Long-Term Recovery Assessment Tool

A Guide to Identifying the Need for Federal Assistance with Long-Term Recovery Planning and Implementation

June 2005
# Long-Term Recovery Assessment Tool

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PURPOSE

Overview

Note: The National Response Plan establishes ESF-14 Long-Term Community Recovery and Mitigation, and FEMA maintains primary responsibility for managing long-term recovery operations in a post-disaster setting either as ESF-14 lead agency, or if ESF-14 is not activated, through the Recovery and Mitigation Divisions. When ESF-14 is activated, the other primary and supporting federal agencies will play a key role in all three phases of this Long-Term Recovery assistance process as described herein: Assessment, Planning Support, and Implementation Support.

This Long-Term Recovery Assessment Tool:

- Is intended to help FEMA analyze the impacts of a disaster on a region, state, county, or community, while taking into consideration the local government’s capacity to assist in promoting its own long-term recovery;
- Takes a holistic approach to community recovery by looking at how damages can result in impacts greater than the scope a disaster, and by identifying gaps in recovery assistance;
- Assists Federal decision makers in identifying the type and level of supplemental long-term recovery assistance that may be needed for full recovery from a disaster.

The spreadsheet-based Assessment Tool can be used to provide FEMA with a realistic assessment of long-term recovery impacts and needs relatively quickly after an incident, and with minimal data collection requirements; it should not place an extra burden on already strained local and state governments.

The extent of damage from a disaster differs for each event, and in each disaster, the affected region, state, county and community has varying degrees of resources (e.g., full-time employees, funding, etc.) and capabilities available to address recovery needs. While it is anticipated that in most disasters, very little supplemental support will be required, an Assessment Tool that accounts for these variables, along with a sliding scale of recovery services, will be highly beneficial to policy makers in developing appropriate levels of assistance.

The Assessment Tool is primarily for use by FEMA in the normal course of disaster recovery operations and secondarily intended to support ESF-14’s concept of operations for long-term recovery planning. The Tool includes processes and procedures for assessing long-term recovery need, community evaluation protocols, standard planning templates, staffing strategies and timetables for various levels of effort, and targeted outcomes that may also be utilized by ESF-14 when activated.
Responsibility

The responsibility for carrying out this assessment rests with FEMA’s Recovery Division and the affected Region. Specifically, the Recovery Division will oversee the assessment process and will make the decision, in consultation with the affected Region, regarding Level of Planning and Implementation Services. The Region will be responsible for carrying out the Service Levels in both Planning and Implementation. These responsibilities may change over time as the Regions develop more staff trained in Long-Term Recovery processes.

Objectives

The objectives of the LTR Assessment Tool are to identify long-term recovery assistance needs and to provide guidance on ESF-14 activation after a disaster. The Tool accomplishes this through focusing on 3 areas – the geographic extent of the disaster, the disaster’s impact by sector (economy, housing, infrastructure & environment), and the local government’s capacity to strategically manage the long-term recovery process within the area. The Assessment Tool will:

- Involve multiple Federal/state/local stakeholders
- Be performed on a county or municipal basis within 2-4 weeks after a disaster, based on the disaster’s nature, scale, severity and the ease of data collection
- Avoid unduly burdening the state, county, or local government with substantial data requirements
- Consider the local government’s capacity to assist in recovery
- Define the factors and evaluation criteria used to decide the level of long-term recovery needs for the community
- Rely on both qualitative and quantitative data but not be formulaic
- Identify an appropriate service level plan
- Provide a level of accuracy sufficient to determine the scope of potential long-term recovery and ESF-14 support
ASSESSMENT METHODOLOGY AND PROCESS

The Long-Term Recovery Assessment Tool enables FEMA to analyze a disaster’s impact on a per sector basis, which facilitates tailoring a long-term recovery service level and sector strategy to the area’s needs, using the following sectors: Housing, Economy, and Infrastructure & Environment. This methodology section provides detailed guidance on all steps required to complete the Tool.

GEOGRAPHIC AREA IDENTIFICATION

The Assessment Tool may be run on a county or municipal basis, depending upon the nature of the disaster, its impact and the availability of data. The geographic area to be analyzed by the LTR Assessment Tool can be derived in two ways:

1. The State may make a specific written request to the Federal Coordinating Officer for LTR assistance on behalf of a particular jurisdiction(s). The request should describe the nature, extent and type of damages that require long-term recovery assistance. The request should be accompanied by a supporting written request from the local jurisdiction(s).

2. FEMA may initiate an analysis of a jurisdiction(s) based upon the results of field-based damage assessments or other relevant information.

DATA COLLECTION

Data collection requirements are listed in the Appendix. Sector data requirements have been identified based on data relevance and availability, given that this assessment will be undertaken within 2-4 weeks following a disaster. The Tool utilizes qualitative and quantitative data collected primarily from existing data sources as well as field-based investigations. Depending on the community, some data items may be readily available while others may be difficult to obtain or at least to obtain within a reasonable period of time; therefore, the Tool is designed to function using the best information at-hand.
LTR ASSESSMENT PROCESS FLOWCHART

State / local request for LTR assistance for defined location

FEMA / State / locals proceed with Preliminary Screening

Does the location pass screening?

Yes

Conduct detailed Sector Analyses

No

Report to State: no further action

Is LTR Planning Support warranted?

No

Report to State: no further action

Yes

Proceed with recommended Planning Service Level Support

Is LTR Implementation Support warranted?

No

State / locals implement LTR initiatives

Yes

Federal / State / local implement LTR initiatives

Select appropriate Federal Implementation Service Level
PRELIMINARY SCREENING

Before undertaking a complete area analysis for any of the sectors, a determination is needed as to whether the damage from the disaster coupled with the local capacity and resources warrant further review with respect to long-term recovery. Therefore, a screening or filtering process has been developed to assess the community based on various general community features, characteristics, and impacts of the disaster.

This screening will be undertaken before the Sector Analyses. The Preliminary Screening consists of Disaster-Related Damages and Local Baseline Conditions. Key factors within this screening process include the following:

- Overall damage in the community
- Damage to businesses
- Damage to housing units
- Losses to government services
- Impact on community identity
- Vulnerable population in the community
- Amount of trauma as a result of disaster
- Level of attention given to the disaster in this community
- Financial resources to meet essential services
- Resiliency of the social network within the community
- Ability to promote economic development
- Management and planning capability

The Preliminary Screening factors will be scored with a one (1) or a zero (0). A score of 1.0 on approximately half of the screening factors in both the Disaster-Related section and the Local Baseline Conditions section will indicate the need for additional assessment, and a detailed Long-Term Recovery assessment will be undertaken. The following page contains the Preliminary Screening Factors and Rating Sheet.

Note: Initially FEMA staff and TACs with experience in Long Term Recovery will undertake the Preliminary Screening and Sector analyses. The intent is that FEMA Regional offices and JFOs will eventually take on this responsibility. Ideally, this role should evolve to where the states take the lead on the Preliminary Screening, which would allow them an opportunity to undertake self-assessment before requesting LTR support.
<table>
<thead>
<tr>
<th>#</th>
<th>Datapoint</th>
<th>Data Source</th>
<th>Data Units</th>
<th>Score (0 or 1)</th>
<th>Guidance Notes for Scoring</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Is there a Major Disaster declaration for Individual Assistance and Public Assistance?</td>
<td>FEMA</td>
<td>Y/N</td>
<td>Score 0 for 1 category; Score 1 if declarations for both PA and IA</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Percentage of housing units destroyed</td>
<td>PDA and local GIS and/or local&lt;br&gt;Field Survey</td>
<td>%</td>
<td>Score 0 if less than 10%; Score 1 if 10% or more</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Damaged area/total area within community</td>
<td>PDA and local GIS and/or local&lt;br&gt;Field Survey</td>
<td>%</td>
<td>Score 0 if no loss; Score 1 if lost at least one major building</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Number of days the power is out</td>
<td>Local Jurisdiction</td>
<td>#</td>
<td>Score 0 if less than one week; Score 1 if one week or more</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Disaster damage to major public/government facilities resulting in a temporary loss of services (e.g. city hall, county courthouse, community auditorium/center, etc. Facility should serve community-wide function)</td>
<td>PDA, Field Survey, Local offices</td>
<td>#</td>
<td>Score 0 if no damage; Score 1 if damage occurred</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Damage to key community features, icons, or resources (includes community gateways, recognized physical features, community signage, any feature that community attaches strong identity or constitutes a recognized community gathering)</td>
<td>Field Survey and Local Officials</td>
<td>Y/N</td>
<td>Score 0 if the number of deaths attributed to the disaster are less than 1% of the population or less than 500 total; Score 1 if number of deaths is greater than 1% of population or more than 500 deaths</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Number of deaths</td>
<td>Local Officials</td>
<td>#</td>
<td>Score 0 if less than 25%; Score 1 if 25% or greater</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Stories/coverage in national media (newspapers, TV, radio)</td>
<td>FEMA Public Affairs Office and Local Officials</td>
<td>Y/N</td>
<td>Score 0 if no visits; Score 1 if visit to State within first week</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>State/Area visits by President, Secretary or Under-Secretary</td>
<td>FEMA Public Affairs Office and Local Offices</td>
<td>#</td>
<td>Score 0 if less than 1% of the population or more than 500 total; Score 1 if number of deaths is greater than 1% of population or more than 500 deaths</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Occupancy of shelters after one week as % of peak Red Cross shelter occupancy on day one of disaster declaration</td>
<td>FEMA and Local Emergency Management</td>
<td>%</td>
<td>Score 0 if schools will be back to normal within 2 weeks of disaster or, if disaster occurs when school not in session, if session not delayed for more than 2 weeks; Score 1 if schools are not back to normal within 2 weeks or school session start delayed for more than 2 weeks</td>
<td></td>
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<tr>
<td>11</td>
<td>Disruption of Schools (Are schools open and functioning at same location, on regular schedules, etc?)</td>
<td>School District</td>
<td>Y/N</td>
<td>Score 0 if Chamber of Commerce (or similar organization) that has a full-time, paid staff, Score 1 if no such organization</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>% of low-income households in community</td>
<td>US Census Bureau, American Fact Finder by Jurisdiction</td>
<td>%</td>
<td>Score 0 if below state average; Score 1 if equal to or greater than state average</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Unemployment rate of the community as compared to state</td>
<td>Bureau of Labor Statistics</td>
<td>%</td>
<td>Score 0 if less than 1%; Score 1 if 1% or greater</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Bond Rating of Community</td>
<td>Moody's, Standard &amp; Poor, MBIA Rating</td>
<td>Rating</td>
<td>Score 0 if an &quot;A&quot; Rating or above; Score 1 if below an &quot;A&quot; Rating or No Rating</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Distribution of economic sectors by SIC code/categories</td>
<td>Census Bureau, American Fact Finder, U.S. Census of Business</td>
<td>%</td>
<td>Score 0 for diverse economy (SIC categories fairly evenly distributed) Score 1 for over 10% of workforce in one SIC category</td>
<td></td>
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<tr>
<td>16</td>
<td>Percent of Community insured</td>
<td>State Insurance Department</td>
<td>%</td>
<td>Score 0 if 75% or more of community is insured; Score 1 if less than 75% insured</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>Stage of Community Life-Cycle (ascent or decline)</td>
<td>Field Observation, State and Local Officials, Census Data, Local Building Records</td>
<td>%</td>
<td>Score 0 if community has shown positive growth AND an increase in the Median Household Income over past 10 years; Score 1 if community has shown a population decline over past 10 years OR a decrease in the Median Household Income over the past 10 years</td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>Local business groups in the community (Chamber of Commerce, merchant's association, etc.)</td>
<td>Chamber of commerce, economic development department</td>
<td>Y/N</td>
<td>Score 0 if there is a paid, full-time city/county administrator/manager; Score 1 if none</td>
<td></td>
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<tr>
<td>19</td>
<td>Does the community have professional staff capable of planning, managing, and implementing strategies, policies and plans related to recovery and economic development?</td>
<td>Local offices</td>
<td>Y/N</td>
<td>Score 0 if there is a building inspector on staff or services contracted; Score 1 if not</td>
<td></td>
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<tr>
<td>20</td>
<td>Does the community participate in Council of Governments and/or Regional Planning Commission (e.g. attend meetings, serve on Board, interact with other members)</td>
<td>Local Council of Governments/Regional Planning Commission</td>
<td>Y/N</td>
<td>Score 0 if there is participation; Score 1 if no participation</td>
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Preliminary Screening Recommendation - No Further Analysis Recommended
SECTOR ANALYSES

The sector analyses identify data requirements for a detailed LTR assessment. The following Sectors have been identified as key areas to be assessed to determine the need for long-term recovery assistance.

- Housing
- Infrastructure/Environment
- Economy (including Agriculture)

Each analysis provides an overview of the sector and important considerations for assessing the net impacts. Factors for each of the Sectors are addressed in four general categories:

1. **Disaster-Related Damages** – Identify the extent (geographic and magnitude) of damage for each Sector.
2. **Local Resiliency Indicators** – Utilize baseline community data (e.g., demographics) to establish the baseline condition of the Sector prior to the disaster.
3. **Resources/Local Capacity** – Determine the community/governmental resources that are available to address the disaster-related needs of each Sector and assess whether the community has the organizational and/or administrative capacity to address the needs of each Sector.

Each Sector analysis is described on the following pages. A detailed spreadsheet is included in the Appendix that addresses each of the Factors and their Data Needs and also provides a Rating System for each of the data items. The Rating System Spreadsheet contains:

- The specific data needed to assess each factor
- The source or location of that data
- Guidance notes for rating each factor
- Score for each factor
- Overall Score identifying the impact of the disaster on the particular Sector:
  1. None
  2. Minimal
  3. Moderate
  4. Severe
  5. Extreme

As noted above, the **Appendix** contains **Sources** and a **Rating System** for addressing each of the Factors that are discussed in the following sections.
**Housing Sector**

Significant damage or destruction within the Housing Sector is often an indicator that an area may have long-term recovery issues to contend with. The Housing Sector addresses both owner and renter-occupied housing. The needs will be greater if there are a significant number of affected households that are low-income and if there was a significant pre-disaster housing shortage – which indicates that the community may not have sufficient resources to “absorb” displaced disaster victims.

The following factors should be addressed when assessing the Housing Sector:

**Disaster-Related Damages**
- Condition of Housing Stock – Number of dwelling units damaged or destroyed

**Local Resiliency Indicators**
- Housing – Rental, year-round, and public housing, and temporary housing stock
- Demographics/income levels
- Real estate climate – Potential to rebuild low-income housing in areas impacted by changes in land values

**Resources/Local Capacity**
- Insurance coverage – Level of home insurance
- Capability of local housing departments, housing authorities, and housing-focused private non-profit agencies
- Insurance coverage on residential properties
- Housing starts
**Infrastructure & Environment Sector**

The quality of an area’s infrastructure and the health of the environment are important to the overall quality of the community. Damaged infrastructure can have a major impact on an area’s ability to recover from a disaster and to sustain economic development and growth, while extended power outages may have broad negative impacts on the community, especially to small businesses. The factors for this Sector are identified within three general categories, as follows:

**Disaster-Related Damages**

- Condition of utilities in the community (water, sewer, gas, electric)
- Condition of critical facilities (hospitals, medical care, emergency response facilities)
- Condition of transportation structures, mass transit facilities, airports and ports
- Condition of dams and flood control structures
- Condition of key public buildings, including schools
- Status of any significant environmental effects of the disaster
- Condition of cultural resources

**Local Resiliency Indicators**

- Utility service level - water and sewer capacity to accommodate expected growth and to serve areas that are currently un-served
- Condition of cultural resources

**Resources/Local Capacity**

- Financial resources of the community
- Preservation incentives
- Number of jurisdictions in the community that deal with infrastructure and utility systems
- Planning and implementation capacity
- Status of active boards, commissions, committees, etc. that have the capacity to facilitate recovery
Economy Sector

An area or community’s economy can be affected for many months and even years after a disaster. It is important to quickly identify the key issues that can affect businesses and the local/regional economy, as a means of gauging overall needs. Businesses employ residents of the area and their closure can have a ripple effect on the area economy. Significant damage to area businesses may require a concerted strategy to facilitate recovery. The following factors should be addressed when assessing the Economy Sector:

Disaster-Related Damages
- Condition of business properties – Percentage of business closures projected
- Condition of business climate – including the impact to agricultural infrastructure – potential failure of economic sector or concentration of businesses that can affect a regional economy

Local Resiliency Indicators
- Health of private sector
- Diversity of economy
- Importance of agriculture to local economy

Resources/Local Capacity
- Taxing districts – Presence of special taxing districts for redevelopment
- Private initiatives – Presence of active business association or group with local focus (e.g. Main Street, local business group, Chamber of Commerce, Community Development Corporation, or regional economic development agency)
- Insurance coverage – level of insurance held by local businesses
- Economic development mechanisms – Presence of a long-range plan for economic development, an economic or community development department, professionally trained staff, and/or established revitalization districts (TIF, BID, Enterprise Zone, etc.)
- Reserves – Debt / borrowing capacity
- Capability of local agricultural services and agriculture-focused private, non-profit agencies
SCORING

Scoring the Tool is determined on a per sector basis through *impact scores*. These are assigned to each data point in the Tool, which also provides detailed scoring guidance for each point. The Tool will automatically determine a *Severity of Impact* score for each sector, which provides information for each sector on the community’s ability to meet its long-term recovery needs. The scoring is based on the following:

1. Disaster-Related Damages are the critical measure in this process. Each factor is scored on a scale of 1 to 5. The overall score for Disaster-Related Damages is the average of each factor/datapoint.
2. Local Resiliency Indicators Factors are rated by a 0 or a 1; conditions that are neutral to the disaster are rated a 0 and conditions that can exacerbate recovery efforts are rated a 1. The average of the factors/datapoints in this section are added to the Disaster-Related Damages score.
3. Resources/Local Capacity Factors are also rated with a 1 or 0; factors that contribute to resources and capacity to deal with the effects of the disaster are scored a 1 and factors that do not contribute to the ability to deal with the effects of the disaster are rated a 0. The average of the factors/datapoints in this section are subtracted from the Disaster-Related Damages and Existing Local Conditions score.

EXISTING RECOVERY RESOURCES

If the community is in need of long-term recovery, it is imperative to assess its existing resources in order to organize and sustain actions that continue throughout the long-term recovery initiative. Long-term disaster recovery is not only tied to the severity of damage and to the extent of geographic impact, but also to the capacity of the local, county, state and federal government to carry out recovery. Thus, while the Tool attempts to include all these factors in the analysis, a common sense element must be applied to take into consideration other recovery resources that may exist.

TYPES OF COMMUNITIES

For purposes of this assessment, communities are identified as one of three types:

1. Limited Service Government – Generally has few full-time staff and usually no full-time, paid manager/administrator; capacity and resources (financial and professional) to carry out capital improvements are limited; usually requires major assistance and commitment to recover from disaster.
2. Full Service Government – Will have professional staff and a full-time manager/administrator, including at a minimum, a Public Works Department, Planning & Zoning Department, and Building/Permitting Department; has both financial and administrative capacity/resources to carry out capital improvement projects, including a Finance Department/Comptroller.
Disaster recovery assistance will depend on level of damage and limitations on capacity and resources of the specific community.

3. Major Metropolitan Area – Usually a central city within a designated Metropolitan Statistical Area (MSA); has professional staff in key positions and a full-time manager/administrator providing a full range of public and social services; has staff capable of functioning as Recovery Manager to facilitate recovery process; has financial capacity and resources to carry out capital improvements program; can also take advantage of possible financial/administrative resources available within the Metro Area; has significant public and private non-profit capacity

THE FEDERAL GOVERNMENT’S ROLE IN LTR

The Federal government’s role in the long-term recovery of a community must be reasonably determined before moving on to the next step in the Assessment Tool. The information from the Tool will be used to match the needs of the community with the resources available from the primary agencies and the support agencies. Then the recommendations will provide guidance regarding ESF-14 activation.

The recovery role of the Federal government must be taken into consideration for the sector/s affected. Key considerations include:

- Establishing if the Federal government has primary jurisdiction over any key land/facilities in the affected area;
- Determining which Federal department/agency is best equipped to support recovery given the nature of the net impacts;
- Evaluating if there is a pivotal role for the Federal government to play – in some instances even when damages are severe, the local or state government and private sector may be fully capable of managing the recovery process with a minimal level of Federal support.

STATE and LOCAL GOVERNMENT’S ROLE IN LTR

Any long-term recovery planning or implementation effort undertaken by FEMA must be a partnership that includes commitment from the state and the locality. Commitment to that partnership by the state and locality will affect the planning and implementation levels under consideration. A more detailed discussion of the state and local role is presented in the implementation services section of this document.
SERVICE LEVEL RECOMMENDATIONS

Once the Sector Analysis has been completed, the next step is to establish the appropriate level of long-term recovery assistance. This section discusses the recommendations that are generated from the Sector Analyses. Long-term recovery assistance consists of two elements: planning and implementation.

The first part of this section will describe the Five Planning Service Levels, followed by a discussion of the Implementation Service Levels. Descriptions for both categories will include the conditions that trigger a particular service level, the tasks and backgrounds of the FEMA assistance provider(s), each service level’s performance goals or milestones, and the roles of the State and local governments and communities during either the planning or implementation process.

Both categories of services are keyed to the extent of damage sustained and each community’s capacity in planning and implementation. FEMA’s approach to assisting with the successful development and implementation of a long-term recovery plan is to enable the affected communities to help themselves to the maximum extent possible and then FEMA will provide supplemental support only to the level that it is needed.

The table below lists the Planning Service Levels:

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<tr>
<th>Planning Service Levels</th>
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<tbody>
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<td>1</td>
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<td>2</td>
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<td>3</td>
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<td>5</td>
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LONG-TERM RECOVERY PLANNING SERVICES

The following sections provide guidance for initiating the planning service levels and provide a description of the particular planning service. Initiation of these planning service levels will depend on the resources available within the affected community, which are related to whether the community is classified as a Limited or Full Service Government or whether it is a central city within a Major Metropolitan Area. The following matrix provides basic guidance on how to use the Sector Analyses to recommend an appropriate planning level of service. The matrix is intended to be very flexible to maximize the ability to consider disaster-specific factors when making a determination.
Recommending a Planning Service Level Based on Sector Analyses

<table>
<thead>
<tr>
<th>Mix: None/Minimal</th>
<th>Limited Service Government</th>
<th>Full Service Government</th>
<th>Major Metro Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guide</td>
<td>Guide</td>
<td>Guide</td>
<td></td>
</tr>
<tr>
<td>Mix: Moderate or Less</td>
<td></td>
<td></td>
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<table>
<thead>
<tr>
<th>1 Severe</th>
<th>Tech Advisor or Targeted</th>
<th>Workshop or Targeted</th>
<th>Guide and/or Targeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multiple Severe</td>
<td>Tech Advisor, Targeted or Comprehensive</td>
<td>Targeted or Comprehensive</td>
<td>Workshop, Targeted or Comprehensive</td>
</tr>
<tr>
<td>Any Extreme</td>
<td>Comprehensive</td>
<td>Comprehensive</td>
<td>Targeted or Comprehensive</td>
</tr>
</tbody>
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Following is a discussion of the planning processes/products for each of the Planning Service Levels:

**Planning Service Level 1: Self-Help Recovery Planning Guide**

The Self-Help Long-Term Recovery Planning Guide is a ‘do it yourself’-type of service for any community that has the resources and capacities to conduct LTR independently based upon the degree of impact, but would benefit from the ability to implement an established and proven process, rather than having to develop its own.

The Self-Help LTR Planning Guide will provide information on:

- LTR principles & strategies
- Case studies of successful LTR planning processes
- Methodology for assigning appropriate “recovery values” to projects
- Key stakeholders to engage in the process
- Steps for establishing recovery priorities
- Maximizing community participation and commitment
- Successful methods of combining and leveraging funds
- Contacts for additional planning support

In addition to the Planning Guide, FEMA and key local officials will identify the local coordinator for carrying out the recovery. Normally, that person would be the city manager, county administrator, key elected official, or someone from a private sector or quasi-public agency such as the local Chamber of Commerce. The Self-Help Long-Term Recovery Guide should be transmitted to the community by FEMA within one or two weeks of completion of the Sector Analyses.
Planning Service Level 2: Long-Term Recovery (LTR) Workshops

LTR Community Workshops will be undertaken in communities where the damages are not too severe and/or the communities have some resource capabilities in either the public or private sectors. The Community Workshops are an abbreviated planning process to assist local planning efforts.

During these 1-2 day intensive workshops, FEMA will work with local and state officials to identify long-term recovery issues, and design a strategy for undertaking a comprehensive long-term recovery planning process. Specifics regarding the workshop, including the timing, the key participants, location, typical workshop activities, and outcomes are outlined below.

Timing
FEMA will initiate the Workshop within one to two weeks upon completion of the Sector Analyses. Actions related to the initiation of the Workshop include:

- FEMA notifies affected community and state of intent to hold a LTR Workshop and the specific focus of the Workshop; i.e., the particular Sector or Sectors that will be addressed
- FEMA and community determine date of Workshop – date should provide enough lead time to invite participants and allow FEMA to prepare Workshop materials (probably at least two weeks)
- State works with affected community to develop a list of LTR issues and possible projects to be submitted to FEMA one to two weeks in advance of the workshop date

Key Participants
Participants selected for the workshop will depend on the focus of the workshop and should consist of those individuals who can assist in identifying critical long-term recovery needs, suggesting actions or projects to address those needs, and have an involvement in carrying out the projects and recommendations that result from the workshop. Participants should include local, regional, and state agencies, as well as representatives from private non-profit organizations and the private sector.
The following list provides guidance for identifying the key participants in the LTR Workshop.

- FEMA identifies individuals and areas of expertise needed to lead Workshop
- Identify appropriate Federal agencies to participate in the Workshop
- FEMA works with state to determine representation and participation from state offices and agencies
- FEMA works with local community to identify local participants – generally, these would include:
  - Local elected officials
  - Key public administrative officials
    - City manager/county administrator
    - Appropriate department heads
  - Chamber of Commerce Executive
  - Local School District Executive or Board member
  - Chamber of Commerce President/Board member
  - Private-Non-Profit Groups (depending on Sector(s) being addressed in the Workshop)
  - Regional Planning Commission/Council of Governments Executive Director or key staff
  - Representation from key citizen groups with an interest/involvement in the Sector(s) addressed in the Workshop

**Location**

The affected community should identify a location for the LTR Workshop that is convenient and can accommodate the number of individuals expected to attend. The workshop location should be in the affected community if at all possible. Consideration should be given to possible “break-out” rooms as part of the workshop agenda. Media coverage should be anticipated/encouraged and accommodated at the location. Determination of the location should be coordinated with the appropriate FEMA official to assure all workshop needs are addressed.

**Typical Workshop Activities**

Each workshop will be different, but the following activities would be included in most:

- Roundtable discussion for workshop participants to identify key local LTR issues
- Focus Groups to further assess each sector’s LTR issues/needs
- Session designed to solicit broader public input on issues/needs and potential actions/projects– separate community meeting, electronic town hall, etc., designed to provide public participation and “buy-in” of the process and ultimate outcomes
- Prioritize needs/issues
- Identify actions and high recovery value projects to address long-term recovery needs
- Produce a Preliminary LTR Planning Strategy based on LTR issues/projects identified
Outcomes
The primary outcome of the LTR Workshop is a Preliminary Long-Term Recovery Planning Strategy report for the affected community. The community will refine this Strategy as it works through the process and will generally address the following:

- A preliminary listing of prioritized community recovery issues, needs, and key recovery projects
- An outline for a LTR planning process to be carried out by the local government
- Identification of key Federal and state agencies for involvement, coordination, and assistance in carrying out the overall LTR Strategy
- A recommendation for a local organizational structure to carry out the LTR Strategy (strategic committee/working group) and any other organizational structure that might be needed; i.e., state or state/Federal task force
- Identification of office, organization, or individual charged with implementing the LTR Strategy

Planning Service Level 3: Long-Term Recovery Technical Advisor

A LTR Technical Advisor will be deployed to the affected community for a period of 2 to 4 weeks when the local community possesses the basic capabilities and resources required for LTR planning for the specific disaster, but would benefit from intensive short-term on-site guidance to help initiate a long-term recovery planning process.

The LTR Technical Advisor will be selected based on the particular Sector(s) identified. Specific expertise and background of the advisor may be related to the specific Sector(s) requiring assistance, but general attributes of the advisor would include:

- An understanding of FEMA and other disaster-related programs
- Knowledge of the planning process and the steps necessary for a long-term recovery plan implementation
- An ability to work with local elected officials, administrators, and state and Federal agencies in establishing an implementation process

Specifics regarding the Advisor, including the timing and duration of stay in the community, key participants, location of the Advisor, typical activities undertaken by the Advisor, outcomes, and the roles and tasks required of the local/state governments are outlined below.

Timing and Duration
Implementation of a Long-Term Recovery Technical Advisor should be initiated within 1 to 3 weeks of completion of the Sector Analyses.
Actions related to the implementation of a LTR Advisor include:

- Notification of the affected community and state of the intent to provide a LTR Advisor and the specific focus of the advisor’s work effort
- FEMA, the state, and the affected community decide on a date to have the LTR Advisor in the affected community
- State works with affected community to develop a list of LTR issues and possible projects for the pertinent Sectors that will be submitted to FEMA one to two weeks in advance of the Advisor’s start date

The duration of stay for the LTR Advisor will depend on the particular community and the complexities of the LTR Strategy. In most instances, a two to four week commitment should be sufficient to provide a road map to begin addressing the steps set forth in the Recovery Planning Strategy and provide assistance in identifying potential funding sources.

**Key Participants**

The LTR Advisor will work with the same individuals, groups, and agencies as set forth in the LTR Workshop Service Level. Participants will depend on the focus of the LTR Advisor and should consist of individuals and agencies able to assist in identifying long-term needs/issues and projects for the particular Sector(s). Participants should include local, state, and Federal agencies with involvement in the Sector(s).

**Activities to be Undertaken by Advisor**

The LTR Advisor will undertake the activities outlined in the LTR Workshop Service Level and serve as the mentor for the local lead for development of the LTR Strategy. The LTR Advisor, in developing the LTR Planning Strategy, will train staff appointed by the affected community for its recovery planning process. The LTR Advisor will focus on the planning process and will serve as facilitator and coordinator of that process. The Advisor will assist the community in establishing a planning schedule, setting up the needed organizational framework or resources, and serve as an initial liaison with appropriate state and Federal agencies/offices.

**Outcomes**

The LTR Advisor will assist the community in producing a LTR Planning Strategy report that addresses the following items for the identified Sector(s):

- A prioritized list of community issues, needs and projects related to long-term recovery
- Actions and projects aimed at addressing key long-term recovery issues in the form of a simplified version of the standard LTR planning document
- A recommended organization structure(s) needed to oversee the long-term recovery process
- Identification of key Federal and state agencies for involvement, coordination, and assistance in carrying out the overall LTR Strategy

In addition, the Advisor will assist the community in preparing to undertake the detailed planning needed to develop the LTR Strategy. As part of that planning
process and ultimate Recovery Strategy, a specific Schedule will be submitted to the affected community that addresses the key players, potential funding sources where appropriate, and the priorities based on coordination and input from the state and the affected community.

Local Support
Local support of the LTR Advisor will be required and should consist of:

- Office space in proximity to the chief executive officer and/or the person or agency charged with implementing the LTR Strategy
- Commitment from representatives of the affected community to participating in all meetings with the public and other local, regional, state, and Federal officials
- Schedule first and second large public (i.e., Townhall) meetings, and all other governmental meetings required and submit this schedule to the LTR Advisor prior to his/her arrival
- Local/State government will develop a list of LTR issues, needs, and possible projects to be submitted 1 to 2 weeks prior to the LTR Advisor's arrival
- Local community will assemble its LTR team and appoint a lead LTR representative
- Commitment from elected officials to participate in the process and to serve as a “champion” of the recovery effort

Planning Service Level 4: Targeted LTR Plan

The Targeted LTR Plan will provide resources to an affected community when it requires planning assistance in only one or two key sectors that exceed its planning capabilities due to the relative severity of the disaster’s impacts. A Federal planning team, in coordination with the local and state governments, will produce a sector-specific LTR plan that will identify recovery projects/strategies for the affected sector(s) that can best meet the community’s long-term recovery needs.

The planning process employed in this effort will address the items outlined under the LTR Planning Workshop Service Level and also focus on the issues and needs related to specific sectors. The Targeted LTR Plan will be community generated and will require intensive involvement of key local officials and agencies as well as the general public. The following outlines the timing, the key participants, typical activities, and expected outcomes of a Targeted LTR Plan.

Timing and Duration of Planning Process
The Targeted LTR Plan should be initiated within two to three weeks of completion of the Sector Analyses. Actions related to initiation of the Plan include:

- FEMA notifies affected community and state of intent to initiate a Targeted LTR Plan and the specific focus of the plan; i.e., the particular Sectors that will be targeted
- FEMA, state, and community determine date to begin planning process
The planning process will normally require four weeks to complete but may be completed in more or less time depending on the details and complexity of the plan strategy.

Key Participants
Participants in the planning process include:

- A Federal Planning Team consisting of individuals with knowledge and expertise in the Sectors for which the plan is undertaken and the appropriate Federal and state agency representatives
- Local elected officials and key public administrative officials
- Public and private agencies and organizations that have involvement with the Sectors for which the plan is undertaken
- Regional Planning Commission/Council of Governments for the affected community
- Residents, property owners, and businesses in the affected community

Typical Planning Activities
Each planning effort will be different, but the following activities could be included in most efforts. A possible time frame for these activities is shown in parentheses.

- Meetings with local and state officials to identify specific needs and issues for the particular sectors (Week One)
- Conducting a community meeting to solicit input and comments on needs and issues related to the particular sectors (Week One)
- Identification of potential actions and projects aimed at addressing the needs and issues (Week Two)
- Additional meetings with local and state officials on potential actions and projects (Week Two)
- Preparation of a draft Targeted LTR Plan and distribution of the document to state and local officials and the general public (Weeks Two and Three)
- Conducting a community meeting on the draft Plan document (Week Three)
- Revising plan document based on comments and input received (Week Four)

Outcomes
The primary outcome is a **Targeted Long Term Recovery Plan** document that focuses on one or two Sectors within the affected community. The Plan should address the following for the targeted Sectors:

- Community issues and needs related to long-term recovery
- Actions and Projects aimed at addressing community issues and needs in the form of a standard LTR planning document
- A recommended implementation strategy including a possible organizational structure needed to oversee the long term recovery efforts
- Identification of key Federal and state agencies for involvement, coordination, and assistance in carrying out the overall LTR Strategy
The Targeted LTR Plan will be more detailed than the LTR Strategy prepared as part of the LTR Workshops and will have specific actions and projects, including cost estimates and possible design, related to the targeted sectors.

**Planning Service Level 5: Comprehensive LTR Plan**

A Comprehensive Recovery Plan will be developed for a significantly impacted community when multiple critical sectors and/or substantial segment of its population are affected by severe or extreme disaster impacts, and the community does not have sufficient organizational expertise, technical knowledge, staffing, and financial resources required to manage a long-term recovery planning process.

This Comprehensive LTR Plan focuses on high to moderate recovery value projects and strategies that best meet the community’s long-term recovery needs and represent its vision for the future. The planning process employed is similar to the process discussed under the Targeted LTR Plan but is comprehensive in nature, includes significant community involvement, and approaches the recovery issues in the community from a holistic perspective. The timing, participants, and planning activities for the Comprehensive LTR Plan generally replicate those for the Targeted LTR Plan with a few exceptions.

**Timing**
The Comprehensive LTR Plan should be initiated two to three weeks after completion of the Sector Analyses.

**Participants**
A Federal Planning Team consisting of individuals with relevant knowledge and expertise in all Sectors and key Federal and state agency representatives. Normally, FEMA, HUD and EDA would routinely participate, but additional involvement from Department of Interior, USDA, SBA, and other agencies may be appropriate, as well. State participation is required of the appropriate state economic development and/or community development agency as well as other state agencies that match Federal participation.

**Planning Activities**
Generally, the planning process associated with the Comprehensive LTR Recovery Plan is similar to the Targeted LTR Plan but involves agencies and organizations involved in all sectors of the community. As a significant part of the planning process, the LTR Team will conduct individual interviews with key stakeholders and hold community-wide town-hall meetings with local residents to gather community concerns, preferences, priorities, and other inputs on the LTR Plan’s projects.

**Outcome**
The outcome of this process is a Comprehensive Long-Term Recovery Plan document that contains specific actions and projects focused on long-term recovery. Each project will include estimated cost, required action steps, and where appropriate, alternative project options.
Note: It is essential for state and local government to play a leadership role in the overall recovery process – even though FEMA may have the lead during the LTR plan-development phase. During the plan-development phase, both the state and the local government must assist with data collection, planning and community outreach.

LONG-TERM RECOVERY IMPLEMENTATION SERVICES

The implementation service levels consist of one or a combination of two services: a local recovery manager and establishment of a state and/or Federal task force.

Determining the appropriate service level depends on the degree of Planning Service undertaken, the number of Sectors addressed in the planning, and the resources available within the community to carry out the high recovery value projects contained in the LTR Strategy.

Selection of the appropriate Implementation Service Level is critical to recovery due to the complexity of the recovery process. Long-term recovery efforts routinely require significant inter-agency coordination, and this coordination creates a potential for streamlining opportunities for the affected community.

The following table lists the Implementation Service Levels. The various service levels identified and discussed below should not be viewed as higher or lower levels of service. These are merely different options depending on the need and capabilities of the affected community.

<table>
<thead>
<tr>
<th>Implementation Service Levels</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
</tr>
<tr>
<td>B</td>
</tr>
<tr>
<td></td>
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<td></td>
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<tr>
<td>C</td>
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<tr>
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</tbody>
</table>

The matrix on the following page provides general guidance for recommending an Implementation Service Level based upon the results of the Sector Analyses. As was noted in the discussion of the Planning Service Levels matrix, the intent is to provide for maximum flexibility in assigning a service level so that the net impacts of the disaster and capabilities of the community can be fully addressed.
Recommending an Implementation Service Level Based on Sector Analyses

<table>
<thead>
<tr>
<th>Mix: None/Minimal</th>
<th>Limited Service Government</th>
<th>Full Service Government</th>
<th>Major Metro Area</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>None</td>
<td>None</td>
<td>None</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Mix: Moderate or Less</th>
<th>Limited Service Government</th>
<th>Full Service Government</th>
<th>Major Metro Area</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>None</td>
<td>None</td>
<td>None</td>
</tr>
</tbody>
</table>

| 1 Severe               | None or LRM                 | None                    | None             |

| Multiple Severe        | LRM and/or TF               | None or TF              | None or TF       |

| Any Extreme            | LRM and/or TF               | LRM and/or TF           | TF               |

As is shown in the above matrix, the two Implementation Service Tools can be combined as needed to support a wide variety of communities based upon the net impacts of the disaster and the expected complexity of Federal and state government involvement in the process.

**The Local Recovery Manager**

A Local Recovery Manager will be provided when the local government does not have sufficient staff or staff with appropriate expertise to manage the projected scope of the recovery process over the course of the first year after the disaster event. The Local Recovery Manager will normally be a FEMA employee, who would report to the FEMA Regional Office, and should be viewed as a senior advisor to the affected community. The LTR Manager’s role is to advise the community and assist in implementation. The Manager will not be an employee of the community and will not answer to local officials or become engaged in local political discussions/issues. While the local and state governments will have a role in approving a LTR Manager, they will not participate directly in the actual selection of that individual.

The need for a Recovery Manager may not be identified immediately, and in most cases a final determination may not be made until the LTR planning process is already underway and sufficient information is known about the net impacts of the disaster, the scope of recovery projects/actions, and the capabilities of the community to manage its own recovery.

Specifics regarding the timing and duration of a Recovery Manager, the typical attributes of the Recovery Manager, local and state support, typical activities, and expected outcomes are outlined below.

**Timing and Duration**

Once a decision has been made to provide a Recovery Manager, the position should be filled prior to completion of the Planning Service Level. This is important in order to maintain the momentum of the planning process and carry that
momentum into the long-term implementation. It is anticipated that a Local Recovery Manager would work with the affected community for approximately 12 months after completion of the Planning process. This time is flexible and should be based on the particular needs of the affected community, though 12 months of assistance should provide a strong foundation for plan implementation.

**Attributes of Recovery Manager**
Since the Recovery Manager will be working with a community or county, experience in local government is important. The Recovery Manager should have a demonstrated ability of project development and implementation. Background in city or county management, planning, public works, or similar field is preferred. Five (5) to ten (10) years experience in a jurisdiction that was similar in size or larger than the affected community is desirable, along with experience in working with state and Federal programs that can provide implementation assistance. Although not required immediately, the Recovery Manager should possess an understanding of the goals of the LTR process and be familiar with FEMA disaster recovery programs.

The Local LTR manager will act as a Senior LTR advisor with direct daily access to the local key authorities and decision makers.

**State and Local Support**
The State and Local Community will remain the lead in the overall recovery process. The local government will have the lead in implementing the recovery projects in the Plan, and must actively engage and integrate the Local LTR Manager into the full spectrum of its recovery process. Establishing an LTR office for the Local Recovery Manager that is visible and located near key decision makers within the local government will be essential in maximizing the benefit of this FEMA implementation resource. Specific state and local support should include:

- Attendance at all Long-Term Recovery meetings/events
- Commitment to be active participants in the implementation
- Identification of key contacts and liaisons for different groups
- Appoint one key contact person for the state and one in the affected community to coordinate during the implementation processes
- Allocation of office space in close proximity to the Chief Executive Officer or similar local official, including support from other administrative staff
- Coordination of all local workshops, meetings, symposiums, etc. in conjunction with the Long-Term Recovery planning and implementation process
- Commitment from elected officials to participate in the process and to serve as a “champion” of the recovery effort
- Allocation of time on Council/Commission agendas to address Long-Term Recovery issues at Council/Commission meetings
**Typical Activities of Recovery Manager**

The LTR Recovery Manager’s primary focus will be the implementation of the LTR Strategy, which may be for one or two specific Sectors or may cover all Sectors in a community. The LTR Manager will work with the community to establish priorities for project implementation, establish a time-line for these priorities, assist in identifying potential funding resources (local, state, and Federal), and, in some cases, assist in the preparation of funding applications for project implementation. The results or specific outcome of the LTR Manager’s efforts will be the initiation, if not the completion, of key high recovery value projects in the affected community.

**FEDERAL / STATE TASK FORCE**

A Task Force, either state, Federal, or a combination, will be organized and initially coordinated by FEMA in collaboration with other federal agencies when the local community demonstrates a significant need for assistance in dealing with multiple state and/or Federal departments, agencies, and programs that are key to implementation of the LTR Strategy. Coordination among the federal partners is critical to the overall recovery of a community. The knowledge and understanding of recovery issues that the various federal agencies are able to provide to the state and locality will assist in focusing the recovery effort. The Task Force will normally be formed when the number and complexity of long-term recovery projects or the absolute severity of damages necessitate substantial state/Federal government participation and interagency coordination. Composition of the Task Force should consist of senior representatives from either Federal or state agencies or a combination depending on the type of task force initiated. The composition of the Task Force, and whether it is state, Federal, or joint, is dependent on the Sector(s) addressed in the LTR Strategy and the resources needed to carry out that strategy.

Specifics regarding the timing and duration of a Task Force, composition of the Task Force, typical activities, and expected outcomes are outlined below.

**Timing and Duration**

A Task Force should be organized prior to completion of the particular Planning Service Level. Ideally, the Task Force would be in place and available to participate in the planning effort. The duration of the Task Force is dependent on the complexity of the implementation and the available local resources. Generally, 6 to 12 months is an appropriate amount of time to provide the assistance and establish contacts with the affected community.

**Composition of the Task Force**

Composition depends on the types of issues addressed in the affected community and the various Sectors involved. Past experience has shown that either combined or independent state and Federal Task Forces are essential to overall implementation success. The decision on whether to combine the state and Federal groups should be made in consultation with the state, recognizing that there can be significant benefits to allowing the Federal agency Task Force members to meet without their state counterparts in order to brainstorm funding strategies that may not be ready for general consumption.
In any case, the Task Force members should be:

- State: Senior department heads or their deputies from each of the agencies with a major stake in disaster recovery. In addition, the Governor should identify a senior state official to be the overall point of the contact for the Task Force.
- Federal: A combination of senior and program staff from Regional offices with support as needed from senior headquarters staff.

**Typical Activities**

It should be stressed that the Task Force and its members must take on an active role in implementation of the LTR Strategy. As noted above, involvement of the Task Force in the planning effort is desirable. The primary focus of the Task Force is to identify specific programs, technical assistance, and funding sources for projects/actions/strategies assigned a High Recovery Value during the LTR Planning process. At a minimum, the Task Force should thoroughly review the recommendations contained in the LTR Strategy and identify where it can provide assistance in implementation. It may be appropriate to convene the Task Force in the affected community initially or when needed. Task Force meetings (either in person or via telephone) should be scheduled on a regular basis, usually weekly in the late stages of the planning process through early implementation and then gradually transitioning to monthly over a 6 month period. All members of the Task Force should participate in these meetings and play an active role in guiding the affected community toward implementation of the LTR Strategy.

**Expected Outcomes**

Outcomes from implementation of the Task Force service level will be assessed based on the assistance provided the affected community in implementing the LTR Strategy. The Task Force will either provide technical resources to assist the community in implementation or it will identify programs and funding sources that can be used to move forward with priority projects.

**FEDERAL, STATE AND LOCAL SUPPORT FOR PLANNING & IMPLEMENTATION SERVICE LEVELS**

Long-Term Recovery planning and implementation requires the combined cooperation and support of Federal, state and local agencies, and the private sector. FEMA has primary responsibility to coordinate Federal resources after a disaster declaration is made, but the ultimate success of a community-based recovery initiative is the supplemental support that the state, county or local municipality can provide. In order to initiate a request for Long-Term Recovery assistance, the State must:

- Identify which counties should be considered for preliminary screening for a full LTR needs assessment.
- Provide a written description of need and qualitative assessment by sector.
• Formally request LTR assistance that includes a full commitment from State leadership to provide human and financial resources to the planning effort and to the subsequent implementation effort.

• Determine resources to be committed to the implementation effort. This may include agencies that have a role in planning, permitting, reviewing, funding, or are otherwise impacted by the LTR projects or initiatives. If a formal task force is formed, these agencies should commit staff at an operational and managerial level to support LTR.

• Make every effort to direct both disaster specific and reallocated funds to communities in which LTR assistance is provided.

• Commit to supporting the local recovery manager by the Governor appointing a senior official to serve as liaison and lead contact person within the state agency with primary responsibility for recovery.

Federal, state and local agencies included in the LTR planning and implementation process should commit to reviewing their programs, policies, eligibility criteria and funding rules for ways to prioritize support for LTR projects and initiatives. If the local need is found to be severe enough to warrant special LTR planning support then similar priority should be applied in consideration of funding the implementation of the resulting projects.

The success of long-term recovery processes depend on local support and ownership of the plan and of the projects contained therein. Therefore, the local elected officials, business leaders, Regional Planning Councils or Councils of Government, must not only support, but also actively engage in the planning process and take ownership of the projects. The community’s full support and buy-in is critical toward bringing long-term recovery to fruition. The community must consider strategies for gaining public support, which includes support from its local media, citizens, businesses, and community leaders (both elected and non-elected, i.e. local churches, associations and organizations). This combined and supplemental support will be an important and positive step in achieving the community’s vision for long-term recovery.

In order to be successful, support from the local government should include:

• Attendance at all Long-Term Recovery meetings/events
• Commitment to be active participants in both the planning service level activities and the implementation
• Identification of key contacts and liaisons for different groups
• Appointment of one key contact person for the community to coordinate with during the planning and implementation processes
• Allocation of office space in close proximity to the Chief Executive Officer or similar local official, including support from other administrative staff
• Coordination of all local workshops, meetings, symposiums, etc. in conjunction with the Long-Term Recovery planning and implementation process

• Commitment from elected officials to participate in the process and to serve as a “champion” of the recovery effort

• Allocation of time on Council/Commission agendas to address Long-Term Recovery planning and/or implementation at Council/Commission meetings

**EMERGENCY SUPPORT FUNCTION #14 (ESF-14)**

The National Response Plan enacted in December 2004 provides for a new Emergency Support Function, ESF-14 Long-Term Community Recovery and Mitigation. For extreme events where the impacts of the disaster are of sufficient magnitude, other Federal agencies (OFA) would step in and take on the portions of the assessment/planning/implementation processes where they have expertise/authority. The FEMA FCO, FEMA ESF-14 Coordinator, or FEMA Recovery Division Director may determine that ESF-14 be activated at some stage of the recovery process to support LTR, and as a rule of thumb, ESF-14 activation should be strongly considered when any of the following circumstances are present:

- The absolute or relative level of damages evident immediately after a disaster event are substantial and clearly have major impacts across multiple sectors (even in advance of performing the LTR Assessment)
- The initial “filtering” component of the LTR Assessment Tool results in scores of “1” for almost all of the factors
- The Planning Service Level selected involves development of a Comprehensive Recovery Plan
- The Implementation Service Level recommendation includes establishment of a Federal Task Force
APPENDIX

The Long-Term Recovery Assessment Tool
## Long Term Recovery Assessment Tool
### Preliminary Screening

<table>
<thead>
<tr>
<th>#</th>
<th>Datapoint</th>
<th>Data Source</th>
<th>Data</th>
<th>Units</th>
<th>Score (0 or 1)</th>
<th>Guidance Notes for Scoring</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Is there a Major Disaster declaration for Individual Assistance and Public Assistance</td>
<td>FEMA</td>
<td>Y/N</td>
<td>#</td>
<td>Score 0 for 1 category; Score 1 if declarations for both PA and IA</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Percentage of income loss (if applicable)</td>
<td>PDA, Local GIS and/or local data</td>
<td>%</td>
<td></td>
<td>Score 0 if less than 10%; Score 1 if 10% or more</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Number of days the power is out</td>
<td>Local Jurisdiction</td>
<td>#</td>
<td></td>
<td>Score 0 if less than one week; Score 1 if one week or more</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Disaster damage to major public/government facilities resulting in a temporary loss of services (e.g. city hall, county courthouse, community auditorium/center, etc. Facility should serve community-wide function)</td>
<td>Field Survey, Local offices</td>
<td>#</td>
<td></td>
<td>Score 0 for no loss; Score 1 if lost at least one major building</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Damage to key community features, icons, or resources (includes community gateways, recognized physical features, community signage, any feature that community attaches strong identity or constitutes a recognized community gathering place)</td>
<td>Field Survey and Local Officials</td>
<td>Y/N</td>
<td></td>
<td>Score 0 if no damage; Score 1 if damage occurred</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Number of deaths</td>
<td>Local Officials</td>
<td>#</td>
<td></td>
<td>Score 0 if the number of deaths attributed to the disaster are less than 1% of the population or less than 500 total; Score 1 if number of deaths is greater than 1% of population or more than 500 deaths</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>State/Area visits by President, Secretary or Under-Secretary</td>
<td>FEMA Public Affairs Office and Local Officials</td>
<td>#</td>
<td></td>
<td>Score 0 if no visits; Score 1 if visit to State within first week</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Occupancy of shelters after one week as % of peak Red Cross shelter occupancy on day one of disaster declaration</td>
<td>Red Cross, FEMA, Local Emergency Management</td>
<td>%</td>
<td></td>
<td>Score 0 if less than 25%; Score 1 if 25% or greater</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Disruption of Schools (Are schools open and functioning at same location, on regular schedules, etc?)</td>
<td>School District</td>
<td>Y/N</td>
<td></td>
<td>Score 0 if schools will be back to normal within 2 weeks of disaster or, if disaster occurs when school not in session, if school session not delayed for more than 2 weeks</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>% of low-income households in community</td>
<td>US Census Bureau, American Fact Finder by jurisdiction</td>
<td>%</td>
<td></td>
<td>Score 0 if less than 15%; Score 1 if 15% or greater</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Unemployment rate of the community as compared to state</td>
<td>Bureau of Labor Statistics</td>
<td>%</td>
<td></td>
<td>Score 0 if below state average; Score 1 if equal to or greater than state average</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Bond Rating of Community</td>
<td>Moody's, Standard &amp; Poor, MBIA Rating</td>
<td>Rating</td>
<td></td>
<td>Score 0 if an &quot;A&quot; Rating or above; Score 1 if below an &quot;A&quot; Rating or No Rating</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Distribution of economic sectors by SIC code/categories</td>
<td>Census Bureau, American Fact Finder, U.S. Census of Business</td>
<td>%</td>
<td></td>
<td>Score 0 for diverse economy (SIC categories fairly evenly distributed) Score 1 for over 10% of workforce in one SIC category</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Percent of Community insured</td>
<td>State Insurance Department</td>
<td>%</td>
<td></td>
<td>Score 0 if 75% or more of community is insured; Score 1 if less than 75% insured</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Stage of Community Life-Cycle (ascent or decline)</td>
<td>Field Observation, State and Local Officials, Census Data, Local Building Records</td>
<td>%</td>
<td></td>
<td>Score 0 if community population has shown positive growth AND an increase in the Median Household Income over past 10 years; Score 1 if community has shown a population decline over past 10 years OR a decrease in the Median Household Income over the past 10 years</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>Local business groups in the community (Chamber of Commerce, merchant's association, etc.)</td>
<td>Chamber of commerce, economic development department</td>
<td>Y/N</td>
<td></td>
<td>Score 0 if Chamber of Commerce (or similar organization) that has a full-time, paid staff; Score 1 if no such organization</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>Does the community have professional staff capable of planning, managing, and implementing strategies, policies and plans related to recovery and economic development?</td>
<td>Local offices</td>
<td>Y/N</td>
<td></td>
<td>Score 0 if there is a paid, full-time city/county administrator/manager; Score 1 if none</td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>Does the community participate in Council of Governments and/or Regional Planning Commission (e.g. attend meetings, serve on Board, interact with other members)</td>
<td>Local Council of Governments/Regional Planning Commission</td>
<td>Y/N</td>
<td></td>
<td>Score 0 if there is participation; Score 1 if no participation</td>
<td></td>
</tr>
</tbody>
</table>

### Preliminary Screening Recommendation - No Further Analysis Recommended
## Long Term Recovery Assessment Tool

### <<< Insert name of Jurisdiction here >>>

<table>
<thead>
<tr>
<th>Sector</th>
<th>Factor</th>
<th>#</th>
<th>Datapoint</th>
<th>Source</th>
<th>Data</th>
<th>Units</th>
<th>Score</th>
<th>Guidance Notes for Scoring</th>
<th>Severity</th>
</tr>
</thead>
<tbody>
<tr>
<td>DISASTER-RELATED DAMAGES</td>
<td>Condition of housing stock</td>
<td>1</td>
<td>Dwelling units destroyed and severely damaged per total dwelling units</td>
<td>Local emergency agencies, FEMA</td>
<td>%</td>
<td>0</td>
<td>Score 1 for 1-10% to 5 for &gt;50% (in 10% increments)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LOCAL RESILIENCY INDICATORS</td>
<td>Housing (rental, year-round, and temporary housing stock)</td>
<td>2</td>
<td>Unmet Pre-disaster Housing Needs (Pre-disaster housing units per total households)</td>
<td>Census Bureau, HUD, local Housing Authorities, real estate industry</td>
<td>%</td>
<td>0</td>
<td>Score 0 for 110% and higher; Score 1 for less than 110%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>3</td>
<td>Unmet Pre-disaster Public Housing Needs (Public housing units available and length of waiting list prior to disaster)</td>
<td>Local jurisdictions</td>
<td>%</td>
<td>0</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>4</td>
<td>Unmet Pre-disaster Section 8 Needs (Section 8 waiting list as percent of total number of Section 8 vouchers available)</td>
<td>Local jurisdictions</td>
<td>%</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Demographics/Income Levels</td>
<td>5</td>
<td>Median housing units as percent of total number of housing units</td>
<td>Local jurisdictions, Census Bureau</td>
<td>%</td>
<td>0</td>
<td>Score 0 for 10% or greater; Score 1 for less than 10%</td>
<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td>6</td>
<td>Median household income as percentage of the state</td>
<td>Census Bureau, local jurisdictions</td>
<td>%</td>
<td>0</td>
<td>Score 0 for 90% and higher; Score 1 for less than 90%</td>
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<td></td>
<td></td>
<td>7</td>
<td>Median Household Income as a % of Median Housing Value of Owner Occupied Units</td>
<td>Census Bureau, local jurisdictions</td>
<td>%</td>
<td>0</td>
<td>Score 0 for over 50%; Score 1 for 50% or less</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td>8</td>
<td>% of Households that spend over 30% of Household Income on Rent</td>
<td>Census Bureau, local jurisdictions (See: Gross Rent as a Percentage of Household Income in Census)</td>
<td>%</td>
<td>0</td>
<td>Score 0 for less than 25%; Score 1 for 25% or greater</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Real estate climate</td>
<td>9</td>
<td>Potential to rebuild severely damaged or destroyed low-income housing in areas impacted by changes in land values over time</td>
<td>Local jurisdictions, real estate industry</td>
<td>%</td>
<td>0</td>
<td>Score 0 for HIGH potential/likelihood that low-income housing will be rebuilt; Score 1 if there is MODERATE potential or less. (Need to ask local officials what they view potential to replace the low income housing that has been destroyed/severely damaged - will land costs mean use will be changed?)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>RESOURCES/LOCAL CAPACITY FACTORS</td>
<td>Insurance coverage</td>
<td>10</td>
<td>Residential properties insured per total residential properties</td>
<td>Insurance industry</td>
<td>%</td>
<td>0</td>
<td>Score 1 for greater than 75%; Score 0 for 75% or less</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Capability of local housing departments, housing authorities, and housing</td>
<td>11</td>
<td>Presence of active housing association, organization, or community housing development program (i.e., Housing Authority, Housing Department, Habitat for Humanity, Local Housing Development Corporation)</td>
<td>Local jurisdictions</td>
<td>Y/N</td>
<td>0</td>
<td>Score 1 if association/organization is present; Score 0 if none present</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Housing starts</td>
<td>12</td>
<td>Average annual Number of residential building permits issued over past five years as percent of total housing stock</td>
<td>Local planning/building department</td>
<td>%</td>
<td>0</td>
<td>Score 1 if greater than 1%; Score 0 if 1% or less</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sector</td>
<td>Factor</td>
<td># Datapoint</td>
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<td>Severity</td>
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</tr>
<tr>
<td>DISASTER-RELATED DAMAGES</td>
<td>Condition of Business Properties</td>
<td>1</td>
<td>Percent of total businesses closed for one week or more (Include any damage to buildings and structures utilized in agriculture operation - including “key” buildings, suppliers/processors, facilities, and fencing and any resultant decrease in operations)</td>
<td>Local officials, business groups, or agency estimate; Local farm inventories, USDA</td>
<td>%</td>
<td>0</td>
<td>Score 1 for 1-10%; Score 3 for 10-25%; Score 5 for over 25%</td>
<td>0</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>1a</td>
<td>Potential failure of 1 business, a concentration of a single type of business or an economic sector (such as agriculture or retail) that employs over 10% of total workforce in region (Add 1 point to the damage score if there is a concentration)</td>
<td>US Census Bureau, American Fact Finder by jurisdiction + SBA + local officials, business groups, or agencies assessment</td>
<td>Y/N</td>
<td>0</td>
<td>Add 1 point to the above score (not to exceed a total of 5) If there is a concentration of 10% or more; add nothing if there is none or if the above score is already at 5</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>LOCAL RESILIENCY INDICATORS</td>
<td>Health of Private Sector</td>
<td>2</td>
<td>Frequency or occurrence of recent prior damage (Within past 5 years)</td>
<td>Local officials, Chamber of Commerce, Tourism Bureau, Local farm inventories, USDA, FEMA records</td>
<td>Y/N</td>
<td>0</td>
<td>Score 0 if no prior damage in previous 5 years; Score 1 if there was damage within previous 5 years</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>ECONOMY</td>
<td></td>
<td>3</td>
<td>Total property values per capita (Total Appraised Value of all property in community)</td>
<td>County Appraiser’s Office and US Census Bureau American Fact Finder</td>
<td>%</td>
<td>0</td>
<td>Score 0 for $35,000 or greater; Score 1 for less than $35,000</td>
<td>0</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>4</td>
<td>Unemployment rate compared to State unemployment rate</td>
<td>Designated State office of financial management or US Census Bureau American Fact Finder</td>
<td>%</td>
<td>0</td>
<td>Score 0 for unemployment rate that is no more than 0.5% above the state rate; Score 1 if local unemployment rate is at least 0.5% above state rate</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>5</td>
<td>Total local retail sales tax revenues per capita</td>
<td>Designated State department of revenue + US Census Bureau American Fact Finder</td>
<td>%</td>
<td>0</td>
<td>Score 0 for $300 or greater local retail sales tax revenue per capita; Score 1 for less than $300</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>6</td>
<td>Percentage growth in Housing Starts over the past 5 years</td>
<td>Local jurisdiction</td>
<td>%</td>
<td>0</td>
<td>Score 0 if each of the 5 year growth rates is greater than 0.75%; Score 1 if any year is 0.75% or less</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>7</td>
<td>Percentage of State’s median household income prior to disaster</td>
<td>US Census Bureau American Fact Finder by jurisdiction</td>
<td>%</td>
<td>0</td>
<td>Score 0 for 90% or greater; Score 1 for less than 90%</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Diversity of Economy</td>
<td>8</td>
<td>Presence of 1 business, a concentration of a single type of business or an economic sector (such as agriculture or retail) that employs over 10% of total workforce in region</td>
<td>US Census Bureau American Fact Finder by jurisdiction</td>
<td>%</td>
<td>0</td>
<td>Score 0 if no businesses or economic sector employs 10% of total workforce; Score 1 for presence of a concentration of businesses or economic sector that employs 25% or more of total workforce</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Importance of crops to local economy</td>
<td>9</td>
<td>Value of agricultural products as a % of total County economy</td>
<td>Local economic development agencies, USDA</td>
<td>%</td>
<td>0</td>
<td>Score 0 if value is less than 15% of County economy; Score 1 if value is 15% or greater of County economy</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>
## Resources/Local Capacity Factors

<table>
<thead>
<tr>
<th>Sector</th>
<th>Factor</th>
<th>#</th>
<th>Datapoint</th>
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<th>Score</th>
<th>Guidance Notes for Scoring</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Special Taxing Districts</td>
<td>10</td>
<td>Presence of a Tax Increment Finance (TIF) District, Business Improvement</td>
<td>Local jurisdiction</td>
<td>Y/N</td>
<td></td>
<td>0</td>
<td>Score 1 for Yes = Special Taxing District present in all of the areas that have sustained damage; Score 0 for “Special Taxing District present in none or only some of the areas that have sustained damage,</td>
</tr>
<tr>
<td></td>
<td>Private Initiatives</td>
<td>11</td>
<td>Presence of active business association or group (e.g. For-profit or Non-</td>
<td>Local jurisdiction or business group</td>
<td>Y/N</td>
<td></td>
<td>0</td>
<td>Score 1 for “Yes - Presence of local business association or group with at least one paid full-time staff member,” Score 0 for Presence of regional business association / group or local business association / group with PT / volunteer staff or No business association / group present.</td>
</tr>
<tr>
<td></td>
<td>Insurance</td>
<td>12</td>
<td>Percent of businesses affected by the disaster that have insurance coverage, including farming/agriculture businesses</td>
<td>State Insurance Department</td>
<td>%</td>
<td></td>
<td>0</td>
<td>Score 1 for 85% or greater; Score 0 for less than 85%</td>
</tr>
<tr>
<td></td>
<td>Economic Development Mechanisms</td>
<td>13</td>
<td>Proportion of businesses affected by the disaster that carry only minimum insurance coverage (including farming/agriculture businesses)</td>
<td>State Insurance Department, Local farm inventories, USDA</td>
<td>%</td>
<td></td>
<td>0</td>
<td>Score 1 for less than 25%; Score 0 for 25% or greater</td>
</tr>
<tr>
<td></td>
<td>Reserves</td>
<td>15</td>
<td>Reserve Funds as percent of total general fund budget</td>
<td>Local jurisdiction’s finance department</td>
<td>%</td>
<td></td>
<td>0</td>
<td>Score 1 for greater than 10%; Score 0 for 10% or less</td>
</tr>
<tr>
<td></td>
<td>Capability of local agricultural services and agriculture-focused private, non-profit agencies</td>
<td>16</td>
<td>Presence of local, active agricultural services (i.e, Farm Bureau, Extension Service)</td>
<td>Local Jurisdictions</td>
<td>Y/N</td>
<td></td>
<td>0</td>
<td>Score 1 for one or more active entities; Score 0 for none</td>
</tr>
</tbody>
</table>

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### Economy

#### ECONOMY

4 of 7 LTR Assessment Tool - June 2005

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## Long Term Recovery Assessment Tool

### DISASTER-RELATED DAMAGES

<table>
<thead>
<tr>
<th>Factor</th>
<th>#</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Loss of Utility Service</td>
<td>1</td>
<td>Are utility systems currently functional or will they be functional in a reasonable period of time (water, sewer, gas, electric, telecommunications); % of total households lost at least one utility service and duration of that loss?</td>
<td>Local Officials</td>
<td>Y/N and %</td>
<td>0</td>
<td>Score 1 for one utility system down, affecting 10% of households for up to one week; Score 2 for at least one utility down, 10-20% of hh and/or up to 2 weeks; Score 3 at least one utility down, for 20-30% of hh up and/or up to 3 weeks; Score 4 for 30-40% of hh and/or up to 4 weeks; Score 5 for over 40% of hh and/or up to 5 weeks in duration. (Whichever variable is higher)</td>
<td></td>
</tr>
<tr>
<td>Condition of Transportation Facilities</td>
<td>2</td>
<td>Status and Level of damage to Streets, Highways, mass transit system, airport, ports, dams, and other critical flood control structures</td>
<td>Field Observation and Local Officials</td>
<td>#</td>
<td>0</td>
<td>Score 1 for at least one facility down but functional within 1 week; Score 2 for one facility down but functional within 2 weeks; Score 3 for at least one facility down and not expected to be functional up to three weeks; Score 4 for not functional for a month; Score 5 for over a month</td>
<td></td>
</tr>
<tr>
<td>Condition of Public Buildings (incl. Schools) and Critical Facilities</td>
<td>3</td>
<td>Level of damage and status of key public buildings (city hall, county courthouse, public works facilities, schools and school facilities) and Critical Facilities (hospitals, emergency response facilities, etc.)</td>
<td>Field Observation and Local Officials</td>
<td>#</td>
<td>0</td>
<td>Score 1 for at least one facility down but functional within 1 week; Score 2 for one facility down but functional within 2 weeks; Score 3 for at least one facility down and not expected to be functional up to three weeks; Score 4 for not functional for a month; Score 5 for over a month</td>
<td></td>
</tr>
<tr>
<td>Conditions of Environmental Resources</td>
<td>4</td>
<td>Environmental impacts caused by the disaster</td>
<td>Local Jurisdiction</td>
<td>#</td>
<td>0</td>
<td>Score 1 for no related damage to 5 for severe damage - a higher number indicates more damage</td>
<td></td>
</tr>
<tr>
<td>Conditions of Cultural Resources</td>
<td>5</td>
<td>Disaster damage to historic and cultural resources (locally or nationally designated)</td>
<td>Local Jurisdiction</td>
<td>#</td>
<td>0</td>
<td>Score 1 for no related damage to 5 for severe damage - a higher number indicates more damage</td>
<td></td>
</tr>
</tbody>
</table>

### LOCAL RESILIENCY INDICATORS

<table>
<thead>
<tr>
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<th>Score</th>
<th>Guidance Notes for Scoring</th>
</tr>
</thead>
<tbody>
<tr>
<td>Utility Services</td>
<td>6</td>
<td>Sanitary Sewer system and water system adequately constructed and operating within the guidelines of EPA and State Environmental Regulations</td>
<td>Local Utility Companies, Community Public Works Department and/or Planning Department</td>
<td>Y/N</td>
<td>0</td>
<td>Score 0 if both systems adequately constructed and operating within environmental guidelines; Score 1 if not</td>
<td></td>
</tr>
<tr>
<td>Public Buildings</td>
<td>7</td>
<td>Percentage of Telephone and Electrical distribution system that is underground vs. overhead</td>
<td>Local Utility Companies, Community Public Works Dept, Planning Dept</td>
<td>%</td>
<td>0</td>
<td>Score 0 for 50% or more of system underground; Score 1 for less than 50% of system underground</td>
<td></td>
</tr>
<tr>
<td>Roads and Bridges</td>
<td>8</td>
<td>Key public buildings constructed in compliance with Uniform Building Code or acceptable building code standards</td>
<td>Community Public Works Dept, Building Regulations Dept</td>
<td>Y/N</td>
<td>0</td>
<td>Score 0 if all key public buildings conform to UBC or equivalent; Score 1 if they do not</td>
<td></td>
</tr>
<tr>
<td>Flood Insurance</td>
<td>9</td>
<td>Major roads (collectors, arterials, and above) and Bridges constructed consistent with AASHTO (American Association of State Highway and Transportation Officials) standards</td>
<td>Community Public Works Dept, Planning Dept., State Highway/Transp. Department</td>
<td>%</td>
<td>0</td>
<td>Score 0 if 75% of major roadways meeting AASHTO standards and all major bridges (on collector, arterial, or above) meeting standards; Score 1 if less than 75% and if any major bridges are deficient</td>
<td></td>
</tr>
<tr>
<td>Cultural Resources</td>
<td>10</td>
<td>Community participates in National Flood Insurance Program</td>
<td>FEMA regional office, State Emergency Management agency, Community Public Works or Bdg Regulations Dept</td>
<td>Y/N</td>
<td>0</td>
<td>Score 0 if community does not participate; Score 1 if community is participating in NFIP</td>
<td></td>
</tr>
<tr>
<td>Major of National Register and/or National Register eligible properties public vs. private ownership</td>
<td>11</td>
<td>Community Planning Department, Local Historic Organization, State Historic Preservation Officer</td>
<td>%</td>
<td>0</td>
<td>Score 0 if majority are under private ownership; Score 1 if majority are public ownership</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sector</td>
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<td>Source</td>
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<td>Guidance Notes for Scoring</td>
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</tr>
<tr>
<td>RESOURCES/LOCAL CAPACITY FACTORS</td>
<td>Financial Resources of the Community</td>
<td>12 Formal Capital Improvements Program process in place</td>
<td>Local Jurisdiction</td>
<td>Y/N</td>
<td></td>
<td>0</td>
<td>Score 1 for YES- a comprehensive CIP process; Score 0 for NO - no comprehensive CIP process;</td>
</tr>
<tr>
<td></td>
<td>Ratio of CIP Budget to Overall Budget in community</td>
<td>13</td>
<td>Local Jurisdiction</td>
<td>%</td>
<td></td>
<td>0</td>
<td>Score 1 for 10% or greater; Score 0 for less than 10%</td>
</tr>
<tr>
<td></td>
<td>Service Capacity of the Utility System</td>
<td>14 Availability of dedicated funding source for capital improvements (e.g. Dedicated sales tax, etc.)</td>
<td>Local Jurisdiction, State Economic Development Office</td>
<td>Y/N</td>
<td></td>
<td>0</td>
<td>Score 1 for at least one funding source available and used; Score 0 for no sources available and/or used</td>
</tr>
<tr>
<td></td>
<td>Preservation Incentives</td>
<td>15 Reserve Funds/Total General Fund Budget</td>
<td>Local Jurisdiction</td>
<td>%</td>
<td></td>
<td>0</td>
<td>Score 1 for greater than 10%; Score 0 for 10% or less</td>
</tr>
<tr>
<td></td>
<td>Jurisdictional Complexity</td>
<td>16 Number of jurisdictions in the community that deal with infrastructure and utility systems</td>
<td>Local Jurisdiction</td>
<td></td>
<td>#</td>
<td>0</td>
<td>Score 1 for no more than two jurisdictions; Score 0 for more than two jurisdictions</td>
</tr>
<tr>
<td></td>
<td>Planning and Implementation Capacity</td>
<td>18 Ability of locality to initiate and manage capital improvement projects - $ Value of largest CIP project within past 3 to 5 years</td>
<td>Local Jurisdiction, Review of past budgets/capital improvement projects</td>
<td>$</td>
<td></td>
<td>0</td>
<td>Score 1 for $250,000 or greater; Score 0 for less than $250,000</td>
</tr>
<tr>
<td></td>
<td>Composition of staff that deals with infrastructure</td>
<td>19</td>
<td>Local Jurisdiction</td>
<td></td>
<td>#</td>
<td>0</td>
<td>Score 1 for at least one full-time professional, registered engineer on staff or on-call contract engineering services that are equivalent to full-time staff; Score 0 for no full-time professional, registered engineer on staff or equivalent</td>
</tr>
<tr>
<td></td>
<td>Boards, Commissions, etc.</td>
<td>20 Active local water quality, architectural review and preservation boards, commission, committees, etc.</td>
<td>Local officials</td>
<td></td>
<td>#</td>
<td>0</td>
<td>Score 1 for at least one active and functional environmental/cultural board, commission, or agency; Score 0 for none</td>
</tr>
</tbody>
</table>