



DISASTER RECOVERY

Planning:

A Model for Developing a Disaster
Recovery Plan

2014 Edition

National Capital Region (NCR): A Disaster Recovery Model

Acknowledgements

The NCR Council of Government (COG) Emergency Manager's Committee extends a special thank you to the Disaster Recovery Working Group which contributed significant time, resources, and expertise to the development of this document. Because of their dedication, the 2013 NCR Disaster Recovery Plan Guide provides jurisdictions with a path to become better prepared and more resilient to all-hazards. The model was created using the LA County Disaster Recovery Model, Fairfax County, VA, and Montgomery County, MD Pre-Disaster Recovery Plans, and national best practices. The Disaster Recovery Working Group, the group of planners that coordinated the development of the Disaster Recovery Model, consisted of the following Regional Planners:

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Because of the dedication of the Regional Planners and SMEs, the Disaster Recovery Model provides jurisdictions in the NCR with a path to become better prepared and more resilient to all hazards.

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The NCR encompasses the District of Columbia and parts of Maryland and Virginia, including the cities of Alexandria, Fairfax, Falls Church, Manassas, and Manassas Park, and the counties of Arlington, Fairfax, Loudoun, and Price William in Virginia, and Montgomery and Prince George's in Maryland, which include the municipalities of Bowie, College Park, Gaithersburg, Greenbelt, Rockville, and Takoma Park.

About the NCR Regional Planners Subcommittee

The Disaster Recovery Model was developed by members of the NCR Regional Planners Subcommittee (regional planners). The group of regional planners was created by the COG Emergency Managers Committee in 2007 to address the coordination and consistency of plans in the region. The regional planners serve as a NCR asset to implement an efficient, effective, and sustainable homeland security strategy by bolstering cooperative regional planning efforts. Therefore it is the mission of the regional planners to ensure all jurisdictional and regional plans are consistent across the NCR and that the plans have an all-hazards approach.

At publication, the subcommittee is comprised of 22 Regional Planners led by a Chair and supported by a Program Management Officer. Regional planning projects are determined and prioritized by the COG Emergency Managers Committee. Each identified regional planning project is led by one of the Regional Planners that coordinates a working group composed of other regional planners.



Any disaster can severely disrupt life in a community, even if it is not large enough to be on the national news, and comprehensive plans are necessary for an affected community in its recovery. In this light, the Emergency Managers Committee (RESF-5) of the National Capital Region (NCR) approved this document at its meeting on January 15, 2014 to be a resource for jurisdictions in the region to develop a disaster recovery plan. The Emergency Managers Committee thanks the NCR Regional Planners Subcommittee and its Disaster Recovery Working Group for developing this key component for local jurisdictions and for the region to be better prepared and more resilient to all hazards.

Ronald E. Gill

Chair, NCR Emergency Managers Committee

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Scope of the Recovery Plan Model

A Recovery Plan is designed to be used throughout the recovery phase following a disaster. This Recovery Plan model is designed to help jurisdictions in the National Capital Region (NCR) develop one or more of the following, depending on their preparedness needs:

- *A Disaster Recovery Plan*
- *Emergency Operations Plan - Recovery Annex*

It is difficult to accurately predict the location, frequency, and scale of an emergency or disaster. It is possible, however, to plan and establish procedures that reduce the adverse impact of a threat or actual event. An effective recovery plan integrates demographic, geographic, and socioeconomic information about a population, as well as the characteristics of recovery; identifies potential hazards and jurisdictions' vulnerabilities; identifies the needed and available capabilities and resources for recovery; and describes how these resources are coordinated and mobilized.

I. Applicability of this Model

This Disaster Recovery model is guidance and a reference tool. It is meant to provide a framework that will assist in many areas of recovery planning, but it is not meant to fulfill all legal requirements or duties. Nothing in this document alters or impedes the ability of local, State, Tribal, or Federal chief executives, their government agencies, or their internal organizations to carry out their specific authorities or perform their responsibilities under all applicable laws, executive orders, and directives. This model is not intended to alter the existing authorities of individual state, municipal or county agencies and does not convey new authorities.

This Disaster Recovery model can be used by NCR jurisdictions, States, and other recovery stakeholders to guide and assist in the coordination of their recovery planning efforts. The planning process should be a whole community effort that includes all levels of government, nongovernmental organizations (NGOs), and private-sector representatives. All those in the community, or affected by it, should be considered.

This model allows for variations in the planning process from one jurisdiction or organization to another depending on the nature of the jurisdiction's characteristics and the envisioned threats. Depending on the intent and the circumstances of the jurisdictions or organizations, this Disaster Recovery model can be used in such a way that:

- *Only essential sections are used (i.e., non-essential sections may be omitted to fit the needs of planners and jurisdictions)*

- *Items may be added, extended, or otherwise modified*
- *The model may be altered to conform to existing recovery planning documentation (e.g., the structure, formatting, and titles may be changed)*

II. How to Use This Model

This model contains guidance and sample language that can be discarded or used in whole or in part at the discretion of the jurisdiction. Each section of the model contains an explanation of the importance of that particular section and how it fits into the planning process as a whole.

- Bolded text in parentheses—**(explanation)**—reflects material that explains the importance of that section and how it fits into the planning process as a whole. This text is explanatory only and should be deleted before finalizing the plan.
- Italicized text—*(language)*—reflects sample language that could be incorporated in a Disaster Recovery Plan. Sample language should be modified to reflect a specific jurisdiction.
- Underlined, highlighted, italicized text in parentheses—*(responsible state/jurisdiction/agency/organization)*—should be replaced with the jurisdictional, agency or organizational stakeholders responsible. This could be public, private, or non-governmental organizations and should be determined in cooperation with the planning team and stakeholders, as well as agencies and organizations who have functional roles in the area.
- It is important that the framework and principles of the Incident Command System (ICS), the National Incident Management System (NIMS), the Comprehensive Preparedness Guide (CPG) 101, the National Disaster Recovery Framework (NDRF), and any applicable local, State, and Federal requirements are considered and respected when writing a disaster recovery plan or adapting the Recovery Plan Model .

Appendices can be used to supplement the plan. Each jurisdiction can determine its needs based upon its capabilities, gaps, and strengths.

Organization of the Recovery Plan Model

I. Introductory Material

A. Promulgation Document/Signatures

(The adoption page records the adoption of the plan into the jurisdiction's Emergency Operations Plan (EOP) or Emergency Response Plan (ERP).)

The (City/County/Operational Area) Disaster Recovery Plan is a multi-discipline, all-hazards plan that establishes a single, comprehensive framework for managing the recovery from major disasters affecting (City/County/Operational Area). The Disaster Recovery Plan assigns roles and responsibilities to departments and agencies. The plan requires planning, training, and exercising prior to a real world incident in order for the (City/County/Operational Area) to recover effectively. Agreement to this plan represents a major commitment by (City/County/Operational Area) leadership. By signing this letter of agreement, the (City/County/Operational Area) agree to:

- Perform assigned roles and responsibilities
- Conduct planning and preparedness activities designed to prepare staff to accomplish assigned emergency recovery responsibilities
- Conduct training in cooperation with identified recovery support function leads
- Participate in approved drills, tests, and exercises.
- Periodically review this plan, policies, and procedures.

(Insert Signatures of the Directors/Leads for all responsible agencies mentioned in the plan)

B. Plan Distribution

The (City/County/Operational Area Emergency Management Agency) is responsible for developing, maintaining, and distributing the (City/County/Operational Area) Disaster Recovery Plan (DRP).

(City/County/Operational Area Emergency Management Agency) will make the Disaster Recovery Plan (PRD) available to all (City/County/Operational Area) departments and agencies, (State/Commonwealth Department of Emergency Management or equivalent), and other partners organizations as necessary.

C. Record of Changes

Each update or change to the Disaster Recovery Plan needs to be recorded. The record contains, at a minimum, a change number, the date of change, and other relevant information. Table 1 is a sample record of changes page.

TABLE 1: RECORD OF CHANGES PAGE

Change Number	Date of Change	Nature of Change	Page(s) Affected	Name and Date Entered

D. Table of Contents

Below is a sample Table of Contents and Supplementary Appendices.

DISASTER RECOVERY BASE PLAN

- I. *Introductory Material*
 - a. *Promulgation Document/Signatures*
 - b. *Plan Distribution*
 - c. *Record of Changes*
 - d. *Table of Contents*
- II. *Purpose, Scope, Situation Overview, and Assumptions*
 - a. *Purpose*
 - b. *Scope*
 - c. *Situation Overview*
 - i. *Hazard Mitigation Summary*
 - ii. *Capability Assessment*
 - iii. *Mitigation Overview*
 - d. *Planning Assumptions*
 - e. *Authorities and References*
- III. *Concept of Operations*
- IV. *Organization and Assignment of Responsibilities*
- V. *Direction, Control, and Coordination*

- VI. *Information Collection, Analysis, and Dissemination*
- VII. *Communications*
- VIII. *Administration, Finance, and Logistics*
- IX. *Plan Development and Maintenance*

RECOVERY SUPPORT FUNCTIONS PLANS

- I. *Community Planning and Capacity Building*
- II. *Economic*
- III. *Health and Social Services*
- IV. *Housing*
- V. *Infrastructure Systems*
- VI. *Natural and Cultural Resources*

SUPPLEMENTARY APPENDICES

Appendix A—Position Specific Checklists

Appendix B—Disaster Recovery Grants

Appendix C—Additional Resource Tools

Appendix D—Definitions

Appendix E—Acronyms

Base Plan

A. Purpose

(The purpose is a general statement that describes why the plan is being developed and what the jurisdiction intends for it to accomplish. The statement should be supported by a brief synopsis of the Disaster Recovery Plan and any supplementary appendices.)

The purpose of this Recovery Plan is to provide strategies and procedures for the coordinated recovery for those impacted by a disaster within (City/County/Operational Area) if it is determined that such action is the most effective means available for protecting the population from the effects of an emergency situation. Organizations, operational concepts, responsibilities, and procedures to accomplish recovery efforts are defined within this plan. The plan outlines roles and responsibilities for local and (State/Commonwealth) governments, nonprofit organizations, and other stakeholders in post-disaster recovery with an all-hazards approach.

This plan is a part of the (City/County/Operational Area) (Emergency Operations Plan [EOP]/Emergency Response Plan [ERP]), the National Incident Management System (NIMS), and the National Disaster Recovery Framework (NDRF).

This plan complements the (City/County/Operational Area EOP/ERP) as a functional plan and works in conjunction with other functional plans. It is also consistent with existing (State/Commonwealth) recovery plans.

This plan is applicable to all locations and to all agencies, organizations, and personnel with recovery support function responsibilities.

This plan is developed to address all levels of recovery; however, the concepts and processes included will apply more completely toward incidents, which have received a (State/Commonwealth) and/or Federal disaster declaration.

This plan was developed from a model provided by the National Capital Region Subcommittee on Planning based on extensive multi-jurisdictional and multi-disciplinary stakeholder input and review, combined with in-depth research and consideration of national and international lessons learned and best practices.

B. Scope

(This section defines to whom the plan applies, as well as to which jurisdictional boundaries it applies.)

The Disaster Recovery Plan applies to preparedness, response (where appropriate), and recovery operations during local and (State/Commonwealth) emergencies and Presidentially-declared emergencies or major disasters. This plan applies to all (City/County/Operational Area) public, private, and NGOs with operational responsibilities for recovery. This plan will be applied following a disaster, after the initial response phase has passed and immediate threats to life and property have been stabilized.

Many recovery efforts will be local or regional in scope, and actions will be initiated following a decision by the (City/County/Operational Area) governing body. In such cases, recovery will be coordinated and administered by an established long-term community recovery task force.

During any local government recovery operations not requiring activation of the State Emergency Operations Center (SEOC), State assistance may be provided by various (State/Commonwealth) agencies under normal statutory authority through coordination by the (Virginia Department of Emergency Management/Maryland Emergency Management Agency).

This DRP intentionally does not provide specific or qualitative thresholds for activation or demobilization of organizational structures and/or processes described herein. Such determinations are left to the judgment of (City/County/Operational Area) leaders, based on the (City/County/Operational Area)'s capability to manage disaster-recovery at a given time.

C. Situation Overview

(The Situation section characterizes the planning environment and clarifies why recovery planning is necessary. The situation statement is a set of facts upon which the plan is based. The situation statement should summarize the threats posed and the potential impacts on people and property in the area. For the recovery plan, the focus should be on the long-term consequences of impacts that would drive recovery operations. Understanding the demographics of the area, and the need to create a new normal, and rebuild should drive the development of the situation. It should also make reference to more detailed information set forth in the jurisdiction's hazard analysis, often found in the jurisdiction's mitigation plan. The situation statement should highlight significant geographic, economic, population characteristics and key resource limitations.)

1. Location

(The physical location for the area that the Recovery Plan will cover should be identified.)

(City/County/Operational Area) is located in the (Commonwealth of Virginia/State of Maryland/District of Columbia) and is surrounded by **(Surrounding Jurisdiction Names)**. The following figure shows a map of **(City/County/Operational Area)**. **(City/County/Operational Area)** is located approximately (____) feet above/below sea level.



2. Geographic Area

(This is the general description of the location for which the plan is being written. Information that would have a bearing on the threat, response, recovery, or any other aspects of the implementation of this model should be included.)

(City/County/Operational Area) is bordered by (____) freeways: the (____) freeway on the northern edge, and the (____) freeway along the southeastern border.

3. Demographics

(This is a description of the population's general characteristics, such as population counts (day and night), household numbers, resident and transient population numbers and density, and information about populations characterized by people with disabilities and others with access and functional needs. Census data, academic studies and research may be useful in determining the number of tourists and other demographic factors. These points can be developed in more detail in a General Demographic Information Appendix.)

(City/County/Operational Area) has an approximate population of () and an area of () square miles. Peak population occurs during the day/night. On normal working days, as people commute to work or residences outside the area, populations will rise/fall.

- a. *Among the (City/County/Operational Area) population, (XXX,XXX), or (XX) percent, have limited English language proficiency.*
- b. *Among the (City/County/Operational Area) population, (XXX,XXX) individuals require in-home services.*
- c. *An estimated (XXX,XXX) people, or (XX) percent of the population, are people with disabilities and others with access and functional needs. All plans must be compliant with the Americans with Disabilities Act (ADA). People with disabilities and others with access and functional needs must have access to all services.*
- d. *(XX) percent of the population has household pets; there are an estimated (X,XXX,XXX) total household pets.*
- e. *There are important (business concerns (ex: agricultural, chemical, etc) concerns in the area.*
- f. *Demographic and statistical information might be unique and important to recovery approaches and programs (percentage of renters, under-insured populations, populations with disabilities and others with access and functional needs, populations that are transportation dependent, infrastructure systems and access to critical services if transportation routes are impacted, etc.).*

4. Socioeconomic Overview

(Socioeconomic data, such as information about permanent occupied units, mobile homes, people per permanent/mobile unit, education level, income level, and vehicles per permanent/mobile unit, should be included. Charts, graphs, lists, or other relevant data should be attached in an appendix, with a summary of that data included here.)

- a. *Among the (City/County/Operational Area) population, (XXX,XXX), or (XX) percent, are living at or below the poverty line.*

5. Hazards Description/Vulnerability Analysis

(This section provides information regarding specific hazards that may be encountered by jurisdictions, specific hazards that have a higher probability of affecting the area and provides the information necessary to summarize the vulnerability of each geographic, demographic, and infrastructural characteristic.

Planners should emphasize the long-term consequences or threats that would affect recovery, beyond the response phase. Secondary threats or hazards, including cascading or complex events, which emerge from the disasters, and their impact on recovery should be considered. For example, a catastrophic hurricane could cause a significant amount of inland flooding, and significantly disrupt infrastructure that would impede response and recovery operations. Jurisdictions should reference their local Hazard Mitigation Plan for a list of applicable hazards.)

- a. *This Plan is not based on a specific scenario presented by one threat or risk. Rather, it is intended to be applicable to threats and hazards that may impact (City/County/Operational Area). Significant impacts from natural disasters, as well as man-made or technological events, may be faced by (City/County/Operational Area).*

An overview of these threats and hazards can be found in the (City/County/Operational Area) THIRA (a summary table can be found below Table 2.

TABLE 2: HAZARDS (THE HAZARDS TABLE CONTAINS A LIST OF THE HAZARDS/THREATS THAT YOUR JURISDICTION MAY BE FACED WITH. YOUR JURISDICTIONAL HIRA SHOULD SUPPLY YOU WITH A HAZARDS LIST FOR THE TABLE)

D. Planning Assumptions

(The Assumptions section defines conditions, circumstances, and/or actions that are anticipated to take place. Planning assumptions should be included to explain situations that are addressed by the plan or limitations of the plan, allowing users to anticipate that some situation-dependent improvisation or modification may be necessary.)

- *A disaster may occur at any time with little or no warning, and response and/or recovery needs will exceed the capabilities of local and State governments, the private sector, and nonprofit organizations in the affected areas.*
- *Response activities, short-term, intermediate and long-term recovery activities will occur concurrently at different rates, which will create tension and a competitive demand for resources. This dynamic will be exacerbated*

when there are secondary hazards (e.g., aftershock to an earthquake) and/or inadequate processes for prioritizing needs.

- **(City/County/Operational Area)** may incur costs associated with recovery that exceed budgeted amounts and/or available cash flow.
- **(City/County/Operational Area)** will need to request assistance through mutual aid and/or from the operational area, **(State/Commonwealth)**, surrounding states and the Federal Government.
- Banking and finance infrastructures could be damaged or compromised, which will have a devastating effect on the local, regional, **(State/Commonwealth)**, and national economy and may hinder or slow the recovery process. From a local level, there will likely be cash-flow issues in accessing and depositing funds.
- Communications infrastructure could be damaged, causing disruption in landline telephone, cellular telephone, radio, microwave, computer, and other communication services.
- Community planning, redevelopment, and mitigation plans will help guide the long-term rebuilding and strategy for community recovery.
- Hazardous material will be exposed as a result of the damage and destruction of buildings and infrastructure or uncovered during repair and reconstruction efforts, causing severe environmental and public health concerns.
- Homeowners, rental property owners, and renters without insurance will require additional recovery assistance for the repair of their homes or in finding alternative housing.
- Household pets, service animals, and livestock will be displaced along with their owners and require care and shelter during recovery.
- Many essential personnel with operational responsibilities will suffer damage to their homes and personal property, which will have effects well into the recovery phase. These personnel may suffer loss of or separation from family members or concern for their well-being. The impacts to personal lives or security will affect their ability to serve in their operational capacities. Higher than normal distress or psychological impacts will occur and will influence staffing availability and resources.
- Many resources critical to the disaster recovery process will be scarce, and competition to obtain such resources will be significant. Participation from many agencies and organizations will be needed from response through the recovery phases. The logistical support for housing, feeding and caring for response and recovery personnel and volunteers will need to be accounted for.

- *Many response activities, such as security and law enforcement, will also need to transition into the recovery phase.*
- *Past disasters have shown that the longer an affected population is displaced or removed from their community, the less likely it will return to that community. After 1 year, the rate of return quickly drops off to less than 10 percent of those still living outside the community return.^{1,2} The economic loss of prolonged population displacement, including lost tax revenue, compounds the problems incurred during the recovery process.*
- *People with disabilities and others with access and functional needs will require special considerations during recovery. According to the Federal Emergency Management Agency (FEMA), access and functional needs populations includes “populations whose members may have additional needs before, during and after an incident in functional areas, including but not limited to: maintaining independence, communication, transportation, supervision, and medical care.”³*
- *Planning, development, and building codes—and the enforcement of those standards—will need to be evaluated to expedite recovery.*
- *Private-sector entities (e.g., utilities, healthcare sector, transportation, etc.) will play a significant role in the repair of critical infrastructure. These entities will provide the primary workforce for much of the infrastructure recovery.*
- *Providing residents with tools to help them rebuild and recover on their own, wherever possible, will help keep the population active and likely reduce overall feelings of helplessness.*
- *Residential properties, business buildings, historical sites, correctional facilities, and government facilities will be severely damaged.*
- *Residents and visitors will be displaced, requiring shelter and basic needs. Depending on the severity of the impact, government support and/or assistance for interim and/or permanent housing may be required.*
- *Schools and daycare facilities will be closed for an extended period, causing a significant impact on the available workforce for jurisdictional departments, the private sector, and nonprofit organizations. This may ultimately hinder physical, governmental, and economic recovery.*

¹ Yasui, E. (2007). *Community vulnerability and capacity in post-disaster recovery: The cases of Mano and Mikura neighbourhoods in the wake of the 1995 Kobe earthquake*. (Doctoral dissertation). University of British Columbia, Vancouver. <http://www.npo.co.jp/hanshin/ronbun/2007a.pdf> Accessed on September 5, 2012

² Love, T. (2011). *Population movement after natural disasters: A literature review and assessment of Christchurch data*. Wellington, Australia: Sapere Research Group. <http://www.srgexpert.com/Population%20movement%20after%20natural%20disasters%20-%20%20a%20literature%20review%20and%20assessment%20of%20Christchurch%20data.pdf> Accessed on September 5, 2012

³ Federal Emergency Management Agency. (2008). *National Response Framework*. Washington, DC.

- *The affected population, including those with operational responsibilities, will likely experience a range of stress reactions, requiring a significant increase in demand for mental/behavioral health services well into the recovery period.*
- *There will be a significant amount and variety of debris, which could far exceed the jurisdiction's normal debris removal and disposal capabilities.*
- *Transportation infrastructure could be damaged and in limited operation. Vital motor vehicle arteries, rail corridors, and airports could be damaged, impassible, or inoperable.*
- *Vital infrastructure such as water, electrical power, natural gas, oil, and sewer services will be compromised.*
- *Vital records, which could include employment documentation, personal statements or notes, or medical records and notes, may be lost, damaged or destroyed, thus affecting eligibility for services and programs.*
- *Voluntary organizations within and from beyond the region will play a major role throughout the affected areas by providing supplies and services. Many disaster relief organizations from other areas will send food, clothing, supplies, and personnel based on their perception of needs.*
- *Businesses and employers will have varying levels of operational capability after an incident. Concerted efforts will be made in order to retain core businesses and to support their recovery. The County will work to identify and eliminate obstacles to recovery and connect businesses to resources that can provide additional staffing, support relocation, and resolve supply-chain issues as necessary. The **(City/County/Operational Area)** will pursue Economic Injury and Community Disaster Loan disaster assistance from the Small Business Administration and FEMA should disaster impacts warrant this type of assistance. The private sector will play a critical role in maintaining public confidence after a disaster. When the private sector is resilient in restoring employment, critical services, and normal day-to-day economic functioning, the community recovers more efficiently. This translates into retention of jobs and tax-base recovery. Experience has shown that in communities where public-private partnerships have been at the forefront of recovery planning, the public has been more optimistic about the community's ability to recover.*

E. **Authorities and References**

(This section provides the legal basis for emergency operations and activities.)

- **Federal Government**
 - *The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-388, as amended.*

- *The Disaster Mitigation Act of 2000, Public Law 106-390 (amendment to the Stafford Act). Fairfax County Pre-Disaster Recovery Plan II-8 January 5, 2012*
- *The Intelligence Reform and Terrorism Protection Act of 2004, Public Law 108-458, Section 7302.*
- *“Emergency Services and Assistance,” Code of Federal Regulations, Title 44.*
- *Homeland Security Presidential Directive 5, Management of Domestic Incidents, February 28, 2003.*
- *National Response Framework (NRF), January 2008.*
- *National Preparedness Goal, September 2011.*
- *National Incident Management System (NIMS), February 2008.*
- *National Disaster Recovery Framework (NDRF), September 2011.*
- *Presidential Policy Directive 8 (PPD 8), National Preparedness, March 30, 2011.*
- **Commonwealth Government (Maryland jurisdictions and DC should delete section)**
 - *“Commonwealth of Virginia Emergency Services and Disaster Law of 2000,” Sections 44-146.13 to 44-146.28:1 Code of Virginia, as amended.*
 - *“Virginia Post Disaster Anti-Price Gouging Act,” Sections 59.1-525 to 59.1-529 Code of Virginia.*
 - *Title 32.1, Section 48.05 to 48.017 Code of Virginia.*
 - *Commonwealth of Virginia, Office of the Governor, Executive Order 4 (2002), Delegation of Governor’s Authority to Declare a State of Emergency and to Call the Virginia National Guard to Active Service for Emergencies or Disasters.*
 - *Commonwealth of Virginia, Office of the Governor, Executive Order 65 (2004), Promulgation of the Commonwealth of Virginia Emergency Operations Plan.*
 - *Commonwealth of Virginia, Office of the Governor, Executive Order 69 (2004), Virginia Secure Commonwealth Initiative.*
 - *Commonwealth of Virginia, Office of the Governor, Executive Order 102 (2005), Adoption of the National Incident Management System (NIMS) and Use of the National Preparedness Goal for Preventing, Responding to and Recovery from Crisis Events in the Commonwealth.*

- **State Government (Virginia jurisdictions should delete section)**
 - *Annotated Code of Maryland, Public Safety Article, Title 14*
 - *Governor's Executive Order, Executive Order 01.01.1991.02*

- **Local Government**
 - *(List authorities and references)*

Concept of Operations

(The Concept of Operations section explains the jurisdiction’s overall operational approach to recovery planning and addresses recovery activities, which overlap with response operations. It should indicate who is authorized to implement the Disaster Recovery Plan and under which conditions the plan should be activated. This section should also describe the powers of local government regarding recovery and how they are invoked. It should describe assistance available pursuant to mutual aid agreements and from neighboring jurisdictions, State government, Federal government, NGOs, and the private sector. It should also identify who has the authority to request assistance and under what conditions.)

*This section describes the basic flow of recovery operations, as well as specific activities for each of the Recovery Support Functions (RSFs). The activities and tasks that follow constitute the general recovery framework that **(City/County/Operational Area)** will perform.*

A. General Information

1. The **(Recovery operations coordinating element)**⁴ will be responsible for overseeing long-term recovery operations of the Recovery Support Functions (RSFs).
2. The **(Recovery operations coordinating element)** should be activated immediately upon a local, **(State/Commonwealth)**, or Federal declaration.
 - a. Need for activation should be monitored during incidents, which have not been declared.
3. The **(Recovery operations coordinating element)**, once activated, will activate the **(Name of Function or Agency)** to coordinate recovery activities for its jurisdiction and with other jurisdictions.
4. All departments, agencies, and organizations with responsibilities within recovery will be notified when the plan is activated.
5. Each department, agency, and organization with responsibilities in this plan will then communicate the activation of the plan to their personnel, as needed.
6. The NIMS Incident Command System (ICS) will be used for all recovery operations.

⁴ The Recovery operations coordinating element could be an EOC, Long-Term Recovery Committee, or some other approach that meets the recovery needs of the incident.

B. General Concept of Operations

By implementing the following preparedness activities, **(City/County/Operational Area)** ensures a more effective recovery.

1. Enhance Recovery Planning and Preparedness

- a. Build and maintain relationships with recovery stakeholders within the community and neighboring jurisdictions before a disaster occurs.
- b. Develop and maintain memorandums of agreement (MOAs), memorandums of understanding (MOUs), and cooperative agreements with neighboring jurisdictions, the private sector, and NGOs.
 - i. Determine surge requirements for resource management and personnel, and develop agreements that will supplement existing staff. Make sure that disaster-support clauses exist that require those in the agreement to provide staff even during extended recovery and operational periods.
 - ii. Develop agreements for social-service–based NGOs that will support health and social service programs.
 - iii. Identify key private-sector organizations that will provide critical services for recovery (finance, grocery, pharmacy, etc.) The private and non-profit sector stakeholders (including community- and faith-based organizations) are critical in acquiring, managing, and distributing resources, advancing economic recovery and development, and supporting other key disaster recovery functions. While some of these roles will be consistent with their normal day-to-day activities and responsibilities, others may make contributions that are out of the ordinary. Prior to the disaster, the **(Name of Function or Agency)** will continue to build relationships with key partners and organizations, and establish roles for these organizations following disasters. After the event, the Office will work to connect non-governmental resource providers in the recovery organization to ensure full integration.
- c. Establish a pre-disaster baseline of resources within the jurisdiction.
- d. Identify disaster recovery contracts that can be entered into for services required during recovery operations.
- e. Inventory resources and capabilities, by type and quantity, along with current contact information.

- f. *Research and understand local, (State/Commonwealth), and Federal regulations and legislation that will create potential support or barriers concerning local recovery efforts.*

Once the Response Phase of a disaster is over and life-safety issues have been stabilized, some recovery activities may be accomplished in the short-term (few days to 6 months), whereas more significant projects may run into the intermediate and long-term phases and take several months or years to complete.

2. **Short-Term Recovery Activities**

Short-term recovery typically overlaps with both response and intermediate recovery actions. Consider the required short-term activities for each RSF. Depending on conditions, this will be the time when the following emergency actions may be necessary. The following are examples from each RSF:

- a. *Changes or alterations to traffic patterns.*
- b. *Extended and expanded mass care services.*
- c. *Identify affected natural, cultural, and historical sites.*
- d. *Initiate fast-track building permit process.*
- e. *Request private-sector entities to forgive or delay required payments.*
- f. *Temporary housing and business space needs.*
- g. *Restoration of major utilities*
- h. *Initiating the damage assessment process, including formal “windshield surveys” as well as formal assessments of facilities*
- i. *Clearing debris from major transportation corridors and public property.*

3. **Intermediate Activities**

In this phase, vital services have been restored, but the community has not returned to “normal.” Consider the required intermediate activities for each RSF. The following are examples from each RSF during this timeframe may include:

- a. *Assisting the affected population with financial assistance concerning property repairs and other aspects of case management through local assistance centers (crisis counseling, transportation, etc.).*
- b. *Coordination of housing authorities, housing associations and other housing stakeholders with the placement of residents into stable interim or permanent housing.*
- c. *Determine transportation restoration and rebuilding plans for increased resiliency.*
- d. *Ensure that requirements of environmental and historical preservation laws and executive orders are met.*
- e. *Operate long-term recovery planning committee to review the community's rebuilding and resiliency goals.*
- f. *Conducting outreach to the community through Disaster Recovery Centers on mitigation opportunities to increase community resilience.*
- g. *Provide business recovery center services.*

4. **Long-Term Recovery Activities**

Long-term recovery consists of those activities and ongoing projects that return a community to a sense of "normalcy." Examples of long-term recovery from each of the RSFs consist of the following:

- a. *Ongoing monitoring of acute and chronic effects to the environment as a result of the long-term implications.*
- b. *Permanent re-establishment of public, private, and nonprofit services and workforce to achieve a sense of normalcy and solidified tax base.*
- c. *Prioritize long-term services required for at-risk populations, including social, medical and mental/behavioral health needs.*
- d. *Remediate areas where hazardous material releases have occurred.*
- e. *Transition remaining sheltered and interim housing populations to permanent housing.*

- f. *Update community-based resource directory (e.g., 2-1-1) to reflect changes and newly discovered resources for future preparedness planning.*

C. **Activation of the Recovery Plan**

Following an incident, Emergency Support Function 14 (Recovery) or equivalent will conduct initial assessments of the incident, and will make an initial recommendation for the activation of the Recovery Plan and recovery organization to the Chief Elected Official/Emergency Manager and/or Recovery Leadership. The determination to formally activate the Recovery Plan and (Recovery operations coordinating element) will be made by Chief Elected Official/Emergency Manager and/or Recovery Leadership.

Organization and Assignment of Responsibilities

A. General

(This section contains general statements concerning the organization and assignment of responsibilities.)

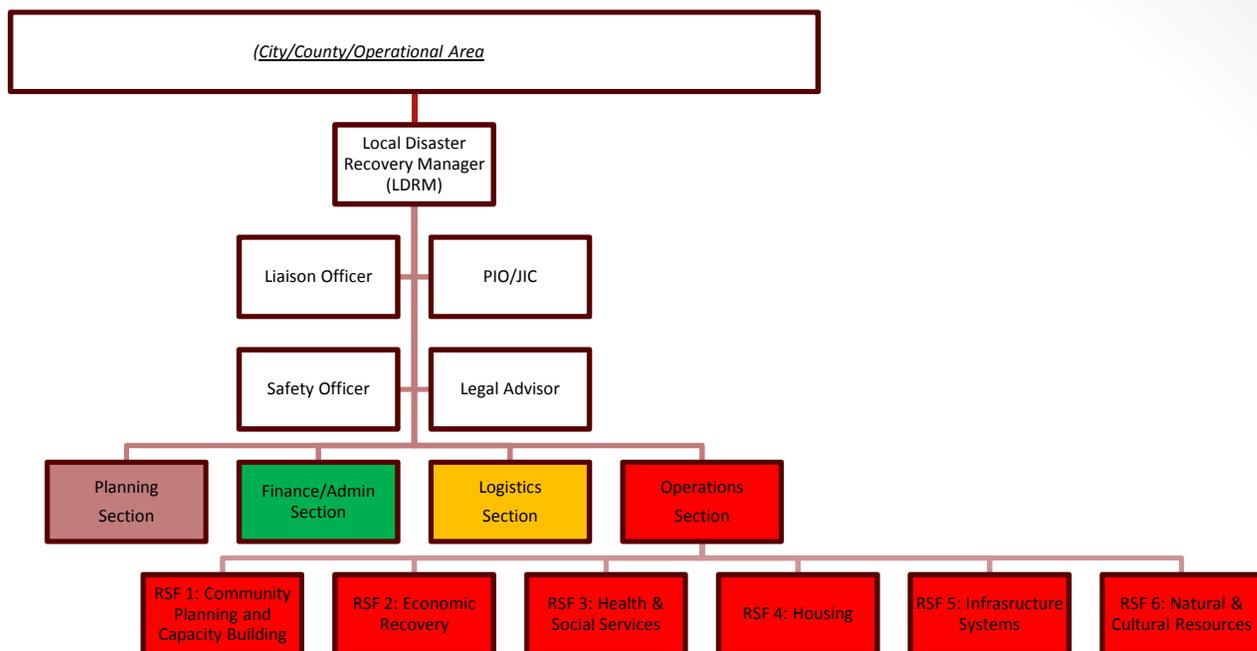
Some departments and agencies of (City/County/Operational Area) may have assignments throughout the recovery phase in addition to their normal, day-to-day duties. As emergency operation center (EOC) and response operations transition to recovery, determination of which staff will have recovery mission assignments will be identified. The (City/County/Operational Area) will outline how the current operations will transition to the (Recovery operations coordinating element). These assignments usually parallel or complement normal duties. The assignments of each department and agency are listed in the organization section of this plan. Each department and agency is responsible for developing and maintaining its own procedures, along with the necessary training and education, that contain details of how they may carry out the recovery assignments outlined in this plan.

B. Organization

(The Recovery Plan should include the organizations and agencies typically involved in recovery operations. The plan should ensure any unique organizational arrangements pertinent to the function addressed in the plan are adequately described. Several levels of organizations should be included. Jurisdictions may consider implementing a recovery incident command structure such as the one for response that identifies specific recovery branches and needs. For example, when considering infrastructure, building inspections and permits, utilities, transportation, demolition and debris, and other personnel may be required. Details, along with organization charts, may be included within the appendices, such as an Organization Appendix, if desired. The provided organization table demonstrates a basic recovery organization structure using the ICS format.)

The recovery organization for (City/County/Operational Area) will include (insert appropriate entity or title) to act as the Local Disaster Recovery Manager (LDRM) to lead disaster recovery activities for (City/County/Operational Area).

(City/County/Operational Area) should identify a representative/planner dedicated to recovery operations when response operations are initiated.



C. Assignment of Responsibilities

(Assign primary and supporting recovery functions necessary to carry out recovery operations to departments and agencies or any other organization. The Recovery Plan assigns general responsibilities for recovery functions and actions. The tasks should be clearly defined, and responsibilities should be assigned to those individuals, departments, agencies, and organizations that have the capabilities to perform them. Coordination requirements should be described. The examples below assume involvement from agencies, departments, entities of all levels of government, nonprofit organizations, and the private sector. Detailed responsibilities should be discussed in appendices.)

Overarching roles for the organized *(Recovery operations coordinating element)*, with support from the subcommittees, may include some of the following:⁵

- Assigning or reassigning implementation responsibility for new and adopted actions as needed.
- Ensure all planning efforts are inclusive of people with disabilities and others with access and functional needs.
- Ensuring accountability, transparency, and equitability in the recovery process.

⁵ *Post-disaster Redevelopment Planning Guidebook*, 2010. Florida Department of Community Affairs, Divisions of Community Planning and Emergency Management.

- *Ensuring progress is clearly communicated to the public.*
- *Ensuring recovery decisions are in line with the community’s “vision,” found in the local plan.*
- *Ensuring resources and staffing are provided in a timely manner to accomplish actions.*
- *Ensuring that administrative and documentation requirements, including timekeeping, are properly maintained.*
- *Formulating new subcommittees or modifying subcommittee structure as needed for efficiency of implementation.*
- *Initiating recommendations for enactment, extension, or repeal of emergency ordinances and procedures that affect long-term recovery, such as moratoriums.*
- *Monitoring progress towards meeting long-term recovery goals and objectives and setting a timetable for reaching milestones.*
- *Overseeing coordination between the different levels of government as it relates to implementing actions.*
- *Overseeing recovery and redevelopment of the community on behalf of commissioners and/or municipal council.*
- *Recommending budget requests and approval of grant agreements for implementation of actions.*
- *Reviewing damage assessments and evaluating the need to modify or augment post-disaster actions.*
- *Reviewing priorities for action implementation on a regular basis during post-disaster phases to adjust as conditions warrant.*

The recovery plan of **(City/County/Operational Area)** EOP/ERP is based on the premise that successful jurisdiction-wide recovery and reconstruction is dependent on systematic planning for the restoration of services, housing and economic vitality. The **(City/County/Operational Area)** recovery plan identifies both the pre-event and post-event roles and responsibilities as they relate to recovery and reconstruction policies.

D. **Command Staff Assignment of Responsibilities**

The Local Disaster Recovery Manager may request staff from **(City/County/Operational Area)** agencies to fill the positions of a Public Information Officer (PIO), Liaison Officer, Legal Advisor, and Safety Officer. Such staff will be detailed part- or full-time from their home agency to a temporary Recovery Agency. These positions comprise the Recovery Agency’s Command Staff. Additional

special/supporting staff positions from other government agencies or the private sector may be required to support the Local Disaster Recovery Manager, depending on the nature and complexity of the recovery mission.

Command staff positions in the ICS-based organizational structure are outlined below. Detailed position checklists for each Command Staff position can be found in Appendix A.

1. *Liaison Officer*

The Liaison Officer provides the point of contact for representatives of assisting and cooperating agencies and organizations (within the jurisdiction, external jurisdictions, and state and federal partners) to support incoming staff to the (Recovery operations coordinating element), and to coordinate intergovernmental/ interagency deployments to the (Recovery operations coordinating element). The Liaison Officer will also interact with representatives from (State/Commonwealth) agencies that have local offices and/or provide direct assistance to the recovery effort. The Liaison Officer presents logistical and communications matters in the context of intergovernmental/interagency coordination to the LDRM with a recommended course of action. This includes cooperation with the Command Staff and General Staff Section Chiefs to determine the organizational needs of the (Recovery operations coordinating element) to accommodate assisting and cooperating agencies and organizations, and facilitate the provision of work space and communications infrastructure.

The Liaison Officer should be selected by the (Chief Elected Official/Emergency and Recovery Leadership), and must have pre-established relationships with the participating regional agencies and organizations that the (Recovery operations coordinating element) must coordinate with during recovery operations. Additional support staff may be assigned from this office or other jurisdictional departments as appropriate.

2. *Legal Advisor*

The Legal Advisor provides special counsel to the LDRM on the legal implications of operational mission assignments, and also develops – as requested – any special legislation or (Chief Elected Official/Emergency and Recovery Leadership) orders that support the

overall mission of the **(Recovery operations coordinating element)**. The Legal Advisor provides interpretation on **(Recovery operations coordinating element)** goals, objectives, or tactics that may be impacted by statutes, or regulations. The Legal Officer may be requested to advise the LDRM on other legal matters, as requested. The Legal Officer also coordinates with the Public Information Officer to review **(Recovery operations coordinating element)** press releases and public statements for legal implications, and provide revised language as needed.

The legal officer should be selected from the **(Office of the County Attorney)**. Additional support staff may be assigned from this office or other departments as appropriate.

3. Public Information Officer

The Public Information Officer (PIO) serves as the official spokesperson for the **(Recovery operations coordinating element)** and is responsible for responding to all media and general public inquiries. In addition, the PIO is responsible for maintaining the appropriate flow of information about the **(Recovery operations coordinating element)** efforts to the media for public dissemination through public information releases via multiple channels (including print, radio, television, email and text, social media, community groups, message boards in public buildings, and other existing resources and communication networks). This includes the identification of alternate methods and alternate formats for communication in the event traditional methods are insufficient because of utility outages or the communicated needs of people with special needs and/or disabilities.

The PIO is responsible for the development of a public communications and messaging plan in the early stages of the recovery effort that will serve as a roadmap for strategic communications between the **(Recovery operations coordinating element)** and the public, identifying communications tools, outlets, and messaging to ensure a coordinated approach to public information. This Plan will be a living document, revised as necessary based on the needs of the **(Recovery operations coordinating element)**. The need for individual units or RSF Branch Public Information Officers with an indirect report to the lead **(Recovery operations coordinating element)** Public Information Officer may be

identified by the LDRM, Operations Section Chief, or the PIO. The PIO coordinates his/her activities with internal and external PIOs. For large incidents that require coordination with **(State/Commonwealth)** and federal agencies, the PIO would establish a Joint Information Center (JIC) and would lead its operations.

Public communication with regional implications, including regional notification about cross-jurisdictional infrastructure service interruptions, may leverage the Metropolitan Washington Council of Governments (MWCOG) Regional Incident Communications and Coordination System (RICCS). The role of public information after a disaster is crucial. It is imperative that **(City/County/Operational Area)** go beyond minimal efforts to keep the public aware and informed. It will therefore include provision of timely, reliable, and regular information via multiple media channels (including print, broadcast, new/social media, community organizations and networks, direct outreach, etc.). All efforts will be made to keep residents and businesses informed of what they can expect from the government and where/how they can access resources and information, and conversely they should be informed of what their community expects of them and where/how they can access the resources they need to be self-reliant and advance their own recoveries. Residents and businesses should be provided with the information and resources needed to make necessary – and often difficult – decisions. Public information channels must be quickly established to receive incoming questions, referrals, etc. via new/social media, hotlines, or in-person visits; this will be coordinated with Service and Information Centers. Communication with residents and businesses that may have been displaced within or outside the county will also be addressed.

The PIO should be selected from the **(Office of Public Affairs)** and must have pre-established relationships with media and community organizations that the **(Recovery operations coordinating element)** must communicate with during recovery. Additional support staff may be assigned from this department or others as appropriate.

4. Safety Officer

The Safety Officer is responsible for monitoring and assessing hazardous and unsafe working situations, and developing methods for assuring **(Recovery operations coordinating element)** personnel

safety. This risk management function applies to all staff assigned to the (Recovery operations coordinating element), including those deployed from external jurisdictions or private/non-profit organizations. The Safety Officer collects and compiles all risk information associated with the execution of recovery mission assignments and contributes safety messaging. Additionally, the Safety Officer ensures that the (Recovery operations coordinating element) has an established and updated Medical Plan. Following a large disaster, the need for additional units under the command of the Safety Officer may be identified by the LDRM or the Safety Officer.

The Safety Officer should be selected from the Office of Emergency Management (OEM), the Police Department, the Fire and Rescue Department, the Department of Finance – Risk Management, or another department, as appropriate. Additional support staff may be assigned from these departments, or other departments, as appropriate.

E. General Staff Assignments of Responsibilities

The LDRM may request staff from various agencies to fill the positions of Planning Section Chief, Finance/Admin Section Chief, Logistics Section Chief, and Operations Section Chief. Such staff will be detailed part- or full-time from their home agencies to the temporary (Recovery operations coordinating element). These positions comprise the (Recovery operations coordinating element) General Staff, each of whom has a Section beneath him/her. General staff positions in the (Recovery operations coordinating element) ICS-based organizational structure are outlined below. Detailed position checklists for each General Staff position can be found in Appendix A.

1. Operations Section Chief

The Operations Section Chief oversees the Operations Section, which executes the mission of the (Recovery operations coordinating element) as defined by the recovery objectives and tactics established by the LDRM. During recovery, it should be expected single-point-ordering will be reduced or deactivated and that normal procurement, contracting, and management mechanisms will be utilized. Therefore significant responsibility for resource requests and management will be delegated to the entities within the Operations Section that are directly overseeing relevant tasks – in particular, the agencies that

comprise RSF Branches (see below). Each agency involved in RSF Branches mission assignments will be responsible for monitoring individual agency contract relationships, while maintaining a close working/communications relationship with both the Logistics and Finance Sections (see below).

Operations Section leadership will be drawn from the Lead Agencies for those Recovery Groups whose responsibilities are most central to the **(Recovery operations coordinating element)** mission, which will respond to the nature of the particular incident (example: during recovery from a pandemic influenza the Operations Section leadership should be drawn from the jurisdiction's health department). RSF Branches (see below) may be established within the Operations Section depending upon the circumstances and recovery needs. The Operations Section Chief will activate and deactivate RSF Branches, as appropriate.

2. Planning Section Chief

The Planning Section Chief oversees the Planning section, which collects, evaluates, and disseminates critical incident situation information and intelligence to the LDRM, **(City/County/Operational Area)** government and the community. The Planning Section prepares status reports on the progress of operational objectives, displays situation information for all recovery personnel, and develops and documents a Recovery Action Plan for each operational period. Once the Community Recovery Plan is complete, the Planning Section will also be responsible for reviewing, evaluating, and updating it (on at least an annual basis, or more often as needed) to monitor progress and ensure the strategic framework is appropriate and information is current.

The Planning Section Chief will also be in charge of monitoring and documenting consideration of fairness and equity during recovery decision-making and action planning. Situational information, plans, and reports developed by the Planning Section should be made available, on a regular basis, to all authorized agencies and organizations. The Planning Section also coordinates the development of the recovery effort After Action Report (AAR), including establishing intermittent reporting requirements that are coordinated (as to not duplicate effort) with the reporting requirements established for the **(Recovery operations coordinating element)**.

The leadership of the Planning Section will be drawn from the (Department of Public Works and Environmental Services, Department of Planning and Zoning, Office of Emergency Management), or other agencies as appropriate to the situation and/or based on technical expertise. A Recovery Transition Unit may be established within the Planning Section in order to facilitate the transition from response to recovery. The Recovery Transition Unit would be the point of coordination for tracking organizational transition from response to recovery, and identifying and addressing gaps or problems. Additionally, the following standard Planning Section units may be established or maintained as necessary:

- Situation Unit
- Documentation Unit
- Resource Unit
- Demobilization Unit
- Technical Specialists/Technical Specialist Unit

3. *Logistics Section Chief*

The Logistics Section Chief oversees the Logistics Section, which is generally responsible for requesting, tracking, and demobilization of all support requirements needed to facilitate recovery operations, including ordering resources from outside sources. The Logistics Section provides facilities, transportation, supplies, equipment maintenance and fuel, food services, communications and information technology support, and other services or assets as needed. The Logistics Section also works with the Liaison Officer to issue credentials to all mobilized personnel.

During recovery, many logistical functions having specialized subject-matter expertise associated with them may be pushed down into the Operations Section and/or revert to normal departments. In this case, the Logistics Section's responsibility will be to collect and coordinate relevant reporting on such activity, and to provide Logistics functions for the (Recovery operations coordinating element) itself. As part of its facilities-related responsibilities, the Logistics Section sites, establishes, supports, and maintains any physical (Recovery operations coordinating element) sites that are established.

The leadership of the Logistics Section will be drawn from the Office of Emergency Management or other County agencies as appropriate to the situation. The following standard Logistics Section units may be established or maintained as necessary within a Support Branch:

- *Facilities Unit*
- *Supply Unit*
- *Ground Support Unit*
- *Donations Management Unit*

The following standard Logistics Section units may be established or maintained as necessary:

- *Food Unit*
- *Communications Unit*

4. *Finance/Admin Section Chief*

The Finance/Admin Section Chief oversees the Finance/Admin Section, which is responsible for tracking and coordinating payment for recovery supplies and services, maintaining expenditure records for federal recovery programs, tracking of recovery staff time sheets and generally ensuring that (City/County/Operational Area) receives all federal recovery assistance and reimbursement for which it is eligible. The Section will accomplish this through collecting and coordinating relevant reporting on recovery activities and focusing on recovery financial concerns. During recovery, many financial and administrative functions that have specialized subject-matter expertise associated with them may be pushed down into the Operations Section and/or revert to normal (City/County/Operational Area) departments. In this case, the Finance/Admin Section's responsibility will be to collect and coordinate relevant reporting on such activity.

Resumption of competitive bidding should also be expected during recovery. Nevertheless, alterations intended to streamline or fast-track normal procurement procedures may be indicated. These should be designed and implemented, with appropriate triggers, in advance of an incident. The leadership of the Finance/Admin Section will be drawn from the (Department of Finance), or other agencies as appropriate to the situation. A Recovery Programs Administration

Unit may be established during recovery. The need may arise to manage, in a coordinated manner, the eligibility, application, and distribution of federal financial recovery assistance. These grant programs extend beyond the traditional FEMA Public Assistance program, and are offered through a variety of federal agencies. Several other federal agencies have the authority to make disaster or emergency declarations, so as to trigger certain special authorities or funding streams within their various areas of responsibility. Each of the agencies may exercise a declaration under their own authority under various circumstances, or they may be included as part of a Major Disaster Declaration under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-388 (Stafford Act). These agencies include:

- *U.S. Small Business Administration*
- *U.S. Department of Agriculture*
- *U.S. Department of Transportation*
- *U.S. Department of Health and Human Services*
- *U.S. Army Corps of Engineers*
- *U.S. Department of Commerce*
- *U.S. Environmental Protection Agency*
- *U.S. Coast Guard*
- *U.S. Department of Energy*

*In addition to these program funds, these or other funding sources (especially U.S. Department of Housing and Urban Development (HUD) Community Development Block Grants (CDBG)) have historically been tapped, in the context of special appropriations, to aid areas impacted by disasters. Such funding typically requires political mobilization and lobbying efforts. Many of these federal programs have strict rules and requirements associated with them, which may or may not support the recovery objectives. Additionally, the rules of some programs may conflict with others. The Recovery Programs Administration Unit must therefore carefully consider the implications of recommending use and/or combining of any funding stream(s) to advance **(City/County/Operational Area)** recovery.*

(City/County/Operational Area) must devote resources to ensure that these programs are identified and funds are sought to support or supplant the financial burden that recovery operations will place on the (City/County/Operational Area) budget. This Unit will leverage the National Disaster Recovery Program Database (NDRPD) as the primary resource for its recovery program identification research. (See also Appendix C for identification and description of key federal recovery programs). This Unit will work closely with those RSF Branches involved with recovery program design and delivery in the Operations Section, and with recovery staff at the (State/Commonwealth) and federal levels.

Additionally, a Property Claims Unit and a Compensation and Claims Unit may be established. These would be concerned exclusively with property claims and injuries/ workers comp claims, respectively. Additionally, the following standard Finance/Admin Section units may be established or maintained as necessary:

- Procurement Unit
- Time Unit
- Cost Unit

F. Recovery Support Functions Assignments of Responsibilities

(Listed below are suggested agencies and other governmental, nonprofit/nongovernmental and private-sector recovery partner assignment of responsibilities for each RSF. Agencies and organizations listed should be included in the planning process and agree with the role/responsibility as listed in the plan. Federal agency lists are from the NDRF. Some information may not apply to all jurisdictions.)

Community Planning and Capacity Building Recovery Support Function
Lead Agency
<i>(Primary Responsible jurisdiction/agency/organization)</i>
Support Agencies – Local

(City/County/Operational Area) Department of Public Health

(City/County/Operational Area) Department of Public Works

(City/County/Operational Area) Department of Social Services

(City/County/Operational Area) Department(s) of Building, Codes, and Permitting

(City/County/Operational Area) Department(s) of Planning or Community Development

(City/County/Operational Area) Mental/Behavioral Health

(City/County/Operational Area) Office of Emergency Management

Support Organizations – Non-Profit / Non-Governmental

Inter-faith councils

Local or State VOAD

Support Organizations – Private

(Insert applicable private-sector entities for Community Planning and Capacity Building RSF)

Support Agencies- Regional

NCR Regional Emergency Support Function 14 - Long-Term Community Recovery

(Insert additional applicable Regional entities for Community Planning and Capacity Building RSF)

Support Agencies – State/Commonwealth

(Virginia Department of Emergency Management/Maryland Emergency Management Agency)

(Virginia Department of Education/Maryland State Department of Education)

(Virginia Department of Housing and Community Development/Maryland Department of Housing and Community Development)

<i>(Virginia Department of Transportation/Maryland Department of Transportation)</i>
<i>(Virginia Department of Planning & Budget/Maryland Department of Planning)</i>
Support Agencies – Federal Government
<i>Corporation for National and Community Service</i>
<i>General Services Administration</i>
<i>U.S. Department of Agriculture</i>
<i>U.S. Department of Commerce</i>
<i>U.S. Department of Education</i>
<i>U.S. Department of Health and Human Services</i>
<i>U.S. Department of Homeland Security/Federal Emergency Management Agency</i>
<i>U.S. Department of Housing and Urban Development</i>
<i>U.S. Department of Justice</i>
<i>U.S. Department of the Interior</i>
<i>U.S. Department of the Treasury</i>
<i>U.S. Department of Transportation</i>
<i>U.S. Environmental Protection Agency</i>
<i>U.S. Small Business Administration</i>

Economic Recovery Support Function
Lead Agency
<i>(Primary Responsible jurisdiction/agency/organization)</i>
Support Agencies – Local



(City/County/Operational Area) Department of Finance

(City/County/Operational Area) Office of Economic Development

(City/County/Operational Area) Treasurer's Office

Tax Assessor's Office

Support Organizations – Non-Profit/ Non-Governmental

Foundations

Red Cross

Chambers of Commerce

Support Organizations – Private

(Insert applicable private-sector entities [insurance, banking, finance, employers, employment services, etc.] for Economic RSF)

Support Organizations – Regional

(Insert applicable Regional entities for Economic RSF)

Support Agencies – State/Commonwealth

(Virginia Department of Emergency Management/Maryland Emergency Management Agency)

(Virginia Employment Commission/Maryland Department of Labor, Licensing, and Regulation)

(Virginia Commonwealth State Corporation Commission/Maryland Insurance Administration)

(Virginia Department of Business Assistance/Maryland Department of Business and Economic Development)

(Virginia Department of Planning and Budget/Maryland Department of Budget and Management)

Support Agencies – Federal Government
<i>Corporation for National and Community Service</i>
<i>U.S. Department of Agriculture</i>
<i>U.S. Department of Commerce</i>
<i>U.S. Department of Health and Human Services</i>
<i>U.S. Department of Homeland Security/Federal Emergency Management Agency</i>
<i>U.S. Department of Labor</i>
<i>U.S. Department of the Interior</i>
<i>U.S. Department of the Treasury</i>
<i>U.S. Environmental Protection Agency</i>
<i>U.S. Small Business Administration</i>

Health and Social Services Recovery Support Function
Lead Agency
<i>(Primary Responsible jurisdiction/agency/organization)</i>
Support Agencies – Local
<i>(City/County/Operational Area) Department of Public Health</i>
<i>(City/County/Operational Area) Health and Environmental Control Department</i>
<i>(City/County/Operational Area) Housing or Community Development Department</i>
<i>(City/County/Operational Area) Transportation Services</i>
<i>Access and Functional Needs Agency</i>
<i>Access Services (provides transportation services for those with physical disabilities)</i>

and who are unable to access the public buses or trains.)

Adult Protective Services

Aging

Animal Services/Control

Child Welfare Services

Child/Family Services

Department of Public Social Services

Emergency Medical Services

Mental/Behavioral Health

School Districts/Education

Support Organizations – Non-Profit /Non-Governmental

American Red Cross

Animal advocacy groups

Local and State VOADs

Support Organizations – Private

Human and animal medical providers

Service Centers for Independent Living

Support Organizations – Regional

(Insert additional applicable Regional entities for Health and Social Services RSF)

Support Agencies – State

Virginia Board for People with Disabilities (VBPD) /Maryland Department of Disabilities

Virginia Department for the Aging/Maryland Department of Aging

Virginia Department of Health/Maryland Department of Health and Mental Hygiene

Virginia Department of Education/Maryland State Department of Education

Virginia Department of Social Services/Maryland Department of Human Resources

Virginia Office of Emergency Medical Services/Maryland Institute for Emergency Medical Services Systems

Virginia Department of Agriculture and Consumer Services/Maryland Department of Agriculture

Virginia Department for the Blind and Vision Impaired (DBVI)/Maryland Office for Blindness & Vision Services

The Virginia Department for the Deaf and Hard of Hearing/Maryland Governor's Office of the Deaf and Hard of Hearing

Support Agencies – Federal Government

Corporation for National and Community Service

U.S. Department of Agriculture

U.S. Department of Education

U.S. Department of Health and Human Services

U.S. Department of Homeland Security: Federal Emergency Management Agency, National Protections and Programs Directorate, and Office of Civil Rights and Civil Liberties

U.S. Department of Justice

U.S. Department of Labor

U.S. Department of the Interior

U.S. Department of the Treasury

U.S. Department of Transportation

U.S. Department of Veteran's Affairs

U.S. Environmental Protection Agency

U.S. Fish and Wildlife Service

U.S. Small Business Administration

Housing Recovery Support Function

Lead Agency

(Primary Responsible jurisdiction/agency/organization)

Support Agencies – Local

(City/County/Operational Area) Housing and Community Development

(City/County/Operational Area) Housing Authority

Building and Safety

Planning

Public Social Services

Tax Assessor's Office

Transportation

Zoning

Support Organizations – Non-Profit/ Non-Governmental

American Red Cross

Local and State VOADs

Support Organizations – Private

(Insert applicable private-sector entities for Housing RSF, such as hotels)

Support Organizations – Regional

Insert applicable Regional entities for Housing RSF

Support Agencies – State

Virginia Commonwealth Corporation Commission/The Maryland Insurance Administration

Virginia Department of Transportation/Maryland Department of Transportation

Virginia Department of Housing and Community Development/Maryland Department of Housing and Community Development

The Virginia Department of Professional and Occupational Regulation/ Maryland Department of Labor, Licensing, and Regulation

Support Agencies – Federal Government

Corporation for National and Community Service

U.S. Access Board

U.S. Department of Agriculture

U.S. Department of Energy

U.S. Department of Health and Human Services

U.S. Department of Homeland Security/Federal Emergency Management Agency

U.S. Department of Housing and Urban Development

U.S. Department of Justice

U.S. Department of Veteran’s Affairs

U.S. Environmental Protection Agency

U.S. Small Business Administration

Infrastructure Systems Recovery Support Function
Lead Agency
<i>(Primary Responsible jurisdiction/agency/organization)</i>
Support Agencies – Local
<i>(City/County/Operational Area) Information Technology Department</i> <i>(City/County/Operational Area) Public Works Department</i> <i>(City/County/Operational Area) Water District</i> <i>(Responsible jurisdiction/agency/organization for General Services)</i> School Districts/Education Transportation Water and Power
Support Organizations – Non-Profit / Non-Governmental
<i>(Nonprofit clinics)</i>
Support Organizations – Private
<i>(Commercial manufacturing)</i> <i>(Financial-sector businesses)</i> <i>(Healthcare industry)</i> <i>(Information technology business)</i> <i>(Transit providers)</i> <i>(Utility companies)</i>

Support Organizations – Regional

(Insert applicable Regional entities for Infrastructure Systems RSF)

Support Agencies – State

Virginia Department of Environmental Quality/Maryland Department of the Environment

Virginia Department of Conservation and Recreation/Maryland Department of Natural Resources

Virginia Department of Emergency Management/Maryland Emergency Management Agency

Virginia Division of Energy Regulation/Maryland Public Service Commission

Virginia Department of Emergency Management/Maryland Department of Transportation

Virginia National Guard/Maryland National Guard

Virginia Department of Military Affairs/Maryland Military Department

Support Agencies – Federal Government

U.S. Army Corps of Engineers

U.S. Department of Agriculture

U.S. Department of Commerce

U.S. Department of Defense

U.S. Department of Education

U.S. Department of Energy

U.S. Department of Health and Human Services

U.S. Department of Homeland Security: Federal Emergency Management Agency and National Protection and Programs Directorate

U.S. Department of the Interior

U.S. Department of the Treasury

U.S. Department of Transportation

U.S. Environmental Protection Agency

U.S. Federal Communications Commission

U.S. General Services Administration

U.S. Nuclear Regulatory Commission

Natural and Cultural Resources Recovery Support Function
Lead Agency
<i>(Primary Responsible jurisdiction/agency/organization)</i>
Support Agencies – Local
<i>(City/County/Operational Area) Cultural Resources Department</i>
<i>(City/County/Operational Area) Parks and Recreation Department</i>
<i>(City/County/Operational Area) Public Health</i>
<i>(City/County/Operational Area) Public Works</i>
<i>Environmental Protection</i>
<i>Historical Preservation</i>
<i>Water boards</i>
Support Organizations – Non-Profit / Non-Governmental
<i>Virginia Historical Society/Maryland Historical Society</i>
<i>(Cultural associations)</i>
<i>(Foundations and other funding groups)</i>

Historical, cultural, recreational, and environmental advocacy and conservancy organizations *(historical societies)*

Support Organizations – Private

(Historical sites)

(Restoration companies)

Support Organizations – Regional

(Insert applicable Regional entities for Natural and Cultural Resources RSF)

Support Agencies – State

Virginia Department of Environmental Quality/Maryland Department of the Environment

Virginia Department of Conservation and Recreation/Maryland Department of Natural Resources

Maryland Department of Planning (Historic Trust)/ Virginia Department of Historic Resources

Virginia Marine Resources Commission

Virginia Institute of Marine Science/Maryland Living Marine Resources Cooperative Science Center

Support Agencies – Federal Government

Advisory Council on Historic Preservation

Corporation for National and Community Services

Council on Environmental Quality

Institute of Museum and Library Services

Library of Congress

National Endowment for the Arts

National Endowment for the Humanities

U.S. Army Corps of Engineers

U.S. Department of Agriculture

U.S. Department of Commerce

U.S. Department of Homeland Security/Federal Emergency Management Agency

U.S. Department of the Interior

U.S. Environmental Protection Agency

Direction, Control, and Coordination

(The Direction, Control, and Coordination section of the Recovery Plan describes the command structure, which indicates who is in charge and identifies the authorities of key recovery personnel. It describes how recovery organizations will be notified of recovery situations and the means for obtaining, analyzing, and disseminating situation information.)

The section outlines provisions for coordination and communication among recovery elements and direction and control facilities. The organizational coordination, support, and command structure for this Recovery Plan has to integrate the structure proposed by NIMS. This section provides information on how the recovery plan fits into the EOP [horizontal coordination] and how it integrates with other local, State, and Federal plans [vertical integration]. Elements to be included in this section are listed below.)

The *(responsible jurisdiction/agency/organization)* will provide the primary direction, control, and coordination function for short-term recovery activities following a disaster. The primary activities and functions of local government during this phase will continue to be supported by a declaration of local emergency, which provides the legal basis for necessary emergency operations. The implementation of the *(Agency/Organization)* COOP/COG plan to reconstitute government services and decision making processes will be necessary to progress recovery operations. Coordination with key private and non-governmental organizations and services will be necessary to ensure they have executed their COOP/COG/BCP plans.

A *(recovery operations coordinating element)* will be established, when needed, to manage the activities associated with recovery operations. The decision to activate the *(recovery operations coordinating element)* will be made by the *(responsible jurisdiction/agency/organization)*. Representatives from all levels of government and agencies involved in the recovery process will be present in the *(recovery operations coordinating element)*. The organization and staffing of the *(recovery operations coordinating element)* will be in accordance with this recovery plan.

Direction, control, coordination and management of recovery operations within *(City/County/Operational Area)* will be conducted from the *(insert facility name and address)*. Transition to the *(recovery operations coordinating element)* will occur as directed by the *(responsible jurisdiction/agency/organization)*.

Direction and control for the implementation of State and/or Federal disaster assistance projects for restoration/repair of public facilities and infrastructure will be the responsibility of the *(responsible jurisdiction/agency/organization)*. When the *(recovery operations coordinating element)* is deactivated, the *(responsible jurisdiction/agency/organization)* will continue to monitor the progress of all projects and assist as needed.

Information Collection, Analysis, and Dissemination

(This section describes the required critical or essential information specific to recovery that is common to all emergencies identified during the planning process. It identifies the type of information needed, where it is expected to come from, who uses the information, how the information is shared, the format for providing the information, and any specific times when the information is needed.

Information management for a specific incident will transition from the EOC to the Recovery Agency at the same time management of the incident transfers from the response phase Incident Command to the recovery phase. The contents of this section are best provided in a tabular format. This section may be expanded as a plan or it may be included as an appendix.)

Essential Elements of Information Inputs represent the situational data available at any given point in the recovery process for an incident. Information is gathered from a variety of sources, both official and unofficial. It is the role of the Recovery Planning Unit to develop an EEI Toolkit early in the recovery process and revise the Toolkit as needed. The EEI Toolkit identifies the specific information that each RSF and Command/General staff must report on, the reporting periods for providing updated information to the Planning Unit, and the format the information must be provided in (bullet form, narrative, chart, table, graphic, etc.). The EEI Toolkit should be disseminated to all relevant entities for reference and should be updated as EEI requirements change.

EEIs may include the following elements:

- *Affected population demographics*
- *Availability of temporary housing sites*
- *Damage to airfields*
- *Damage to dams and reservoirs and estimated time for repairs*
- *Damage to government buildings*
- *Damage to hospitals*
- *Damage to residential dwellings*
- *Evacuated critical facilities*
- *Impact to economic stability and businesses*
- *Local declarations and activations*
- *Repair status of critical infrastructure*
- *Requests and/or need for State and Federal assistance*
- *Road and bridge closures and estimated time for reopening or repairing*

- *Shelter populations, temporary housing populations, required permanent housing structures*
- *Status of houses without power, or damaged natural gas, sewer and/or water lines, and restoration timelines*
- *Status of utilities*
- *Telecommunication infrastructure status and estimated time for repairs*

Essential Elements of Information should be disseminated to all stakeholders through the release of situation reports. Situation reports are a detailed report describing everything of importance that is happening or has happened during the last operational period (note: during recovery operations operation periods are frequently longer in duration than during the response phase. An operational period of weeks to months is not unheard of). The situation report is a compilation of the information of the boards, maps and other diagrams produced by RSFs, Command/General Staff, conference call/meeting minutes, situation reports from regional or federal partners, spot reports, and media reports. It is produced a minimum of once every operational period or more frequently if the event warrants. The situation report may also include important press releases disseminated from the JIC.

The Planning Unit is responsible for creating the situation report and disseminating the report to stakeholders. Situation reports should be filed and archived appropriately as part of the official documents for the event.

Communications

(Communications describes the protocols and coordination procedures used among recovery organizations during the recovery phase and how a jurisdiction's communications integrate into the regional, State, and national disaster communications network. Communicating information throughout the recovery phase among all stakeholders vertically and horizontally is one of the most important activities for effective disaster recovery. Collaboration is necessary to best serve the impacted communities and facilitate a return to normal. This section also includes procedures and elements regarding public outreach and education throughout the recovery phase.)

It does not describe communications hardware or specific procedures found in departmental SOPs. Separate interoperable communications plans should be identified and summarized. This section should be specific to recovery communications and may be expanded as an appendix; it is usually supplemented by communications SOPs and field guides.)

A. Internal Communications

(An internal communications strategy will be helpful to increase and enhance communication among recovery stakeholders. Additionally, it encourages transparency and accountability among the stakeholders, and identifies and bridges potential communication and information gaps.)

(Responsible jurisdiction/agency/organization) will be responsible for the organization and structure of internal communications (i.e., among the recovery stakeholders). This function may address key issues such as:

- *Communication activities that will be needed and who will be responsible for those activities*
- *Effective communication with elected officials*
- *Methods of sharing information, including management of sensitive issues*
- *Resource levels that may be needed*

Internal communications methods will include the following:

- *(Insert applicable internal communications method)*
- *(Insert applicable internal communications method)*

B. External Communications

(External communications will be necessary in order to keep the public informed of disaster recovery efforts and progress, as well as how to access available program assistance and eligibility requirements. This section discusses the

methods used to communicate and disseminate information to the public, the coordination of the information, and ensures that information is correct. All information should be accessible to the general public, including people with disabilities and others with access and functional needs and those with limited English proficiency, and should be shared in a clear, consistent, culturally sensitive, and frequent manner.)

(Responsible jurisdiction/agency/organization) will take the lead role for the coordination and dissemination of recovery information to the public.

Social media will be leveraged as appropriate for communicating recovery information and priorities to the public.

Public education and outreach will be conducted using a variety of accessible formats that is functionally equivalent in content and detail to ensure that the entire affected population is reached.

Methods used to communicate with and disseminate information to the public will include:

- *(Insert applicable external communication method)*
- *(Insert applicable external communication method)*

C. Public Education and Outreach

(Public education and outreach may also be considered a pre-disaster activity. This would include accessible information to make the public aware of actual threats and hazards; and how the public may individually prepare for those threats and hazards. See <http://www.piersystem.com/go/doc/4063/1461571/>)

Social media will be leveraged as appropriate for communicating recovery information and priorities to the public.

Public education and outreach will be conducted using a variety of accessible formats that is functionally equivalent in content and detail to ensure that the entire affected population is reached.

Methods used for public education and outreach will include:

- *(Insert applicable public education and outreach method)*
- *(Insert applicable public education and outreach method)*

Administration, Finance, and Logistics

(It is paramount that detailed records that track personnel hours, expenses, and disaster-related costs are kept and backed up. A detailed approach is necessary for jurisdictions to be able to receive reimbursements and payments for staff and work performed during recovery. Also, jurisdictions should consider adding an emergency response and recovery clause into new contracts that have missions or functions that could be used in a post-disaster environment. This will provide flexibility in calling on additional resources and staff after an incident to support recovery efforts. Jurisdictions should work with each program to determine eligibility of damages and expenses. Additionally, jurisdictions should pre-identify documentation required when utilizing volunteers to use toward the cost-share.)

A. Administration and Finance

It is paramount that detailed records tracking personnel hours, supplies, materials, equipment, and other disaster-related costs are kept and backed up with documentation that supports the incurred disaster event-related cost. This detailed cost-tracking approach is necessary for obtaining State and/or Federal disaster declarations and support and receiving reimbursements and payments for staff and projects during recovery. Each program should be reviewed carefully to determine eligibility of damages and expenses.

Qualifying for and obtaining assistance from the State and Federal government relates directly to the approach and details of cost tracking.

Departments and agencies should employ their own internal process for recording and documenting expenditures and should maintain all recovery-related records for a minimum of 5 years after the last action on the disaster application. This process for recording and documenting expenditures by departments and agencies must be consistent with the overall jurisdictions disaster recovery policy and procedures.

B. Documentation

At a minimum, **(City/County/Operational Area)** should maintain the following documentation to ensure maximized reimbursement and financial assistance:

- *Equipment cards*
- *Journal vouchers*
- *Material requisitions*
- *Purchase orders*
- *Timesheets*
- *Warrants*

(City/County/Operational Area) must include the following documentation when making a formal request for assistance or reimbursement:

- *Copy of the local proclamation (if required)*
- *Initial damage estimate (IDE)*
- *Written request/resolution by designated official*
- *Type of disaster*
- *Date of occurrence and whether situation is continuing*
- *Areas affected*
- *Type of assistance needed*

Volunteers and Donations

- Identify pre-incident the required document for volunteer hours to use toward meeting the cost-share requirements of the disaster funding.
- Document the appropriate level of detail for volunteer labor, as required, that could include, but may not be limited to record of hours worked, location, description of work performed, and equivalent information for donated equipment and materials.

Plan Development and Maintenance

(This section describes the process used to regularly review and update the recovery plan. Specific items to address in this section may include: the planning process, participants in that process, and how development and revisions are coordinated with other jurisdictions or the Region, the State, and Federal changes; assigned responsibility for the overall planning and coordination to a specific person; updated contact information; the responsibility of each organization/agency to review and submit changes to its respective portion of the recovery plan; distribution list; when and how the plan will be tested and reviewed; and a process used to submit the plan for review or evaluation by other jurisdictions, organizations and the public.)

The (responsible jurisdiction/agency/organization) shall regularly review and update the (City/County/Operational Area) Recovery Plan and its appendices. Changes will be made to the recovery plan and the appendices, as warranted and major revisions will be published when required or on an (annual/semi-annual) basis. Records of changes and distribution will be maintained through the (responsible jurisdiction/agency/organization). These revisions will be coordinated, as necessary, with other jurisdictions, the State, and the Region.

The (City/County/Operational Area) Recovery Plan will be distributed to, and carried by, all disaster recovery participants and stakeholders within the National Capital Region. Multiple forms of distribution include availability in digital format (CD), email distribution, and posting on the regional Sharepoint site managed through MWCOG (Insert applicable Web Site address). Hard copies of the Recovery Plan are to be maintained at (Insert applicable locations).

This plan should be activated at least (once a year/every other year) in the form of an exercise of a simulated emergency, regardless of actual events, in order to provide practical controlled experience to those who have recovery responsibilities. An after-action review (AAR) will be conducted, as deemed necessary, following exercises and actual events.

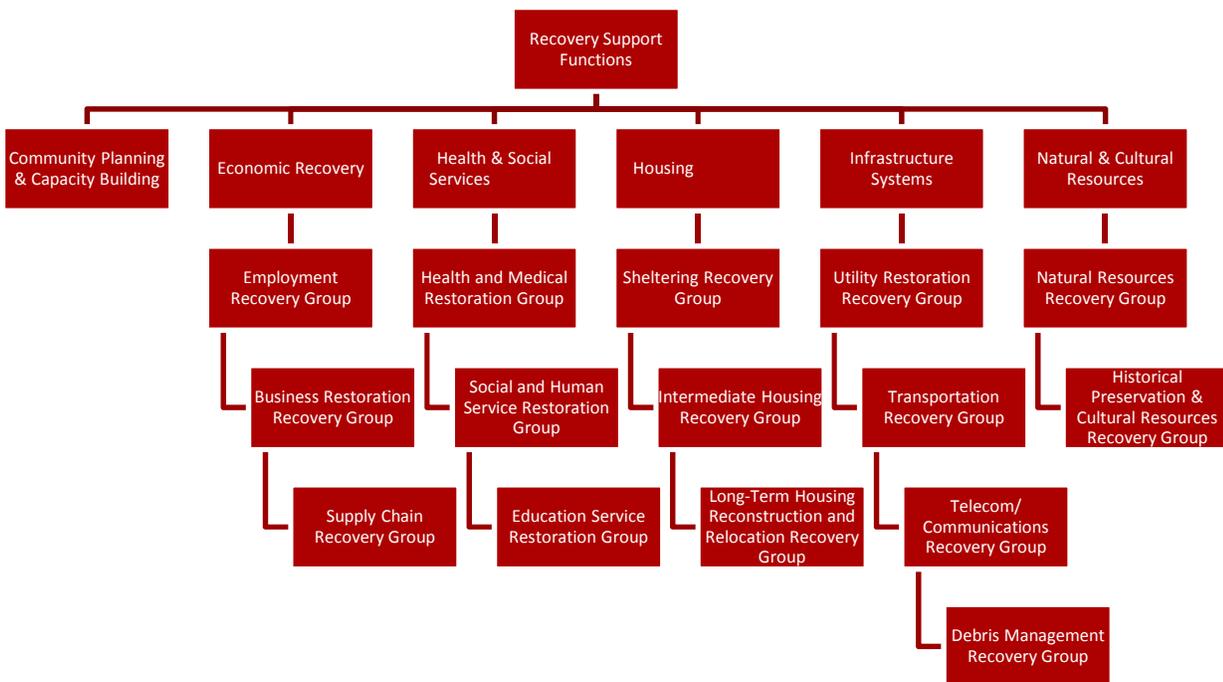
Refer to the (City/County/Operational Area EOP/ERP) for additional plan development and maintenance requirements.

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Annex 1: Recovery Support Functions

(Recovery Support Functions (RSFs) are similar to Emergency Functions (EFs)/Emergency Support Functions (ESFs); however, they help to organize and structure recovery resources, programs, projects and activities, not those related to response. While the RSFs and EFs/ESFs coexist, their relationship is primarily defined by information sharing and coordination of related activities. These activities will extend beyond the EFs/ESFs to other response and stabilization efforts. The RSF concept may be applied whether the disaster is declared or not. The six RSFs are discussed below. Each will require different operational approaches.)

Recovery Support Functions (RSFs) comprise NDRF's coordinating structure for key functional areas of assistance. Their purpose is to support local governments by facilitating problem solving, improving access to resources, and fostering coordination among State and Federal agencies, nongovernmental partners, and stakeholders. The RSF objective is to facilitate the identification, coordination, and delivery of Federal assistance needed to supplement recovery resources and efforts by local, State, Territorial, and Tribal, governments and private and nonprofit sectors. An additional objective is to encourage and complement investments and contributions by the business community; individuals; and volunteer, faith-based, and community organizations. These RSF activities assist communities with accelerating the process of recovery, redevelopment, and revitalization.



I. Community Planning and Capacity Building Recovery Support Function

The core recovery capability for community planning is the ability to effectively plan and implement disaster recovery activities, engaging the whole community to achieve their objectives and increase resilience. The Community Planning and Capacity Building RSF unifies and coordinates expertise and assistance programs from across all levels of government to aid in restoring and improving the ability to organize, plan, manage and implement recovery, and develop a pre- and post-disaster system of support for the affected communities. This RSF has an emphasis on integration of hazard mitigation throughout the continuum of pre- and post-disaster recovery planning and implementation. The RSF also serves as a forum for helping to integrate the nongovernmental and private sector resources into the public sector recovery planning processes.

A. Preparedness (Pre-Disaster)

1. Permitting agencies may work with the (Name of County) Register-Recorder to establish a lien-recording process so recovery projects can be reviewed and approved without waiting for fee issues due to hardship to be resolved.
2. The (Community Planning and Capacity Building RSF lead agency) will develop active community involvement in disaster preparedness activities and recovery planning with participation of responder agencies, community and faith-based organizations, community leaders, stakeholders, and community residents.
3. The (responsible jurisdiction/agency/organization) will assess local, State, and Federal regulatory issues such as building codes (e.g., earthquake building standards) that may inhibit construction and recommend strategies to address any problems.
4. The (responsible jurisdiction/agency/organization) will develop a broad base of community-level workers, including volunteer responders, nurses, school staff, and other, more informal community case workers and volunteers to support resiliency at the ground level in communities.
5. The (responsible jurisdiction/agency/organization) will develop a volunteer and donation management plan.
6. The (responsible jurisdiction/agency/organization) will establish cooperative agreements or plans of cooperation beforehand and have a form in place to correctly and effectively document the process.
7. The (responsible jurisdiction/agency/organization) will leverage or use a local or State community-based resource directory, if available, in conjunction with the county recovery plan to include both public and private entities and their actual support services and capacities.
8. The (responsible jurisdiction/agency/organization) will prepare ordinances and/or legislation that provide for deferral of locally generated and State-imposed development and building permit fees, subject to a fee schedule and backed by liens and assessments, taking into account the possibility of sliding fee scales based on factors such as differential damage levels and/or revenue potential and including appeal criteria for hardship situations.

9. The Community Planning and Capacity Building RSF will coordinate specific Community Planning and Capacity Building tasks and activities with other RSFs who may share responsibility or support.
10. The Community Planning and Capacity Building RSF will coordinate resources already used within community-based organizations, faith-based organizations, local or state voluntary organizations active in disasters (VOADs), social service agencies, public resources, and government agencies, as well as with organizations with resources that are more group-specific or specialized, such as foreign consulates, pet-owner groups, regional centers, and food pantries.
11. The Community Planning and Capacity Building RSF will coordinate with jurisdictions in regular meetings to determine existing agreements or partnerships that could be accessed or leveraged.
12. Coordinates educational and cross-training opportunities for key participants in community recovery planning and capacity support including, but not limited to: emergency managers; city managers; planning; economic development and other local officials; and nonprofit sector partners for recovery.
13. Develops pre-disaster partnerships with others such as Federal agency extension programs, universities, national professional associations, and nongovernmental organizations to facilitate recovery capacity-building activities and expansion of resources available to communities after a disaster for planning and decision making.
14. The Community Planning and Capacity Building RSF will develop a set of strategies, pre-disaster, that community leaders and organizations can share to build resilience in the community. These components of a community-based strategy will be formulated into a practical toolkit useable by community members in preparedness.
15. Coordinates the provision of preparedness planning and technical assistance support to aid states and local governments to develop effective pre-disaster recovery plans that guide the full range of recovery efforts, both short and long-term, and ensure all affected populations are included.
16. Coordinates the resolution of outstanding Federal agency program and policy issues identified in after-action and other evaluations that present ongoing barriers or challenges for effective support for state and local community planning and capacity necessary to facilitate an effective recovery process.
17. Develops multidisciplinary recovery tools and best practices.
18. Promotes resiliency measures and enhances coordination of programs that build local leadership capacity, community member involvement, partnerships and education on disaster preparedness for recovery.
19. Identifies and leverages programs that assist communities to prepare, collect and analyze relevant existing and future data necessary to plan and manage complex disaster recovery.
20. Integrates mitigation, recovery and other pre-disaster plans and activities into existing local, state and community-wide planning and development activities, such as comprehensive plans, land use plans, economic

development plans, affordable housing plans, zoning ordinances and other development regulations through technical assistance.

B. Recovery

1. The (responsible jurisdiction/agency/organization) will communicate recovery plans early to legislators, policymakers, politicians, and the public, including providing information about the status of reconstruction and rebuilding processes and plans.
2. The (responsible jurisdiction/agency/organization) will conduct internal reviews of progress being made and feedback mechanisms to further improve the ongoing recovery efforts.
3. The (responsible jurisdiction/agency/organization) will identify and prioritize at-risk populations for reunification and restoration of services, including persons with disabilities and others with access and functional needs.
4. The (responsible jurisdiction/agency/organization) will initiate a fast-track repair permit ordinance if necessary. If an ordinance is not needed, the (Name of County) Board of Supervisors, (Name of City) Council, or (responsible jurisdiction/agency/organization) directors may make pertinent decisions concerning fast-track repair permits.
5. The (responsible jurisdiction/agency/organization) will revise the community-based resource directory to reflect changes and newly discovered resources for future preparedness planning.
6. The Community Planning and Capacity Building RSF plays an integral, unifying role with the other RSFs for many functions, which could include the following elements:
 - a. Promote government and business continuity
 - b. Promote mitigation and reconstruction activities
 - c. Re-establish parks, recreation centers, and entertainment for communities
 - d. Reunite families and children
 - e. Reunite household pets and other animals with their owners
 - f. Support community services
 - g. Support food, housing, and shelter
 - h. Support mass fatality services
 - i. Support public health, medical care, and mental/behavioral health services
 - j. Support public safety and security of residents and workforce
 - k. Support re-establishment of commerce
7. The Community Planning and Capacity Building RSF will address people with disabilities and others with access and functional needs and integrate accommodation with all aspects of post-disaster planning and activities.
8. The Community Planning and Capacity Building RSF will determine overarching priorities, including everyday priority services such as schools, grocery stores, gas stations, parks, recreational areas, and other community activities and venues.
9. Processes such as those listed below may require extensive public education and careful communication for successful implementation after a disaster.
 - a. Building and safety inspection
 - b. Public health surveillance

- c. Public works operations
 - d. Security and law enforcement procurement
 - e. Utilities restoration and monitoring
 - f. Emergency operations center (EOC) management and oversight
 - g. Additional building inspectors procurement
 - h. Community redevelopment efforts
10. Unification and Coordination—Long-term Recovery Committee: The **(City/County/Operational Area)** Long-term Recovery Committee will:
- a. Be comprised of stakeholders and representatives from such groups as churches, schools, voluntary organizations, local or State VOADs, faith-based organizations, local or municipal government, housing authorities, financial or budgetary departments, and healthcare providers
 - b. Identify and prioritize long-term needs and projects according to the goals and priorities of the reconstruction projects identified through community discussion in **(City/County/Operational Area)**
 - c. Create and assess timelines and benchmarks of success in attaining goals and objectives
 - d. Consider existing plans and existing resources
11. Maintains reliable and accessible communications throughout the recovery process between the Federal Government and all other partners to ensure ongoing dialogue and information sharing.
12. Identifies the range and significance of the disaster’s effects on the region and local governments in the impacted area.
13. Coordinates the provision of resources to units of government for recovery planning technical assistance and to support recovery capacity and surge needs in a variety of county/city functional areas (e.g., city Management, financial management, hazard mitigation and risk assessment, damage assessment, building inspection and permitting); coordinates resources to address other skill sets that communities often lack capacity after large-scale and catastrophic disasters.
14. Develops community-focused technical assistance teams for uniquely or heavily impacted communities, and integrating the use of Federal agency resources organized under other Recovery Support Functions.
15. Identifies and tracks resolution of gaps and conflicts in multiple Federal planning requirements and assistance programs, as well as programs that support and build community capacity and surge needs for recovery management.
16. Coordinates the application and treatment of hazard mitigation and sustainability principles in federally supported recovery planning efforts.
17. Aids local and state governments to identify and integrate the consideration of all affected stakeholders, including vulnerable populations and persons with disabilities, and individuals with limited English proficiency into the public sector recovery plans and decision making process.
18. Provides technical assistance and planning support to aid all levels of government to integrate sustainability principles, such as adaptive re-use of historic properties, mitigation considerations, smart growth principles and

sound land use into recovery decision making and planning during the post disaster period.

II. Economic Recovery Support Function

(This function facilitates the progression from direct Federal financial assistance to community self-sustainment. Importantly, the economic element works closely with local community leadership who direct long-term economic recovery efforts. This requires the sustained engagement of possibly months or years by RSF leadership with the leadership of disaster-impacted jurisdictions. A complex undertaking, this RSF engages many entities using government assistance as seed money. These actions encourage reinvestment and facilitate private-sector lending and borrowing necessary for vital markets and economies to function. Effective economic recovery following a disaster is positively influenced by pre-disaster private-sector and community planning, including mitigation actions that increase community resilience.)

A. Preparedness

The Economic RSF will accomplish the following:

1. Community-wide economic development plans encourage regional and community economic recovery and resiliency. The **(responsible jurisdiction/agency/organization)** will accomplish the following items regarding community economic plans:
 - a. Identify what community economic interdependence means to the jurisdiction. This needs to include the concept that economic viability is not simply jurisdictionally based. There is an extended sphere of influence that has a regional, State, and possibly national impact.
 - b. Identify which type of businesses the community would like to attract or expand upon within the community, and how this can be accomplished.
2. Develop initiatives to promote entrepreneurs and businesses and identify local and regional Small Business Development Center systems that can support business development.
3. Identify essential businesses that should receive priority for reopening that are necessary for other business to open, e.g., the banking system to ensure cash flow and availability, local building supplies stores to help business repair, and grocers who will provide food to the affected population.
4. Identify necessary licenses and regulations for certain industries and approaches to mitigate issues.
5. Provide programs (i.e., business incubators) that nurture the development of entrepreneurial companies, helping them survive and grow during the start-up period by providing support services and resources. Virtual incubators can be used to deliver the same services through electronic means.
6. Identify statutory, regulatory and policy issues that contribute to gaps, inconsistencies and unmet needs in economic recovery.
7. Seek innovative solutions to address preparedness, mitigation and resilience issues before a disaster strikes including comprehensive land use policy.
8. Appreciate the value of community and economic development planning in disaster recovery; encourages and facilitates this planning through appropriate state government agencies.
9. Develop initiatives and incentives to facilitate the integration of Federal efforts and resources with private capital and the business sector.

10. Create, encourage and participate in local, State and Federal disaster recovery exercises to enhance skills and develop needed techniques.
11. Leverage mitigation programs to create strong communities resilient to disaster.
12. Work with local and state officials to implement disaster resistant building codes and incentivize business and individual pre-disaster mitigation and preparedness activities.
13. Seek to promulgate resiliency policies and practices in agency programs and stakeholder operations, wherever appropriate.
14. Sustain pre-disaster engagement activities possibly for months or years with the leadership of jurisdictions that may be impacted by a disaster.
15. Encourage the establishment of disaster information networks for businesses.

B. Recovery

The Economic RSF will accomplish the following:

1. Assess current businesses in the (City/County/Operational Area) to determine which are still operating, which had to close, which need help to reopen, and what opportunities exist to support new businesses either in areas that have closed or where there is a specific need.
2. Assist the private sector with developing business continuity plans and industry cooperative agreements to ensure resiliency and redundant approaches to bringing resources into the impacted area.
3. Consider planning with small businesses in the area that could work with large retail stores (usually nationwide chains, also known as “big box stores”) and benefit from their supply chains.
4. Stress supply-chain management as an element of private-sector continuity planning.
 - a. Identify priority resources needed, even if priorities change based on the incident and the progression of recovery efforts.
 - b. Identify suppliers within the jurisdiction that can provide or supply resources.
 - c. Replenish familiar and necessary food items immediately to help the recovery and establish a sense of normalcy.
5. Consider whether government facilities and essential services should be relocated to enhance economic investment and development to increase accessibility to those services.
6. Encourage government agencies and the private sector to collaborate on returning the public infrastructure and the jurisdiction’s services to more resilient pre-event levels.
7. Facilitate the reestablishment of essential commercial services (food, fuel, pharmaceuticals, banks, etc.) and necessary utilities in locations near population concentrations.
8. Identify sources of funding to support recovery.
 - a. Workforce Development and Workforce Skill Set Identification, Training, and Allocation
 - i. Identify the type of workforce that the (City/County/Operational Area) would like to attract and what the associated skills would be.

- ii. The (responsible jurisdiction/agency/organization) will conduct long-term assessments of businesses to identify needs to retrain the workforce.
 - iii. The (responsible jurisdiction/agency/organization) will explore the development of a system to coordinate job placement. This may include the use of private and nongovernmental employment agencies that specialize in staffing full- and part-time employees.
 - iv. The (responsible jurisdiction/agency/organization) will identify essential services that employ the core workforce. Prioritize areas to prepare and train available workforce.
- b. Workforce Support Elements
- i. The (responsible jurisdiction/agency/organization) will coordinate with the Health and Social Services RSF to ensure appropriate child care and dependent care services are available.
 - ii. The (responsible jurisdiction/agency/organization) will coordinate with the Housing RSF to ensure workforce housing and support services.
 - iii. The (responsible jurisdiction/agency/organization) will coordinate workforce transportation.
 - iv. The (responsible jurisdiction/agency/organization) will work with private-sector entities to identify methods to logistically support the workforce if employees cannot go to work.
- c. Disaster Recovery Areas
- (The U.S. Small Business Administration (SBA) and FEMA provide important short-term resources and expertise after a disaster. These need to be matched by a local mechanism to address recovery over a longer period.)**

Safety/Damage assessments following a disaster may be used to establish the boundaries of the Disaster Recovery Area.)

Within a Disaster Recovery Area, (City/County/Operational Area) would have the authority to:

- i. Acquire property for new development, if necessary through eminent domain
 - ii. Enter into disposition and development agreements for private development
 - iii. Fund public infrastructure improvements and public facilities
 - iv. Retain tax increment and use the revenue stream to pay indebtedness (called tax increment financing)
- d. Business Recovery Centers
- (Business recovery centers (BRCs) are one-stop shops set up to provide local, State, and Federal resources and services for businesses after a catastrophic event with services tailored to address business needs.)**

BRCs are often established by a local economic development organization in cooperation with local, State, and Federal partners. Representation includes the SBA, local business leaders, bank officers, chambers of commerce, workforce development entities, specialized technical assistance counselors, and other local organizations that provide financial or technical assistance to small businesses.)

The **(responsible jurisdiction/agency/organization)** is responsible for coordinating the following BRC tasks:

- i. Coordinating with business associations, local city officials, and chambers of commerce or similar organizations to identify, develop, and support business continuity planning efforts.
 - ii. Identifying private companies, insurers, and lenders that might be crucial to disaster recovery due to their providing recovery-crucial goods or services or due to their relative size, position, or relation to key business sectors (i.e., government, tourism, and/or employment base in the local economy).
 - iii. Leveraging local businesses with nontraditional resources that may provide recovery capabilities (i.e., flower delivery trucks used to distribute small amounts of commodities over short distances).
 - iv. Promoting private-sector resiliency and continuity through education and outreach.
- e. Employment Initiatives
- i. The **(responsible jurisdiction/agency/organization)** will promote business initiatives to employ workers and generate revenue through outreach efforts.
 - A. Works to apply and integrate plans developed pre-disaster to most effectively leverage Federal resources and available programs to meet local community recovery needs while aggressively integrating with the private sector to facilitate early and productive engagement.
 - B. Develops an interagency action plan for each disaster to ensure the coordinated action of all Federal agencies, stakeholders and supporting entities in the support of local and state governments.
 - C. Incorporates mitigation measures into redevelopment following a disaster to build the community back stronger to minimize future risk.
 - D. Engages the workforce development system, including State vocational rehabilitation programs, as a means of helping individuals

who acquire a disability as part of the disaster return to work with the appropriate supports, accommodation and retraining (if necessary).

III. Health and Social Services Recovery Support Function

(The core recovery capability for health and social services is the ability to restore and improve the health and social services amongst governmental, private, and nonprofit providers to promote the resilience, health, independence, and well-being of the whole community.⁶)

- A. General Health and Social Services Recovery Issues
 - 1. Preparedness
 - a. Incorporates planning for the transition from response to recovery into preparedness and operational plans, in close collaboration with ESFs #3, #6, #8 and #11.
 - b. Incorporates planning for the transition from post-incident recovery operations back to a steady-state into preparedness and operational plans.
 - c. Develops strategies to address recovery issues for health, behavioral health and social services – particularly the needs of response and recovery workers, children, seniors, people living with disabilities, people with functional needs, people from diverse cultural origins, and people with limited English proficiency and underserved populations.
 - d. Promotes the principles of sustainability, resilience and mitigation into preparedness and operational plans.
 - 2. Recovery
 - a. Maintains situational awareness to identify and mitigate potential recovery obstacles during the response phase.
 - b. Leverages response, emergency protection measures and hazard mitigation resources during the response phase to expedite recovery.
 - c. Provides technical assistance in the form of impact analyses and supports recovery planning of public health, health care and human services infrastructure.
 - d. Identifies and coordinates Federal Health and Social Services specific missions with primary agencies.
 - e. Establishes communication and information-sharing forum(s) for Health and Social Services RSF stakeholders with the State and/or community.
 - f. Coordinates and leverages applicable Federal resources for health and social services.
 - g. Develops and implements a plan to transition from Federal Health and Social Services recovery operations back to a steady-state.
 - h. Identifies and coordinates with other local, state and Federal partners to assess food, animal, water and air conditions to ensure safety.
 - i. Evaluates the effectiveness of Federal Health and Social Services recovery efforts.

⁶ Adapted from *National Disaster Recovery Framework Health and Social Services RSF factsheet*.

- j. Provides technical assistance in the form of impact analyses and recovery planning support of public health, health care, and human services infrastructure.
 - 3. Outcomes for the Health and Social Services RSF include:
 - a. Promotion of clear communications and public health messaging to provide accurate, appropriate, and accessible information in multiple mediums, languages, and alternative formats and which is accessible to underserved populations
 - b. Protection of the mental/behavioral and physical health of the general population, and response and recovery workers from the longer term effects of a post-disaster environment
 - c. Reconnection of displaced populations with essential health and social services
 - d. Restoration of the capacity and resilience of essential health and social services to meet ongoing and emerging post-disaster community needs
 - 4. Operational Considerations in Health and Social Services
 - a. Community efforts should be inclusive of other organizations and agencies, including public, private, and nonprofit organizations coordinating with their local and regional VOADs throughout recovery as priorities and needs evolve throughout recovery timelines. Since NGOs exist in a variety of forms (e.g., private nonprofit [PNP] organization, foundation, for-profit), it may be more useful to categorize their functions and current capabilities, particularly in support of recovery activities rather than organization type. Note that, for addressing people with disabilities, one NGO cannot address all of the different disabilities for which this population will need accommodation.
 - b. Prioritizing overarching health and social service functions toward restoration and sustainment will be a constant theme throughout the recovery period. Resource needs for both personnel and physical resources and the logistics of moving them to where they are needed during recovery will be a key determinant of successful recovery operations.
- B. Assisting People with Disabilities and Others with Access and Functional Needs
- (City/County/Operational Area)** maintains a self-identifying voluntary registry for people with disabilities and others with access and functional needs.
1. People with Disabilities and Others with Access and Functional Needs

When disasters occur, people with disabilities and others with access and functional needs who may already face health or ability challenges are likely to be more susceptible to the difficulties of responding to and recovering from the disaster. Physical or mental disabilities may limit their capacity to respond or to seek help. People with disabilities and others with access and functional needs may rely on support services, such as personal care attendants. Any emergency that disrupts those services leaves them vulnerable. The following are activities for organizations that assist people with disabilities:

 - a. Preparedness

(Responsible jurisdiction/agency/organization) will identify redundant transportation partners and understand backup resources. People with

mobility impairments may require accessible transportation that is disrupted due to the disaster.

b. Recovery

(Responsible jurisdiction/agency/organization) will ensure that people with communication barriers are included when public information is sent out through the media or other sources. Messaging will be delivered in language that is simple, with pictures, if necessary. Alternative format materials, talk boards, picture boards, notepads, pens, and pencils will be made available to staff to use to communicate.

2. People Who Are Medically Fragile or Dependent

a. Preparedness

- i. Develop medication resupply alternatives to mitigate the increased supply demands expected in early recovery, including durable medical equipment (DME), especially when reliant on electricity.
- ii. Develop strategies for identifying dependent older adults.
- iii. Encourage development of close family and neighbor networks with the knowledge and resources to support older adults in reestablishing routines in the transition from response phase to short-term recovery.

b. Recovery

Use a separate room or space within shelters for people who have health concerns and require isolation (e.g., mental health concerns, asthma, multiple chemical sensitivities, allergies, people with compromised immune systems, or cancer) or contagious diseases. Coordinate with healthcare providers to transition these individuals to health facilities as early as possible. Health facilities should evaluate temporary isolation areas as part of their surge plan to ensure these cases can be transitioned out of general population shelters quickly.

C. Strategies and Processes to Support Recovery Functions

1. Develop recovery strategies for mental/behavioral health, public health, medical, social services, educational services, child services, adult services, mass medical surge, mass fatality services, and veterinary health. These strategies should promote self-sufficiency and continuity for the general population including recovery workers, children, older adults, children and adults with disabilities and others with access and functional needs, as well as household pets and animals.

D. Mental/Behavioral Health Strategies

1. Preparedness

- a. (Responsible jurisdiction/agency/organization) will accomplish the following:
 - i. Explore ways to increase access to paraprofessional crisis counseling team including the identification of the appropriate role and use of paraprofessionals during disasters.
 - ii. Identify, certify, and register a cadre of volunteer mental health professionals and paraprofessionals pledged to assist government personnel in coping with the psychological consequences of disasters.

- b. **(Responsible jurisdiction/agency/organization)** is responsible for community and first-responder outreach including the following:
 - i. Development of mental health resiliency throughout preparedness and recovery to include the design, development, and delivery of accredited courses and training for fire prevention, law enforcement, EMS, and other response agencies.
 - ii. Promoting the establishment of mental health disaster preparedness programs within civic, religious, and public health groups for all age groups and particularly to children of various ages.
- c. **(Responsible jurisdiction/agency/organization)** will coordinate with the county mental health department to develop a mental health disaster plan for disaster response and recovery. Each **(City/County/Operational Area)** department will encourage and implement pro-active disaster preparedness efforts (such as disaster fairs, etc.) at their facilities to better prepare government employees to remain at work and carry out their duties more comfortably following disasters.

2. Recovery

- a. **(Responsible jurisdiction/agency/organization for Mental/Behavior Health)** has identified response phase mission-essential functions, which must continue during an extended disruption of services. Although these are continuity and response activities, if unattended or inadequately addressed, the separate recovery activities may be detrimentally affected or prolonged. These categories include the following:
 - i. Administration
 - ii. Crisis intervention
 - iii. General mental health services
 - iv. Immediate emergency care
 - v. Legally mandated requirements
 - vi. Medication services
 - vii. Other mental and behavioral health services
 - viii. Specialty mental health programs such as those that address the deaf and hard of hearing community and intellectual disability community
 - ix. Ensure that assessments are coordinated among multiple agencies assessing psychosocial/mental health issues.
 - x. The American Red Cross Safe and Well website will be used by family members who want to find other family members following a disaster

E. Public Health and Environmental Health Strategies for Community Preparedness
 Public Health and Environmental Health may reside in different departments depending on the jurisdiction but the functions and activities to reduce harm to public health from the environment will persist through recovery. Therefore, for this model, a functional approach is taken. Adjust as necessary to fit the jurisdiction's organizational structure.

1. **(Responsible jurisdiction/agency/organization)** has developed and maintains an inventory of health facilities within **(City/County/Operational Area)** including various types of health partners in the community.
2. **(Responsible jurisdiction/agency/organization)** has developed and maintains lists of alternate supply chains and sources of medication supply, delivery, and storage especially for at-home patients and residents. This may be necessary if reconstruction interrupts transportation systems or conventional dispensing methods.
3. **(Responsible jurisdiction/agency/organization)** has developed and maintains event-specific public information messages (e.g., what to do to prevent food spoilage or how to discard spoiled food) and is responsible for implementing an outreach program that emphasizes individual and family disaster health preparedness.
4. **(Responsible jurisdiction/agency/organization)** will coordinate with VOADs, faith-based organizations, and volunteer coordination groups such as MRC and Community Emergency Response Teams (CERT)
5. Priority Recovery Activities for Public Health
 - a. Human and Animal Disease Surveillance
 - i. Short-term/Intermediate Recovery:
 - Define the method of disease surveillance using standard epidemiological methods.
 - ii. Long-term Recovery:
 - (Responsible jurisdiction/agency/organization)** will ensure transitional housing remains safe, and temporary facilities that were intended to operate for a short period continue to be inspected.
 - iii. Reopening of Health Facilities
6. Priority Recovery Activities for Environmental Health
 - a. Human and Animal Food and Water Safety
 - i. Preparedness
 - A. Educate the public to use water from larger venues and known sources, as these will likely be prioritized for inspection and compliance.
 - B. Integrate water safety into personal preparedness planning.
 - C. Provide instruction on adequate stores of water necessary for self-sustainment for 72 hours to 2 weeks.
 - D. Provide instruction on use of non-drinkable water for uses such as bathing and toileting.
 - ii. Recovery
 - A. Ensure thorough inspections of incoming donated food stuffs, including those from NGOs, faith-based organizations, nonprofit organizations, and citizen donations.
 - B. Establish priorities for food and water inspection.

- b. Human and Animal Shelter Safety
 - i. Preparedness
 - A. Ensure that public health/environmental health inspectors are available and trained in shelter safety.
 - ii. Recovery
 - A. Coordinate with (responsible jurisdiction/agency/organization) Social/Human Services, the Department of Education, the American Red Cross, and other agencies to determine current and projected mass care and sheltering needs, including temporary housing arrangements.
- c. Human and Animal Air Quality⁷

Air quality will be affected as demolition and removal of debris must be conducted before reconstruction can begin. Debris or debris-clearing activities near major population centers or heavily used highways will also expose a greater number of people and animals.

 - i. Preparedness

Pre-identify measurement techniques and capabilities for expanded monitoring in areas not usually considered at risk pre-disaster.
 - ii. Recovery

Educate the medical community and public health educators to recognize and treat conditions resulting from exposures.
- d. Human and Animal Vector Control⁸

Surveillance for vectors in all affected areas will be essential to identifying problems, so as to direct suppression and control efforts promptly.

 - i. Preparedness

Integrated pest management principles (using a combination of control methods) should be implemented in addressing problems, including recommendation of “no feeding of wildlife” policies and pest management practices to reduce food sources, eliminate harborage, and establish pest controls.
 - ii. Short-Term/Intermediate Recovery
 - A. Continue rapid elimination of food sources that attract animals and insects.
 - B. Continue surveillance and control for flies, mosquitoes, and other arthropods (especially in warm weather).
 - C. Continue surveillance and control for other vertebrate pests as needed.
 - D. Continue surveillance and control for rodents, especially rats and mice due to their high fecundity.

⁷ Also see Natural and Cultural Resources RSF.

⁸ Also see Natural and Cultural Resources RSF.

- E. Continue surveillance in shelters that accept animals and ad hoc shelters for sick or flea- or tick-infested pets and treat as needed.
 - F. Identify and coordinate conditions to ensure safety in these sectors, including inspection and quarantine.
- iii. Long-Term Recovery
- A. Restoration of vector control conditions to pre-disaster levels will be a continuous process in recovery.
 - B. Coordinate continued vector surveillance control activities, addressing known problematic areas not resolved from short-term efforts and identify any new and emerging issues.
 - C. Reevaluate control measures in urban areas, checking for reestablished rodent populations or conditions associated with rodent problems (sanitation, harborage).

F. Medical Strategies

The primary function is to continue immediate medical service through continuity of operations and to restore full-service capability within the medical delivery system over the long term. Activities will include participation by the (responsible jurisdiction/agency/organization for public health) and (responsible jurisdiction/agency/organization for EMS).

1. Preparedness

- a. (Responsible jurisdiction/agency/organization) will conduct training and exercises with practitioners for infant, child, and young adult pre-hospital and emergency healthcare and mental health issues, including pharmacy support. This training should integrate the needs of children with disabilities, especially children who are deaf or hard of hearing, those with intellectual disabilities, and those with autism.
- b. (Responsible jurisdiction/agency/organization) will identify alternate mechanisms to deliver pharmaceuticals to patients with interrupted supply chains and routes, pre-identify storage methods to secure caches of critical medical supplies and pharmaceuticals and provide necessary environmental storage devices to maintain the appropriate environment (climate control).
- c. (Responsible jurisdiction/agency/organization) will pre-identify occupational medicine providers and clinics for treatment of injured or exposed workers during recovery.

2. Short-Term Recovery

- a. Conduct initial and ongoing facility assessments.
- b. Prioritize recovery of dialysis capability, chemotherapy clinics, and radiation therapy facilities and access to these facilities. Consider accessibility for dialysis treatments, including recovery of dialysis centers and ensuring patients can continue dialysis at home.

- c. Prioritize reestablishment of temporary emergency departments, which it may not be possible to locate in damaged healthcare facilities and consider alternate locations.
 - 3. Intermediate/Long-Term Recovery
 - a. **(Responsible jurisdiction/agency/organization)** will determine and communicate facility capabilities to emergency management and communicate the status of hospital capabilities to the public throughout recovery. This should also include information on whether the facilities are physically accessible and which ones have communication access.
- G. Mass Medical Care Surge
 - 1. Preparedness
 - a. Medical facilities and providers should pre-identify through Licensing and Certification or approving authorities which health regulations are determined through local health laws, State law, or governor’s proclamation in preparing a surge plan. This includes which regulations can be relaxed or waived and under what conditions. An existing surge plan should list these regulations and the agency/agent of authority.
 - b. Pre-identify potential staffing resources from community-based volunteer units such as the Medical Reserve Corps (MRC), Disaster Volunteer Corps, Disaster Healthcare Volunteers (DHV), student nurses, medical students, and Disaster Service Workers (DSWs).
 - c. Pre-identify sectors of the medical infrastructure that can engage in discussions on common strategies in surge planning. Sectors can include both public and private institutions and a variety of medical personnel, vendors, and administrators in this process.
 - 2. Recovery
 - a. Designate a health facility liaison from the healthcare systems (hospitals, skilled nursing facilities, clinics, and private providers) to communicate with the **(recovery operations coordinating element)** to coordinate local efforts towards restoration of health services with the support of the community.
- H. Social Services and Human Services Strategies

(Social services programs promote the general welfare of the community during non-disaster times. The support and expansion of these services immediately following a disaster can be essential to ensuring the community is able to return to pre-disaster situations.)

(Responsible jurisdiction/agency/organization) is responsible for the activities below.

- 1. Preparedness
 - a. Educate clients and caregivers on individual preparedness including kits (include other items needed to function besides basic supplies such as glasses, medication, or mobility devices), as well as contact numbers of other caregivers and responsible family members.
 - b. Identify independent living service centers that provide referrals to the disability community and coordinate preparedness programs that educate the public and emergency management.
 - c. Pre-identify locations of most dependent clients.

- d. Pre-identify populations using risk assessment and demographic information.
- 2. Short-Term Recovery
 - a. **(County)** Public Social Services will ensure the continuation of public assistance programs.
 - b. Casework and referral services will provide counseling, guidance, education, and pre-screening of candidate cases to referral agencies.
 - c. Coordinate with a Functional Assessment Service Team (FAST) in longer-term sheltering to continue support of children and adults with disabilities and others with access and functional needs.
 - d. Engage elected officials and authorities in considering the granting of emergency relaxation of requirements on eligibility criteria for governmental assistance programs.
 - e. Evaluate existing direct financial assistance programs for their long-term feasibility during the recovery process, and educate the public on available options.
 - f. In-Home Supportive Services
 - Key efforts to restore services include the following:
 - i. Establish scheduling expectations to support in-home services in transitional housing locations (coordinate with Housing RSF to ensure safety and appropriateness of locations).
 - ii. Identify available personnel, and assign to support shelter operations directly.
- 3. Long-Term Recovery
 - a. Continue coordination with other organizations, community groups, and NGOs that provide services to the undocumented populations and other at-risk populations who might not normally qualify for government services.
- I. Animal Services Strategies

(Animal Care and Management issues will continue well-past the response phase and will need consideration of the numbers and variety of animals including pets, livestock, and exotics in a variety of settings displaced from their homes and owners. Service animals have special considerations for handling and replacement, if lost.)

(Responsible jurisdiction/agency/organization) is responsible for coordinating the activities below.

- 1. Preparedness
 - a. Coordinate veterinary care and identify volunteer veterinarians in advance.
 - b. Educate animal owners on evacuation and shelter-in-place.
 - c. Encourage pet owners to plan alternate living sites with friends and family through an extended recovery period.
- 2. Recovery
 - a. Collaborate with other agencies that are responsible for disease surveillance, disease control, quarantining, and disease reporting, including the disposal of carcasses, if required.

- b. Utilize a regional call center and tracking system (e.g., Unified Victim Identification System [UVIS]) for missing persons to support reunification and mass fatality services.
- J. Reconnecting Displaced Human and Animal Populations

(Responsible jurisdiction/agency/organization) is responsible for coordinating the activities below.

 - 1. Preparedness
 - a. Develop a system for replacement of lost or missing service animals with coordination between animal services, animal control, social services/human services, nonprofit and for-profit animal training organizations, and animal advocacy groups and adoption agencies.
 - b. Develop a tracking system to support the process of reunification of separated families, as well as of persons with their household pets, personal assistance services, durable medical equipment, and/or personal items (e.g., luggage) that will have been moved and/or sheltered separately from them.
 - c. Identify and map facilities such as licensed care facilities and congregate older adult housing complexes or facilities housing persons who will need assistance in reunification.
 - 2. Recovery
 - a. Assist in the replacement of lost or deceased service animals.
 - b. Prioritize those with health or supervision needs for reunification with family, personal assistants, and caregivers.
 - c. Use a primary system for collecting information on displaced persons and pets.

K. Educational Facilities

(Restoration of educational services should be a priority as part of recovery because the role of schools and colleges serves an educational purpose and the return to full services benefits the economic and social well-being of the community at large.)

(Responsible jurisdiction/agency/organization) is responsible for coordinating the activities below.

- 1. Preparedness
 - a. Coordinate with the County Office of Education and school district planners for specific contingencies appropriate for varying educational levels, types of educational programs, curricula, and student age-groups. Consider special education planning efforts, homeless children programs, and other resources related to education services.
 - b. Enhance the ability of school personnel to support children who are traumatized, grieving, or otherwise recovering from a disaster.
 - c. Identify existing businesses in the surrounding campus community to involve them in pre-planning and contingency planning to provide additional services should campus services be unavailable.
 - d. Pre-identify and formulate specific processes and protocols, which will identify, assess, or prioritize campus needs and those of its constituency.
 - e. Support campus disaster readiness by developing campus recovery plans.

2. Short-Term Recovery
 - a. Consider buying portable classrooms to return students to a learning environment until permanent restoration occurs.
 - b. The educational institution or appropriate governmental jurisdiction must submit a Request for Public Assistance (RPA), FEMA Form 90-49, to FEMA within 30 days after the date of designation of the area where the damage occurred. FEMA and the State will review to determine applicant eligibility. The educational institution or appropriate governmental jurisdiction will be notified by FEMA or the State of its eligibility.
 3. Intermediate/Long-Term Recovery
 - a. Begin transition from temporary buildings to permanent structures.
 - b. Complete restoration to infrastructure using improvements and enhancements through mitigation and consultation with campus planners.
- L. Child and Minor Services
- (Children are often the first to be traumatized by a disaster and subsequently being separated from their caregivers can compound the trauma they experience. Support for children in disasters is a critical recovery priority that relies on a coordinated effort among multiple agencies.)**

(Responsible jurisdiction/agency/organization) is responsible for coordinating the activities below.

1. Child Care
 - a. Preparedness
 - i. Determine which children or staff will require additional assistance from staff to relocate during emergencies.
 - ii. Develop temporary disaster child care operating standards that permit providing disaster child care in nontraditional settings and modify and when necessary waive licensing requirements that may be impractical in the aftermath of a disaster while continuing to ensure the health, safety, nutritional status, and overall well-being of children.
 - b. Recovery
 - i. Consider the stress and mental health needs of clients throughout recovery, which will vary according to age range and proximity to the event.
 - ii. Institute temporary relocation facilities. Section 403(a)(3)(D) of the Stafford Act authorizes the provision of temporary facilities for schools and other essential community services.
2. Child Welfare Program Support

(Responsible jurisdiction/agency/organization for child welfare) will establish procedures to:

 - a. Identify, locate, and continue availability of services for children under State care or supervision who are displaced or adversely affected by a disaster.
 - b. Re-establish the Child Abuse Registry/child abuse hotline as expeditiously as possible as this is a State mandate.

- c. Respond to new child welfare cases in areas adversely affected by a disaster, and provide services.
- 3. Foster Care and Unaccompanied Minors
 - (Responsible jurisdiction/agency/organization) is responsible for coordinating the activities below:
 - a. Preparedness
 - Involve child welfare groups and agencies in disaster protocol development, planning, preparedness, response, and recovery to address these needs. Staff should be aware of protocols to manage unaccompanied minors, homeless youth, or self-evacuated youth.
 - b. Recovery
 - If systems that support family reunification are impacted or unavailable, custody should continue to be coordinated with law enforcement until transition can occur.
- M. Adult Services and Programs
 - (Responsible jurisdiction/agency/organization) is responsible for coordinating the activities below.
 - 1. Preparedness
 - a. Encourage voluntary registration for all Adult Protective Services (APS) clients through departmental education and outreach.
 - b. Maintain a database of Community and Senior Services updated on a frequent and regular basis in case of a major event response.
 - 2. Recovery
 - a. Coordinate with social workers as needed through County Mental Health for older adults with mental illness. These include house visits and access to mental health services.
 - b. Support repatriation of foreigners (including tourists, visitors, and business travelers) through lead agencies assigned to this task.
- N. Mass Fatality Services
 - 1. Preparedness
 - a. Develop a regional information call center (e.g., 2-1-1) to support the increased call volume missing persons reports in an emergency.
 - b. Develop a regional tracking and records management system (e.g., UVIS) to support mass fatality incidents.
 - c. **Develop** regional mass fatality management plans.
 - 2. Recovery
 - a. Implement Family Assistance Center (FAC) plans to support the reunification of families of the decedents, provide mental health services and collect ante mortem data for victim identification.
 - b. Integrate cultural and religious stakeholders into mass fatality plans to ensure appropriate handling of remains.
 - c. Integrate mass fatality services with Health Care Facility reporting systems.
 - d. Integrate memorial services and commemorations into long-term plans.
 - e. Provide Local Assistance Centers (LACs) with information about the FAC (FAC services, whom the FAC is for, how to contact the FAC if you are a family member of a decedent, etc.) and reunification information.

IV. Housing Recovery Support Function

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

- A. General Housing Issues
 1. Preparedness
 - a. Works with local and state governments, organizations and others in coordination with the National Disaster Housing Task Force, Joint Housing Solutions Group.
 - b. Identifies strategies and options that address a broad range of disaster housing issues such as those dealing with planning, zoning, design, production, logistics, codes and financing.
 - c. Builds accessibility, resilience, sustainability and mitigation measures into identified housing recovery strategies.
 2. Recovery
 - a. Coordinates and leverages Federal housing-related resources to assist local and state governments to address housing-related, disaster recovery needs.
 - b. Encourages rapid and appropriate decisions regarding land use and housing location in the community or region.
 - c. Identifies gaps and coordinates a resolution of conflicting policy and program issues.
 - d. Maintains reliable and accessible communications throughout the recovery process between the Federal Government and all other partners to ensure ongoing dialogue and information sharing.
- B. Transition from Shelter to Interim or Permanent Housing
 1. Preparedness
 - a. Incorporate faith-based and other nonprofit organizations to help homeowners rebuild when possible.
 - b. Integrate the private sector into planning activities to help communicate priorities and direction for the jurisdiction. Consider coordination with property owners to establish post-disaster lease agreements at a lower rate.
 2. Recovery
 - a. Identifying available permanent housing solutions as soon as possible may keep from moving people from shelter to interim housing to short-term housing to permanent housing.

- b. Many shelters will remain open until those who remain have secured other types of interim housing options. Some residents may be able to return to slightly damaged homes, while others cannot due to substantial damage to their homes. At this point of the transition from response to recovery, coordination with the mass care function within the Health and Social Service RSF will be important and necessary.
- C. Interim Housing

(Interim housing can be described as a disaster housing unit that allows families to secure their belongings and provides a higher level of privacy than sheltering while they work on securing long-term options.)

 - 1. Preparedness
 - a. Complete a computerized inventory of possible temporary housing sites including open spaces, schools, etc., and the capabilities and features of each possible temporary housing site and update regularly.
 - b. Identify and implement housing to rebuild and renew the community, since interim housing decisions can have a profound impact on the direction and character of permanent housing. Coordinate interim and permanent housing plans and mitigation with the Community Planning and Capacity Building and Infrastructure RSFs.
 - 2. Recovery
 - a. Address how the housing authority will prioritize emergency vouchers with existing waiting lists and new applications and with those displaced from tenant-based housing and project-based Section 8 residents.
 - b. Consider use of open spaces in parks that already have sewer and water infrastructure in place.
 - c. Encourage immediate repair for interim re-occupancy of damaged properties. Provide materials through individual assistance, nonprofits, or business donations for people who can do their own small repairs but who need materials and tools
 - d. Identify temporary large group housing to facilitate rapid closure of emergency shelters.
 - e. Implement the process and procedures of developing a nontraditional shelter site after an event.
- D. Permanent Housing
 - 1. Preparedness
 - a. Develop a reconstruction task force to oversee the strategic approach for permanent housing.
 - b. Develop criteria for minimal habitability based upon health and life safety measures. Standards of damage will be determined dependent on magnitude of event.

- c. Develop policies and actions programs addressing the need for rapid post-event development of a permanent replacement-housing program.
 - d. New housing must consider community services and the key players for this need to be identified and coordinated with beforehand for requirements and considerations.
 - e. People with disabilities and others with access and functional needs should be included as an integral part of the planning process. This may be coordinated with the Health and Social Services RSF.
2. Recovery
- a. Activate reconstruction task force.
 - b. Consider documentation requirements to keep funding after review; for example, the U.S. Department of Housing and Urban Development (HUD) requires demographic information that must be documented and provided or grant funds could be taken back.
 - c. Develop long-term housing reconstruction and relocation strategies, including available and affordable housing.
 - d. Maximize available housing stock by protecting renters from unwarranted displacement and financial hardship as a result of unlawful actions by property owners.
- E. Logistical Requirements
1. Preparedness
- a. Consider establishment of online housing locator services and other housing resources.
 - b. Plan for the temporary housing needs for additional groups coming into or near the impacted area, such as relief and construction workers.
2. Recovery
- a. Assess the potential availability of building supplies and suppliers early on and develop strategies about how to resupply. Consider all types of equipment and supplies, which may include assistive devices for housing modification needed by access and functional needs populations.
- F. Coordination Requirements
1. Preparedness
- a. Coordination with local realtors and rental associations may help confirm availability of current resource needs under agreement once recovery housing operations have begun.
 - b. Review existing MOUs/MOAs and cooperative agreements with regional partners, support agencies, and the private sector for resources needed for housing sites.
2. Recovery
- a. Plan for the longer term use of developed temporary housing resources (developing manufactured housing infrastructure to convert into a permanent resource such as single family housing). Coordination with HUD

and FEMA during housing mission development may allow for retaining infrastructure when a cost savings over removing the infrastructure can be shown.

- G. Building Permitting, Inspections, and Building Codes
(Temporarily modifying the local permitting process can allow for rapid disaster repairs to take place while affording permitting officials and property owners a reasonable amount of time to assess the situation and make smart redevelopment decisions.)
 - 1. Preparedness
 - a. Address regulatory and statutory challenges that may occur as a result of the disaster.
 - b. Criteria for assessing the condition of damaged structures need to be in place for the jurisdiction prior to a disaster. A plan may need to include methods for this determination as well as adequate and realistic timeframes for removal of structures.
 - c. Identify and plan for central coordination of all inspections by all required agencies.
 - d. Identify emergency permitting requirements for movement of temporary housing solutions, such as manufactured homes.
 - e. Recognize that in earthquake scenarios, building safety inspection are key; however, aftershocks can affect the rate of recovery due to the necessity for re-inspections.
 - 2. Recovery
 - a. As appropriate, relax or waive local laws, regulations, or building codes to help return residents to homes that may have only slight and non-life-threatening damages.
 - b. Damage to potable water, sewer, and flood control infrastructure can weaken a community's ability to recover and affect decisions on and timing of housing restoration or replacement. In cases of severe damage to infrastructure in highly hazardous locations, relocation may need to be considered.
 - c. Shift to inspections focused on safety versus compliance to expedite return to damaged homes.

V. Infrastructure Systems Recovery Support Function

(The core recovery capability for infrastructure systems is the ability to efficiently restore infrastructure systems and services to support a viable, sustainable community and improve resilience to and protection from future hazards. The Infrastructure Systems RSF promotes a

holistic approach to disaster recovery coordination, support, planning, and implementation for infrastructure systems that serve the community.

Therefore, the scope of this RSF includes the following infrastructure sectors and subsectors as identified in the National Infrastructure Protection Plan (NIPP): energy, water, dams, communications, transportation systems, agriculture (food production and delivery), government facilities, utilities, sanitation, engineering, flood control, and other systems that directly support the physical infrastructure of communities as well as physical facilities that support essential services, such as public safety, emergency services, and public recreation.)

A. Preparedness

1. Safety and damage assessment inspections will be conducted by the **(responsible jurisdiction/agency/organization)** and will include the following activities:
2. Coordinating and assessing lists for overall jurisdictional priority to assign assessment and inspection teams appropriately.
3. Creating pre-event documentation of infrastructure and condition to help verify and validate requests for funding when damage occurs.
4. Determining specific categories (hospitals, educational facilities, etc.) of infrastructure that require different assessment and inspection teams.
5. Prioritizing critical infrastructure and key resources for inspection to appropriately f. assign assessment and inspection teams.
6. Working with stakeholders to identify their structure and resources, and then prioritize those for inspection and assessment.
7. Develops guidance and standard procedures for rapid activation of RSF capabilities to support community recovery.
8. Identifies relevant statutory and/or regulatory programs, potential capabilities and/or limiting factors pertaining to recovery support for infrastructure systems.
9. Provides a forum for interagency coordination, information sharing and exchange of effective practices.
10. Supports planning, preparedness, education, training and outreach efforts to enhance capabilities for recovery.
11. Works with partners to identify critical facilities and ensure considerations are made to reduce risk pre- and post-disaster.

B. Infrastructure Restoration and Recovery

(Infrastructure restoration and recovery is addressed by the local public, private, and nonprofit sectors and systems. There are numerous agencies, jurisdictions, and stakeholders involved with the public facilities, infrastructures systems, and related services.)

- C. Agriculture and Food (Food Production and Delivery)
 - 1. Identify regulatory agencies responsible for inspecting food, restaurant and cold storage facilities, facilities that may have chemicals and wastewater, and identify methods to streamline the approval process required to safely open these facilities.
 - 2. Integrate private-sector agriculture and food representatives into the EOCs, depending on the incident requirements.
 - 3. When feasible, the (responsible jurisdiction/agency/organization) may decide to establish cooperative agreements with the private sector on supply chain, production facilities, etc.
- D. Energy (Generation and Distribution)
 - 1. Preparedness activities related to the Energy sector will be the responsibility and coordination of (responsible jurisdiction/agency/organization), which may include some of the activities listed below:
 - 2. Determine the impact to neighboring states that lengthy repair times would have.
 - 3. Facilities should identify what type of generator (size, electrical cable connections, load or capacity, service or maintenance requirements, etc.) their site can receive so that they can quickly and specifically request the resource they need.
 - 4. Identify energy providers in your jurisdiction. If there are multiple energy providers, create a coordination body among energy providers to provide representative(s) to local EOCs and to planning processes. These representatives need decision-making authority.
 - 5. Identify high-pressure lines regionally that provide fuel to other States.
 - 6. Identify permitting and fee requirements for fuel providers (i.e., storage and distribution). Determine if waivers or temporary suspension of rules can be leveraged to increase assets that can provide resources in the area.
 - 7. Maintain common messages. Keep messages general at onset of event. Refine messages as the damage is assessed and power companies have a better estimation of damages/repairs.
 - 8. Outline list of major utility providers in each area, with list of 24-hour operational center contacts. Regularly test telephone numbers to ensure they are current. The development and maintenance of this list will be the responsibility of the (responsible jurisdiction/agency/organization).
 - 9. The (responsible jurisdiction/agency/organization) will coordinate resources with power companies to establish getting to affected areas.
- E. Hospitals, Skilled Nursing Facilities, and Home Care
 - 1. Prioritize restoration of electrical and water utilities for hospitals, and skilled nursing facilities.

2. Request resources to sustain hospitals and other facilities must be requested through the same agencies or organizations that provide utility services to their businesses and communities.
- F. Water (Conveyance, Supply, Treatment, and Distribution)
1. Alter existing production and distribution systems to produce potable water (e.g., soda and beer production companies).
 2. Conduct damage mitigation activities, including replacement of older pipes and systems. Identify known weaknesses or areas to replace and rebuild. The (responsible jurisdiction/agency/organization) may need to coordinate with private-sector partners to develop long-term replacement plans and considerations that can be applied after a disaster.
 3. Identify key players and regional water authorities
 4. If potable water needs to be distributed, the (responsible jurisdiction/agency/organization) will need to determine available resources to maintain, store, and distribute.
 5. The (responsible jurisdiction/agency/organization) will examine flood control facilities and systems, and develop methods and plans to keep debris out or remove debris from the drainage systems.
 6. The (responsible jurisdiction/agency/organization) will maintain mapping of all flood-control facilities.
 7. The USACE has a rehabilitation program for levees, channels, dams, etc., that can provide an 80/20 cost share for repairs if they have been registered and inspected as part of the program before the disaster. This program does not require a Presidential disaster declaration.
 8. The USACE has flyover reconnaissance capabilities that could be accessed for assessment purposes.
- G. Wastewater
1. Identify areas where standing water could lead to pest control issues that will need to be managed through vector control.
 2. In the event wastewater systems restoration is delayed, identify alternative waste management methods.
- H. Telecommunications (Communication Towers, Phone Lines, Cell Phone Towers and Systems, Network Connectivity)
1. The (responsible jurisdiction/agency/organization) will be responsible for the following telecommunication activities:
 2. Determine permit requirements for communication tower infrastructure and fast track the process allowing providers to rebuild or replace their networks through relaxed or waived codes.
 3. Ensure that the jurisdiction has passed and signed a Repair and Reconstruction Ordinance. FEMA funding often requires this ordinance to be on the books in order for FEMA funding to be provided. Identify interoperability needs before an incident. Be prepared to pursue a “new

normal” of obtaining a system that will enable responders to be interoperable as the system is repaired.

4. Identify key NGOs, FBOs, and CBOs essential for recovery operations and determine if they have a plan for reestablishing their network infrastructure and computer systems following a disaster or if they will be relying on outside support.
 5. Identify networks critical to response and recovery operations for both government and private organizations to identify service providers for these networks and determine their ability to support and respond in a disaster.
 6. Identify operators of cell towers and determine their plan for site restoration.
 7. Identify remote communities within their jurisdictions which may have extended restoration times due to their remote locations and determine alternate means of communication.
 8. Work with (local service providers) to identify priority customers within a region to be restored first following an incident and who are essential to response and recovery services.
- I. Transportation Systems (Roads, Bridges, Rail and Air)
1. Determine if there is a critical route plan addressing how roads will be used for priority traffic and which roads should be opened first. Interoperable planning with other operational areas will be necessary.
 2. Develop MOUs regarding providing emergency transit and paratransit services during and after a major disaster with those transit agencies and private companies that operate within the jurisdiction.
 3. Establish lines of supply for airports, railroads, and roads and identify disaster routes.
 4. Identify agreements necessary to leverage these providers and ensure eligibility for reimbursement regarding paratransit services and other accessible transportation providers.
 5. Identify assessment teams to determine if roads and bridges are structurally sound, taking into account the weight and size requirements of incoming resources (i.e., large-sized mobile health resources).
 6. Identify the owner of the rail lines and who can provide details about the status of the lines and repair timelines.
- J. Mass transit
1. Bus: Determine if mass transit in (City/County/Operational Area) runs on compressed natural gas (CNG) and if potential fueling stations have interoperable equipment.
 2. Persons with disabilities and others with access and functional needs: Consider transportation-dependent populations that rely heavily on mass transit services.

3. Rail/Metro: Identify which rail/metro systems are solely dependent on electrical power and will not function in the event of a power outage.
 4. Urgent medical transportation should be requested and qualified ambulance services should be used; however, alternatives should be identified in the event capacity is overwhelmed. Consideration of alternate routes based on population shifts or damage is important and should be coordinated through the (Operational Area) EMS dispatch center and communicated with transportation planners.
- K. Government Facilities (Offices, Universities, Utility Facilities, Parks)
1. Per the Emergency Services Sector-Specific Plan, an Plan to the NIPP, emergency services are defined as law enforcement; fire and emergency services; emergency management; emergency medical services, and public works.
 2. Identify alternate facilities from which to operate and the infrastructure to support it.
 3. Support responder families to ensure staff can report to work, work in a safe environment, and have the ability to concentrate on their work while their families are taken care of.
 4. Planners need to identify long-term alternative facilities. If complete relocation is required, determine the considerations. Determine what support facilities (e.g., mechanical yards, computer/data centers) are necessary and need to be relocated or “linked” in some way.
 5. Pre-identify critical government facilities that require generators to continue operating during power outages in a major incident. This should list which facilities have a generator, which ones would need one and what type they can hook up and what the collective maintenance requirements are.
- L. Educational Facilities
1. The (responsible jurisdiction/agency/organization) will coordinate with the local educational system regarding disaster preparedness and recovery activities that may include the following:
 2. Consider long-term rebuilding or mitigation approaches for damaged or destroyed schools.
 3. Consider pooling private and public teachers to meet highest need areas.
 4. Consideration should be taken to identify alternate locations for children until public schools are reopened such as churches, parks, and/or portable trailers.
 5. Determine the necessary feeding resources to support schools’ reopening.
 6. Determine the necessary steps to transition schools from being shelters to opening back to students.
 7. Identify avenues for direct reimbursement for school districts through local, State or Federal sources.

8. Public, private, and community universities and colleges operate like small cities. Their recovery affects neighboring cities and operations and has to be thoroughly considered.
 9. School districts should consider requesting waivers from the State for standards that would allow them to operate in an interim fashion.
- M. Security
1. Modify security plans to transition from the response phase to recovery. Consider using private and contract security for access control and site security.
- N. Financial Infrastructure
1. Determine regulations for opening commercial facilities and consider seeking temporary waivers to reduce the time required to secure certain permits and licenses.
- O. Commercial and Industrial Facilities (Hazardous Materials)
1. Assess potential secondary impacts to damaged facilities.
 2. Consider longer-term rezoning should a hazardous materials facility be impacted to allow for it to be rebuilt or moved out of the area.
 3. Consider recovery and remediation for areas where a release has occurred.
 4. Determine mitigative measures and preventative steps that can lessen the potential impact or secondary impacts of an incident on commercial and industrial facilities.
- P. Nuclear Reactors, Materials and Waste
1. Coordinate with local jurisdictions and their planning efforts around nuclear plants.
 2. Identify power requirements should electrical or other utilities be out for an extended period of time.
- Q. Postal and Shipping
1. Consider temporary mobile Post Offices near temporary housing.
 2. Coordinate Post Office locations with Economic RSF for strategic approach to ensure affected population can receive paychecks and other pertinent mail.
- R. Mitigation Standards
1. Develop and maintain appropriate mitigation standards for new and existing government facilities and public improvements commensurate with the degree of hazards.
 2. Periodically review design standards for bridges; tunnels; wastewater, and solid-waste facilities; public streets, and other public infrastructure in relation to potential hazards.
 3. Establish criteria for prioritizing which public facilities and improvements should be mitigated first.
- S. Recovery
1. General

- a. Supports the recovery of infrastructure systems, dependent on the nature and scope of the disaster, and the specific authorities and programs within the jurisdiction of participating departments and agencies.
 - b. Participates in the national-level coordination of damage and community needs assessments as appropriate to ensure infrastructure considerations integrate into the post-disaster public and private sector community planning process.
 - c. Deploys Recovery Support Function resources, as required by the specific disaster situation and consistent with the specific authorities and programs of the participating departments and agencies, to the field to assist the affected community in developing an Infrastructure Systems Recovery action plan that:
 - i. Avoids the redundant, counterproductive, or unauthorized use of limited capital resources necessary for infrastructure/recovery.
 - ii. Helps resolve conflicts, including those across jurisdictional lines, resulting from the competition for key resources essential to infrastructure systems recovery.
 - iii. Sets a firm schedule and sequenced time structure for future infrastructure recovery projects.
 - iv. Works with Recovery Support Function partners to leverage available financial and technical assistance, both from governmental and nongovernmental sources, in the execution of the community's Infrastructure Systems Recovery action plan.
 - v. Promotes rebuilding infrastructure in a manner which will reduce vulnerability to future disasters impacts.
- T. Hospitals, Skilled Nursing Facilities, Home Care
1. During a sustained recovery process to restore full medical service to the community, hospitals should be a priority for continuity of electrical and water utility service as an interruption in service will place existing patients at risk, and diminish the capability of addressing new injuries and illnesses in the community.
 2. Identify healthcare facilities that do not have an adequate water supply for daily operations and patient care, including drinking water.
 3. Identify patient record management systems and determine if there is a process in place to back-up the files in the event of a catastrophic incident. Determine if the files are accessible at alternate facilities. If there is not full access, determine what temporary or intermediary access is available.
 4. Reconsider long-term supply needs. Initial estimates of self-sustainment may be overestimated. Factor in that after the disaster there will be

increased demand for services, the usage rate for water and power will be increased. It will not be business as usual in any way, including the number and type of patients.

5. The (responsible jurisdiction/agency/organization) in coordination with healthcare facilities and the Housing RSF will need to identify alternative forms of transportation that will be needed for non-acute patients, medications, larger equipment, and supplies.

VI. Natural and Cultural Resources Recovery Support Functions

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

Relevant agencies and partners are those with responsibilities or interest with overseeing physical resources, such as surface water quality, air quality, and hydrology; biological resources, such as endangered species and sensitive habitats; cultural resources, such as historic buildings, and buried archaeological sites; and toxic wastes (chemical, biological, or radioactive waste) and chemicals.)

- A. Preparedness
 1. (Responsible jurisdiction/agency/organization) will develop MOUs/MOAs with identified available resources.
 2. Identify the natural and cultural resources in your jurisdiction.
(City/County/Operational Area) planners need to determine if there are any sites or resources that should not be publically listed.
 3. Notification to Federal agencies and organizations is required even if (Insert State) standards have been used. To receive Federal funding or receive Federal approvals (e.g., permits, licenses), the (responsible jurisdiction/agency/organization) will document compliance with applicable Federal environmental and historic preservation laws.
 4. The (responsible jurisdiction/agency/organization) will coordinate with local fire departments, local public health, or environmental health departments to determine materials that constitute hazardous and toxic waste. Handling,

transportation, and disposal of such waste should be coordinated with these agencies.

5. The (responsible jurisdiction/agency/organization) will design and develop a Hazards Identification Reporting System to ensure rapid recording of mapped and tabular information describing the location and intensity of natural and toxic hazards.
6. The (responsible jurisdiction/agency/organization) will develop and maintain a debris management plan.
7. The (responsible jurisdiction/agency/organization) will draft an environmental plan to address all stages of recovery. This should include a communications and outreach element that encompasses both public outreach and coordination between jurisdictions.
8. The (responsible jurisdiction/agency/organization) will identify the local agencies to work with regarding waste management (i.e., solid, household, hazardous, toxic, radioactive, and biomedical wastes) and include those agencies in the planning process. This planning process will also need to include State and Federal organizations such as Certified Unified Program Agencies (CUPA), the Department of Toxic and Substance Control, and EPA.
9. The (responsible jurisdiction/agency/organization) will strengthen and enhance public education and awareness to the community regarding natural and cultural resources.
10. The creation of a contingency contracting packet that identifies programs, funding, and resources at all levels will be accomplished by (responsible jurisdiction/agency/organization).
11. The following items may be included in the debris management planning process:
 - a. A formal agreement between (City/County) and State Department of Transportation facilities as staging areas for material and equipment will be pre-established by the (responsible jurisdiction/agency/organization).
12. Identifies relevant Federal programs and incentives that have a role in supporting the preservation, protection, conservation, rehabilitation, recovery and restoration of natural and cultural resources during recovery.
13. Develops a pre-disaster Natural and Cultural Resources RSF action plan to identify and communicate priority actions.
14. Identifies and prioritizes gaps and inconsistencies within and between relevant Federal regulations, policies, program requirements and processes affecting natural and cultural resources that are used in disaster recovery, either separately or in combination with one another, and makes recommendations to the National Disaster Recovery Planning (NDRP) Division at FEMA Headquarters and specific Federal agencies.

15. Works with private nonprofits and other nongovernmental organizations to leverage opportunities to encourage local, and state governments and institutions to develop emergency management plans that integrate natural and cultural resource issues.
 16. Promotes the principles of sustainable and disaster resistant communities through the protection of natural resources such as coastal barriers and zones, floodplains, wetlands and other natural resources critical to risk reduction.
 17. Assesses appropriate hazard mitigation strategies for the protection of cultural resources.
- B. Recovery
1. Works to leverage Federal resources and available programs to meet local community recovery needs.
 2. Identifies opportunities to leverage natural and cultural resource protection with hazard mitigation strategies.
 3. Addresses government policy and agency program issues, gaps and inconsistencies related to natural and cultural resource issues.
 4. Coordinates cross-jurisdictional or multistate and/or regional natural and cultural resource issues to ensure consistency of Federal support where needed.
 5. Encourages responsible agencies at all levels of government and their important private sector partners to support the local community's recovery plan and priorities by developing a Natural and Cultural Resources action plan that identifies how the agencies leverage resources and capabilities to meet the community's needs.
 6. A prioritized approach to meeting needs will need to be conducted by the (responsible jurisdiction/agency/organization). Water supply, water quality, and air quality are high priority areas to be addressed.
 7. Consider the trash hierarchy for solid waste management and recycling. Source reduction is the desired approach to handling debris and will be the responsibility of the (responsible jurisdiction/agency/organization).
 8. Debris clearance from public roadways to allow the safe passage of emergency vehicles is a response function and responsibility of the (responsible jurisdiction/agency/organization).
 9. Synchronizes the Natural and Cultural Resources action plan with other RSFs, as appropriate to support the broader vision of Federal support to disaster recovery.
 10. Helps local communities and state governments to leverage opportunities inherent in recovery to mitigate impacts to environmental or cultural resources.
 11. Promotes a systematic, interdisciplinary approach to understand the interdependencies and complex relationships of the natural and cultural environments.
- C. Demolition

1. Establish procedures for hazardous materials (e.g., asbestos, lead) identification, demolition, and abatement.
 2. Identify environmental and historical regulations. Applicable environmental and cultural resource regulations may include the National Historic Preservation Act, the FEMA Environmental and Historical Preservation Program, the Clean Air Act, the Clean Water Act, and laws that govern hazardous and toxic wastes such as the Resource Conservation and Recovery Act and the Comprehensive Environmental Response, Compensation, and Liability Act.
 3. Ensure that the requirements of environmental and historic preservation laws and Executive Orders are met.
 4. Identify necessary assessment frequencies from a site maintenance or regulatory requirement standpoint in cooperation with local subject matter experts. Establish a regular process for reevaluating impacts and conducting ongoing assessments for long-term issues. This will be accomplished by the (responsible jurisdiction/agency/organization).
 5. Removal of debris located within the public right-of-way is the responsibility of the (responsible jurisdiction/agency/organization).
 6. The (responsible jurisdiction/agency/organization) will deploy hazard evaluation teams with the assistance of cooperating local, State, and Federal agencies for detailed identification and evaluation of natural and toxic hazards.
- D. Vector Control⁹
1. An assessment should be done to ensure that proper safeguards and approaches are taken for its storage and management.
 2. Identify and monitor potential vector-borne human and/or animal diseases in the impacted area.
 3. Monitor sites and regulate vectors.
 4. The (City/County) public health department will develop an agenda to develop specific public messaging to the outreach and education to provide information about what steps can be taken to reduce risks to humans and animals given the time it will take to complete the debris removal mission. Aggressive public education campaigns play a major role in reducing the impacts on the area.
 5. The (responsible jurisdiction/agency/organization) will conduct oversight of vector control responsibilities. This could include special districts that have roles (mosquito abatement).
 6. The impact of vector-borne diseases will be enhanced by the weather and environmental conditions.
 7. The nature of the waste, timeline for holding it, and location of the debris dictate how vector control will occur.
- E. Environmental Resources to Consider in All Actions
1. Air Quality¹⁰

⁹ Review the Health and Social Services RSF for additional discussion on Vector Control.

- a. Consider specific permits or requirements that need to be established pre-disaster.
 - b. Identify existing systems to monitor air quality control and the necessary monitoring steps. Many of these resources are in the private sector.
2. Surface Water¹¹
- a. Identify bodies of waters and trustee maintenance and ownership.
 - b. Identify opportunities and constraints to avoid, protect, or restore surface waters.
 - c. Identify required permits for certain activities affecting surface waters and mitigate impacts to surface waters as necessary.
3. Groundwater Quality¹²
- a. Prepare a list of laboratories that perform sampling and analysis.
4. Floodplain Management—Protection of Wetlands
- a. Identify opportunities and constraints to avoid, protect, or restore wetlands.
 - b. Identify wetlands using the latest State and Federal guidance and how the wetlands relate to the ecosystem.
5. Threatened and Endangered Species¹³
- a. Identify opportunities and constraints to avoid, protect, and restore sensitive species and their habitat.
 - b. Prepare a list of Federal endangered species in (City/County/Operational Area) with pertinent information such as species nesting/breeding season dates.
- F. Historical Preservation and Cultural Resources¹⁴
- 1. Conduct hazard assessment and structural survey of sites to understand potential impacts.
 - 2. Coordinate with Tribal Nations on historical and cultural resources.
 - 3. Create database of personnel and resources that can support collection, restoration and assessment of specialty resources.
 - 4. Develop an inventory of local and State natural and cultural resources.
 - 5. Identify public and private associations and organizations that have similar natural and cultural resources and could support recovery operations.
 - 6. Identify sites that are listed on or eligible for listing on the National Historic Register, both local and State.

¹⁰ Additional information and resources can be found in the Health and Social Services RSF section.

¹¹ Includes lakes, streams, intertidal areas, and wetlands.

¹² Includes actions affecting waters, including construction, demolition, dredging, and filling.

¹³ Includes mammals, birds, reptiles, fish, amphibians, and plants.

¹⁴ Includes buildings, monuments, bridges, dams, archeological sites and other identified resources (paintings, sculptures, etc.)

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Appendix A: Position Specific Checklists

(The purpose is to identify the critical roles and responsibilities that key players will serve in and execute throughout the duration of the recovery process.)

*The purpose of the Position Specific Checklist is to serve as a point of reference to identify the scope of actions that may occur during recovery operations within the responsible **(City/County/Operational Area)**. The following checklist should be considered as the minimum requirements for the position for all key players. Some of the tasks are one-time actions while other actions are ongoing or repetitive throughout the recovery process. Modifications to the items outlined will likely be required as the recovery operation evolves. Read the entire checklist before taking any action.*

A. Recovery Policy Advisory Board

Reports to the **(City/County/Operational Area)** Executive's Office

Responsibilities

1. *Provide overall recovery policy and direction to the Recovery Coordinator and the Recovery Agency.*
2. *Ensure accountability and transparency of Recovery Agency activities.*
3. *Provide a venue for resolution or mediation of large-scale policy issues including inter-jurisdictional issues as necessary.*

Activation Phase

- Receive nomination and confirmation to participate on the Recovery Policy Advisory Board.*
- Convene as the Recovery Policy Advisory Board at the Recovery Agency or designated site, as recommended by the Recovery Coordinator.*
- Obtain current situation status and a briefing on priority actions taken and outstanding issues from the Recovery Coordinator.*

Operational Phase

- Examine need for new or temporary policies, as required to support recovery operations.*
- Identify jurisdictional and organizational priorities and objectives.*
- Identify jurisdictional and organizational limitations, concerns, and constraints.*
- Recommend policy for releasing information to the public.*
- Recommend cost sharing procedures if necessary.*
- Work with the Recovery Coordinator to identify any large-scale policy issues in need.*

- *Ensure adequate public information materials are being issued from the Recovery Agency.*
- *Work with the Recovery Coordinator to identify any large-scale policy issues in need of resolution, including inter-jurisdictional issues, and provide a forum to resolve.*
- *Consult with the Recovery Coordinator or legal advisors regarding any potential legal issues and recommended courses of action.*
- *Be available at the request of the Recovery Coordinator and in conjunction with the Public Information Officer (PIO) to assist in the dissemination of public information.*
- *Be available at the request of the Recovery Coordinator and in conjunction with the Liaison Officer to assist in outreach or coordination with local, regional, state, federal, private-sector, or non-profit stakeholders or partners.*
- *Consult with the Recovery Coordinator to recommend need for extraordinary resources and/or outside assistance.*
- *Facilitate the pursuit of extraordinary resources/outside assistance, as appropriate.*
- *Keep apprised as to the status of the recovery by reviewing Recovery Agency situation reports and receiving briefings from the Recovery Coordinator.*

Demobilization Phase

- *Deactivate upon termination of the Recovery Agency.*
- *Participate in formal post-operational debriefs if requested.*
- *Continue to advocate on an individual or group basis, outstanding goals and objectives identified by the Recovery Agency and transfer to other jurisdictional agencies for implementation.*

B. Recovery Coordinator

Reports to the **(City/County/Operational Area)** Executive

Responsibilities

1. *Establish the appropriate staffing level for the Recovery Agency and continuously monitor organizational effectiveness, making adjustments as required.*
2. *Exercise overall management responsibility for the coordination among the Recovery Agency and any other agencies participating in recovery.*
3. *Oversee setting priorities for recovery efforts and ensure that all staff within the Recovery Agency and any other agency's actions are accomplished within the priorities established.*
4. *Ensure that information sharing is accomplished effectively among the jurisdictions' Executive, the Recovery Policy Advisory Board, and the Recovery Agency.*

5. *Ensure coordination with other local governments, Commonwealths, and federal agencies such as FEMA (including serving as the Local Disaster Recovery Manager, per the National Disaster Recovery Framework).*
6. *Identify and address any training needs of assigned staff, such that all recovery staff has a prerequisite understanding of disaster recovery, the Incident Command System (ICS), and other relevant principles and skills.*

Activation Phase

- Receive briefing(s) from the response-phase Incident Commander and Emergency Operations Center (EOC) Commander, and any other relevant personnel.*
- Determine which positions are required and ensure they are filled.*
- Ensure the Recovery Agency is properly set up and ready for operations.*
- Ensure the Recovery Agency and staffing chart is completed.*
- Ensure the communications with other recovery entities are established.*
- Schedule the initial Recovery Action Planning meeting.*

Operational Phase

- Monitor General Staff activities to ensure that all appropriate actions are being taken.*
- Attend periodic briefings with the General Staff to ensure objectives are current.*
- With the PIO, conduct news conferences and review media releases for final approval.*
- Ensure that the Liaison Officer is maintaining effective interagency coordination.*
- Work with the Legal Advisor to identify legal issues, address any issues requiring legal opinion or action, and/or propose solutions to any problems requiring executive legislative action.*
- Prepare management objectives for the Recovery Action Planning meetings.*
- Review and approve the Recovery Action Plan, once completed.*
- Coordinate recovery efforts with mitigation and sustainability goals and objectives identified in local and regional plans, including Hazard Mitigation Plans, Comprehensive Plans, and capital or transportation improvement plans.*
- Conduct regular briefings for the jurisdiction's Executive Office.*

Demobilization Phase

- Deactivate sections, branches, and units when they are no longer required.*
- Ensure that any open actions not yet completed will be handled after deactivation.*

- Ensure that all required forms or reports are completed prior to deactivation.*
- Prepare to provide input to the After Action Report.*

C. Legal Advisor

Reports to the Recovery Coordinator

Responsibilities

1. *Support requests from management about actions which may have impacts that require a legal opinion regarding jurisdictional policy and authority.*
2. *As needed, propose solutions to issues requiring legal or legislative action at the executive jurisdictional levels.*

Activation Phase

- Check in with the Recovery Coordinator and clarify any issues regarding authority and assignment, including the functions of others in the Recovery Agency.*
- Establish communications with other jurisdictional legal offices for support.*
- Establish communications with Command and General staff in the Recovery Agency.*

Operational Phase

- Facilitate requests for support or information as requested.*
- Prepare the models for legal documents and other actions.*
- Provide appropriate actions statuses to the Planning Section.*
- Keep the Recovery Coordinator, Executives, and/or representatives informed and provide policy guidance and clarification of legal issues as required.*
- Maintain logs and files associated with position.*

Demobilization Phase

- Ensure completion of all final reports, closeout activity log, and transfer any ongoing missions and/or actions to the Recovery Coordinator or other designated individuals.*
- Ensure copies of all documentation generated during the operation are submitted to the Planning Section Documentation Unit.*
- Ensure all functions have been transitioned to their pre-disaster department(s), agency(ies), or activity(ies).*

D. Safety Officer

Reports to the Recovery Coordinator

Responsibilities

1. *Ensure that good risk management practices are applied throughout the organization and that every function contributes to the management of risk.*

2. *Protect the interests of all participants, agencies, and organizations by ensuring due diligence in information collection, decision making, and implementation for risk exposures and ascertaining probabilities and consequences of future events.*
3. *Provide advice on safety issues. The Safety Officer has the authority to halt or modify any and all unsafe operations within or outside the scope of the Recovery Action Plan (RAP), notifying the Recovery Coordinator of actions taken.*
4. *Coordinate with the Logistics Section to ensure that appropriate security measures have been established to allow for only authorized access to the Recovery Agency facility, and that documentation is maintained.*
5. *Ensure a medical plan is established for each operational period.*

Activation Phase

- Tour the entire facility area and determine the scope of ongoing and future operations.*
- Perform a risk identification and analysis of the Recovery Agency site and operations.*
- Activate Medical Unit and Compensation and Claims Unit, if necessary.*
- Monitor set-up procedures for the Recovery Agency facility ensuring adherence to proper safety regulations.*
- Oversee that security checkpoints have been established at all entrances which allow only authorized personnel access to the Recovery Agency facility. This is to include staff sign-in and identification procedures.*

Operational Phase

- Assess damage and loss of any incident, working with the Situation Unit (Planning Section) and the Property Claims Unit (Finance/Administration Section) if necessary.*
- Establish and maintain a position log and other necessary files.*
- Work with the Support Branch Director, if appropriate, to become familiar with any hazardous conditions in the recovery facilities. Conduct regular inspections of the facilities.*
- Coordinate with the Support Branch (Logistics Section), if established, to obtain assistance for any special safety requirements in recovery facilities.*
- Coordinate with the Finance/Administration, if established, on any personnel injury claims or records preparation as necessary for proper case evaluation and closure.*
- Coordinate with the Support Branch (Logistics Section), if established, to monitor security checkpoints and the Recovery Agency facility access and address any security issues.*
- Confirm adequate medical plan in place for each operational period.*

- *Ensure that the Compensation and Claims Unit processes all workers' compensation claims in a reasonable timeframe.*

Demobilization Phase

- *Assist the Recovery Coordinator in deactivation activities including:

 - *Collection of all relevant papers and electronic records to the Documentation Unit.*
 - *Collection of all material necessary for post-operation reporting procedures.**
- *Assist with the deactivation of the Recovery Agency at designated time.*
- *Ensure all functions have been transitioned to their pre-disaster department(s), agency(ies), or activity(ies).*

E. Liaison Officer

Reports to the Recovery Coordinator

Responsibilities

1. *Oversee all liaison activities. These include the coordination of agency representatives assigned to the Recovery Agency as well as handling requests from other agencies for sending liaison personnel to other locations.*
2. *Liaise with any organizations or departments participating in recovery, but not directly represented in the Recovery Agency.*
3. *Function as a central location for incoming agency representatives and provide workspace and arrange for support as necessary.*
4. *Assist and serve as an advisor to the Recovery Coordinator and Section Chiefs as needed, providing information, assisting in coordination efforts, and ensuring the proper flow of information.*
5. *Assist the Recovery Coordinator in ensuring proper procedures are in place for directing agency representatives and communicating with elected officials.*
6. *Liaise with local authorities, state, and federal organizations, communicating Recovery Agency guidelines, directives, Recovery Action Plans (RAP), and situational information.*
7. *Conduct necessary recovery-related government relations and lobbying work on behalf of the jurisdiction and the Recovery Agency.*

Activation Phase

- *Obtain situation status and recovery priorities from the Recovery Coordinator or Deputy.*
- *Ensure registration procedures are established for outside agencies working within the Recovery Agency.*
- *Assist the Recovery Coordinator in determining appropriate staffing for the Recovery Agency.*
- *Ensure that a Recovery Agency organization and staffing chart is posted and updated.*

- *Consult with the Recovery Coordinator and Recovery Support Function (RSF) Branch Director(s) to determine whether branch level Liaison Officer(s) are appropriate, and if so, appoint them.*
- *Provide assistance and information to General Staff regarding staffing Recovery Agency sections.*
- *Ensure that agency representatives' communications are established and functioning.*

Operational Phase

- *Assist the Recovery Coordinator and Section Chiefs in developing overall recovery priorities as well as priorities for the initial Recovery Action Plan (RAP).*
- *Establish and maintain a position log and other necessary files.*
- *Ensure agency representatives understand their assigned roles, work location, Recovery Agency organization, and floor plan.*
- *Provide external and non-represented agencies information to the Planning Section to assist in the development, continuous updating, and implementation of Recovery Action Plans (RAPs).*
- *Provide general advice and guidance to agencies and staff as required to enhance abilities of supporting agencies.*
- *Ensure that all notifications are made to agencies not represented in the Recovery Agency.*
- *Ensure that communications with any and all appropriate external or non-represented organizations, companies, and/or agencies are established and maintained.*
- *Assist the Recovery Coordinator in preparing for and conducting briefings with Section Chiefs, elected officials, the media, and the general public.*
- *Receive reports from branch level Liaison Officer(s), if activated.*
- *Prepare external non-represented agency's information for briefings with the Section Chiefs.*
- *Ensure that an updated list of outside agency representatives is provided to all Section Chiefs and Branch Directors as needed and is also included in the RAP.*
- *Ensure that operational priorities and objectives identified in Recovery Action Plans are communicated to external non-represented agencies.*
- *Facilitate completion of situation reports with external non-represented agencies and forward to the Planning Section.*
- *Advise the Recovery Coordinator of critical information and requests contained within agency situation reports.*

- *Forward approved Situation Reports to non-represented agencies as requested.*
- *In consultation with the Public Information Officer, conduct tours of the Recovery Agency facility as requested.*

Demobilization Phase

- *Notify external non-represented agencies in the Recovery Agency of the planned demobilization, as appropriate.*
- *Assist with the deactivation of the Recovery Agency at the designated time, as appropriate.*
- *Assist the Recovery Coordinator with recovery operations.*
- *Ensure all functions have been transitioned to their pre-disaster department(s), agency(ies), or activity(ies).*

F. Public Information Officer

Reports to the Recovery Coordinator

Responsibilities

1. *Serve as the coordination point for all public information, media relations, and internal information sources for the Recovery Agency.*
2. *Supervise all staff assigned as Assistant Information Officers and their activities.*
3. *Coordinate media releases with officials representing other affected agencies.*
4. *Ensure that the public within the affected area receives complete, accurate, and consistent information about recovery priorities and efforts.*
5. *Establish and maintain a hotline or call center for the public to access helpful information and advice, in coordination with Service and Information Centers.*
6. *Maintain a positive relationship with the media representatives, monitoring all broadcasts and written articles for accuracy.*
7. *Coordinate VIP and visitor tours of the Recovery facility.*
8. *Maintain a web site established for recovery information, as appropriate.*
9. *Liaise with the Public Information Officers of other local, State, or Federal recovery agencies.*
10. *Advise members of the Recovery Policy Advisory Board, Recovery Agency, and jurisdictional executive office on consistent messaging and communication of priorities related to recovery.*

Activation Phase

- *Determine staffing and communications equipment requirements and make required personnel assignments.*
- *Consult with the Recovery Coordinator and RSF Branch Director(s) to determine whether branch level PIO(s) are appropriate, and if so, appoint them.*

- *Assess information skill areas required in the Recovery Agency such as: writing, issues management, media relations and event planning.*

Operational Phase

- *Establish and maintain a position log and other necessary files.*
- *Obtain policy guidance and approval from the Recovery Coordinator with regard to all information to be released to the media and public.*
- *Refer to the county Pre-Disaster Recovery Plan (PDRP) and Public Information Officer operational guidelines, sample forms, models and other information materials, as appropriate.*
- *Keep the Recovery Coordinator advised of all unusual requests for information and of all major critical or unfavorable media comments.*
- *Coordinate with the Situation Unit (Planning Section) and identify methods for obtaining and verifying significant information as it develops.*
- *Recommend strategies or other measures to improve media relations.*
- *Develop and publish a media briefing schedule, to include location, format, and preparation and distribution of handout materials.*
- *Implement and maintain an overall information release program.*
- *Receive reports from branch level PIO(s), if activated.*
- *Establish and utilize a Recovery Joint Information Center, as required, providing necessary space, materials, telephones, and electrical power for the media.*
- *Maintain up-to-date status boards and other references at the Recovery Joint Information Center. Provide adequate staff to answer questions from members of the media.*
- *Establish a public information service and/or call center to handle public inquiries and provide recovery support information, in coordination with Service and Information Centers. Consult with Logistics Section for communication equipment needs and set-up.*
- *Develop message statements for Recovery Agency staff and the call takers of the hotline.*
- *Develop key talking points for Recovery Agency staff and members of the Recovery Policy Advisory Board, Executive Offices, and others as appropriate.*
- *Interact with other agency PIOs and obtain information relative to recovery operations.*
- *Establish distribution lists for recipients of all public information releases.*
- *Ensure that adequate staff is available at incident sites to coordinate and conduct tours of the disaster areas when safe.*
- *Arrange (through Logistics) appropriate staffing and telephones to efficiently handle incoming media and public calls.*

- *Establish content for Public Service Announcements (PSA) and bulletins and maintain a Recovery Assistance Information Directory with numbers and locations to recovery information.*
- *Ensure that announcements, recovery information, and materials are translated and prepared for special-needs populations (limited or non-English speaking, visually impaired and hearing impaired).*
- *Ensure that announcements, recovery information, and materials are made available to residents who have been displaced by the disaster.*
- *Monitor all media, using information to develop follow-up news releases and rumor control.*
- *Ensure that file copies are maintained of all information released.*
- *Promptly provide copies of all media releases to the Recovery Coordinator.*
- *At the request of the Recovery Coordinator, prepare media briefings for elected officials and/or Recovery Policy Advisory Board members to facilitate their participation in the media briefings and press conferences.*

Demobilization Phase

- *Prepare final news releases and advise media representatives of points-of-contact for follow-up stories.*
- *Ensure all functions have been transitioned to their pre-disaster department(s), agency(ies), or activity(ies).*
- *Assist with demobilization procedures.*

G. Operations Section Chief

Reports to the Recovery Coordinator

Responsibilities

1. *Supervise the Operations Section and ensure that the Operations Section activities are carried out, including the coordination of all recovery functions.*
2. *Ensure that recovery objectives and assignments identified in the Recovery Action Plan (RAP) are carried out effectively.*
3. *Establish the appropriate level of branch, group, division, organizations within the Operations Section, continuously monitoring their effectiveness.*
4. *Ensure the objectives of the **[City/County/Operational Area]**, Information Centers and Business Recovery Centers are carried out.*
5. *Maintain communications with Command Staff.*
6. *Ensure that the Planning Section is provided with status reports and other requested information.*
7. *Conduct periodic Operations Section briefings for Command Staff and other Section Chiefs.*

Activation Phase

- *Ensure that the Operations Section is set up properly and that personnel, equipment, and supplies are in place, including communications, maps, and status boards.*
- *Obtain a preliminary situation briefing from Command Staff, Planning Chief, or other Recovery Agency staff as appropriate.*
- *Based on the situation, activate the appropriate branches, units, groups or divisions based on recovery functions as needed.*
- *Take necessary steps in coordination with the Logistics Section to staff, equip, and communicate with the **(City/County/Operational Area)**, Information Centers and Business Recovery Centers.*
- *Activate appropriate Recovery Support Function (RSF) Branches, and work with Lead Agencies (from the most pertinent Recovery Group within the RSF Branch) to assign RSF Branch Directors.*
- *Confer with the Command Staff to ensure that the Planning, Logistics, and Finance/Administration Sections are staffed at levels necessary to provide adequate information and support for recovery operations.*
- *Coordinate with the Liaison Officer, Public Information Officer, and Branch Directors regarding the need for Branch-level Liaison Officers or Public Information Officers in the Operations Section.*
- *Work with the Recovery Coordinator, Community Recovery Planning Branch Director, and other appropriate Recovery Support Function (RSF) Branches to develop a community process to prioritize recovery needs.*
- *Based on the situation, determine likely future needs of the Operations Section.*
- *Identify key issues affecting the Operations Section; meet with section personnel, and determine appropriate objectives for the initial Recovery Action Plan (RAP) meeting.*
- *Ensure branches, units, groups, and divisions operating within the section know the strategies for carrying out the Operations Section objectives.*

Operational Phase

- *Ensure that all section personnel are maintaining their individual position logs and other documentation.*
- *Work closely with each Branch Director and other supervisors to ensure that the Operations Section objectives, as defined in the current Recovery Action Plan, are being addressed.*
- *Prepare for and participate in Planning meetings and other relevant Section Chiefs meetings.*
- *Provide the Planning Section Chief with staff and/or information from RSF Branches and Recovery Groups to assist in the development of the Recovery Action Plan.*

- *Coordinate with the Liaison Officer as necessary to ensure that communications with various private companies, relief organizations, State, and Federal agencies and support organizations are established and maintained throughout the recovery period.*
- *Coordinate recovery efforts with mitigation and sustainability goals and objectives identified in local and regional plans, including Hazard Mitigation Plans, Comprehensive Plans, and capital or transportation improvement plans.*
- *Coordinate with RSF Branches, the Planning Section, and relevant County agencies to determine the timelines according to which resources need to be identified, so that they can be included into the planning documents, funding cycles, and budget or appropriations requests.*
- *Identify and track resolution of gaps and conflicts in planning requirements and recovery assistance programs, as well as recovery programs that support and build community capacity and surge needs for recovery management.*
- *Ensure that Operations Section personnel coordinate resource needs through the Logistics Section, unless subject matter expertise within Operations is such that resource needs can be met within the Operations Section, in which case documentation must be provided to the Logistics Section.*
- *Ensure that fiscal and administrative requirements are coordinated through the Finance/Administration Section, unless subject matter expertise within Operations is such that fiscal and administrative requirements can be met within the Operations Section, in which case documentation must be provided to the Finance/Administration Section.*
- *Brief the Command Staff and other Section Chiefs on all major recovery changes.*
- *Brief Branch Directors and Section staff periodically on any updated information received.*
- *Ensure that all media contacts are referred to the Public Information Officer.*

Demobilization Phase

- *Deactivate branches and any organizational elements, when no longer required.*
- *Ensure that all paperwork is complete and logs are closed and sent to the Documentation Unit.*
- *Ensure that any open actions are assigned to appropriate agency and/or Recovery Agency staff as appropriate.*
- *Deactivate the Section and close out logs when authorized by the Recovery Coordinator.*
- *Ensure all functions have been transitioned to their pre-disaster department(s), agency(ies), or activity(ies).*

H. Recovery Support Function (RSF) Branch Directors

Reports to the Operations Section Chief

Responsibilities

1. *Overall management of the Branch Recovery Groups.*
2. *Determine scale and scope of need, and report to Planning Section.*
3. *Assist in the development and prioritization of RSF-specific recovery strategy and tactics, including input into development of Recovery Action Plans.*
4. *Coordinate with counterpart local, State, and Federal RSFs.*
5. *Coordinate with stakeholders in the community on impacts of the disaster on service levels and needs for returning service to acceptable post disaster levels.*
6. *Prepare status reports, schedule meetings, and coordinate briefings on any special assignments or priorities assigned to the branches.*
7. *Provide routine situation reports to the Operations Section Chief.*
8. *Attend meetings as appropriate.*
9. *Regularly confer with the Operations Section Chief to coordinate recovery activities.*

Activation Phase

- Refer to appropriate RSF Branch Annex of the PDRP.*
- Activate appropriate Recovery Groups and work with Lead Agencies to assign Group Supervisors.*
- Obtain briefing from the Operations Section Chief.*
- Assess level of services needed and initiate request for necessary resources.*
- Coordinate acquisition of resources with the Logistics section.*
- Coordinate with the Recovery Coordinator, Liaison Officer, and Public Information Officer regarding the need for a Branch-level Liaison Officer or Public Information Officer.*

Operational Phase

- Establish and maintain a position log and other necessary files.*
- Facilitate requests for resources as necessary during the recovery period to ensure effectiveness of support activities.*
- Maintain adequate records of financial expenditures and ensure recovery expenses and extensions for services/resources are pre-authorized by the Operations Section Chief.*
- Prepare and forward situation reports to the Operations Section Chief.*
- Identify RSF-specific recovery issues and coordinate their incorporation into Recovery Action Plans (RAP).*
- Ensure proper documentation of all recovery operations is completed.*
- Identify RSF-specific long term recovery issues.*

- *Actively share information with other branches and sections in the Recovery Agency.*
- *Ensure coordination of all public information releases through the Public Information Officer in order to keep the public informed of progress through the recovery period as necessary.*
- *Refer all contacts with the media to the Public Information Officer.*
- *Coordinate recovery efforts with mitigation and sustainability goals and objectives identified in local and regional plans, including Hazard Mitigation Plans, Comprehensive Plans, and capital or transportation improvement plans.*
- *Support the Operations Section Chief in determining the timelines according to which resources need to be identified so that they can be included in the planning documents, funding cycles, and budget or appropriations requests.*
- *Identify and track resolution of gaps and conflicts in State and Federal planning requirements and recovery assistance programs, as well as recovery programs that support and build community capacity and surge needs for recovery management.*
- *Examine and recommend resolutions to RSF-specific regulatory or other legislative issues that may impede recovery.*
- *Support the Planning Section Chief in the ongoing review, evaluation, and maintenance.*

Demobilization Phase

- *Determine RSF Branch demobilization prioritization status and advise the Operations Section Chief.*
- *Collect and store all completed forms and consult with the Documentation Unit (Planning Section) for appropriate storage location if appropriate.*
- *Complete personal logs and documentation and forward to the Documentation Unit (Planning Section).*
- *Ensure any open actions are assigned to appropriate staff or other Recovery Agency sections for follow up.*
- *Ensure that all expenditures and financial claims have been coordinated through the Finance/Administration Section.*
- *Ensure all functions have been transitioned to their pre-disaster department(s), agency(ies), or activity(ies).*

I. Recovery Group Supervisors

Reports to the Respective RSF Branch Director

Responsibilities

1. *Overall management of the Group.*

2. *Coordinate with stakeholders and related interests and stakeholders in the community on impacts of the disaster on service levels.*
3. *Prepare status reports, schedule meetings, and coordinate briefings on any special assignments or priorities assigned to the Branch.*
4. *Provide routine situation reports to your respective Branch Director.*
5. *Attend meetings as appropriate.*
6. *Regularly confer with your respective Branch Director to coordinate recovery activities.*

Activation Phase

- Ensure that the Group is set up properly and that appropriate personnel, equipment, and supplies are in place, including communications, maps, and status boards.*
- Refer to appropriate RSF Branch Annex of the PDRP.*
- Obtain briefing from your respective Branch Director.*
- Assess level of resource services needed and initiate request for necessary resources.*
- If appropriate, coordinate acquisition of resources with the Logistics section.*

Operational Phase

- Establish and maintain a position log and other necessary files.*
- Review goals and objectives established in the RSF Branch Annexes of the PDRP, and make adjustments as required.*
- Maintain and provide direction pertaining to the level of service required and duration of services.*
- Ensure communications with various stakeholders and advocates for the respective group are established and maintained throughout the recovery period.*
- Maintain contact with relevant regional and State agricultural agencies to coordinate activities and resources, if appropriate.*
- In coordination with respective Branch Directors ensure that proper documentation is completed and that appropriate State and Federal agencies are kept informed of issues being addressed.*
- Coordinate recovery efforts with mitigation and sustainability goals and objectives identified in local and regional plans, including Hazard Mitigation Plans, Comprehensive Plans, and capital or transportation improvement plans.*
- Ensure that proper documentation is completed and that appropriate State and Federal agencies are kept informed of issues being addressed.*
- Support the RSF Branch Director in determining the timelines according to which resources need to be identified, so that they can be included into the planning documents, funding cycles, and budget or appropriations requests.*

- *Refer all contacts with the media to the Public Information Officer.*
- *Prepare and forward situation reports to your respective Branch Director.*
- *Take part in or prepare information for the development of the Recovery Action Plan (RAP).*
- *Maintain adequate records of financial expenditures and ensure recovery expenses and extensions for services/resources are pre-authorized by your respective Branch Director.*

Demobilization Phase

- *Determine Group demobilization status and advise your respective Branch Director.*
- *Collect and store all completed forms and consult with the Documentation Unit for appropriate storage location, if appropriate.*
- *Complete personal logs and documentation and forward to the Documentation Unit.*
- *Ensure any open actions are assigned to appropriate staff or other Recovery Agency sections for follow up.*
- *Ensure that all expenditures and financial claims have been coordinated through the Finance/Administration Section.*
- *Ensure all functions have been transitioned to their pre-disaster department(s), agency(ies), or activity(ies).*

J. Planning Section Chief

Reports to the Recovery Coordinator

Responsibilities

1. *Collect, analyze, and display situation information.*
2. *Prepare periodic recovery situation reports for dissemination to Recovery Agency staff and external partners.*
3. *Prepare and distribute Recovery Action Plan (RAP) and facilitate the planning process.*
4. *Implement methodology to track all resources utilized by the Recovery Agency.*
5. *Conduct advanced recovery planning activities.*
6. *Document and maintain files on all Recovery Agency activities.*
7. *Provide technical support services to the Recovery Agency sections and branches.*
8. *Establish the appropriate level of organization for the Planning Section.*
9. *Exercise overall coordination of branch/unit activities within the section.*
10. *Keep Command Staff informed of significant issues affecting the Planning Section.*

11. *In coordination with the other Section Chiefs, ensure that status reports are completed and utilized as a basis for situation reports and RAPs.*

Activation Phase

- Obtain a briefing from Recovery Agency Command Staff.*
- Ensure that the Planning Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including status boards, maps, logs, databases, and other documentation and displays.*
- Meet with Operations Section Chief; obtain and review any major recovery issues.*
- Work with the Recovery Coordinator and other Section Chiefs to determine the appropriate duration of the operational periods.*
- Develop strategy for carrying out all Planning Section responsibilities.*
- Based on the need, activate Planning Section units and designate leaders for each.*
- Keep Command Staff and Section Chiefs informed of significant events.*
- Adopt a proactive attitude, anticipating situations and problems.*

Operational Phase

- Ensure that Planning position logs and other necessary files are maintained.*
- Ensure utilization of current information for Situation Reports.*
- Work with the Recovery Coordinator and other Section Chiefs to determine if changes to the duration of the operational period are required; as the recovery continues, the appropriate length of an effective operational period will likely stretch from weeks to months to possibly annual.*
- Ensure that reporting on major incidents and branch statuses are completed by the Operations Section and are accessible by the Planning Section.*

- Ensure that a Situation Report is produced, approved, and distributed to Recovery Agency Sections at least once, prior to the end of the operational period or as directed by Command Staff.*
- Ensure that all status boards, maps, logs, databases, and other documentation and displays are kept current and that posted information is neat and legible.*
- Ensure that the Public Information Officer has immediate and unlimited access to all status reports and displays.*
- Conduct periodic briefings with section staff and work to reach consensus among staff on section objectives for forthcoming operational periods.*
- Chair the Recovery Agency Planning meetings.*
- Ensure that the status of the objectives for each section are collected and posted in preparation for the next Planning meeting.*

- *Ensure that the RAP is completed and distributed prior to the start of the next operational period.*
- *Work closely with each branch/unit within the Planning Section to ensure the section objectives, as defined in the current RAP, are being addressed.*
- *Coordinate recovery efforts with mitigation and sustainability goals and objectives identified in local and regional plans, including Hazard Mitigation Plans, Comprehensive Plans, and capital or transportation improvement plans.*
- *Coordinate with the Operations Section and relevant County agencies to determine the timelines according to which resources need to be identified, so that they can be included into the planning documents, funding cycles, and budget or appropriations requests.*
- *Coordinate the Recovery Action Plans with the ongoing/interim planning efforts of the Community Recovery Plan RSF Branch in the Operations Section, and ensure that RAP objectives do not pre-empt the Community Recovery Plan.*
- *Once the Community Recovery Plan is completed, ensure that it is reviewed, evaluated, and updated on at least an annual basis, or more often as needed, to monitor progress and ensure the strategic framework is appropriate and information is current for the needs of the community.*
- *In coordination with the Logistics Section, provide technical services, such as environmental advisors, Geographic Information System (GIS) expertise, and other technical specialists as required.*
- *Ensure that filing on all recovery activities and reproduction and archiving services are provided for the Recovery Agency as required.*
- *In coordination with the Operations and Logistics Sections, track all requested, mobilized, demobilized, and returned resources utilized by the Recovery Agency.*
- *Ensure that the Safety Officer is involved in the Planning process.*
- *Ensure that fiscal and administrative requirements are coordinated through the Finance/Administration Section.*

Demobilization

- *Ensure that the Demobilization Plan for the Recovery Agency is complete, approved by Command Staff, and distributed to all Recovery Agency sections.*
- *Determine demobilization status of all Planning Section Units and advise Command Staff.*
- *Complete all logs and documentation and forward to the Documentation Unit.*
- *Ensure any open actions are assigned to appropriate staff for follow up.*

- *Ensure the transfer of any/all outstanding RAP or Community Recovery Plan goals and objectives to the appropriate agency.*
- *Ensure that all expenditures and financial claims have been coordinated through the Finance/Administration Section.*
- *Ensure all functions have been transitioned to their pre-disaster department(s), agency(ies), or activity(ies).*

K. Recovery Transition Unit Leader

Reports to the Planning Section Chief

Responsibilities

1. *Provide assistance to facilitate the transition from response to recovery.*
2. *Act as the point of coordination for tracking organizational transition from response to recovery.*
3. *Supervise the Recovery Transition Unit.*

Activation Phase

- *Obtain a situation briefing from the Planning Section Chief.*
- *Coordinate activities with the Recovery Branch of the (City/County/Operational Area) EOC (ESF 14).*
- *Maintain a position log and other necessary files.*

Operational Phase

- *Coordinate with agencies working in the EOC and identify the ones that will transition to the Recovery Agency.*
- *Work with each agency that is moving to the Recovery Agency to develop an agency transition plan.*
- *Coordinate activities among agencies transitioning from EOC operations and other entities mobilizing to work in the Recovery Agency.*
- *Work with the Logistics Section to designate space and needed supplies.*
- *Track each agency's transition to recovery, identifying and addressing gaps and problems.*
- *Keep the Planning Section Chief informed of issues, solutions, and progress.*

Demobilization Phase

- *Determine demobilization status of the Recovery Transition Unit and advise the Planning Section Chief.*
- *Complete all logs and documentation and forward to Documentation Unit.*
- *Ensure any open actions are assigned to appropriate staff for follow up.*
- *Ensure that all expenditures and financial claims have been coordinated through the Finance/Administration Section.*

- *Ensure all functions have been transitioned to their pre-disaster department(s), agency(ies), or activity(ies).*

L. Logistics Section Chief

Reports to the Recovery Coordinator

Responsibilities

1. *Provide telecommunication services and information technology necessary for the Recovery Agency and its goals and objectives.*
2. *Locate or acquire equipment, supplies, personnel, facilities, and transportation for the Recovery Agency and its goals and objectives.*
3. *Arrange for food, lodging, security, and other support services as required for the Recovery Agency and its goals and objectives.*
4. *Provide necessary space and support services as required for the Service and Information Center(s), and Business Recovery Center(s).*
5. *Establish the appropriate level of branch and/or unit staffing within the Logistics Section, continuously monitoring the effectiveness of the organization.*
6. *Ensure section objectives as stated in the Recovery Action Plan (RAP) are accomplished within the operational period or within the estimated time frame.*
7. *Coordinate closely with the Operations Section Chief to establish priorities for resource allocation.*
8. *Keep the Recovery Coordinator informed of all significant issues.*
9. *Ensure critical resources are allocated according to RAP priorities and direction.*
10. *Supervise the Logistics Section.*

Activation Phase

- *Ensure the Logistics Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps, status boards, vendor references, and other resource directories.*
- *Based on the situation, activate branches/units within the section as needed and designate Branch and Unit Leaders.*
- *Advise units within the section to coordinate with appropriate Branches in the Operations Section to prioritize and validate resource requests.*
- *Meet with the Recovery Coordinator and Section Chiefs to identify resource needs, Service and Information Center(s), and Business Recovery Center(s).*
- *Meet with the Finance/Administration Section Chief and determine level of purchasing authority for the Logistics Section.*
- *Adopt a proactive attitude, anticipating situations and problems.*

Operational Phase

- Ensure that Logistics Section position logs and other necessary files are maintained.*
- Provide the Planning Section Chief with the Logistics Section objectives prior to each Planning meeting.*
- Attend and participate in Recovery Planning meetings.*
- Provide periodic Status Reports to the Recovery Coordinator and Planning Section.*
- Ensure that all requests for facilities and facility support are addressed.*
- Receive and maintain logistics documentation from any contracts procured and managed at the RSF Branch level.*
- Provide Section staff with information updates via section briefings, as required.*

Demobilization Phase

- Identify high cost resources that could be demobilized early and advise other Section Chiefs.*
- Ensure coordination with Operations Section before commencing demobilization.*
- Determine demobilization status of the Logistics Section and advise the Recovery Coordinator.*
- Complete all logs and documentation and forward to Documentation Unit (Planning Section).*
- Ensure any open actions are assigned to appropriate Logistics staff or other sections for follow up.*
- Ensure that all expenditures and financial claims have been coordinated through the Finance/Administrative Section.*
- Ensure all functions have been transitioned to their pre-disaster department(s), agency(ies), or activity(ies).*

M. Finance Administration Section Chief

Report to the Recovery Coordinator

Responsibilities

1. *Activate units within the Finance/Administration Section as required; monitor section activities continuously and modify the organization as needed.*
2. *Ensure that all financial records are maintained throughout the time the Recovery Agency is active.*
3. *Ensure there is a continuum of the payroll process for all employees responding to the recovery effort.*
4. *Ensure that all on-duty time is recorded and collected for all personnel.*

5. *In consultation with Command Staff, determine spending limits, if any, for Recovery Agency Staff.*
6. *Ensure that all travel and expense claims are processed within a reasonable time.*
7. *Activate pre-positioned contracts and vendor agreements.*
8. *Coordinate vendor contracts not previously addressed by existing agreements.*
9. *Assess, clarify, and appropriately modify procurement rules, as necessary, to ensure consistency with recovery needs and FEMA rules, including access to General Services Administration (GSA), National Purchasing Services Operator List.*
10. *Coordinate with the State and FEMA on reimbursement documentation, as well as Individual Assistance and Public Assistance program implementation.*
11. *Provide technical assistance to jurisdictional departments on financial recovery programs.*
12. *Serve as the lead on FEMA mitigation funding (404 and 406).*
13. *Ensure that all recovery documentation is accurately maintained and submitted to the appropriate agencies as necessary.*
14. *Prepare extraordinary funding requests for the Recovery Coordinator to submit to governing bodies, as needed, including (but not limited to):*
 - *Reallocation of transportation funds to recovery projects*
 - *Reallocation of Capital Improvement funds to recovery projects*
 - *Determining mechanisms for exceeding approved dollar caps on projects*
 - *Approval/administration of Tax Incremental Financing (TIFs)*
15. *Address/streamline any issues that require executive supervisors' review/approval, including design-build contracts and other procurement vehicles.*
16. *Mitigate impacts to interdepartmental and the (City/County/Operational Area) finances by:*
 - *Clarifying policy related to impact of recovery operations and reimbursements on departmental budgets*
 - *Maintaining and filing insurance claims*
17. *Provide general financial management of recovery, including:*
 - *Maintaining vendor files and payment of bills*
 - *Providing technical assistance related to purchasing and procurement*
18. *Review the (City/County/Operational Area) capabilities and identify gaps related to recovery purchasing, pre-positioned contracts, memoranda of understanding, and mission-critical contracts.*
19. *Supervise the Finance/Administration Section.*
20. *Provide administrative support to the Recovery Agency.*

Activation Phase

- *Ensure that the Finance/Administration Section is set up properly and that appropriate personnel, equipment, and supplies are in place.*
- *Based on the situation, activate Units within Sections, as needed, and designate Unit Leaders for each element:*
 - *Time Unit*
 - *Purchasing Unit*
 - *Cost Unit*
- *Ensure that sufficient staff is available for Recovery Agency mission.*
- *Consult with the Recovery Coordinator for spending limits.*
- *Meet with all Unit Leaders and ensure that responsibilities and procedures are clearly understood.*
- *Meet with the Logistics, Planning, and Operations Section Chiefs and review financial and administrative requirements and procedures; determine the level of purchasing authority to be delegated to each.*
- *Notify Command Staff when the Finance/Administration Section is operational.*
- *In conjunction with Unit Leaders, determine the initial Finance/Administration Planning objectives for the next operational period.*
- *Adopt a proactive attitude, anticipating situations and problems before they occur.*

Operational Phase

- *Ensure that Finance/Administration position logs and other necessary files are maintained.*
- *Ensure central recording system and unique identifier is in place for the recovery period.*
- *Ensure that displays associated with the Finance/Administrative Section are current, and that information is posted in a legible and concise manner.*
- *Participate in all Planning meetings.*
- *Provide cost estimates to the planning process.*
- *Brief all Unit Leaders and ensure they are aware of the recovery priorities particularly those affecting the Finance/Administration Section, as defined in the Recovery Action Plan (RAP).*
- *Keep Command Staff and Section Chiefs aware of the current fiscal situation and other related matters on an ongoing basis.*
- *Ensure that the Recovery Programs Administration Unit manages and provides technical assistance to departments involved in federal and state financial recovery assistance and reimbursement.*
- *Ensure that all financial records, agency and contractor staff time, expense claims, procurement and management documentation, cost documentation*

and other relevant documentation is maintained and provided to the Finance/Administration Section by the appropriate agency.

Demobilization Phase

- Determine demobilization status of the Finance/Administration Section and advise the Command Staff.*
- Ensure that all expenditures and financial claims have been processed and documented.*
- Complete all logs and documentation and forward to Documentation Unit (Planning Section).*
- Ensure all functions have been transitioned to their pre-disaster department(s), agency(ies), or activity(ies).*
- Ensure any open actions are assigned to appropriate Finance/Administration staff or other Recovery Agency sections to follow up on.*

N. Administration Unit Leader

Reports to the Finance/Administration Section Chief

Responsibilities

- 1. Identify all available Federal and State recovery programs.*
- 2. Act as the primary resource for recovery program identification research.*
- 3. Manage the eligibility, application, and distribution of federal financial recovery assistance.*
- 4. Supervise the Recovery Programs Administration Unit.*

Activation Phase

- Obtain situation briefing from Finance/Administration Section Chief.*

Operational Phase

- Establish and maintain position logs and other necessary files.*
- Leverage the National Disaster Recovery Program Database (NDRPD) as a source to identify recovery resources.*
- Utilize the Catalogue of Federal Domestic Assistance as a source to identify recovery resources.*
- Ensure that all Recovery Manager and Section Chiefs are aware of Federal and State resources.*
- Ensure that rules and regulations associated with any given funding/financing source are supportive of the **(City/County/Operational Area)** recovery objectives and consistent with other funding sources, if more than one source is to be used in a program.*

- *Keep the Finance/Administration Section Chief informed of all significant issues.*

Demobilization Phases

- *Determine Recovery Programs Administration Unit demobilization status and advise the Finance/Administration Section Chief.*
- *Ensure all expenditures and financial claims have been processed and documented.*
- *Complete all logs and documentation and forward to Documentation Unit (Planning Section).*
- *Ensure open actions are assigned to appropriate staff or other sections for follow up.*
- *Ensure all functions have been transitioned to their pre-disaster department(s), agency(ies), or activity(ies).*

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Appendix B: Disaster Recovery Grants

(The Disaster Recovery Grants appendix is a repository of federal sources to be utilized as a result of damages incurred due to a declared emergency or disaster. Upon submission of the required documents to request individual or public assistance, the granting authority will review the request for approval or disapproval based on criteria. Additions and deletions of sources can be made. The sources should be maintained and updated on an annual basis or as funding revisions are made.)

*The Disaster Recovery Grants appendix is a repository of federal sources to be utilized within the responsible **(City/County/Operational Area)** as a result of damages incurred due to a declared emergency or disaster. Upon submission of the required documents to request individual or public assistance, the granting authority will review the request for approval or disapproval based on criteria.*

Grant Type	Agency	Purpose	Eligible Recipients
BLOCK GRANTS			
<i>Community Development Block Grants (CDBG)</i>	<i>Housing and Urban Development (HUD)</i>	<i>Develops viable urban communities by providing decent housing and a suitable livable environment, and by expanding economic opportunities, principally for low to moderate income individuals. Since designed as block grants, CDBG funds are often more flexible than other program funds, even those designed for disaster response and recovery. As a result, CDBG has been used in special appropriations after disasters.</i>	<i>Government-Local, State</i>
FLOOD			
<i>Flood Control Projects</i>	<i>U.S. Army Corps of Engineers (USACE)</i>	<i>Reduces flood damages through projects not specifically authorized by Congress.</i>	<i>Government-Local, State</i>
<i>Flood Plain Management Services</i>	<i>USACE</i>	<i>Promotes appropriate recognition of flood hazards in land and water use planning and development through the provision of flood and flood plain related data, technical services and guidance.</i>	<i>Government-Local, State; Businesses; Nonprofit Organizations</i>

<i>Flood Prevention, Emergency Advance Measures</i>	USACE	<i>Mitigates, before and event, the potential loss of life and damages to property due top floods.</i>	Government-Local, State
Grant Type	Agency	Purpose	Eligible Recipients
FLOOD			
<i>Snagging and Clearing for Flood Control</i>	USACE	<i>Reduces flood damage.</i>	Government-Local, State
<i>National Flood Insurance Program (NFIP)</i>	<i>Federal Emergency Management Agency (FEMA)- National Flood Insurance Program (NFIP) Bureau</i>	<i>Enables individuals to purchase insurance against losses from physical damage to or loss of buildings and or contents therein causes by floods, mudflow, or flood-related erosion, and to promote wise floodplain management practices in the nation’s flood prone areas.</i>	Government-Local, State; Businesses
<i>Community Assistance Program State Support Services Element (CAP-SSSE)</i>	<i>FEMA-Mitigation Directorate</i>	<i>Ensures communities participating in the National Flood Insurance Program (NFIP) are achieving flood loss reduction measures consistent with the program’s direction. The CAP-SSSE provides resources to identify, prevent, and resolve floodplain management issues in participating communities before the issues develop into problems requiring enforcement action.</i>	Government-State
<i>Flood Mitigation Assistance</i>	<i>FEMA-Mitigation Directorate</i>	<i>Funds cost effective measures to States and communities that reduce or eliminate the long-term risk of flood damage to buildings, manufactured</i>	Government-Local, State

homes, and other insurable structures.

Grant Type	Agency	Purpose	Eligible Recipients
<i>Housing Recovery and Community Services</i>			
<i>Crisis Counseling</i>	<i>FEMA</i>	<i>Provides grants that enable states to offer immediate crisis counseling services to victims of a major federally declared disaster for the purpose of relieving mental health problems caused or aggravated by a major disaster or its aftermath; assistance is short-term and community-oriented.</i>	<i>Government-Local, State</i>
<i>Temporary Housing</i>	<i>FEMA/USACE</i>	<p><i>Provides temporary housing for disaster victims through three distinct missions:</i></p> <ul style="list-style-type: none"> <i>USACE may perform the full mission for Haul and Install to private sites, commercial or public travel trailer, or mobile home parks. USACE may perform the construction such sites and/or build or bring to code existing commercial or public parks.</i> <i>USACE may provide technical assistance to FEMA when FEMA uses</i> 	<i>Government-Local, State</i>

their Individual Assistance-Technical Assistance Contract.

- *In a Federal Operations Support mode, USACE may provide USACE employees to serve as FEMA contracting Officer Technical Representatives or Technical Monitors to execute FEMA’s IA-TAC contract.*

Grant Type	Agency	Purpose	Eligible Recipients
<i>Housing Recovery and Community Services</i>			
<i>Infrastructure Assessment</i>	<i>FEMA/USACE</i>	<i>Augments local efforts to conduct safety inspections of buildings, primarily residential and to manage inspections of public works facilities following a major disaster. Inspections are closely coordinated with the appropriate local representatives.</i>	<i>Government-Local, State</i>
<i>Home Disaster Loans</i>	<i>Small Business Administration (SBA)</i>	<i>The only form of SBA assistance not limited to small businesses. Financial assistance is available in the form of low-interest, long-term loans for losses that are not fully covered by insurance or other recoveries. SBA’s disaster loans are the primary form</i>	<i>Government-Local, State</i>

of federal assistance for the repair and rebuilding of non-farm, private sector disaster losses.

Homeowners can apply for a real property loan for up to \$200,000 to repair or replace their primary residence to its pre-disaster condition. Homeowners or renters can apply for a personal property loan for up to \$40,000 to help repair or replace personal property.

Grant Type	Agency	Purpose	Eligible Recipients
Housing Recovery and Community Services			
<i>Disaster Legal Services</i>	<i>FEMA</i>	<i>Free legal assistance to individuals affected by a major federal disaster. Types of assistance typically include help with insurance claims, preparing powers of attorney, help with guardianships and preparing new wills and other lost legal documents.</i>	<i>Government-Local, State</i>
<i>Assistance for individual and Household Program (IHP)</i>	<i>FEMA</i>	<i>The primary vehicle for FEMA assistance to individuals after the President issues a major disaster declaration; it</i>	<i>Government-Local, State</i>

is the key element of the Individual Assistance (IA) Program. Grants assist disaster victims whose needs cannot be met through other forms of assistance, such as insurance or other federal programs. Program funds have a wide range of eligible uses, including temporary housing, limited housing repair or replacement, and uninsured medical, dental, or other personal needs. There is a statutory matching requirement of 25%. Grants may not exceed \$29,900 per individual or household; IHP assistance is generally limited to 18 months.

Grant Type	Agency	Purpose	Eligible Recipients
Housing Recovery and Community Services			
<i>Reprogramming of Public Housing Funds</i>	<i>HUD</i>	<i>Public Housing authorities may reprogram the Comprehensive Grant Program (CGP) or older modernization programs' funds to address damage to public housing property caused by the disaster. For smaller Public Housing</i>	<i>Public Housing Authorities</i>

Authorities, HUD expedites requests for reprogramming Comprehensive Improvement Assistance Program (CIAP) funds. The funds help public housing agencies correct physical, management, or operating deficiencies and keep units in the housing stock safe and desirable homes for low-income families.

HOME Investment Partnerships Program

HUD

The largest Federal block grant to state and local governments designed exclusively to create affordable housing. HUD establishes HOME Investment Trust Funds for each grantee, providing a line of credit that the jurisdiction may draw upon as needed. At least 90% of benefiting families must have incomes less than 60% of the area median. HOME funds can be used for home purchase or rehabilitation financing assistance; to build or rehabilitate housing for rent or ownership; or for other reasonable and necessary expenses including site acquisition or improvement, demolition, and payment of relocation expenses.

Government-Local, State

Grant Type	Agency	Purpose	Eligible Recipients
Housing Recovery and Community Services	American Red	American Red Cross delivers	Government-

<i>Program</i>	<i>Cross (ARC)</i>	<p><i>disaster housing assistance in three main forms: Sheltering, Rental Assistance, and Emergency Housing Repair. American Red Cross, with local governments, opens and operates shelters before, during and after a disaster occurs including evacuations. They also assist emergency managers and other sheltering partners to identify and manage emergency shelters for those affected by disaster. Through the ARC damage verification and casework process, Emergency Home Repair and Rental Assistance are available to meet the short-term housing needs of disaster survivors. Funding usually covers one month of rent or money for materials to make the house livable until more substantial repairs are carried out.</i></p>	<p><i>Local, State; Nonprofit Organizations</i></p>
<i>Cora C. Brown Fund</i>	<i>FEMA- Response and Recovery Directorate</i>	<p><i>A Federal government special fund to be used solely for the relief of human suffering caused by disasters.</i></p>	<p><i>Government-Local, State</i></p>

Grant Type	Agency	Purpose	Eligible Recipients
Housing Recovery and Community Services			
<i>Disaster Unemployment Assistance</i>	<i>Department of Labor (DOL)- Employment and Training Administration</i>	<i>Disaster Unemployment Assistance provides financial assistance to individuals whose employment or self-employment has been lost or interrupted as a direct result of a major disaster and who are <u>not</u> eligible for regular unemployment insurance benefits.</i>	<i>Government-Local, State</i>
<i>Disaster Recovery Purchasing</i>	<i>General Services Administration (GSA)</i>	<i>Under the Disaster Recovery Purchasing program, state and local government entities may purchase a variety of products and services from contracts awarded under GSA Federal Supply Schedules to facilitate recovery from a major disaster, terrorism, or nuclear, biological, chemical, or radiological attack.</i>	<i>Government-Local, State; Colleges and Universities</i>
<i>Dislocated Worker Activities</i>	<i>Department of Labor (DOL)- Employment and Training Administration</i>	<i>Authorized by the Workforce Investment Act, this program provides training and related assistance to persons who have lost their jobs and are unlikely to return to their current jobs or industries.</i>	<i>Government-State</i>

<i>School Emergency Response to Violence</i>	<i>Department of Education</i>	<i>Funds short-term and long-term education-related services for local educational agencies and institutions of higher education to help them recover from a violent or traumatic event in which the learning environment has been disrupted.</i>	<i>Government- Local, State</i>
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Grant Type	Agency	Purpose	Eligible Recipients
ECONOMIC RECOVERY			
<i>Community Disaster Loan Program</i>	<i>FEMA</i>	<i>Provides loans under the Stafford Act to local governments that have suffered substantial loss of tax and other revenue in areas included in a major disaster declaration. The funds can only be used to maintain existing functions of a municipal operating character, and the local government must demonstrate a need for financial assistance. There is no matching requirement, but loans are not to exceed 25% of the local government's annual operating budget for the fiscal year in which the major disaster occurs, loan up to a maximum of \$5 million.</i>	<i>Government-Local, State</i>
<i>Economic Injury</i>	<i>SBA</i>	<i>Assists small businesses</i>	<i>Businesses;</i>



Disaster Loans

suffering economic injury as a result of disasters by offering loans and loan guarantees. Businesses must be located in disaster areas declared by the President, the SBA, or the Secretary of Agriculture. There is no matching requirement in this program. The maximum loan amount is \$2 million. Loans may be up to 30 years.

Nonprofit Organizations

Physical Disaster Loans- Businesses

Provides loans to small businesses in declared disaster areas for uninsured physical damage and losses. The maximum loan amount is \$2 million, but this limit can be waived by the SBA for businesses that are a “major source of employment.” Loans may be up to 30 years. There is no matching requirement in this program.

Government-Local, State; Businesses; Nonprofit Organizations

Grant Type	Agency	Purpose	Eligible Recipients
ECONOMIC RECOVERY			
<i>Community Disaster Loan Program</i>	<i>FEMA</i>	<i>Provides loans under the Stafford Act to local governments that have suffered substantial loss of tax and other revenue in areas included in a major disaster declaration. The funds can only be used to maintain existing functions of a municipal operating character, and the local</i>	<i>Government-Local, State</i>



government must demonstrate a need for financial assistance. There is no matching requirement, but a loan amount may not exceed \$5 million.

Economic Injury Disaster Loans SBA

Assists small businesses suffering economic injury as a result of disasters by offering loans and loan guarantees. Businesses must be located in disaster areas declared by the President, the SBA, or the Secretary of Agriculture. There is no matching requirement in this program. The maximum loan amount is \$1.5 million. Loans may be up to 30 years.

Businesses; Nonprofit Organizations

Physical Disaster Loans- Businesses

Provides loans to small businesses in declared disaster areas for uninsured physical damage and losses. The maximum loan amount is \$2 million, but this limit can be waived by the SBA for businesses that are a “major source of employment.” Loans may be up to 30 years. There is no matching requirement in this program.

Government-Local, State; Businesses; Nonprofit Organizations

Grant Type	Agency	Purpose	Eligible Recipients
ECONOMIC RECOVERY			
<i>Disaster Recovery Purchasing</i>	<i>GSA</i>	<i>Under the Disaster Recovery Purchasing</i>	<i>Government-Local, State;</i>

Program, state and local government entities may purchase a variety of products and services from contracts awarded under GSA Federal Supply Schedules to facilitate recovery from a major disaster, terrorism, or nuclear, biological, chemical, or radiological attack.

Colleges and Universities

Fannie Mae-Freddie Mac

Fannie Mae-Freddie Mac

Offer assistance following a major disaster through mortgage payment relief to affected homeowners and helping lenders re-establish their operations. They may offer liberal forbearance policies for affected homeowners, loan workouts for homeowners who wished to stay in their homes, and underwriting flexibilities to make it easier for families to qualify for new mortgages or refinance their existing mortgages.

Government-Local; Businesses

Freddie Mac may engage in additional forms of housing assistance, including freezing foreclosure actions in affected areas with the intent of minimizing the additional displacement of people. It may facilitate the release of insurance proceeds. Freddie Mac may also direct loan servicers to not report delinquencies to credit repositories, ensuring borrowers without access to mail or other forms of

communication are not penalized for failing to make their mortgage payments. It may donate single-family homes and apartment buildings through its real estate-owned properties and also employee time to help build shelters and assist homeowners.

Grant Type	Agency	Purpose	Eligible Recipients
MITIGATION			
<i>Hazard Mitigation Grant Program (HMGP)</i>	<i>FEMA-Mitigation Directorate</i>	<i>Authorized by the Stafford Act to prevent future losses of lives and property due to disaster; to implement state or local hazard mitigation plans; to enable mitigation measures to be implemented during immediate recovery from a disaster; and to provide funding for previously identified mitigation measures to benefit the disaster area.</i>	<i>Government-Local, State</i>
<i>Pre-Disaster Mitigation (PDM) Grant Program</i>	<i>FEMA-Mitigation Directorate</i>	<i>Authorized by the Stafford Act, as amended by the Disaster Mitigation Act of 2000 to assist communities to implement hazard mitigation programs designed to reduce overall risk to the population and structures before the next disaster occurs.</i>	<i>Government-Local, State</i>
<i>Economic Adjustment Assistance</i>	<i>Department of Commerce</i>	<i>Responds flexibly to economic recovery issues – including those stemming from natural and human-caused disasters –</i>	<i>Government-Local, State; Colleges and Universities;</i>

Nonprofit Organizations

and is well suited to help address challenges faced by U.S. communities and regions. Some examples of projects in disaster-impacted regions include:

- Capitalization of Revolving Loan Funds to provide low-interest loans to small businesses
- Construction of critical publicly-owned infrastructure (e.g. water and sewer, road and rail spurs to industrial parks, broadband, port facilities) to support business recovery and growth initiatives
- Construction of business incubators
- Development of strategies and implementation plans to mitigate impacts from future disasters, diversify the local economy; rebuild businesses, advance regional innovation clusters, and/or other undertake other critical economic recovery initiatives.

Grant Type	Agency	Purpose	Eligible Recipients
Infrastructure			
<i>Infrastructure Assessment</i>	<i>FEMA/USACE</i>	<i>Augments local efforts to conduct quality inspections of buildings, primarily residential, and to manage safety inspections of public works facilities following a major disaster. Inspections are closely coordinated with the appropriate local representatives.</i>	<i>Government-Local, State</i>

<i>Public Assistance (PA) Program</i>	<i>FEMA-Response and Recovery Directorate</i>	<i>Authorized by the Stafford Act to provide supplemental assistance to states, local governments, and certain private nonprofit organizations to alleviate suffering and hardship resulting from major disasters or emergencies declared by the President. The PA Program provides funding for the repair, restoration, reconstruction, or replacement of a public facility or infrastructure damaged or destroyed by a disaster. PA funds are available for debris removal, emergency protective measures, road and bridges, water control facilities, buildings and equipment, utilities, and parks and recreational facilities. PA funds may not be used when other funding sources are available, such as insurance.</i>	<i>Government-Local, State; Nonprofit Organizations</i>
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Grant Type	Agency	Purpose	Eligible Recipients
INFRASTRUCTURE			

<i>Temporary Power</i>	<i>FEMA/USACE</i>	<i>Assists state and local needs in providing FEMA owned Temporary Emergency Power Generators for critical public facilities in the declared areas due to interruption of commercial power caused by human-caused or natural disasters.</i>	<i>Government-Local, State</i>
<i>Emergency Relief (ER)</i>	<i>Department of Transportation (DOT)</i>	<i>A program of the Highway Trust Fund for the repair or reconstruction of Federal-aid highways (such as the Interstate Highway System) and roads on Federal lands which have suffered serious damage as a result of natural disasters or catastrophic failures from an external cause. Grants may be up to \$100 million, with a 10% cost share.</i>	<i>Government-State</i>
<i>Emergency Relief for Federally Owned Roads (ERFO)</i>	<i>DOT</i>	<i>Provides assistance to roads that have been defined as federal roads. These are roads providing access to and within federal and Indian lands. They include Forest Highways, Forest Development Roads, Park Roads, Parkways, Indian Reservation Roads, Public Lands Highways (including Refuge Roads) and Public</i>	<i>Government-Federal</i>

Lands Development
Roads.

Grant Type	Agency	Purpose	Eligible Recipients
INFRASTRUCTURE			
<i>Water Sector Support</i>	<i>Environmental Protection Agency (EPA)</i>	<i>Water Teams are trained to provide technical support during and after disasters. EPA provides technical assistance to state, local, and tribal governments in restoring drinking water and wastewater systems. EPA assembles information on damage assessments and the status of water and wastewater utilities, and may provide technical assistance on recovery projects. EPA also provides tools for community-based water resiliency and education for federal disaster funding for water and wastewater utilities.</i>	<i>Government-Local, State; Nonprofit Organization</i>
Natural and Cultural Resources			
<i>Pittman Robertson Wildlife Restoration</i>	<i>Department of the Interior</i>	<i>Supports projects to restore or manage wildlife populations and support public use of these</i>	<i>Government-Local, State</i>

resources, and to provide facilities and services for conducting a hunter safety program.

<i>Land and Water Conservation Fund Program</i>	<i>Department of the Interior</i>	<i>Provides funding for states and local governments for the acquisition, development, and/or rehabilitation of public outdoor recreation sites and facilities and for statewide comprehensive outdoor recreation planning.</i>	<i>Government-Local, State</i>
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Grant Type	Agency	Purpose	Eligible Recipients
<i>Natural and Cultural Resources</i>			
<i>Preservation Technology and Training Grants</i>	<i>National Center for Preservation Technology and Training</i>	<p><i>Support research, training, meetings, conferences, and publications that further the Center’s mission. Preference is given to research and training projects that:</i></p> <ul style="list-style-type: none"> <i>• Protect cultural resources against vandalism, looting, terrorism, and natural disasters</i> <i>• Conserve architectural materials of the “recent past”</i> <i>• Develop appropriate</i> 	<i>Government-Local, State; Nonprofit Organizations</i>

Preservation Assistance Grants for Smaller Institutions

- technologies to preserve houses of worship and cemeteries*
- *Monitor and evaluate preservation treatments*
- *Study environmental effects of pollution on cultural resources*
- *Document and preserve threatened cultural landscapes*

Assists institutions improve their ability to preserve and care for their humanities collections. These institutions include libraries, museums, historical societies, archival repositories, town and county records offices, and underserved departments and units within colleges and universities.

Institutions

Additional Recovery Resources	Website
National Disaster Recovery Program Database (NDRPD)	www.fema.gov/ndrpd
Catalogue of Federal Domestic Assistance (CFDA)	www.cfda.gov