(City/County/ Operational Area)

Recovery Annex

Template

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Scope of the Recovery Annex Template

A Recovery Annex is designed to be used throughout the recovery phase following a disaster. This Recovery Annex Template is designed to help recovery planners in the Los Angeles Region develop one or more of the following, depending on their preparedness needs:

- *A Recovery Annex*
- *Supplementary Appendices*

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 annex 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.

Applicability of this Template

This Recovery Annex template is advisory. 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 template is not intended to alter the existing authorities of individual municipal or county agencies and does not convey new authorities upon any local, State, Tribal, or Federal official.

This Recovery Annex Template can be used by local jurisdictions, States, Territories, Tribes, 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. In addition, recovery planners in business and industry may use portions of the template for their recovery planning.

This template allows for variations in the planning process from one jurisdiction or organization to another depending on the nature of the site's characteristics and the envisioned threats. Depending on the intent and the circumstances of the jurisdictions or organizations, this Recovery Annex template 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 template may be altered to conform to existing recovery planning documentation (e.g., the structure, formatting, and titles may be changed)*

How to Use This Template

This template contains guidance language and sample language that can be discarded or used in whole or in part at the discretion of the jurisdiction. Each section of the template contains an explanation of the importance of that particular section and how it fits into the planning process as a whole. The Los Angeles Regional Recovery Guidance for Emergency Planners should be consulted for expanded information on many topics.

- 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 Recovery Annex. Sample language should be modified to reflect a specific jurisdiction.
- Underlined, highlighted, italicized text in parentheses—(*responsible jurisdiction/agency/organization*)—should be replaced with the jurisdictional, agency or organizational stakeholders responsible. This could be public, prviate, 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.
- Bold red text in parentheses—(**reference**)—indicates a specific reference to the Los Angeles Regional Recovery Guide.

It is important that the framework and principles of the Incident Command System (ICS), the Standardized Emergency Management System (SEMS), 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 the Recovery Annex.

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

Organization of the Recovery Annex Template

Introductory Material

A. Adoption Page

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

B. Record of Changes Page

Each update or change to the Recovery Annex 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

C. Table of Contents

Below is a sample Table of Contents and Supplementary Appendices.

RECOVERY ANNEX

- *I. Purpose, Scope, Situation, and Assumptions*
- *II. Concept of Operations*
  - *a. Recovery Support Functions (RSFs)*
    - *i. Community Planning and Capacity Building*
    - *ii. Economic*
    - *iii. Health and Social Services*
    - *iv. Housing*
    - *v. Infrastructure Systems*
    - *vi. Natural and Cultural Resources*
- *III. Organization and Assignment of Responsibilities*

a. RSF Assignment of Responsibilities

IV. Direction, Control, and Coordination

V. Information Collection, Analysis and Dissemination

VI. Communications

VII. Administration, Finance, and Logistics

VIII. Recovery Annex Maintenance

SUPPLEMENTARY APPENDICES

Appendix A—Authorities and References

Appendix B—Local, State, and Federal Recovery Programs

Appendix C—Recovery Training Resources

Recovery Annex Template

Purpose, Scope, Situation, and Assumptions

A. Purpose

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

(For further information regarding the Purpose, Scope, Situation, and Assumptions in this template, refer to the Los Angeles Regional Recovery Guidance for Emergency Planners, Section I: Introduction.)

The purpose of this Recovery Annex 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 annex. The annex outlines roles and responsibilities for local and State governments, nonprofit organizations, and other stakeholders in post-disaster recovery with an all-hazards approach.

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

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

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

This annex 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 and/or Federal disaster declaration.

This annex was developed from a template provided by the Los Angeles Area Regional Catastrophic Planning Team (RCPT) 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 Recovery Annex applies to preparedness, response (where appropriate), and recovery operations during local and State emergencies and Presidentially-declared emergencies or major disasters. This annex applies to all (City/County/Operational Area) public, private, and NGOs with operational responsibilities for recovery. This annex will be applied following a disaster, after the initial response phase has passed and immediate threats to life and property have been stabilized.

Recovery will be made in accordance with SEMS, which has been integrated with NIMS. SEMS practices used during multi-agency or multi-jurisdictional emergency response operations shall be followed. Local governments must use SEMS to be eligible for reimbursement of certain recovery-related personnel costs.

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 Operations Center (SOC), State assistance may be provided by various State agencies under normal statutory authority through coordination by the California Office of Emergency Services (Cal OES).

C. Situation

(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 annex is based. The situation statement should summarize the threats posed and the potential impacts on people and property in the area. For the recovery annex, 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 Annex will cover should be identified.)

Located at latitude (_____° N) and longitude (_____° W), (City/County/Operational Area) has an official elevation of (_____) feet above mean sea level.

2. *Geographic Area*

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

(City/County/Operational Area) is bordered by (___) freeways: the (_____) freeway on the northern edge, and the (_____) freeway along the southeastern border. Surrounding jurisdictions include: (fill in surrounding jurisdictions).

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. Academic studies and research may be useful in determining 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. *(City/County/Operational Area)'s population exceeds (X,XXX,XXX) residents and covers (X,XXX) square miles.*

b. *Among the (City/County/Operational Area) population, (XXX,XXX), or (XX) percent, have limited English language proficiency.*

c. *Among the (City/County/Operational Area) population, (XXX,XXX) individuals require in-home services.*

d. *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.

e. (XX) percent of the population has household pets; there are an estimated (X,XXX,XXX) total household pets. There are also important agricultural and livestock 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 earthquake could cause a large number of fires, 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. The (City/County/Operational Area) is vulnerable to a wide range of hazards that threaten residents, businesses, government, and the environment, including those listed in Table 2.

Table 2: Hazards

Earthquake	Hazardous material emergency
Flood	Energy disruption
Fire	Food and agricultural emergency
Landslide	Civil unrest
Dam and levee failure	Pandemic and epidemic
Severe weather	Terrorist attack
Tsunami	Failure of critical infrastructure

b. *A U.S. Geological Survey report asserts that the San Andreas Fault has the high probability (59% in the next 30 years) of generating at least one magnitude 6.7 or larger earthquake. There is a 46% chance of one or more quakes of magnitude of 7.5 or greater in the next 30 years in the southern half of the State of California.*[1]

D. 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 annex or limitations of the annex, allowing users to anticipate that some situation-dependent improvisation or modification may be necessary.)

(For further information regarding Assumptions, refer to the Los Angeles Regional Recovery Guidance for Emergency Planners, Section I: Introduction—Assumptions.)

- *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, the State of California, and the Federal Government.*

[1] Forecasting California's Earthquakes – What Can We Expect in the Next 30 Years? 2008. U.S. Geological Survey Fact Sheet. http://pubs.usgs.gov/fs/2008/3027/fs2008-3027.pdf Accessed on September 5, 2012

- *A significant disruption in agricultural exports will have far-reaching economic effects as well as potential impacts to public health, both locally and regionally.*
- *Banking and finance infrastructures could be damaged or compromised, which will have a devastating affect on the local, regional, State, 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.[2, 3] *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."*[4]
- *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.*
- *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.*

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[2] 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

[3] 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

[4] Federal Emergency Management Agency. (2008). *National Response Framework*. Washington, DC.

- *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.*

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 Recovery Annex and under which conditions the annex 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.)

(For further guidance and information regarding Recovery Concept of Operations, refer to the Los Angeles Regional Recovery Guidance for Emergency Planners, Section IV: Recovery Concept of Operations.)

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)*[5] *will be responsible for overseeing long-term recovery operations of the Recovery Support Functions (RSFs).*

[5] 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.

2. *The (Recovery operations coordinating element) should be activated immediately upon a local, State, 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 annex is activated.*

5. *Each department, agency, and organization with responsibilities in this annex will then communicate the activation of the annex to their personnel, as needed.*

6. *The NIMS Incident Command System (ICS) and SEMS will be used for all recovery operations.*

B. General Concept of Operations

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

1. *Preparedness Activities*

    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.)*

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, 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.

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. 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 Annex

The determination to formally activate the Recovery Annex and recovery organization will be made by (Chief Elected Official/Emergency and Recovery Leadership).

D. 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.

1. *Community Planning and Capacity Building Recovery Support Function*

(The Community Planning and Capacity Building RSF unifies and coordinates expertise and assistance programs to aid in restoring and improving the ability of the jurisdiction to organize, plan, manage, and implement recovery. The RSF is responsible for:

- **Developing a pre- and post-disaster system of support for the community**
- **Emphasizing integration of hazard mitigation throughout the continuum of pre- and post-disaster recovery planning and implementation**
- **Serving as a forum for helping to integrate nongovernmental and private-sector resources into public-sector recovery planning processes)**

(For guidance and information regarding Community Planning and Capacity Building, refer to the Los Angeles Regional Recovery Guidance for Emergency Planners, Section VI, Community Planning and Capacity Building RSF.)

a. *Preparedness*

i. *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.*

ii. *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.*

iii. *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.*

iv. *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.*

v. The (responsible jurisdiction/agency/organization) will develop a volunteer and donation management plan.

vi. 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.

vii. 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.

viii. 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.

ix. 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.

x. 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.

xi. 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.

xii. 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. [6]

b. Recovery

i. 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.

ii. The (responsible jurisdiction/agency/organization) will conduct internal reviews of progress being made and feedback mechanisms to further improve the ongoing recovery efforts.

iii. 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.

iv. 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.

v. The (responsible jurisdiction/agency/organization) will revise the community-based resource directory to reflect changes and newly discovered resources for future preparedness planning.

vi. 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:

(1) Promote government and business continuity

[6] For example., the Community Capability and Needs Toolkit, adapted from Los Angeles County Community Disaster Resilience Project (LACCDR), June 2012.

(2) Promote mitigation and reconstruction activities

(3) Re-establish parks, recreation centers, and entertainment for communities

(4) Reunite families and children

(5) Reunite household pets and other animals with their owners

(6) Support community services

(7) Support food, housing, and shelter

(8) Support mass fatality services

(9) Support public health, medical care, and mental/behavioral health services

(10) Support public safety and security of residents and workforce

(11) Support re-establishment of commerce

vii. 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.

viii. 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.

ix. Processes such as those listed below may require extensive public education and careful communication for successful implementation after a disaster.

(1) Building and safety inspection

(2) Public health surveillance

(3) Public works operations

(4) Security and law enforcement procurement

(5) Utilities restoration and monitoring

(6) Emergency operations center (EOC) management and oversight

(7) Additional building inspectors procurement

(8) Community redevelopment efforts

x. Unification and Coordination—Long-term Recovery Committee: The (City/County/Operational Area) Long-term Recovery Committee will:

(1) 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

(2) 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)

(3) Create and assess timelines and benchmarks of success in attaining goals and objectives

(4) Consider existing plans and existing resources

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2. *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.)

(For guidance and information regarding the Economic RSF, refer to the Los Angeles Regional Recovery Guidance for Emergency Planners, Section VII, Economic RSF.)

a. *Preparedness*

The Economic RSF will accomplish the following:

i. *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:*

(1) *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.*

(2) *Identify which type of businesses the community would like to attract or expand upon within the community, and how this can be accomplished.*

ii. *Develop initiatives to promote entrepreneurs and businesses and identify local and regional Small Business Development Center systems that can support business development.*

iii. 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.

iv. Identify necessary licenses and regulations for certain industries and approaches to mitigate issues.

v. 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.

b. Recovery

i. 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.

(a) 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.

(b) Stress supply-chain management as an element of private-sector continuity planning.

(i) Identify priority resources needed, even if priorities change based on the incident and the progression of recovery efforts.

(ii) Identify suppliers within the jurisdiction that can provide or supply resources.

(iii) Replenish familiar and necessary food items immediately to help the recovery and establish a sense of normalcy.

(3) Consider whether government facilities and essential services should be relocated to enhance economic investment and development to increase accessibility to those services.

(4) 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.

(5) Facilitate the reestablishment of essential commercial services (food, fuel, pharmaceuticals, banks, etc.) and necessary utilities in locations near population concentrations.

(6) Identify sources of funding to support recovery.

ii. Workforce Development and Workforce Skill Set Identification, Training, and Allocation

(1) Identify the type of workforce that the (City/County/Operational Area) would like to attract and what the associated skills would be.

(2) The (responsible jurisdiction/agency/organization) will conduct long-term assessments of businesses to identify needs to retrain the workforce.

(3) 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.

(4) The (responsible jurisdiction/agency/organization) will identify essential services that employ the core workforce. Prioritize areas to prepare and train available workforce.

iii. Workforce Support Elements

(1) 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.

(2) The (responsible jurisdiction/agency/organization) will coordinate with the Housing RSF to ensure workforce housing and support services.

(3) The (responsible jurisdiction/agency/organization) will coordinate workforce transportation.

(4) 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.

iv. 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:

(1) Acquire property for new development, if necessary through eminent domain

(2) Enter into disposition and development agreements for private development

(3) Fund public infrastructure improvements and public facilities

(4) Retain tax increment and use the revenue stream to pay indebtedness (called tax increment financing)

v. 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. The area requiring a BRC is initiated by the Governor's Office.

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:

(1) Coordinating with business associations, local city officials, and chambers of commerce or similar organizations to identify, develop, and support business continuity planning efforts.

(2) 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).

(3) 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).

(4) Promoting private-sector resiliency and continuity through education and outreach.

vi. Employment Initiatives

(1) The (responsible jurisdiction/agency/organization) will promote business initiatives to employ workers and generate revenue through outreach efforts.

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3. *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.[7])

(For guidance and information regarding the Health and Social Services RSF, refer to the Los Angeles Regional Recovery Guidance for Emergency Planners, Section VIII, Health and Social Services RSF.)

Outcomes for the Health and Social Services RSF include:

- *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*
- *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*
- *Reconnection of displaced populations with essential health and social services*
- *Restoration of the capacity and resilience of essential health and social services to meet ongoing and emerging post-disaster community needs*

a. *Operational Considerations in Health and Social Services*

i. *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.*

[7] Adapted from *National Disaster Recovery Framework* Health and Social Services RSF factsheet.

ii. 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. For medical and health resource requests, plans should include coordination with Medical and Health Operational Area Coordination (MHOAC) programs within each neighboring operational area and regionally through the Regional Disaster Medical and Health Coordination Program (RDMHC).

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.

i. 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:

(1) Preparedness

(a) (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.

(2) Recovery

(a) (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.

ii. People Who Are Medically Fragile or Dependent

(1) Preparedness

(a) Develop medication resupply alternatives to mitigate the increased supply demands expected in early recovery, including durable medical equipment (DME), especially when reliant on electricity.

(b) Develop strategies for identifying dependent older adults.

(c) 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.

(2) Recovery

(a) 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

Develop recovery strategies for public health, medical, mental/behavioral health, 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.

i. 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

(b) Ensure that assessments are coordinated among multiple agencies assessing psychosocial/mental health issues.

(c) The American Red Cross Safe and Well website will be used by family members who want to find other family members following a

disaster (see https://safeandwell.communityos.org/cms/).

ii. 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 template, a functional approach is taken. Adjust as necessary to fit the jurisdictions organizational structure.

- *(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.*
- *(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.*
- *(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.*
- *(Responsible jurisdiction/agency/organization) will coordinate with VOADs, faith-based organizations, and volunteer coordination groups such as MRC and the Emergency System for Advance Registration of Volunteer Health Professionals (ESAR-VHP).*

(1) 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.*

(b) Reopening of Health Facilities

(2) Priority Recovery Activities for Environmental Health

(a) Human and Animal Food and Water Safety

(i) Preparedness

- *Educate the public to use water from larger venues and known sources, as these will likely be prioritized for inspection and compliance.*
- *Integrate water safety into personal preparedness planning.*
- *Provide instruction on adequate stores of water necessary for self-sustainment for 72 hours to 2 weeks.*
- *Provide instruction on use of non-drinkable water for uses such as bathing and toileting.*

(ii) Recovery

- *Ensure thorough inspections of incoming donated food stuffs, including those from NGOs, faith-based organizations, nonprofit organizations, and citizen donations.*
- *Establish priorities for food and water inspection.*

(b) Human and Animal Shelter Safety

(i) Preparedness

- *Ensure that public health/environmental health inspectors are available and trained in shelter safety.*

(ii) Recovery

- *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 Quality[8]

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.*

[8] Also see Natural and Cultural Resources RSF.

(d) Human and Animal Vector Control[9]

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

- *Continue rapid elimination of food sources that attract animals and insects.*
- *Continue surveillance and control for flies, mosquitoes, and other arthropods (especially in warm weather).*
- *Continue surveillance and control for other vertebrate pests as needed.*
- *Continue surveillance and control for rodents, especially rats and mice due to their high fecundity.*
- *Continue surveillance in shelters that accept animals and ad hoc shelters for sick or flea- or tick-infested pets and treat as needed.*
- *Identify and coordinate conditions to ensure safety in these sectors,*

[9] Also see Natural and Cultural Resources RSF.

including inspection and quarantine.

(iii) Long-Term Recovery

Restoration of vector control conditions to pre-disaster levels will be a continuous process in recovery.

- *Coordinate continued vector surveillance control activities, addressing known problematic areas not resolved from short-term efforts and identify any new and emerging issues.*
- *Reevaluate control measures in urban areas, checking for reestablished rodent populations or conditions associated with rodent problems (sanitation, harborage).*

iii. 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.

iv. 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.

v. 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.

vi. 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. Refer to the Los Angeles Regional Recovery Guidance for Emergency Planners, Section VIII, Health and Social Services RSF, Paragraph E7, Reconnecting Displaced Human and Animal Populations.)

(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.

vii. 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.

viii. 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.

ix. 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

(i) 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

(i) If systems that support family reunification are impacted or unavailable, custody should continue to be coordinated with law enforcement until transition can occur.

x. 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.

xi. 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.

4. *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.)

(For guidance and information regarding the Housing RSF, refer to the Los Angeles Regional Recovery Guidance for Emergency Planners, Section VIX, Housing RSF and the Los Angeles/Long Beach RCPGP Region Disaster Housing Planning Guide available from the City of Los Angeles Housing Department)

a. Transition from Shelter to Interim or Permanent Housing

i. Preparedness

(1) Incorporate faith-based and other nonprofit organizations to help homeowners rebuild when possible.

(2) 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.

ii. Recovery

(1) 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.

(2) 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.

b. 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.)

i. Preparedness

(1) 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.

(2) 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.

ii. Recovery

(1) 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.

(2) Consider use of open spaces in parks that already have sewer and water infrastructure in place.

(3) 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

(4) Identify temporary large group housing to facilitate rapid closure of emergency shelters.

(5) Implement the process and procedures of developing a nontraditional shelter site after an event.

c. Permanent Housing

i. Preparedness

(1) Develop a reconstruction task force to oversee the strategic approach for permanent housing.

(2) Develop criteria for minimal habitability based upon health and life safety measures. Standards of damage will be determined dependent on magnitude of event.

(3) Develop policies and actions programs addressing the need for rapid post-event development of a permanent replacement-housing program.

(4) New housing must consider community services and the key players for this need to be identified and coordinated with beforehand for requirements and considerations.

(5) 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.

ii. Recovery

(1) Activate reconstruction task force.

(2) 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.

(3) Develop long-term housing reconstruction and relocation strategies, including available and affordable housing.

(4) Maximize available housing stock by protecting renters from unwarranted displacement and financial hardship as a result of unlawful actions by property owners.

d. Logistical Requirements

i. Preparedness

(1) Consider establishment of online housing locator services and other housing resources.

(2) Plan for the temporary housing needs for additional groups coming into or near the impacted area, such as relief and construction workers.

ii. Recovery

(1) 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.

e. Coordination Requirements

i. Preparedness

(1) Coordination with local realtors and rental associations may help confirm availability of current resource needs under agreement once recovery housing operations have begun.

(2) Review existing MOUs/MOAs and cooperative agreements with regional partners, support agencies, and the private sector for resources needed for housing sites.

ii. Recovery

(1) 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.

f. 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.)

i. Preparedness

(1) Address regulatory and statutory challenges that may occur as a result of the disaster.

(2) 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.

(3) Identify and plan for central coordination of all inspections by all required agencies.

(4) Identify emergency permitting requirements for movement of temporary housing solutions, such as manufactured homes.

(5) 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.

ii. Recovery

(1) 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.

(2) 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.

(3) Shift to inspections focused on safety versus compliance to expedite return to damaged homes.

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5. *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.)

(For guidance and information regarding the Infrastructure Systems RSF, refer to the Los Angeles Regional Recovery Guidance for Emergency Planners, Section X, Infrastructure Systems RSF.)

a. *Preparedness*

Safety and damage assessment inspections will be conducted by the (responsible jurisdiction/agency/organization) and will include the following activities:

i. *Coordinating and assessing lists for overall jurisdictional priority to assign assessment and inspection teams appropriately.*

ii. *Creating pre-event documentation of infrastructure and condition to help verify and validate requests for funding when damage occurs.*

iii. *Determining specific categories (hospitals, educational facilities, etc.) of infrastructure that require different assessment and inspection teams.*

iv. *Prioritizing critical infrastructure and key resources for inspection to appropriately assign assessment and inspection teams.*

v. Working with stakeholders to identify their structure and resources, and then prioritize those for inspection and assessment.

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.)

i. 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.

ii. Energy (Generation and Distribution)

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:

(1) Determine the impact to neighboring states that lengthy repair times would have.

(2) 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.

(3) 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.

(4) Identify high-pressure lines regionally that provide fuel to other States.

(5) 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.

(6) 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.

(7) 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).

(8) The (responsible jurisdiction/agency/organization) will coordinate resources with power companies to establish getting to affected areas.

iii. Hospitals, Skilled Nursing Facilities, and Home Care[10]

(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.

iv. Water (Conveyance, Supply, Treatment, and Distribution)

(1) Alter existing production and distribution systems to produce potable water (e.g., soda and beer production companies).

[10] See the Los Angeles Regional Recovery Guidance for Emergency Planners, Health and Social Services RSF section for more detailed information.

(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 boards (Los Angeles, Riverside, San Bernardino, Orange, and Ventura counties).

(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.

v. 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.

vi. Telecommunications (Communication Towers, Phone Lines, Cell Phone Towers and Systems, Network Connectivity)

The (responsible jurisdiction/agency/organization) will be responsible for the following telecommunication activities:

(1) 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.

(2) 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.

(3) 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.

(4) 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.

(5) Identify operators of cell towers and determine their plan for site restoration.

(6) Identify remote communities within their jurisdictions which may have extended restoration times due to their remote locations and determine alternate means of communication.

(7) 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.

vii. 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. The

(Name of County Sheriff's Office) will be able to identify if a plan exists.

(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 sea ports, 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.

(7) Mass transit

(a) Bus: Determine if mass transit in (City/County/Operational Area) runs on compressed natural gas (CNG) and if potential fueling stations have interoperable equipment.

(b) Persons with disabilities and others with access and functional needs: Consider transportation-dependent populations that rely heavily on mass transit services.

(c) Rail: Identify which rail systems are solely dependent on electrical power and will not function in the event of a power outage.

(d) 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.

(8) The Southern California Catastrophic Earthquake Plan has identified some airports as hubs for supplies, resources, and evacuation. Jurisdictions should coordinate to de-conflict potential uses of the airports.

viii. Ports/Harbors

(1) Encourage ports to develop and implement Business Continuity Plan/COOP to include lines of succession, identified critical functions, alternate modes of communication, data recovery, identified alternate work locations, temporary shelter for employees who live outside easy commuting distance, and pre-assessment of resources.

ix. Government Facilities (Offices, Universities, Utility Facilities, Parks)

(1) Per the Emergency Services Sector-Specific Plan, an Annex to the NIPP, emergency services are defined as law enforcement; fire and emergency services; emergency management; emergency medical services, and public works.

(a) Identify alternate facilities from which to operate and the infrastructure to support it.

(b) 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.

(2) 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.

(3) 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.

x. Educational Facilities[11]

The (responsible jurisdiction/agency/organization) will coordinate with the local educational system regarding disaster preparedness and recovery activities that may include the following:

(1) Consider long-term rebuilding or mitigation approaches for damaged or destroyed schools.[12]

(2) Consider pooling private and public teachers to meet highest need areas.

(3) Consideration should be taken to identify alternate locations for children until public schools are reopened such as churches, parks, and/or portable trailers.

(4) Determine the necessary feeding resources to support schools' reopening.

(5) Determine the necessary steps to transition schools from being shelters to opening back to students.

(6) Identify avenues for direct reimbursement for school districts through local, State or Federal sources.

(7) Public, private, and community universities and colleges operate like small cities. Their recovery affects neighboring cities and operations and has to be thoroughly considered.

(8) School districts should consider requesting waivers from the State for standards that would allow them to operate in an interim fashion.

xi. 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.

[11] See the Los Angeles Regional Recovery Guidance for Emergency Planners Health and Social Services RSF section for further details regarding educational facilities.
[12] See *Field Act of 1933*.

xii. 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.

xiii. 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.

xiv. 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.

xv. 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.

xvi. 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.

c. Recovery

i. Hospitals, Skilled Nursing Facilities, Home Care[13]

(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.

[13] See the Los Angeles Regional Recovery Guidance for Emergency Planners, Health and Social Services RSF section for more detailed information.

6. *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.)

(For guidance and information regarding the Natural and Cultural Resources RSF, refer to the Los Angeles Regional Recovery Guidance for Emergency Planners, Section XI, Natural and Cultural Resources RSF.)

a. *Preparedness*

i. *(Responsible jurisdiction/agency/organization) will develop MOUs/MOAs with identified available resources.*

ii. *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.*

iii. *Notification to Federal agencies and organizations is required even if California 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.*

iv. *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.

v. 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.

vi. The (responsible jurisdiction/agency/organization) will develop and maintain a debris management plan.

vii. 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.

viii. 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.

ix. The (responsible jurisdiction/agency/organization) will strengthen and enhance public education and awareness to the community regarding natural and cultural resources.

x. The creation of a contingency contracting packet that identifies programs, funding, and resources at all levels will be accomplished by (responsible jurisdiction/agency/organization).

xi. The following items may be included in the debris management planning process:

(1) 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).

b. Recovery

i. 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.

ii. 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).

iii. 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).

iv. 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.

v. Ensure that the requirements of environmental and historic preservation laws and Executive Orders are met.

vi. 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).

vii. Removal of debris located within the public right-of-way is the responsibility of the (responsible jurisdiction/agency/organization).

viii. 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.

ix. Vector Control[14]

(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.

[14] Review the Health and Social Services RSF for additional discussion on Vector Control.

c. Environmental Resources to Consider in All Actions

i. Air Quality[15]

(1) Consider specific permits or requirements that need to be established pre-disaster.

(2) Identify existing systems to monitor air quality control and the necessary monitoring steps. Many of these resources are in the private sector.

ii. Surface Water[16]

(1) Identify bodies of waters and trustee maintenance and ownership.

(2) Identify opportunities and constraints to avoid, protect, or restore surface waters.

(3) Identify required permits for certain activities affecting surface waters and mitigate impacts to surface waters as necessary.

iii. Groundwater Quality[17]

(1) Prepare a list of laboratories that perform sampling and analysis.

iv. Floodplain Management—Protection of Wetlands

(1) Identify opportunities and constraints to avoid, protect, or restore wetlands.

(2) Identify wetlands using the latest State and Federal guidance and how the wetlands relate to the ecosystem.

v. Threatened and Endangered Species[18]

(1) Identify opportunities and constraints to avoid, protect, and restore sensitive species and their habitat.

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[15] Additional information and resources can be found in the Health and Social Services RSF section.

[16] Includes lakes, streams, intertidal areas, and wetlands.
[17] Includes actions affecting waters, including construction, demolition, dredging, and filling.
[18] Includes mammals, birds, reptiles, fish, amphibians, and plants.

(2) Prepare a list of Federal endangered species in (City/County/Operational Area) with pertinent information such as species nesting/breeding season dates.

d. Historical Preservation and Cultural Resources[19]

i. Conduct hazard assessment and structural survey of sites to understand potential impacts.

ii. Coordinate with Tribal Nations on historical and cultural resources.

iii. Create database of personnel and resources that can support collection, restoration and assessment of specialty resources.

iv. Develop an inventory of local and State natural and cultural resources.

v. Identify public and private associations and organizations that have similar natural and cultural resources and could support recovery operations.

vi. Identify sites that are listed on or eligible for listing on the National Historic Register, both local and State.

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

vii.

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/Op 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 Annex should include the organizations and agencies typically involved in recovery operations. The annex should ensure any unique organizational arrangements pertinent to the function addressed in the annex 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.)

(For further information and recommendations for Organization for recovery, refer to Los Angeles Regional Recovery Guidance for Emergency Planners, Section V: Roles and Responsibilities - Organization.)

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 Annex 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.)

(For further information for Assignment of Responsibilities for recovery, RSF responsibilities, and for establishing a coordinating committee, such as a working group or task force, refer to Los Angeles Regional Recovery Guidance for Emergency Planners, Section V: Roles and Responsibilities.)

Overarching roles for the organized (Recovery operations coordinating element), with support from the subcommittees, may include some of the following:[20]

- *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.*
- *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.*

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

- *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 annex 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 annex identifies both the pre-event and post-event roles and responsibilities as they relate to recovery and reconstruction policies.

D. Recovery Support Functions Assignment 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.)

1. *Community Planning and Capacity Building RSF*

   a. *Primary*

      i. *(Responsible jurisdiction/agency/organization)*

   b. *Support*

      i. *Local*

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

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

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

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

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

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

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

ii. State

(1) California Office of Emergency Services

(2) Department of Community Services and Development

(3) Department of Education

(4) Department of Housing and Community Development

(5) Department of Transportation

iii. Tribal

(1) (Insert applicable Tribal entities for Community Planning and Capacity Building RSF)

iv. Federal

(1) Corporation for National and Community Service

(2) General Services Administration

(3) U.S. Department of Agriculture

(4) U.S. Department of Commerce

(5) U.S. Department of Education

(6) U.S. Department of Health and Human Services

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

(8) U.S. Department of Housing and Urban Development

(9) U.S. Department of Justice

(10) U.S. Department of the Interior

(11) *U.S. Department of the Treasury*

(12) *U.S. Department of Transportation*

(13) *U.S. Environmental Protection Agency*

(14) *U.S. Small Business Administration*

v. *Nonprofit/nongovernmental*

(1) *Inter-faith councils*

(2) *Local or State VOAD*

vi. *Private*

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

2. *Economic RSF*

a. *Primary*

i. *(Responsible jurisdiction/agency/organization)*

b. *Support*

i. *Local*

(1) *(City/County/Operational Area) Department of Finance*

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

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

(4) *Tax Assessor's Office*

ii. *State*

(1) *California Office of Emergency Services*

(2) *Department of Employment Development*

(3) *Department of Insurance*

(4) *Governor's Office of Business and Economic Development*

iii. Tribal

(1) (Insert applicable Tribal entities for Economic RSF)

iv. Federal

(1) Corporation for National and Community Service

(2) U.S. Department of Agriculture

(3) U.S. Department of Commerce

(4) U.S. Department of Health and Human Services

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

(6) U.S. Department of Labor

(7) U.S. Department of the Interior

(8) U.S. Department of the Treasury

(9) U.S. Environmental Protection Agency

(10) U.S. Small Business Administration

v. Nonprofit/nongovernmental

(1) Foundations

(2) Professional associations (e.g., California Grocers' Association, California Restaurant Association, California Manufacturing and Technology Association)

vi. Private

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

3. *Health and Social Services RSF*

a. Primary

i. (Responsible jurisdiction/agency/organization)

b. Support

i. Local

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

(2) (City/County/Operational Area) Health and Environmental Control Department

(3) (City/County/Operational Area) Housing or Community Development Department

(4) (City/County/Operational Area) Transportation Services

(5) Access and Functional Needs Agency

(6) Access Services (provides transportation services for those with physical disabilities and who are unable to access the public buses or trains.)

(7) Adult Protective Services

(8) Aging

(9) Animal Services/Control

(10) Child Welfare Services

(11) Child/Family Services

(12) Department of Public Social Services

(13) Emergency Medical Services

(14) Mental/Behavioral Health

(15) School Districts/Education

ii. State

(1) Department of Developmental Services

(2) Department of Education

(3) Department of Social Services

(4) Emergency Medical Services Authority

(5) Office of Access and Functional Needs

iii. Tribal

(1) (Insert applicable Tribal entities for Health and Social Services RSF)

iv. Federal

(1) Corporation for National and Community Service

(2) U.S. Department of Agriculture

(3) U.S. Department of Education

(4) U.S. Department of Health and Human Services

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

(6) U.S. Department of Justice

(7) U.S. Department of Labor

(8) U.S. Department of the Interior

(9) U.S. Department of the Treasury

(10) U.S. Department of Transportation

(11) U.S. Department of Veteran's Affairs

(12) U.S. Environmental Protection Agency

(13) U.S. Fish and Wildlife Service

(14) U.S. Small Business Administration

v. Nonprofit/nongovernmental

(1) American Red Cross

(2) Animal advocacy groups

(3) Local and State VOADs

vi. Private

(1) Human and animal medical providers

(2) Service Centers for Independent Living (SCIL)[21]

4. *Housing RSF*

a. Primary

i. (Responsible jurisdiction/agency/organization)

b. Support

i. Local

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

(2) (City/County/Operational Area) Housing Authority

(3) Building and Safety

(4) Planning

(5) 1Public Social Services

(6) Tax Assessor's Office

(7) Transportation

(8) Zoning

ii. State

(1) Department of Insurance

(2) Department of Transportation

(3) State Department of Housing and Community Development

(4) State Contractor Licensing Board

iii. Tribal

(1) (Insert applicable Tribal entities for Housing RSF)

iv. Federal

(1) Corporation for National and Community Service

[21] Services provided retrieved from the SCIL website at http://scil-ilc.org/services.html Accessed on August 30, 2012.

(2) U.S. Access Board

(3) U.S. Department of Agriculture

(4) U.S. Department of Energy

(5) U.S. Department of Health and Human Services

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

(7) U.S. Department of Housing and Urban Development

(8) U.S. Department of Justice

(9) U.S. Department of Veteran's Affairs

(10) U.S. Environmental Protection Agency

(11) U.S. Small Business Administration

v. Nonprofit/nongovernmental

(1) American Red Cross

(2) Local and State VOADs

vi. Private

(1) (Insert applicable private-sector entities for Housing RSF)

5. *Infrastructure Systems RSF*

a. Primary

i. (Responsible jurisdiction/agency/organization)

b. Support

i. Local

(1) (City/County/Operational Area) Information Technology Department

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

(3) (City/County/Operational Area) Water District

(4) (Responsible jurisdiction/agency/organization for General Services)

(5) School Districts/Education

(6) Transportation

(7) Water and Power

ii. State

(1) California Environmental Protection Agency

(2) California Office of Emergency Services

(3) California Public Utilities Commission

(4) Department of Transportation

(5) Energy Commission

(6) National Guard/Department of Military

iii. Tribal

(1) (Insert applicable Tribal entities for Infrastructure Systems RSF)

iv. Federal

(1) U.S. Army Corps of Engineers

(2) U.S. Department of Agriculture

(3) U.S. Department of Commerce

(4) U.S. Department of Defense

(5) U.S. Department of Education

(6) U.S. Department of Energy

(7) U.S. Department of Health and Human Services

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

(9) U.S. Department of the Interior

(10) U.S. Department of the Treasury

(11) U.S. Department of Transportation

(12) U.S. Environmental Protection Agency

(13) U.S. Federal Communications Commission

(14) U.S. General Services Administration

(15) U.S. Nuclear Regulatory Commission

v. Nonprofit/nongovernmental

(1) (Nonprofit clinics)

(2) California ISO[22]

vi. Private

(1) (Commercial manufacturing)

(2) (Financial-sector businesses)

(3) (Healthcare industry)

(4) (Information technology business)

(5) (Transit providers)

(6) (Utility companies)

6. *Natural and Cultural Resources RSF*

a. Primary

i. (Responsible jurisdiction/agency/organization)

b. Support

i. Local

(1) (City/County/Operational Area) Cultural Resources Department

(2) (City/County/Operational Area) Parks and Recreation Department

[22] http://www.caiso.com/about/Pages/default.aspx. Accessed on August 30, 2012

(3) (City/County/Operational Area) Public Health

(4) (City/County/Operational Area) Public Works

(5) Environmental Protection

(6) Historical Preservation

(7) Water boards

ii. State

(1) California Environmental Protection Agency

(2) Coastal Commission

(3) Historic Preservation Office

(4) Museum Association

(5) Parks and Recreation

(6) State Lands Commission

iii. Tribal

(1) (Insert applicable Tribal entities for Natural and Cultural Resources RSF)

iv. Federal

(1) Advisory Council on Historic Preservation

(2) Corporation for National and Community Services

(3) Council on Environmental Quality

(4) Heritage Preservation

(5) Institute of Museum and Library Services

(6) Library of Congress

(7) National Endowment for the Arts

(8) National Endowment for the Humanities

(9) U.S. Army Corps of Engineers

(10) U.S. Department of Agriculture

(11) U.S. Department of Commerce

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

(13) U.S. Department of the Interior

(14) U.S. Environmental Protection Agency

v. Nonprofit/nongovernmental

(1) (Cultural associations)

(2) (Foundations and other funding groups)

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

vi. Private

(1) (Historical sites)

(2) (Restoration companies)

Direction, Control, and Coordination

(The Direction, Control, and Coordination section of the Recovery Annex 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 Annex has to integrate the structure proposed by SEMS/NIMS. This section provides information on how the recovery annex 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 Recovery Command. The contents of this section are best provided in a tabular format. This section may be expanded as an annex or it may be included as an appendix.)

(For further information, refer to the Los Angeles Regional Recovery Guidance for Emergency Planners, Section XIV: Information Collection, Analysis and Dissemination.)

Information collection, analysis, and dissemination 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 ports*
- *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*

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.)

(For further information, refer to Los Angeles Regional Recovery Guidance for Emergency Planners, Section XV: Communications.)

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.)

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.)

(For further information, refer to Los Angeles Regional Recovery Guidance for Emergency Planners, Section XVI: Administration and Finance.)

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 3 years after the last action on the disaster application (as deemed by Cal OES). This process for recording and documenting expenditures by departments and agencies must be consistent with the overall jurisdictions disaster recovery policy and procedures.

Cal OES releases an Audit Waiver Letter that destruction of records may take place 3 years from the date of the Audit Waiver Letter and not before, regardless if there was a final action.

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.

Recovery Annex Maintenance

(This section describes the process used to regularly review and update the recovery annex. 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 annex; distribution list; when and how the annex will be tested and reviewed; and a process used to submit the annex 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 Annex and its appendices. Changes will be made to the recovery annex 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 Region, and the State.

The (City/County/Operational Area) Recovery Annex will be distributed to, and carried by, all disaster recovery participants and stakeholders within the Greater Los Angeles Region. Multiple forms of distribution include availability in digital format (CD) and posting on internet at (Insert applicable Web Site address). Hard copies of the Recovery Annex are to be maintained at (Insert applicable locations).

This annex should be activated at least once a 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 annex development and maintenance requirements.