"/> Distribute information regarding access to goods and services.</li> <li><input type="checkbox"/> Communicate business recovery plans and priorities to the business community and the general public.</li> </ul> |       |

| Demobilization Phase  | Notes |
|---|-------|
| <ul style="list-style-type: none"> <li><input type="checkbox"/> Determine RSF Branch demobilization prioritization status and advise the Operations Section Chief.</li> <li><input type="checkbox"/> Collect and store all completed forms and consult with the Recovery Planning Section for appropriate storage location if appropriate.</li> <li><input type="checkbox"/> Complete personal logs and documentation and forward to the Documentation Unit (Planning Section). Ensure any open actions are assigned to appropriate staff or other Recovery Agency sections for follow up.</li> <li><input type="checkbox"/> Ensure all functions have been transitioned to their pre-disaster department(s), agency(ies), or activity(ies).</li> </ul> |       |

## **RECOVERY SUPPORT FUNCTION (RSF) 3**

### **HEALTH AND SOCIAL SERVICES RECOVERY**

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#### **LEAD AGENCY:**

- Welfare Administrator
- Health Officer
- Capital Area Public Health Network

#### **SUPPORT AGENCIES:**

- Fire Department
- Tri-Town EMS
- Disaster Recovery Coordinator/Town Administrator
- Disaster Recovery Task Force
- Board of Selectmen
- Finance Director
- Human Resources
- Public Information Officer
- Town Clerk
- Police Department
- Legal Counsel

#### **INTRODUCTION**

##### **Purpose**

RSF 3 -Health and Social Services Recovery is responsible for addressing the coordination of the Town's public, private, and non-profit sector efforts to ensure adequate provision of public health, health care, social, and human services to affected individuals and communities. As disasters grow, the Health and Social Services Annex RSF agencies will coordinate efforts with those applicable State and Federal agencies.

##### **Scope**

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

Social Services Recovery is focused on coordinating local efforts (and with State and Federal recovery programs, as appropriate) designed to sustain the community's social and human services operations

during disaster recovery. Such functions are inclusive of the provision of mental health and spiritual counseling, as well as other social and human services. The Lead Agencies will manage key social and human services stakeholders to pre-determine resource allocation from regional, state, and federal partners to expedite the process of expanding the Town's social/human services capabilities.

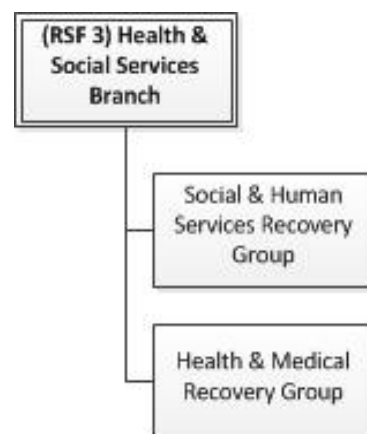
Health and Medical Recovery is focused on coordinating local efforts (with State and Federal recovery programs, as appropriate) designed to sustain the community's health and medical services and functions. Such functions are inclusive of emergency and trauma care, other hospital services, community health clinics, and private physicians (especially general practitioners), public health services, and pharmacy services. Health and Medical Recovery will ensure public health issues are monitored and addressed as necessary. The Lead Agencies will manage key health and medical stakeholders to pre-determine resource allocation from regional, State, and Federal health and healthcare partners to expedite the process of expanding, if necessary, health service capabilities.

## Objectives

- Restore the capacity and resilience of essential health and social services to meet ongoing and emerging post-disaster community needs.
- Encourage behavioral health systems to meet the behavioral health needs of affected individuals, response and recovery workers, and the community.
- Promote self-sufficiency and continuity of the health and well-being of affected individuals; particularly the needs of children, seniors, people living with disabilities and others with access and functional needs, people from diverse origins, people with limited English proficiency, and underserved populations.
- Assist in the continuity of essential health and social services, including schools.
- Reconnect displaced populations with essential health and social services.
- Protect the health of the population and response and recovery workers from the longer-term effects of a post-disaster environment.
- Promote clear communications and public health messaging to provide accurate, appropriate, and accessible information; ensure information is developed and disseminated in multiple mediums, multi-lingual formats, alternative formats, is age-appropriate and user-friendly and is accessible to underserved populations.

## CONCEPT OF OPERATIONS

During recovery, Health and Social Services will become a branch in recovery operations. (See the Base Plan for overall recovery organization.) The Health and Social Services Branch will have two groups: 1) Social and Human Services Recovery Group, and 2) Health and Medical Recovery Group.



## Planning Assumptions

RSF 3 Lead and Support agencies will provide support on various recovery issues relating the health and social services. The following topics will be addressed by RSF 3 Lead and Support agencies:

### A. Water Quality

The water system of the Pembroke Water Works is regulated by the NH DES. In the event the public water system is compromised, the Health Officer will be notified by DES and will work in collaboration with DES to monitor the situation. The Health Officer will work to provide information on resources and technical advice to area residents. The Health Officer will also provide educational information and technical advice to private well owners.

B. Contamination

The Health Officer will respond to and evaluate complaints of soil, ground water and surface water contamination issues. The Health Officer will provide information and technical advice regarding clean-up of contaminated areas.

C. Hazardous Materials

The Health Officer and Fire Department in cooperation with NH DES will evaluate hazardous materials complaints, provide consulting and inspections regarding compliance with hazardous waste storage/disposal regulations, and will provide survey and educational services to households and small businesses. The Health Officer is not a First Responder in hazardous materials incidents, but may work in coordination with the Fire Dept. and NH DES in such events.

D. Animal Control

The Health Officer will enforce regulations regarding the proper disposal of animal carcasses and animal waste. The Health Officer will coordinate for NH DES to inspect and permit solid waste facilities which receive animal carcasses and/or waste.

E. Vector Control

The Health Officer will enforce regulations regarding vector control and proper disposal of garbage.

F. Immunization

The Capital Area Public Health Network is the lead Agency to coordinate and provide immunizations and prophylaxis to control and/or prevent communicable disease.

G. Testing

The Health Officer will coordinate with local healthcare providers and private and state laboratories to provide medical specimen collection and testing. Test results will determine the Health District's investigation and control measures needed to safeguard public health.

H. Behavioral Health

The CAPHN will coordinate local, regional and State resources to provide behavioral health and counseling services.

I. Family Reunification

The Welfare Administrator will provide resources for reunification of family members (i.e. American Red Cross Safe and Well program).

J. Household Pets

The Police Department will provide for the well-being and reunification of household pets and service animals.

K. Emergency/Trauma Care

The Fire Department and Tri-Town EMS will provide emergency medical treatment and transportation.

L. Hospital Services

DHHS and regional hospitals will coordinate with the Town and CAPHN to ensure hospital services are available.

M. Pharmacy Services

DHHS and regional hospitals will coordinate with the Town and CAPHN to ensure pharmaceutical services are available.

## ROLES & RESPONSIBILITIES

### Welfare Administrator

- Serve a local lead for the Social and Human Services Group.
- Coordinate with CAPHN and NH DHHS.
- Coordinate short-term sheltering and feeding.
- Coordinate provision of all other non-medical mass care services and supplies, to include distribution of emergency relief items (water, heating oil, gasoline, diapers, milk/formula, etc.)
- Coordinate with DCYF for unaccompanied minors who may newly be custodians of the State due to a disaster incident.
- Provide family reunification services.
- Provide public information related to social and human services, including behavioral health and spiritual issues for distribution through the Public Information Officer (PIO).
- Provide support to staff, contractors, and volunteers, to include mental health and spiritual services, as needed.
- Providing emergency foods vouchers.
- Maintain and provide other essential social and human services, that include but are not limited to:
  - Crisis counseling (psychological and spiritual)
  - Management and distribution of emergency food vouchers
  - Child protection and adoption
  - Care for the elderly
  - Job Assistance
  - Insurance Assistance
  - Education
  - Nutrition services
  - Childcare services
  - Child services information hotline
  - Other basic human services as needed via services and Information Centers or through other unmet needs

### Health Officer

- Support short-term shelters, as necessary.
- Coordinate with CAPHN and NH DHHS to implement or maintain isolation quarantine in response to disease outbreaks resulting from or exacerbated by the disaster.
- Coordinate with State agencies.
- Monitor health hazards, including:
  - Public health threats resulting from animal disease or food supply-chain contamination
  - Water system contamination
  - Potential failures of public utilities or services such as sewerage or waste removal
  - Assessing sanitation conditions to prevent contact with hazardous wastes that result from the consequences of the disaster
  - Disease transmission resulting from sheltering or other conditions in which populations are in close quarters
- Provision of ongoing health and medical unmet needs, and development of altered standards of care plan, as necessary, based on impact of disaster/incident.
- Ensure provision of basic health and medical services and supplies, to include, but not limited to:
  - Ensuring immediate and other health and medical services in coordination with the hospitals and other health care facilities
  - Monitoring and ensuring supplies of necessary pharmaceuticals and other medical supplies

- Protection of the water supply
- Ensuring food safety
- Coordinate provision of mortuary services
- Active disease surveillance
- Preventing and controlling disease outbreaks

### **Capital Area Public Health Network**

- Coordinate with Allenstown RSF 3 Lead Agencies.
- Coordinate State and Federal support.
- Coordinate with NH DHHS to conduct health and social services damage and needs assessments. Provide technical assistance in the form of impact analyses and support recovery planning of public health, health care, and human services infrastructure.
- Provide for the safety, well-being and as necessary, the reunification of household pets and services animals.
- Implement or maintain isolation quarantine in response to disease outbreaks resulting from or exacerbated by the disaster.
- Coordinate with State to monitor health hazards, including:
  - Public health threats resulting from animal disease or food supply-chain contamination
  - Water system contamination
  - Potential failures of public utilities or services such as sewerage or waste removal
  - Assessing sanitation conditions to prevent contact with hazardous wastes that result from the consequences of the disaster
  - Disease transmission resulting from sheltering or other conditions in which populations are in close quarters
- Implement ongoing health and medical unmet needs, and development of altered standards of care plan, as necessary, based on impact of disaster/incident.
- Ensure provision of basic health and medical services and supplies, to include, but not limited to:
  - Ensuring immediate and other health and medical services in coordination with the hospitals and other health care facilities
  - Request Strategic National Stockpile (SNS)
  - Coordinating provision of mortuary services
  - Coordinate active disease surveillance
  - Preventing and controlling disease outbreaks
  - Coordinating non-emergency medical transportation for functional medical needs populations

### **Human Resources**

- Initiate and manage employee notification and support programs.
- Register temporary volunteer workers.
- Coordinate Employee Assistance Program (EAP) and stress management programs.
- Coordinate Critical Incident Stress Debriefing (CISD).

### **Fire Department**

- Provision of ongoing health and medical unmet needs, and development of altered standards of care plan, as necessary, based on impact of disaster/incident.
- Assist in the distribution of emergency public information.
- Provide assistance with code modifications when necessary.
- Identify and protect public from fire, structural and other hazards.
- Develop procedures for accessing buildings.
- Ensuring provision of emergency medical transportation services (not directly related to the



disaster/incident)

- Coordinating non-emergency medical transportation for functional medical needs populations
- Ensure provision of basic health and medical services and supplies, to include, but not limited to:
  - Ensuring immediate and other health and medical services in coordination with the hospitals and other health care facilities
  - Ensuring provision of emergency medical transportation services (not directly related to the disaster/incident)
  - Coordinating non-emergency medical transportation for functional medical needs populations

### **Tri-Town EMS**

- Provision of ongoing health and medical unmet needs, and development of altered standards of care plan, as necessary, based on impact of disaster/incident.
- Ensure provision of basic health and medical services and supplies, to include, but not limited to:
  - Ensuring immediate and other health and medical services in coordination with the hospitals and other health care facilities
  - Ensuring provision of emergency medical transportation services (not directly related to the disaster/incident)
  - Coordinating non-emergency medical transportation for functional medical needs populations

### **Public Information Officer**

- Provide information related to health and social services.
- Coordinate with CAPHN and DHHS regarding Joint Information Systems.

### **Finance Director**

- Implement policies and procedures for emergency purchasing.
- Coordinate the restoration of computer and phone systems.
- Assemble data for Public Assistance.
- Manage State and Federal assistance.
- Review contracts for recovery purchasing and projects.
- Compile disaster response and recovery related costs and maintain financial record.
- Manage donated funds in support of community recovery efforts.
- Identify sources of funds to support recovery programs and projects.
- Manage insurance claim filing.
- Research public and private grant availability.

### **Disaster Recovery Coordinator/Town Administrator**

- Serve as chairperson of the Recovery Task Force.
- Manage disaster recovery programs.
- Make recommendations to the Board of Selectmen on recovery matters reviewed by the Recovery Task force.

### **Disaster Recovery Task Force**

- Oversee the recovery and reconstruction process.
- Assist in the preparation of a post disaster redevelopment plans.  
Recommend ordinances and policies necessary to efficiently manage the recovery process.
- Develop policies that promote mitigation from future damage.  
Recommend economic recovery initiatives.
- Develop policies for redevelopment in areas sustaining repeated disaster damage.
- Develop procedures to carry out build-back policies.
- Develop policies for relocating and acquiring damaged properties.

## Board of Selectmen

- Maintain continuity of government.
- Institute emergency or special ordinances and resolutions recommended by staff.
- Coordinate with State and Federal elected officials
- Appropriate funds to meet emergency needs.
- Appropriate funds for mitigation activities.
- Provide visible leadership to the community.
- Proclaim emergency orders.
- Oversee recovery operations and programs.
- Assign members of Recovery Task Force.
- Observe and respond to symptoms of stress within the community and Town staff.

## Town Clerk

- Provide for the protection of vital records.
- Manage the recovery and restoration process for damaged records.
- Maintain records of Recovery Task Force in coordination with Records Management.

## Police Department

- Provide security for restricted access and evacuated areas.
- Assist in the distribution of emergency public information
- Implement alternative patrol response plan
- Provide for the safety, well-being and as necessary, the reunification of household pets and services animals.
- Coordinate public information campaign regarding fraud/looting awareness (i.e. contractor fraud), child safety and other post-disaster community crime issues
- Liaison with other local, county, state and federal LE agencies to coordinate enforcement and investigation of disaster-related criminal incidents
- Use existing officers, volunteers and non-sworn staff to identify and assist as appropriate special needs/high vulnerability citizens i.e. elderly, handicapped, blind/deaf, etc.

## Legal Counsel

- Review contracts for recovery projects
- Advise on Town policies related to the legal aspects of recovery
- Review ordinances

## State Agencies

The following State Agencies are identified as Lead or Support in the State Recovery Plan:

**Department of Health and Human Services (DHHS)**  
**Homeland Security and Emergency Management (HSEM)**  
**Department of Safety, Fire Standards Training & EMS**  
**Department of Environmental Services (DES)**  
**Department of Administrative Services, Bureau of Public Works**  
**Department of Agriculture, Markets & Food (Agriculture)**  
**Department of Education (Dept. of Ed)**  
**Department of Resources and Economic Development (DRED)**  
**Department of Administrative Services**

## DEVELOPMENT, MAINTENANCE AND IMPLEMENTATION

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

## **AUTHORITIES**

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

## **REFERENCES**

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

- Capital Area Public Health Network and Healthcare Coalition Plans
- RSF 3 State Disaster Recovery Plan
- RSF 3 Federal Disaster Recovery Plan

**RSF 3 - Attachment 1**  
**HEALTH AND SOCIAL SERVICES CHECKLIST**

**Social and Human Services Recovery Group Lead Checklist**

| Preparedness Phase  | Notes |
|---|-------|
| <input type="checkbox"/> Participate in planning for Service and Information Centers <ul style="list-style-type: none"> <li><input type="checkbox"/> Disaster Recovery Center</li> <li><input type="checkbox"/> Insurance Assistance Center</li> <li><input type="checkbox"/> Disaster Unemployment</li> <li><input type="checkbox"/> Disaster Job Fair</li> </ul> <input type="checkbox"/> Participate in planning for the long-term disaster case management system <input type="checkbox"/> Establish Social and Human Services Recovery Group, which may include agencies/organizations that provide the following services: <ul style="list-style-type: none"> <li><input type="checkbox"/> Short-term sheltering and feeding</li> <li><input type="checkbox"/> Family reunification</li> <li><input type="checkbox"/> Child protection/adoption</li> <li><input type="checkbox"/> Needs assessments</li> <li><input type="checkbox"/> Long-term disaster case management</li> <li><input type="checkbox"/> Household pet reunification</li> <li><input type="checkbox"/> Crisis counseling (psychological and spiritual)</li> <li><input type="checkbox"/> Management/Distribution of emergency food stamps</li> <li><input type="checkbox"/> Job Assistance (disaster unemployment and/or job fairs)</li> <li><input type="checkbox"/> Insurance assistance</li> <li><input type="checkbox"/> Care for the elderly</li> <li><input type="checkbox"/> Education</li> <li><input type="checkbox"/> Nutrition services</li> <li><input type="checkbox"/> Childcare services</li> <li><input type="checkbox"/> Child information services</li> </ul> |       |

| Recovery Phase   | Notes |
|--|-------|
| <ul style="list-style-type: none"> <li><input type="checkbox"/> Notify Social and Human Services Group agencies of RSF-3 Activation and specific Service and Information Centers</li> <li><input type="checkbox"/> Determine conference call or in person meeting schedule with Social and Human Services Recovery Group agencies</li> <li><input type="checkbox"/> Facilitate coordination of Social and Human Services recovery operations, which may include: <ul style="list-style-type: none"> <li>• Short-term sheltering and feeding</li> <li>• Family reunification</li> <li>• Child protection/adoption</li> <li>• Needs assessments</li> <li>• Long-term disaster case management</li> <li>• Household pet reunification</li> <li>• Crisis counseling (psychological and spiritual)</li> <li>• Management/Distribution of emergency food stamps</li> <li>• Job Assistance (disaster unemployment and/or job fairs)</li> <li>• Insurance assistance</li> <li>• Care for the elderly</li> <li>• Education</li> <li>• Nutrition services</li> <li>• Childcare services</li> <li>• Child Information services</li> </ul> </li> </ul> |       |

### Health and Medical Recovery Group Lead Checklist

| Preparedness Phase   | Notes |
|--|-------|
| <input type="checkbox"/> Participate in planning for Service and Information Centers <ul style="list-style-type: none"> <li><input type="checkbox"/> Disaster Recovery Center</li> <li><input type="checkbox"/> Insurance Assistance Center</li> <li><input type="checkbox"/> Disaster Unemployment</li> <li><input type="checkbox"/> Disaster Job Fair</li> <li><input type="checkbox"/> Other _____</li> <li><input type="checkbox"/> Other _____</li> </ul> <input type="checkbox"/> Participate in planning for the long-term disaster case management system <input type="checkbox"/> Establish Health and Medical Recovery Group, which may include agencies/organizations that provide the following services: <ul style="list-style-type: none"> <li><input type="checkbox"/> Continuity of medical facility operations</li> <li><input type="checkbox"/> Continuity of health services delivery functions</li> <li><input type="checkbox"/> Continuity of pharmaceutical and other medical supply availability</li> <li><input type="checkbox"/> Continuity of non-emergent medical transportation of access and functional needs populations</li> <li><input type="checkbox"/> Provision of food stamps</li> <li><input type="checkbox"/> Provision of disaster related mortuary services</li> </ul> |       |

| Recovery Phase  | Notes |
|---|-------|
| <ul style="list-style-type: none"> <li><input type="checkbox"/> Notify Health and Medical Group agencies of RSF-3 Activation and specific Service and Information Centers activation               <ul style="list-style-type: none"> <li><input type="checkbox"/> Disaster Recovery Center</li> <li><input type="checkbox"/> Insurance Assistance Center</li> <li><input type="checkbox"/> Disaster Unemployment</li> <li><input type="checkbox"/> Disaster Job Fair</li> <li><input type="checkbox"/> Other _____</li> <li><input type="checkbox"/> Other _____</li> </ul> </li> <li><input type="checkbox"/> Determine conference call or in person meeting schedule with Health and Medical Group Recovery Group agencies</li> <li><input type="checkbox"/> Facilitate coordination of Health and Medical recovery operations, which may include:               <ul style="list-style-type: none"> <li><input type="checkbox"/> Continuity of medical facility operations</li> <li><input type="checkbox"/> Continuity of health services delivery functions</li> <li><input type="checkbox"/> Continuity of pharmaceutical and other medical supply availability</li> <li><input type="checkbox"/> Continuity of non-emergent medical transportation of access and functional needs populations</li> <li><input type="checkbox"/> Provision of food stamps</li> <li><input type="checkbox"/> Provision of disaster related mortuary services</li> <li><input type="checkbox"/> Active disease surveillance</li> <li><input type="checkbox"/> Prevention and controlling of disease outbreaks</li> <li><input type="checkbox"/> Provision of health services to recovery staff, contractors, and volunteers</li> <li><input type="checkbox"/> Monitoring safety of health facilities</li> </ul> </li> </ul> |       |

## **RECOVERY SUPPORT FUNCTION (RSF) 4**

### **HOUSING RECOVERY**

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**LEAD AGENCY:**

- Welfare Administrator
- Code Enforcement
- Central NH Regional Planning Commission

**SUPPORT AGENCIES:**

- Disaster Recovery Coordinator
- Disaster Recovery Task Force
- Board of Selectmen
- Capital Area Public Health Network
- Finance Director
- Human Resources
- Public Information Officer
- Town Clerk
- Planning Board
- Police Department
- Town Council

**INTRODUCTION****Purpose**

The purpose of RSF 4 – Housing Recovery is to assist residents of Allenstown who are displaced from their home for an extended period of time due to a disaster; to coordinate and facilitate the delivery of resources and activities to assist those affected in the rehabilitation and reconstruction of destroyed and damaged housing, whenever feasible; and to develop new permanent housing options that satisfy the requirements of individuals with functional needs, at a minimum meeting Americans with Disabilities Act (ADA) accessibility standards.

**Scope**

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

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



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

- Interim Housing: The intermediate period of housing assistance that covers the gap between sheltering and the return of disaster survivors to permanent housing. Generally, this period may span from the day after the disaster is declared through up to 18 months.
- Short-term Housing: Refers to the states of "sheltering" and "interim housing."
- Long-term Housing: Accessible, safe, sanitary, and secure housing that can be sustained without continued disaster-related assistance.

## Objectives

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

## CONCEPT OF OPERATIONS

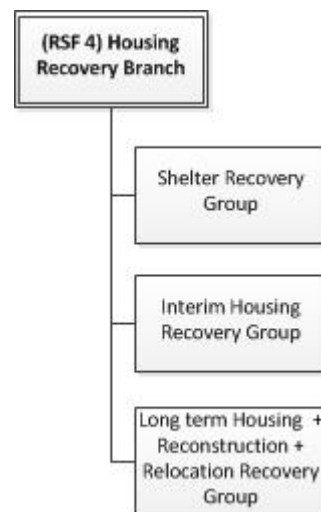
During recovery, Housing Recovery will become a branch in recovery operations. (See the Base Plan for overall recovery organization.) The Housing Recovery Branch will have three groups: 1) Shelter Recovery Group, 2) Interim Housing Recovery Group, and 3) Long Term Housing and Relocation Recovery Group. The Welfare Administrator will lead the Shelter Recovery Group; and Code Enforcement and CNHRPC will lead the Interim Housing Recovery Group and the Long Term Housing & Reconstruction & Relocation Group.

### Shelter Recovery Group

The Sheltering Recovery Group coordinates local efforts with state and federal recovery programs designed to provide sheltering immediately following a disaster, and continue to provide shelter during recovery.

### Interim Housing Recovery Group

The Intermediate Housing Recovery Group coordinates efforts with state and federal recovery programs designed to provide intermediate housing strategies directed primarily towards displaced residents during disaster recovery. Intermediate housing includes those programs that provide housing for individuals and households that are not permanent housing options, such as permanent reconstruction. Interim housing options include the use of hotels/motels, temporary housing such as mobile homes and apartments.



### **Long Term Housing & Relocation Recovery Group**

The Long-Term Housing, Reconstruction, and Relocation Recovery Group will coordinate efforts to promote, incentivize, and/or directly provide for the rehabilitation and reconstruction of destroyed and damaged housing, whenever feasible, and develop other new resilient, permanent housing options that consider the needs of the whole community, including those with functional needs.

## **Pre-Event and Preparedness Operations**

### **Shelter Recovery Group:**

- **Develop plans to increase the cadre of trained personnel who can operate in the shelters, including social workers and behavioral health support.** In collaboration with the CAPHN and American Red Cross, the Welfare Administrator should develop plans to increase the cadre of trained personnel who can operate in shelters. Working with Group partners, these plans should include training requirements and standards, recruitment plans, and volunteer retention plans. Where possible, these plans should account for social, emotional, medical, and behavioral support.
- **Ensure appropriate equipment and supply levels necessary to meet a minimum sheltering effort.** In collaboration with the state and CAPHN, the Welfare Administrator should develop plans, establish pre-disaster contracts or Mutual Aid Agreements to ensure that the town has the requisite supplies to facilitate sheltering operations.

### **Interim Housing Recovery Group:**

- **Identify potential intermediate housing strategies.** The Code Enforcement and CNHRPC, in collaboration with the State, will work with other governmental and non-governmental agencies and organizations, as appropriate, to identify preferred strategies for the provision of interim housing in Allenstown and the region. These strategies may include:
  - Leveraging existing hotels and motels in the region to provide interim housing for displaced individuals and households.
  - Converting vacant commercial, retail, or light industrial spaces around the region to provide interim housing for displaced individuals and households.
  - Providing temporary housing units, such as modular or mobile homes, on homeowner properties for interim housing.
  - Establishing group sites throughout the region to provide temporary housing units, either on publicly owned land or privately owned land.

Strategies should focus on establishing an adequate supply of directly provided housing, as well as supplementary mechanism to support, subsidize or reimburse residents, developers, and landlords as they pursue their own strategies.

Interim housing may need to be provided for multiple years while permanent housing is being rehabilitated, reconstructed, or redeveloped throughout the region. Therefore, interim housing strategies should be integrated into the existing community to the greatest extent possible. Whenever possible, interim housing strategies should leverage options that may become permanent housing. For example, a household displaced from a rental unit may be able to transition into another rental unit eliminating their housing need beyond the interim period.

- **Identify potential intermediate housing sites.** The CNHRPC, in addition to other governmental and non- governmental agencies and organizations will identify sites that would be appropriate for the provision of interim housing in Allenstown. Potential options include identification of open land (whether privately or publicly owned) in addition to

establishing a criterion to implement interim housing strategies on disaster-impacted and/or other redeveloped land.

### **Long Term Housing & Relocation Recovery Group:**

- **Develop long-term housing redevelopment and relocation strategy.** The CNHRPC will develop a strategy to facilitate and promote housing reconstruction throughout the Town/Region. This includes planning, zoning, design, and financing considerations. A long-term housing redevelopment strategy will focus on the long-term redevelopment of housing in Allenstown. Therefore, it should include mechanisms or incentives to encourage homeowners, developers, and landlords to rehabilitate existing housing or construct new housing. To the greatest extent possible, interim housing strategies should be incorporated into the long-term housing redevelopment and relocation strategy. In building a long-term housing redevelopment and relocation strategy, the Group should consider existing community development plans, existing hazard mitigation plans, affordable housing, and functional needs. Long-term strategies should also consider the integration of Federal funding programs, such as the Community Development Block Grant (CDBG), that can be used to facilitate the re-development of low-income housing. Finally, these strategies should also coordinate across RSFs, and include considerations for the provision of medical care, access to food and transportation, and the restoration of educational facilities in addition to other “wrap around” services.
- **Identify and address regulatory and statutory changes necessary to expedite rehabilitation and facilitate resilient reconstruction and new construction.** In order to expedite the rehabilitation and recovery of permanent housing, the CNHRPC and Town Council will coordinate the process of identifying issues related to local ordinances, state and federal laws and regulations that may hinder reconstruction and redevelopment. These considerations may include:
  - Planning requirements related to land use and environmental considerations that may require additional assessments prior to initiating construction;
  - Planning requirements related to historic, cultural, or artistic preservation that should be taken into consideration;
  - Permitting processes, including methods to expedite permitting where redevelopment is consistent with original use; and
  - Community zoning restrictions.

## **Short-Term Recovery OPERATIONS**

### **Shelter Recovery Group**

- **Assess and communicate the need for longer term sheltering operations.** Following the event, the Welfare Administrator should assess the need for long-term sheltering. These assessments should be developed in collaboration with the damage assessment process. Using online tools, the need for long-term sheltering should be shared with stakeholders to facilitate long-term shelter planning.
- **Coordinate the transition from sheltering to intermediate or long-term housing.** In collaboration with the Intermediate Housing and Long-Term Housing Recovery Groups, as well as Transportation Recovery Group under RSF-5 and the Human and Social Services Group under RSF-3, the Welfare Administrator should facilitate the transition of the impacted population from shelters to intermediate or long-term housing options.
- **Coordinate the consolidation of shelters as residents transition from shelters to longer-term housing solutions.** The Welfare Administrator, in coordination with CAPHN, should ensure that shelters are consolidated as survivors transition from shelters to intermediate or permanent housing. In collaboration with the Recovery Public

Information Officer (RPIO), the location of open shelters and information for shelter residents should be shared.

### Interim Housing Recovery Group

- **Assess and communicate housing needs and costs, leveraging online information sharing tools to share and communicate information.** In collaboration with *ESF 6: Mass Care, Emergency Assistance, Housing, and Human Services* and the Sheltering Recovery Group, the Intermediate Housing Recovery Group will develop an estimate of the number of displaced households, current sheltering situation, the condition of their pre-disaster residence, and an estimate of the duration of their displacement. This estimate should also include characteristics such as:
  - Location of pre-disaster residence;
  - Composition of the household (i.e. one person, four people);
  - Household age; and
  - Special considerations for the household (i.e. medical needs, access and functional needs).

This information should be shared with partners at the state and federal level, leveraging online information sharing tools, as possible and as necessary. Further, any considerations necessary to protect the privacy or information security should be incorporated, specifically in cases where defining characteristics of households are captured.

- **Begin implementation of intermediate housing strategies.** As soon as possible following the event, the Intermediate Housing Recovery Group will begin to implement housing strategies developed during the Pre-Event and Preparedness phase to move displaced individuals and households from shelters to interim housing. This includes coordinating with the *RSF-3: Health and Social Services Recovery Annex* to ensure the transition of residents out of shelters with continuity for any necessary services.
- **Provide public information related to intermediate housing.** In collaboration with state and federal partners, the Intermediate Housing Recovery Group will distribute information to the public regarding interim housing resources. This should be coordinated with the *RSF-3: Health and Social Services Recovery* as well as the Sheltering Recovery Group to ensure relevant information about consolidating and closing shelters is incorporated into public messaging through the RPIO.

### Long Term Housing and Relocation Recovery Group

- **Develop event specific policies, procedures, and programs to implement housing reconstruction and new construction.** As quickly as possible following the event, the Long-term Housing Reconstruction and Relocation Group will identify pre-event rehabilitation and recovery strategies that are relevant to the event. This includes coordinating policies and procedures with the Interim Housing Group.
- **Establish and implement consumer-protection and reporting safeguards.** In coordination with Town council, the Long-Term Reconstruction and Relocation Group will provide information to the public regarding potential abuses. This group will also ensure any complaints related to contractors or other abusive business practices are compiled, and where appropriate, will provide those complaints to relevant officials such as Town council.

## Intermediate and Long-Term Recovery OPERATIONS

### Shelter Recovery Group

- This Recovery Group does not have any objectives specific to intermediate or long-term recovery. However, following an incident, long-term recovery objectives may be assigned to this group, and/or recovery efforts beginning in the short-term may continue into the intermediate or long-term.

### Interim Housing Recovery Group

- **Implement and maintain intermediate housing solutions until long-term solutions can be implemented.** The Intermediate Housing Recovery Group will continue to implement intermediate housing strategies begun during the Short-Term Recovery Period.
- **Ensure housing affordability.** The Intermediate Housing Recovery Group will coordinate the efforts to ensure affordable housing is provided to displaced individuals and households. This may include coordinating the management of US Department of Housing and Urban Development (HUD) affordable housing programs, as well as recertifications for housing units that were classified as affordable prior to the disaster, but require repairs as a result of the disaster.

### Long Term Housing and Relocation Recovery Group

- **Implement programs to facilitate long-term resilient reconstruction and new construction.** In collaboration with the *RSF-5: Infrastructure Systems Recovery*, the Long-Term Housing Reconstruction and Relocation Group will implement policies, procedures and programs to rehabilitate, reconstruct, or relocate permanent housing. In some cases, this may include technical assistance and guidance on financial resources available to individuals and homeowners. In other cases, this may include management of land bank programs to receive privately owned property that is not redeveloped, and developing strategies for the use of that land, including how to parcel the land, sell or auction the land, or convert land into green-space.
- **Promote hazard mitigation and resilience strategies.** Throughout the Long-Term Housing Reconstruction and Relocation process, the Group will provide technical assistance to enhance community resilience, including incorporating mitigation measures to protect rehabilitated housing and new construction against future disasters.
- **Provide continuity on housing affordability.** In coordination with the state and federal government as well as with the Intermediate Housing Recovery Group, the Long-Term Housing Reconstruction and Relocation Group will ensure an adequate supply of affordable housing remains in the Town and region, consistent with the housing needs of displaced households and the pre-disaster composition of the community. This includes working with federal agencies, such as HUD, to ensure affordable housing waivers and/or recertification is appropriately implemented.
- **Monitor insurance issues.** In collaboration with the State of New Hampshire, the Long-Term Housing Recovery Group will monitor issues related with insurance premiums and coverage. This includes working with private insurers, where necessary, to ensure that rates and coverage allow for housing recovery to be maintained in the region.
- **Provide public information related to long-term housing.** In collaboration with state and federal programs, the Long-Term Housing Recovery Group will provide information to the public regarding long-term housing programs and resources. This information should include:
  - Information regarding programs that provide assistance for housing reconstruction and rehabilitation;
  - Information regarding changes to community planning and zoning regulations, specifically as it applies to permitting processes and zoning changes;

- Changes to community housing plans; and
- In collaboration with the *RSF-5: Infrastructure Systems Annex*, information regarding the restoration of infrastructure necessary to initiate reconstruction or new home construction.

## **ROLES & RESPONSIBILITIES**

### **Welfare Administrator**

- Serve as Coordinating Agency of Shelter Recovery Group
- Estimate the numbers of people displaced, the likelihood and timeline of their residences being able to be reoccupied, and their current sheltering situation.
- Assist with the transition from sheltering to intermediate or long-term housing
- Coordinate with CAPHN on the consolidation of shelters as residents transition from shelters to longer-term housing solutions.
- Coordinate with CAPHN and American Red Cross, develop plans to increase the cadre of trained personnel who can operate in the shelters, including social workers and behavioral health support.
- Ensure, with CAPHN, appropriate equipment and supply levels necessary to meet a minimum sheltering effort
- Assess and communicate the need for longer term sheltering operation
- Coordinate with the RPIO to provide public information related to intermediate housing
- Coordinate with the RPIO to provide public information related to long-term housing

### **Code Enforcement**

- Participate in Interim Housing Recovery Group
- Participate in Long-Term Housing Reconstruction and Relocation Recovery Group
- Conduct detailed housing damage and needs assessments
- Develop event-specific policies, procedures, and programs to implement housing reconstruction and new construction
- Identify and address regulatory and statutory changes necessary to expedite rehabilitation and facilitate reconstruction and new construction
- Promote hazard mitigation and resilience strategies

### **Central NH Regional Planning Commission**

- Serve as Coordinating Agency of Interim Housing Recovery Group
- Serve as Coordinating Agency of Long-Term Housing Reconstruction and Relocation Recovery Group
- Identify potential intermediate housing strategies
- Implement and maintain intermediate housing solutions until long-term solutions can be implemented
- Identify potential intermediate housing sites
- Develop long-term housing redevelopment and relocation strategy
- Develop event-specific policies, procedures, and programs to implement housing reconstruction and relocation strategies.
- Support community efforts to identify short-term, intermediate and long-term strategies for maintaining and restoring the tax base
- Promote hazard mitigation and resilience strategies

**Disaster Recovery Coordinator/Town Administrator**

- Support the Shelter Recovery Group
- Support the Interim Housing Group
- Support the Long-Term Housing Reconstruction and Relocation Recovery Group

**Disaster Recovery Task Force**

- Support the Shelter Recovery Group
- Support the Interim Housing Group
- Support the Long-Term Housing Reconstruction and Relocation Recovery Group
- Establish and implement consumer-protection and reporting safeguards
- Advise Groups on existing plans

**Finance Director**

- Support the Shelter Recovery Group
- Support the Interim Housing Group
- Support the Long-Term Housing Reconstruction and Relocation Recovery Group
- Administer funding associated with physical mitigation of new permanent long-term housing against relevant hazards.
- Manage CDBG grants

**Human Resources**

- Support the Shelter Recovery Group
- Support the Interim Housing Group
- Support the Long-Term Housing Reconstruction and Relocation Recovery Group

**Public Information Officer**

- Provide information related to shelter and housing
- Coordinate with partners in the Joint Information System.

**Board of Selectmen**

- Support the Shelter Recovery Group
- Support the Interim Housing Group
- Support the Long-Term Housing Reconstruction and Relocation Recovery Group

**Town Clerk/Tax Collector**

- Review tax and regulatory relief opportunities
- Participate in the Interim Housing Recovery Group
- Participate in Long-Term Housing Reconstruction and Relocation Recovery Group

**Town Council**

- Review Ordinances

**Police Department**

- Establish and implement consumer-protection and reporting safeguards
- Support the shelter group
- PIO support

**State Agencies**

The following State Agencies are identified as Lead or Support in the State Recovery Plan:

- N.H. Housing Finance Authority (NHHFA)
- N.H. Homeland Security and Emergency Management (HSEM)
- Long-Term Recovery Committee, Housing Task Force

- N.H. Community Development Finance Authority (CDFA)
- N.H. Office of Energy and Planning (OEP)
- N.H. Attorney General's Office (AG)
- N.H. Insurance Department
- N.H. Department of Safety, Office of the State Fire Marshal (Fire Marshal)

## **DEVELOPMENT, MAINTENANCE AND IMPLEMENTATION**

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

## **AUTHORITIES**

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

## **REFERENCES**

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

- RSF 4 State Disaster Recovery Plan
- RSF 4 Federal Disaster Recovery Plan



**RSF 4 - Attachment 1**  
**HOUSING RECOVERY CHECKLIST**

| Shelter Group  | Notes |
|--|-------|
| <ul style="list-style-type: none"> <li><input type="checkbox"/> Conduct detailed housing damage and needs assessments, based on an estimate/assessment of the numbers of people displaced, the likelihood and timeline of their residences being able to be reoccupied, and their current sheltering situation.</li> <li><input type="checkbox"/> Coordinate the consolidation of shelters as residents transition from shelters to longer-term housing solutions.</li> <li><input type="checkbox"/> Coordinate with CAPHN and American Red Cross, develop plans to increase the cadre of trained personnel who can operate in the shelters, including social workers and behavioral health support.</li> <li><input type="checkbox"/> Ensure appropriate equipment and supply levels necessary to meet a minimum sheltering effort</li> <li><input type="checkbox"/> Assess and communicate the need for longer term sheltering operation</li> <li><input type="checkbox"/> Coordinate the transition from sheltering to intermediate or long-term housing</li> <li><input type="checkbox"/> Coordinate with the Recover PIO to provide information to affected individuals and families regarding FEMA's Disaster</li> </ul> |       |
| Interim Housing Group  | Notes |
| <ul style="list-style-type: none"> <li><input type="checkbox"/> Coordinate the transition from sheltering to intermediate or long-term housing</li> <li><input type="checkbox"/> Identify potential intermediate housing strategies</li> <li><input type="checkbox"/> Implement and maintain intermediate housing solutions until long-term solutions can be implemented</li> <li><input type="checkbox"/> Coordinate with the RPIO to provide public information related to intermediate housing</li> <li><input type="checkbox"/> Identify potential intermediate housing sites</li> </ul>   |       |
| Long-Term Housing Reconstruction & Relocation Recovery Group   | Notes |
| <ul style="list-style-type: none"> <li><input type="checkbox"/> Develop long-term housing redevelopment and relocation strategy</li> <li><input type="checkbox"/> Coordinate with the RPIO to provide public information related to long-term housing</li> <li><input type="checkbox"/> Promote hazard mitigation and resilience strategies</li> </ul>   |       |

## **RECOVERY SUPPORT FUNCTION (RSF) 5**

### **INFRASTRUCTURE SYSTEMS RECOVERY**

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#### **LEAD AGENCIES:**

- Highway Department
- Sewer Department
- Pembroke Waterworks
- Eversource
- NH Electric Coop
- Liberty Utilities
- Unitil
- Comcast/Xfinity
- Fairpoint Communications

#### **SUPPORT AGENCIES:**

- Disaster Recovery Coordinator/Town Administrator
- Disaster Recovery Task Force
- Board of Selectmen
- Finance Director
- Human Resources
- Public Information Officer
- Town Clerk
- Police Department
- Legal Counsel

### **INTRODUCTION**

#### **Purpose**

The purpose of RSF 5 – Infrastructure Systems is to coordinate public, private, and non-profit efforts to maintain and restore facilities, infrastructure systems, and related services located in Allenstown. For the context of this Plan, infrastructure systems refer to utilities, transportation, privately owned telecommunications and other communications, debris management, and government and civic facilities recovery. This includes coordinating efforts with the State of New Hampshire, relevant federal agencies, and key private sector partners.

#### **Scope**

The core recovery capability for infrastructure systems is the ability to efficiently restore infrastructure systems and services to support a viable, sustainable community and improve resilience to and protection from future hazards. RSF 5 promotes a holistic approach to disaster recovery coordination, support, planning, and implementation for infrastructure systems that serve the community. RSF 5 serves as a collaborative forum for engagement among local, state, federal, and private sector representatives to focus on public engineering services that can reduce risks from disasters and expedite recovery. The collaborative efforts of RSF 5 involve

government and private sector partners with expertise in public works engineering services, as appropriate, across the 16 Critical Infrastructure Sectors identified through the *National Infrastructure Protection Plan (NIPP) Partnership Framework*<sup>1</sup>. Therefore, the scope of RSF 5 includes, but is not limited to, the following infrastructure sectors and subsectors: energy, water, dams, drainage, wastewater, communications, transportation systems, agriculture (food production and delivery), government facilities, utilities, sanitation, engineering, flood control, and other systems that directly support the physical infrastructure of communities; as well as physical facilities that support essential services, such as public safety, emergency services, and public recreation.

## Objectives

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

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

## CONCEPT OF OPERATIONS

During recovery, Infrastructure Systems will become a branch in recovery Operations. (See the Base Plan for overall recovery organization.) The Infrastructure Branch will have five groups: Utility Restoration Recovery Group; Transportation Recovery Group; Telecom & Communications Recovery Group; Debris Management Group and Government/Civic Facilities Recovery Group.

### Utility Restoration Recovery Group

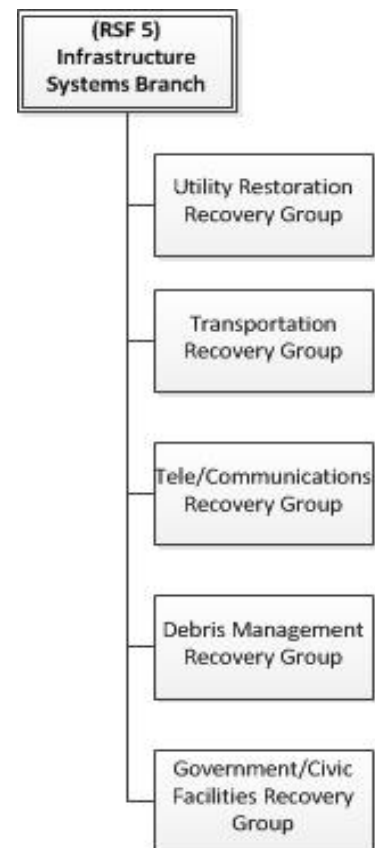
The Utility Restoration Recovery Group coordinates local efforts with state and federal recovery programs designed to restore utilities (water, waste water, electric) infrastructure and service to the pre-disaster or improved condition.

### Transportation Recovery Group

The Transportation Recovery Group coordinates local efforts with State and Federal recovery programs designed to provide post-disaster transportation services, and restore transportation infrastructure and service to the pre-disaster or improved condition.

### Telecom/Communications Recovery Group

The Telecom/Communications coordinates local efforts with private sector partners, state and federal recovery programs designed to restore the town's communication and telecom capability to the pre-disaster or improved condition.



**Debris Management Recovery Group**

The Debris Management Recovery Group coordinates local efforts with state and federal recovery programs designed to remove, transport, store, and otherwise manage debris on public property or right-of-ways during disaster recovery.

**Government/Civic Facilities Recovery Group**

The Government and Civic Facilities Recovery Group coordinates the recovery of local facilities, including police and fire stations, dispatch centers, schools, etc.

**PRE-EVENT AND PREPAREDNESS OPERATIONS****Utility Restoration Recovery Group:**

- **Coordinate inventory and prioritization for utility restoration.** Lead Agency will coordinate with the utility companies to ensure priority restoration. This Group will track restoration and advise utility companies of updated priorities. The Utility Restoration Group should give consideration to sites identified as Disaster Recovery Centers (DRC), shelters, short-term and interim housing, as well as major employers, commodity distributors and other locations with a focus on the maintenance of basic lifelines and services. To the greatest extent possible, the Group will also ensure emergency mitigation measures identified in the Allenstown Hazard Mitigation Plan are considered and implemented during the immediate restoration of utilities to the Town.

**Transportation Recovery Group:**

- **Prioritize transportation infrastructure restoration.** The Lead Agency will work with local and state transportation systems to develop a prioritization of infrastructure restoration. Priority transportation routes are Rt. 28, Rt. 3, Deerfield Road, Main Street and School Street. This includes major roads critical for transportation throughout the region for debris management, commerce, and passenger transportation. Coordination amongst transportation agencies and neighboring communities will be critical in ensuring that interim transportation services focus on sharing of resources and assets to move impacted residents around the region.

**Telecom/Communications Recovery Group:**

- **Coordinate inventory and prioritization for telecom infrastructure restoration and reconstruction.** The Lead Agency, along with public and private sector partners will develop a pre-disaster inventory to be updated every five years, and prioritization guidance and plans for capital repairs and reconstruction following an incident, including consideration of recovery needs according to damage assessments. This prioritization will take into account the critical infrastructure needs of the Town.

**Debris Management Recovery Group:**

- **Maintain debris removal plans.** The Debris Management Recovery Group should maintain a debris removal plan. This Plan should include pre-planned locations for temporary demolition storage and debris removal. In addition, the Group should ensure that contracts and MOU are consistent with the Town's needs and the debris removal plan.

**Government and Civic Facilities Recovery Group:**

- **Pursue MOUs and on-demand contracts.** The Lead Agency will work with government and civic facility operators, including local and state government agencies and regional authorities, to develop MOUs that outline coordinated response activities, roles, and responsibilities specific to a significant disaster. These MOUs should address provision of post-incident restoration coordination and as well as long-term facility restoration.

- **Coordinate inventory and prioritization for facility restoration and reconstruction.** The Lead Agency, along with public and private sector partners will develop a pre-disaster inventory, and prioritization guidance and plans for capital repairs and reconstruction following an incident, including consideration of recovery needs according to damage assessments. This prioritization will take into account the critical facility needs of the Town.

## SHORT-TERM RECOVERY OPERATIONS

### Utility Restoration Recovery Group:

- **Reassess and re-prioritize utility restoration.** The Utility Restoration Group initially follows prioritization established in pre-disaster planning, unless pressing needs present themselves as a result of the disaster. Basic prioritization will be in accordance with the priorities established in the development of a pre-disaster inventory as well as existing prioritization methods. As the recovery process progresses, the Utility Restoration Group will need to reassess and re-prioritize utility restoration based upon the impact of the incident and needs of the community. This is identified in the Recovery Action Plan (RAP).
- **Coordinate the restoration or interim provision of utility infrastructure and services.** The Utility Restoration Recovery Group will work with public and private sector providers of utility services to coordinate and execute immediate restoration of utility services according to damage assessments based on the above prioritization.
- **Assess and communicate major or long-term utility reconstruction costs.** The Utility Restoration Recovery Group will assess and communicate the estimated costs and resource needs associated with major long-term utility reconstruction projects.
- **Provide public information related to utility service and restoration.** The Utility Restoration Recovery Group, in close collaboration with private sector utility providers, will provide public information related to utility interruptions and restoration, for distribution by the Recovery Public Information Officer (RPIO). This may also include communication regarding the degraded condition of infrastructure, remediation approaches required due to the impact of the disaster on the systems (e.g., boil water orders), or specific information regarding the restoration of utilities to communities and homes.

### Transportation Recovery Group:

- **Coordinate the restoration or interim provision of critical transportation infrastructure and services.** The Transportation Recovery Group will work with public and private sector providers and managers of transportation infrastructure to coordinate and execute immediate restoration of utility services that support public transportation according to damage assessments. Such restoration will follow prioritization established in pre-disaster planning. Recovery planning should take into consideration that it is likely that an increase in public transportation ridership will occur following the disaster.
- **Assess and communicate major or long-term transportation reconstruction costs.** The Transportation Recovery Group will assess the estimated costs associated with major and long-term transportation reconstruction projects. These costs will be communicated to *RSF-1: Community Planning & Capacity Building* as well as the Recovery Finance Section.
- **Provide public information related to transportation service and restoration.** The Transportation Recovery Group will provide public information related to transportation,

transit service, infrastructure interruptions, interim solutions or service alterations, and restoration, for distribution by the RPIO.

#### **Telecom/Communications Recovery Group:**

- **Restore essential communications capability.** The Telecom/Communications Recovery Group will assess and prioritize the immediate restoration and repair of critical communications infrastructure to include cellular communication and internet communication. Prioritization will be accomplished through the development of the initial Recovery Action Plan (RAP). Basic prioritization will be in accordance with the pre-event prioritization of recovery priorities.
- **Assess and communicate major or long-term telecom reconstruction costs.** The Telecom/Communications Recovery Group will assess and communicate to *RSF-1: Community Planning & Capacity Building* and Planning as well as the Recovery Finance Section, the estimated costs associated with long-term capital reconstruction projects.
- **Provide public information related to impacted communications infrastructure.** The Telecom/Communications Recovery Group will provide public information related to impact status, interim solutions, and restoration, for distribution by the Recovery Public Information Officer.

#### **Debris Management Recovery Group:**

- **Reference and continue to execute debris removal and management, as necessary.** The Debris Management Recovery Group will refer to the Debris Management Plan for continued guidance regarding debris removal, management, storage, and disposal operations. Debris removal is typically one of the first major issues that must be addressed in recovery. Large piles of organic and non-organic debris can become public health concerns and once dry, can become a fire threat. This Group will ensure that all disaster-generated debris is properly and immediately disposed of according to the type of debris being handled, contamination factors, and environmental impacts.  
The cost to collect and dispose of debris can be defrayed through Public Assistance (PA) grants from the Federal Emergency Management Agency (FEMA). Debris located on public lands and right-of-ways may be eligible. The Debris Management Group will provide any additional guidance regarding tracking debris costs to ensure the Town is capable of recouping eligible expenses.  
The management and removal of Chemical, Biological, Radiological, or Nuclear contaminated debris will require the development of a separate strategy.
- **Evaluate debris reduction strategies.** The Debris Management Recovery Group will refer to the Debris Management Plan for existing debris reduction strategies. Based upon the incident and recovery needs of the community, the Debris Management Recovery Group should identify and select the best debris reduction strategy available. The group should take into account the impacts of the disaster, the type of debris, and the quantity of debris to be managed.
- **Provide public information related to debris.** The Debris Management Recovery Group will provide public information related to debris clearance and management for distribution by the RPIO.

#### **Government and Civic Facilities Recovery Group:**

- **Coordinate inventory and prioritization for facility restoration and reconstruction.** The Government and Civic Facilities Recovery Group, along with public and private sector partners will prioritize repairs and reconstruction following an incident, including consideration of recovery needs according to damage assessments. This repair and restoration will take into account the critical facility needs of the Town.

- **Provide public information related to government and civic facility status and access.** The Government and Civic Facilities Recovery Group will coordinate with the Recovery Public Information to inform the public as to the current status, availability, and accessibility of government and civic facilities.
- **Assess and communicate major or long-term government and civic facility restoration costs.** The Government and Civic Facilities Recovery Group will continuously develop estimated costs to repair/restore facilities as well as continuously assess the impact to services and revenue derived from activities impacted by the incident's impact to government and civic facilities.

## LONG-TERM RECOVERY OPERATIONS

### Utility Restoration Recovery Group:

- **Coordinate the permanent restoration and reconstruction of major critical utilities infrastructure.** The Utility Restoration Recovery Group will work with public and private sector providers of utility services to coordinate and execute the reconstruction of major utilities infrastructure. This reconstruction will be consistent with the larger community recovery effort by coordinating with housing, human services, essential services, and economic recovery priorities.  
As the Town works to prioritize critical infrastructure restoration and reconstruction, consideration must be given on whether to use as-built designs so as to restore pre-disaster condition (which can accelerate reconstruction by skipping many engineering, planning, and permitting steps), versus the opportunity to implement mitigation measures in order to enhance community resilience. Where possible, the Group will incorporate mitigation activities and rebuild accordingly.

### Transportation Recovery Group:

- **Coordinate the full restoration of transportation infrastructure.** The Transportation Recovery Group will work with local, public authority, and private sector providers/managers of transportation infrastructure to execute the reconstruction of transportation infrastructure.  
As the Town works to prioritize critical infrastructure restoration and reconstruction, consideration must be given on whether to use as-built designs so as to restore pre-disaster condition (which can accelerate reconstruction by skipping many engineering, planning, and permitting steps), versus the opportunity to implement mitigation measures in order to enhance community resilience. Where possible, the Town will incorporate mitigation activities identified in the Allenstown Hazard Mitigation Plan.

### Telecom/Communications Recovery Group:

- **Coordinate the permanent restoration and reconstruction of telecom/communications infrastructure.** The Telecom/Communications Group will coordinate and execute the reconstruction of communications infrastructure, as needed. Such restoration will follow prioritization established in pre-disaster planning and be accomplished through the RSF Implementation Plan, while supporting mitigation and economic recovery priorities.
- **Ensure mitigation measures are considered.** The Telecom/Communications Group will coordinate with local, state, and federal partners to identify and implement mitigation opportunities, or other projects for permanent reconstruction or relocation of infrastructure so as to reduce future risk and enhance community resilience. Mitigation and improvement planning should be present in all capital redevelopment plans, including those for private sector medical providers such as area hospitals.

**Debris Management Recovery Group:**

- **Address permanent debris disposal and site-capacity issues.** In the case that local or contracted landfill capacity is exceeded, or if materials to be removed are not allowed or cannot be accommodated by local or contracted landfills or other storage facilities, the Debris Management Recovery Group will explore and recommend alternative solutions for storage and disposal of such debris.

**Government and Civic Facilities Recovery Group:**

- **Coordinate the permanent restoration and reconstruction of government and civic facilities.** The Government and Civic Facilities Recovery Group will work with public and private sector facility operators to coordinate and execute the reconstruction of government and civic facilities. This reconstruction will be consistent with the larger community recovery effort by coordinating with housing, human services, essential services, and economic recovery priorities. In the process, the Group should also consider and implement temporary measures to restore critical facilities until permanent measures can be enacted.
- **Ensure mitigation measures are considered.** The Government and Civic Facilities Group will coordinate with local, state, and federal partners to identify and implement mitigation opportunities, or other projects for permanent reconstruction or relocation of facilities to reduce future risk and enhance community resilience. Mitigation and improvement planning should be present in all capital redevelopment plans, including those for private sector medical providers such as area hospitals.

**ROLES & RESPONSIBILITIES****Highway Department**

- Serve as Lead Agency for RSF 5.
- Restore infrastructure systems to support a viable, sustainable community and improve resilience to and protection from future hazards
- Coordinate across jurisdictions to coordinate projects and adjudicate resources
- Pursue MOUs and on-demand contracts
- Spearhead development of an Infrastructure Systems Recovery Action Plan (RAP)
- Reference and continue to execute debris removal and management, as necessary
- Address permanent debris disposal and site-capacity issues
- Maintain debris removal plans
- Coordinate the permanent reconstruction of transportation infrastructure and prioritize transportation infrastructure restoration
- Assess and communicate major or long-term transportation reconstruction costs

**Sewer Department**

- Coordinate the restoration of waste water treatment
- Participate in the Utility Restoration Recovery Group and Debris Management Recovery Group

**Pembroke Water Works**

- Coordinate the restoration of public water supply
- Participate in the Utility Restoration Recovery Group

**NH Electric Coop, Eversource, Unitil and Liberty Utilities**

- Coordinate the permanent reconstruction of major critical utilities infrastructure
- Participate in the Utility Restoration Recovery Group



**Comcast/Xfinity and Fairpoint Communications**

- Coordinate the restoration of telecom and communications infrastructure
- Participate in the Tele/Communications Recovery Group

**Public Information Officer**

- Provide information related to transportation systems, road closures, road side debris, contractor fraud, and public input on rebuilding.
- Use alternate communications (i.e. digital signs, etc.)
- Coordinate with CAPHN and DHHS regarding Joint Information Systems.

**Finance Director**

- Establish policies and procedures for emergency purchasing
- Coordinate the restoration of computer and phone systems
- Review contracts for recovery purchasing and projects
- Compile disaster response and recovery related costs and maintain financial records
- Manage donated funds in support of community recovery efforts
- Identify sources of funds to support recovery programs and projects
- Manage insurance claim filing
- Manage account of FEMA Public Assistance projects as well as CDBF and other disaster recovery grants
- Research public and private grant availability

**Disaster Recovery Coordinator/Town Administrator**

- Serve as chairperson of the Recovery Task Force
- Participate in the Government/Civic Facilities Recovery Group
- Manage disaster recovery programs
- Make recommendations to the Board of Selectmen on recovery matters reviewed by the Recovery Task force
- Coordinate the restoration or interim provision of utility infrastructure and services
- Assess and communicate major or long-term utility reconstruction costs

**Disaster Recovery Task Force**

- Oversee the recovery and reconstruction process
- Assist in the preparation of a post disaster redevelopment plans  
Recommend ordinances and policies necessary to efficiently manage the recovery process
- Develop policies that promote mitigation from future damage  
Recommend economic recovery initiatives
- Develop policies for redevelopment in areas sustaining repeated disaster damage
- Develop procedures to carry out build-back policies
- Develop policies for relocating and acquiring damaged properties

**Board of Selectmen**

- Participate in the Government/Civic Facilities Recovery Group
- Maintain continuity of government
- Institute emergency or special ordinances and resolutions recommended by staff
- Meet with visiting dignitaries
- Seek appropriation of funds to meet emergency needs
- Seek appropriation of funds for mitigation activities
- Provide visible leadership to the community

- Proclaim emergency orders
- Oversee recovery operations and programs
- Appoint Disaster Recovery Coordinator
- Assign members of Recovery Task Force
- Observe and respond to symptoms of stress within the community and Town staff

### **Human Resources**

- Initiate and manage employee notification and support programs
- Register temporary volunteer workers
- Coordinate EAP and stress management programs

### **Town Clerk**

- Provide for the protection of vital records
- Manage the recovery and restoration process for damaged records
- Maintain records of Recovery Task Force in coordination with Records Management

### **Police Department**

- Provide security for restricted access and evacuated areas
- Participate in the Utility Restoration Recovery Group
- Assist in the distribution of emergency public information
- Implement alternative patrol response plan
- Coordinate public information campaign regarding fraud/looting awareness, child safety and other post-disaster community crime issues
- Liaison with other local, county, state and federal LE agencies to coordinate enforcement and investigation of disaster-related criminal incidents
- Use existing volunteers and non-sworn staff to identify and assist as appropriate special needs/high vulnerability citizens i.e. elderly, handicapped, blind/deaf, etc.

### **Legal Counsel**

- Review contracts for recovery projects
- Advise on Town policies related to the legal aspects of recovery
- Review ordinances

### **State Agencies**

The following State Agencies are identified as Lead or Support in the State Recovery Plan:

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

## **DEVELOPMENT, MAINTENANCE AND IMPLEMENTATION**

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

## AUTHORITIES

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

## REFERENCES

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

- RSF 5 State Disaster Recovery Plan
- RSF 5 Federal Disaster Recovery Plan
- FEMA's *National Infrastructure Protection Plan (NIPP) 2013*
- FEMA's *Public Assistance Alternative Procedures Guide for Debris Removal 2015*
- FEMA's *Public Assistance Debris Management Plan Workshop Student Handbook 2009*
- FEMA's *Public Assistance Debris Management Guide 2007*

**RSF 5 - Attachment 1**  
**INFRASTRUCTURE SYSTEM RECOVERY CHECKLIST**

**RSF-5 – Utility Restoration Group Checklist**

| Preparedness Phase  | Notes |
|---|-------|
| <input type="checkbox"/> Review existing utility restoration plans, procedures, and guidelines. |       |

| Recovery Phase  | Notes |
|---|-------|
| <input type="checkbox"/> Reassess and re-prioritize utility restoration <ul style="list-style-type: none"> <li><input type="checkbox"/> Power</li> <li><input type="checkbox"/> Water</li> <li><input type="checkbox"/> Sewer</li> <li><input type="checkbox"/> Telephone</li> <li><input type="checkbox"/> Data</li> <li><input type="checkbox"/> Other _____</li> </ul> <input type="checkbox"/> Assess Priority Sites <ul style="list-style-type: none"> <li><input type="checkbox"/> Disaster Recovery Centers</li> <li><input type="checkbox"/> Shelters</li> <li><input type="checkbox"/> Short-Term/Interim Housing</li> <li><input type="checkbox"/> Major Employers</li> <li><input type="checkbox"/> Commodity Distributors</li> </ul> <input type="checkbox"/> Ensure Hazard Mitigation Measures are considered. <input type="checkbox"/> Coordinate interim provision of utility infrastructure and services. <input type="checkbox"/> Assess and communicate major or long-term utility construction costs. <input type="checkbox"/> Provide public information related to utility service and restoration. <input type="checkbox"/> Coordinate the permanent restoration and reconstruction of major critical utilities infrastructure. |       |

**RSF-5 – Transportation Recovery Group Checklist**

| Preparedness Phase  | Notes |
|---|-------|
| <input type="checkbox"/> Pursue Memoranda of Understanding (MOUs) and on- demand contracts <ul style="list-style-type: none"> <li><input type="checkbox"/> Local</li> <li><input type="checkbox"/> Regional</li> <li><input type="checkbox"/> Private-Sector Vendors</li> <li><input type="checkbox"/> Other</li> <li><input type="checkbox"/> Other</li> </ul> <input type="checkbox"/> Prioritize transportation infrastructure restoration.<br><input type="checkbox"/> Develop inventory of critical transportation infrastructure. |       |

| Recovery Phase  | Notes |
|---|-------|
| <input type="checkbox"/> Coordinate the restoration or interim provision of critical transportation infrastructure and services<br><input type="checkbox"/> Assess and communicate major or long-term transportation reconstruction costs.<br><input type="checkbox"/> Provide public information related to transportation service and restoration.<br><input type="checkbox"/> Coordinate the full restoration of transportation infrastructure.<br><input type="checkbox"/> Ensure mitigation measures are considered. |       |

**RSF- 5 – Telecom/Communications Recovery Group Checklist**

| Preparedness Phase   | Notes |
|--|-------|
| <input type="checkbox"/> Coordinate inventory and prioritization for telecom infrastructure restoration and reconstruction <ul style="list-style-type: none"> <li><input type="checkbox"/> Data Systems</li> <li><input type="checkbox"/> Telephone Systems</li> <li><input type="checkbox"/> Radio Systems</li> <li><input type="checkbox"/> Network Systems</li> <li><input type="checkbox"/> Other _____</li> <li><input type="checkbox"/> Other _____</li> </ul> |       |

| Recovery Phase   | Notes |
|--|-------|
| <input type="checkbox"/> Restore essential communications capability.<br><input type="checkbox"/> Assess and communicate major or long-term telecom reconstruction costs.<br><input type="checkbox"/> Provide public information related to impacted communications infrastructure.<br><input type="checkbox"/> Coordinate the permanent restoration and reconstruction of telecom/communications infrastructure.<br><input type="checkbox"/> Ensure mitigation measures are considered. |       |

**RSF-5 – Debris Management Group Checklist**

| Preparedness Phase  | Notes |
|---|-------|
| <input type="checkbox"/> Review Debris Removal Plans.<br><input type="checkbox"/> Ensure Contracts and MOUs for debris management are consistent with the county's needs and the debris removal plan. |       |

| Recovery Phase   | Notes |
|--|-------|
| <input type="checkbox"/> Reference and continue to execute debris removal and management, as necessary.<br><input type="checkbox"/> Evaluate debris reduction strategies.<br><input type="checkbox"/> Provide public information related to debris<br><input type="checkbox"/> Address permanent debris disposal and site-capacity issues. |       |

**RSF-5 – Government and Civic Facilities Recovery Group Checklist**

| Preparedness Phase   | Notes |
|--|-------|
| <input type="checkbox"/> Pursue Memoranda of Understanding and on-demand contracts.<br><input type="checkbox"/> Coordinate inventory and prioritization for facility restoration and reconstruction. <ul style="list-style-type: none"> <li><input type="checkbox"/> Critical Facilities (County)</li> <li><input type="checkbox"/> Critical Facilities (Local)</li> <li><input type="checkbox"/> Civic Facilities</li> <li><input type="checkbox"/> Disaster Recovery Facilities</li> <li><input type="checkbox"/> Other _____</li> <li><input type="checkbox"/> Other _____</li> </ul> |       |

| Recovery Phase   | Notes |
|--|-------|
| <input type="checkbox"/> Coordinate inventory and prioritization for facility restoration and reconstruction.<br><input type="checkbox"/> Provide public information related to government and civic facilities.<br><input type="checkbox"/> Assess and communicate major or long-term government and civic facility restoration/reconstruction costs.<br><input type="checkbox"/> Coordinate permanent restoration and reconstruction of government and civic facilities<br><input type="checkbox"/> Ensure mitigation measures are considered. |       |



## **RECOVERY SUPPORT FUNCTION (RSF) 6**

### **NATURAL AND CULTURAL RECOVERY**

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**LEAD AGENCY:**

- Allenstown Library
- Conservation Commission
- Parks and Recreation Commission
- Allenstown Historical Society

**SUPPORT AGENCIES:**

- Disaster Recovery Coordinator
- Board of Selectmen
- Central NH Regional Planning Commission
- Finance Director
- Public Information Officer
- Town Clerk
- Planning Board
- Town Counsel

**INTRODUCTION****Purpose**

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

**Scope**

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

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

**Objectives**

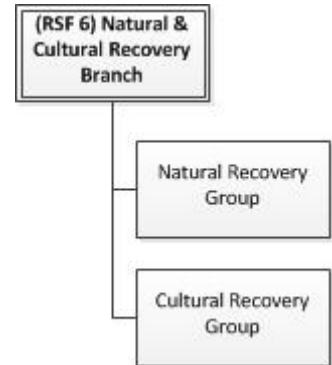
- Considerations related to the management and protection of natural and cultural resources and historic properties resources, community sustainability, and compliance

with environmental planning and historic preservation requirements are integrated into recovery.

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

## CONCEPT OF OPERATIONS

During recovery, Natural and Cultural Recovery will become a branch in recovery operations. (See the Base Plan for overall recovery organization.) The Natural and Cultural Recovery Branch will have two groups: 1) Natural Recovery Group, 2) Cultural Recovery Group. The Conservation Commission will lead the Natural Recovery group. The Library will co-lead the Cultural Recovery Group with the Allenstown Historical Society.



### Natural Recovery Group

The Natural Resources Recovery Group coordinates local efforts with state and federal recovery programs designed to support the return of the community's natural and environmental assets and systems to pre-disaster or improved condition. The group will ensure the Town's natural resources are monitored and addressed as necessary.

### Cultural Recovery Group

The Cultural Resources Recovery Group coordinates local efforts with state and federal recovery programs designed to support the return of the community's cultural and historic resources and structures to pre-disaster or improved condition. The group will ensure cultural and historic resources and structures are monitored, and any issues addressed as necessary. Cultural and historic resources may include:

- Historic sites
- Privately and publicly owned sites with art
- Libraries
- Museums
- Buildings
- Objects
- Structures
- Scenic Byways
- Historic trails
- Archeological resources
- Cultural neighborhoods
- Landmarks
- Other sites of cultural importance whether publicly or privately owned

## Pre-Event and Preparedness Operations

### Natural Recovery Group:

- **Develop a consolidated inventory of area natural resources.** The Conservation Commission will lead the development of a consolidated inventory of natural resources through the Town, including environmental areas, endangered species habitats, floodways, wetlands, aquifers, drinking-water supply watersheds, and others. This inventory will be updated at least every five years.
- **Identify relevant state and federal programs to facilitate recovery.** The Conservation Commission will identify relevant state and federal programs and incentives that have a role in supporting the preservation, protection, conservation, rehabilitation, recovery, and restoration of natural resources during recovery.
- **Coordinate with the Debris Management Group of RSF-5.** Debris removal is the responsibility of the Debris Management Group found in RSF-5. The Natural Resources Recovery Group should coordinate closely with the Debris Management Group as it relates to debris issues in natural environments.

### Cultural Recovery Group:

- **Develop a consolidated inventory of area cultural resources.** Library and Historical Society will draw from appropriate sources to establish an inventory of key cultural and historic resources, including those relative to local tourism, within the Town. Such resources should include historic and/or preserved “resource landscapes”.. They should also include buildings, structures, objects, sites, districts and cultural landscapes. A list of all Town resources will be developed. All resources will be documented with photographs.
- **Identify relevant federal and state programs to facilitate recovery.** The Library and Historical Society will identify relevant state and federal programs and incentives that have a role in supporting the preservation, protection, conservation, rehabilitation, recovery, and restoration of cultural resources during recovery.
- **Identify and streamline permitting processes specific to cultural resources.** The ability to quickly repair and rehabilitate cultural resources throughout the Town will be contingent on the ability to expedite permitting, and/or to ensure permitting processes can appropriately identify those sites that require permitting specifically for cultural resources. The Group will identify permitting required specifically for cultural resources to create a process where individuals and businesses can be identified at Disaster Recovery Centers (DRC), be provided with the appropriate permitting, and ensure expedited recovery for those facilities while giving consideration to cultural assets.

## Short-Term Recovery OPERATIONS

### Natural Recovery Group

- **Conduct damage assessments of area natural resources.** The Natural Resources Recovery Group, in coordination with federal and state agencies, will conduct damage assessments of all area natural resources. This includes assessing the restoration costs for natural resources throughout the Town, and incorporating needs and costs into the Initial RSF-6 Project Proposal.
- **Monitor environmental issues.** The Natural Resources Recovery Group, in coordination with federal and state agencies, will continuously monitor threats to natural and environmental assets or systems. When ongoing threats are identified, this Group will develop short-term and long-term mitigation strategies to immediately implement in coordination with RSF-1: Community Planning and Capacity Building and to be

incorporated into the RSF-6 Implementation Plan.

- **Engage in mediation strategies to prevent further degradation of environmental systems.** The Recovery Group will take into account mediation strategies as they approach all steps of recovery. This Coordinating Agency will coordinate with Supporting Agencies at the local, state, and federal levels to assure mediation strategies are used to prevent further degradation of environmental systems. These strategies will be incorporated into the RSF-6 Implementation Plan.
- **Advocate for recovery actions that conserve, rehabilitate, and restore natural and environmental assets or systems.** The Natural Resources Recovery Group in coordination with other local, state, and federal partners will advocate for actions to assess, conserve, and restore Town natural resources in accordance with the Federal Emergency Management Agency's (FEMA) Public Assistance (PA) program environmental regulations, other state or federal environmental regulations and standards, Town Master Plan policies, and other environmental initiatives. This may include considerations for floodplain management, watershed protection, and other concerns. These strategies will be incorporated into the RSF-6 Implementation Plan, and coordinated with RSF-1: Community Planning and Capacity Building.
- **Ensure environmental impact assessments are completed.** Review and approve all required environmental impact assessments (EIA) for large-scale projects.
- **Ensure threatened and endangered species protection.** Protect federally protected threatened and endangered plant and animal species, with guidance from the NH DES.
- **Coordinate with the Debris Management Group of RSF-5.** Debris removal is the responsibility of the Debris Management Group found in RSF-5. The Natural Resources Recovery Group should coordinate closely with the Debris Management Group as it relates to debris issues in natural environments.

#### **Cultural Recovery Group**

- **Conduct a damage assessment of cultural resources.** Cultural Resources Recovery Group, in coordination with federal and state agencies, will conduct damage assessments of all area cultural resources using the Natural & Cultural Damage Assessment Form (Appendix 6-1). Leveraging the inventory of cultural resources developed during the Pre-Event phase, this assessment should include the condition of cultural resource, any necessary measures to mitigate any additional damage, and to the greatest extent possible a cost estimate for repairing the resource.
- **Advocate for recovery actions that rehabilitate and restore cultural assets.** The Cultural Resources Recovery Group, in coordination with other local, state, and federal partners, will advocate for actions to assess, conserve, and restore Town cultural/historical resources in accordance with FEMA's PA program historic preservation regulations, other state or federal regulations and standards including the Secretary of the Interior's Standards for Rehabilitation, local historic preservation ordinances, and any relevant Town Comprehensive Plan policies or other Town initiatives. This should include supporting the restoration of cultural institutions such as local community centers and places of religious worship.
- **Coordinate with the Debris Management Group of RSF-5.** Debris removal is the responsibility of the Debris Management Group found in RSF-5. The Natural Resources Recovery Group should coordinate closely with the Debris Management Group as it relates to debris issues in natural environments.

## Long-Term Recovery OPERATIONS

### Natural Recovery Group

- **Coordinate with public and private partners for the permanent restoration and/or rehabilitation of natural resources.** The Natural Resources Recovery Group will work with public and private sector providers of environmental restoration and rehabilitation services to coordinate and execute the permanent restoration of publicly owned natural resources. Such restoration and rehabilitation will follow priorities established by the Recovery Group. They will also provide outreach and technical assistance to private sector owners of assets with natural or environmental value regarding restoration techniques and methods to incorporate mitigation that will reduce future damages to the environment. The Group will coordinate local, state, and federal partners in support of such activities. Activities will be incorporated into the RSF-6 Implementation Plan.
- **Coordinate efforts with Town agencies and federal partners to receive funding for recovery efforts.** The Natural Resources Recovery Group will coordinate with Town agencies and federal partners to receive funding for recovery efforts. This includes ensuring compliance with federal and state program guidelines, such as FEMA's PA program.
- **Ensure mitigation measures are considered and integrated.** The Natural Resources Recovery Group will coordinate with local, state, and federal partners to identify and implement mitigation opportunities, with reference to Town policies, projects, and priorities referenced in the Master Plan, Hazard Mitigation Plan, or other policies, projects or programs, involving structural hardening or elevation of historic buildings, or other related issues.
- **Ensure threatened and endangered species protection.** Continue protection of federally protected threatened and endangered plant and animal species, with guidance from the NH DES.

### Cultural Recovery Group

- **Coordinate with public and private partners for the permanent restoration and/or rehabilitation of natural resources.** The Natural Resources Recovery Group will work with public and private sector providers of environmental restoration and rehabilitation services to coordinate and execute the permanent restoration of publicly owned natural resources. Such restoration and rehabilitation will follow priorities established by the Recovery Group. They will also provide outreach and technical assistance to private sector owners of assets with natural or environmental value regarding restoration techniques and methods to incorporate mitigation that will reduce future damages to the environment. The Group will coordinate local, state, and federal partners in support of such activities. Activities will be incorporated into the RSF-6 Implementation Plan.
- **Coordinate efforts with Town agencies and federal partners to receive funding for recovery efforts.** The Natural Resources Recovery Group will coordinate with Town agencies and federal partners to receive funding for recovery efforts. This includes ensuring compliance with federal and state program guidelines, such as FEMA's PA program.
- **Ensure mitigation measures are considered and integrated.** The Natural Resources Recovery Group will coordinate with local, state, and federal partners to identify and implement mitigation opportunities, with reference to Town policies, projects, and priorities referenced in the Master Plan, Hazard Mitigation Plan, or other policies, projects or programs, involving structural hardening or elevation of historic buildings, or other related issues.

- **Ensure threatened and endangered species protection.** Continue protection of federally protected threatened and endangered plant and animal species, with guidance from the Georgia DNR.

## **ROLES & RESPONSIBILITIES**

### **Allenstown Library**

- Serve as Coordinating Agency of Cultural Recovery Group
- Conduct damage assessments of cultural resources
- Prioritize restoration of cultural assets
- Advocate for recovery actions that conserve, rehabilitate and restore historic resources
- Collect, store and protect data concerning resources

### **Allenstown Historical Society**

- Participate in Natural and Cultural Recovery Groups
- Advocate for recovery actions that conserve, rehabilitate and restore historic resources.
- Serve as Coordinating Agency of Cultural Recovery Group
- Conduct damage assessments of cultural resources
- Prioritize restoration of cultural assets
- Advocate for recovery actions that conserve, rehabilitate and restore historic resources
- Collect, store and protect data concerning cultural and natural resources

### **Conservation Commission**

- Serve as the Coordinating Agency of the Natural Recovery Group
- Conduct damage assessments of area natural resources
- Identify relevant state and federal programs to facilitate recovery of natural resources
- Monitor environmental issues
- Coordinate with public and private partners for the permanent restoration and/or rehabilitation of natural and environmental resources
- Prioritize restoration of natural assets

### **Parks and Recreation Commission**

- Participate in Natural Recovery Group

### **Planning Board**

- Participate in Natural and Cultural Recovery Groups

### **Disaster Recovery Coordinator/Town Administrator**

- Support the Natural Recovery Group
- Support the Cultural Recovery Group

### **Central NH Regional Planning Commission**

- Participate in the Natural and Cultural Recovery Groups
- Provide/develop an inventory of area cultural and natural resources
- Provide/develop GIS maps of cultural and natural resources
- Advocate for recovery actions that conserve, rehabilitate and restore natural, cultural, environmental and historic resources
- Advise Groups on existing plans that impact natural and cultural recovery

### **Finance Director**

- Support the Natural Recovery Group

- Support the Cultural Recovery Group
- Coordinate with state and federal partners to receive funding for recovery efforts
- Administer funding associated with natural and cultural recovery processes

#### **Public Information Officer**

- Provide information to the private sector on restoration techniques and applicable laws and regulations
- Coordinate with partners in the Joint Information System.

#### **Board of Selectmen**

- Support the Natural Recovery Group
- Support the Cultural Recovery Group

#### **Town Clerk/Tax Collector**

- Participate in the Cultural Recovery Groups

#### **Town Counsel**

- Assist with State and Federal regulations

#### **State Agencies**

The following State Agencies are identified as Lead or Support in the State Recovery Plan:

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

### **DEVELOPMENT, MAINTENANCE AND IMPLEMENTATION**

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

### **AUTHORITIES**

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

### **REFERENCES**

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

- RSF 6 State Disaster Recovery Plan
- RSF 6 Federal Disaster Recovery Plan
- DRED 10-year plan for Bear Brook

**RSF 6 - Appendix 1**  
**NATURAL & CULTURAL RESOURCES CHECKLIST**

| Operational Phase   | Notes |
|---|-------|
| <ul style="list-style-type: none"><li><input type="checkbox"/> Conduct detailed damage and needs assessments of natural resources</li><li><input type="checkbox"/> Coordinate with state and federal recovery programs</li><li><input type="checkbox"/> Monitor environmental issues</li><li><input type="checkbox"/> Coordinate funding for recovery efforts</li><li><input type="checkbox"/> Coordinate with the Debris Management Group</li><li><input type="checkbox"/> Promote hazard mitigation and resilience strategies</li></ul> |       |



## **Appendices**

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**Appendix 1 – Community Recovery Strategy**

**Appendix 2 – Recovery Action Plan (RAP)**

**Appendix 3 – Damage Assessment Summary Forms for Each RSF**

## **Appendix 1 Community Recovery Strategy**

Post-disaster objectives for this RSF are identified as a sequential process by which the Town of Allenstown will develop its Community Recovery Strategy. The Lead Agencies are in charge of facilitating implementation of this strategy.

**Assess the need for a Community Recovery Strategy.** RSF-1 will identify and assess the long-term impacts of the disaster on the Town, its residents, its economy, and its physical well-being. The recovery needs assessment from a significant disaster will begin shortly after the incident, led initially by the Planning Section in the Emergency Operations Center (EOC). As the activity transitions from assessment to planning, the response-phase organization will transition to the recovery phase in a smooth and uninterrupted fashion.

**Select RSF leadership and identify strategy scope.** Appropriate leadership and community representation among Supporting Agencies is critical. Upon transition from response to recovery, the Board of Selectmen will appoint the Disaster Recovery Task Force, including all of the Lead RSF agencies.

**Identify recovery partnerships.** The Disaster Recovery Task Force will ensure community ownership in the Community Recovery Strategy by identifying key stakeholder organizations and agencies and by conducting extensive outreach campaign(s) during the planning process. Stakeholders may or may not be identified as members of the Task Force or RSF Supporting Agencies. In addition to Allenstown's interests, it will be important to coordinate planning activities with neighboring counties and regional planning entities, and appropriate state agencies and departments. Coordination and communication must be established early on (via the Recovery Liaison Officer) with the State and Federal Coordinating Officers (SCO and FCO), State and Federal Disaster Recovery Coordinators (SDRC and FDRC), regional transportation authorities, educational institutions, federal government offices and military installations, local chambers of commerce, large private-sector companies, and emergency managers and government officials from jurisdictions in and around Allenstown.

**Establish public information campaign.** The Recovery PIO will develop a public information campaign and communications plan with the Community Planning and Capacity Building RSF, which will encourage public and stakeholder involvement and educate community members (including those displaced by the disaster), thus establishing community ownership and support for the planning process will be a component of the public information campaign. It is critical to establish positive relationships with a variety of media sources and to consider them partners in the public information campaign by keeping the media informed throughout the process.

**Identify long-term recovery issues.** Long-term recovery issue identification begins with the transition from the response to the recovery phase. As a component of the Community Recovery Strategy planning process, issue identification refers to the recognition of stakeholder concerns with the reconstruction and redevelopment of the impacted area that extend months or years into the future.

**Coordinate the Recovery Action Planning Cycle.** The Community Planning and Capacity Building RSF will continuously convey the best possible information, through the Recovery Planning Section, regarding the development of the Community Recovery Strategy to ensure that RAPs are developed consistently with the evolving/interim direction of the Community Recovery Strategy; mission objectives established by RAPs must not contradict the developing Community Recovery Strategy or preempt the deliberative decision-making of the Community Recovery Strategy planning process. RSF-1 coordination with the RAP cycle will continue until the Community Recovery Strategy itself is complete and adopted. At that point,

the Community Recovery Strategy will provide overarching guidance for the development of mission objectives under the RAP process.

**Set recovery vision and objectives.** The Community Planning and Capacity Building RSF will work with the public and stakeholders to set a vision and achievable goals that provide a “big picture” vision for intermediate and long-term recovery and help participants and observers in recovery understand how their individual stakeholder component is critical to the recovery operation as a whole. Objectives will mark the actual progress or benchmarks toward the Town’s vision and goals for recovery; objectives will be vetted through the Community Recovery Strategy planning process. They will give the recovery organization and stakeholders a clear picture of how the recovery plan will achieve its intended purpose. Objectives will be framed in terms of end products that will be delivered within a specific time frame.

**Identify, evaluate, and prioritize Community Recovery Projects.** Once the vision, goals, and objectives for recovery are set and agreed upon by the stakeholders, projects will be identified as part of the community involvement process. The Recovery Planning Section Chief will work with the Disaster Recovery Coordinator and Recovery PIO to hold community meetings, discussions with community leaders, business groups, organizations, and agencies to ensure inclusive and broad-based buy-in. In addition to the projects identified through the community involvement process, it is important that the Community Planning and Capacity Building RSF (through chain of command) work with FEMA’s PA staff to understand what community projects might be eligible for Public Assistance. The Community Planning and Capacity Building RSF must work with the PA specialist to keep apprised of ongoing Project Worksheets, Improvement Projects, Alternate Projects, and that goals are specific, measurable, attainable, relevant, and timely.

As projects are identified and developed through the planning process, priorities must be set and the recovery value of each project determined. Prioritization criteria will be generally guided by the objectives and priorities described in this annex, but the specifics will vary by disaster event. Establishing prioritization criteria as part of the process also enhances the transparency and accountability of the Community Recovery Strategy. It may also be the case that the Town may have to reevaluate projects that they previously approved, as priorities may change following a major disaster, resources may need to be reallocated to recovery.

It is the responsibility of the Disaster Recovery Task Force to evaluate and prioritize the projects, and eventually to present them to the general public and policy makers as part of a draft Community Recovery Strategy.

**Draft the Community Recovery Strategy.** The Community Recovery Strategy document itself should describe specific strategies and actions, including both physical improvements and policies and programs. It should be brief, with concise discussion of project needs and overarching objectives, rather than an in-depth discussion of existing conditions. It should be written so as to be easily comprehended by the public, businesses, and other stakeholders. Where there is a need for additional project information, the Community Recovery Strategy should reference existing resources, rather than summarize or reproduce them.

The following steps will be taken in the Community Recovery Strategy review and development of a Final Community Recovery Strategy:

- Develop a Draft Community Recovery Strategy
- Distribute the Draft Community Recovery Strategy for stakeholder and public review
- Ensure that the Draft and Final Community Recovery Strategy documents are available in accessible alternative formats, if requested
- Hold stakeholder and community meetings for Draft Community Recovery Strategy feedback and

input

- Develop a Final Community Recovery Strategy incorporating all comments
- Adoption by the Disaster Recovery Task Force
- Public “launch” event for Final Community Recovery Strategy
- Distribution of Final Community Recovery Strategy and other materials
- Implementation of the Final Community Recovery Strategy

Prepare a community recovery funding strategy. Funding is critical in implementing projects to realize the community’s vision and goals. The Recovery Planning Section Chief will work with the Disaster Recovery Coordinator and the Recovery Finance Section to identify funding sources and match appropriate programs to recovery projects and initiatives. The Finance/Administration Section will recommend mechanisms to be put in place in order to maximize the funding opportunities for which the community is eligible. A recovery-funding matrix will be developed and utilized to compare and contrast the various federal funding sources available in long-term recovery.

**Implementation of the Community Recovery Strategy.** Once the Community Recovery Strategy is complete, it will be approved by the Disaster Recovery Task Force and the Board of Selectmen. The Disaster Recovery Coordinator and Task Force will be responsible for ensuring the Community Recovery Strategy is executed. However, implementation of the Community Recovery Strategy is not a single step within the recovery process; it is an ongoing activity that is incorporated into the Recovery Action Planning cycle.

Following the approval of the Community Recovery Strategy, other plans will be impacted. These may include the Master Plan, Hazard Mitigation Plan, Capital Improvement Program, Transportation Improvement Program, or others. Each of these documents should incorporate the Community Recovery Strategy no later than their next scheduled updates following the disaster incident. In this way, the Community Recovery Strategy will be implemented across functions via normal, non-disaster planning-and-implementation mechanisms.

**Strategy maintenance.** The Community Recovery Strategy will be developed and implemented as a “living document,” but one that is designed to sunset once its use has been fulfilled. The completed Community Recovery Strategy will become the foundation of all future RAPs, and thus is the responsibility of the Recovery Planning Section to monitor and implement. Until the recovery organization itself is deactivated, the Recovery Planning Section Chief will ensure the Strategy is reviewed, evaluated, and updated on at least an annual basis (or as needed) to monitor progress and ensure the strategic framework is appropriate and information is current for the needs of the community.

Regardless of the issue or the stage of the recovery process or an individual project, keeping stakeholders involved and informed of Community Recovery Strategy updates will encourage continual support during recovery. After the recovery organization is demobilized, any incomplete goals identified in the Community Recovery Strategy will revert to the Coordinating Agency and/or be transferred (by incorporation) to non-disaster planning-and-implementation mechanisms.

## Community Recovery Strategy - Briefing Template

| Vision  |                       |          |
|---|-----------------------|----------|
| <b>Short-Term Recovery Vision</b>             |                       |          |
| <b>Intermediate/Long-Term Recovery Vision</b> |                       |          |
| Objectives                                    |                       |          |
| Objective Number                              | Objective Description | Champion |
| Objective 1                                   |                       |          |
| Objective 2                                   |                       |          |
| Objective 3                                   |                       |          |
| Objective 4                                   |                       |          |
| Objective 5                                   |                       |          |
| Objective 6                                   |                       |          |
| Objective 7                                   |                       |          |

## Appendix 2 Recovery Action Plan

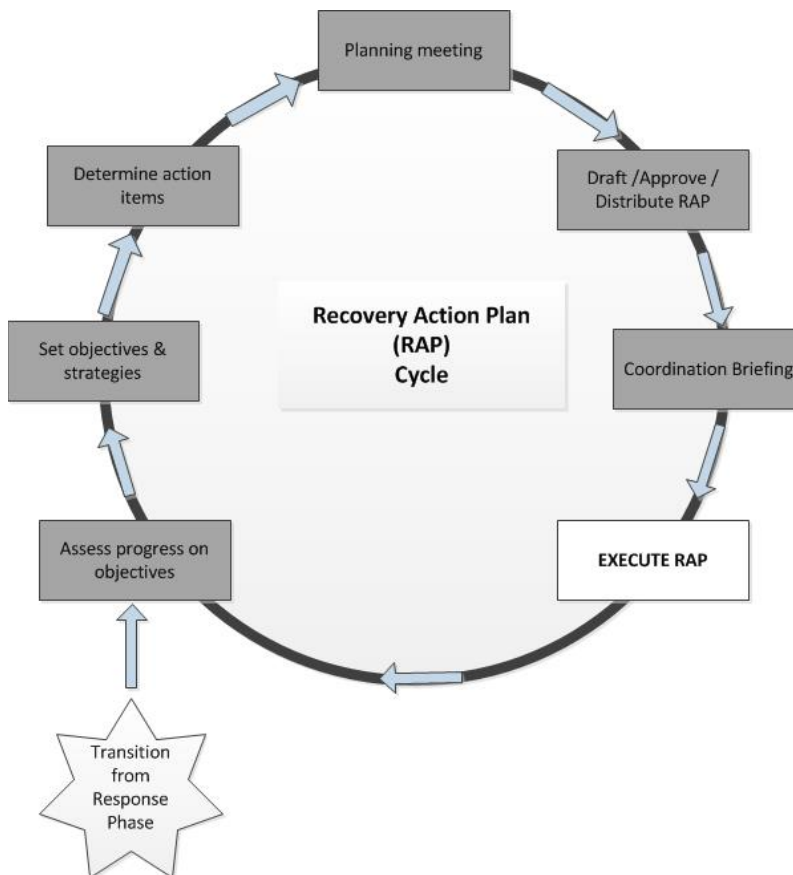
### PURPOSE

The purpose of a Recovery Action Plan (RAP) is to define an event-specific, phased recovery program with priorities and actions that mirror the goals and priorities defined in the Allenstown Recovery Plan. A RAP is developed to outline local government actions required in order to accomplish the goals and objectives defined in the Allenstown Recovery Plan, as well as the event-specific Community Recovery Plan. As such, the trigger for developing the first RAP will be the completion of the Community Recovery Plan

### THE RECOVERY ACTION PLANNING CYCLE

The RAP cycle provides a defined process, structure, and schedule for setting and prioritizing objectives, ensuring resource availability, monitoring progress, and generally executing the local government's mission. It specifies communications, meetings, assessments, and course-corrections, fundamental components of the planning process.

The Recovery Action Planning cycle is modeled on the ICS Incident Action Planning (IAP) Cycle, sometimes known as the "Planning P" for its diagrammatic shape. It will be generally consistent with the Emergency Operations Plan (EOP) IAP Process used during the Emergency Operations Center (EOC) response operations. The steps of the RAP cycle are outlined below.



## **ASSESS AND UNDERSTAND DAMAGE**

The Damage Assessment process begins in the response phase. Generally, this process includes:

Phase 1: Rapid Needs Assessment (RNA). RNA includes spot reports by citizens, media, and emergency responders. This is a quick snap shot of the event. Analysis includes identifying:

- Area(s) of impact.
- Threatened area(s).
- What has happened?
- What needs to be done?
- What is needed?
- Status of emergency response to include personnel, equipment, supplies, vehicles, communications, and facilities.
- Estimates of dead, injured, and damages.
- Number of people at risk.
- Public protection actions taken.
- Public protection actions needed.

Phase 2: Preliminary Damage Assessment Teams (PDATs) are activated to provide a detailed evaluation of what happened. PDATs provide more detailed assessments of the damaged areas using a field sheet that specifically identifies damage to:

- Public Works infrastructures.
- Critical facilities infrastructure.
- Public buildings.
- Private buildings.

This assessment may be conducted by conducting a block-by-block and street-by- street assessment, detailed engineer reviews and reports, telephone and personal interviews, and media reports.

Phase 3: Joint Preliminary Damage Assessment Teams (JPDATs). State and federal damage assessment teams may also be used to identify and validate damage assessments, define the scope of repairs, and determine repair or replacement costs.

## **SET (NEW) OBJECTIVES AND STRATEGIES**

Leverage the damage assessment and the Community Recovery Planning process to understand community priorities specific to the jurisdiction, and set Objectives and Strategies accordingly. Additionally, recovery priorities will be developed by the RSFs for the operational period as defined by the Task Force and should be reflected in the RAP.

Objectives will be discussed in the RAP Meeting and captured by RSF in the Current Objectives section of the RAP Briefing (See RAP Template at the end of this Appendix).

## **DETERMINE TACTICS / COURSES OF ACTION TO ACHIEVE OBJECTIVES**

After development of Recovery Objectives, the RAP will detail Tactics/Courses of Action to achieve the Objectives, to include information about the specific task assignment, resources that are required to execute the tasks, and how that information will be used. Each RSF will develop a Recovery Work Matrix (See RAP Template), which will be discussed in the Recovery Action Plan Meeting.

### **DRAFT, APPROVE AND DISTRIBUTE RECOVERY ACTION PLAN**

Following the identification of objectives and the tactics to achieve them at the Recovery Action Plan Meeting, the RAP can be completed and finalized. The Disaster Recovery Task Force approves each RAP.

### **EXECUTE RECOVERY ACTION PLAN**

The approved RAP becomes the new controlling document, and is used to outline actions for the recovery period.

### **ASSESS PROGRESS ON OBJECTIVES**

Performance measures will be set through the both the Community Recovery Planning and RAP planning processes. Progress on objectives may be detailed through ad-hoc recovery briefings, which provide basic information about the recovery situation and resources allocated to recovery, as well as in Recovery Action Plan Meetings that kick off each recovery period.

### **RECOVERY ACTION PLAN CONTENTS**

**Cover Page** – Summary information.

**Recovery Action Plan Briefing** – Overview of objectives and recovery activities.

**Damage Assessment Summary** – Snapshot of public and private damage.

**Recovery Work Matrix** – More specific details of objectives, actions, and responsible parties.

**Recovery Action Plan Meeting Agenda & Meeting Minutes** – Meeting agenda to discuss recovery activities and to collect information, and a template to capture the meeting discussion.



## **RECOVERY ACTION PLAN Template**

### **INTRODUCTION**

All forms are designed to include essential data elements. Use of these forms is encouraged to promote consistency in the development of RAPs and the management and documentation of recovery. In many cases, additional pages can be added to the existing forms when needed. The forms and the RAP are designed to serve all-hazards and cross- discipline needs. Because the goal of NIMS is to have a consistent approach to incident management and recovery, jurisdictions are encouraged to use the forms as they are presented here, unless the forms do not meet an organization's particular recovery management needs for some unique reason. If changes are needed, the focus on essential information elements should remain. Modifications should be clearly identified as deviations from, or additions to, forms.

As recovery is incident specific, adaptation of the RAP template may be required to meet the needs of the incident. Additional information or forms may instead be necessary to supplement the RAP template. When a form is needed that isn't included in the template, it is expected that the jurisdiction or discipline completing the RAP will develop the forms/information as needed and append it to this template.

## SECTION 1 - COVER PAGE

---

### OVERVIEW

The RAP cover sheet contains summary information about the forms and documents that are contained in the RAP. It should be updated as each RAP is developed and finalized.

### INSTRUCTIONS

| Block Title           | Instructions  |
|-----------------------|---|
| Incident Name         | Input the incident name.  |
| Date/Time of Incident | Input the date and time of the incident.  |
| Recovery Period       | Input the recovery period as identified by the Local Disaster Recovery Coordinator (DRC).                                       |
| Check Box             | Check each box for forms included in the RAP. Input additional forms and check boxes for additional forms included in the Plan. |
| Prepared By           | Indicate who the RAP was prepared by.   |
| Reviewed By           | Indicate who the RAP was reviewed by.   |
| Approved By           | Indicate who the RAP was approved by. This should be the Local DRC.   |

| <b>RECOVERY ACTION PLAN</b><br><b>- COVER SHEET -</b>                |                               |                                   |           |
|--|-------------------------------|-----------------------------------|-----------|
| <b>INCIDENT NAME:</b>  |                               |                                   |           |
| <b>RECOVERY PERIOD:</b>  |                               | <b>DATE/TIME</b>                  | <b>OF</b> |
| <b>ITEMS CHECKED BELOW ARE INCLUDED IN THIS RECOVERY ACTION PLAN</b> |                               |                                   |           |
| <input type="checkbox"/>   | RECOVERY ACTION PLAN BRIEFING |                                   |           |
| <input type="checkbox"/>   | DAMAGE ASSESSMENT SUMMARY     |                                   |           |
| <input type="checkbox"/>   | RECOVERY WORK MATRIX          |                                   |           |
| <input type="checkbox"/>   | RAP MEETING AGENDA            |                                   |           |
| <input type="checkbox"/>   | RAP MEETING MINUTES           |                                   |           |
| <input type="checkbox"/>   |                               |                                   |           |
| <input type="checkbox"/>   |                               |                                   |           |
| <input type="checkbox"/>   |                               |                                   |           |
| <input type="checkbox"/>   |                               |                                   |           |
| <input type="checkbox"/>   |                               |                                   |           |
| <input type="checkbox"/>   |                               |                                   |           |
| <input type="checkbox"/>   |                               |                                   |           |
| <input type="checkbox"/>   |                               |                                   |           |
| <b>PREPARED BY:</b>  |                               | (INSERT NAME)                     |           |
| <b>REVIEWED BY:</b>  |                               | (PLANNING SECTION CHIEF)          |           |
| <b>APPROVED BY:</b>  |                               | (LOCAL DISASTER RECOVERY MANAGER) |           |

## SECTION 2-RECOVERY ACTION PLAN BRIEFING

### OVERVIEW

The RAP Briefing form provides basic information about the recovery situation and resources allocated to recovery. This document serves as an action worksheet and a permanent record of incident recovery. The RAP Briefing form is prepared to present information about the current status of the recovery operation. Additional pages may be necessary to supplement the RAP Briefing form. This form will be filled out by the Local DRC, leveraging the RSF-specific Recovery Work Matrix forms below.

### INSTRUCTIONS

| Block Title                          | Instructions  |
|--------------------------------------|---|
| <b>Incident Name</b>                 | Input the incident name.  |
| <b>Date/Time of Incident</b>         | Input date and time of incident.  |
| <b>Recovery Period</b>               | Input the recovery period as identified by the Local Disaster Recovery Coordinator or RSF-1.  |
| <b>Incident Location</b>             | Input the incident location. This may be the jurisdiction that the incident occurred in, the distinct site, or the general geography of the incident.   |
| <b>Map Attached</b>                  | Indicate yes or no. If there is a map (or additional maps) of the incident location, it should be attached to the RAP Briefing.   |
| <b>Brief Summary of the Incident</b> | Input a summary of the incident. This includes a summary of current recovery operations and the status of the overall recovery operation. This may include high-level information about community-wide unmet needs.   |
| <b>Current Objectives</b>            | Input the current objectives of the recovery operation. These are the objectives for the recovery period for which the RAP is applicable. Recovery objectives may be identified from each RSF's Recovery Work Matrix. |
| <b>Current Actions</b>               | Input the current actions of the recovery operation. These are actions for the recovery period that are directly tied to the Current Objectives. Actions are found in the Recovery Work Matrices.                     |
| <b>Outstanding Needs</b>             | Identify any unmet needs in the current recovery period. These are identified on each Recovery Work Matrix and by the community.  |
| <b>Prepared By</b>                   | Indicate who the Recovery Action Plan was prepared by.  |
| <b>Reviewed By</b>                   | Indicate who reviewed the RAP briefing. Reviewers should include the Planning Section Chief.  |
| <b>Approved By</b>                   | Indicate who approved the RAP. This should be the Local DRC.  |

| RECOVERY ACTION PLAN BRIEFING   |             |                        |  |
|---|-------------|------------------------|--|
| INCIDENT NAME:  |             | DATE/TIME OF INCIDENT: |  |
| RECOVERY PERIOD:  |             |                        |  |
| INCIDENT LOCATION:  |             |                        |  |
| MAP ATTACHED:   | YES      NO |                        |  |
| BRIEF SUMMARY OF INCIDENT:  |             |                        |  |
| <div style="display: flex; justify-content: space-around; width: 100%;"> <div style="border: 1px solid black; width: 40px; height: 20px;"></div> <div style="border: 1px solid black; width: 40px; height: 20px;"></div> </div> |             |                        |  |
| CURRENT OBJECTIVES:   |             |                        |  |
| RSF-1   |             |                        |  |
| RSF-2   |             |                        |  |
| RSF-3   |             |                        |  |
| RSF-4   |             |                        |  |

|                         |  |
|-------------------------|--|
| <b>RSF-5</b>            |  |
| <b>RSF-6</b>            |  |
| <b>CURRENT ACTIONS:</b> |  |
| <b>RSF-1</b>            |  |
| <b>RSF-2</b>            |  |
| <b>RSF-3</b>            |  |
| <b>RSF-4</b>            |  |
| <b>RSF-5</b>            |  |
| <b>RSF-6</b>            |  |

| OUTSTANDING NEEDS: |                                   |
|--------------------|-----------------------------------|
| RSF-1              |                                   |
| RSF-2              |                                   |
| RSF-3              |                                   |
| RSF-4              |                                   |
| RSF-5              |                                   |
| RSF-6              |                                   |
| PREPARED BY:       | (INSERT NAME)                     |
| REVIEWED BY:       | (PLANNING SECTION CHIEF)          |
| APPROVED BY:       | (LOCAL DISASTER RECOVERY MANAGER) |

## SECTION 3 - DAMAGE ASSESSMENT SUMMARY

### OVERVIEW

The Damage Assessment Summary form contains information regarding the number of structures, estimated value, and additional information by various types of structure type. This includes Municipal Buildings, Public Facilities, State Facilities, and Roads Destroyed as well as supplementary information for private property damage. Damage applicable to each RSF is found on the Damage Assessment Summary.

Information collected during the response phase should be used to develop the initial Damage Assessment Summary. As response transitions to recovery, this form should be updated to capture updates to damage and value. Estimates should be updated as actual damage assessment data is collected.

See also Appendix 3 for complete Damage Assessment Summaries for each RSF

### INSTRUCTIONS

| Block Title                    | Instructions  |
|--------------------------------|---|
| <b>Incident Name</b>           | Input the incident name.  |
| <b>Recovery Period</b>         | Input the recovery period as identified by the Local DRC or RSF-1.  |
| <b>Damage Assessment Phase</b> | As this form will be completed after each damage assessment phase, check the applicable phase.  |
| <b>Number</b>                  | Input the cumulative number of facilities by each structure type. Update this information for each operational period based on repairs or additional information available as the incident progresses.                |
| <b>Estimated Value</b>         | Input the cumulative estimated or actual value of damage by each structure type. Update this information for each operational period based on repairs or additional information available as the incident progresses. |



| DAMAGE ASSESSMENT SUMMARY |  |  |  |          |
|---------------------------|--|--|--|----------|
| INCIDENT NAME:            |  | RECOVERY PERIOD:                                       |  |          |
| DAMAGE ASSESSMENT PHASE:  | <input type="checkbox"/> Initial Damage Assessment | <input type="checkbox"/> Preliminary Damage Assessment | <input type="checkbox"/> Joint Preliminary Damage Assessment |          |
| Public                    | STRUCTURE  | NUMBER   | ESTIMATED VALUE  | COMMENTS |
|                           | Municipal Facilities Damaged                       |  |  |          |
|                           | Municipal Facilities Destroyed                     |  |  |          |
|                           | Public Facilities Damaged                          |  |  |          |
|                           | Public Facilities Destroyed                        |  |  |          |
|                           | State Facilities Damaged                           |  |  |          |
|                           | State Facilities Destroyed                         |  |  |          |
|                           | Federal Facilities Damaged                         |  |  |          |
|                           | Federal Facilities Destroyed                       |  |  |          |
|                           | Roads Damaged                                      |  |  |          |
|                           | Roads Destroyed                                    |  |  |          |
|                           | Bridges Damaged                                    |  |  |          |
|                           | Bridges Destroyed                                  |  |  |          |
|                           | Railroads Damaged                                  |  |  |          |
|                           | Railroads Destroyed                                |  |  |          |
|                           | Airports/Runways Damaged                           |  |  |          |
|                           | Airports/Runways Destroyed                         |  |  |          |
|                           | Water Supply Damaged                               |  |  |          |
|                           | Sewers Damaged                                     |  |  |          |
|                           | Sewers Destroyed                                   |  |  |          |
| Historic Sites Damaged    |  |  |  |          |
| Historic Sites Destroyed  |  |  |  |          |

|         |                                 |  |  |  |
|---------|---------------------------------|--|--|--|
|         | Cultural Sites Damaged          |  |  |  |
|         | Cultural Sites Destroyed        |  |  |  |
|         | Natural Resources Damaged       |  |  |  |
|         | Natural Resources Destroyed     |  |  |  |
|         | <b>TOTAL PUBLIC ESTIMATES:</b>  |  |  |  |
| Private | Residential Buildings Damaged   |  |  |  |
|         | Residential Buildings Destroyed |  |  |  |
|         | Businesses Damaged              |  |  |  |
|         | Businesses Destroyed            |  |  |  |
|         | Agricultural Damaged            |  |  |  |
|         | Agricultural Destroyed          |  |  |  |
|         | Historic Sites Damaged          |  |  |  |
|         | Historic Sites Destroyed        |  |  |  |
|         | Cultural Sites Damaged          |  |  |  |
|         | Cultural Sites Destroyed        |  |  |  |
|         | <b>TOTAL PRIVATE ESTIMATES:</b> |  |  |  |

## SECTION 4-RECOVERY WORK MATRIX

### OVERVIEW

The Recovery Work Matrix contains a summary of objectives, strategies, and assignments developed to support recovery for each RSF. This form is intended to tie how strategies and work tie back to recovery objectives with specific identification of who, what, where, and when these tactics will be executed. This form can be used by each of the RSF leads as a worksheet to identify objectives, strategies, and tactics in support of community recovery.

### INSTRUCTIONS

| Block Title  | Instructions   |
|--|--|
| <b>Incident Name</b>                                       | Input the incident name.   |
| <b>Date/Time of Incident</b>                               | Input incident date and time.  |
| <b>Recovery Period</b>                                     | Input the recovery period as identified by the Local DRC.  |
| <b>Recovery Objectives (Desired Outcomes)</b>              | Recovery objectives should be specific, measurable, actionable, realistic, and time based (SMART) and should indicate a desired outcome for recovery. Objectives are developed at the beginning of the recovery operation and updated over time. As recovery objectives are met or the needs of the incident change, additional objectives can be added to the bottom of the form. Additional pages can be added as necessary. |
| <b>Recovery Strategies (How)</b>                           | Recovery strategies detail how recovery objectives will be met. Strategies are high-level plans to achieve objectives and what resources are necessary to achieve those goals. As strategies are executed and resources expended, additional strategies can be added to the bottom of the form.  |
| <b>Tactics / Work Assignments (Who, What, Where, When)</b> | Tactics and work assignments identify who will perform what tasks, where and when. Tactics and work assignments should identify who will execute the strategies developed. As tactics and work assignments are completed, additional work assignments can be added to the bottom of the form to support additional work necessary to complete an objective.  |
| <b>Outstanding Needs</b>                                   | Unfulfilled resource needs should be presented, including anticipated needs for the recovery period.   |
| <b>Prepared By</b>   | Input who the Recovery Work Matrix was prepared by. In most cases, this is the lead of each RSF.   |
| <b>Reviewed By</b>   | Input who reviewed the Recovery Work Matrix. This may be the Coordinating Agency for the RSF, RSF-1, or by the Local DRC.  |
| <b>Page of __</b>  | Input the page number, and the total number of page numbers.   |

RECOVERY WORK ANALYSIS MATRIX

|  |                           |   |  |
|--|---------------------------|---|--|
| INCIDENT NAME:                         |                           | DATE/TIME OF INCIDENT                             |  |
| RECOVERY PERIOD:                       |                           |   |  |
| RECOVERY OBJECTIVES (DESIRED OUTCOMES) | RECOVERY STRATEGIES (HOW) | TACTICS/WORK ASSIGNMENTS (WHO, WHAT, WHERE, WHEN) |  |
|  |                           |   |  |
|  |                           |   |  |
|  |                           |   |  |
| OUTSTANDING NEEDS                      |                           |   |  |
| PREPARED BY:                           |                           | REVIEWED BY:                                      |  |

PAGE \_\_\_\_ OF \_\_\_\_

## SECTION 5 - RECOVERY ACTION PLAN MEETING AGENDA & MEETING MINUTES TEMPLATE

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### OVERVIEW

The Recovery Action Plan Meeting will take place after all information above is gathered, and will be used to finalize the RAP. The Meeting will serve as a culmination of information gathering and will kick off the recovery period. Objectives of the RAP Meeting include providing a recovery briefing; identifying objectives, strategies, tactics, and assignments; and monitoring progress of identified objectives from past recovery periods, as defined by the Local DRC.

Outcomes from the RAP Meeting may be detailed on Meeting Minutes template below.

### INSTRUCTIONS

| Block Title                  | Instructions  |
|------------------------------|---|
| <b>Incident Name</b>         | Input the incident name.  |
| <b>Date/Time of Incident</b> | Input incident date and time.   |
| <b>Recovery Period</b>       | Input the recovery period as identified by the Local DRC.   |
| <b>Meeting Date/Time</b>     | Input the date and time of the Recovery Work Matrix Meeting.  |
| <b>Time</b>                  | Input the time allotted for each agenda item.   |
| <b>Activity</b>              | Input each agenda item. Standard meeting activities are included in the Agenda. Additional agenda items may be added to the template. |
| <b>Facilitator</b>           | Input who will facilitate the meeting activity.   |
| <b>Prepared By</b>           | Input who the prepared the agenda.  |
| <b>Reviewed By</b>           | Input who reviewed the Recovery Work Matrix Meeting Agenda. This may be RSF-1 or the Local Disaster Recovery Coordinator.             |
| <b>Approved By</b>           | Input who approved the Recovery Work Matrix Meeting Agenda. This should be Local DRC.   |

| <b>RECOVERY WORK MATRIX</b><br><b>- MEETING AGENDA -</b> |                                   |  |             |
|--|-----------------------------------|--|-------------|
| <b>INCIDENT NAME:</b>                                    |                                   | <b>INCIDENT DATE/TIME:</b>               |             |
| <b>RECOVERY PERIOD:</b>                                  |                                   | <b>MEETING DATE/TIME:</b>                |             |
|  | Time                              | Activity                                 | Facilitator |
| 1  | 0:00-0:15                         | INTRODUCTION                             |             |
| 2  | 0:15-0:30                         | INCIDENT BRIEFING                        |             |
| 3  | 0:30-0:45                         | IDENTIFY RECOVERY OBJECTIVES BY RSF      |             |
| 4  | 0:45-1:15                         | IDENTIFY STRATEGIES AND TACTICS BY RSF   |             |
| 5  | 1:15-1:30                         | IDENTIFY TASK ASSIGNMENTS BY RSF         |             |
| 6  | 1:30-1:45                         | ASSESS PROGRESS TOWARD OBJECTIVES BY RSF |             |
| 7  | 1:45-2:00                         | CLOSING AND SCHEDULING NEXT RAP MEETING  |             |
|  |                                   |  |             |
| <b>PREPARED BY:</b>                                      | (INSERT NAME)                     |  |             |
| <b>REVIEWED BY:</b>                                      | (PLANNING SECTION CHIEF)          |  |             |
| <b>APPROVED BY:</b>                                      | (LOCAL DISASTER RECOVERY MANAGER) |  |             |

| <b>RECOVERY WORK MATRIX</b><br><b>- MEETING MINUTES -</b> |                                   |                            |  |
|---|-----------------------------------|----------------------------|--|
| <b>INCIDENT NAME:</b>                                     |                                   | <b>INCIDENT DATE/TIME:</b> |  |
| <b>RECOVERY PERIOD:</b>                                   |                                   | <b>MEETING DATE/TIME:</b>  |  |
| <b>MEETING MINUTES</b>                                    |                                   |                            |  |
|   |                                   |                            |  |
| <b>PREPARED BY:</b>                                       | (INSERT NAME)                     |                            |  |
| <b>REVIEWED BY:</b>                                       | (PLANNING SECTION CHIEF)          |                            |  |
| <b>APPROVED BY:</b>                                       | (LOCAL DISASTER RECOVERY MANAGER) |                            |  |

### **Appendix 3 Damage Assessment Summaries (for each RSF)**



| RSF 1 - Damage Assessment Summary |  |  |  |
|-----------------------------------|--|--|--|
| Incident Name:                    |  | Branch/Group:  |  |
| Date:                             | <input type="checkbox"/> Initial Damage Assessment | <input type="checkbox"/> Preliminary Damage Assessment | <input type="checkbox"/> Joint Preliminary Damage Assessment |
| Public Infrastructure             |  |  |  |
|                                   | % Damage   | Description  |  |
| Town Hall                         |  |  |  |
| Police Department                 |  |  |  |
| Fire departmne                    |  |  |  |
| Highway Department                |  |  |  |
| Casella Transer Station           |  |  |  |
| DOT Equipment Shet                |  |  |  |
| Wastewater Treatment Facility     |  |  |  |
| Sewage Pump Station (Rive Road)   |  |  |  |
| Sewage Pump Station (Glass St.)   |  |  |  |
| Water Pump Station (Bear Brook)   |  |  |  |
| Town Owned Culverts               |  |  |  |
| Gavins Falls Dam                  |  |  |  |
| Bear Hill Pond Dam                |  |  |  |
| Catamount Pond Dam                |  |  |  |
| Hall Mt. Marsh Dam                |  |  |  |
| Hayes Marsh Dam                   |  |  |  |
| China Mill Dam                    |  |  |  |
| Pembroke Dam                      |  |  |  |
| Webster Mill Dam                  |  |  |  |
| Bridges (Town & State)            |  |  |  |
| Allenstown Elementary School      |  |  |  |
| Armand R. Dupont School           |  |  |  |
| Pinehaven Boys Center             |  |  |  |
| Community Center                  |  |  |  |
| Natural Gas                       |  |  |  |
| Cell Towers                       |  |  |  |
| IT Infrastructure                 |  |  |  |
| Communications                    |  |  |  |
| Private Infrastructure            |  |  |  |
|                                   | % Damage   | Description  |  |
| Residential Buildings             |  |  |  |
| Businesses                        |  |  |  |
| Historic Sites                    |  |  |  |
| Cultural Sites                    |  |  |  |
| Fuel Stations                     |  |  |  |
| Banks                             |  |  |  |
| Grocery/Food                      |  |  |  |
| Construction Supplies             |  |  |  |

| RSF 1 - Damage Assessment Summary |  |  |  |
|-----------------------------------|--|--|--|
| Incident Name:                    |  | Branch/Group:  |  |
| Date:                             | <input type="checkbox"/> Initial Damage Assessment | <input type="checkbox"/> Preliminary Damage Assessment | <input type="checkbox"/> Joint Preliminary Damage Assessment |
|                                   |  |  |  |
| Narrative                         |  |  |  |

| RSF 2 - Economic Damage Assessment                     |  |  |  |
|--|--|--|--|
| Incident Name:   |  | Branch/Group:  |  |
| Date:  | <input type="checkbox"/> Initial Damage Assessment | <input type="checkbox"/> Preliminary Damage Assessment | <input type="checkbox"/> Joint Preliminary Damage Assessment |
| <b>Category</b>  | <b># or % Damaged</b>                              | <b>Description</b>                                     |  |
| # / % of Business w/ Minor damage                      |  |  |  |
| # / % of Business w/ Major damage                      |  |  |  |
| # / % of Business Complete Loss                        |  |  |  |
| # Business in operation w/in weeks                     |  |  |  |
| # Business in operation w/in months                    |  |  |  |
| # Business in operation w/in year                      |  |  |  |
| Estimated # of employees out of work                   |  |  |  |
| What Factors are hindering operations:                 |  |  |  |
| <input type="checkbox"/> Access to Business            | <input type="checkbox"/> Debris Removal            | <input type="checkbox"/> Product Supply                | <input type="checkbox"/> Loans                               |
| <input type="checkbox"/> Short Term Capital            | <input type="checkbox"/> Long Term Capital         | <input type="checkbox"/> Training/Personnel            | <input type="checkbox"/> Customer Base                       |
| <input type="checkbox"/> Construction/Contractor Needs | <input type="checkbox"/> Housing                   | <input type="checkbox"/> Employee Transportation       | <input type="checkbox"/> Legal                               |

| RSF 2 - Economic Damage Assessment |  |  |  |
|------------------------------------|--|--|--|
| Incident Name:                     |  | Branch/Group:  |  |
| Date:                              | <input type="checkbox"/> Initial Damage Assessment | <input type="checkbox"/> Preliminary Damage Assessment | <input type="checkbox"/> Joint Preliminary Damage Assessment |
| Narrative:                         |  |  |  |

| RSF 3 - Health & Social Damage Assessment |  |  |  |
|---|--|--|--|
| Incident Name:                            |  | Branch/Group:  |  |
| Date:                                     | <input type="checkbox"/> Initial Damage Assessment | <input type="checkbox"/> Preliminary Damage Assessment | <input type="checkbox"/> Joint Preliminary Damage Assessment |
| Health & Medical Services                 |  |  |  |
| Category                                  | 0% - 100% Capacity                                 | Description  |  |
| Emergency/EMS                             |  |  |  |
| Hospital Services                         |  |  |  |
| Pharmacy Services                         |  |  |  |
| Haz Mat                                   |  |  |  |
| Animal Control                            |  |  |  |
| Narrative                                 |  |  |  |
| Social and Human Services                 |  |  |  |
| Category                                  | 0% - 100% Capacity                                 | Description  |  |

| RSF 3 - Health & Social Damage Assessment |  |  |  |
|---|--|--|--|
| Incident Name:                            |  | Branch/Group:  |  |
| Date:                                     | <input type="checkbox"/> Initial Damage Assessment | <input type="checkbox"/> Preliminary Damage Assessment | <input type="checkbox"/> Joint Preliminary Damage Assessment |
| Water Services                            |  |  |  |
| Food Services                             |  |  |  |
| Short Term Shelter                        |  |  |  |
| Narrative                                 |  |  |  |

| RSF 4 - Housing Damage Assessment   |  |  |  |
|---|--|--|--|
| Incident Name:  |  | Branch/Group:  |  |
| Date:   | <input type="checkbox"/> Initial Damage Assessment | <input type="checkbox"/> Preliminary Damage Assessment | <input type="checkbox"/> Joint Preliminary Damage Assessment |
| <b>Category</b>   | <b># or % Damaged</b>                              | <b>Description</b>                                     |  |
| Residential   |  |  |  |
| Multi-Family  |  |  |  |
| Mobile Homes  |  |  |  |
| Estimated # of residential strcuture that might be made inhabitable with minimal repairs:         |  | <hr/>  |  |
| Status of nearby hotel/motel units:   |  |  |  |
| What is the available inventory of manufactured housing which could be used for disaster housing: |  |  |  |
| What is the available use of Bear Brook State Park?   |  |  |  |

| RSF 4 - Housing Damage Assessment |  |  |  |
|-----------------------------------|--|--|--|
| Incident Name:                    |  | Branch/Group:  |  |
| Date:                             | <input type="checkbox"/> Initial Damage Assessment | <input type="checkbox"/> Preliminary Damage Assessment | <input type="checkbox"/> Joint Preliminary Damage Assessment |
| Narrative:                        |  |  |  |



| RSF 5 - Infrastructure Damage Assessment           |  |  |  |
|--|--|--|--|
| Incident Name:                                     |  | Branch/Group:  |  |
| Date:  | <input type="checkbox"/> Initial Damage Assessment | <input type="checkbox"/> Preliminary Damage Assessment | <input type="checkbox"/> Joint Preliminary Damage Assessment |
| WASTE WATER  |  |  |  |
| Extent of Damage (All/Maj/Min/None)                |  |  |  |
| Time to return to service (Hrs./Days/Weeks/Longer) |  |  |  |
| Bypasses at Plant (yes/no/unknown)                 |  |  |  |
| Is power available? (note if generator)            |  |  |  |
| Are lift stations operational?                     |  |  |  |
| Are lift stations on bypass?                       |  |  |  |
| Service Area of plant                              |  |  |  |
| Service population of plant                        |  |  |  |
| Porta toilets needed?                              |  |  |  |
| Approx. # needed                                   |  |  |  |
| Narrative:   |  |  |  |

| RSF 5 - Infrastructure Damage Assessment              |  |  |  |
|---|--|--|--|
| Incident Name:  |  | Branch/Group:  |  |
| Date:   | <input type="checkbox"/> Initial Damage Assessment | <input type="checkbox"/> Preliminary Damage Assessment | <input type="checkbox"/> Joint Preliminary Damage Assessment |
| WATER SUPPLY  |  |  |  |
|   | Tanks  | Wells 1-5  | Lines  |
| Location  |  |  |  |
| Est. Cost / Extent of Damage<br>(All/Maj/Min/None)    |  |  |  |
| Time to return to service<br>(Hrs./Days/Weeks/Longer) |  |  |  |
| Narrative:  |  |  |  |

| RSF 5 - Infrastructure Damage Assessment |  |  |  |
|--|--|--|--|
| Incident Name:                           |  | Branch/Group:  |  |
| Date:                                    | <input type="checkbox"/> Initial Damage Assessment | <input type="checkbox"/> Preliminary Damage Assessment | <input type="checkbox"/> Joint Preliminary Damage Assessment |
| ELECTRICAL SYSTEMS                       |  |  |  |
|  | Lines/Poles Down<br>(y/n/unk/lines only)           | Damage<br>(All/Major/Minor/Operational)                | Substations Affected<br>(Type/Location)                      |
| Eversource                               |  |  |  |
| NH Electric COOP                         |  |  |  |
| Unitil                                   |  |  |  |
| Liberty Utilities<br>(Natural Gas)       |  |  |  |
| Narrative:                               |  |  |  |
| TRANSPORTATION INFRASTRUCTURE            |  |  |  |

| RSF 5 - Infrastructure Damage Assessment                       |  |  |  |
|--|--|--|--|
| Incident Name:   |  | Branch/Group:  |  |
| Date:  | <input type="checkbox"/> Initial Damage Assessment | <input type="checkbox"/> Preliminary Damage Assessment | <input type="checkbox"/> Joint Preliminary Damage Assessment |
|  | <b>Bridges</b>                                     | <b>Roads</b>   | <b>Airports</b>  |
| # Closed   |  |  |  |
| Alternate routes available? <i>(y/n/unk)</i>                   |  |  |  |
| Time to return to service?<br><i>(hrs../days/weeks/longer)</i> |  |  |  |
| Est. Population Affected                                       |  |  |  |
| Narrative:   |  |  |  |
| TELECOM/COMMUNICATIONS   |  |  |  |

| RSF 5 - Infrastructure Damage Assessment        |  |  |  |
|---|--|--|--|
| Incident Name:                                  |  | Branch/Group:  |  |
| Date:   | <input type="checkbox"/> Initial Damage Assessment | <input type="checkbox"/> Preliminary Damage Assessment | <input type="checkbox"/> Joint Preliminary Damage Assessment |
|   | Phones/Landline                                    | Cellular   | Internet   |
| Extent of Damage<br>(All/Maj/Min/None)          |  |  |  |
| Time to return to service<br>(hrs./days/longer) |  |  |  |
| Narrative:                                      |  |  |  |
| GOVERNMENT/CIVIC FACILITIES                     |  |  |  |
|   | Est.Cost/Extent of Damage                          | Time to Return to Service                              | Description  |

### RSF 5 - Infrastructure Damage Assessment

|                  |                               |                                   |   |
|------------------|-------------------------------|-----------------------------------|---|
| Incident Name:   |                               | Branch/Group:                     |   |
| Date:            | [ ] Initial Damage Assessment | [ ] Preliminary Damage Assessment | [ ] Joint Preliminary Damage Assessment |
| Town Hall        |                               |                                   |   |
| Fire Department  |                               |                                   |   |
| Police Station   |                               |                                   |   |
| AES              |                               |                                   |   |
| ARD School       |                               |                                   |   |
| Highway Dept.    |                               |                                   |   |
| Library          |                               |                                   |   |
| Community Center |                               |                                   |   |
| Narrative:       |                               |                                   |   |

| RSF 6 - Natural & Cultural Damage Assessment   |   |               |         |
|--|---|---------------|---------|
| Incident Name:   |   | Branch/Group: |         |
| Date:  | [ ] Initial Damage Assessment [ ] Preliminary Damage Assessment [ ] Joint Preliminary Damage Assessment |               |         |
| NATURAL RESOURCES  |   |               |         |
|  | Site #1   | Site #2       | Site #3 |
| Name:  |   |               |         |
| Condition:   |   |               |         |
| Requires DES (y/n):  |   |               |         |
| Haz Mat (y/n/maybe):   |   |               |         |
| Habitat impacted:  |   |               |         |
| Water quality impacted:  |   |               |         |
| DRED   |   |               |         |
| EPA  |   |               |         |
| NH Fish & Game   |   |               |         |
| NRCS   |   |               |         |
| Narrative: (include what emergency protection measures are needed; what is the long term recovery plan, etc.): |   |               |         |
|  |   |               |         |
| HISTORIC RESOURCES   |   |               |         |

| RSF 6 - Natural & Cultural Damage Assessment   |  |  |  |
|--|--|--|--|
| Incident Name:   |  | Branch/Group:  |  |
| Date:  | <input type="checkbox"/> Initial Damage Assessment<br>Historic Site #1 | <input type="checkbox"/> Preliminary Damage Assessment<br>Historic Site #2 | <input type="checkbox"/> Joint Preliminary Damage Assessment<br>Historic Site #3 |
| Name:  |  |  |  |
| Condition:   |  |  |  |
| Structural Damage  |  |  |  |
| Content Damage   |  |  |  |
| Est. Time to Full Ops?   |  |  |  |
| Narrative: (include what emergency protection measures are needed; what is the long term recovery plan, etc.): |  |  |  |
|  |  |  |  |



| RSF 6 - Natural & Cultural Damage Assessment   |   |                  |                  |
|--|---|------------------|------------------|
| Incident Name:   |   | Branch/Group:    |                  |
| Date:  | [ ] Initial Damage Assessment [ ] Preliminary Damage Assessment [ ] Joint Preliminary Damage Assessment |                  |                  |
| CULTURAL RESOURCES   |   |                  |                  |
|  | Cultural Site #1  | Cultural Site #2 | Cultural Site #3 |
| Name:  |   |                  |                  |
| Condition:   |   |                  |                  |
| Structural Damage  |   |                  |                  |
| Content Damage   |   |                  |                  |
| Est. Time to Full Ops?   |   |                  |                  |
| Narrative: (include what emergency protection measures are needed; what is the long term recovery plan, etc.): |   |                  |                  |
|  |   |                  |                  |