

Mission Area Overview

RECOVERY

Focused on a timely restoration, strengthening, and revitalization of the infrastructure; housing; a sustainable economy; and the health, social, cultural, historic, and environmental fabric of communities affected by a catastrophic incident

..... Key Finding Highlights



- Federal agencies have developed new, recovery-focused guidance, courses, and training to assist all levels of government in addressing capability shortfalls.
- New research advocates for greater integration of health considerations into pre- and post-disaster recovery planning.
- Public- and private-sector partners are working to improve economic resilience, but economic recovery remains challenging for communities with economies dependent on natural resources.
- The condition of the Nation’s infrastructure remains a challenge, but public- and private-sector partners have established new methods to invest in infrastructure resilience.
- Government agencies, private-sector companies, and community-based organizations across the Nation have taken steps to address the disaster housing needs of underserved populations, but persistent gaps remain in delivering the Housing core capability.

Core Capabilities in Practice

The *National Disaster Recovery Framework* (“Recovery Framework”) provides a flexible structure and process for jurisdictions affected by disasters to recover quickly and effectively. Recognizing that recovery extends beyond the restoration of a community’s physical structures, the Recovery Framework encourages an inclusive recovery process and provides a strategic and community-driven approach to lead, manage, and coordinate recovery efforts while increasing the resilience of communities.

The Recovery Framework identifies eight core capabilities that focus on the repair and restoration of structures and services needed to support the physical, emotional, and financial well-being of disaster-affected community members. Communities use **Operational Coordination** to help implement recovery capabilities and ensure that integrated leadership at multiple levels of government builds successful coalitions. Key stakeholders provide regular input into pre- and post-disaster **Planning** processes to identify recovery objectives and how to best achieve those objectives at the community level. Community leaders also communicate the actions being taken to support recovery efforts and explain what assistance is available to residents and businesses through the **Public Information and Warning** core capability.

Re-establishing the functions and facilities necessary to provide **Health and Social Services**—such as hospital care, child care, counseling, and other services—helps preserve the physical and mental health of disaster

..... CORE CAPABILITIES IN THE RECOVERY MISSION AREA

- Economic Recovery
- Health and Social Services
- Housing
- Infrastructure Systems
- Natural and Cultural Resources
- Planning
- Public Information and Warning
- Operational Coordination

survivors. Communities also lead their own **Economic Recovery** to sustain and rebuild businesses and employment, restoring financial viability to disaster-affected jurisdictions. The recovery process can also include local experts coordinating with the community to preserve, protect, and restore **Natural and Cultural Resources**, including publicly and privately owned cultural institutions and historic properties. Public and private owners and operators of **Infrastructure Systems** must also restore and sustain those essential community services. This, in turn, allows the community to implement temporary and permanent **Housing** solutions for residents displaced by disasters.

The following efforts from 2015 highlight how communities implemented the Recovery Framework's core capabilities to achieve a successful and timely recovery:

Planning and Economic Recovery

After one of the deadliest tornadoes in Arkansas's history struck 12 counties in April 2014—resulting in 91 injuries and 16 fatalities—state and local leaders used Recovery core capabilities and critical tasks to plan for their long-term recovery. The tornado destroyed over 70 percent of local businesses in the town of Vilonia, and damaged or destroyed 30 percent of businesses in neighboring Mayflower. Following the storm, a team of Federal subject-matter experts conducted an assessment to identify Federal recovery programs available to support the affected areas and facilitate coordination between the local communities and state and Federal partners. The Economic Recovery Support Function—led by the U.S. Department of Commerce Economic Development Administration (EDA)—facilitated bi-weekly coordination meetings with local, state, and Federal partners to develop and implement a recovery strategy. These coordination meetings provided a critical platform for community members to connect and explore collaborative opportunities to support recovery. For example, the University of Arkansas developed new urban designs for Mayflower and Vilonia based on the communities' visions for rebuilding. Moreover, the University of Central Arkansas provided training and analytical support to help the towns in their economic recovery planning. In addition, EDA grant funding supported the hiring of a dedicated, full-time Local Disaster Recovery Manager—a position specifically envisioned in the Recovery Framework. This manager and a small support team were integral to coordinating a range of long-term recovery planning activities for Vilonia and Mayflower throughout 2015, ensuring local priorities were at the forefront by reporting directly to the mayor of each town.

Natural and Cultural Resources

In 2015, the Foundation of the American Institute for Conservation of Historic and Artistic Works, with funding from the Institute of Museum and Library Services, launched the State Heritage Emergency Partnership website, an interactive platform that helps state cultural agencies collaborate with their state emergency management agencies to protect cultural and historical resources. The Foundation also added pre-disaster recovery planning resources to the *Connecting to Collections Online Community*—an online resource for smaller cultural institutions—including a webinar on effective recovery of collections after disasters.

Housing, and Health and Social Services

The Okanogan County (Washington) Long-Term Recovery Group—formed in 2014 to provide recovery services to wildland fire-affected communities in the county—expanded its efforts in 2015. The group has raised funds for and assisted the affected area's vulnerable residents, including those whose primary residences were under- or uninsured, in paying for and rebuilding their homes. In November 2015, the group applied funding it received from Washington nonprofits to employ two full-time disaster case managers through October 2016. Similarly, after the May 2015 flooding in Houston, Texas, damaged more than 12,000 homes, over 30 nonprofit, faith-based, and government organizations formed the Greater Houston Storm Recovery Network to focus on long-term recovery needs. The network has provided case management, supplementary finances, spiritual counseling, and volunteer labor to communities affected by floods in May and October 2015.

Infrastructure Systems and Operational Coordination

The South Carolina Emergency Management Division, Duke Energy, the Federal Emergency Management Agency (FEMA), the Nuclear Regulatory Commission, and the U.S. Department Energy co-led Southern Exposure 2015, which consisted of a two-day, full-scale exercise followed by three separate tabletop exercises focused on housing and economic recovery. During Southern Exposure 2015, participants used current national policies and procedures to test and analyze the Nation's ability to respond to and recover from a catastrophic event at a U.S. nuclear power plant. Approximately 2,000 individuals from across the entire community, including officials from all levels of government and members of the private sector, participated.



THEN and Now

Disaster Assistance to Recovery Core Capabilities

From fiscal year 2006 to fiscal year 2010, less than one percent of U.S. Department of Homeland Security non-disaster preparedness assistance supported Recovery core capabilities. In fiscal year 2014 (the latest year for which data were available), this number remained low, totaling roughly one percent of total non-disaster preparedness grants.

Behavioral Health in Recovery

Since 2012, the Federal Government has increasingly incorporated behavioral health considerations into response and recovery efforts through implementation of the U.S. Department of Health and Human Services (HHS) *HHS Disaster Behavioral Health Concept of Operations*, and the deployment of HHS mental health teams and new psychological first-aid training for first responders.

American Public Power Association

Since 2012, the American Public Power Association has expanded its mutual aid program, including the establishment and growth of a Mutual Aid Working Group for public power utilities to share best practices related to disaster response, recovery, and mitigation.

BY THE NUMBERS

11,500 U.S. SMALL BUSINESS ADMINISTRATION (SBA) DISASTER ASSISTANCE LOANS

In fiscal year 2015, SBA provided 11,500 Disaster Assistance loans totaling \$371.7 million to help businesses, homeowners, and renters repair and replace physical losses, and to assist businesses with post-disaster operating expenses.

13 STATES

In February 2015, the U.S. Department of Agriculture invested \$84 million through its Emergency Watershed Protection Program to fund more than 150 recovery projects in 13 states that had been affected by floods, fires, windstorms, or other natural disasters.

\$5.4 BILLION

As of May 2015, Federal agencies have awarded \$5.4 billion to Mississippi to repair or restructure approximately 40,000 housing units, restore more than 200 public facilities, and create almost 6,000 new jobs.

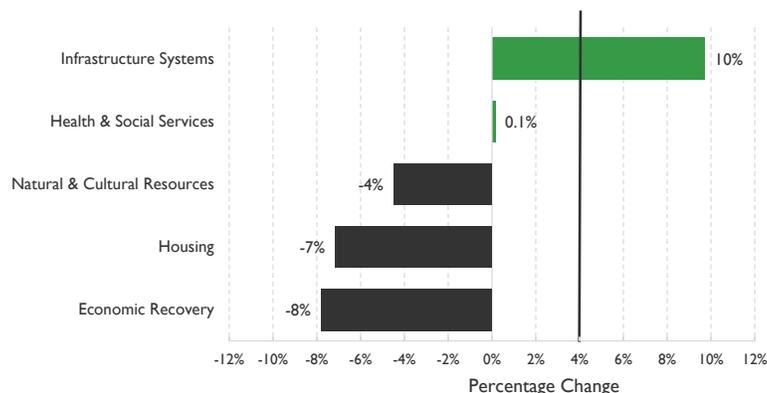


PREPAREDNESS TRENDS AND FIGURES

Mixed Trends in Exercising Recovery Capabilities

Over the past three years, the FEMA National Exercise Program has supported an increasing number of exercises focused on Recovery core capabilities—from nine exercises in 2013 to 23 in 2015. Despite this increase, State Preparedness Report submissions indicate mixed progress in exercise ratings for Recovery core capabilities. Excluding Planning, Public Information and Warning, and Operational Coordination (which are common to all mission areas), only one of the five remaining Recovery core capabilities demonstrated a positive increase in proficiency ratings from 2012 to 2015. Specifically, the rating increase in exercise proficiency for Infrastructure Systems (10 percent) was more than two times larger than the average across all core capabilities (four percent). In contrast, Natural and Cultural Resources, Housing, and Economic Recovery all experienced steady decreases, and Health and Social Services experienced minimal change in exercise ratings from 2012 to 2015.

Change in the Percent of States and Territories Rating Themselves as Proficient in Exercises, 2012–2015



Vertical line (|) indicates the average percentage change of proficient ratings across all core capabilities

PREPAREDNESS SNAPSHOTS



FAITH-BASED ORGANIZATIONS

Episcopal Relief and Development, a national faith-based volunteer organization supporting disaster response and recovery, launched a nationwide asset-mapping platform in 2015 that volunteers can use during disasters to coordinate and identify available relief and recovery resources. This platform will help assess a disaster's impact and coordinate the organization's active assets in affected areas.

UNIVERSITY OF OKLAHOMA

In 2015, the University of Oklahoma established the Resilience Development Institute to equip leaders and professionals with the latest tools for and knowledge of resilience, risk reduction, and disaster recovery. The training consists of three, one week-long sessions that include presentations, interactive exercises, and case studies addressing pre- and post-disaster recovery planning.



HHS, HEALTH RESEARCHERS, AND THE CENTERS FOR MEDICARE AND MEDICAID SERVICES

In 2015, researchers concluded 31 research projects funded by HHS to support post-Hurricane Sandy recovery efforts. These projects generated best practices and tools to enhance future recovery efforts, including insights into the provision of mental health services and tools to enhance coordination between local health departments and nongovernmental organizations.

In addition, the HHS Office of the Assistant Secretary for Preparedness Response and the Centers for Medicare and Medicaid Services published results of a research study that followed treatment patterns and outcomes of 13,000 New York City and New Jersey dialysis-dependent patients around the time of Hurricane Sandy. The study identified mitigation measures that both protected patients' health (e.g., reduced deaths) and minimized stress on the healthcare system before, during, and after the hurricane.

STATE PERSPECTIVES ON PREPAREDNESS

2015 State Preparedness Report Results

- In 2015, states and territories assessed themselves as proficient in only 28 percent of Recovery core capability responses, which was the lowest among all mission areas for the fourth consecutive year.
- Four of the five Recovery-specific core capabilities (all but Infrastructure Systems) ranked among the bottom 10 in priority among all core capabilities.
- States and territories identified Housing and Economic Recovery as two of the top-five core capabilities that would need Federal support to fill remaining gaps.

Notes: Vertical red lines (1) indicate the average rating for all core capabilities. The chart and statements do not include contributions from the three cross-cutting core capabilities—Planning, Operational Coordination, and Public Information and Warning.

