

**ANNEX D TO THE RECOVERY PLAN**  
**RECOVERY DECISION MATRIX**

**SC Recovery Decision Matrix (Sample)**

<b>Tracker</b>	<b>Emergency Action or Strategy</b>	<b>Responsible Entities</b>	<b>Click on Cell and Select Option</b> (Excel Version Only)	<b>Begin</b>	<b>Date</b>
1.1	Review land use ordinances to include mixed alternatives which promote walkability.	Local Governments	Completed	D+30	D+90
1.2	Review residential and mixed-use developments to encourage a specified percentage of affordable housing which is compliant with building standards.	Local Governments	Completed	D+30	D+90
1.3	Review land use and economic development decisions to accommodate and be sensitive to the protection of existing natural areas including watersheds, wetlands, urban forests, and natural habitats.	Local Governments	Completed	D+90	D+120
1.4	Consider the feasibility of shared or interconnected water, wastewater and storm-water systems and infrastructure to improve sustainability and mitigate future risk.	Local Governments	Completed	D+90	D+180
1.5	Evaluate and consider rebuilding highway corridors near coastal, downtown or near high density tourism and housing neighborhoods, with slower-moving, pedestrian friendly boulevards that allow safe pedestrian crossings; and, moving railroad traffic to less vulnerable and environmentally sensitive areas; and, converting railroad rights-of-way to tree-lined avenues with walking/biking trails or light rail connecting the impacted communities.	SCDOT and Local Governments			
1.6	Develop community design and architectural "Pattern Books" as a compliment to building codes and as a tool to build or renovate residences and commercial buildings in a manner that is sensitive to the architectural heritage of the communities.	County Building Inspectors, Building Codes Council, State Historic Preservation Office			

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1.7	For events involving flooding, develop and adopt Advisory Base Flood Elevation maps (ABFE). Local governments should begin assessment and revision of their flood zone management ordinances and building requirements.	FEMA, Local governments, DNR, USGS			
1.8	Consider adoption of the latest versions of the International Building Code (IBC) and International Residential Code (IRC) with appendices as a model code.	State legislature, Department of Insurance, Building Codes Council; State Building Codes Council			
1.9	Jurisdictions adjacent to transportation corridors should cooperate to develop ordinances for the transportation corridor which provide consistent development requirements, setbacks, architectural specifications, and building requirements.	Local Governments, Councils of Government (COG), SCDOT			
1.10	State and/or Regional Recovery and Advisory Councils should be created to facilitate access to key decision makers, provide a forum for local and State officials to address land-use decisions with federal and State government policy makers, prepare advisory standards for land-use, and orchestrate training and technical assistance for building and zoning offices of local governments.	SCEMD			
1.11	Establish "Design Centers" to provide local zoning and building officials, as well as private developers, with practical technical assistance from land use planners, code experts, architects, and engineers provided through government agencies, universities, and volunteer organizations.	Building Codes Council			
1.12	Consider establishing temporary, multi-disciplinary permitting authorities, or "Housing Resource Centers," to provide residents with "one stop shopping" for all necessary approvals for permitting, utilities, and licensing.	Labor, Licensing, & Regulation			
<b>GOAL: Intermodal Transportation</b>					

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2.1	Consider restoring transportation corridors that traverse high-density neighborhoods, downtowns, and tourist areas, to pedestrian-friendly boulevards that reduce vehicular traffic and increase opportunities for bike paths, pedestrian walkways, and public transit. Consider development of bikeways that connect multiple communities.	SCDOT, Local Governments, COGs			
2.2	Review damaged transportation infrastructure to address traffic volumes and congestion that will be generated by any potential land use changes or infrastructure rebuilding.	SCDOT, Local Governments, COGs			
2.3	Consider redesign of strategic corridors to accommodate and support the conversion of impacted corridors to pedestrian-friendly boulevards and evolving economic/industrial development activities.	SCDOT, Federal Highway Administration, Local Governments, COGs			
2.4	Consider initiating a transportation and traffic engineering study to evaluate and produce a transportation master plan for the impacted region. Such plan should be designed to: (1) provide a pedestrian-friendly, multi-modal transportation network that improves traffic flow and provides for bikeways, jogging paths, pedestrian walkways and trolleys, and (2) improve strategic travel, including evacuation from future threats.	SCDOT, Federal Highway Administration, Local Governments, COGs			
2.5	All owners of transportation infrastructure and systems should seek and apply for all available federal funding to compensate for disaster-caused revenue shortfalls, and to repair and replace capital facilities and vehicles.	SCDOT, Transit Authorities and Providers, SCEMD, FEMA, FHW, FTA, Local Governments, COGs			

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2.6	Consider initiating development or updating of a comprehensive intermodal transportation plan, including public transportation elements. The plan should focus on providing public transportation that affords a pleasant and cost-effective means of traveling to work, visiting tourist attractions, sightseeing, and shopping for residents and tourists. It also should encourage less reliance on the car for daily use.	SCDOT, Local/Regional Transit Authorities and Providers, Local Governments, COGs			
2.7	Businesses, homeowners, and retail developers along transportation corridors should work and coordinate with the Department of Transportation and Transit Authorities in the design and development of rider pickup stations for public conveyances.	SCDOT, Transit Authorities, Local Governments, COGs			
2.8	Initiate a study and evaluation of the role and mission of ports of entry, and develop or update a master plan designed to maximize the growth potential of port facilities and minimize duplication of operations and services.	SCDOT, Port Authorities, Dept. of Commerce, Local Governments, COGs			
<b>GOAL: Restore Tourism</b>					
3.1	Restore beaches and adjacent waterways, including removal of debris visible at low tide or that impacts public use.	Local Governments, SCDHEC, SCEMD, FEMA, USCG, USACE, DNR, SCDHEC			
3.2	Capitalize on the “volunteerism” market, encouraging regional attractions to out-of-state and in-state markets.	SC Department of Parks, Recreation and Tourism, Chamber of Commerce, Dept. of Commerce			
3.3	Rebuild public and private piers, marinas, and other recreational facilities to stronger construction standards and best practices models.	Local Governments, NRCS, EMD			

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3.4	Research and test the Tier One Destination criteria, including validation of the assumptions and criteria (number of rooms, exhibition space, etc.) and determine the retail capacity needed to attain Tier One status through the SC Department of Commerce. Additionally, the Tourism Promotion Commission should quantify the benefits of Tier One status and the methods to effectively market the designation.	SC Dept. of Parks, Recreation and Tourism, Dept. of Commerce			
3.5	Local governments should review and improve roadside beautification standards.	SCDOT, Local Governments			
3.7	State and local tourism officials should provide regular updates to booking agents, airlines officials, and tourism industry groups, regarding the status of major attractions rebuilding and returning bigger and better than before.	SC Department of Parks, Recreation and Tourism, Dept. of Commerce			
3.8	Tourism, heritage, and cultural organizations should consider opportunities to share marketing resources.	Local Private Non-Profit organizations			
3.9	Planning meetings should be scheduled to develop specific strategies for heritage and cultural tourism, for retail businesses, and for other sub-sections of the tourism economy.	Local Government, PRT, Local Governments			
3.10	Tourism promotion organizations should create a clearinghouse and one-stop-shop to research and apply for grants, loans, and other support for existing tourism-based organizations.	SC Department of Parks, Recreation and Tourism, Community Foundations, Heritage Trust Fund, and the Dept. of Archives			
3.11	Develop new marketing plans and slogans for the impacted region. The plans should consider and support the goal to reach Tier One designation as identified by the SC Department of Commerce.	SC Department of Parks, Recreation and Tourism			
3.12	Events and festivals should continue as possible, or otherwise be rescheduled as soon as possible. Hotels should be assisted to open quickly and accommodate visitors to these events.	Department of Commerce, PRT, Local Governments			

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3.13	Efforts should be undertaken to attract regional golfers and place golfers with available rooms. Create and finance promotional material and distribute to golfing market. The hunting and charter boat industries also should be part of the State’s short-term tourism promotion efforts.	SC Department of Parks, Recreation and Tourism			
3.14	Private development should transition the Coast from a premier tourism market to a Tier One destination (as identified by the SC Department of Commerce). Activities required to support this goal include building additional hotel rooms, meeting and convention space; restoring and/or reconstructing museums/aquariums/learning and visitor’s centers; and launching a major nationwide marketing campaign.	SC Department of Parks, Recreation and Tourism			
3.15	Promote the restoration of at least one major attraction (i.e., NASCAR track, zoo, professional sports facility). A new educational experience regarding the disaster could be developed to teach residents and tourists about the disaster and about hazards (hurricanes, earthquakes, floods, etc.) in general. A tour of the areas of interest within the disaster area could be promoted (i.e., coast-wide “high water mark” tour, unique earthquake damages).	SC Department of Parks, Recreation and Tourism			
3.16	Transportation and transit officials work together to link attractions, accommodations, and convention and meeting facilities by trolley, rail, ferryboat, bike and pedestrian paths, and other multi-modal options.	SCDOT, Local Governments and local organizations			
3.18	Restructure tourism promotion programs and funding to support disaster recovery efforts.	SC Department of Parks, Recreation and Tourism			
3.19	Plan and use anniversaries of the disaster event to call attention to the renewal efforts.	SC Department of Parks, Recreation and Tourism			
<b>GOAL: Preserve Defense And Government Contracting</b>					

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4.1	Consider placing larger impacted defense and government contractors in direct control of their immediate temporary housing demands for their own employees to expedite commercial and retail recovery.	FEMA			
4.3	Military base reduction efforts should be evaluated for expedited transfer to support the immediate, public/private redevelopment of the site and associated real property and facilities to support disaster recovery activities. If transfers/reversions occur, the State should immediately begin working with the Department of Homeland Security (DHS), the United States Coast Guard, and other federal/State agencies to develop suitable reuses for the facilities. The reuses may serve both national security missions and appropriate private-sector development.	Department of Defense			
4.4	Local, county, and State government entities should aggressively support the recovery of defense and government contracting industry.	Local Governments, Department of Commerce			
<b>GOAL: Support Recovery Of Small Business</b>					
5.1	Establish a fixed and/or mobile Small Business Recovery Center to provide information and assistance to aid small businesses in the recovery process.	Area Chambers of Commerce, SBA, Local Chambers of Commerce			
5.3	Population and business census data and projections should be updated.	U.S. Department of Commerce			
5.4	Historic downtowns should be preserved, rebuilt, and restored.	Local Governments, SBA, State Historic Preservation Commission			
5.5	A retail planning meeting should be conducted to develop more small retail opportunities.	Department of Commerce and area Chambers of Commerce			
<b>GOAL: Restore Education Institutions</b>					
6.1	Consider reallocation of Temporary Assistance for Needy Families (TANF) grant funds into Child Care Development Funds (CCDF) to support recovery efforts.	SC Department of Social Services			

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6.3	Consider waiving policies requiring parents to apply for child support or to establish paternity in order to obtain child care funded with CCDF funds.	SC Department of Social Services			
6.4	Seek funding to assist school districts to pay incentives to teachers who hold appropriate credentials in licensed early childhood programs.	SC Department of Education			
6.5	Private corporations should explore and support successful approaches to the provision of early childhood and childcare programs with flexible schedules to accommodate workers on all shifts.	United Way, Private Businesses			
6.6	Review school district impacts, and consider waivers of average daily attendance (ADA) requirements and economic impacts when considering financial allocations for the next two years.	SC Department of Education			
6.7	Local school districts should collaborate with FEMA to ensure new buildings are located and designed to mitigate future wind and water damage.	Local school districts			
6.8	Colleges, Universities, Community and Junior Colleges should consider using existing funds to create advanced partnerships designed to meet the educational and economic development needs of the impacted region.	State Boards for Universities, Community, Technical and Junior Colleges			
6.9	Assess need for special and supplemental appropriations to offset property tax and tuition revenue losses.	Community colleges			
6.10	Assess need for funding or supplemental appropriations to provide financial tuition assistance to homeless/displaced post-secondary students.	SC Department of Education			
6.11	Utilize high school and community college vocational centers as night-skilled construction labor training centers.	Local Governments			
6.12	Education institutions should collaborate with the U.S. Department of Labor to offer free tuition for students in courses of study in industry-identified areas of critical need.	U.S. Department of Education, Department of Labor, Community and Junior Colleges			

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6.13	Expand “English as a second language” community programs to integrate Hispanic citizens into the Coast community.	Statewide			
<b>GOAL: Full Utilization Of Charitable And Community Organizations</b>					
7.1	Grant writing assistance should be provided to assist with securing immediate and urgently needed funding.	Voluntary Organizations, SCANPO, SCEMD			
7.3	Non-Profits should cooperate to establish a Non-Profit Clearinghouse that creates lasting support for non-profit organizations in the area.	SCVOAD			
<b>GOAL: Restore Housing</b>					
8.1	Conduct a detailed housing needs assessment on a county-by-county and community-by-community basis to determine categories of impacts (i.e., insurance levels, economic conditions), and identify types of supplemental assistance required.	State Housing Finance and Development Authority, Local Governments, USDA, HUD, SCEMD			
8.3	Conduct an assessment of existing code and zoning provisions within individual counties and cities in the affected region in order to identify potential barriers to the creation of a sufficient supply of safe, efficient, and affordable housing.	Building Codes Council			
8.4	Damaged HUD housing sites impacted by the disaster should be evaluated for redevelopment into new higher density, mixed-use, affordable communities and housing projects.	Coordination between HUD, the State Housing Finance and Development Authority, local housing authority, one or more private developers, and one or more lending institutions.			
8.5	Pilot programs should be tested for incentives proposed to improve local building codes.	Dept. of Commerce, County Building Inspectors, Building Codes Council			

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8.6	FEMA temporary housing community projects should be designed, where appropriate, to transition efficiently to intermediate and permanent modular and other permanent replacement housing types.	State Government, FEMA, State Housing Finance and Development Authority, EMD, Red Cross, DSS, Local Governments, LLR			
8.7	Cities and counties should immediately adopt – and grant expedited permits under – temporary codes that incorporate FEMA's Advisory Base Flood Elevation (ABFE) maps, and other more stringent hazard resistant building standards.	SCEMD, SCDNR, County Governments			
8.8	Over the long term, cities and counties should establish stringent minimum building safety codes based on the latest International Building Code (IBC) and International Residential Code (IRC) as well as hurricane and flood resistance codes.	County Building Inspectors, Building Codes Council, Department of Insurance			
8.9	Cities and counties should consider reviewing their building codes to make sure that new modular and panelized housing technologies are permissible within their jurisdictions.	Local Governments and LLR			
8.10	Communities should ensure that their zoning codes allow for dense, mixed-use development, including ample multi-family housing.	Local Governments			
8.11	Areas near airports, shipping ports, and other heavy industrial sites should be zoned or rezoned for compatible industrial or commercial purposes.	Local Governments			
8.12	Local governments should be required to set and maintain permanent affordable housing goals.	Local Governments and the State Legislature			
8.13	Developers of new community development projects should be required to develop a minimum percentage of affordable housing during the permitting process.	Local Governments and the State Legislature, COGs			
8.14	Create incentives to encourage developers to incorporate a greater percentage of affordable housing within their projects, as well as to make their housing units safer and more efficient.	Local Governments, COGs			

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8.15	Federal and State funding should be appropriated and allocated to pay a portion of the lost property taxes of affected local governments for two subsequent years.	Congress, federal agencies such as HUD or FEMA, State Legislature			
8.16	Consider creation of new programs which address population segments with known difficulties in recovering their pre-disaster housing resources (i.e., uninsured, underinsured, damaged credit).	State Housing Finance and Development Authority, DNR			
8.17	CDBG disaster relief and HOME funds may be used to create incentives (i.e., forgivable second mortgages, down payment assistance) to increase home ownership and to help residents build equity.	State Housing Finance and Development Authority			
8.18	A percentage of units in all Low Income Housing Tax Credit projects should be dedicated to very low-income families.	State Housing Finance and Development Authority			
8.19	Provide training to HUD housing voucher holders regarding the process of qualifying for a mortgage loan.	Local and State Housing Authorities			
8.20	Educate businesses on the advantages of providing financial assistance to support affordable housing, and create the appropriate institutional mechanisms to funnel corporate housing assistance in the most efficient manner.	Department of Commerce, Local Governments, and private corporations			
8.21	Public and private funds should be used to create non-profit community land trusts (CLTs) that would maintain land for affordable housing.	State Housing Finance and Development Authority and Local Governments			
8.22	Fannie Mae should combine energy-efficient mortgage programs and location-efficient mortgage programs, along with a housing durability component, into a single housing efficiency mortgage product.	Fannie Mae, Department of Energy, and EPA			
8.23	Private mortgage companies should be encouraged to reduce their lending rates for affordable housing that is efficient with respect to long-term maintenance needs, water usage, energy usage, and location.	Private Companies, State Associations			

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8.24	Insurance companies should be encouraged to reduce their risk premiums for housing that exceeds basic water and wind safety codes.	SC Department of Insurance			
8.25	The State and/or the federal government should consider directly subsidizing housing improvements designed to make affordable homes even more affordable by reducing energy and water expenses, maintenance costs, and transportation costs.	Federal agencies such as HUD, EPA, or DOE and the State Housing Finance and Development Authority, Office of Economic Opportunity			
8.26	Establish an entity to serve as a clearing house to identify, collect, prioritize, and disburse available funding for the development and renewal of affordable housing.	State Housing Finance and Development Authority			
8.27	Develop training program to assist with the creation of local qualified contractors to build quality affordable housing.	Labor, Licensing, & Regulation			
8.28	Expand personnel capacity of building code officials within the impacted areas.	Building Codes Council, County Building Inspectors, LLR			
<b>GOAL: Restore Public Services</b>					
9.1	Develop survivability standards for design and construction of new and replacement wireless communications equipment and systems, and enforce those standards.	SCCIO (Department of Regulatory Services)			
9.3	Evacuation maps should be updated for the impacted region.	SCEMD, FEMA, U.S. Army Corps of Engineers			
9.4	Inventory and evaluate the feasibility and effects of consolidation of school districts, law enforcement agencies, and fire departments in the impacted areas.	Local Government, COGs			
9.5	Create a unified communications system to connect all health care providers, State and local agencies, the law enforcement community, and first responders.	SCCIO, SCDHEC			
<b>GOAL: Preserve And Restore Agricultural Business</b>					

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10.1	Private non-industrial agricultural landowners should be required to meet certain qualifications for assistance under the Emergency Forestry Conservation Reserve Program.	SC Forestry Commission, Clemson University Cooperative Extension Service			
10.2	A reforestation program should be created.	SC Forestry Commission, Clemson University Cooperative Extension Service			
10.3	Establish an emergency program to assist loggers with fuel, housing, and the development of wet storage yards.	U.S. Department of Agriculture			
10.4	Consider legislation to exempt income derived from salvage cuts in the affected areas from federal income taxes for landowners who have filed reforestation plans.	Federal Government			
10.5	Casualty losses should be considered for landowners with no basis on timber, which would allow a loss to be taken on some percentage of market value prior to the disaster, rather than on basis. (Landowners should be able to file for their losses immediately following a disaster.)	SC Forestry Commission, Clemson University Cooperative Extension Service, Federal Government			
10.7	Direct compensation through USDA grant sources should offset the following categories: fuel, income interruption, and house damage and loss.	SC Department of Agriculture			
10.8	Expedite rebuilding of commercial components of the port facilities.	Ports Authority			
10.9	Seek funding to assist affected dairy and poultry producers with the cost of fuel utilized to sustain critical operations.	SBA			
10.10	Supplemental federal funding should be sought for the livestock assistance program.	USDA			
10.11	The Nursery and Tropical Fruit Producer Hurricane Relief Act (H.R. 4031) should be reviewed and considered to provide emergency relief to growers suffering losses from a hurricane.	USDA			

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10.12	Seafood infrastructure should be immediately rebuilt with funds from public and private sector sources, and temporary infrastructure should be provided while long-term rebuilding efforts are underway.	Private Entities, SCDNR, SBA			
10.13	Lead efforts to remove hurricane-related hazards to waterway navigation.	U.S. Coast Guard, FEMA, SCDNR			
10.15	Utilize funds to restore oyster reefs, shrimp nursery areas, coastal marshes, and other estuarine habitats.	SCDNR			
10.16	Riverine floodplains and near-shore resources should be restored and enhanced.	SCDNR			
10.17	Revitalize reefs through a combination of cultch deposition and turning over covered oysters to restore these reefs to their former productivity levels.	SCDNR			
10.18	Restore artificial reefs.	SCDNR			
10.19	Develop sustainable marine aquaculture technologies for marine finfish and molluscan aquaculture to provide job alternatives for the commercial fishing and other marine-related industries.	Sea Grant Consortium and SCDNR			
10.20	Acquire property and designate it for public access and for use by water-dependent industries, including docking and service facilities for commercial and charter fishing fleets.	County Government			
10.21	Smart growth practices and zoning ordinances should be adopted to foster mixed-use development.	Local Government			
10.22	Marinas should adopt best management practices, including a Clean Marina Program, which can improve water quality.	Private Marinas, DNR			
<b>GOAL: Restore And Improve Delivery Of Health And Human Services</b>					
11.1	Establish uniform protocols for types of patients to be transferred, the locations for the transfers, and the assistance available to facilitate the transfer.	SCDHEC, Hospitals, Department of Commerce			
11.2	Coordinate access to mental health providers that are currently and permanently maintained.	SC Department of Mental Health			

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11.3	Create a “one-stop shop” for human services delivery.	SCHHS, SCDSS, SCDEW, SCDHEC			
11.4	Aggressively market to healthcare providers nationwide to ensure that physicians fully realize the revitalization efforts underway and the accomplishments achieved.	Hospitals			
11.5	Submit a State plan amendment to the Center for Medicare and Medicaid Services (CMS) to establish a supplemental physician retention payment based upon average commercial payroll rates.	OSS			
11.6	Educational opportunities should be broadened for potential nursing students, including providing additional resources to community colleges and universities to increase capacity and to recruit students to their programs.	Colleges & Universities			
11.7	Consider the establishment of a State Insurance Pool for health care providers for business interruption coverage in the event of a disaster.	SC Department of Insurance			
11.8	Monitor malpractice premiums trends and insurance options to ensure the availability of affordable insurance for health care providers.	SC Department of Insurance			
11.9	Provide compensation to providers for increased costs and reduced revenues by establishing a “floor” for the wage index for providers in the affected areas.	Federal Government			
11.10	Services provided by all health care providers which are not covered in a Medicaid beneficiary’s home state should qualify for the uncompensated care pool.	Federal Government			
11.11	Develop measures to protect and strengthen the South Carolina Medicaid program, including the support of federal legislation to provide 100% federal funding for all Medicaid expenditures for individuals who are disaster survivors and for associated administrative costs.	SCHHS			

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11.14	Identify and evaluate potential incentives to encourage the private sector to develop child care facilities, or partner with existing providers, in order to make available the child care our workforce needs.	SCDHEC			
11.15	Case management should also focus on children under State custody, and ensure that displaced parents with child support obligations meet their responsibilities.	SC Department of Social Services			
11.16	Office on Aging should develop a resource center for the aged which would provide information and services including home-based services, volunteerism, physical activity and wellness programs, vocational training, housing options, long-term care planning, and information related to the Medicare and Medicaid programs.	Lt. Gov. Office on Aging			
11.17	Design senior wellness centers to serve as hubs of activity for the senior community.	Lt. Gov. Office on Aging in partnership with local governments			