

Emergency Recovery Plans:

A Guide for K-12 Utah Schools

An Emergency Recovery Plan outlines the policies and procedures a school will use to return to normal operations after an emergency. These plans focus on restoring instruction, daily operations, and the school environment. They guide immediate, short-term, and long-term recovery.

Recent updates to R277-400: School Safety and Security require Local Education Agencies (LEAs) to ensure schools create and practice Emergency Recovery Plans, in addition to existing Emergency Preparedness and Response Plans. Plans should reflect the unique needs of each school, and LEAs may choose to have schools develop and carry out their own.

Emergency Recovery Plan Components



Academics Recovery

Resuming instruction, teaching, and learning after an emergency.



Health, Wellbeing, and Behavioral Recovery

Connecting students and staff to support services after emergency.



Business Services Recovery

Restoring operations that support instruction and other essential school services.



Physical and Structural Recovery

Repairing or replacing school buildings, equipment, and supplies.

Management Timeframe

- **Immediate:** Minutes to hours
- **Short-term:** Days to weeks
- **Long-term:** Months to years

Recovery Plans Should:

- Build on existing preparedness and response plans.
- Be reviewed and practiced regularly.
- Include training to support effective implementation.
- Involve key school staff and community partners, including mental health professionals, security staff, local emergency responders, and parents.

Further guidance can be accessed using the resources below:

- [Readiness Emergency Management for School \(REMS\) Recovery Support](#)
- [The National Association of Secondary School Principals \(NASSP\) Principal Recovery Network Guide to Recovery](#)
- [Responding to a Mass Casualty Event at a School: General Guidance for the First Stage of Recovery](#)
- [National Disaster Recovery Framework Recovery Planning Through the Lens of Preparedness](#)

Please note, USBE cannot guarantee the accessibility of external materials.

Recovery Review Assessment

Instructions

Use the scoring table to identify strengths and gaps in your current Emergency Recovery Plans.

1. For each question, mark “yes” if the plan meets the criteria.
2. Record the total number of “yes” answers in the corresponding section of the table.
3. Calculate totals in two ways:
 - **By Recovery Type**
 - **By Management Timeframe**

Additional Instructions on how to identify the totals can be found on the scoring page at the end of the document.



Academics Recovery

Immediate

Goal: Attend to academic disruptions and ensure continuity of learning.

Does my plan include:

Steps to cancel school for the immediate future?	Yes	No	Assigned to
Conducting an all-staff information meeting?	Yes	No	Assigned to
Adjustments for delivery of educational services, such as times, locations, virtual/hybrid, etc?	Yes	No	Assigned to
Procedures for initiating academic pause?	Yes	No	Assigned to
Preliminary school reopening planning?	Yes	No	Assigned to

Short-Term

Goal: Create conditions that allow students to effectively resume learning activities.

Does my plan include:

Protocols for registering students to new schools and sharing student records?	Yes	No	Assigned to
Protocols for making adjustments to class schedules, course curriculum, and extracurricular activities?	Yes	No	Assigned to
Conducting reoccurring information meetings for staff?	Yes	No	Assigned to

Long-Term

Goal: Restore and strengthen all academic services.

Does my plan include:

Ongoing academic monitoring and remediation?	Yes	No	Assigned to
Ongoing attendance monitoring and remediation?	Yes	No	Assigned to



Heath, Wellbeing, and Behavioral Recovery

Immediate

Goal: Assess for immediate human needs, and provide physical and psychological first aid to those impacted.

Does my plan include:

Implementation of physical first aid for individuals harmed?	Yes	No	Assigned to
Implementation of psychological first aid for individuals affected?	Yes	No	Assigned to
Protocols for assessing staff and students' health and wellbeing?	Yes	No	Assigned to
Accessing community healthcare support?	Yes	No	Assigned to

Short-Term

Goal: Manage emerging behavioral health concerns within the school community.

Does my plan include:

Increased monitoring for student behavioral health disruptions?	Yes	No	Assigned to
Providing school-based mental health supports across all tiers, with a focus on grief and loss?	Yes	No	Assigned to
Implementing established referral pathways with community providers?	Yes	No	Assigned to
Providing regular support for staff? (e.g., Employee Assistance Program)	Yes	No	Assigned to

Long-Term

Goal: Foster a school culture that promotes long term healing, growth, and resilience.

Does my plan include:

Continued monitoring for potential impacts of trauma?	Yes	No	Assigned to
Embedding activities that promote healing into school culture?	Yes	No	Assigned to
Continued referral pathways with community providers?	Yes	No	Assigned to
Considerations for permanent vs. temporary memorials? (e.g., murals, artwork, honorings, and/or remembrances)	Yes	No	Assigned to



Business Services Recovery

Immediate

Goal: Initiate emergency communication plan, track emergency expenses, and begin restoring essential services.

Does my plan include:

Single point information sharing protocols including media releases, interviews, and monitoring of social media?	Yes	No	Assigned to
Transportation/reunification protocols of students with families?	Yes	No	Assigned to
Restoring Information Technology (IT) and communication services?	Yes	No	Assigned to
Resuming auxiliary services and programming for students?	Yes	No	Assigned to

Short-Term

Goal: Manage recovery communication, costs, claims, and maintain stability of essential business services.

Does my plan include:

Ongoing communication with community and social media monitoring?	Yes	No	Assigned to
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Resuming basic student services including transportation and nutrition?	Yes	No	<i>Assigned to</i>
Processes for accepting monetary donations?	Yes	No	<i>Assigned to</i>
Resuming business functions including payroll and contracts?	Yes	No	<i>Assigned to</i>
Policies for holding school-sponsored recovery events?	Yes	No	<i>Assigned to</i>
Procedures for formal requests for emergency funds?	Yes	No	<i>Assigned to</i>
Conducting an internal after action debrief?	Yes	No	<i>Assigned to</i>

Long-Term

Goal: Maintain communication and budgets, secure ongoing funding, and ensure sustainable operations.

Does my plan include:

Updating policies and procedures to incorporate new understanding of safety?	Yes	No	<i>Assigned to</i>
Maintaining community partnerships, contracts, and Memorandums of Understanding (MOUs)?	Yes	No	<i>Assigned to</i>
Completing and/or reviewing all after action reports; both internal and external?	Yes	No	<i>Assigned to</i>



Physical and Structural Recovery

Immediate

Goal: Secure facilities, assess damage, and arrange temporary learning spaces.

Does my plan include:

Conducting a site assessment?	Yes	No	<i>Assigned to</i>
Organizing clean up and/or hazard removal?	Yes	No	<i>Assigned to</i>

Implementing established MOUs for temporary use of community facilities?

Yes

No

Assigned to

Short-Term

Goal: Manage the physical environment, including people and facilities, to effectively restore loss.

Does my plan include:

Considerations for rebuilding or restoring physical facilities?

Yes

No

Assigned to

Management of physical donations and coordination of volunteers?

Yes

No

Assigned to

Protocols for responding to spontaneous memorials?

Yes

No

Assigned to

Long-Term

Goal: Rebuild and enhance facilities and strengthen infrastructure.

Does my plan include:

Policies governing physical memorials? (e.g., murals, artwork)

Yes

No

Assigned to

Implementation of new safety standards?

Yes

No

Assigned to

Notes

Scoring

Use the scoring table below to calculate totals by Recovery Type and Management Timeframe.

- **Recovery Type:** add the three scores across each row, enter the total as the numerator in the equation provided, and calculate the percentage.
- **Management Timeframe:** add the four scores in each column (Immediate, Short-Term, Long-Term), enter the total as the numerator in the equation provided, and calculate the percentage.

Recovery Type | Academics

Immediate

Short-Term

Long-Term

Total

Use the equation: ____ / 10 = ____%

Recovery Type | Health, Wellbeing, and Behavioral

Immediate

Short-Term

Long-Term

Total

Use the equation: ____ / 12 = ____%

Recovery Type | Business Services

Immediate

Short-Term

Long-Term

Total

Use the equation: ____ / 14 = ____%

Recovery Type | Physical and Structural

Immediate

Short-Term

Long-Term

Total

Use the equation: ____ / 8 = ____%

Management Timeframe Totals:

Key

- 0-25% - Needs improvement
- 26%-50% - Developing
- 51-75% - Proficient
- 76%-100% - Excellent

Immediate

Use the equation:

____ / 16 = ____%

Short-Term

Use the equation:

____ / 17 = ____%

Long-Term

Use the equation:

____ / 11 = ____%