



# **Beaufort County 2011-2012 Disaster Recovery Plan**

Beaufort County, South Carolina

Beaufort County Council  
Beaufort County Recovery Task Force

Weston Newton, Chairman, Beaufort County Council  
Gary Kubic, Chairman, Beaufort County Recovery Task Force  
Rob McFee, Beaufort County Recovery Task Force Director  
Morris Campbell, Beaufort County Deputy Rec. Task Force Director  
John Webber, Recovery Coordinator, Recovery Task Force

---



# **Disaster Recovery Plan**

Beaufort County, South Carolina

## **Table of Contents:**

**Welcome: Gary Kubic, Recovery Task Force Chair and Beaufort County Administrator**

**Section 2: Recovery Vision Statement**

**Section 3: Recovery Plan Introduction – Rob McFee, Beaufort County Recovery Director**

- 3.1 Purpose**
- 3.2 Authority**
  - 3.2.1 Federal**
  - 3.2.2 State**
  - 3.2.3 Situation**
- 3.3 Recovery Plan Activation Threshold**
- 3.4 Scope**
- 3.5 Planning Assumptions**
- 3.6 Plan Organization**

**Section 4: Recovery Plan Background**

- 4.1 The Affect of the 2004 and 2005 Hurricane Seasons**
- 4.2 State Disaster Recovery policy**
- 4.3 County and Municipal Recovery Relationships**
- 4.4 Recovery Plan Description**
- 4.5 Recovery Management Structure and Recovery Operations**
- 4.6 Draft National Disaster recovery Framework (February 5, 2010)**
  - 4.6.1 Draft Purpose Statement of the National Disaster Recovery Framework**
  - 4.6.2 Core Principles of the National Disaster Recovery Framework**

**Section 5: Recovery Plan Overview and Objectives**

- 5.1 Recovery Plan Overview**
- 5.2 Recovery Plan Objectives**
- 5.3 Recovery Plan Purpose**
- 5.4 Recovery Plan Scope**
- 5.5 Authority and Compliance with National Emergency Management Policies and Standards**

**Section 6: Recovery Management Overview**

- 6.1 Recovery Task Force**
- 6.2 Major Recovery Task Force Duties**
- 6.3 Recovery Task Force Structure and Membership**
  - 6.3.3 Public and Private Sector Representation**
- 6.4 Short Term and Long Term Recovery Shared Functions and Membership**
- 6.5 Additional Organizational Features**

**Section 7: Recovery Activation**

- 7.1 Activation
- 7.2 Recovery Staffing Needs
- 7.3 Municipal Roles in the Recovery Organization Network
- 7.4 Deactivating Recovery Operations

**Section 8: Recovery Concept of Operations for the Emergency Operations Center (EOC)**

- 8.1 Keys to Disaster Recovery Operations
- 8.2 Emergency Operations Center and Disaster Recovery (Short and Long-Term Recovery)
- 8.3 Emergency Support Functions (ESFs)
- 8.4 Recovery Functions (RFs)
- 8.5 Recovery Planning Group and Recovery Action Plan
- 8.6 Recovery and Reconstruction Strategy
- 8.7 ROC Task Groups and Recovery Function Assignments
  - 8.7.1 ROC Task Groups and Recovery Function Assignments

**Section 9: Recovery Strategies: Short and Long-Term Recovery**

- 9.1 Short-Term Recovery
- 9.2 Long-Term Recovery

**Section 10: Plan Maintenance Procedures**

- 10.1 Annual Review
- 10.2 After Action Reports
- 10.3 Recovery Function Checklists

**Appendices:**

**Section 11: Appendix A: Emergency Management Institute (EMI) Attendee List (March, 2010)**

**Section 12: Appendix B: Recovery Plan Master Checklist and Recovery Functions (RFs) Annual Certification Checklists**

- Beaufort County Disaster Recovery Plan – Master List
- RF 1 - Impact Assessment (Disaster Assessment)
- RF 2 - Continuation of Government
- RF 3 - Public Information; Community Relations
- RF 4 - Human Services (Short-term)
- RF 5 - Individual Assistance (IA)
- RF 6 - Volunteers and Donations
- RF 7 - Debris Management
- RF 8 - Re-entry Security
- RF 9 - Health and Human Safety
- RF 10 - Repair and Restoration of Public Infrastructure, Services, Buildings (Public Assistance, PA)
- RF 11 - Building Inspections and Permits
- RF 12- Rebuilding, Construction, Repairs, Restoration
- RF 13 - Temporary Housing
- RF 14 - Redevelopment (Planning and Zoning Ordinance Enforcement)
- RF 15 - Economic Restoration and Development
- RF 16 - Environmental Preservation and Restoration
- RF 17 – Hazard Mitigation
- RF 18 – Recovery Administration and Finance
- RF 19 - Mutual Aid Protocols
- RF 20 - Pre-disaster Equipment and Facilities Deployment
- RF 21 - Transportation (Recovery Procedures)
- RF 22 - Recovery Procedures for Pets/Animals

RF 23 - Utilities Restoration  
RF 24 – Schools (Recovery)  
RF 25 - County Employees  
RF 26 - Mortuary Operations

**Section 13: Appendix C: Short and Long-Term Recovery Objectives**

**Section 14: Appendix D: Beaufort County Disaster Recovery and Reconstruction Ordinance**

**Section 15: Appendix E: Beaufort County Post Disaster Recovery Manual**

Contains helpful information for preparedness and things to do after a disaster.  
The Manual can be seen on the Beaufort County Disaster Recovery website.  
<http://www.beaufortcountydasterrecovery.net/wordpress/>

**Section 16: Appendix F: State and Local Recovery Agreements**

Impact Assessment Agreement with Municipalities  
(Copy of the existing agreement)

**Section 17: Appendix G: List of Commonly Used Terms, Abbreviations and Anachronisms**

**Section 18: Appendix H: Draft National Disaster Recovery Framework, February 5<sup>th</sup>, 2010**

**Tables:**

Table 1 – ESF and RF Continuity

Table 2 – Shared Operational Approach: Response/Short-term Recovery and  
Long-term Recovery





## Disaster Recovery Plan

Beaufort County, South Carolina

**To: Citizens of Beaufort County**

**From: Gary Kubic, Recovery Task Force Chairperson  
Beaufort County Administrator**

We have had a very good year in Disaster Recovery. I am especially proud of achievements *expanding disaster recovery relationships with county municipalities and expanding the usefulness of our Disaster Recovery website. Staff has completed translation for adding a Spanish language option later in 2011.*

I want to take this opportunity to report to you on our continued progress in Disaster Recovery and our continuing efforts to build a Recovery Program second to none.

Our goal since 2008 has been to build a County Disaster Recovery capacity that not only protects citizens of Beaufort County and rebuilds the County, but also provides opportunities to make our communities better and safer.

On behalf of the Beaufort County Council I want to thank all of those who give of their time and effort to make Recovery and other disaster functions successful for the citizenry of Beaufort County.

*We have expanded disaster recovery relationships with county municipalities in these three areas:*

1. County/Municipal Debris Management Agreements
2. County/Municipal Disaster Impact Assessment Agreement
3. County/Municipal Hazard Mitigation Plan

*1. County/Municipal Debris Management Agreements.*

- Building upon agreements in place with each municipality for debris removal, we have developed a Draft State Road Debris Removal agreement with the SCDOT (that is under review by SCDOT).
- The draft agreement would enable Beaufort County to remove debris from State roads to improve safety and speed of State road debris removal.

*2. County/Municipal Disaster Impact Assessment Agreement.*

- Implementation of the 2010 Disaster Impact Assessment Agreement between the County and municipalities.
- Implementation of the mutual support training feature of the agreement to provide disaster impact data collection assistance, where it is needed within the County by all signers.
- We have field tested the data collection software and have made useful changes.
- Beaufort County serves as the information hub and provides GIS and IT technical support.
- The software has been provided by Hilton Head Island.

*3. County/Municipal Hazard Mitigation Plan.*

- FEMA approved the 2011 County/Municipal Hazard Mitigation Plan.

- The goals of the plan are to reduce hazards before disasters and to guide hazard reduction in Recovery.

#### OUR 2010 DISASTER RECOVERY TRAINING – IS PROVIDING DIVIDENS.

Beaufort County was invited to participate in FEMA's Emergency Management Institute (EMI) training program in March, 2010. Seventy-three (73) attended, participants were from the County, each municipality, the private sector and non-profit organizations. (See a list of attendees in Appendix: A).

The County and municipalities continue to benefit from the 2010 FEMA Emergency Management Institute (EMI) training by improving recovery coordination policies.

#### 2010 DRAFT NATIONAL DISASTER RECOVERY FRAMEWORK.

I am also very proud to report that Beaufort County participated in the development process of the 2010 Draft National Disaster Recovery Framework, sponsored by the a Whitehouse Special Taskforce and FEMA to develop a national policy framework for recovery. See the draft in Section 18, Appendix H.

If you have questions about Recovery or you have interest in Disaster Recovery, please call John Webber, Beaufort County Recovery Task Force Disaster Recovery Coordinator, 843-255-2721, or email him at [johnw@bcgov.net](mailto:johnw@bcgov.net).



# Disaster Recovery Plan

Beaufort County, South Carolina

## Beaufort County Disaster Long-Term Recovery and Redevelopment

### VISION STATEMENT

*Going Beyond Restoring.....To Improving Communities.*

---

Beaufort County Disaster Recovery is focused upon long-term recovery and redevelopment after a disaster. Our primary goal is to meet the needs of the citizens of Beaufort County by meeting immediate health and safety needs of families, housing needs, safe roadways and other infrastructure necessary for employment, public safety and re-establishing the County as a place to live and work.

The Beaufort County Recovery Ordinance also offers an opportunity to *go beyond restoring the community to rebuild better and safer communities.*

Recovery Plan policies offer these opportunities to rebuild and improve communities: implementing hazard mitigation projects to reduce hazards and recovery time, strengthening building codes, land use and zoning designations to facilitate recovery, improving transportation corridors, meeting affordable workforce housing needs, and developing new economic opportunities.

Gary Kubic  
Chair, Disaster Recovery Task Force and Beaufort  
County Administrator





# **Disaster Recovery Plan**

## Beaufort County, South Carolina

### **Section 3: Disaster Recovery Plan Introduction: Rob McFee, Beaufort County Recovery Task Force Recovery Director**

#### **3.1 Purpose**

The purpose of the Beaufort County Disaster Recovery Plan is to provide Beaufort County with a strategic plan to guide actions and decision-making in disaster recovery and redevelopment, and to provide a supportive framework to support municipal recovery.

Additionally, the plan identifies Recovery Function actions that can be implemented prior to a disaster that will expedite recovery.

The plan is built upon expanded recovery relationships among county departments, municipalities, businesses, non-governmental organizations, regional organizations and adjacent counties.

The plan's strategic purposes are to position Beaufort County and municipalities to be in a better position to recover more effectively and expeditiously from a disaster, and to utilize redevelopment planning as an opportunity to build a more sustainable county and to enhance the quality of life of the county in general.

The plan was developed with the intent to provide consistent treatment of redevelopment issues throughout the county via cooperative and supportive relationships. Recovery and redevelopment actions will be based upon need, level of damage and funding available.

#### **3.2 Authority**

##### **3.2.1 Federal**

There are no Federal requirements for developing disaster recovery and redevelopment plans. However, the Robert Stafford Act, as amended by the Disaster Mitigation Act of 2000, supports community-wide planning to reduce hazard vulnerabilities and recognizes the importance of relationships among mitigation, community-wide cooperation and community recovery.

##### **3.2.2 State**

Comprehensive Planning, pursuant to Title 6, Chapter 29, Article 1 of the South Carolina Code of Laws, is supportive of policies to rebuild and redevelop damaged areas, as well as, planning policies limiting redevelopment in areas of repeated damage and incorporation of hazard mitigation plan policy.

##### **3.2.3 Situation**

The recovery plan is to be implemented in an organized, seamless transition from emergency response and short term recovery, as established by the Beaufort County Emergency Operations Plan to ensure continued safety of county residents during post disaster reconstruction.

### 3.3 Recovery Plan Activation Threshold

Conditions that would cause this plan to be activated would include a major or catastrophic disaster that leads to the need for redevelopment and reconstruction, including hurricane, flood, earthquake or wildfire, or any other event that requires redevelopment and reconstruction.

### 3.4 Scope

- The Recovery Plan serves to facilitate returning Beaufort County to pre-disaster conditions when feasible and to better position the County to maximize post-disaster opportunities to reduce hazard vulnerabilities.
- The Recovery Plan serves as an umbrella planning document that references, supports and works in tandem with existing Beaufort County emergency management and comprehensive plans.
- The Recovery Plan utilizes a cooperative, broad-based redevelopment process for coordination among county departments, municipalities, businesses, non-governmental organizations, regional organizations and adjacent counties.
- The Recovery Plan provides policy for a seamless transition from short term recovery to long term recovery and redevelopment.
- The Recovery Plan identifies and addresses short term recovery policies and actions that effect long term recovery and community redevelopment efforts. Short term recovery efforts that affect long term recovery and redevelopment include the restoration of essential public services, damage assessment, emergency sheltering, emergency and temporary housing, business resumption and debris removal. Because of the importance of these policy areas, Recovery staff as taken an active role in developing policies for these short-term recovery activities.

### 3.5 Planning Assumptions

- Beaufort County has responsibility for managing response and short term recovery efforts, due to the nature of long term recovery countywide redevelopment may well involve coordinated planning among the county and the municipalities of the county (Beaufort, Port Royal, Bluffton, Hilton Head Island and portions of Yemassee located within Beaufort County).
- Community redevelopment is a shared process among county departments, municipalities, businesses, non-governmental organizations, regional organizations and adjacent counties.
- The Recovery Plan will be implemented in disasters that require redevelopment of unincorporated areas in Beaufort County, but which could have county-wide impacts, therefore requiring input from adjacent municipalities.
- The Recovery Plan is applicable predominantly in major and catastrophic disasters, for which redevelopment and reconstruction would be required. Recovery Plan policy is flexible and can be adapted to meet current situations and needs.
- Recovery Plan implementation and decision-making policies will be based upon disaster impacts, resources and needs.

- Activation of the Recovery Plan will begin after Emergency Operations Center activation. Recovery Plan activation at this stage of a disaster will primarily involve intergovernmental and intercommunity coordination, activation of county/municipal agreements to ensure that decisions made during response and short term recovery are consistent with and facilitate Recovery Plan and County Recovery Ordinance policy and strategies.

### **3.6 Plan Organization**

Recovery Plan is organized into 18 sections.



## Section 4: Recovery Plan Background

### 4.1 The Effect of the 2004 and 2005 Hurricane Seasons

The 2004 and 2005 hurricane seasons lead many coastal communities to plan for recovery from catastrophic disasters. Beaufort County, like many communities, is vulnerable to hurricanes. Despite long periods of calm, Beaufort County has experienced major disasters, including hurricanes, tornadoes and other natural disasters. Beaufort County has been proactive in increasing its ability and capacity to withstand and recover from a catastrophic disaster.

Beaufort County Council created the Disaster Recovery Task Force (See Section 6) and adopted a Disaster Recovery and Reconstruction Ordinance in 2008, which was amended in 2011 (See Appendix D). The Recovery Ordinance established the operational basis for the Beaufort County Disaster Recovery Plan.

The Disaster Recovery Task Force is comprised of members from county departments, municipalities, business, non-governmental organizations, regional organizations and citizens. Task Force participants are also found within the twenty-six Recovery Function Task Groups (See Appendix B).

### 4.2 State Disaster Recovery Policy

South Carolina communities are not required to develop disaster recovery plans by state law. However, Beaufort County has a strong history of effective planning; the Recovery Plan can be viewed as a link between Beaufort County's comprehensive planning and emergency management planning. Disaster recovery addresses issues such as: quality of life, community resiliency, governmental operations, housing and structural repairs, infrastructure development, public facilities recovery, economic revitalization and land use planning.

### 4.3 County and Municipal Recovery Relationships

The Recovery Plan provides an opportunity and framework for Beaufort County and municipalities within the county, to be in a better position to recover more rapidly. The Recovery Plan also addresses *quality of life issues and pursuit of opportunities to reduce vulnerabilities*.

Municipalities within Beaufort County are engaged in disaster planning and preparation. Despite many shared issues and community characteristics, the Recovery Plan is based upon recognition that each jurisdiction has its own unique features and needs, and that municipal recovery strategies will vary to meet those needs. It is the County's objective to continue to include municipalities in recovery planning, recovery programs and recovery agreements.

The County Recovery Plan supports County recovery and development of municipal recovery plans. Recovery policy encourages municipalities to continue to be involved in the Recovery Task Force and to participate as members of Recovery Function Task Groups.

This policy approach has lead to intergovernmental cooperation in these Recovery policy areas:

- Recovery Planning
- Debris Management
- Disaster Impact Assessment
- Hazard Mitigation

### 4.4 Recovery Plan Description

The plan will serve as a reference guide for Recovery decision-making and actions. It will also be concerned with *actions that can be taken before a disaster to speed the recovery process*. The plan addresses disaster recovery and redevelopment issues with long-term implications. It does not address pre-disaster mitigation or immediate response and emergency operations, as those are already covered

by the Beaufort County Mitigation Plan and the Beaufort County Emergency Operations Plan, respectively.

The Beaufort County Disaster Recovery Plan is action-oriented and has a countywide implementation perspective. Pre-disaster actions and annual maintenance of the plan allow the plan to meet changing disaster recovery needs. The Beaufort County Disaster Recovery and Reconstruction Ordinance serves as a policy guide for local officials in coordinating and implementing successful short-term and long-term recovery activities following a disaster.

The Beaufort County Disaster Recovery Plan identifies twenty-six (26) Recovery Functions (RFs). Recovery Functions are activities and responsibilities that are critical to success in Long-term Recovery. Many Recovery Functions are also actively involved in Response/Short-term Recovery as Emergency Support Functions (ESFs).

See Table-1 in Section 6 for full listing of *County Recovery Functions* (RFs). *The table highlights the coordination and continuity between Response/Short-term Recovery and Long-term Recovery.*

**Beaufort County Recovery Functions:**

- RF 1 - Impact Assessment (Disaster Assessment)
- RF 2 - Continuation of Government
- RF 3 - Public Information; Community Relations
- RF 4 - Human Services (Short-term)
- RF 5 - Individual Assistance (IA)
- RF 6 - Volunteers and Donations
- RF 7 - Debris Management
- RF 8 - Re-entry Security
- RF 9 - Health and Human Safety
- RF 10 - Repair and Restoration of Public Infrastructure, Services, Buildings (Public Assistance, PA)
- RF 11 - Building Inspections and Permits
- RF 12- Rebuilding, Construction, Repairs, Restoration
- RF 13 - Temporary Housing
- RF 14 - Redevelopment (Planning and Zoning Ordinance Enforcement)
- RF 15 - Economic Restoration and Development
- RF 16 - Environmental Preservation and Restoration
- RF 17 – Hazard Mitigation
- RF 18 – Recovery Administration and Finance
- RF 19 - Mutual Aid Protocols
- RF 20 - Pre-disaster Equipment and Facilities Deployment
- RF 21 - Transportation (Recovery Procedures)
- RF 22 - Recovery Procedures for Pets/Animals
- RF 23 - Utilities Restoration
- RF 24 - Schools (Recovery)
- RF 25 - County Employees
- RF 26 - Mortuary Operations

**4.5 Recovery Management Structure and Recovery Operations**

The Recovery plan and ordinance establish the recovery management structure for recovery. The plan also describes recovery operations and how emergency response activities will transition from Response/Short-term Recovery to Long-term Recovery.

The plan is in full compliance with the National Incident Management System (NIMS), the National Response Plan (NRP), the Beaufort County Emergency Operations Plan (EOP), as well as, the National Fire Protection Association’s (NFPA) 1600 Standard on Disaster/Emergency Management and Business Continuity Programs. The Recovery Plan also meets the accreditation requirements of the Emergency

Management Accreditation Program (EMAP).

#### **4.6 Draft National Disaster Recovery Framework, (February 5, 2010).**

The County Recovery Plan anticipated many features of the Draft National Disaster Recovery Framework, therefore, the County Recovery Plan supports its' major policy recommendations integrating local, state and federal recovery policy.

##### **4.6.1 Draft Purpose Statement of the National Disaster Recovery Framework:**

*"The Draft National Disaster Recovery Framework (NDRF) outlines how community recovery is supported on a national level. The framework builds on scalable, flexible, and adaptable coordinating structures to align key roles and responsibilities, linking local, state, tribal and federal governments, the private sector, and voluntary, faith-based and community organizations that play vital roles in recovery.*

*It captures resources, capabilities, and best practices for recovering from disaster, recognizing that significant challenges can confront all recovery efforts, from a relatively localized event to a large-scale disaster that demands substantial resources." (P. 2)*

##### **4.6.2 Core Principles of the National Disaster Recovery Framework:**

The eight core principles that guide the NDRF are:

1. Individual and family empowerment
2. Leadership and local primacy
3. Preparation for recovery
4. Partnership and inclusiveness
5. Communications
6. Unity of effort
7. Timeliness and flexibility
8. Resilience and stability

A copy of the Draft National Disaster Recovery Framework can be found in Section 18: Appendix H.



## Section 5: Recovery Plan Overview, Objectives, Purpose and Scope

### 5.1 Recovery Plan Overview

Beaufort County is located in the Southeastern corner of South Carolina, just north of Savannah, Georgia and about an hour and a half drive south of Charleston, South Carolina. Beaufort County is a popular tourist destination with abundant wildlife, beautiful sandy beaches, scenic waterways and highways, and large tidal marshes and preserved wetlands.

Beaufort County is also susceptible to a variety of natural hazards including, but not limited to, hurricanes, floods and earthquakes. In recognition of this vulnerability, Beaufort County leaders and staff members Initiated a planning process in 2006, which lead to the 2008 Disaster Recovery and Reconstruction Ordinance. The Recovery Plan provides an opportunity and framework for Beaufort County, and municipalities within the county, to be in a better position to recover more rapidly, as well as, address *quality of life issues and to pursue opportunities to effectively reduce hazards vulnerabilities present in most communities.*

Prior to drafting of the Recovery Plan, Beaufort County had developed disaster recovery policies and practices that have been in place for many years; however, Hurricane Katrina, which impacted the Louisiana, Mississippi and Alabama Gulf Coasts in August of 2005, exposed many disaster recovery issues and gaps in local, state and federal response and recovery efforts for many communities. Concern over these issues prompted the Beaufort County Council to adopt the Disaster Recovery and Reconstruction Ordinance, which lead to the Beaufort County Disaster Recovery Plan.

Following Hurricane Katrina, several immediate steps were taken by the County to improve recovery policies and procedures. An Interim Disaster Recovery Policies and Procedures Plan was adopted by the County Council (in 2006) and updates were made to the Emergency Operations Plan. While these immediate changes were important steps to take to make sure that all elements of disaster recovery were addressed by some form of policy or procedure. County officials determined that there was a need to engage in a comprehensive disaster recovery planning process that would involve all parties that play a role in disaster recovery. As part of this process all existing disaster recovery programs and policies were evaluated and gaps or weaknesses in these policies were identified and changes were made where needed.

### 5.2 Recovery Plan Objectives:

- To facilitate returning Beaufort County to pre-disaster conditions when it is appropriate and *to offer the opportunity to improve the county by positioning itself to maximize post-disaster opportunities to reduce hazard vulnerabilities.*
- To function in an integrated fashion with existing Beaufort County emergency management and growth management plans.
- To provide a seamless transition from Short-term Recovery *Emergency Support Functions* (ESFs) to Long-term Recovery *Functions* (RFs).
- To provide in-put and policy structure for short-term recovery policies *that have an effect upon long-term recovery and redevelopment.* Short-term recovery efforts that affect long-term recovery and redevelopment include: restoration of essential services, damage assessment, temporary housing and debris removal. Long-term recovery focuses upon: rebuilding structures and infrastructure, the economy and culture, and restoring the natural environment.

### 5.3 Recovery Plan Purpose

The general purpose of the disaster recovery plan is to re-establish the economic viability of the county, while making it a better and safer place. In 2008 the Recovery Task Force developed the following Vision Statement for the Recovery Plan, as it worked to develop recommendations for the County Recovery Plan:

**Recovery Plan Vision Statement**

*To be a guide to local officials in coordinating and implementing successful short-term and long-term recovery activities following a natural or manmade disaster.*

*Adopted by the Beaufort County Recovery Task Force, 2008*

As the County has moved beyond adopting the 2008 Recovery and Reconstruction Ordinance to implementing recovery and reconstruction, the Recovery Task Force has developed this Vision Statement to guide implementation.

**Recovery Vision Statement**

*Going Beyond Restoring.....To Improving Communities.*

---

Disaster Recovery is focused upon long-term redevelopment, *opportunity and making things better.*

The Beaufort County Recovery Plan and it's approach to redevelopment *go beyond restoring communities by adopting policies that lead to better and safer communities.*

Our policies and strategies include implementing hazard mitigation projects during rebuilding, strengthening building codes, changing land use and zoning designations, improving transportation corridors, building more affordable housing, and developing new economic opportunities – to make our communities stronger by promoting economic revitalization by making them better and safer communities.

2010/11

The plan was developed in part by reviewing and incorporating elements found in the Beaufort County Interim Disaster Recovery Policies and Procedures Plan (adopted March 27, 2006), the Beaufort County Emergency Operations Plan (including the Disaster Recovery Annex), and the Beaufort County Hazard Mitigation Plan (July, 2004). (The Hazard Mitigation Plan was updated in 2011.)

The plan was meant to be used to as a guide for addressing recovery issues following a disaster. It is not meant to serve as guide for immediate disaster response issues. Those issues are adequately addressed in the Beaufort County Emergency Operations Plan (EOP).

The Recovery and Reconstruction Ordinance provides procedures and policies identified in the Recovery Plan. By adopting the Disaster Recovery and Reconstruction Ordinance, Beaufort County Council established policies to expedite recovery by authorizing consideration of extraordinary governmental actions to be taken during a declared local emergency to expedite implementation of recovery and reconstruction measures.

#### **5.4 Recovery Plan Scope**

The Disaster Recovery Plan was developed to help facilitate disaster recovery efforts of Beaufort County and to provide policies for Recovery coordination with the municipal governments of the County.

*Despite many shared issues and community characteristics, the Recovery Plan is based upon recognition that each jurisdiction has its own unique features and needs and that municipal recovery strategies will vary to meet those needs.*

*The Recovery Plan offers policies that both support County Recovery and development of municipal recovery plans.*

The Recovery Task Force includes representation from municipalities, Beaufort County and private sector. Recovery Task Force representation policy is designed to facilitate input to recovery policies that will provide seamless rebuilding of the entire community. The Recovery Plan is built upon the realization that disasters do not stop at county or municipal lines.

#### **5.5 Authority and Compliance with National Emergency Management Policies and Standards**

The Beaufort County Disaster Recovery Plan complies with these national policies and standards:

*Draft National Disaster Recovery Framework (NDRF)*

*National Incident Management Systems (NIMS)*

*National Response Plan (NRP)*

*National Fire Protection Association's (NFPA) 1600 Standard*

*Emergency Management Accreditation Program (EMAP)*

The plan is designed to support the National Incident Management System (NIMS), and the National Response Plan (NRP). The plan is also in full compliance with National Fire Protection Association's (NFPA) 1600 Standard on Disaster/Emergency Management and Business Continuity Programs 2004 and meets the accreditation requirements of the Emergency Management Accreditation Program (EMAP). The Plan is also consistent with the current Draft National Disaster Recovery Framework.



## **Section 6: Recovery Management Overview**

### **6.1 Recovery Task Force**

The Beaufort County Council is the governing body that will oversee all county recovery policy and operations. The County Administrator has overall responsibility for all functions of the recovery process and is responsible for establishing the policies and procedures for recovery.

The Beaufort County Administrator has vested operational authority and responsibility for disaster recovery coordination in both the Division Director of Engineering and Infrastructure and the Director of Community Services. The Division Director of Engineering and Infrastructure is the Recovery Task Force Disaster Recovery Director and is responsible to the County Administrator. The Recovery Director serves as Vice-Chairperson of the Recovery Task Force and serves in that capacity if the Chairperson is not available. The Director of Community Services serves as the Recovery Task Force Recovery Deputy Director and as Deputy Vice-Chairperson if the Vice-Chairperson is not available.

The Disaster Recovery Task Force was created by the 2008 Disaster Recovery and Reconstruction Ordinance. (The Recovery Ordinance is found in Appendix D).

### **6.2 Major Recovery Task Force Advisory Duties**

- To provide recommendations regarding restoration and redevelopment of specific areas of the County, redevelopment plans, appropriate permitting procedures, plan review requirements, ordinance enforcement and zoning permit policy. (*To promote recovery and economic revitalization*)
- To provide recommendations regarding short-term recovery decision-making and short-term operational modifications to improve long-term recovery, community economic revitalization and community redevelopment.
- Evaluation of policy's and policy recommendations to promote effective coordination to accomplish recovery tasks and activities.
- Identification of hazard mitigation needs, opportunities and resources.
- Recommendations regarding Recovery Function activation and deactivation.

### **6.3 Recovery Task Force Structure and Membership**

#### **6.3.1 Recovery Task Force Management Structure:**

County Administrator, Chairperson  
 Division Director of Engineering and Infrastructure, Recovery Director and Vice-Chairperson  
 Director of Community Services, Deputy Recovery Director and Deputy Vice-Chairperson  
 County Attorney, Legal Advisor

#### **6.3.2 Recovery Task Force Membership:**

Recovery Function Task Groups (26) and Support Agencies (See Appendix B for the complete list)

#### **6.3.3 Public and Private Sector Representation:**

County Council  
 County departments  
 Municipalities  
 School District  
 Public utilities/Public service districts  
 Medical, health and human safety organizations

Human needs organizations  
Homebuilder associations  
State agency's (Emergency Management, DHEC-OCRM, DNR, Dept. of Education, Dept. of Agriculture and others as needed)

Non-profit organizations:

Red Cross  
Salvation Army  
United Way  
Palmetto Breeze  
Chambers of commerce  
Economic development organizations  
Councils of government  
Regional organizations  
Regional media outlets

The Recovery Ordinance allows the Recovery Taskforce to add other groups and organizations necessary for effective recovery operations. Examples include adjacent county participation in regional recovery issues, such as emergency and temporary housing needs. (2011) Beaufort County Disaster Recovery Ordinance, Sections 22-104(1) (6) and 22-104(5).

#### **6.4 Short-Term and Long-Term Recovery Shared Functions and Membership**

- The Emergency Management Department Director and County Recovery Director are responsible for coordination of Short-term Recovery Emergency Support Functions (ESFs) and Long-term Recovery Functions (RFs).

The Emergency Management Department and Disaster Recovery share interrelated functions and membership within ESFs and RFs. Annually EMD and Recovery staffs jointly review all interrelated ESF and RF policies with support agencies. See Table 1 on page 19 for a representation of ESF-RF relationships.

#### **6.5 Additional Organizational Features**

- The Recovery Director may create standing, or ad hoc committees, as needed to address county-wide needs and issues. Examples might be committees, with county, municipal and private sector representation to address issues such as: recovery housing needs and policies, debris management needs and policy and redevelopment coordination policy. (2011) Beaufort County Disaster Recovery Ordinance, Sections 22-104(1) (6) and 22-104(5).

**Table - 1**  
**Beaufort County**  
**ESF and RF Continuity**

**Policy Coordination between Short-Term and Long-Term Recovery**

<b>RECOVERY FUNCTIONS (RFs) (Long-Term)</b>	<b>EMERGENCY SUPPORT FUNCTIONS (ESFs) (Short-Term)</b>
RF 1 - Impact Assessment (Disaster Assessment)	Joint Policy and Coordination
RF 2 - Continuation of Government	Joint Policy and Coordination
RF 3 - Public Information; Community Relations	ESF 5, ESF 15
RF 4 - Human Services (Short-term)	ESF 6
RF 5 - Individual Assistance	ESF 6
RF 6 - Volunteers and Donations	ESF 18
RF 7 - Debris Management	Joint Policy and Coordination
RF 8 - Re-entry Security	ESF 13
RF 9 - Health and Human Safety	ESF 8
RF10 – Repair/Restoration of Public Infrastructure, Services, Buildings (Public Assistance, PA)	ESF 3
RF 11 - Building Inspections and Permits	ESF 14
RF 12 - Rebuilding, Construction, Repairs, Restoration	ESF 14
RF 13 - Temporary Housing	Joint Policy and Coordination
RF 14 - Redevelopment (Planning/Zoning)	ESF 14
RF 15 - Economic Restoration and Development	ESF 24
RF 16 - Environmental Preservation and Restoration	ESF 14
RF 17 – Hazard Mitigation	ESF 14
RF 18 - Recovery Administration and Finance	ESF 7
RF 19 - Mutual Aid Protocols	Joint Policy and Coordination
RF 20 - Pre-disaster Equipment/Facilities Deployment	ESF 3
RF 21 - Transportation Recovery Procedures	ESF 1
RF 22 - Recovery Procedures for Pets/Animals	ESF 17
RF 23 - Utilities Restoration	ESF 3
RF 24 – Schools Recovery	ESF 14
RF 25 - County Employees	Joint Policy and Coordination
RF 26 - Mortuary Operations	ESF 8

---

**Definitions:**

**ESF – Emergency Support Functions.** These are Response and Short-Term Recovery functions managed by the **Emergency Management Department**.

**RF – Recovery Functions.** These are Long-Term Recovery Functions managed by the **Recovery Director and Recovery Task Force**.



## **Section 7: Disaster Recovery Plan Implementation**

### **7.1 Activation**

When an emergency declaration is in force, or when a determination that a local emergency exists, the County Administrator shall authorize activation of the Recovery Task Force and the Disaster Recovery Plan. After a declaration or determination of an emergency, and for the duration of the emergency period, the Recovery Task Force shall meet daily or as frequently as determined by the Recovery Director.

In addition to the recovery management structure discussed above, each Recovery Function is assigned to a lead agency or department responsible for its implementation. In some cases, *specialized recovery job titles* will be assigned to County staff by the County Administrator for the purpose of implementing Recovery Functions (for example a Mitigation Coordinator for Recovery Function 17: Hazard Mitigation will be appointed by the County Administrator). For more discussion of Recovery Functions, see Appendix B.

All County employees should be aware that in a disaster, normal county operations are suspended and personnel may be reassigned to recovery operations. Each department that has membership on the Recovery Task Force should have a minimum of two (2) staff members who are familiar with Emergency Management activities and who are familiar with the Disaster Recovery Plan and the staff assignments provided herein. (2011), Beaufort County Disaster Recovery Ordinance, Section, 22-106 (2).

### **7.2 Recovery Staffing Needs**

In recovery, it may be necessary to hire additional staff members to perform various recovery-related specialized duties (for example, additional administrative support for various departments). All additional hiring will be coordinated through the Employee Services Department at the direction of the County Administrator. Whenever possible, funding for filling such positions will be provided by sources other than Beaufort County funding, primarily from state/federal grants and/or loan funds. If no additional funding sources are available, emergency funds may need to be spent to fill additional staffing needs. Authorization of the expenditure of emergency funds may only be approved by the County Administrator. (2010, Beaufort County Disaster Recovery Ordinance, Section, 22-106 (4).)

### **7.3 Municipal Roles in the Recovery Organization Network**

Many recovery activities are managed at the county level by Beaufort County. In many instances, however, activities will require significant input and coordination with municipal governments within Beaufort County (for example, debris operations, identification of temporary housing sites and Disaster Recovery Center locations and operation).

The Recovery Task Force includes representation from municipalities. More detail on municipal governments' role in disaster recovery is provided in the individual Recovery Functions (Appendix B). The Town of Hilton Head Island has developed a separate Disaster Recovery Plan and will lead recovery activities within municipal limits. The County and Hilton Head Island will continue the close coordination we have experienced since the County adopted the Recovery Ordinance in 2008.

### **7.4 Deactivating Recovery Operations**

Recovery operations shall continue until the County Administrator notifies staff to return to normal functions and responsibilities. Normal operations will not resume until either the Emergency Management Director (for short-term emergency activities) or the Division Director of Engineering and Infrastructure (for long-term recovery activities) has notified the County Administrator that recovery activities have been completed.



## **Section 8: Recovery Concept of Operations for the Emergency Operations Center (EOC)**

### **8.1 Keys to Disaster Recovery Operations**

Response and Recovery share an organic operational relationship within the EOC management structure supported by EOC policies. As Response wanes Recovery responsibilities expand. (See Table 2, p. 25, for a representation of this relationship.) Recovery Function (RF) policy and practice evolve from Emergency Support Functions (ESFs) in the Beaufort County Emergency Operations Plan. This policy was deliberately established by the Beaufort County Council (in the Beaufort County Recovery and Reconstruction Ordinance) to facilitate orderly transition of staff associated with ESFs to their duties defined within the Recovery Ordinance and Recovery Plan, once the County shifts from emergency response operations to recovery operations.

Emergency Support Functions (ESFs) that have active roles in the response phase of a disaster (as established in the Beaufort County Emergency Operations Plan) will transition to Recovery Function duties as response operations begin to stabilize and are phased out.

As the response phase stabilizes, the EOC begins the coordination of disaster recovery activities and will work to implement the recommendations of the Recovery Task Force as appropriate.

### **8.2 Emergency Operations Center and Disaster Recovery (Short and Long-term Recovery)**

In a disaster the Emergency Operations Center (EOC) will already be in operation. Key elements of the Recovery Task Force management structure, as well as, Recovery Function Groups, are part of the EOC organizational structure by design. *The purpose for this presence in the Response phase is to involve Recovery in decision-making processes that will have impacts upon Long-Term Recovery.* The County has built this relationship into its policies and actions to prepare the County for *coordinated and integrated Response and Recovery actions*. This relationship is based upon the 2008 Recovery Ordinance and serves as the basis for Response and Recovery coordination.

Response/Short-term Recovery and Long-term Recovery share a mutual operational approach, established by National Response Plan policies and the Beaufort County Disaster Recovery and Reconstruction Ordinance. See Table 2, p. 25, for a representation of this relationship.

The Recovery Task Force will be activated by the Beaufort County Council at the recommendation of the County Administrator, under the procedures set forth in the Beaufort County Disaster Recovery and Reconstruction Ordinance. The Task Force will begin meeting as soon as possible following a disaster and as soon as a quorum can be reached among the membership. One of the main responsibilities of the Recovery Task Force is determining which Recovery Functions need to be activated.

Beaufort County utilizes the Incident Command System (ICS) in times of disaster, including Recovery, to promote effective use of resources. ICS policy focuses upon finding the most effective use of facilities, equipment, personnel, procedures, and communications operating with a common organizational structure, designed to aid in the management of resources during incidents. ICS is used for all kinds of emergencies and is applicable to small as well as large and complex incidents.

In Beaufort County, the focal point of operations for the ICS in a disaster is the Emergency Operations Center (EOC). *Disaster recovery activities begin while response operational activities are still underway.* For all events, recovery activities will begin in the Beaufort County Emergency Operations Center as the staff works to assemble data related to the extent of damages and to begin the recovery and redevelopment planning process.

If a Recovery Function needs to be activated before the Recovery Task Force can begin holding meetings, authority is granted to the County Administrator, Division Director of Engineering and Infrastructure and the Emergency Management Director to make such activations, after consultation.

### **8.3 Emergency Support Functions (ESFs)**

The Emergency Support Function (ESF) concept is established by National Response Plan policies and is used by the Beaufort County Emergency Management Department to support response and short-term recovery operations of the Beaufort County Emergency Management Division. The ESF system is structured to provide support to incident managers by organizing resources needed to implement the given mission of each ESF. *Emergency Support Functions (ESFs) that have active roles in the response phase of a disaster (as established in the Beaufort County Emergency Operations Plan) may transition to Recovery Function duties, if they are needed in recovery, as disaster response operations begin to stabilize and phase out.*

### **8.4 Recovery Functions (RFs)**

The Recovery structure and policies are also based upon the National Response Plan. The Recovery Functions (RFs) system is structured to provide support to incident managers (involved in Recovery) by organizing resources needed by the given mission of each RF. *Emergency Support Functions that have active roles in the response phase of a disaster (as established in the Beaufort County Emergency Operations Plan) will transition to Recovery Function duties as disaster response operations begin to stabilize.*

A complete list of Beaufort County Recovery Functions (RFs) is found in Appendix B. The RF list represents activity categories and programs that the County and its citizens are likely to need following a disaster.

Most Recovery Functions (RFs) are similar to existing Emergency Support Functions (ESFs) in the Beaufort County Emergency Operations Plan. *Recovery policy was deliberately established by the Beaufort County Council to facilitate orderly transition of the staff associated with the ESFs to their duties defined within the Recovery Ordinance and Recovery Plan, once the County shifts from emergency response and short-term recovery operations to long-term recovery operations.*

### **8.5 EOC Recovery Planning Group and the Recovery Action Plan**

During disaster response mode, the Recovery Planning Group is formed under the direction of the EOC Planning Officer. The Planning Group shall begin to draft an Action Plan for use by the Recovery Task Force. The Recovery Director, Recovery Deputy Director and Recovery Coordinator will be directly involved in this process. The Recovery Task Force, as well as, other groups will be involved that are deemed necessary.

The Action Plan will utilize disaster impact data to address the situation confronting Beaufort County. Assessment data will benefit other EOC staff, as well as, the Recovery Task Force. It is anticipated that information will be derived from the impact assessment process, as well as, other preliminary and in-depth information gathering efforts by the County, other support groups and organizations.

The Action Plan will be utilized by the Recovery Task Force to determine the appropriate Recovery Functions to activate. Each disaster is different and may not require the activation of all RFs. *As the emergency response phase stabilizes, the EOC begins the coordination of disaster recovery activities and will work to implement the recommendations of the Recovery Task Force as appropriate.*

## 8.6 Recovery and Reconstruction Strategy

At the earliest practical time following a disaster declaration, or determination of local emergency, the Recovery Director and the Recovery Task Force shall prepare a strategic program for recovery and reconstruction based on the Recovery Plan and its policies.

This strategic program will be known as the Recovery Strategy and will identify and prioritize major actions contemplated such as business resumption, economic reinvestment, housing replacement, infrastructure restoration, and potential sources of financing to support these functions.

After consultation with other governmental entities, business and citizen representatives the Recovery Strategy will be forwarded to the Beaufort County Council for review and approval. The Recovery Strategy will provide detailed information regarding proposed and ongoing implementation of initiatives necessary for implementation of critical priorities; the Recovery Strategy will identify and suggest amendments to County plans, codes, or ordinances that might otherwise contradict or block strategic recovery action.

The Recovery Director and the Recovery Task Force Chair will periodically report to the Beaufort County Council regarding progress toward implementation of the Recovery Strategy, as well as, with any adjustments that may be called for by changing circumstances and conditions.

## 8.7 ROC Task Groups and Recovery Function Assignments

After Response phase duties end the Recovery Operations Center (ROC) will come into operation. The ROC will be organized into Operations Groups to streamline assignment of responsibility of tasks in Recovery.

Listed below are standing Recovery Function (RFs) assignments to the ROC Task Groups structure. *It should be noted that in a disaster these assignments may be adjusted to meet the specific needs faced by the county, and that functioning "subcommittees" will likely be formed within ROC Task Groups and that additional members may be added from existing Recovery Function Groups or other groups, as need dictates, by the Recovery Director in consultation with the Recovery Task Force.*

### 8.7.1 ROC Task Groups and Recovery Function Assignments:

#### *Economic Revitalization/Redevelopment and Business and Industry Restoration*

- RF 1 – Impact Assessment
- RF 14 – Redevelopment
- RF 15 – Economic Restoration
- RF 10 – Repair and Restoration of Public Infrastructure
- RF 11 – Building Inspections and Permits
- RF 12 – Rebuilding and Construction
- RF 13 – Temporary Housing
- RF 16 – Environmental Preservation and Restoration
- RF 17 – Hazard Mitigation (application of Co. Hazard Mitigation Plan to utilize public Hazard Mitigation grant resources)
- RF 23 - Utilities Restoration
- RF 24 - Schools Recovery

#### *Public Works*

- RF 7 – Debris Management
- RF 20 – Pre-disaster Equipment and Facilities
- RF 23 – Utilities Restoration

#### *Public Safety: Law Enforcement and Fire Safety*

- RF 8 – Re-entry Security

RF 11 – Building Inspections and Permits  
RF 22 – Pets and Animals (Co. Animal Control)

*Resources*

RF 2 – Continuity of Government (Services)  
RF 17 – Hazard Mitigation (application of Co. Hazard Mitigation Plan to utilize public Hazard Mitigation grant resources)  
RF 24 – Schools Recovery  
RF 25 – County Employees

*Communications*

RF 3 – Public Information and Community Relations  
(Includes Communications Truck, the Recovery website, as well as RF 3 responsibilities)

*Public Information*

RF 3 – Public Information and Community Relations

*Donated Goods/Volunteers/Emergency Welfare Services*

RF 4 – Human Services  
RF 5 – Individual Assistance  
RF 6 – Volunteers and Donations  
RF 13 – Emergency Housing (and Temporary Housing)

*Medical/Public Health and Safety*

RF 9 – Health and Human Safety  
RF 26 – Mortuary Operations

*Transportation*

RF 21 – Transportation (Services)

*Recovery Management*

RF 25 – County Employees (Re-deployment of Co. employees to needed management functions)  
RF 18 – Recovery Administration and Finance  
RF 19 – Mutual Aid Protocols (use of, changes to, development/recommendations for new)

**Table – 2**

**Shared Operational Approach:  
Response/Short-Term Recovery and Long-Term Recovery**

**Beaufort County Operational Approach to Short and Long-Term Recovery**

<ul style="list-style-type: none"> <li>• <b><u>Response/Short-term Recovery</u></b> EOC (1).</li> <li>• <u>Policy &amp; Operational Structure</u></li> <li>• Webeoc</li> <li>• EOT (Emergency Operations Team)</li> <li>• Command Structure</li> <li>• Situation Management Team</li> <li>• Unified Area Command</li> <li>• Command and Control</li> <li>• Policy Group</li> <li>• Operations, Logistics, Finance, Planning</li> </ul>	<ul style="list-style-type: none"> <li><b><u>Long-term Recovery</u></b> ROC (2).</li> <li><u>Policy &amp; Operational Structure</u></li> <li>Webeoc</li> <li>EOT</li> <li>Command Structure</li> <li>Situation Management Team</li> <li>Unified Area Command</li> <li>Command and Control</li> <li>Policy Group</li> <li>Operations, Logistics, Finance, Planning</li> </ul>
--	--

**Short-Term Recovery and Long-Term Recovery Forces (with RF assignments)**

**EOC Groups (3).**

Business and Industry

Public Works

Law Enforcement

Resources

Communications

Public Information

Donated Goods/Vols/Emer Welfare Services

Medical

Transportation

Fire

**ROC Task Groups/RF Assignments (4).**

Business and Industry: (RFs - 1, 10, 11, 12, 13, 16, 17, 23, 24)

Public Works: (RFs - 7, 20, 23)

Law Enforcement: (RFs - 8, 11, 22)

Resources: (RFs - 2, 17, 24, 25)

Communications: (RF: 3)

Public Information: (RF: 3)

Donated Goods/Vols/Emer Welfare Services: (RFs - 4, 5, 6, 13)

Medical: (RF - 9, 26)

Transportation (Services): (RF: 21)

Fire (will be combined with Law Enforcement to include all aspects of Public Safety)

**Explanatory Notes:**

- (1). Emergency Operations Center (EOC) management responsibility: County Emergency Management Department.
- (2). Recovery Operations Center (ROC) management responsibility: Recovery Director and Recovery Task Force.
- (3). Beaufort County Emergency Operations Plan, Disaster Recovery Annex
- (4). Beaufort County Disaster Recovery Plan and *Beaufort County Disaster Recovery and Reconstruction Ordinance* (2011)



## **Section 9: Recovery Strategies (Short and Long-Term) Recovery**

As discussed in Section 6 disaster recovery activities that Beaufort County will face following a disaster or emergency fall into two operational categories:

- **Short-term Recovery**
- **Long-term Recovery**

### **9.1 Short-Term Recovery**

Short-term recovery activities are generally those activities that are required soon after a disaster. They are initiated by the Emergency Operations Center (EOC) while in emergency response mode.

*Short-term recovery activities include such functions as implementing curfews, impact assessments, reestablishment of the critical infrastructure necessary for community reconstruction, reestablishment of critical services that meet the physical and safety needs of Beaufort County and its municipalities (water, food, ice, medicine and medical care, emergency access, and continuity of government operations), and coordinating re-entry procedures.*

*Short-term recovery typically does not include reconstruction of the built environment.* The Emergency Management Director manages all short-term recovery activities. Short-term Recovery objectives can be found in Appendix C.

### **9.2 Long-Term Recovery**

Long-term recovery activities are generally those activities that are required to return the community to the conditions that existed before the disaster, to reduce existing vulnerabilities and to take advantage of opportunities to improve conditions by mitigating identified hazards. Long-term recovery activities can last many years following a disaster.

*Long-term recovery includes activities such as redevelopment, reconstruction, environmental preservation and restoration, rebuilding, repairs and restoration.*

*Economic recovery and business assistance are some of the most important long-term recovery activities that will take place in order for a community to fully recover from a disaster.* The Division Director of Engineering and Infrastructure is responsible for overseeing all long-term recovery activities. Beaufort County's objectives to be accomplished during long-term recovery can be found in Appendix C.



## Section 10: Plan Maintenance Procedures

In order to ensure that the Beaufort County Disaster Recovery Plan retains its' effectiveness and usefulness, the plan will be updated on a regular basis. The plan will be updated in accordance with the following policies:

**Annual Review.** Each year general recovery policy, and Recovery Function (RFs) policy and performance are evaluated, leading to needed changes. This process will be done concurrently with Emergency Management's updating of the Emergency Support Functions (ESFs).

**After Action Reports.** To evaluate policy effectiveness an After Action Report will be written following a disaster or other instances in which Recovery policies were utilized to guide recovery operations, policies, participation and performance.

### 10.1 Annual Review – Recovery Functions and Emergency Support Functions

The Beaufort County Council established by ordinance that Response and Recovery operations would share the same operational base. To meet these requirements, each year both ESFs and RFs are reviewed and evaluated concurrently by Emergency Management Department and Recovery Staff.

Also because the Beaufort County Recovery Plan is an Annex of the County Emergency Operations Plan, the Disaster Recovery Plan will be reviewed and updated on an annual basis in conjunction with the annual review of the Emergency Operations Plan.

The Annual RF/ESF Review Checklist includes the following:

- Evaluation of the response and recovery management structure and recommendations for changes as necessary.
- Evaluation of Emergency Support Functions and Recovery Functions standard operating procedures in terms of accuracy, effectiveness and how effectively they reflect current policies and recovery needs.
- Evaluation of Recovery Function and Emergency Support Functions membership, leadership participation, as well as, Recovery Function/ Emergency Support Function effectiveness in terms of national and county policy standards.
- Completion of status reports related to activities to complete listed in each Recovery Function/ Emergency Support Function; making additions as necessary.
- Preparation of a Disaster Recovery Plan Status Report to be presented to the County Council.

### 10.2 After Action Reports

Recovery After Action Reports are coordinated and developed by the RF 3 task group – Public Information and Community Relations. Response and Recovery staff will provide information and guidance to insure effective and timely reporting.

### 10.3 Recovery Function Checklists

In order to facilitate an organized and comprehensive review of the plan, review checklists have been created for each Recovery Function. The checklists include action items that should be reviewed and completed each year by the Agency/Department responsible for implementing the Recovery Function, in

conjunction with the support agencies assigned to that Recovery Function. Once the review checklists have been completed, they should be turned in to the Recovery Director and Deputy Recovery Director. The Director will then make a report to County Council regarding the status of recovery operations for the year.

Membership makeup of the Disaster Recovery Task Force is reviewed annually to assure that all relevant parties are represented in the recovery process.

Any changes to be made in the plan, identified either by annual review, or After Action Report, will be made at the discretion of the Recovery Task Force and shall not require County Council review and/or action.

**Section: 11**

**Appendix A: Emergency Management Institute Recovery Training - Attendee List (March, 2010)**

Gary Kubic  
County Administrator  
Chairman Recovery Task Force

Bryan Hill  
Deputy County Administrator

Robert McFee  
Division Director Infrastructure and Engineering Division  
Recovery Director

William Winn, Jr.  
Division Director  
Beaufort County Public Safety

Todd Ferguson  
Director  
Emergency Management Department

Morris Campbell  
Director Community Services  
Recovery Deputy Director

David Zeoli  
Deputy Director  
Beaufort County Emergency Management Division

John Webber  
County Recovery Coordinator

Ed Hughes  
County Assessor

Suzanne Larson  
County PIO

Ben Gillens  
Director  
Department of Social Services Director

Bethany Marcinkowski  
Director of Resource Services  
United Way of the Lowcountry

Ed Bellamy  
Director  
County Public Works

Jim Minor  
Manager  
County Solid Waste

Doug Baker  
Public Works Fiscal Manager

Donna Ownby  
Director  
County EMS Division

Arthur Cummings  
County Building official

Tony Criscitiello  
Director  
County Planning

Hillary Austin  
County Zoning Administrator

Rochelle Ferguson  
Executive Director  
Palmetto Breeze

Toni Lytton  
Director  
County Animal Shelter and Animal Control

Suzanne Gregory  
Director  
County Employee Services

Ed Allen  
County Coroner

Lt. Col. Neil Baxley  
Deputy Chief of Staff  
County Sheriff's Office

Jon Boettcher  
Chief of Plans and Mitigation  
South Carolina Emergency Management Division

Ray Brown  
Director  
Beaufort Memorial Hospital

Lt. Robert Carson  
Beaufort City Police Department

Curtis Coltrane  
Assistant Manager  
Town of Hilton Head Island

Charles Cousins  
Director of Community Development  
Town of Hilton Head Island

William Davis

Operations Manager  
Hilton Head Public Service District

Raymond Deal  
Controller  
Hilton Head Island-Bluffton Chamber of Commerce

Joe Devito  
Director of Field Operations  
BJWSA

Julie Dimitrov  
Planner  
South Carolina Dept. of Health and Environmental Control

Terry Dingle  
Beaufort County School District

Melissa Easler  
Beaufort County Emergency Management Division

Joseph Farmer  
Information Offices  
SCEMD

Phil Foot  
Director  
Beaufort County Detention Center

Marsha Galyon  
Administrative Technician  
Beaufort County Council

Alexis Garrobo  
Assistant to Clerk to County Council  
Beaufort County

Gary Guldner  
Supervisor  
Beaufort Fire Department

Morris Henderson  
Protection Officer  
Marine Corps Recruit Depo

Frank Hodge  
Building Official  
Town of Bluffton

Aaron Johnson  
Plans Officer  
South Carolina National Guard

Thomas Johnson

Emergency Manager  
SCDOT

Henry Jordan  
Safety/Risk Officer  
BJWSA

Micheal King, Jr.  
Training Specialist  
Beaufort Police Department

Bob Kline  
Chief Building Official  
Town of Hilton Head Island

Bruce Kline  
Fire Chief  
Lady's Island

Jayne Lopko  
Senior Planner  
Town of Hilton Head Island

Jennifer Lyle  
Assistant Engineer  
Town of Hilton Head

Steven Markiw  
Deputy Finance Director  
Town of Hilton Head Island

Mark Mattox  
Administrative Captain  
Beaufort County Sherriff Office

David McAllister  
Police Chief  
Town of Bluffton

Dennis Morrison  
MCAS

Joshua Morton  
Regional Manager  
South Emergency Management Division

Louise Murray  
Administrator  
Beaufort County Emergency Management Division

Weston Newton  
Chairperson  
Beaufort County Council

Alexa Paugh

Communications  
Beaufort County Emergency Management Division

Kenneth Petry  
Director of Operations  
BJWSA

Paul Rasch, Jr.  
Emergency Management Coordinator  
Town of Hilton Head Island

April Redd  
Administrative Technical  
Beaufort County Emergency Management Division

Cristina Roberson  
Director  
Beaufort County Parks and Leisure Services

Dee Ann Sanders  
Paramedic/Supervisor  
Beaufort County Emergency Medical services

Susan Simmons  
Beaufort County Finance

Melanie Smith  
Communications Coordinator  
Beaufort County Emergency Management

Paul Sommerville  
Beaufort County Council Member

Alan Sproul  
Government Liaison Officer  
American Red Cross  
Lowcountry Chapter

Lisa Sulka  
Mayor  
Town of Bluffton

David Thomas  
Director  
Beaufort County Purchasing

Christine Todd  
Program Administrator  
South Island Public Service District

William Turner  
Fire Chief  
Bluffton Twp Fire District

Louis Walter

Exercise Manager  
SC Emergency Management Division

Thomas Webb  
Deputy Chief  
Burton Fire District

## **Section: 12**

### **Appendix B:**

#### **Recovery Functions**

#### **Recovery Plan Master Annual Checklist**

#### **Recovery Functions Annual Certification Checklists**

### **12.1 Recovery Functions**

The following recovery functions have been identified by Beaufort County. The Recovery Function Task Groups have developed specific standard operating procedures (SOPs) for each function.

Checklists have been developed for the Recovery Plan itself, and each RF that should be completed annually.

The checklists allow those agencies responsible for implementation of the Recovery Functions to ensure that the critical elements needed for successful implementation of the RF are in place and that the proper relationships exist between Emergency Support Functions and recovery Functions to facilitate needed coordination between Response/Short-term Recovery and Long-term Recovery.

#### **Beaufort County Recovery Functions:**

**RF#1:** Impact Assessment (Disaster Assessment)

**RF#2:** Continuation of Government

**RF#3:** Public Information; Community Relations

**RF#4:** Human Services (Short-term)

**RF#5:** Individual Assistance (IA)

**RF#6:** Volunteers and Donations

**RF#7:** Debris Management

**RF#8:** Re-entry Security

**RF#9:** Health and Human Safety

**RF#10:** Repair and Restoration of Public Infrastructure, Services, Buildings (Public Assistance, PA)

**RF#11:** Building Inspections and Permits

**RF#12:** Rebuilding, Construction, Repairs, Restoration

**RF#13:** Temporary Housing

**RF#14:** Redevelopment (Planning and Zoning Ordinance Enforcement)

**RF#15:** Economic Restoration and Development

**RF#16:** Environmental Preservation and Restoration

**RF#17:** Hazard Mitigation

**RF#18:** Recovery Administration and Finance

**RF#19:** Mutual Aid Protocols

**RF#20:** Pre-disaster Equipment and Facilities Deployment

**RF#21:** Transportation Recovery Procedures

**RF#22:** Recovery Procedures for Pets/Animals

**RF#23:** Utilities Restoration

**RF#24:** Schools Recovery

**RF#25:** County Employees

**RF#26:** Mortuary Operations

## **Beaufort County Recovery Functions**

## Recovery Function #1: Impact Assessment (Disaster Assessment)

**PRIMARY AGENCY:** Assessor's Office

**SUPPORT AGENCIES:** Disaster Recovery, Emergency Management, Town of Hilton Head, City of Beaufort, Town of Bluffton, Town of Port Royal Beaufort Airport, Building Codes, Emergency Management, Public Works Facilities Management, GIS, MIS, Hilton Head Airport, Planning, Public Works, Zoning, American Red Cross (Lowcountry Chapter), SCDHEC-Ocean and Coastal Resource Management

**PURPOSE:** Establishes the procedures for assessing the impact of the disaster immediately following the event and for damage assessment activities.

**ESF REFERENCE:** None

### DISASTER RECOVERY IMPACT ASSESSMENT – MEMORANDUM OF AGREEMENT (2009)

A multi-jurisdictional Memorandum of Agreement was developed by Beaufort County and negotiated by the County and municipalities within the county in 2009. The agreement provides for:

- Mutual assistance in collecting needed damage information for all communities
- Local Impact assessments to meet FEMA Disaster Declaration requirements
- Use of software developed by the Town of Hilton Head

Annual Review of Effectiveness. Each year as part of the annual review of Emergency Support Functions (ESFs) and Disaster Recovery Functions (RFs) review, comments will be sought from County and Municipal Staffs regarding effectiveness of the software and policies related to MOU implementation. (A copy of the agreement can be found in Section 16 - Addendum - F)

### STANDARD OPERATING PROCEDURES:

- The **initial impact assessment** will be conducted as soon as it is determined by the Emergency Management staff that it is safe for disaster assessment teams to begin entry into the impacted areas. The purpose of the initial impact assessment is to determine the extent of the disaster and to determine whether or not outside assistance will be needed. If conditions warrant, the information will be used to meet FEMA Declaration requirements.
- The initial impact assessment is also used by the Recovery Planning Group (within the EOC) to develop a County Recovery Action Plan. The Action Plan is then presented to the Recovery Task Force to assist in making recommendations as to:
  - Which Recovery Functions to activate
  - Redevelopment locations and redevelopment plans
  - Revision of County policy to facilitate County economic restoration
- The next phase in the assessment process is to conduct more **detailed damage assessments** to determine what facilities, infrastructure, etc. has been damaged or destroyed and to identify damages for the purposes of rebuilding. This process is managed by the County Building Official and the Assessor (and also governed by the Disaster Recovery Impact Assessment – Memorandum of Agreement.) They will facilitate decision-making related damage assessment team activations.

- Coordinate with the County GIS department to develop needed digital information to assist with debris management operations, and other aspects of recovery work, planning and evaluation.
- Using tools supplied by the County (and municipal assessment teams), damage assessment teams are to establish dollar amount assessments of damage to all structures within their area of responsibility, as well as all data required by the FEMA Disaster Impact Assessment requirements.
- Each team will have values of structures from the most recent tax records, in addition to information related to building locations.
- Assessment team decisions will be symbolized by the use of color-coded assessment cards at each structure.
- Cards will address information as to what percent of the structure has sustained damage, and what process the owner will be required to follow to correct the damage to the property.
- During damage assessment, the inspector will leave a color coded placard at the site in a conspicuous location. The placard will provide instructions to the owner if a zoning or building permit is required. The color codes will be as follows:
  - a. Green Card – Limited Restriction /Minor Repairs

A green card denotes minor damage to property. Card information will include permission to make these minor repairs without having to obtain a zoning or building permit. Structures with minor damage can be made habitable in a short period of time with minimal repairs.
  - b. Yellow Card – Restricted Entry/ Moderate Damage

A yellow card denotes substantial damage to the property. Card information will include instructions on how to apply for a zoning and building permit. Owner will not be allowed to occupy the structure, until such time an evaluation has been completed and approved by the County. This category may include damage to the following portions of a structure: foundation, roof structure, wall sections and any other major components of the property. The baseline indicator for this category of assessment is less than 50% of the replacement cost of the structure at the time of damage.
  - c. Red Card – Unsafe

A red card denotes that the property has sustained major damage. Card information will include that the structure is unsafe and may not be occupied. Buildings posted with this placard shall not be entered under any circumstances except as authorized in writing by the County. This placard is not to be considered a demolition order. Structures with major damage are considered destroyed when the damage is determined to be of such an extent that repair is not feasible. The baseline indicator for this category of assessment is equal to or greater than 75% of the replacement cost of the structure at the time of damage.

### **Damage Assessment Procedures**

- The County Building Official and the Assessor will determine when damage assessment teams will be assembled and make assignments to areas of the county.

- Assessment teams are to establish dollar amount assessments of damage to all structures within their area of responsibility.
- Each team will have values of structures from the most recent tax records.
- Assessment team decisions will be symbolized by the use of color-coded placards at each structure.
- Cards will address information as to what process the owner will be required to follow to correct the damage to the property. Colored card system detail is discussed above.

**Ready Information/Materials/Equipment: (for Damage Assessment Teams)**

- Video cameras and/or digital cameras.
- Cameras and additional memory cards.
- Assessment records by district.
- County maps with tax districts designated.
- Temporary permit forms.
- Building damage assessment forms/building tags/non-compliance forms.
- Handheld GPS equipment.
- Safety vests.
- Steele toe boots.
- Flash lights.
- Contamination protection.
- Dust face masks.
- Field Duty Laptops.

## Recovery Function #2: Continuation of Government

---

**PRIMARY AGENCY:** County Administrator's Office

**SUPPORT AGENCIES:** County Council, County Recovery, Emergency Management, City of Beaufort, Town of Bluffton, Town of Hilton Head, Town of Port Royal, Town of Yemassee, Beaufort County Public Works, Public Safety Division Director, Disaster Recovery

**PURPOSE:** Provides information related to policies promoting re-establishing County Governmental operations after a disaster. Supporting and promoting departmental recovery planning, including establishing a line of succession for government administration. Since 2008 the Disaster Recovery staff has expanded departmental awareness and planning participation.

**ESF REFERENCE:** None

**ACTIVITIES TO COMPLETE:**

- Each year, each department head should name a successor to serve in his/her place in the event that the department head is unable to return to work immediately following a disaster.
- Determine if County Council has identified successors. Update this list annually.
- Write a consolidated county-wide Continuity of Operations Plan (COOP) based on the COOP plans turned in from all County Departments.
- Invite municipalities to meet with County Recovery Team members to discuss their COOP plans (in an effort to compare their plans with the County's plans so as to assure planning efforts are not "assumed" on anyone's part.) All COOP plans should be reviewed and updated annually.

**STANDARD OPERATING PROCEDURES:**

- Following a disaster, coordinate with RF#1 to determine what government facilities have been damaged or destroyed to determine what backup facilities will be needed.
- Coordinate with each Municipality annually to compare, review and update plans. Each Municipality should have their own relocation, re-entry and recovery plans separate from the County's plans. Each municipality should have an identified line of succession.
- The County maintains a 1-800 number for County employees to call to obtain information after a disaster. This number is maintained by Emergency Management and will be made available to County employees in times of disaster.
- The County has identified several backup EOCs that could be used in smaller events when the government is not completely moved out of the County. This list will be reviewed and evaluated in May of each year, and a walk through of each facility will be conducted yearly.
- During times of crisis or disaster the County Administrator or his designee will effectively communicate with all County employees to keep them continually updated. The workforce should be advised of upcoming weather conditions, evacuation plans, options to shut down County Government, relocation procedures, etc.

- The Beaufort County Emergency Management Division has developed Relocation and Re-Entry Procedures for its Division in the event of a strong Category 4 or 5 hurricane that may threaten to make landfall in or around Beaufort County. This includes details for relocation of many County government activities to Allendale and Hampton County, SC. (See Beaufort County Hurricane Relocation and Re-Entry Guide 2009, Category 4 and 5 Storm Procedures, Moving the Seat of Government).
- Upon the decision to move the seat of County Government, a formal document will be prepared authorizing such actions and will be signed by the Chairman of County Council and the County Administrator. Once this document has been endorsed and delivered to the Regional Operations Center in Hampton, it will be accepted by the Vice Chairman of County Council or his designee, thereby officially moving the seat of Government to Hampton.
- Prior to June of each year, the County Administrator will request that all County Departments submit an updated departmental disaster recovery plan. The Disaster Recovery Coordinator has the delegated responsibility to carry-out these responsibilities.
- Prior to June of each year, the County Administrator will assure, as per County Policy, that all Department Heads develop a list of employees that may/will work on the County's Emergency Operations Team (EOT). This EOT list is to be approved by the County Administrator and sent to the Emergency Management Division. This assures that County employees will be paid special pay provisions should the County activate for disaster operations.
- Before/during/after disaster operations, the Emergency Management Director and the County Administrator, or his designee, will assure that Spending Authorization Forms are signed for any and all disaster related expenses. A special spending account will be set up in the Finance Department for such expenses.
- Following any type of disaster, especially a hurricane landfall, the County Administrator will work closely with the Emergency Management Department. Damage assessment will be taking place and possibly providing the Governor's Office for a Disaster Declaration. Long term and short term recovery efforts must be worked out on a daily basis; considerations will need to be made for temporary housing and the land in which will be used; Disaster Assistance Centers (DACs) will be established by FEMA and the public will look to register for disaster assistance at these facilities. The County will need to aid in finding space for the DACs. The County's Applicant Agent will be working closely with FEMA to work out financial details, specific accounting practices and auditing requirements. The County Administrator will need to review the issues of the County's local debt, reserve funds, becoming sustainable over time, and turning to assurances and letters of credit that have already been established.

### **Recovery Function #3: Public Information; Community Relations**

**PRIMARY AGENCY:** Public Information Officer

**SUPPORT AGENCIES:** Emergency Management, MIS, City of Beaufort, Town of Bluffton, Town of Hilton Head Island, Town of Port Royal, Town of Yemassee, Beaufort Regional Chamber of Commerce, Hilton Head Island-Bluffton Chamber of Commerce, United Way, Parks & Leisure Services, Sheriff's Office, Regional Media Outlets, SCEMD PIO

**PURPOSE:** Following a disaster, collects processes and disseminates disaster information to the public and government employees as well as coordinates with media outlets to provide live or taped interviews regarding the disaster throughout the recovery process.

**ESF REFERENCE:** ESF 5 – Information and Planning, ESF 15 – Public Information

**ACTIVITIES TO COMPLETE:**

- Include a cross reference to show which other Recovery Functions will need to coordinate with RF#3. For example, Palmetto Breeze, National Guard, other regional counties, other county and municipal offices, etc.
- The County PIO has created a recovery brochure that must be updated annually. The brochure provides public recovery information. The brochure includes information regarding sheltering, public assistance, establishing distribution sites, building code information in disasters, Small Business Administration information, and many other recovery related items. The brochure and Recovery Website should be updated throughout the year. During recovery operations, the brochure can be updated to reflect current, definitive information and distributed to the public via runners, put in newspapers, delivered to stores, etc.

**STANDARD OPERATING PROCEDURES:**

- A PIO Team will be activated that includes representation from the County and the municipalities. This team will work closely to coordinate information to ensure accuracy and consistency in the messages being delivered.
- During and following a disaster, until response activities have shifted to recovery duties, the Public Information Officer will be located in the Emergency Operations Center as part of the Joint Information Center (JIC).
- Following a disaster, a secondary JIC may need to be established based on the quantity of media related personnel, large satellite trucks and equipment, generators, state and federal PIO personnel, etc.
- It is also possible that these PIO teams will need to be located in Hampton County at the Beaufort Regional Operations Center (BROC) due to a catastrophic storm event (CAT 4 or 5 storm).
- As soon as possible following a disaster, the Public Information Officer will utilize the Disaster Recovery to convey recovery information. The site will include, but not be limited to, information on the following topics.
  - Damage Assessment (RF#1)
  - Human Services (RF#4)
  - Individual Assistance (RF#5) to include the FEMA 1-800 number

- Advertisement of the County's 1-800 numbers for the public and government personnel
- Volunteers and Donations (RF#6) where to send donated goods and where volunteers should report
- Health and Human Safety (RF#9)
- Building Inspections and Permits (RF#11)
- Rebuilding, Construction, Repairs, Restoration (RF#12)
- Temporary Housing (RF#13)
- Economic Restoration and Development (RF#15)
- Mitigation (RF#17)

Municipalities are encouraged to create a link to this page from their sites. This page should be developed ahead of time and ready to be activated on short notice. Each RF should annually provide the information they want included on this website to RF3.

- The PIO will use distribution locations (food/water) for information dissemination during the acute/ immediate phase of the disaster.
- Emergency Management owns 9 Highway Advisory Radio Systems with a range of 5-7 miles. Following a disaster, these stations may be used to transmit information to citizens county-wide regarding recovery issues. Some of the AM radio stations utilized are 1640 AM, 1620 AM and 1690 AM.
- Large electronic message boards will be placed at the two exits on Interstate 95 that lead into the County to alert residents of important information following a disaster. The messages to be placed on the signs will be coordinated with the Emergency Management Division.
- VIP briefings and tours will be handled by the PIO through the EOC.
- Coordination with the S.C. Emergency Management Division (SCEMD) in Columbia should be established immediately at the beginning of recovery operations.
- Coordination with the BCEMD Call Takers and United Way Call Takers should be established immediately at the beginning of recovery operations. This aids in getting information to the public and well as determining what type of calls are coming in from the public. This helps with rumor control as well as assessing the needs of the community.
- Coordinate with the EMD Director and County Administrator to disseminate news releases as needed.
- Coordinate the reception of the State and FEMA assistance teams and draft situation reports for their briefing.
- Organize all logs, situation reports, journals, photographs, videos and other documentation for after action reports for County / State / Federal use.
- Assure that both the public and government toll free recovery hotline numbers are recorded and have pertinent recovery related information to include shelter information, pick-up points for transportation, employee work information, distribution of ice, water and goods information, etc.
- Utilize the County's WebEOC program to enter recovery information to include press releases, PIO activities and activations, etc.
- Assure that adequate communications assets are provided to the PIO team, i.e. cell phones, satellite phones, computers on the county network for WebEOC & emails, faxing capabilities, etc. Use of local or state assets is always a possibility.

- Assure that the PIO team receives adequate training throughout the year and encourage advanced training if at all possible.
- Assure that the PIO team has a translator available if possible. The growth of the Hispanic community in Beaufort County dictates the need for these services for public safety.
- Recruit PIO personnel throughout the year so that redundancy of team members is adequate for all recovery operations.
- Organize the PIO team into 12-hour shifts if possible, assuring that enough personnel are available to the EOC and to any external PIO locations. All team members should be cross trained, however many can be utilized based on their skills and knowledge. For example, one member should be assigned the sole duty of keeping the PIO website updated throughout the entire recovery period.
- Alternate PIO sites should be pre-established as a possible work site in the event that the EOC is damaged or destroyed.
- The County Channel will be utilized, if working, to publicize recovery information. Buildings will be pre-identified that can run live/taped feeds for the channel. Currently the EOC, BIV #2, County Council Chambers and BROCC have this capacity.

The [Beaufort County Post Disaster Recovery Manual](#), with helpful information for preparedness and things to do after a disaster, can be found in Section 15, and at the Beaufort County Disaster Recovery website (<http://www.beaufortcountyrecovery.net/wordpress/>)

## Recovery Function #4: Human Services (Short-term)

---

**PRIMARY AGENCY:** Emergency Welfare Services (EWS)

**SUPPORT AGENCIES:** American Red Cross (Lowcountry Chapter), Area Agency on Aging (Lowcountry COG), Alliance for Human Services, Beaufort Airport, Emergency Management, Hilton Head Airport, County Management Information, County Public Information Officer, Mosquito Control, Parks and Leisure Services, Social Services, City of Beaufort, Town of Bluffton, Town of Hilton Head Island, Town of Port Royal, Town of Yemassee, Salvation Army, United Way, Palmetto Breeze

**PURPOSE:** Establishes the standard operating procedures for providing the essential human services to those impacted by the disaster.

**ESF REFERENCE:** ESF – 6 – Mass Care/Emergency Welfare Services

Examples of Human Services: Shelter, First Aid, Water, Ice, Food, Hygiene, Sanitation, Crisis Counseling, Temporary Housing, (Coordinate with RF#13: Housing), Family Grants, Animal Needs, Medication, Care for Vulnerable Populations (i.e. orphaned children, elderly)

### ACTIVITIES TO COMPLETE:

- Need to form a task force encompassing both physical property and human services to perform door to door needs assessment. [Community Emergency Response Team (CERT) has assisted in this function in other communities after other disasters such as Hurricane Katrina]
- American Red Cross is to work with other agencies (i.e. Housing) to identify County, private and non-profit shelters.
- Provide the Public Information Officer with information as to which shelters are open and what services each can provide, e.g. nurses, etc...

### STANDARD OPERATING PROCEDURES:

- At the County level, Emergency Welfare Services will play a lead role in this Recovery Function. The American Red Cross is responsible for overseeing many of the Human Services issues that will arise following a disaster and already have many disaster recovery procedures in place.
- Burton Wells will serve as the Mass Care/EWS Emergency Operations Center in the event of a disaster.
- Coordinate with RF#8: Re-entry Security to be sure that everyone involved with this Recovery Function has the proper identification needed to be allowed into the impacted areas following a disaster.
- Any needed aerial support will be coordinated through EMD.
- Beaufort County will use its Emergency Alert Communicator System to transmit information about available goods and services. The County also has a 1-800 number and several AM radio

frequencies that can be used to provide recovery information. The County will also set up a website where citizens can find recovery information. Information can also be distributed at reception, receiving and shelter sites. Coordinate with RF#3: Public Information; Community Relations.

- Getting goods and services, supplies, vehicles, etc to the outer islands could present a problem following a disaster. The County EMD will have the resources needed to reach these citizens. Any needs for reaching the outer islands should be coordinated through EMD.
- If door to door needs assessments are conducted following a disaster, FEMA will provide staff to help with this (Community Relations Teams) during a declared disaster. The United Way and Emergency Welfare Services will coordinate in events that do not receive a disaster declaration.
- Once the needs assessments have been completed, coordination among the different agencies involved with this Recovery Function is very important. Also need to coordinate requests with RF#6: Volunteers and Donations to get goods, services and volunteers to the people that need them. This Recovery Function will also assist with providing for unmet needs.
- Need to establish centers where people can come to receive the services they need (see attachment discussion of Disaster Recovery Centers and Disaster Assistance Centers).
- The Salvation Army will participate in mobile Disaster Assistance Centers and will provide basic assistance through the use of their canteens. These canteens will be spread throughout the county dependent upon the level of severity of the disaster. The canteens will provide food and water and other items as needed.

#### **Special Needs Citizens**

- American Red Cross and DHEC will not accept individuals with more serious medical conditions into special needs shelters – there is a need to determine who can perform this service.

## Recovery Function #5: Individual Assistance (IA)

**PRIMARY AGENCY:** Emergency Welfare Services

**SUPPORT AGENCIES:** Building Codes, Emergency Management, City of Beaufort, Town of Bluffton, Town of Hilton Head Island, Town of Port Royal, Town of Yemassee, American Red Cross (Lowcountry Chapter), PIO

**PURPOSE:** Provides information on how to get information about Individual Assistance programs to disaster victims.

**ESF REFERENCE:** None

### ACTIVITIES TO COMPLETE:

- Review and evaluate this Recovery Function annually.

### STANDARD OPERATING PROCEDURES:

- As detailed below, FEMA plays the primary role in implementing Individual Assistance programs following a disaster. The County and local governments will only need to provide support to these efforts.
- Coordinate with RF#3: Public Information; Community Relations to promote the FEMA teleregistration number of 1-800-621-FEMA.
- Each municipality will also play a large role in this recovery function in terms of communicating information about the Individual Assistance program. It is very important that every citizen impacted by a disaster knows their options for individual assistance as well as which agencies provide the assistance. Types of assistance include:

#### Federal Emergency Management Agency (FEMA):

- Temporary housing
- Home Repair
- Home Replacement
- Other Needs Assistance
  - Medical, dental, and funeral assistance (disaster related)
  - Potential for personal property, transportation, storage, National Flood Insurance Program (NFIP) and other assistance
- The Cora Brown Fund
- Contractor Licensing, guidance in obtaining licensed contractors

#### FEMA/State:

- Disaster unemployment assistance and job placement assistance – Security Commission and local agencies
- Legal services – State Bar Association, Young Lawyers' Division
- Crisis counseling – Mental Health and DHEC
- Veterans assistance – Veterans Affairs
- Social Security Assistance – Social Security Administration
- Consumer Fraud Prevention (State Attorney General's Office)

Other Agencies:

- Small Business Administration (SBA) loans to individuals and businesses (Low Interest Deferred Payment Loan Program)
- Agricultural assistance – U.S. Department of Agriculture
- Tax relief – Internal Revenue Service
- Housing and Urban Development Program – U.S. Housing and Urban Development
- Emergency Individual and Family Needs Program (emergency food, clothing, shelter and medical assistance) – American Red Cross
- Emergency Food Assistance Program – DSS
- The Salvation Army will provide emergency food through the use of canteens spread throughout the county dependent upon the level of severity of the disaster. Clothing and canned food will also be provided and will be brought in from The Salvation Army Warehouse. Distribution Centers will be set up to disperse these items and others, including clean up kits, toiletries, tarps, etc.

More information about FEMA Individual Assistance programs can be found at:  
<http://www.fema.gov/assistance/process/assistance.shtm>

## **Recovery Function #6: Volunteers and Donations**

---

**PRIMARY AGENCY:** United Way of the Lowcountry–Volunteers and Financial Donations Parks and Leisure Services (PALS) – Donated Goods

**SUPPORT AGENCIES:** Sheriff's Office, Building Codes, Emergency Management, MIS, City of Beaufort, Town of Bluffton, Town of Hilton Head Island, Town of Port Royal, Town of Yemassee, American Red Cross (Palmetto Chapter), The Salvation Army

**PURPOSE:** Establishes the procedures for dealing with the receiving and placement of volunteers and donations following a disaster.

**ESF REFERENCE:** ESF 18: Donated Goods and Volunteer Services

### **STANDARD OPERATING PROCEDURES:**

#### **I. VOLUNTEERS AND FINANCIAL DONATIONS:**

##### **United Way**

The United Way of the Lowcountry is responsible for coordinating and processing volunteers and monetary donations following a disaster. It has developed its own Disaster Recovery Plan to be used following a disaster<sup>1</sup>. It is to coordinate the following activities after a disaster:

- Establish and manage a Volunteer Reception Center. The function of the Center will be the coordination and deployment of emergency volunteers to assist in response and recovery activities when and where needed.
- Accept and administer disaster related contributions ensuring accountability and appropriate distribution in accordance with the directives of the donors.
- Maintain 24-hour coverage for a telephone bank established to provide information and referrals to individuals and families with disaster related needs.

##### **Volunteer Reception Center Locations:**

Lobeco County Library, 1862 Trask Parkway, Lobeco, SC 29931) - (843)846-3947  
Lowcountry Presbyterian Church (Highway 278/Simmons ville Road)

##### **Salvation Army**

The Salvation Army will coordinate volunteers at its office in Beaufort if volunteers request specifically to volunteer for the Salvation Army. Incoming Salvation Army Units from outside of Beaufort County will arrive with their own volunteers.

Financial donations will be received either directly or through the United Way.

##### **Salvation Army Volunteer Reception Center Location**

The Salvation Army  
2505 North St, Beaufort, SC 29902 – (843)524-3727

---

<sup>1</sup> Contact the United Way to obtain a copy of their Disaster Recovery Plan.

## II. DONATED GOODS:

The Beaufort County Parks and Leisure Services (PALS) Department, under guidance of Emergency Management and the Emergency Operations Center, will provide warehouse/distribution services to citizens of Beaufort County in the wake of a natural disaster. This will be accomplished in conjunction with Emergency Welfare Services.

The department will receive (and store as necessary) and redistribute incoming donated goods and supplies to requesting citizens throughout the County.

### **MRE (Meals Ready to Eat) Distribution:**

The PALS Department will be responsible for receiving, distribution and recollection of MRE's to appropriate agencies prior to any evacuation. Receiving agencies and the number of MRE's to each agency will be determined by the Emergency Management Department and a distribution location will be agreed upon prior to each hurricane season.

The PALS Department will distribute MRE's based upon the list provided by Emergency Management and once an evacuation has been cancelled or at an appropriate post-disaster time, MRE's will be recollected from the various agencies and a count will be done to determine how many were used and by which agencies.

### **Warehousing:**

The PALS Department is responsible for locating and operating warehouses for storage of donated goods. They will receive all goods donated to the County and establish distribution locations where the public can receive these products.

Ideally, inbound donated goods/supplies/equipment will be directed straight to a local distribution site in order to expedite delivery to needy citizens. However, Beaufort County must be prepared to receive, temporarily store and re-distribute goods based on needs of local areas.

The PALS Department will operate and support operations from several warehouses and distribution sites in northern and southern Beaufort County.

The PALS Department will receive United Way volunteers for each distribution site to assist with the distribution of goods/supplies to requesting individuals.

PALS Department personnel will man warehouse and distribution sites and coordinate inbound and outbound shipments of goods and supplies.

Inbound (delivered) goods will be received, receipted, and stored by type (i.e., water, building supplies, tools, generators, equipment, etc.).

Outbound (shipped) goods will be recorded on a shipping document form in order to trace shipment of goods.

### **Warehouse Locations**

TBD – to be determined after RF Team requests Beaufort County Purchasing Department to seek available locations.

### **Distribution Sites**

PALS Department will operate a number of local distribution sites widely dispersed throughout Beaufort County.

These sites will be managed by PALS personnel. These personnel will be responsible for receipt of requested goods/supplies and redistribution to the requesting individuals. All deliveries and distributions will be logged.

PALS will receive United Way volunteers for each distribution site to assist with the distribution of goods/supplies to requesting individuals.

**Donated Goods Distribution Locations**

Booker T. Washington Community Center	182 Booker T. Washington Circle
St. Helena Elementary School Gym	1025 Sea Island Parkway
Grays Hill Baptist Church Parking Lot	2749 Trask Parkway
Parking Lot at Beaufort Plaza	41 Robert Smalls Parkway
Lady's Island Square Parking Lot	Hwy. 21 & Youman Drive
K-Mart Parking Lot	Hwy. 21 at Greenlawn Drive
Pineland Mill Shops	Hwy. 278 & Mathews Drive
Bluffton Recreation Center	61 Ulmer Road
Bluffton Library	120 Palmetto Way
Buckwalter Center	905 Buckwalter Parkway
Mall at Shelter Cove	Hwy. 278

**Transportation**

PALS will contract with local truck rental agencies for use of up to 8 trucks. Personnel from the Public Works Department will be used as drivers and will assist with the delivery of goods/supplies from the warehouses to the distribution sites. Other vehicles may assist as they become available.

**Security**

PALS will receive security for warehouses and distribution sites from the Beaufort County Sheriff's Department.

**Salvation Army Donated Goods**

If the disaster is severe and Beaufort County is closed, donated goods other than financial donations may be delivered to a location determined by the Salvation Army Incident Command and will be dispersed from there.

If the disaster is local, donated goods may be delivered to the warehouse north of the Broad River in Beaufort (1804 Boundary St., Beaufort, SC), and south of the Broad River in Bluffton (1316A Fording Island Rd).

**ADMINISTRATION AND LOGISTICS**

- In the event of a mandatory evacuation, all PALS personnel will check out with the PALS main office. PALS personnel will leave a point of contact, address, phone number, etc. of where they expect to evacuate. If unsure about evacuation location, a call must be made to the Division Head within 24 hours of re-locating.
- Prior to evacuation all personnel must receive a return pass to expedite re-entry into the County.
- Additionally, prior to evacuation any PALS personnel assigned a PALS vehicle will ensure vehicles have full gas tanks and have them parked at an agreed upon location. Upon re-entry into the County, PALS personnel will assume possession of their assigned vehicles.
- After imminent danger from the disaster has subsided, all personnel will make reasonable efforts to return and participate in disaster recovery operations by manning their assigned warehouse and distribution sites.
- Disaster Recovery Booklets will be available to personnel immediately following a natural disaster.

**COMMAND AND CONTROL**

Emergency Welfare Services (EWS) Command Post (CP): Burton Wells Park

Chain of Command:

Emergency Operation Center Command Group

EWS CP

PALS Division

Warehouse Group / Distribution Site Group

## Recovery Function #7: Debris Management

---

**PRIMARY AGENCY:** Public Works

**SUPPORT AGENCIES:** Emergency Management, Recovery Staff, Planning, GIS, City of Beaufort, Town of Bluffton, Town of Hardeeville, Town of Hilton Head, Town of Port Royal, Town of Yemassee, SCDOT, BJWSA, SC&G, Palmetto Electric

**PURPOSE:** Provides the procedures for performing the timely removal, transport, storage, elimination or recycling of debris caused by a disaster.

**ESF REFERENCE:** Debris Management Annex

### ACTIVITIES TO COMPLETE:

- Propose a mutual aid agreement between the Town of Hilton Head Island and Beaufort County to have the County assist the Town of Hilton Head Island with debris removal operations, and vice versa, if required.
- Negotiate leasing of Debris Management sites from private property owners.

### STANDARD OPERATING PROCEDURES:

- Implement the [Beaufort County Debris Management Plan](#) (a copy of this plan can be obtained by contacting the Public Works Department) – this plan includes detailed information about post-disaster debris operations. The Debris Management Plan has been approved by the South Carolina Emergency Management Division and filed with FEMA Region IV.
- The U.S. Army Corps of Engineers and, in some cases, the Natural Resource Conservation Service (NRCS) is responsible for cleaning debris from the marshes and waterways. County staff will coordinate with them as necessary.
- The County's debris removal contractor is DRC, has identified five (5) sites that are each fifty (50) acres or greater that may be used for debris management purposes.
- The County's debris monitoring contractor is BDR. They will be responsible for monitoring the debris removal contractor's work. Contract effective until March 2012.
- Hilton Head Island has developed a separate recovery function for debris removal. It also has separate debris management contractors for hauling and monitoring. The other municipalities in the County have signed MOUs with the County to have them handle their debris operations.
- There are a large number of privately-owned gated communities in Beaufort County that will be looking to the County to remove their debris after a disaster. It is typically the policy of FEMA to not reimburse the County for removal of debris from private property; however, on a case by case basis, FEMA will evaluate requests made to the County by these private communities and allow reimbursement to the County for removing debris in gated communities when the following conditions are met:
  - it is required to eliminate or lessen the immediate threat to life, health and safety,
  - to reduce a threat of additional damage to improved property, or

- to promote economic recovery of the community at large.

The County will not remove debris from private gated communities until FEMA has given the approval to do so. In some cases, private communities have retained contractors at their own expense.

- In some cases it may be necessary to co-locate sites with municipalities and to jointly provide services related to removal and disposal.

## Recovery Function #8: Re-entry Security

---

**PRIMARY AGENCY:** Emergency Management

**SUPPORT AGENCIES:** Recovery Staff, Sheriff's Office, City of Beaufort, Town of Bluffton, Town of Hilton Head Island, Town of Port Royal, Town of Yemassee

**PURPOSE:** Establishes the procedures for allowing County staff, relief agencies, citizens, etc. back into the disaster area once the event has occurred.

**ESF REFERENCE:** None

### **STANDARD OPERATING PROCEDURES:**

- Beaufort County Emergency Management is responsible for the issuance of re-entry passes.
- When the Governor orders a mandatory evacuation, no re-entry of the public may occur until the Governor has rescinded the order.
- Once the order has been rescinded, Beaufort County officials will begin announcing the order of re-entry.
- Emergency services, fire, law enforcement and others as deemed necessary by the Emergency Management Division will not be required to have a re-entry pass.
- American Red Cross, United Way and Salvation Army disaster recovery staff will be allowed re-entry passes into the impacted area(s) only after clearance from the County Emergency Management staff have deemed it is safe for them to do so.
- Citizens may use the County's toll free telephone number to check on the status of re-entry.
- Emergency Services will be notified by the EOC when they may return and what routes they should use to return.
- Coordinate with RF#4: Human Services (Short-term) to ensure that all involved with RF 4 needing re-entry passes are identified.
- Depending on the severity of the event, citizens (property owners) will only be allowed back into the area after County Emergency Management has determined that it is safe for them to do so. Citizens will be required to show proper identification to be allowed access into the area.

In the event of a disaster that requires total relocation of the County government to Hampton County (see Recovery Function #2: Continuation of Government), the following procedures will be used.

Once the storm and threat has passed Beaufort County, mobilization for re-entry will begin. Beaufort County will be utilizing a Task Force concept to ensure a safe, coordinated and timely re-entry process. As the Task Force progresses towards Beaufort County, support elements will follow up the rear when directed.

## Task Force

Task Forces will be composed of the following disciplines in the following order:

- Public Works
  1. Rubber tire front end loader (lead)
  2. Dump truck (second)
- Fire Department
  1. Two Engines, eight persons
  2. Two Squads, four persons
  3. One supervisor
- EMS
  1. Two Ambulances, six persons
  2. One supervisor
- Law Enforcement
  1. One supervisor
  2. Four Law Enforcement Vehicles, four persons
- Emergency Management
  1. Incident Command Vehicle
  2. Two (2) TMC trucks
  3. Possibly the Director's vehicle
  4. Deputy Director's vehicle
  5. Operations Officer's vehicle
  6. Two (2) Communications vehicles
  7. One (1) Logistics Truck
- If available, representatives from the Electric Companies along with representatives from the Department of Transportation.

The number of each element within the Task Force and the number of Task Forces will be based upon the severity of the damage. The Task Force mission is to clear the re-entry route from Allendale County and Hampton County to the Law Enforcement Center in Beaufort and the EOC on Hilton Head Island. Once this is completed, the Task Force will be utilized to re-open critical routes in preparation for the return of other emergency services as well as volunteer organizations.

The Sheriff's Office will immediately secure all entries into Beaufort County, keeping citizens out until the County is prepared to reopen.

## Recovery Function #9: Health and Human Safety

---

**PRIMARY AGENCY:** EMS

**SUPPORT AGENCIES:** Healthcare Mass Casualty Planning Group, DHEC, Beaufort County DSS, Beaufort Memorial Hospital - BMH, Hilton Head Hospital, Naval Hospital Beaufort, Coastal Carolina Hospital, Colleton Medical Center, Hampton Regional Medical Center, Beaufort Jasper Hampton Comprehensive Health Services (BJHCHS), American Red Cross, Volunteers in Medicine and CERT

Alliance for Human Services, Area Agency on Aging, Beaufort Memorial Hospital, Emergency Management, Emergency Medical Services, Mosquito Control, Coastal Empire Mental Health Center (SC Dept of Mental Health), City of Beaufort, Town of Bluffton, Town of Hilton Head Island, Town of Port Royal, Town of Yemassee

**PURPOSE:** Provides the procedures for ensuring that health and human safety issues are adequately addressed following a disaster.

**ESF REFERENCE:** ESF 8: Health and Medical Services

### STANDARD OPERATING PROCEDURES:

- The Healthcare Mass Casualty Planning Group will consult on needs, capabilities, resources of the healthcare and public health community and relay that information to the EWS director for consideration by the county EOC.
- Patient care: For general inpatient/outpatient needs, hospitals will establish Alternate Care Sites (ACSS) in order to better serve the residents and to divert flow away from the hospital campuses.
- For single purpose care of a specific illness or ailment (pandemic influenza), triage and dispensing locations have been established.
- Coordinate with RF#3: Public Information; Community Relations to get word to citizens about available health/human services and location of these services.
- Implement the County's Emergency Mosquito Control Plan to control the spread of mosquito borne diseases following a disaster.
- Healthcare Mass Casualty Planning Group to discuss the establishment of a Virtual Unified Medical Command to feed info to EWS and the EOC.
- There is an existing MOA between DHEC and all area hospitals (4-county area) for mass casualty response.
- BMH has bed sharing agreements with upstate hospitals.
- BMH has an agreement for housing deputies and road crews/equipment on the BMH campus in the event of a hurricane.
- Transportation will be critical for all logistical needs, not just for supplies, but also for moving staff between care locations. Coordinate with RF#21: Transportation.

- Coordinate with EOC Logistics Section and Planning Group.
- Coordinate with RF 26 Mortuary Operations.

## **Recovery Function #10: Repair and Restoration of Public Infrastructure, Services, Buildings (Public Assistance, PA)**

---

**PRIMARY AGENCY:** Facilities Management

**SUPPORT AGENCIES:** Emergency Management, Recovery, Engineering, Finance Director, GIS, MIS, Public Information Officer, School Board, City of Beaufort, Town of Bluffton, Town of Hilton Head Island, Town of Port Royal, Town of Yemassee

**PURPOSE:** Provides information for how to handle the rebuilding and repair of damaged public infrastructure, buildings and services.

**ESF REFERENCE:** ESF 3: Public Works and Engineering Services

### **ACTIVITIES TO COMPLETE:**

- Maintain the current inventory of all public buildings and develop an inventory of all public infrastructure.
- Where possible, pre-identify potential PA projects before a disaster occurs.

### **STANDARD OPERATING PROCEDURES:**

- Coordinate with RF#1: Impact Assessment (Disaster Assessment) to determine what public infrastructure, buildings, etc. have been damaged.
- Coordinate closely with RF#18: Recovery Administration and Finance to ensure that proper financial documentation is being maintained to expedite federal assistance for Public Assistance projects.
- Utilize the County GIS Department to develop maps needed for this Recovery Function.
- Coordinate with RF#4: Human Services (Short-term) to determine if any damaged infrastructure is impeding their efforts to get needed services to victims.
- Priorities for road clearance can be obtained by contacting the Public Works Department.
- Coordinate with FEMA PA personnel.

## **Recovery Function #11: Building Inspections/Permits and Zoning Permits**

---

**PRIMARY AGENCY:** County Building Codes

**SUPPORT AGENCIES:** Board of Appeals, MIS, Planning, Zoning, City of Beaufort, Town of Bluffton, Town of Hilton Head Island, Town of Port Royal, Town of Yemassee, Homebuilder Associations, DHEC-OCRM

**PURPOSE:** Establishes an emergency permitting system to be used following a declared disaster to expedite repair, restoration, or rebuilding of safe habitable structures.

**USF REFERENCE:** ESF 14: Long-Term Community Recovery and Mitigation

**GOAL:** To allow re-building, repair, and reconstruction of damaged structures in an orderly, safe and timely manner.

Although speed of reconstruction is critical, the overall quality of the reconstruction process, as it related to federal, state and local building codes and requirements is a paramount issue.

**In the interest of public safety Beaufort County Building Codes Department will implement the following procedures during the recovery process. These procedures are intended to protect the public's safety and general welfare from hazards arising from structures that sustained damage during a hurricane or other disaster.**

**BEFORE PERMITTING CAN BEGIN AFTER A DISASTER THE COUNTY MUST CONDUCT A GENERAL DAMAGE ASSESSMENT OF THE COUNTY.**

**DEFINITIONS:**

(1) Safety Assessment Team (also see RF #1): primary role is to assess losses to property. Assessment will be used to determine type of permit required for repair or reconstruction, dollar amount of destruction or damage, and to determine qualifications for federal or state disaster relief assistance. Beaufort County Assessor and the Building Official will appoint members to the damage assessment team.

(2) Event: any natural weather-related or other condition causing damage or destruction of property. A storm event shall include, but will not be limited to hurricanes, northeasters, tornadoes, earthquakes, and/or other natural disasters.

(3) Safety Assessment Report: the initial damage assessment report may be a total dollar estimate of property damage to areas surveyed by land or by air. This estimate should be developed within 24 to 48 hours after passage of an event, depending on severity and scope. A detailed report will follow, upon completion of on-site visits, by the damage assessment teams for each affected property. This process may take weeks to complete and will culminate in a summary damage estimate in dollars of the total loss

to all property in Beaufort County, including: real, personal, agricultural, utility, infrastructure, business, etc.

(4) Minor Damage to Structures: structures that can be made habitable in a short period of time with minimal repairs. Damage may include doors, windows, floors, furnaces, air conditioners, water heaters and other repairable damages.

(5) Substantial Damage to Structures: structures that can be made habitable with extensive repairs. This category may include damage to the following portions a structure: foundation, roof structure, wall sections and any other major components of the property.

(7) Destroyed Structures: structures that are a total loss – meaning that damage is determined to be of such an extent that repair is not feasible. The baseline indicator for this category of assessment is equal to or greater than 75% of the replacement cost of the structure at the time of damage.

Note: For government buildings, if the repair cost is 50% or greater than the total cost, then the structure is eligible for replacement under FEMA's Public Assistance program.

### **STANDARD OPERATING PROCEDURES:**

The Building Division and the Division of Code Enforcement will implement the following series of procedures to expedite the building permit review and permit issuance process immediately following declaration of an emergency. The Division of Building and the Division of Codes are managed by the Beaufort County Building Official. In a recovery operation the County Building Official is hereby authorized to make minor adjustments in these policies and procedures to meet the objectives of county recovery actions as unforeseen situations arise.

### **OPERATIONAL PROCEDURES:**

- (1) The Building Division and the Division of Codes will re-open immediately upon proper notice at the current office location, or at an alternate location if the current location is damaged.
- (2) Upon re-entry all inspectors and code enforcement staff must contact the County Building official, or the Deputy County Administrator, to receive work assignments and return to work schedules.
- (3) Inspectors will be assigned to areas of the County to monitor construction activity.
- (4) Inspectors will be able to issue Temporary Permits for placement of campers, recreational vehicles and temporary structures on an owner's property for a specified period during rebuilding. Repairs are to prevent further damage in accordance with these policies: the International Codes, FEMA Substantial Damage Estimation software.
- (5) Inspectors will notify owners of need to comply with construction permit requirements and to advise all concerned parties on reconstruction issues in a post disaster situation.
- (6) Safety assessment teams shall be activated. Teams will be comprised of one building inspector, one tax appraiser and other professionals, as deemed necessary to assist with structural analysis of severely damaged buildings.
- (7) If emergency staffing requirements are beyond current staff capability, staffing will be added through mutual aid agreements with surrounding and/or units of government and volunteer groups with proper qualifications.

### **DEVELOPMENT REVIEW TEAM PROCEDURES:**

- (1) After an initial damage assessment is completed, the County Development Review Team (DRT) shall convene to determine what areas of the County are impacted and discuss permitting procedures under current emergency conditions.
- (2) The DRT will discuss conditions, including the following matters in determining how to proceed: plan review requirements, temporary housing needs, ordinance enforcement, abatement of unsafe or un-repairable structures and emergency repairs.
- (3) The DRT shall make determinations as to what areas within the County are in need of redevelopment, or in the alternative, which areas are eligible for reconstruction. When a determination has been made that an area has been damaged to such an extent that redevelopment is appropriate, the Director of Planning, shall coordinate the process of organizing meetings with the impacted municipalities to determine how the affected areas are to be redeveloped. Redevelopment plans should be based on the most recent comprehensive plan.

### **PERMITTING PROCEDURES:**

#### **THESE PROCEDURES ARE INTENDED FOR THE PROTECTION OF THE PUBLIC AFTER A DISASTER.**

- (1) The permitting process will be determined by the extent of damage that a property has sustained. Each property will be treated individually consistent with county ordinances and the International Building Codes requirements. Property sustaining minor damage may not require a permit based on the type of damage.

Moderate damage will, in most cases, require a permit. The amount of information needed to satisfy the permitting process will be determined by the type and amount of damage that the structure has received. In most situations where a property has sustained major damage, the owner or contractor conducting the repair will be required to submit a full plan of reconstruction.

- (2) During damage assessment, the inspector will leave a colored coded placard at the site in a conspicuous location. The placard will provide instructions to the owner if a zoning or building permit is required. The color codes will be as follows:
  - a. Green Card – No Restrictions  
A green card denotes minor damage to property. Card information will include permission to make these minor repairs without having to obtain a zoning or building permit. Structures with minor damage can be made habitable in a short period of time with minimal repairs. Damage may include doors, windows, floors, furnaces, air conditioners, water heaters and other repairable damages.
  - b. Yellow Card – Limited Entry  
A yellow card denotes major damage to the property. Card information will include instructions on how to apply for a zoning and building permit. Owner will not be allowed to occupy the structure, occupancy will be allowed only when structure is classified with a green card – with no restrictions. Structures with moderate damage can be made habitable with extensive repairs. This category may include damage to the following portions of a structure: foundation, roof structure, wall sections and any other major components of the property.

c. Red Card – Unsafe

A red card denotes that the property has been destroyed. Card information will include that the structure is unsafe and may not be occupied. This placard is not to be considered a demolition order. Structures with major damage are considered destroyed and a total loss – meaning that damage is determined to be of such an extent that repair is not feasible.

**ISSUING EMERGENCY ZONING PERMITS AND BUILDING PERMITS:**

Issuance requires a formal emergency resolution by the Beaufort County Council. When an emergency is officially declared by Beaufort County Council the following procedures will be implemented when issuing permits:

Minor Damage (No Restriction on Use or Occupancy), no plans are required, no permit is required, and no inspection activity other than damage assessment is required.

Moderate Damage (Use and Occupancy Restriction), a plan may be required for repairs or a detailed list of work to be done may be required. Development plan review is not required if there is no change in footprint of the building. Emergency building permit(s) is required. Building Inspections are required prior to work beginning and during construction.

Major Damage (Use and Occupancy Restriction), Flood regulation standards shall be implemented. This standard is based upon Beaufort County Flood Map standards adopted by the County to qualify for FEMA disaster planning and reconstruction funding. Flood mapping in place at the time of the disaster will be the standard for decisions. County Building Official, or other designated representative, may review decisions, where information is incomplete, and/or in conflict with reality, or in error.

General requirements: Plans and structural analysis may be required for repairs. If pre-existing structure is in compliance with zoning, and structure is not located in a flood zone or it is elevated to the proper base flood elevation and there is no change in the use or occupancy and there will be no expansion the building may be repaired after obtaining the building permit; or the building must be brought into full compliance with all applicable codes: zoning, building and flood regulations. Development plan review may not be required. Building inspections are required prior to and during construction.

**EMERGENCY NON-CONFORMING PERMITTING PROCEDURES:**

**PERMITTING OF STRUCTURES PREDATING ADOPTION OF THE COUNTY ZONING ORDINANCE IN 1990 AND NON CONFORMING USES.**

In an emergency it may be necessary to allow existing non-conforming uses to rebuild. The owner or applicant must contact the Zoning Administrator to determine if the structure is non- conforming. The owner is encouraged to bring the following information which will help expedite the permitting process:

- (1) An official copy of building and as-built site plans that include overall size and dimensions of structure.
- (2) Recent photographs of the structure that supply construction and appearance detail of the structure.

**COUNTY PERMIT FEES:**

The County will continue to collect permit fees. If conditions warrant revision of this policy, recommendations will be presented to County Council.

### **FLOOD REGULATIONS:**

- (1) Beaufort County's flood regulations requires that all pre-firm buildings (FEMA definition – a building for which construction or substantial improvement occurred on or before December 31, 1974, or before the effective date of an initial Flood Insurance Rate Map (FIRM)) located in the 100 year floodplain be elevated to the required Base Flood Elevation if the building sustains >50% damage of its market value.
- (2) Replacement value is determined before improvements are made to the structure.
- (3) In cases where there are questions regarding extent of damage or flood zone designation, the inspector shall complete a FEMA substantial damage form to make the determination.

### **ELECTRICAL AND GAS CONNECTIONS:**

- (1) Electrical and Gas Safety Inspection Procedures: all buildings with a damaged electric and/or gas meter, damaged electrical service weather head, and/or with water submersion inside of the structure up to the elevation of electrical receptacles, will require an electrical safety inspection prior to electrical service being restored.
- (2) Gas lines in buildings that have experienced a fire must be inspected prior to gas service being restored.
- (3) Stop work orders placards are to be conspicuously placed near utility meters that are not to be reconnected without prior inspection and release.
- (4) Records of structures deemed unsafe for utility reconnection are to be maintained and released to the applicable electrical or gas utility as quickly as possible after the determination is made.

### **BEAUFORT COUNTY BOARD OF ADJUSTMENT AND APPEALS:**

- (1) The Beaufort County Board of Appeals will handle disputes directly associated with disaster-related reconstruction and construction.
- (2) The Board will act on all matters resulting from matters in dispute. Likely areas of deliberation are: decisions related to degree of damage, new codes, flood plain issues, and other matters that may develop.
- (3) Additional responsibilities may be assigned to the Board to meet needs as they develop.
- (4) Decisions will be made by majority vote, minutes and all other meeting requirements will be met as the Board functions during disaster, including: Open meeting requirements, accessibility requirements and Freedom of Information requirements.

## **Recovery Function #12: Rebuilding, Construction, Repairs, Restoration**

---

**PRIMARY AGENCY:** Building Codes

**SUPPORT AGENCIES:** Public Safety, Zoning, City of Beaufort, Town of Bluffton, Town of Hilton Head Island, Town of Port Royal, Town of Yemassee, Area Homebuilders Associations, DHEC-OCRM, Recovery, Facilities Management, MIS, GIS

**PURPOSE:** Provides the regulations for allowing rebuilding and reconstruction of damaged structures in an orderly, safe and timely manner.

**ESF REFERENCE:** ESF 14: Long-Term Community Recovery and Mitigation

### **STANDARD OPERATING PROCEDURES:**

- Coordinate closely with RF#11 to determine what structures can be rebuilt, repaired or restored and what level of detail will need to be provided in terms of plans for obtaining permits.

### **CONTRACTOR LICENSING:**

- (1) The County will heighten monitoring and oversight of licensing requirements during emergencies.
- (2) Contractors and sub-contractors are likely to respond to construction needs from all parts of the United States.
- (3) State contractor licensing requirements will be the same as during normal operations (e.g. only contractors with appropriate credentials will be issued licenses to work in Beaufort County).
- (4) No preliminary licensing will be allowed.
- (5) Under certain conditions state contractor licensing authorities, will establish offices in Beaufort County to administer contractor exams, and to manage the paper work related to the procedure.
- (6) Contractor licensing requirements are posted on the Beaufort County website under "Recovery Information".

## Recovery Function #13: Temporary Housing

**PRIMARY AGENCY:** Planning

**SUPPORT AGENCIES:** Building Codes, Zoning, Emergency Management, Recovery, County Council, Director Public Services, Zoning, City of Beaufort, Town of Bluffton, Town of Hilton Head, Town of Port Royal, Town of Yemassee, SCEMD, FEMA, Palmetto Breeze.

**PURPOSE:** Provides the procedures for temporary housing (site identification, management, etc) following a disaster.

**ESF REFERENCE:** None

**ACTIVITIES TO COMPLETE:**

- County staff will conduct annual meetings to pre-identify potential temporary housing sites using site assessment criteria established by the County, that meet FEMA and NEPA requirements.

**DISASTER HOUSING POLICY AND PROCEDURES:**

- (1) Although the primary responsibility for temporary housing following a disaster falls on the federal government, it is in Beaufort County's best interest to have a plan in place for guiding where temporary housing is located, the types of temporary housing brought in and how long the housing is allowed to stay on site.
- (2) Pre-disaster temporary/emergency housing site identification: sites will be identified that are suitable for placement of temporary housing. The County will focus on using County-owned property and perhaps existing mobile home parks for locating temporary housing developments. This site identification will take place on an annual basis.
- (3) Selection Committee membership will include these departments/divisions: Planning, Building Codes, Zoning, Engineering Departments, others as needed.
- (4) A selection report will be drafted by the Planning Department and presented to County Council by the County Administrator annually.
- (5) In 2011 the Beaufort County Council revised the County Recovery Ordinance to allow homeowners to place one (1) temporary housing unit on their property (that may be occupied by the property owner and his/her family only) in the event that the property owner's house has been damaged. This will allow the property owner to live on-site until such time that the house can be repaired.
- (6) The County Administrator will appoint a liaison and subordinate staff to assist and to perform special tasks and to coordinate with Federal and State officials.

## Recovery Function #14: Redevelopment (Planning and Zoning Ordinance Enforcement)

---

**PRIMARY AGENCY:** Development Review Team (DRT): Planning, Building Codes, Zoning

**SUPPORT AGENCIES:** EOC/ROC Planning Group, Recovery, Emergency Management, Public Information, MIS, GIS, City of Beaufort, Town of Bluffton, Town of Hilton Head Island, Town of Port Royal, Town of Yemassee, Recovery Task Force, FEMA Long-Term Community Recovery (LTCR)

**PURPOSE:** Provides information on how the organized redevelopment of the County will be planned and subsequently take place following a disaster (long-term).

**ESF REFERENCE:** ESF 14: Long-Term Community Recovery and Mitigation

### STANDARD OPERATING PROCEDURES:

#### Development Review Team Procedures:

- After an initial damage assessment is completed; the County Development Review Team (DRT) shall convene to determine what areas of the County are impacted and discuss permitting procedures under current emergency conditions.
- The DRT will discuss conditions, including the following matters in determining how to proceed: *plan review requirements, temporary housing needs, ordinance enforcement, abatement of unsafe or un-repairable structures, emergency repairs and other related issues.*
- The DRT shall make determinations as to what areas within the County are in need of redevelopment, or in the alternative, which areas are eligible for reconstruction. The DRT shall make recommendations to the Recovery Task Force. After a determination has been made that an area has been damaged to such an extent that redevelopment is appropriate, the Director of Planning, shall coordinate the process of organizing meetings with the municipalities to determine how the affected areas are to be redeveloped and present draft proposals to the Recovery Task Force, the Task Force will then present proposals to the Beaufort County Council. Redevelopment plans should be based on the most recent comprehensive plan.
- The DRT shall make recommendations to the Recovery Task Force regarding appropriate County revisions required to promote County economic recovery.
- At an appropriate time the DRT will make a recommendation to the Recovery Task Force Executive Committee for the reintroduction of the County DSO.

#### Zoning Operations:

- Zoning permits will be required as described in RF#11: Building Inspections and Permits.
- A site plan or plat will not be required unless the house was moved from its foundation or it is being expanded.

### **Redevelopment Procedures:**

- In the event that certain areas of the County have been damaged so badly that redevelopment needs to occur, the County will hold coordinating meetings with the municipalities and State agencies to determine how the area should be redeveloped. Redevelopment plans should be based on the most recent comprehensive plan.
- The Director of Planning will be responsible for coordinating the County aspects of this process.
- Municipalities will be responsible for coordinating their own redevelopment initiatives, but should attempt to coordinate in regional or sub-regional plans where possible.
- Redevelopment Plans for the areas impacted will be the final result of workshops with municipalities and overall direction from County Council.
- Locate a **Reconstruction Information Buildings** (see RF 5: Individual Assistance for more information about these centers) and add website mitigation and recovery information and assistance information: funding, insurance, contractor data base. Provide links to Federal Emergency Management Agency, Housing and Urban Development, and Economic Development Administration program staffs. Coordinate website information with RF#3: Public Information; Community Relations. The Recovery Information Buildings shall be located adjacent to areas to be redeveloped.

*Resources: FEMA Long-Term Community Recovery [http://www.fema.gov/rebuild/ltrc/plan\\_resource.shtm](http://www.fema.gov/rebuild/ltrc/plan_resource.shtm)  
Add more resources.*

## **Recovery Function #15: Economic Restoration and Development**

---

**PRIMARY AGENCY:** Chambers of Commerce

**SUPPORT AGENCIES:** Emergency Management, Recovery, County Planning and Zoning, Beaufort Regional Chamber of Commerce, Hilton Head Island-Bluffton Chamber of Commerce, Beaufort County Black Chamber of Commerce, Lowcountry Economic Network, Lady's Island Business & Professionals Association (LIBPA), USCB – Small Business Development Center, City of Beaufort, Town of Bluffton, Town of Hilton Head Island, Town of Port Royal, Town of Yemassee,

**PURPOSE:** Establishes the procedures that will be needed to restore the County's economy following a disaster.

**ESF REFERENCE:** ESF-23: Business and Industry

**ACTIVITIES TO COMPLETE:**

- Work with Chambers of Commerce, and other economic development groups, across the County to encourage them to develop Disaster Recovery Plans that are specific to their communities.

**STANDARD OPERATING PROCEDURES:**

- Immediately following a disaster activate MOA between EMD and the Chambers of Commerce to conduct a business survey to determine which businesses need assistance to lead to re-establishment of county businesses. See ESF 23 and related MOAs/MOUs for activation of ESF 23.
- This Recovery Function Group will need to coordinate activities with RF#3: Public Information; Community Relations to help get information on available federal assistance programs for businesses. (SBA, etc.)
- Determine what additional marketing information will need from RF#3: Public Information; Community Relations and provide it to them.
- The Task Group shall work to reestablish tourism in Beaufort County, as well as assist business and industry with recovery and economic revitalization efforts.
- In the recovery stage marketing strategies will be developed, including advertising and travel to let trade groups and others know that the County is open for business again.
- The Task Group shall prepare pre-written press releases for dissemination upon entering a disaster recovery phase.
- The Task Group shall recommend establishment and locations of Business **Information Centers** as established in ESF 23. The center(s) will be staffed with representatives from the support agencies. See RF 5: Individual Assistance for more information on these centers.

## Resources for Small Business and Nonprofits

### Small Business Assistance Nonprofit Assistance

#### Federal Resources

All businesses seeking disaster assistance should request forms to start the application process for federal disaster loans administered by the Small Business Administration (SBA). Businesses do not have to go to the SBA disaster recovery centers to apply for assistance.

The U.S. Small Business Administration website contains a wealth of information for businesses seeking loans, grants or general assistance from the Small Business Administration.

The U.S. Small Business Administration's Disaster Recovery website contains information regarding Disaster Notices, its Disaster Recovery Mission, Disaster Declarations, FAQ's about SBA Disaster Loans, and Loan Information including Home & Property Loans, Physical Disaster Loans, Economic Injury Loans, Military Reservist Loans, and Disaster Loans Approved.

SBA offers Physical Disaster Business Loans to repair or replace any business that is located in a declared disaster area. The SBA makes physical disaster loans of up to \$1.5 million to qualified businesses.

SBA's Economic Injury Loans for Small Businesses provides financial assistance to small businesses that suffered substantial economic injury, regardless of physical damage, and are located in a declared disaster area.

The Department of Homeland Security's Open for Business program centralizes information to provide businesses with information about how to work with the Department of Homeland Security. Designed to assist the business community, the information includes links to contracts, grants, small business opportunities, research and development, and contacts.

The U.S. Department of Commerce has created the Hurricane Contracting Information Center, which provides a central point of reference for businesses, especially minority-owned businesses, women-owned businesses and small- and medium-size enterprises, to register for and become aware of federal contracting opportunities. While the HCIC does not award contracts, its mission is to ensure that businesses understand the process and are aware when opportunities become available.

Vendors wanting to provide products or services in the area affected by disasters should visit [www.fbo.gov/](http://www.fbo.gov/). Vendors that are new to federal contracting should start by registering at this site.

The U.S. Department of Agriculture Rural Development offers programs to finance business development programs in rural areas (population of 25,000 or less).

The U.S. Department of Labor Hurricane Job Recovery Connection connects workers needing jobs with employers who want to hire them. The site also allows employers to list available jobs online.

Following a disaster, the Internal Revenue Service (IRS) often changes tax laws that benefit small businesses affected by the disaster. The IRS website provides information about the types of tax relief assistance available to areas affected, along with other general information about the IRS and its services.

## State and Local Resources

As the State of South Carolina's lead economic and community development agency, the South Carolina Department of Commerce is engaged in providing services to businesses and communities in the state. While the agency is best known for its efforts to recruit new businesses to South Carolina, it also provides services to help communities improve their quality of place and helps existing employers identify and meet opportunities and challenges - all with the goal of improving the quality of life and economic well-being of South Carolinians.

The Disaster Contractors Network (DCN)'s website is designed to help connect contractors and homeowners/business owners who need repairs after disasters and can serve to connect building contractors with subcontractors and material vendors.

The Lowcountry Council of Governments works to identify and capitalize on the development potential in South Carolina's counties in the low country region. The COG provides a myriad of resources for businesses and developers looking to do business in the low country of South Carolina.

The University of South Carolina Beaufort's Small Business Development Centers is a one-stop resource center for a variety of counseling, workshops and information services for existing businesses and start-ups. The Small Business Development Center is also available to help guide people through the process of applying for SBA federal emergency business loans. Contact Area Manager at the USCB Small Business Development Center 843-521-4143.

The South Carolina Department of Insurance provides a wealth of information about the state's insurance climate, and it lists answers to many questions about the logistics of filing insurance claims, complaints against insurance companies and other general questions.

Information from the Beaufort County Disaster Recovery Website can be located here:

<http://www.beaufortcountydisasterrecovery.net/wordpress/>

Information from the Beaufort Regional Chamber of Commerce can be located here:

<http://www.beaufortsc.org/>

Information from the Hilton Head Island-Bluffton Chamber of

Commerce can be located here: <http://www.hiltonheadisland.org/>

## Other Resources

The North Carolina Department of Crime Control and Public Safety's Division of Emergency Management has created a Small Business Initiative to provide resources for minimizing the effects of natural disasters.

The Federal Home Loan Bank offers the Economic Development Disaster Relief Grant Program (EDRG) that provides working capital to small businesses in officially declared disaster areas to promote economic development, and create or retain jobs.

The Institute for Business & Home Safety's *Open for Business* is a comprehensive disaster planning toolkit in booklet and CD-Rom formats. It includes an assessment tool that helps small to mid-sized businesses determine susceptibility to disasters and minimize risks. The toolkit also includes materials to help organize the business' critical information and review its essential operations, both of which lead to developing a business continuity plan.

## **Nonprofits**

A document listing assistance available through nonprofits has been created by FEMA's ESF-14. The document includes funding available to non-governmental organizations and citizens.

The U.S. Department of Housing and Urban Development offers several programs for nonprofit organizations.

The U.S. Government provides support for faith-based initiatives. Click here for a listing of Faith-Based Offices in Federal Agencies.

## Recovery Function #16: Environmental Preservation and Restoration

---

**PRIMARY AGENCY:** Planning

**SUPPORT AGENCIES:** Emergency Management, Recovery, Public Works, Records Management, Zoning, City of Beaufort, Town of Bluffton, Town of Hilton Head Island, Town of Port Royal, Town of Yemassee, DHEC-OCRM, SCDNR, USACE

**PURPOSE:** Establishes the post-disaster procedures for preserving and restoring environmentally sensitive areas of the county following a disaster.

**ESF REFERENCE:** ESF 14: Long-Term Community Recovery and Mitigation

### **ACTIVITIES TO COMPLETE:**

- Continue to enforce the Zoning and Development Standards Ordinance ZDSO (includes wetlands protection, buffers, tidal wetland buffers – critical line OCRM), Storm water Best Management Practices (BMPs) and Rural and Critical Lands Program (promoting open space) to protect environmentally sensitive areas.

### **STANDARD OPERATING PROCEDURES:**

- Immediately following a disaster, the County Administrator shall designate the Natural Resources Planner to oversee the activities of this Recovery Function.
- Through coordination with *RF#1: Impact Assessment (Disaster Assessment)*, the Environmental Preservation and Restoration Coordinator will be responsible for conducting and maintaining an environmental impact assessment that identifies all areas of the county that have suffered environmental degradation as a result of the disaster, such as damage to forest areas, water quality, and coastal/wetland areas. The environmental impact assessment will also be used to help determine what programs and resources are available to help the county address damages suffered to the environment as a result of a disaster.
- As a result of the environmental impact assessment, the Environmental Preservation and Restoration Coordinator will make recommendations on how to best deal with the impacts of the disaster on the environmentally sensitive areas.
- The Environmental Preservation and Restoration Coordinator will serve as the County's liaison between federal and state officials concerned with environmental impacts following a disaster.
- The Environmental Preservation and Restoration Coordinator shall coordinate with *RF#7: Debris Management* to ensure that debris operations are not causing further environmental damage (such as air quality issues related to burning) and that debris operations are not breaking any environmental regulations.
- The Environmental Preservation and Restoration Coordinator will be responsible for pursuing any relevant post-disaster federal and state programs and/or funds that can be used to implement environmental projects identified by the county.
- Coordinate with *RF#17: Mitigation* to ensure that any environmental opportunities, projects or programs that arise as a result of the disaster are incorporated into the mitigation plan.

- Environmental concerns involving hazardous materials should be coordinated through Emergency Management and DHEC.

## Recovery Function #17: Mitigation

---

**PRIMARY AGENCY:** Building Codes/Hazard Mitigation Team

**SUPPORT AGENCIES:** Recovery, Emergency Management, EOC/ROC Planning Group, Building Codes, Hazard Mitigation Committee, Planning, Public Information Officer, Public Works, City of Beaufort, Town of Bluffton, Town of Hilton Head Island, Town of Port Royal, Town of Yemassee

**PURPOSE:** Provides the procedures that will facilitate the integration of the existing Beaufort County Hazard Mitigation Plan into disaster recovery efforts.

**ESF REFERENCE:** ESF 14: Long-Term Community Recovery and Mitigation Hazard.

### STANDARD OPERATING PROCEDURES:

- A new Beaufort County Hazard Mitigation Plan was completed and adopted in 2011. Participants were: Beaufort County, the Town of Hilton Head Island, the Town of Bluffton, the Town of Port Royal and the City of Beaufort.
- Following a disaster, the Beaufort County Disaster Recovery Director will be named by the Hazard Mitigation Administrator. This person will be responsible for following up on the activities proposed in the hazard mitigation plan, grant development, tracking (handling reimbursement requests, etc), and coordinating post-disaster meetings of the Hazard Mitigation Planning Committee (HMPC).
- The Hazard Mitigation Grant Program (HMGP) is a post-disaster grant program for funding mitigation projects and the Pre-disaster Mitigation (PDM) is a similar program available on an annual basis. The Hazard Mitigation Coordinator will work with RF#3: Public Information; Community Relations to get information to the public about the HMGP and PDM programs.
- The Hazard Mitigation Planning Committee will meet shortly after the disaster occurs to identify new mitigation measures that the County and/or municipalities can pursue.
- The Hazard Mitigation Coordinator will be responsible for capturing the benefits of previous mitigation projects and making a presentation of these findings that can be made at various events.
- Make recommendations for identified mitigation opportunities to the Recovery Task Force and County Council.

## **Recovery Function #18: Recovery Administration and Finance**

---

**PRIMARY AGENCY:** County Chief Finance Officer

**SUPPORT AGENCIES:** Controller, Emergency Management, Recovery, MIS, Public Works, City of Beaufort, Town of Bluffton, Town of Hilton Head Island, Town of Port Royal, Town of Yemassee

**PURPOSE:** Establishes the procedures for tracking disaster related expenditures so that the County will be able to maximize reimbursement of those expenses.

**ESF REFERENCE:** ESF 7: Resource Support

### **ACTIVITIES TO COMPLETE:**

- Activate (and oversee implementation of) standardized Emergency Resource and Financial Management Policies and Procedures.
- Review and update as necessary the Emergency Purchases section of the Beaufort County Purchasing Regulations and Procedures manual.
- Continue to seek out sources of disaster recovery funding, including expanded savings, a stand-by line of credit, public and private sector (foundations, corporations, etc.) funding that would be available to help with implementing Recovery Functions.

### **STANDARD OPERATING PROCEDURES:**

- Beginning during disaster response mode (or with activation of the County EOC) and continuing into Recovery following a disaster, the County Finance Director will activate the County's Emergency Resource and Financial Management Policies and Procedures.
- The County Finance Director needs to be sure to let each County Department know the importance of tracking expenses made on disaster operations. This will help with securing reimbursable costs from federal and state disaster recovery programs as well as from the County's insurance carriers.
- Coordinate closely with ESF 7: Resource Support to be sure that proper documentation of disaster related expenses are being tracked appropriately.
- Coordinate closely with RF#10: Repair and Restoration of Public Infrastructure, Services, Buildings (Public Assistance – PA) and the Public Works Department to determine what projects will be eligible for Public Assistance grants and to ensure that proper financial documentation for those projects. The Chief Finance Officer will be responsible for identifying the primary and alternate applicant's agents for the County.

## Recovery Function #19: Mutual Aid Protocols

**PRIMARY AGENCY:** Emergency Management

**SUPPORT AGENCIES:** Recovery, Public Safety, Building Codes, Public Works, City of Beaufort, Town of Bluffton, Town of Hilton Head Island, Town of Port Royal, Town of Yemassee

**ESF REFERENCE:** None

**PURPOSE:** Identifies all existing MOUs, MOAs and agreements between Beaufort County and those agencies/groups that could be involved in recovery efforts in the event of a disaster.

### ACTIVITIES TO COMPLETE:

- Identify and put in place MOUs, MOAs or agreements for those services that may be needed following a disaster (for those not already in place).
- Need MOUs, MOAs, agreements from the Assessor's Office/Building Codes (impact/disaster assessment), Building Codes (mutual aid inspectors, etc.) and Parks and Leisure Services (warehousing, etc).

### STANDARD OPERATING PROCEDURES:

Beaufort County has signed the Statewide Mutual Aid Agreement (MAA) and, as a result, has access to many resources in the event of a catastrophic disaster. This includes any available manpower and equipment offered by any of the signatories of the MAA. More information on the Statewide Mutual Aid Agreement can be obtained by contacting the Emergency Management Department.

The following table contains a brief description of all other MOUs, MOAs and agreements that the County has in place with their various partners for disaster and recovery operations. This listing is to serve as a quick reference for County staff in determining what services are available to the County from other partner agencies and what services the County has agreed to provide to other agencies.

Partnering agency/agencies	Service provided by partner	Service provided by Beaufort County	Notes:
Hilton Head Island-Bluffton Chamber of Commerce, Beaufort Regional Chamber of Commerce	Serve as the Business Representative for the Beaufort County EOC	(EM) Allow certain personnel from the Chamber of Commerce to serve in the Emergency Operations Center as members of the EOC staff. They will be part of the operations section of the EOC and will coordinate with the EOC.	
Hilton Head Island-Bluffton Chamber of Commerce, Beaufort Regional Chamber of Commerce	Be the point of contact for the Chamber of Commerce and will provide to the EOC business information and situations of the business community.	(EM) Feed and house Chamber personnel in the EOC.	

Partnering agency/agencies	Service provided by partner	Service provided by Beaufort County	Notes:
Hilton Head Island-Bluffton Chamber of Commerce, Beaufort Regional Chamber of Commerce	Activate a bank of telephones for the business industry to call regarding hurricane information, weather conditions, or other storm related information. This bank of telephones will be operated at another location, and at the expense of the Chamber of Commerce.	(EM) Provide use of a telephone for the Chamber staff in the EOC.	
Hilton Head Island – Bluffton Chamber of Commerce, Beaufort Regional Chamber of Commerce	Continue to provide the telephone bank for the business community in the aftermath of a hurricane landfall, until a timely mutual arrangement is made by the Chamber and the Emergency Management Department to discontinue the service.		
Hilton Head Island-Bluffton Chamber of Commerce, Beaufort Regional Chamber of Commerce	The Chamber will provide the business community with a method by which to access hurricane information.		
Golden Corral Beaufort, Golden Corral Bluffton, Blimpie (Beaufort), Subway (Bluffton at Belfair), Dosido's Restaurant (Bluffton), Montana's Restaurant	Following a hurricane/tropical storm event - Meal ticket system for County employees to use in lieu of cash or other forms of payment.	Reimbursement for meals provided to County staff	May want to change wording of this to cover all disasters. All of these need to be renegotiated (per May 2006)
Holiday Inn (Bluffton), Days Inn Hampton (Summerton), Quality Inn and Suites (Hilton Head), Hampton Inn (Hilton Head), Best Inn (Beaufort), Ramada Limited (Beaufort)	Hotel accommodations for County employees before, during or after a hurricane/tropical storm event.	Reimbursement for hotel rooms provided to County staff.	May want to change wording of this to cover all disasters. All of these need to be renegotiated (per May 2006). Details of each hotel's arrangement can be found by reading the MOA.
Steve Brown Catering, Blimpie	Following a hurricane/tropical storm event - Catering services to deliver food to County employees at various locations.	Reimbursement for catering services	May want to change wording of this to cover all disasters. All of these need to be renegotiated (per May 2006). Details of each hotel's arrangement can be found by reading the MOA.
ABL	Food services for Emergency Operations Center.	Reimbursement for food for EOC	
Salvation Army, United Way, American Red Cross	Reimbursement for fuel used.	Provide fuel services for organization's vehicles during disaster or recovery operations.	
Beaufort Memorial Hospital	Provide space for shelter operations and food services for certain County Emergency Service Agencies.	Reimbursement for meals provided to County staff	No mention of a kind of reimbursement or pay for shelter space.

Partnering agency/agencies	Service provided by partner	Service provided by Beaufort County	Notes:
Alltel Communications, Sprint/United Telephone	Provide cellular telephone instruments to the Beaufort Emergency Management Division for distribution to County Emergency Services Agencies for disaster operations.	Assume the liability for any damaged, destroyed or lost cellular telephones and will reimburse the companies for the value of the phones upon being invoiced.	This agreement has expired.
Beaufort Jasper Water and Sewer Authority	Coordinate the response to all water and sewer aspects of declared emergencies in Beaufort County; serve as the coordinator for emergency drinking water within Beaufort County; serve as coordinator of the provision of emergency sanitary waste disposal services for Beaufort County.		
Beaufort Jasper Water and Sewer Authority	Will be recognized as the responsible expert in all matters relating to the provision of water and sewer services in Beaufort County and that no emergency decisions in such matters are to be taken without consultation with responsible officials of BJWSA.		
Beaufort Jasper Water and Sewer Authority	Will be involved in the pre-emergency planning being conducted by Beaufort County - in particular BJSWA shall be involved in conversations and arrangements with involved State and Federal Agencies or private vendors regarding the provision of water and wastewater emergency equipment.		
Jasper County	Serve as backup Dispatch Center for Beaufort County in the event their radio or telephone system is down; allow all Beaufort County Emergency Services access to the Jasper County Communications Systems for joint operations and backup capabilities; pay for all expense for purchasing or installing Jasper County equipment in the Beaufort County Dispatch Center or Emergency Operations Center.	Serve as backup Dispatch Center for Jasper County in the event their radio or telephone system is down; allow all Jasper County Emergency Services access to the Beaufort County Communications Systems for joint operations and backup capabilities; pay for all expense for purchasing or installing Beaufort County equipment in the Jasper County Dispatch Center or Emergency Operations Center	
Hampton County	If Beaufort County EOC is damaged or destroyed during an incident, serve as backup EOC; Provide backup NCIC computer operations as per SLED and FBI rules and regulations; Provide radio communications access to Beaufort County Emergency Services in order for them to contact the Hampton County Traffic Management Center.	If the alternate Hampton County EOC is damaged or destroyed during an incident, serve as backup EOC; Provide backup NCIC computer operations as per SLED and FBI rules and regulations; Provide radio communications access to Hampton County Emergency Services in order for them to contact the Beaufort County Traffic Management Center	

Partnering agency/agencies	Service provided by partner	Service provided by Beaufort County	Notes:
Jasper County	Allow Beaufort County to access information from the Jasper County Traffic Management Center; allow Beaufort County to request activation of Highway Advisory Radios that cover portions of Beaufort County; If Jasper County is activated as a backup Dispatch Center for Beaufort, then Beaufort County will provide a minimum of one personnel for coordination.	Allow Jasper County to access information from the Beaufort County Traffic Management Center; allow Jasper County to request activation of Highway Advisory Radios that cover portions of Jasper County; If Beaufort County is activated as a backup Dispatch Center for Jasper, then Jasper County will provide a minimum of one personnel for coordination.	
Beaufort County Library (Bluffton Branch)	Use of large meeting room and lobby/foyer of the library as an emergency distribution point after a disaster (parking lot and two portable toilets).		Distribution point for what?
American Red Cross	Exercise reasonable care in conducting shelter activities; hold harmless the Beaufort County School District and school personnel in respect to bodily injury, death and property damage caused by the negligence of ARC while using the school as a disaster shelter; reimburse the school in money or kind for any noon-USDA food and supplies furnished by the school; do a joint inspection of the facility before and after the disaster.	Beaufort County School District will allow the ARC to use any or all of the school as a possible disaster shelter; designate one person on the board to be responsible for opening the school as a shelter if requested; designate one person from the custodial staff of each school to assist the shelter manager; provide meals for victims (at those schools with cooking facilities) using school food service people and to consider donating services of school shelter required staff (i.e. food service) for the first 24-48 hours of shelter operation; do a joint inspection of the facility before and after the disaster	Which school(s) is/are referenced?
Town of Bluffton, Town of Port Royal, Town of Hilton Head Island, City of Beaufort	Payment for consumed Meals Ready to Eat (MREs)	In times of emergencies, when no other food source is available, MRE's from the Marine Corps Recruit Depot	

## **Recovery Function #20: Pre-disaster Equipment and Facilities Deployment**

---

**PRIMARY AGENCY:** Public Works

**SUPPORT AGENCIES:** Emergency Management, Recovery, School Board, City of Beaufort, Town of Bluffton, Town of Hilton Head, Town of Port Royal, Town of Yemassee, SCDOT

**PURPOSE:** Establishes the procedures for placing the equipment and for determining which facilities will be needed in the event of a disaster.

**ESF REFERENCE:** None

### **ACTIVITIES TO COMPLETE:**

- Maintain a list of equipment and facilities that may be needed following a disaster. Annually identify those items that may need to be replaced, rented, etc... This list should be as complete as possible.
- Develop a separate Pre-disaster Equipment and Facilities Deployment Plan. The plan should include a phased facilities plan that will spell out what facilities will be used for different types of disasters (minor to catastrophic) and which facilities will serve as back-up facilities when others are flooded or damaged.

### **STANDARD OPERATING PROCEDURES:**

- This Recovery Function should be implemented in advance of an oncoming disaster, when possible.

## **Recovery Function #21: Transportation Recovery Procedures**

---

**PRIMARY AGENCY:** Lowcountry Regional Transportation Authority (also known as Palmetto Breeze)

**SUPPORT AGENCIES:** Beaufort County School Board, First Student, Beaufort County Disabilities & Special Needs, Beaufort County Parks & Leisure Services, Beaufort County Council on Aging, Beaufort County Public Works – Fuel Management, First Vehicle Services, EMD, Recovery, Traffic Engineering

**PURPOSE:** Establishes the procedures for providing transportation services during the recovery phase of a disaster.

**ESF REFERENCE:** ESF 1 – Transportation

### **ACTIVITIES TO COMPLETE:**

- Coordinate with RF#s 4, 5, and 9 to determine what roles RF# 21 can plan in assisting those Recovery Functions (mobile health units, transporting goods and potentially volunteers, etc).
- Acquire a 50 KW generator for the Lowcountry RTA in order to operate out of their facility post disaster.
- Determine what additional inventory will be needed in the event of a disaster (spare parts, tires, etc) and determine who may be available to assist in providing these needed supplies. Develop agreements where possible.
- RF 13 shall coordinate with RF 21 in consideration of long-term housing sites (including the potential and feasibility of outside of region locations). This will help RF#21 determine if it can meet transportation needs to and from these areas after a disaster.
- Explore agreements for additional buses in times of disaster, with First Group or other providers.
- County shall provide training and preparation to staff drivers.
- Identify what role, if any, public transit will play in search and rescue efforts.
- Communications could be an issue for LRTA in times of a disaster. The RTA lacks the funds to purchase the Palmetto 800 system and will likely stay with some type of cellular or walkie talkie (Nextel) system. If this is going to be an issue in communicating with County officials (the EOC) during times of disaster, this needs to be addressed ahead of time.

### **STANDARD OPERATING PROCEDURES:**

- Following a disaster, a Transportation Coordinator will be named.
- The Transportation Coordinator is responsible for informing emergency operations personnel of any changes in transportation situations.

- The Transportation Coordinator is also responsible for organizing and resolving transportation issues with supporting agencies.
- In addition, the Transportation Coordinator is responsible for organizing public transportation to and from shelter sites.
- The Lowcountry Regional Transportation Authority has established a Hurricane Recovery Plan. To obtain a copy of this plan, contact LRTA.

## **Recovery Function #22: Recovery Procedures for Pets/Animals**

---

**PRIMARY AGENCY:** Beaufort County Animal Shelter and Control

**SUPPORT AGENCIES:** SC Department of Natural Resources, SC Department of Agriculture, Clemson Extension

**PURPOSE:** Provides the procedures for locating, rescuing if necessary and reuniting animals and pets with their owners following a disaster.

**ESF REFERENCE:** ESF 17: Animal Emergency Response

### **STANDARD OPERATING PROCEDURES:**

- All volunteer agencies or persons who want to volunteer for this service will be coordinated by Beaufort County Animal Shelter and Control.
- The Beaufort County Animal Shelter and Control has established an Emergency Operations Plan that details many of the disaster recovery procedures. Contact Beaufort County Animal Shelter and Control to obtain a copy of this plan.
- County Veterinarian serves as the County's emergency veterinarian in times of disaster. Some of his qualifications include:
  - CART: County Animal Rescue Team
  - Veterinarian liaison with SC American Veterinarian Association
  - Consultant with the USDA
- The following resources are on standby if needed:
  - Army Reserve with Vets and Techs
  - HSUS – Humane Society of the United States
  - AHA – American Humane Association
  - Animal Planet
  - CODE 3 – Self contained rescue group
- Develop and maintain a dead animal policy.
- Develop and maintain an out of county animal food storage location.

## **Recovery Function #23: Utilities Restoration**

---

**PRIMARY AGENCY:** Beaufort County Public Works

**SUPPORT AGENCIES:** Recovery, Emergency Management, Public Safety, MIS, GIS, EOC/ROC Planning Group, Beaufort Jasper Water and Sewer Authority, Embarq, Hargray, Public Services Districts, Santee Cooper, South Carolina Electric and Gas (SCE&G), Palmetto Electric, Comcast, Charter, Time-Warner

**PURPOSE:** Provides the procedures for restoring utilities to pre-disaster conditions as quickly as possible following a disaster.

**ESF REFERENCE:** None

**STANDARD OPERATING PROCEDURES:**

- Each of the agencies and departments involved already have disaster response and recovery plans and/or procedures in place. Following a disaster, these plans will be implemented by the responsible parties in order to get the utilities up and running again.
- Beaufort County Public Works will serve as the coordinating agency overseeing utility restoration. Each of the support agencies should keep Beaufort County Public Works abreast of the status of utility restoration for those utilities for which they are responsible for maintaining.
- Upon activation of the Public Works Coordination Center (within the EOC), each utility will provide a representative at a daily briefing. The purpose of the briefing is to establish and carry out utilities priorities and to resolve matters affecting job completion.

## Recovery Function #24: Schools Recovery

---

**PRIMARY AGENCY:** Beaufort County School District

**SUPPORT AGENCIES:** South Carolina Department of Education, Office of School Facilities, Director, Alex James, (803) 734-4837, [ajames@ed.sc.gov](mailto:ajames@ed.sc.gov); Beaufort County

**PURPOSE:**

Provides the specific activities that are to be completed following a disaster should the School District and/or the Beaufort County Recovery Task Force choose to initiate the function. It also lays out the initial actions that need to be taken in the re-opening of the schools within the county.

**ESF REFERENCE:** None

**STANDARD OPERATING PROCEDURES:**

The Beaufort County School District has adopted a specialized Disaster Recovery Plan that includes all schools in the district. The plan identifies and addresses specific disaster recovery issues and concerns pertaining to the school district. The plan focuses on school district initiation and follow through to recovery actions after any type of disaster or event affecting schools and school property. Recovery policies include:

- Re-entry led by the County
  - The County will follow the protocol for re-entry through Recovery Function #8: Re-entry Security.
  - The primary agency for this Recovery Function is Emergency Management.
  - Beaufort County Emergency Management will be responsible for re-entry into the County.
  - It is established that the BC Re-entry team will add the BCSD facilities to their list of County buildings to assess for damage prior to Re-entry. It is suggested that the BC engineering department meet with the BCSD *Facilities Construction Officer* (Chris Poe) to pre-plan and review this task.
- Debris removal led by the County's contract
  - The County will work through Recovery Function # 7: Debris Management, which is led by Public Works, to begin their process.
  - A debris contractor and debris monitor are in place for utilization.
  - It is understood that if the BCSD requires storm debris removal that the BCSD will be required to submit that request in writing to BC. It was acknowledged that Larry Wilson is the BCSD point of contact for Jim Minor's office (debris removal).
- Addressing structural issues that the facilities may have
  - Each school will be evaluated in terms of structural concerns that may arise following an event.
- Safety issues
  - These will partially be based on debris and facility issues in order to ensure the premises are safe allowing students to return.
- Vulnerable facilities and students
  - A risk assessment of the facilities is included in the plan.
  - Vulnerable student populations are addressed.
- Insurance issues
  - The plan addresses the type and amount of insurance coverage for the various schools within the district.
- Education and awareness for students and staff

- The plan outlines directives to provide awareness of disaster recovery by faculty, staff, and students of the schools.
- Shelters
  - Schools are often used as shelters and the plan identifies which schools will operate in that capacity.
- Transportation
  - This portion of the plan addresses school buses and how they will be utilized.
- Security
  - Security surrounding the schools during re-entry and the return of daily operations are addressed.
- Alternate Location - The BCSD Emergency Management Team (EMT) may establish a location to evacuate to in the event of a mandatory evacuation. The team will notify BCEMD of their location and contact numbers.

For more information on the BCSD Recovery Plan, or other school related recovery issues, contact Chris Barrow (BCSD Protective Services) 812-1364.

## Recovery Function # 25: County Employees

**PRIMARY AGENCY:** Employee Services Department

**SUPPORT AGENCIES:** County Council, County Administrator, Emergency Management, Recovery Staff

**PURPOSE:** Meeting the needs of County employees in the event of a disaster. Including policies to encourage employees and families to return after a disaster and to encourage county employees to return (and stay) while families stay behind (temporarily)

**ESF REFERENCE:**

**ACTIVITIES TO COMPLETE:**

Evaluation of these potential policy options:

- County Employee Assistance Program (EAP)  
Consider adding services and expanding existing services (such as family counseling, financial counseling, day care, etc.).
- Develop lists of preapproved personal physicians for families in temporary relocation areas of the region.
- Develop and promote a Recovery Volunteer Program  
Develop a Recovery volunteer program, and strategies to attract employees to jobs needed for Recovery.
- Develop Employee Redeployment Policy  
Consider a parallel jobs policy that will encourage employees to shift to related recovery jobs.
- Payroll Policy  
Well in advance of a disaster inform employees that the County will be able to direct deposit even if banks are destroyed (because County has back-up pay system).
- Family-feeding Policy  
Feed families three (3) meals a day, until grocery stores and other feeding programs are in place.
- Telephone Policy (to keep employee here, when family is not)  
Provide long distance telephone access to maintain linkage to families.  
Build a long distance capability into Hampton County facility or via some other delivery mechanism.
- Cash in Pockets (if banks are out of business).  
If banks are out of business for three days, County will advance \$20 a day, up to a certain amount.
- Gasoline for Employee's Car (to get to and from work, when gas stations are not operating)  
Consider 5 gallons a week for a family, to help encourage family to come back.

- Tetanus Shots  
Consider offering tetanus shots to employees and families as part of disaster preparation program. Conduct discussion with DHEC.
- Sponsor Speakers (talk about employee issues in a disaster and how to handle them).  
To inform County policy-makers of employee issues and choices the County can make to improve recovery.  
  
To inform employee preparation for remaining in the County after a disaster (to more fully understand challenges and solutions).

**STANDARD OPERATING PROCEDURES:**

Annually evaluate RF policies and recommend revisions to improve effectiveness.

## **Recovery Function # 26: Mortuary Operations**

**PRIMARY AGENCY:** Beaufort County Coroner's Office

**SUPPORT AGENCIES:** Beaufort County EMS, DHEC-Public Health Preparedness, Healthcare Mass Casualty Planning Group, DHEC, Beaufort Memorial Hospital - BMH, Hilton Head Hospital, Naval Hospital Beaufort, Coastal Carolina Hospital, Colleton Medical Center, Hampton Regional Medical Center, Beaufort Jasper Hampton Comprehensive Health Services (BJHCHS), American Red Cross, Volunteers in Medicine, and Beaufort County DSS,

**PURPOSE:** Establishes procedures related to meeting the needs of the County in a disaster with mass casualties.

**ESF REFERENCE:** ESF 8: Public Health and Medical Services

### **ACTIVITIES TO COMPLETE:**

- Identification of out of County sites for body storage and placement.
- Act as the contact point for FEMA in mass causality situation.
- Locate and evaluate structures for temporary storage and transportation preparation.
- Documentation, recovery and identification of human remains.
- Handle existing cemetery integrity issues (washouts, etc.)
- Identify an ad-hoc location for, and administer, Family Support Center(s) as needed.

### **STANDARD OPERATING PROCEDURES:**

Annually evaluate RF policies and recommend revisions to improve effectiveness.



## **Beaufort County Disaster Recovery Plan - Annual Review Master Checklist**



## Beaufort County Disaster Recovery Plan - Annual Review Master Checklist

### Pre-event Activities (On or before March of each year)

For each Recovery Function, the lead agency responsible for implementing the function has conducted a review of the procedures contained in that function and has made changes where necessary.

A checklist has been completed for each Recovery Function to ensure that function is ready to be implemented in a disaster.

The checklist for each Recovery Function has been verified and submitted to the Emergency Management Director (for short-term recovery functions) and to the Disaster Recovery Coordinator (for long-term recovery functions).

The Emergency Management Director, Recovery Coordinator and Director of Public Services have verified the completeness of the checklists for the Recovery Functions.

Membership of the Recovery Task Force has been reviewed and any changes needed have been made.

The Recovery Task Force has met to determine potential staffing needs for each Recovery Function and have identified and resolved any potential staffing conflicts.

Any recovery training needed for staff has been provided. This includes making staff familiar with their duties for recovery as outlined in the Recovery Plan.

Identify and prioritize critical infrastructure and critical functions to be restored following a disaster. Let each Department Head know where they stand in terms of criticality.

## Recovery Function Annual Checklists



## Recovery Function 1: Impact Assessment (Disaster Assessment)

### Pre-event Activities (On or before March of each year)

#### Primary Agency: Assessor's Office

Review damage assessment guidelines and make changes where necessary. Incorporate any changes to State or Federal regulations.

Conduct meeting with Damage Assessment Team members to review damage assessment guidelines.

Take inventory of items needed for damage assessment teams (forms, color coded cards, etc.) and replace as needed.

Coordinate with GIS Dept. to determine what maps may be needed for impact and damage assessment. Create needed maps BEFORE a disaster occurs.

Prepare damage assessment team "go-kits" to include video and/or digital cameras, cameras and additional memory, assessment records by district, county maps and tax districts designated, temporary permits forms, building damage assessment forms/building tags/non-compliance forms, handheld GPS equipment.

Review each element of Recovery Function 1 and make changes as necessary.

Determine what communication equipment will be needed to implement this Recovery Function and report those needs to the Emergency Management Division.

Review team membership and identify new members as necessary.



## Recovery Function 2: Continuation of Government

### Pre-event Activities (On or before March of each year)

#### Primary Agency: County Administrator's Office

Review existing "lines of succession" for County Council and all County Departments and make changes where necessary.

Encourage municipal governments to review their lines of succession and make changes where necessary.

Review the County's relocation procedures in the event of a Category 4 or 5 hurricane. Make changes as necessary.

Review the listing of backup EOCs and make changes as necessary.

Review each element of Recovery Function 2 and make changes as necessary.

Determine what communication equipment will be needed to implement this Recovery Function and report those needs to the Emergency Management Division.



## Recovery Function 3: Public Information; Community Relations

### Pre-event Activities (On or before March of each year)

#### Primary Agency: Public Information Officer

Conduct meeting of the PIO Team members to review recovery duties of Recovery Function 3 and how each team member may potentially be involved in disaster recovery.

The PIO Team should review each element of Recovery Function 3 and make changes as necessary.

Determine what communication equipment will be needed to implement this Recovery Function and report those needs to the Emergency Management Division.

Develop/review post disaster recovery website information. This website should be developed before a disaster occurs and be ready to "live" as soon as possible following a disaster.



## Recovery Function 4: Human Services (Short-term)

### Pre-event Activities (On or before March of each year)

#### Primary Agency: Emergency Welfare Services

The EWS Team should review each element of Recovery Function 4 and make changes as necessary.

Determine what communication equipment will be needed to implement this Recovery Function and report those needs to the Emergency Management Division.

Determine how CERT teams can be used to perform needs assessments following a disaster.

Work with ARC to identify County, private and non-profit shelters.

Coordinate with Recovery Function 8: Re-entry Security to be sure that everyone involved with this Recovery Function has the proper identification needed to be allowed into the impacted areas following a disaster.

Coordinate with Recovery Function 21: Transportation to determine how LRTA can potentially help with transportation of blood, supplies, etc.

Review criteria and pre-selected sites for Disaster Recovery Centers / Disaster Assistance Centers. Update as needed.



## Recovery Function 5: Individual Assistance (IA)

### Pre-event Activities (On or before March of each year)

#### Primary Agency: Public Information Officer, Emergency Welfare Services

Hold meeting to discuss potential Disaster Recovery Centers (include municipalities in this meeting).

PIO Team will develop a handout that provides information on the FEMA teleregistration number and the different types of Individual Assistance programs available.

Review and be familiar with each element of Recovery Function 5. Make changes as necessary.

### Post-event Activities

If DRCs need to be opened, work with FEMA and the State to encourage the use of pre-identified sites when possible.

Work with Emergency Welfare Services and other area voluntary and service organizations to help provide for unmet needs of disaster victims.



## Recovery Function 6: Volunteers and Donations

### Pre-event Activities (On or before March of each year)

**Primary Agency: Beaufort County United Way, Parks and Leisure Services**

Review each element of Recovery Function 6 and make changes as necessary.

Determine what communication equipment will be needed to implement this Recovery Function and report those needs to the Emergency Management Division.

Review warehousing options/locations. Make changes as necessary.



## Recovery Function 7: Debris Management

### Pre-event Activities (On or before March of each year)

#### Primary Agency: Public Works

Review Recovery Function 7 and make changes as necessary.

Review the Beaufort County Debris Management Plan. Make revisions as necessary.

Coordinate with Recovery Function 13 Housing to be sure that identified sites for temp housing and debris are not in conflict with one another.

Review contracts with debris monitoring and debris hauling contractors.

Determine what communication equipment will be needed to implement this Recovery Function and report those needs to the Emergency Management Division.



## Recovery Function 8: Re-entry Security

### Pre-event Activities (On or before March of each year)

#### Primary Agency: Emergency Management

Review Standard Operating Procedures for re-entry security. Make changes as necessary (does anyone need to be added to the list of approved personnel, etc. Coordinate with Recovery Function 4: Human Services.)

Review each element of Recovery Function 8 and make changes as necessary.

Determine what communication equipment will be needed to implement this Recovery Function and report those needs to the Emergency Management Division.



## Recovery Function 9: Health and Human Safety

### Pre-event Activities (On or before March of each year)

#### Primary Agency: EMS

Review each element of Recovery Function 9 and make changes as necessary.

Determine what communication equipment will be needed to implement this Recovery Function and report those needs to the Emergency Management Division.



## Recovery Function 10: Repair and Restoration of Public Infrastructure, Services, Buildings

### Pre-event Activities (On or before March of each year)

#### Primary Agency: Public Works

Hold meeting to pre-identify potential Public Assistance projects in known problem areas before a disaster occurs.

Review each element of Recovery Function 10 and make changes as necessary.

Review and update restoration priorities for utilities, roads, public buildings, etc.

Develop/review inventory of all public infrastructure and buildings.



## Recovery Function 11: Building Inspections and Permits

**Pre-event Activities (On or before March of each year)**

**Primary Agency: Building Codes**

Review each element of Recovery Function 11 and make changes as necessary.



## Recovery Function 12: Rebuilding, Construction, Repairs, Restoration

**Pre-event Activities (On or before March of each year)**

**Primary Agency: Building Codes**

Review each element of Recovery Function 12 and make changes as necessary.



## Recovery Function 13: Housing

### Pre-event Activities (On or before March of each year)

#### Primary Agency: Affordable Housing, Planning

Conduct meeting to pre-identify potential temporary housing sites.

Review each element of Recovery Function 13 and make changes as necessary.



## Recovery Function 14: Redevelopment (Planning and Zoning Ordinance Enforcement)

### Pre-event Activities (On or before March of each year)

#### Primary Agency: Building Codes, Planning

Review each element of Recovery Function 14 and make changes as necessary.

In coordination with Recovery Function 3: Public Information; Community Relations, develop a Website with mitigation and recovery information and assistance information: funding, insurance, contractor data base. Provide links to Federal Emergency Management Agency, Housing and Urban Development, and Economic Development Administration program staffs.



## Recovery Function 15: Economic Restoration and Development

**Pre-event Activities (On or before March of each year)**

**Primary Agency: Business and Industry Coordinator, Beaufort Regional Chamber of Commerce**

Review each element of Recovery Function 15 and make changes as necessary.



## Recovery Function 16: Environmental Preservation and Restoration

**Pre-event Activities (On or before March of each year)**

**Primary Agency: Planning (Natural Resources Planner)**

Review each element of Recovery Function 16 and make changes as necessary.



## Recovery Function 17: Mitigation

### Pre-event Activities (On or before March of each year)

#### Primary Agency: Building Codes

The Hazard Mitigation Planning Committee should meet annually to review the Hazard Mitigation Plan with a special emphasis on the Hazard Mitigation Project/Action Plan.

Identify any new mitigation opportunities and create new mitigation actions to accomplish these opportunities.

Review each element of Recovery Function 17 and make changes as necessary.

### Post-event Activities

Following a disaster, a Hazard Mitigation Coordinator will be named by the County Administrator. This person will be responsible for following up on the activities proposed in the hazard mitigation plan, grant development, tracking (handling reimbursement requests, etc), and coordinating post-disaster meetings of the Hazard Mitigation Planning Committee (HMPC).

The Hazard Mitigation Coordinator will work with RF#3: Public Information; Community Relations to get information to the public about the HMGP and PDM programs.

The Hazard Mitigation Planning Committee will meet shortly after the disaster occurs to identify new mitigation measures that the County and/or municipalities can pursue.

The Hazard Mitigation Coordinator will be responsible for capturing the benefits of previous mitigation projects and making a presentation of these findings that can be made at various events.

Make recommendations for identified mitigation opportunities to the Recovery Task Force.



## Recovery Function 18: Recovery Administration and Finance

### Pre-event Activities (On or before March of each year)

#### Primary Agency: Chief Finance Officer

Review each element of Recovery Function 18 and make changes as necessary.

Provide all departments with standardized Emergency Resource and Financial Management Policies and Procedures. Provide training on these procedures as necessary.

Analyze emergency or reserve funds to determine how long such funds will allow the County to provide essential services following a disaster and determine how to prepare for the inevitable depletion of those funds.

Review and updated as necessary the Emergency Purchases section of the Beaufort County Purchasing Regulations and Procedures manual.



## Recovery Function 19: Mutual Aid Protocols

### Pre-event Activities (On or before March of each year)

#### Primary Agency: Emergency Management

Review each element of Recovery Function 19 and make changes as necessary.

If MOUs or MOAs have expired, take the steps necessary to renew the MOU or MOA or find another vendor, agency etc that is willing to help provide the needed service or resource.

If any new MOUs or MOAs are needed, make a list and develop strategy to meet the needs.



## Recovery Function 20: Pre-disaster Equipment and Facilities Deployment

### Pre-event Activities (On or before March of each year)

#### Primary Agency: Public Works

Review each element of Recovery Function 20 and make changes as necessary.

Develop/review a plan for Pre-disaster Equipment and Facilities Deployment.

If one does not already exist, develop a list of all equipment and facilities that may be needed following a disaster. This list should be comprehensive in order to be as thorough as possible so that all potential equipment and facilities are identified.

Develop a separate Pre-disaster Equipment and Facilities Deployment Plan. The plan should include a phased facilities plan that will spell out what facilities will be used for different types of disasters (minor to catastrophic) and which facilities will serve as back-up facilities when others are flooded or damaged.



## Recovery Function 21: Recovery Transportation

### Pre-event Activities (On or before March of each year)

**Primary Agency: Lowcountry Regional Transportation Authority**

Name a Transportation Coordinator.

Provide training and preparation to LRTA staff drivers.

Review each element of Recovery Function 21 and make changes as necessary.

Determine what communication equipment will be needed to implement this Recovery Function and report those needs to the Emergency Management Division.



## Recovery Function 22: Animal Recovery

### Pre-event Activities (On or before March of each year)

**Primary Agency: Beaufort County Animal Shelter and Control**

Review each element of Recovery Function 22 and make changes as necessary.

Determine what communication equipment will be needed to implement this Recovery Function and report those needs to the Emergency Management Division.



## Recovery Function 23: Utility Restoration

### Pre-event Activities (On or before March of each year)

#### Primary Agency: Public Works

Review each element of Recovery Function 23 and make changes as necessary.

Develop and keep up to date a list that provides the Point of Contact (POC) for each of the agencies, departments, companies, etc involved with this Recovery Function. This POC list will be maintained by the Public Works Department.

Beaufort County Public Works to conduct a meeting with each of the support agencies to ensure that disaster recovery plans and procedures are up to date and ready to be utilized should the need arise. Any coordination issues should be addressed at this meeting.



## Recovery Function 24: Schools

### Pre-event Activities (On or before March of each year)

#### Primary Agency: Beaufort County School District

Review each element of Recovery Function 24 and make changes as necessary.

Develop and keep up to date a list that provides the Point of Contact (POC) for each of the agencies, departments, companies, etc involved with this Recovery Function. This POC list will be maintained by the Beaufort County School District.

The Beaufort County School District will conduct a meeting with each of the support agencies to ensure that disaster recovery plans and procedures are up to date and ready to be utilized should the need arise. Any coordination issues should be addressed at this meeting.



## Recovery Function 25: County Employees

### Pre-event Activities (On or before March of each year)

#### Primary Agency: Employee Services Department

Review each element of Recovery Function 25 and make changes as necessary.

Determine what policies will be implemented and conduct training for Employee services staff.

In coordination with Recovery Function 3: Public Information/Community Relations use the County Recovery web page on the County Website to post information related to Recovery Function 25.

### Post Event Activities

Carryout Recovery Function programs to address needs of County employees during recovery.



## Recovery Function 26: Mortuary Operations

### Pre-event Activities (On or before March of each year)

**Primary Agency: Beaufort County Coroner's Office**

Review each element of Recovery Function 26 and make changes as necessary.

### Post Event Activities

Act as contact point for FEMA in a mass causality situation.



**Section: 13**

**Appendix C – Short and Long Term Recovery Objectives**



**SHORT TERM RECOVERY OBJECTIVES (Beaufort County Emergency Management Department)**

1. Conduct initial impact assessment.
2. Open roads required for re-entry.
3. Coordinate utilities restoration.
4. Oversee re-entry security operations.
5. Complete and file disaster declaration.
6. Assist with applicants briefing.
7. Implement EWS operations.
8. Support business and industry re-openings.
9. Implement continuity of government procedures.
10. Assist insurance firms in claims processing.
11. Coordinate efforts to find business temporary facilities.
12. Assist with establishing any temporary facilities/structures needed.
13. Establish base camps, for logistics support.
14. Oversee short-term public information/community relations activities.
15. Oversee initial debris removal activities.
16. Support opening if Disaster Assistance Centers.



### **LONG TERM RECOVERY OBJECTIVES (Beaufort County Disaster Recovery Task Force)**

1. Coordinate detailed damage assessment.
2. Oversee all debris related activities until no longer needed.
3. Support Disaster Assistance Centers until no longer needed.
4. Oversee redevelopment process (Recovery Task Force, DRT and County Council) and reconstruction (Building Codes), including one-stop permitting operations.
5. Oversee long-term public information and community relations activities, to include the Disaster Recovery Website, and disseminating Recovery Information.
6. Coordinate environmental preservation and restoration.
7. Support and coordinate Business Assistance Center services to support long-term recovery.
8. Coordinate any needed temporary housing operations.
9. Oversee implementation of Public Assistance Projects.
10. Make any needed recommendations to County Council regarding moratoriums related to redevelopment, reconstruction, land use regulations and permits.



**Section: 14**

**Appendix D – Beaufort County Recovery and Reconstruction Ordinance (2011)**

## ARTICLE IV. - DISASTER RECOVERY AND RECONSTRUCTION

[Sec. 22-101. - Authority.](#)

[Sec. 22-102. - Purposes and objectives.](#)

[Sec. 22-103. - Definitions.](#)

[Sec. 22-104. - Recovery management structure.](#)

[Sec. 22-105. - Recovery plan.](#)

[Sec. 22-106. - General provisions.](#)

[Sec. 22-107. - Imposition of curfews during times of emergency and recovery.](#)

[Sec. 22-108. - Re-entry into areas affected by disasters.](#)

[Sec. 22-109. - Disaster and recovery emergency permitting and zoning policy and procedures.](#)

[Sec. 22-110. - Demolition of damaged buildings.](#)

[Sec. 22-111. - Temporary housing.](#)

[Sec. 22-112. - Hazard mitigation program.](#)

[Sec. 22-113. - Protection of critical county public records policies and procedures.](#)

[Sec. 22-114. - Disaster emergency refuse collection and disposal policies and procedures.](#)

[Sec. 22-115. - Recovery and reconstruction strategy.](#)

[Sec. 22-116. - Penalties for offenses.](#)

[Sec. 22-117. - Severability.](#)

### **Sec. 22-101. - Authority.**

(1) This article is adopted by the Beaufort County Council acting under authority of the South Carolina General Assembly, the Home Rule Act, South Carolina Code of Regulations 58-1, Local Emergency Preparedness Standards, and all applicable federal laws and regulations.

(2) The provisions of this article shall become and be made part of the Code of Laws and Ordinances of Beaufort County, South Carolina. Any laws or ordinances in conflict with the Ordinance that Beaufort County is authorized to repeal are hereby repealed.

(3) Nothing herein shall supersede the powers, duties, and authorities of the Federal Emergency Management Agency (FEMA) and/or South Carolina's Emergency Management Division (SCEMD). If any section, paragraph, sentence, clause and/or phrase or word of this article is, for any reason, held or declared by a court of competent jurisdiction to be unconstitutional, inoperative or void, such holding shall not affect the remainder of this article.

(Ord. No. 2008/28, § 1, 8-11-2008)

### **Sec. 22-102. - Purposes and objectives.**

(1) *Purposes.* It is the intent of the Beaufort County Council under this article to:

(a) Authorize creation of an organization to plan and prepare in advance of a major disaster for orderly and expeditious post-disaster recovery and to direct and coordinate recovery and reconstruction activities;

(b) Direct the preparation of a pre-event plan for post-disaster recovery and reconstruction to be updated on a continuing basis;

(c) Authorize in advance of a major disaster the exercise of certain planning and regulatory powers related to disaster recovery and reconstruction to be implemented upon declaration of a local emergency; and,

(d) Identify means by which Beaufort County will take cooperative action with other

governmental entities (local, state and federal) in expediting recovery; and implement means by which Beaufort County will consult with and assist citizens, businesses, and community organizations during the planning and implementation of recovery and reconstruction procedures.

(2) *Objectives.* The County has established the following general objectives for county recovery policy:

(a) Adopt improved and more comprehensive recovery policies and procedures that will facilitate county rebuilding after a disaster;

(b) Adopt improved and more comprehensive recovery policies and procedures that will facilitate meeting FEMA (Federal Emergency Management Agency) (and other state and federal programs) requirements for rebuilding and redevelopment funding;

(c) Improve county policies and procedures for future hurricane seasons and all other disasters.

(3) *Statement of concurrent obligations.* This article is enacted to set out and clarify the authority of Beaufort County and its officers and employees with regard to emergency and disaster situations. It is intended to grant as broad a power as permitted by statutory and constitutional authority. It is further intended that the powers granted and procedures established in this article shall apply concurrently to emergency, post-emergency, recovery and reconstruction operations.

(Ord. No. 2008/28, § 2, 8-11-2008)

### **Sec. 22-103. - Definitions.**

As used in this article, the following definitions shall apply:

*Curfew.* A curfew is a regulation requiring the withdrawal from any person not otherwise exempt from this article from appearing in certain public areas during specified hours.

*Damage assessment team.* The primary role of the damage assessment team is to assess losses to property. Assessment will be used to determine type of permit required for repair or reconstruction, dollar amount of destruction or damage, and to determine qualifications for federal or state disaster relief assistance.

*Detailed damage assessment.* Follows the initial impact assessment and includes conducting on-site visits by the damage assessment teams for each affected property. This process may take weeks to complete and will culminate in a summary damage estimate in dollars of the total loss to all property in Beaufort County, including: real, personal, agricultural, utility, infrastructure, business, etc.

*Development moratorium.* A temporary hold, for a defined period of time, on the issuance of building permits, approval of land-use applications or other permits and entitlements related to the use, development, redevelopment, repair, and occupancy of private property in the interests of protection of life and property.

*Director.* The director of the recovery task force or an authorized representative.

*Disaster recovery centers (DRCs).* A multi-agency center organized by FEMA for coordinating assistance to disaster victims.

*Emergency.* A local emergency which has been declared by the governor or recognized as same by the Beaufort County Council through the enactment of an emergency ordinance for a specific disaster and has not been terminated.

*Event.* Any natural weather-related or other condition causing damage or destruction of property. Types of events shall include, but not limited to hurricanes, northeasters, tornadoes, earthquakes, and/or other natural disasters.

*Exempt individuals.* Unless otherwise specified herein, exempt individuals include those persons engaged in the provision of designated, essential services, such as fire, law enforcement, emergency medical services, and hospital services, military services, utility emergency repairs. The resolution of a curfew may, in the discretion of the governing authority, also exempt regular employees of local industries traveling to and from their jobs with appropriate identification, news media employees, building and repair contractors who are properly registered with the county and who are actively engaged in performing activities related to construction, repair, renovation, or improvement of buildings and other structures damaged during the disaster or emergency.

*Flood Insurance Rate Map (FIRM).* An official map of the community, on which the Federal Insurance Administrator has delineated both the special hazard areas and the risk premium zones applicable to the community.

*Hazard mitigation grant program.* A federal program that assists states and local communities in implementing long-term hazard mitigation measures following a major disaster declaration.

*Historic building or structure.* Any building or structure listed or eligible for listing on the National Register of Historic Places, as specified by federal regulation, the state register of historic places or points of interest, or a local register of historic places, and any buildings and structures having historic significance within a recognized historic district.

*Individual assistance program.* A federal disaster program that brings funding to disaster victims for housing and other needs in order to expedite the victims' recovery from disaster.

*Initial impact assessment.* The initial impact assessment (windshield assessment, disaster assessment) is used to determine the extent of the disaster and to determine whether or not outside assistance will be needed. This assessment is generally performed within 24 or 48 hours after passage of an event, depending on severity and scope.

*In-kind.* The same as the prior building or structure in size, height and shape, type of construction, number of units, general location, and appearance.

*Interagency hazard mitigation team.* A team of representatives from FEMA, other federal agencies, state emergency management agencies, and related state and federal agencies, formed to identify, evaluate, and report on post-disaster mitigation needs.

*Joint field office (JFO).* A center established by FEMA for coordinating disaster response and recovery operations, staffed by representatives of federal, state, and local agencies as identified in the National Response Framework (NRF) and determined by disaster circumstances.

*Major disaster.* Any natural catastrophe (including any hurricane, tornado, high water, wind-driven water, earthquake, winter storm, drought, etc.), or, regardless of cause, any fire, flood, or explosion, which in the determination of the President of the United States causes damage of sufficient severity and magnitude to warrant major disaster assistance under the Stafford Act to

supplement the efforts and available resources of states, jurisdictions, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

*National response framework (NRF).* A plan to coordinate efforts of the government in providing response to natural disasters, technological emergencies, and other incidents requiring federal assistance under the Stafford Act in an expeditious manner.

*Project worksheet (PW).* A claim by a local jurisdiction for financial reimbursement for repair or replacement of a public facility damaged in a major disaster, as authorized under the Stafford Act and related federal regulations, plans, and policies.

*Public assistance program.* FEMA's Public Assistance (PA) Grant Program is designed to provide assistance to states, local governments, and certain nonprofit organizations to alleviate suffering and hardship resulting from major disasters or emergencies declared by the President. Through the PA Program, FEMA provides supplemental federal disaster grant assistance for the repair, replacement, or restoration of disaster-damaged, publicly owned facilities and the facilities of certain private nonprofit (PNP) organizations. The federal share of assistance is not less than 75 percent of the eligible cost for emergency measures and permanent restoration. The grantee (usually the state) determines how the non-federal share (up to 25 percent) is split with the sub grantees (eligible applicants).

*Reconstruction.* The rebuilding of permanent replacement housing, construction of large-scale public or private facilities badly damaged or destroyed in a major disaster, addition of major community improvements, and full restoration of a healthy economy.

*Recovery functions.* The categories of activities and programs that the County and its citizens are likely to need following a disaster.

*Recovery task force.* An interdepartmental organization that coordinates Beaufort County staff actions in planning and implementing disaster recovery and reconstruction functions.

*Recovery plan.* A pre-event plan for post-disaster recovery and reconstruction, composed of policies, plans, implementation actions, and designated responsibilities related to expeditious and orderly post-disaster recovery and rebuilding, with an emphasis on mitigation.

*Recovery strategy.* A post-disaster strategic program identifying and prioritizing major actions contemplated or under way regarding such essential recovery functions as business resumption, economic reinvestment, industrial recovery, housing replacement, infrastructure restoration, and potential sources of financing to support these functions.

*Stafford Act.* The Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 93-288, as amended).

(Ord. No. 2008/28, § 3, 8-11-2008)

#### **Sec. 22-104. - Recovery management structure.**

The primary recovery task that shall be completed in times of a disaster is assuring that all continuity of government procedures are in place and being carried out according to previously established plans. This includes having lines of succession in place for county council members and all essential Beaufort County staff (especially department heads).

The second task should be implementing a management structure that defines how recovery

procedures will be managed by the county. The following structure is hereby created for the purpose of coordinating Beaufort County actions in planning and implementing disaster recovery and reconstruction activities.

(1) *Recovery task force.* A recovery task force is hereby established that is comprised of the following officers and members:

- (a) The county administrator who shall be chair;
- (b) The division director of engineering and infrastructure who shall be director and vice-chair;
- (c) The division director of community services who shall be deputy director, and who shall act as vice-chair in the absence of the vice-chair;
- (d) The Beaufort County Staff Attorney who shall be legal adviser;
- (e) Other members, including the building official, county engineer, planning director, fire chief, emergency management director, county sheriff, and the director of public works, together with representatives from such other departments and offices as the alliance for human services, assessor, county council, economic development, EMS, GIS, parks and leisure services, zoning, department of social services/emergency welfare services, municipal representatives, private sector and nonprofit organizations etc., may be deemed necessary by the chair or director for effective operation.

(2) *Powers and duties.* The recovery task force shall have such powers as enable it to carry out the purposes, provisions, and procedures of this chapter, as identified in this chapter.

(3) *Operations and meetings.* The director shall have responsibility for recovery task force operations. When an emergency declaration is in force (whether declared by the governor or through the enactment of an emergency ordinance adopted by Beaufort County Council), the county administrator shall authorize activation of the recovery task force and disaster recovery plan. After a declaration and/or determination that a local emergency exists, and while such declaration or determination is in force, the recovery task force shall meet daily or as frequently as determined by the director. When an emergency declaration or determination is not in force, the recovery task force shall meet monthly or more frequently, upon call of the chair or director.

(4) *Succession.* In the absence of the director, the deputy director shall serve as acting director and shall be empowered to carry out the duties and responsibilities of the director. The director shall name a succession of department managers to carry on the duties of the director and deputy director, and to serve as acting director in the event of the unavailability of the director and deputy director.

(5) *Organization.* The recovery task force may create such standing or ad hoc committees as determined necessary by the director.

(6) *Relation to Beaufort County Emergency Management.* The recovery task force shall work in concert with Beaufort County Emergency Management that has interrelated functions and similar membership.

(7) *Short-term recovery objectives.* The emergency management director is in charge of overseeing all short-term recovery activities. Beaufort County's objectives to be accomplished during short-term recovery can be found in the Beaufort County Recovery Plan, Appendix C. This checklist is to be used to determine that short-term recovery activities have been completed properly.

(8) *Long-term recovery objectives.* The director of the public services department is responsible for overseeing all long-term recovery activities. Beaufort County's objectives to be accomplished during long-term recovery can be found in the Beaufort County Recovery Plan, Appendix C. This checklist is to be used to determine that long-term recovery activities have been completed properly.

(9) *Ending recovery operations.* Recovery operations shall continue until the county administrator has notified staff to return to normal operations. Normal operations will not resume until either the emergency management director (for short-term emergency activities) or the director of the public services department (for long-term recovery activities) has notified the county administrator that recovery activities have been completed.

(Ord. No. 2008/28, § 4, 8-11-2008; Ord. No. 2011/14, 5-9-2011)

**Editor's note—** Appendix C, herein referred to, has not been set out but is adopted by reference and is on file in the county offices.

#### **Sec. 22-105. - Recovery plan.**

Beaufort County has developed a pre-event plan for post-disaster recovery and reconstruction, referred to as the Beaufort County Recovery Plan, which is comprised of pre-event and post-disaster policies, plans, implementation actions, and designated responsibilities related to expeditious and orderly post-disaster recovery and rebuilding, and incorporates hazard mitigation in all elements of the plan.

(1) *Recovery plan content.* The recovery plan addresses policies, implementation actions and designated responsibilities for such subjects as impact assessment (disaster assessment), continuation of government, public information/community relations, human services (short-term), individual assistance, volunteers and donations, debris management, re-entry security, health and human safety, repair and restoration of public infrastructure and buildings, building inspections and permits, rebuilding, construction, repairs, restoration, temporary housing, redevelopment (planning and zoning ordinance enforcement), economic preservation and restoration, mitigation, recovery administration and finance, county employees, mortuary operations, mutual aid protocols, pre-disaster equipment and facilities deployment and such other subjects as may be appropriate to expeditious and wise recovery.

(2) *Coordination of recovery plan with county and regional plans, FEMA, and other agencies.* The recovery plan identifies relationships of planned recovery actions with those of adjacent communities and state, federal, or mutual aid agencies involved in disaster recovery and reconstruction, including but not limited to the Federal Emergency Management Agency (FEMA), the American Red Cross, the Department of Housing and Urban Development (HUD), the Small Business Administration (SBA), the Environmental Protection Administration (EPA), the Department of Transportation (DOT), the South Carolina Emergency Management Division (SCEMD), the South Carolina Department of

Health and Environmental Control (DHEC) and other entities that provide assistance in the event of a major disaster. A draft copy of the plan shall be sent to the South Carolina Emergency Management Division on an annual basis for review in sufficient time for comment prior to action on the recovery plan by the Beaufort County Council.

(3) *Recovery plan implementation.* The director and recovery task force shall be responsible for implementation of the plan both before and after a major disaster, as applicable. Before a declaration of emergency, the director, or his/her authorized representative, shall prepare and submit reports annually, or more frequently as necessary, to fully advise the Beaufort County Council on the progress of preparation or implementation of the recovery policy. After a declaration of emergency in a major disaster, the director shall report to the Beaufort County Council as often as necessary on implementation actions taken in the post-disaster setting, identify policy and procedural issues, and receive direction and authorization to proceed with plan modifications necessitated by specific circumstances.

(4) *Recovery plan training and exercises.* The recovery task force shall organize and conduct periodic training and exercises annually, or more often as necessary, in order to develop, convey, and update the contents of the recovery plan. Such training and exercises will be conducted in coordination with similar training and exercises related to the emergency operations plan.

(5) *Recovery plan consultation with citizens.* The recovery planning committee is comprised of representatives of business, volunteer and community organizations that represent Beaufort County citizens. Other efforts to inform the public about the recovery plan will be coordinated by the public information officer.

(6) *Recovery plan amendments.* During implementation of the recovery plan, the director and the recovery task force shall address key issues, strategies and information bearing on the orderly maintenance and periodic revision of the plan. In preparing modifications to the plan, the recovery task force shall consult with county departments, business, and community organizations and other government entities to obtain information pertinent to possible recovery plan amendments.

(7) *Recovery plan coordination with related plans.* The recovery plan has been prepared and shall be updated to be in coordination with related elements of the comprehensive general plan and emergency operations plan, or such other plans as may be pertinent. Such related plan elements shall be periodically amended to be consistent with key provisions of the recovery plan, and vice versa.

(8) *Recovery plan validation.* The recovery plan shall be validated annually and/or following a disaster event. In order to facilitate an organized and comprehensive review of the plan, review checklists have been created for each of the recovery functions. The checklists include action items that should be reviewed and completed each year by the agency/department responsible for implementing the recovery function, in conjunction with the support agencies assigned to that recovery function. Once the review checklists have been completed, they should be turned in to the division director of engineering and infrastructure who will then make a report to county council regarding the status of recovery operations for the year. (Appendix A)

Any changes to be made to the recovery plan, identified either by the annual review, or in an after action report, will be made at the discretion of the recovery task force

and shall not require county council review and/or action.

(Ord. No. 2008/28, § 5, 8-11-2008; Ord. No. 2011/14, 5-9-2011)

**Editor's note**— Appendix A, herein referred, has not been set out in this publication but is on file in the county offices.

**Sec. 22-106. - General provisions.**

The following general provisions shall be applicable to implementation of this article:

(1) *Powers and procedures.* Following the disaster declaration and/or determination that a local emergency exists, and while such declaration or determination is in force, the director of the recovery task force (the division director of engineering and infrastructure) and the deputy director of the recovery task force (the division director of community services, in the absence of the director) shall have authority to exercise powers and procedures authorized by this article, subject to extension, modification, or replacement of all or portions of these provisions by separate ordinances adopted by the Beaufort County Council. The emergency management director shall have oversight and control of issuing any curfews (section 22-107), coordinating re-entry procedures (section 22-108), and all other short-term emergency matters.

In the absence of any declaration of emergency by the governor of the State of South Carolina, nothing shall prohibit Beaufort County Council, in its discretion, from exercising any powers necessary to protect the health, safety and welfare of its citizens. If such an emergency exists within Beaufort County, and immediate action is needed, council shall convene to declare an emergency and shall implement the provisions of this article in part or in full force. If the situation is such that council cannot convene, the declaration of local emergency shall be made by the Beaufort County Administrator or his designee. Such a declaration shall be subject to ratification, alteration, modification or repeal, by council, as soon as council can convene. Subsequent actions of council shall not affect the validity of prior actions taken by the county administrator, or his designee.

(2) *Post-disaster recovery operations.* The director of the recovery task force (director of the public services department) shall have duties in directing and controlling post-disaster recovery and reconstruction operations, including but not limited to the following:

(a) Activate, mobilize and deploy local law enforcement to respond to any situations necessary to promote recovery and redevelopment within Beaufort County;

(b) Activate and deploy damage assessment teams to identify damaged structures and to determine further actions that should be taken regarding such structures;

(c) Activate and deploy hazards evaluation teams to locate and determine the severity of natural or technological hazards that may influence the location, timing, and procedures for repair and rebuilding processes;

(d) Maintain liaison with the Beaufort County Emergency Operations Center and other public and private entities, such as FEMA, the American Red Cross, and the South Carolina Emergency Management Division in providing necessary information on damaged and destroyed buildings or infrastructure, natural and technological hazards, street and utility restoration priorities, temporary housing needs and similar

recovery concerns;

- (e) Establish "one-stop" field offices located in or near impacted areas where appropriate, staffed by trained personnel from appropriate departments, to provide information about repair and rebuilding procedures, issue repair and reconstruction permits, and provide information and support services on such matters as business resumption, industrial recovery, and temporary and permanent housing;
- (f) Activate streamlined procedures to expedite repair and rebuilding of properties damaged or destroyed in the disaster;
- (g) Make recommendations regarding moratoriums on buildings, land use regulations and permits, subject to Beaufort County Council ratification, as provided under subsection 22-109(22);
- (h) Recommend to the Beaufort County Council and other appropriate entities necessary actions for reconstruction of damaged infrastructure;
- (i) Prepare plans and proposals for action by the Beaufort County Council for redevelopment projects, redesign of previously established projects or other appropriate special measures addressing reconstruction of heavily damaged areas;
- (j) Formulate proposals for action by the Beaufort County Council to amend the comprehensive general plan, emergency operations plan, and other relevant plans, programs, and regulations in response to new needs generated by the disaster;
- (k) Such other recovery and reconstruction activities identified in the Recovery plan or by this article, or as deemed by the director as necessary to promote recovery, public health, safety, and well-being of the citizens of Beaufort County.

All County employees should be aware that in times of disasters, normal county operations are suspended and personnel may be reassigned during portions of task force operations.

(3) *Coordination with FEMA and other agencies.* The director and the recovery task force shall coordinate recovery and reconstruction actions with those of state, federal, or mutual aid agencies involved in disaster response and recovery, including but not limited to the Federal Emergency Management Agency (FEMA), the American Red Cross, the Department of Housing and Urban Development (HUD), the Small Business Administration (SBA), the South Carolina Emergency Management Division and other entities that provide assistance in the event of a major disaster. Intergovernmental coordination tasks including but not limited to the following:

- (a) Assign trained personnel to provide information and logistical support to the FEMA Joint Field Office, if needed;
- (b) Supply personnel to provide information support for FEMA Disaster Recovery Centers (DRCs), if needed;
- (c) Participate in damage assessment surveys conducted in cooperation with FEMA and other entities;
- (d) Participate in the development of hazard mitigation strategies with the

Interagency Hazard Mitigation Team (when activated) with FEMA and other entities;

(e) Cooperate in the joint establishment with other agencies of one-stop service centers for issuance of repair and reconstruction options and permits, business resumption support, counseling regarding temporary and permanent housing, and other information regarding support services available from various governmental and private entities;

(f) Coordinate within county government the preparation and submission of supporting documentation for Project Worksheets (PWs) to FEMA;

(g) Determine whether damaged structures and units are within floodplains identified on Flood Insurance Rate Maps (FIRMs) and whether substantial damage has occurred;

(h) Implement such other coordination tasks as may be required under the specific circumstances of the disaster.

(4) *Additional staffing needs.* In times of disaster, it may be necessary to hire additional staff members to perform various recovery-related duties (for example, additional administrative support for various departments). All additional hiring will be coordinated through the human resources department at the direction of the county administrator. Whenever possible, funding for filling such positions will be provided by sources other than Beaufort County funding from state and federal programs (grant funds, federal programs). If no additional funding sources are available, emergency funds may need to be spent to fill additional staffing needs. Authorization of the expenditure of emergency funds may only be approved by the county administrator.

(5) *Consultation with citizens.* Activities undertaken by the recovery task force that require notification of, or are of interest to the Beaufort County citizenry will be presented to the public through the public information officer.

(Ord. No. 2008/28, § 6, 8-11-2008; Ord. No. 2011/14, 5-9-2011)

#### **Sec. 22-107. - Imposition of curfews during times of emergency and recovery.**

(1) *Purpose.* Beaufort County Council may impose a curfew during periods of emergency or disaster to protect the health, safety, and welfare of the citizens and property of Beaufort County during an emergency, disaster, or imminent threat thereof. The curfew will be used to protect citizens and property from the potential presence of looters, vandals, thieves and others who would take advantage of the confusion and devastation associated with such an event.

(2) *Institution of curfew.* Upon the declaration of a state of emergency by the Governor, or upon the determination by Beaufort County Council, or its emergency manager or successor, of the existence of an emergency or disaster, county council, may adopt a resolution instituting a curfew when it is determined necessary to protect and safeguard the people and property of Beaufort County. All of the territory of the unincorporated county shall be subject to the terms of the curfew, unless otherwise specified in the resolution. The resolution instituting the curfew shall include the dates and hours that the curfew shall be in effect.

(3) *Enforcement.* The provisions under this section shall be enforced by the Beaufort County Sheriff's Department.

(4) *Prohibition.* It shall be prohibited for any person, other than exempt individuals, to appear in public in the territory subject to the curfew, including, but not limited to, streets, highways, alleys, sidewalks, vacant lots, parks, public buildings or any other public places in all or a delineated part of unincorporated Beaufort County during the stated hours of the curfew. Violators, if convicted, will be subject to any and all penalties allowed for in this article.

(Ord. No. 2008/28, § 7, 8-11-2008)

**Sec. 22-108. - Re-entry into areas affected by disasters.**

(1) *Purpose.* It may be necessary, following an evacuation, natural or manmade disaster, or otherwise, to restrict entry into portions or all of Beaufort County by the Beaufort County Sheriff's Department. Restricted access shall occur only when absolutely necessary to protect the lives and property of its citizens. In the absence of state and/or federal oversight, Beaufort County recognizes the need to locally restrict access to areas by the general public during times of disaster and post recovery and reconstruction.

(2) *Re-entry procedures.* It is anticipated that re-entry will occur in a tiered manner based on key roles in restoring normal operations after a disaster. It is understood that events may occur within specific areas of the county that will dictate, based on local needs and factors, what personnel will need access into the affected areas. Safety, with regard to public health, travel accessibility and rescue operations will be paramount and of crucial importance in determining access.

Immediate and unrestricted access will be granted to search and rescue agents, including agents from county and municipal fire-rescue departments, state, local, and federal law enforcement, fire/EMS, National Guard (Military) and emergency response agencies in support of the affected area.

(3) *Re-entry passes.* Beaufort County Emergency Management is responsible for the assignment of re-entry passes. Federal, state and local government agencies and law enforcement officials agree to recognize specific identification from critical infrastructure owners and operators, their contractor(s), subcontractors and others as they seek access into a restricted disaster area. Relying parties (e.g. law enforcement) will require constant communications with local emergency operations centers so that proper admittance is granted. Once identity and attributes are authenticated, access is granted at the discretion of the relying parties. Falsification or the forgery of any re-entry or access passes issued in due course by the emergency management department or like state or federal agency shall be considered a violation of this article and shall be punishable in accordance with the applicable provisions of this article.

(4) *Re-entry for citizens and public.* Upon the determination that an affected area is deemed to be safe, the emergency management department, at its discretion, may allow for re-entry for citizens of Beaufort County, or the general public at large.

(Ord. No. 2008/28, § 8, 8-11-2008)

**Sec. 22-109. - Disaster and recovery emergency permitting and zoning policy and procedures.**

(1) *Goals and purposes.* The goal of the division of building and the division of code enforcement in a disaster is to allow rebuilding, repair and reconstruction of damaged structures in an orderly, safe and timely manner. Although speed of reconstruction is critical, the overall

quality of the reconstruction process as it relates to federal, state and local building codes is a paramount issue. The purpose of these administrative procedures is to establish an emergency permitting system to be used following a declared disaster to expedite repair, restoration, or rebuilding of safe habitable structures.

(2) *Scope.* The scope of this section includes:

- (a) An overview of the emergency permitting process comprised of damage assessment, determination, notification, permitting and inspection.
- (b) Description of damage categories and corresponding types of emergency permits, based upon the degree of damage.
- (c) Procedures to determine compliance with the county's development standard ordinance.
- (d) Procedures describing emergency permitting and inspection requirements.
- (e) The purpose and authority of the construction board of adjustments and appeals.
- (f) Fee structure and requirements.

(3) *Post-disaster procedures.* The division of building and the division of code enforcement will implement the following series of procedures to expedite the building permit review and permit issuance process immediately following declaration of an emergency. The division of building and the division of codes are managed by the Beaufort County Building Official. In a recovery operation the county building official is hereby authorized to make minor adjustments to these policies and procedures to meet the objectives of county recovery actions as unforeseen situations arise.

The provisions of section 22-109 shall be in effect for a period of six months from the date of a local emergency declaration following a major disaster or until termination of a state of local emergency, whichever occurs later, or until these provisions are extended, modified, replaced by new provisions, or terminated, in whole or in part, by action of the Beaufort County Council through separate ordinances.

(4) *Operational procedures.*

- (a) The division of building and the division of codes will reopen immediately upon proper notice at the current office location, or at an alternate location if the current location is damaged.
- (b) Upon re-entry all inspectors and code enforcement staff must contact the county building official, or the deputy county administrator, to receive work assignments and return to work schedules.
- (c) Inspectors will be assigned to areas of the county to monitor construction activity.
- (d) Inspectors will issue temporary permits for repair to prevent further damage in accordance with these policies: the international codes, FEMA Substantial Damage Estimation software.
- (e) Inspectors will notify owners of need to comply with construction permit requirements and to advise all concerned parties on reconstruction issues in a post-disaster situation.

(f) Damage assessment teams shall be activated. Team will be comprised of one building inspector, one tax appraiser and other professionals, as deemed necessary to assist with structural analysis of severely damaged buildings.

(g) If emergency staffing requirements are beyond current staff capability, staffing will be added through mutual aid agreements with surrounding and/or units of government and volunteer groups with proper qualifications.

(5) *Damage assessment procedures.*

(a) The initial impact assessment (windshield assessment, disaster assessment) is used to determine the extent of the disaster and to determine whether or not outside assistance will be needed. This assessment is coordinated by the emergency management department and is generally performed within 24 or 48 hours after passage of an event, depending on severity and scope.

(b) The detailed damage assessment follows the initial impact assessment and includes conducting on-site visits by the damage assessment teams for each affected property. This process may take weeks to complete and will culminate in a summary damage estimate in dollars of the total loss to all property in Beaufort County, including: real, personal, agricultural, utility, infrastructure, business, etc. The county building official and the assessor will determine when damage assessment teams will be assembled for conducting detailed damage assessments and make assignments to areas of the county.

(c) Assessment teams are to establish dollar amount assessments of damage to all structures within their area of responsibility.

(d) Each team will have values of structures from the most recent tax records.

(e) Assessment team decisions will be symbolized by the use color-coded assessment cards at each structure.

(f) Cards will address information as to what percent of the structure has sustained damage, and what process the owner will be required to follow to correct the damage to property. Colored card system detail is found below.

(6) *Detailed damage assessment procedures.* The county building official or an authorized representative shall direct damage assessment teams having authority to conduct field surveys of damaged structures and post color-coded placards designating the condition of such structures as follows:

(a) Green card—No restrictions. A green card denotes minor damage to property. Card information will include permission to make these minor repairs without having to obtain a zoning or building permit. Structures with minor damage can be made habitable in a short period of time with minimal repairs. Damage may include doors, windows, floors, furnaces, air conditioners, water heaters and other repairable damages.

(b) Yellow card—limited entry. A yellow card denotes major damage to the property. Card information will include instructions on how to apply for a zoning and building permit. Owner will not be allowed to occupy the structure, occupancy will be allowed only when structure is classified with a green card with no restrictions. Structures with moderate damage can be made habitable with extensive repairs. This category may include damage to the following portions of a structure: foundation, roof structure, wall sections and any

other major components of the property.

(c) Red card—Unsafe. A red card denotes that the property has been destroyed. Card information will include that the structure is unsafe and may not be occupied. Buildings posted with this placard shall not be entered under any circumstances except as authorized in writing by the department that posted the building or by authorized members of damage assessment teams. The individual posting this placard shall note in general terms the type of damage encountered. This placard is not to be considered a demolition order. Structures with major damage are considered destroyed and a total loss, meaning that damage is determined to be of such an extent that repair is not feasible.

Beaufort County Field inspectors will complete the appropriate card and post in a conspicuous location. Inspector must keep a log of all structures posted in this category. Log will include date, time, location and a damage description/justification of designation.

(d) This article and section number, the name of the department, its address, and phone number shall be permanently affixed to each placard.

(e) Once a placard has been attached to a building, it shall not be removed, altered or covered until done so by an authorized representative of Beaufort County or upon written notification from Beaufort County. Failure to comply with this prohibition will be considered a misdemeanor punishable by a \$300.00 fine.

(7) *Development review team procedures.*

(a) After an initial damage assessment is completed, the county development review team (DRT) shall convene to determine what areas of the county are impacted and discuss permitting procedures under current emergency conditions.

(b) The DRT will discuss conditions, including the following matters in determining how to proceed: plan review requirements, temporary housing needs, ordinance enforcement, abatement of unsafe or unrepairable structures, emergency repairs and flood damage control regulation enforcement.

(c) The DRT shall make determinations as to what areas within the county are in need of redevelopment, or in the alternative, which areas are eligible for reconstruction. When a determination has been made that an area has been damaged to such an extent that redevelopment is appropriate, the director of planning shall coordinate the process of organizing meetings with the municipalities to determine how the affected areas are to be redeveloped. Redevelopment plans should be based on the most recent comprehensive plan.

(8) *Permitting procedures.*

(a) The permitting process will be determined by the extent of damage that a property has sustained. Each property will be treated individually consistent with county ordinances and the international building codes requirements. Property sustaining minor damage may not require a permit based on the type of damage.

Major damage will, in most cases, require a permit. The amount of information needed to satisfy the permitting process will be determined by the type and amount of damage that the structure has received. In most situations where a property has

sustained major damage, the owner or contractor conducting the repair will be required to submit a full plan of reconstruction.

(b) During damage assessment, the inspector will leave a colored-coded placard at the site in a conspicuous location. The placard will provide instructions to the owner if a zoning or building permit is required. The color codes are discussed above in subsection 22-107(6).

(9) *Emergency nonconforming permitting procedures.* In an emergency it may be necessary to allow existing nonconforming uses to rebuild. Building owners will only be allowed to rebuild nonconforming uses under these conditions:

(a) Owner has official copy of building plans that include overall size and dimensions of structure.

(b) Owner has recent photographs of the structure that supply construction and appearance detail of the structure.

(c) In addition to meeting the conditions as stated above, building owners are also required to comply with the requirements set forth within subsection 22-109(27) with regard to the rebuilding of nonconforming structures.

(10) *Joint county-municipal permitting.* In a large scale disaster, joint permitting by all governmental permitting bodies would greatly improve effectiveness and speed of post-disaster reconstruction. County staff will pursue implementation of a joint system with all permitting bodies.

(11) *Administrative and clerical staff duties and roles in a disaster.*

(a) Normal daily business routine procedures will be employed unless adjusted by the county building official.

(b) Telephone duty assigned to two staff members for all incoming calls.

(c) Screening of walk-ins by one staff person. The assigned and designated FEMA Coordinator will notify the county building code and code enforcement divisions of substantially damaged buildings requiring building services approval prior to permit release.

(d) All records will be retained.

(e) Combined staffs from these county divisions and departments: buildings, planning and zoning departments (and others if required) will perform needed clerical and related processing as needed.

(12) *Ready information/materials/equipment (for damage assessment teams).*

(a) Video cameras and/or digital cameras.

(b) Cameras and additional memory.

(c) Assessment records by district.

(d) County maps with tax districts designated.

- (e) Temporary permit forms.
- (f) Building damage assessment forms/building tags/noncompliance forms.
- (g) Handheld GPS equipment.

(13) *Issuing emergency zoning and building permits.* When an emergency is officially declared, the following procedures will be implemented when issuing permits:

No restriction on use or occupancy. No plans are required, no permit is required, and no inspection activity other than damage assessment is required.

Use and occupancy restriction. A plan may be required for repairs or a detailed list of work to be done may be required. Development plan review is not required if there is no change in footprint of the building. Emergency building permit(s) is required. An affidavit stating that the owner or his/her authorized agent shall comply with all county codes will be required. Building inspections are required prior to work beginning and during construction.

Use and occupancy restriction. Flood regulation standards shall be implemented. This standard is based upon Beaufort County Flood Map standards adopted by the County to qualify for FEMA disaster planning and reconstruction funding. Flood mapping in place at the time of the disaster will be the standard for decisions. County building official, or other designated representative, may review decisions, where information is incomplete, and/or in conflict with reality, or in error. General requirements: Plans may be required for repairs. If pre-existing structure is in compliance with zoning, and structure is not located in a flood zone or it is elevated to the proper base flood elevation, there is no change in the use or occupancy and there will be no expansion, plans will not be required. The building must be brought into full compliance with all applicable codes: zoning, building and flood regulations. Development plan review is not required. Building plan review is not required. An emergency building permit is required. An affidavit stating the owner or his/her agent will comply with all county codes is required. Building inspections are required prior to and during construction.

Unsafe. If structure is not demolished, plans are required. A structural engineer report is required. Zoning and development permits are required. A building permit is required.

General requirements: Plans and structural analysis may be required for repairs. If pre-existing structure is in compliance with zoning, and structure is not located in a flood zone or it is elevated to the proper base flood elevation and there is no change in the use or occupancy and there will be no expansion, the building may be repaired after obtaining the building permit; or the building must be brought into full compliance with all applicable codes: zoning, building and flood regulations. Development plan review may not be required. Building inspections are required prior to and during construction.

(14) *County permit fees.* The county will continue to collect permit fees. If conditions warrant revision of this policy, recommendations will be presented to county council.

(15) *Contractor licensing.*

- (a) The county will heighten monitoring and oversight of licensing requirements during emergencies.
- (b) Contractors and subcontractors are likely to respond to construction needs from all

parts of the United States.

(c) State contractor licensing requirements will be the same as during normal operations (e.g., only contractors with appropriate credentials will be issued licenses to work in Beaufort County).

(d) No preliminary licensing will be allowed.

(e) High likelihood that Beaufort County, and state contractor licensing authorities, will establish offices in Beaufort County to administer contractor exams, and to manage the paperwork related to the procedure.

(16) *Zoning operations.*

(a) Zoning permits will be required as described above.

(b) A site plan or plat will not be required unless the house was moved from its foundation or it is being expanded.

(c) Field inspectors will judge extent of damage both residential/commercial structures.

(17) *Flood regulations.*

(a) Beaufort County's flood regulations requires that all pre-FIRM buildings (FEMA definition - a building for which construction or substantial improvement occurred on or before December 31, 1974, or before the effective date of an initial Flood Insurance Rate Map (FIRM)) located in the 100-year floodplain be elevated to the required base flood elevation if the building sustains > 50 percent damage of its market value.

(b) Replacement value is determined before improvements are made to the structure.

(c) In cases where there are questions regarding extent of damage or flood zone designation, the inspector shall complete FEMA substantial damage form to make the determination.

(18) *Electrical and gas connections.*

(a) Electrical and gas safety inspection procedures. All buildings with a damaged electric and/or gas meter, damaged electrical service weather head, and/or with water submersion inside of the structure up to the elevation of electrical receptacles, will require an electrical safety inspection prior to electrical service being restored.

(b) Gas lines in buildings that have experienced a fire must be inspected prior to gas service being restored.

(c) Stop work orders (red tags) are to be conspicuously placed near utility meters that are not to be reconnected without prior inspection and release.

(d) Records of structures deemed unsafe for utility reconnection are to be maintained and released to the applicable electrical or gas utility as quickly as possible after the determination is made.

(19) *Mutual aid building inspectors.* Mutual aid building inspectors will assist with performing substantial damage determination inspections, complete applicable forms, input data into FEMA

substantial damage determination software, and perform other related duties as assigned.

(20) *Beaufort County Board of Adjustment and Appeals.*

(a) The Beaufort County Board of Appeals will handle disputes directly associated with disaster-related reconstruction and construction.

(b) The board will act on all matters resulting from matters in dispute. Likely areas of deliberation are: decisions related to degree of damage, new codes, floodplain issues, and other matters that may develop.

(c) Additional responsibilities may be assigned to the board to meet needs as they develop.

(d) Decisions will be made by majority vote, minutes and all other meetings requirements will be met as the board functions during disaster, including: open meetings requirements, accessibility requirements and Freedom of Information requirements.

(21) *Applications and forms (to be used by county staff).* Habitable Repair Approval, Unsafe Do Not Enter, Limited Entry - Permit Required for Repairs, Damage Checklist.

(22) *Development moratorium.* The director shall have the authority to make recommendations to county council regarding moratoriums on the issuance of building permits, approval of land use applications or other permits and entitlements related to the use, development, and occupancy of private property authorized under other chapters and sections of the Code of Ordinances. The recommendations will be based on the opinion of the director, that such action is reasonably justifiable for protection of life and property. County council shall be authorized to issue moratoriums in accordance with the provisions of this article. County council shall be authorized to issue a moratorium with regards to the requirements under this section.

(a) *Posting.* Notice of the moratorium shall be posted in a public place and shall clearly identify the boundaries of the area in which a moratorium is in effect as well as the exact nature of the development permits or entitlements that are temporarily held in abeyance.

(b) *Duration.* The moratorium shall be in effect from the earliest possible time following a disaster, and shall remain in effect until such time that the Beaufort County Council can take action to extend, modify, or terminate such moratorium by separate ordinance.

(23) *One-stop center for permit expediting.* The county building official shall oversee establishment of a one-stop center, staffed by representatives of pertinent departments, for the purpose of establishing and implementing streamlined permit processing to expedite repair and reconstruction of buildings, and to provide information support for provision of temporary housing and encouragement of business resumption and industrial recovery. The director shall establish such center and procedures in coordination with other governmental entities that may provide services and support, such as FEMA, SBA, HUD, or the South Carolina Emergency Management Division.

(24) *Temporary use permits.* The director shall have the authority to issue permits in any residential, commercial, industrial, or other zone for the temporary use of property that will aid in the immediate restoration of an area adversely impacted by a major disaster, subject to the following provisions:

(a) *Critical response facilities.* Any police, fire, emergency medical, or emergency

communications facility that will aid in the immediate restoration of the area may be permitted in any zone for the duration of the declared emergency;

(b) *Other temporary uses.* Temporary use permits may be issued in any zone, with conditions, as necessary, provided written findings are made establishing a factual basis that the proposed temporary use:

1. Will not have a long-term detrimental impact on the immediate neighborhood;
2. Will not adversely affect the comprehensive plan; and
3. Will contribute in a positive fashion to the reconstruction and recovery of areas adversely impacted by the disaster.

Temporary use permits may be issued for a period of one year following the declaration of local emergency and may be extended on an annual basis for a maximum of five years from the declaration of emergency, provided such findings are determined to be still applicable by the end of the first year. If, during the first or any subsequent four years, substantial evidence contradicting one or more of the required findings comes to the attention of the director, the temporary use permit shall be revoked.

(c) *Single-family residence repair or replacement.* A temporary use permit shall also be granted subject to the provisions of subsection 22-111(4) to allow the property owner of a single-family residence that has been deemed as having "no restrictions on use or occupancy" pursuant to subsection 22-109(13) to live on his or her property until such time as the damaged house can be repaired or rebuilt. This temporary housing permit shall be good for one year and may be renewed each year for a maximum of five years.

(d) *No grandfathered or nonconforming status acquired.* No use initiated pursuant to the provisions of this section may claim grandfathered or nonconforming use status. Any use initiated under this section must terminate after five years, if not before.

(25) *Temporary repair permits.* Following a disaster, temporary emergency repairs to secure structures and property damaged in the disaster against further damage or to protect adjoining structures or property may be made without fee or permit where such repairs are not already exempt under other chapters of the Code of Ordinances. The building official must be notified of such repairs within ten working days, and regular permits with fees may then be required.

(26) *Deferral of fees for reconstruction permits.* Except for temporary repairs issued under provisions of this chapter, all other repairs, restoration, and reconstruction of buildings damaged or destroyed in the disaster shall be approved through permit under the provisions of other chapters of this Code. Fees for such repair and reconstruction permits may be deferred until issuance of certificates of occupancy.

(27) *Nonconforming buildings and uses.* Buildings damaged or destroyed in the disaster that are legally nonconforming as to use, yards, height, number of stories, lot area, floor area, residential density, parking, or other provisions of the zoning and development standards may be repaired and reconstructed in-kind, provided that:

- (a) The building is damaged in such a manner that the structural strength or stability of the building is appreciably lessened by the disaster and is less than the minimum requirements of the International Building Code for a new building;

- (b) The cost of repair is less than 50 percent of the replacement cost of the building;
- (c) All structural, plumbing, electrical and related requirements of the International Building Code are met at current standards;
- (d) Any local, state or federal natural hazard mitigation requirements are met;
- (e) Reestablishment of the use or building is in conformance with the National Flood Insurance Program requirements and procedures;
- (f) The building is reconstructed to the same configuration, floor area, height, and occupancy as the original building or structure, except where this conflicts with National Flood Insurance Program (NFIP) provisions;
- (g) No portion of the building or structure encroaches into an area planned for widening or extension of existing or future streets as determined by the comprehensive general plan or applicable specific plan; and
- (h) Repair or reconstruction shall commence within two years of the date of the declaration of local emergency in a major disaster and shall be completed within two years of the date on which permits are issued.
- (i) In addition to the provisions contained herein, building owners are also required to comply with the provisions of subsection 22-109(9) with regard to the rebuilding of nonconforming structures.

Nothing herein shall be interpreted as authorizing the continuation of a nonconforming use beyond the time limits set forth under other sections of the zoning and development standards that were applicable to the site prior to the disaster.

(Ord. No. 2008/28, § 9, 8-11-2008; Ord. No. 2011/14, 5-9-2011)

**Sec. 22-110. - Demolition of damaged buildings.**

The director shall have authority to order the condemnation and demolition of buildings and structures damaged in the disaster under the standard provisions of the Code of Ordinances, except as otherwise indicated below:

- (1) *Condemnation and demolition.* In dealing with historic buildings, the building official shall notify the state historic preservation officer within 60 days after the disaster, that one of the following actions will be taken with respect to any historic building or structure determined by the building official to represent an imminent hazard to public health and safety or to pose an imminent threat to the public right-of-way:
  - (a) Where possible, within reasonable limits as determined by the building official, the building or structure shall be braced or shored in such a manner as to mitigate the hazard to public health and safety or the hazard to the public right-of-way;
  - (b) Whenever bracing or shoring is determined not to be reasonable, the building official shall cause the building or structure to be condemned and immediately demolished. Such condemnation and demolition shall be performed in the interest of public health and safety without a condemnation hearing as otherwise required by the building code. Prior to commencing demolition, the building official shall photographically record the entire building or structure.

(2) *Notice of condemnation.* If, after the specified time frame noted in subsection 22-108(1) of this chapter and less than 30 days after the disaster, a historic building or structure is determined by the building official to represent a hazard to the health and safety of the public or to pose a threat to the public right-of-way, the building official shall duly notify the building owner of the intent to proceed with a condemnation hearing within 30 business days of the notice in accordance with the building code; the building official shall also notify FEMA, in accordance with the National Historic Preservation Act of 1966, as amended, of the intent to hold a condemnation hearing.

(3) *Request to FEMA for approval to demolish.* Within 30 days after the disaster, for any historic building or structure which the building official and the owner have agreed to demolish, the building official shall submit to FEMA, in accordance with the National Historic Preservation Act of 1966, as amended, a request for approval to demolish. Such request shall include all substantiating data.

(4) *Historic building demolition review.* If, after 30 days from the event, the building official and the owner of a historic building or structure agree that the building or structure should be demolished, such action will be subject to the review process established by the National Historic Preservation Act of 1966, as amended.

(Ord. No. 2008/28, § 10, 8-11-2008)

#### **Sec. 22-111. - Temporary housing.**

(1) *Purpose.* It is understood that FEMA will be responsible for all temporary housing activities following a disaster; however, it is in Beaufort County's best interest to have a plan in place for guiding where temporary housing is located, the types of temporary housing brought in and how long the housing is allowed to stay on-site.

(2) *Pre-disaster site planning.* Each year, as part of the recovery plan update process, the division director of community services will be responsible for overseeing a planning process to determine the best sites for the placement of potential temporary housing units. The county will focus on using county-owned property and perhaps existing mobile home parks for locating temporary housing developments. This site identification will take place on an annual basis. This process will be coordinated with the affordable housing, planning, zoning, building codes, GIS and other departments as deemed necessary. The results of this annual planning process will be compiled in a selection report and presented to county council by the county administrator.

(3) *Post-disaster policies and procedures.* Upon declaration of an emergency, the county administrator shall assign staff to work with FEMA, HUD, the South Carolina Emergency Management Division, and other appropriate governmental and private entities to identify special programs by which provisions can be made for temporary or permanent replacement housing that will help avoid undue displacement of people and businesses. Such programs may include deployment of manufactured housing and manufactured housing developments under the temporary use permit procedures provided in subsection 22-107 of this article and available section 22-108 and community development block grant funds to offset repair and replacement housing costs, and other initiatives appropriate to the conditions found after a major disaster.

(4) *Other.* The county will issue temporary use permits to residents which will allow for the placement of one temporary housing unit on property owned by them in the event that the property owner's house has been damaged but has been deemed as "having no restriction on use or occupancy" as set forth in subsection 22-109(13) above. This will allow the property

owner and his or her family to live on-site until such time that the damaged house can be repaired or rebuilt. This temporary housing unit shall only be occupied by the property owner and his or her family.

(Ord. No. 2008/28, § 11, 8-11-2008; Ord. No. 2011/14, 5-9-2011)

**Sec. 22-112. - Hazard mitigation program.**

The county has established a comprehensive hazard mitigation program that includes both long-term and short-term components.

(1) *Hazard mitigation plan.* Beaufort County has adopted by resolution a hazard mitigation plan for the purpose of enhancing long-term safety against future disasters. The hazard mitigation plan identifies and maps the presence, location, extent, and severity of natural hazards, such as:

- (a) Flooding;
- (b) Dam failure;
- (c) Drought;
- (d) Wind: thunderstorms and tornadoes;
- (e) Earthquakes;
- (f) Fire;
- (h) Tsunamis;
- (i) Hazardous materials.

The hazard mitigation plan determines and assesses Beaufort County's vulnerability to such known hazards and proposes measures to be taken both before and after a major disaster to mitigate such hazards. It contains linkages between its own provisions and those of other comprehensive plan elements including, but not limited to, land use, transportation, housing, economic development, and historic preservation, and any other pertinent element so that development and infrastructure decisions will incorporate considerations of natural hazards.

(2) *Short-term action program.* A short-term hazard mitigation program is included in the recovery plan. It is comprised of hazard mitigation program elements of highest priority for action, including preparation and adoption of separate ordinances dealing with specific hazard mitigation and abatement measures, as necessary. Such ordinances may require special site planning, land use, and development restrictions or structural measures in areas affected by flooding, urban/wild land fire, wind, seismic, or other natural hazards, or remediation of known technological hazards, such as toxic contamination.

(3) *Post-disaster actions.* Following a major disaster, the director shall participate in developing a mitigation strategy as part of the interagency hazard mitigation team with FEMA and other entities, as called for in Section 409 of the Stafford Act and related federal regulations. As appropriate, the director may recommend to the Beaufort County Council that Beaufort County participate in the state's hazard mitigation grant program, authorized in Section 404 of the Stafford Act, in order to partially offset costs of recommended hazard

mitigation measures.

(4) *New information.* As new information is obtained regarding the presence, location, extent, and severity of natural or technological hazards, or regarding new mitigation techniques, such information shall be made available to the public, and shall be incorporated as soon as practicably possible within the comprehensive plan and the recovery plan through amendment.

(Ord. No. 2008/28, § 12, 8-11-2008)

**Sec. 22-113. - Protection of critical county public records policies and procedures.**

(1) *Purpose.* Effective and productive management of county business requires that critical public records be protected and stored for reuse as normalcy is reestablished within the county.

(2) *Identification of critical records.*

(a) County staff will conduct meetings with appropriate county departments to access the volume and types of material.

(b) Recommendation report will be made and presented to the county administrator.

(3) *Adoption of safe storage policy.*

(a) County staff will make recommendations as to appropriate protection and storage procedures.

(b) Recommendation report will be made and presented to the county administrator.

(Ord. No. 2008/28, § 13, 8-11-2008)

**Sec. 22-114. - Disaster emergency refuse collection and disposal policies and procedures.**

(1) *Objectives.*

(a) Timely and effective refuse removal and disposal are critical factors in enabling quicker cleanup and rebuilding.

(b) Refuse removal and disposal are also health and safety issues.

(2) *Procedures.* The director of public works shall be responsible for managing the removal from public rights-of-way debris and rubble, trees, damaged or destroyed cars, trailers, equipment, and other private property, without notice to owners, provided that in the opinion of the director of public works such action is reasonably justifiable for protection of life and property, provision of emergency evacuation, assurance of firefighting or ambulance access, mitigation of otherwise hazardous conditions, or restoration of public infrastructure. The director of public works shall also have the authority to secure emergency waivers of environmental regulations from state and federal authorities and to call upon outside support from such agencies for debris clearance, hazardous materials spills, and restoration of ground access. Debris clearance shall be conducted by pre-selected contractors. Other debris clearance regulations and procedures can be found in the Beaufort County Debris Management Plan.

(3) *Identification of areas suitable for refuse, reduction and disposal.*

(a) The county shall designate suitable refuse reduction and disposal sites throughout the county prior to an event to facilitate emergency response. Sites will be recommended and evaluated by county staff for recommendation to the county administrator.

(Ord. No. 2008/28, § 14, 8-11-2008)

**Sec. 22-115. - Recovery and reconstruction strategy.**

At the earliest practicable time following the declaration of local emergency in a major disaster, the director and the recovery task force shall prepare a strategic program for recovery and reconstruction based on the pre-disaster plan and its policies.

(1) *Functions.* To be known as the recovery strategy, the proposed strategic program shall identify and prioritize major actions contemplated or under way regarding such essential functions as business resumption, economic reinvestment, industrial recovery, housing replacement, infrastructure restoration, and potential sources of financing to support these functions.

(2) *Review.* The recovery strategy shall be forwarded to the Beaufort County Council for review and approval following consultation with other governmental agencies and business and citizen representatives. The recovery strategy shall provide detailed information regarding proposed and ongoing implementation of initiatives necessary to the expeditious fulfillment of critical priorities and will identify amendment of any other plans, codes, or ordinances that might otherwise contradict or block strategic action. The director shall periodically report to the Beaufort County Council regarding progress toward implementation of the recovery strategy, together with any adjustments that may be called for by changing circumstances and conditions.

(Ord. No. 2008/28, § 15, 8-11-2008; Ord. No. 2011/14, 5-9-2011)

**Sec. 22-116. - Penalties for offenses.**

Any person, firm, company or corporation who fails to comply with this article, or the emergency measures made effective pursuant to this article, is guilty of a misdemeanor of the second degree, and upon conviction for such offense, may be punished by a fine not to exceed \$500.00 or by imprisonment not to exceed 60 days in the Beaufort County Jail, or both, in the discretion of the court hearing the case. Each day of continued noncompliance or violation will constitute a separate offense.

In addition, any construction licensee of Beaufort County or the State of South Carolina who violates any provision of this article or the emergency measures which are effective as a result of this article may be charged with a violation and the matter will be heard before the appropriate board, in a state administrative proceeding or a court of law.

Nothing contained in this section prevents Beaufort County from taking such other lawful action in any court of competent jurisdiction as is necessary to prevent or remedy any failure to comply with, or violation of, this article or the emergency measures which may be made effective according to this article. Other lawful action will include, but is not limited to, an equitable action for injunctive relief or an action at law for damages.

(Ord. No. 2008/28, § 16, 8-11-2008)

**Sec. 22-117. - Severability.**

If any provision of this article is found to be unconstitutional or otherwise invalid by any court of competent jurisdiction, such invalidity shall not affect the remaining provisions that can be implemented without the invalid provision and, to this end the provisions of this article are declared to be severable.

(Ord. No. 2008/28, § 17, 8-11-2008)

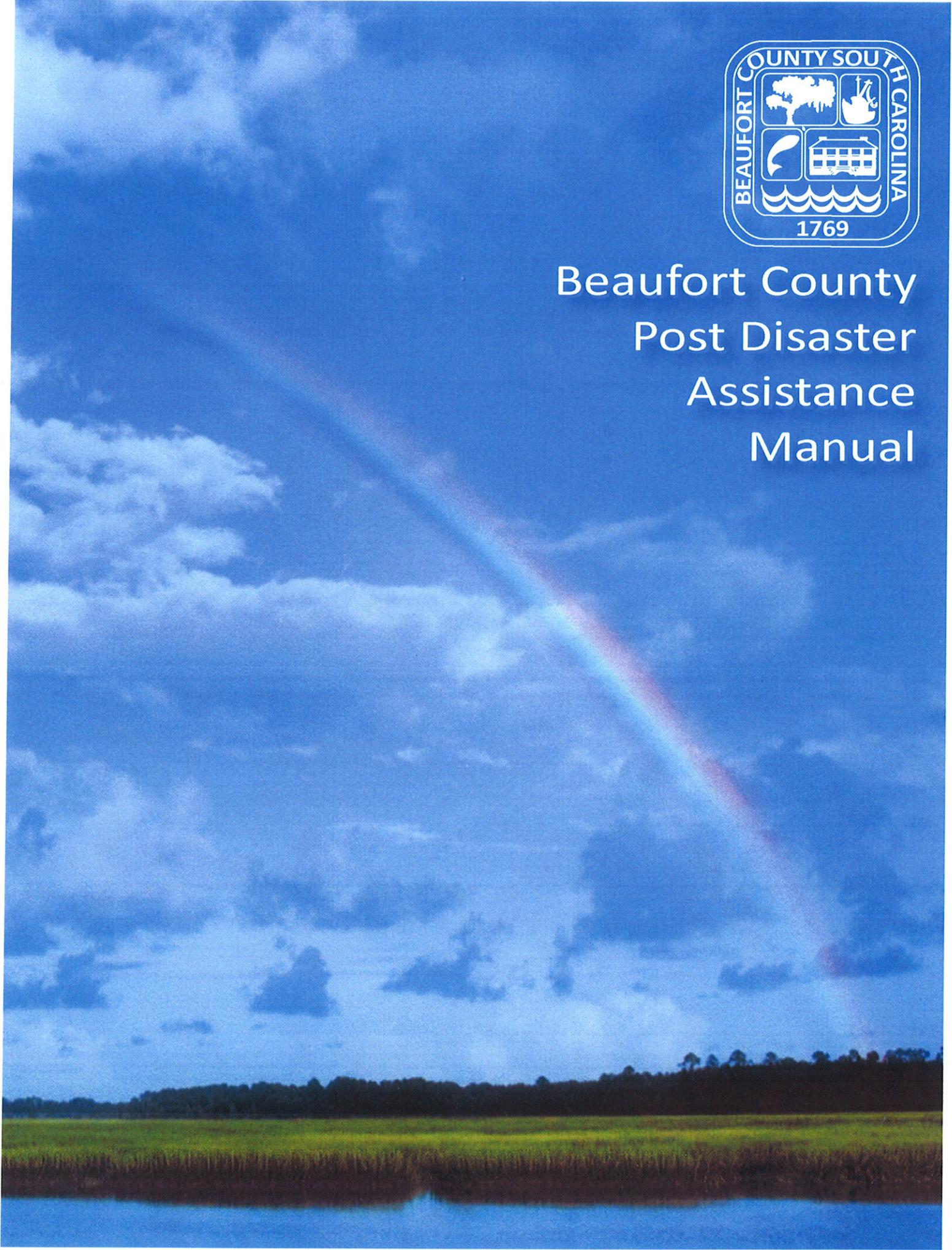
**Section: 15**

**Appendix E – Beaufort County Recovery Manual**





# Beaufort County Post Disaster Assistance Manual







## TABLE OF CONTENTS

Introduction by Beaufort County Council Chairman Weston.....	3
General Information After a Disaster (Beaufort County EMD) .....	4
Immediately After a Disaster (Beaufort County EMD).....	5
Homeowner’s Insurance, Flood Insurance and Wind Certification .....	6
South Carolina Safe Home Program (scsafefhome.com).....	9
Plan for Pet Disaster Needs (cdc.gov and fema.gov).....	14
If You are Separated From Your Family (Red Cross).....	17
FEMA Disaster Aid Programs & Disaster Declaration Process (fema.gov).....	18
Reentering a Flooded Home (cdc.gov).....	21
Cleaning Up Safely After a Disaster (cdc.gov).....	23
Cleaning Up Flood Water (cdc.gov).....	27
Cleaning with Bleach (cdc.gov).....	29
Protect Yourself & Others From Electrical Hazards (cdc.gov).....	32
Avoiding Carbon Monoxide Poisoning During a Power Outage (cdc.gov).....	34
Protect Yourself from Debris Smoke (cdc.gov).....	35
Protect Yourself from Mold (cdc.gov).....	36
How to Protect From or Respond to Snake Bites cdc.gov).....	39
Preventing Chainsaw Injuries (cdc.gov).....	41
Protect Yourself From Chemicals Released During a Disaster (cdc.gov).....	43
Disposal of Dead Animals (cdc.gov & Beaufort County Animal Control).....	46
Building Inspections/Permits and Zoning Permits (Beaufort County Building Codes)...	48
How to Tarp Your Roof (lowes.com).....	53

Food & Water Distribution (County EMD).....56

Debris Management (County Public Works and Solid Waste, Recycling).....57

Local Media: An Important source of updated information.....58

Replacing Vital Documents (redcross.org).....59

Earthquakes in South Carolina (fema.gov, scemd.org, scdnr.gov).....60

What to do Before an Earthquake (fema.gov).....61

What to do During an Earthquake (fema.gov).....63

Additional Steps to Take After an Earthquake (fema.gov).....65

Choose Your Contractor Carefully (fema.gov, County Building Codes).....66

Important Contact Information.....67

COUNTY COUNCIL OF BEAUFORT COUNTY

ADMINISTRATION BUILDING  
100 RIBAUT ROAD  
POST OFFICE DRAWER 1228  
BEAUFORT, SOUTH CAROLINA 29901-1228  
TELEPHONE: (843) 470-2600  
FAX: (843) 470-2751  
[www.bcgov.net](http://www.bcgov.net)

WM. WESTON J. NEWTON  
CHAIRMAN

D. PAUL SOMMERVILLE  
VICE CHAIRMAN

COUNCIL MEMBERS

STEVEN M. BAIR  
RICK CAPOBALE  
GERALD DAWSON  
BRIAN E. FLEWELLING  
HERBERT N. GLAZE  
WILLIAM L. MCBRIDE  
STEWART H. RODMAN  
GERALD W. STEWART  
LAURA VON HARTEN

GARY EUBIG  
COUNTY ADMINISTRATOR

BRYAN J. HILL  
DEPUTY COUNTY ADMINISTRATOR

LADSON E. HOWELL  
COUNTY ATTORNEY

SUZANNE M. BAINEY  
CLERK TO COUNCIL

November 2, 2009

Dear Citizens of Beaufort County,

In 2006, after Hurricane Katrina, Beaufort County partnered with the international disaster recovery consultant PB & J in an effort to devise the best possible recovery plan for the citizens of Beaufort County. The Beaufort County Disaster Recovery Plan was one of the first in the nation to be developed prior to a disaster and we have reviewed every possible scenario in order to return our government to its job of serving you and your families.

Please keep in mind that there is much uncertainty in the aftermath of disaster. There is no way to predict in the short term which roads will be accessible and where the best locations might be for food and water distribution or debris pickup. Some decisions can only be made based on the severity and location of the destruction. Also, we do not know how long the recovery process will take.

Please review this manual prior to a disaster. If possible, print it out and keep it with your Hurricane/Disaster Recovery kit in the event you are unable to access a digital copy when you return.

We have made advance plans for an alternative website should our permanent site become disabled. Our address, [www.bcgov.net](http://www.bcgov.net) should direct you there seamlessly, but it may take a few days to become operative following a disaster. During that time, you should be able to access our alternate site, [www.bcgov.wordpress.com](http://www.bcgov.wordpress.com). The South Carolina Emergency Management Division will also be posting our announcements at [www.sceemd.org](http://www.sceemd.org). This manual will be linked at our County website before and during recovery along with other helpful information that will be updated continuously.

Beaufort County has a long and fascinating history filled with uncertain moments. But, the people of our County have always triumphed over adversity by working together and treating one another like neighbors. Because of this, and the preparations we have made in advance, I am confident we will overcome the challenges imposed by any possible future calamity.

Sincerely,

  
Wm. Weston J. Newton, Chairman  
Beaufort County Council



## General Information

### Beaufort County Emergency Management

If you have any questions or concerns regarding hurricane evacuations or reentry procedures, please feel free to contact the Beaufort County Emergency Management Division Monday through Friday from 8 AM to 5:00 PM at 255-4000.

Following a hurricane landfall (during the re-entry/recovery phase) you may call this toll free number to get up to date information regarding conditions in Beaufort (and when it's safe to come back): 1-800-963-5023.

WCSC TV also provides an in-depth web site that gives information regarding hurricane preparedness. It specifically addresses hurricane preparedness actions that are taking place in different counties throughout SC. Log onto their site at [www.wcsc.com](http://www.wcsc.com)

Our website is located at [www.bcgov.net](http://www.bcgov.net)—Click on Emergency Management under the “departments” tab and look for various information regarding hurricane preparedness, routes, warnings, watches, etc. **In the event the Beaufort County website goes dark temporarily during or following an emergency, please visit the S.C. Emergency Management Division for announcements at [www.scemd.org](http://www.scemd.org) or visit our Recovery site, [www.beaufortcountedisasterrecovery.net](http://www.beaufortcountedisasterrecovery.net). This site is posted in both English and Spanish. Residents are encouraged to be sensitive to the needs of their neighbors, friends, and the elderly within the community. If you know of someone in need of help in evacuating, please lend them a hand or contact the proper authorities to help them out.**

### BRIDGES

In the event of an approaching hurricane, the SC Department of Transportation will shut down the operation of swing and draw bridges when:

- 1) Sustained winds reach 24 mph
- 2) A mandatory evacuation is ordered

Make plans NOW on HOW you are going to relocate your boat. Also make plans NOW on which evacuation routes you will use. **Later may be TOO LATE!**



## Immediately After a Disaster

### Beaufort County Emergency Management

If you are in a public shelter, remain there until informed by those in charge that it is safe to leave. Recorded messages will advise of road conditions, damage estimates, utility restoration timelines, curfews, shelter information, times the County expects to allow reentry, etc.

Updated disaster recovery and re-entry information will be posted on the County's web site at: [www.bcgov.net](http://www.bcgov.net) and on the disaster hotline **1-800-963-5023**. Internet service may be down temporarily, but you can visit our new recovery website, [www.beaufortcountydisasterrecovery.net](http://www.beaufortcountydisasterrecovery.net) or [www.scemd.org](http://www.scemd.org) for timely updates. Also, local radio stations will be helpful in getting out valuable updates regarding accessible roadways, water and food availability and debris pick-up throughout the recovery process.

**NOTE: If extensive damage occurs, there could be a possible delay in allowing residents to return to their homes. Emergency workers must return to the County to restore utilities, remove debris from the main roadways, and to carry out search and rescue efforts. Please be patient!**

Driving may be especially hazardous due to debris on streets, possible flooding, emergency vehicles in operation and traffic signals and street lights may be out of service. Stay away from rivers, creeks, streams or other places where flooding is likely. Stay away from downed or dangling power lines – they pose a deadly threat.

Be sure you have plenty of fuel in the tank of your car when you re-enter Beaufort County following a disaster. It is possible that fuel may not be readily available here. You may want to return with non-perishable food, a battery operated radio, ice, cleaning supplies, towels and other necessities after a disaster strikes.



## HOMEOWNERS INSURANCE, FLOOD INSURANCE, WIND CERTIFICATION

Federal Emergency Management Agency (fema.gov) & Beaufort County Emergency Management

There are three kinds of recommended insurance for property owners: Homeowners Insurance, Flood Insurance and Wind Certification.

### HOMEOWNER'S INSURANCE

Homeowner's insurance typically covers damage from wind, hail and lightning but **not from flooding**. A separate flood policy can be acquired through your insurance agent. Beaufort County Emergency Preparedness officials recommend reviewing your homeowner's policy on an annual basis with your insurance agent.

### FLOOD INSURANCE

Since standard homeowners insurance doesn't cover flooding, it's important to have protection from the floods associated with hurricanes, tropical storms, heavy rains and other conditions that impact the U.S.

In 1968, Congress created the National Flood Insurance Program (NFIP) to help provide a means for property owners to financially protect themselves. The NFIP offers flood insurance to homeowners, renters, and business owners if their community participates in the NFIP. Participating communities agree to adopt and enforce ordinances that meet or exceed FEMA requirements to reduce the risk of flooding.

Again, **flood damage is not covered by a homeowner's insurance policy**. You must purchase a separate flood insurance policy.

If your home is flooded **federal disaster assistance will not pay for damages**. Federal disaster assistance often comes in the form of a **low interest loan** to help cover flood damage, not compensation for your losses. Even then, those loans are only available if the president formally declares a disaster.

To be eligible, you must live in a community – such as Beaufort County - that participates in the National Flood Insurance Program (NFIP). Flood insurance is also available to renters who wish to protect the contents of their home or business.

FEMA recommends buying flood insurance even if you live in a low- or moderate-risk area. Almost 25 percent of all flood insurance claims come from areas with low-to-moderate flood risk. You may qualify for the Preferred Risk Policy (a lower-cost flood insurance policy) that provides contents coverage.

Flooding occurs in low-to-moderate risk areas as well as in high-risk areas. Poor drainage systems, rapid accumulation of rainfall, snowmelt, and broken water mains can all result in flood. Properties on a hillside can be damaged by mudflow, a covered peril under the Standard Flood Insurance Policy.

Structures located in high-risk flood areas have a significant chance (26 percent) of suffering flood damage during the term of a 30-year mortgage. A home mapped in a high-risk area is five times more likely to suffer damage from a flood than a fire in the lifetime of a typical mortgage!

For these reasons, flood insurance is required by law for buildings in high-risk flood areas as a condition of receiving a mortgage from a federally regulated or insured lender.

The amount of flood insurance coverage required by the Flood Disaster Protection Act of 1973, as amended by the National Flood Insurance Reform Act of 1994, is the lesser of the following:

1. The maximum amount of NFIP coverage available for the particular property type
2. The outstanding principal balance of the loan, or
3. The insurable value of the structure.

If the property is not in a high-risk area, but instead in a low-to-moderate risk area, federal law does not require flood insurance; however, it is recommended since historically about one-in-four flood claims come from these low-to-moderate risk areas. Note that if during the life of the loan the maps are revised and the property is now in the high-risk area, your lender will notify you that you must purchase flood insurance.

### **Here are a few Q & A's Provided by FEMA**

#### **I live in a high-risk risk area. After my home was damaged in a flood, I received federal disaster assistance. Do I need to purchase flood insurance now?**

Yes. If you live in an SFHA and have received disaster assistance in the form of a federal grant or loan, you must cover the building for flood insurance for as long as you own it. Should you sell the building, you are required to inform the new owner of the necessity to purchase and maintain flood insurance. Failure to carry flood insurance could result in the denial of future federal disaster assistance.

#### **Who do I contact if I want to purchase a flood insurance policy?**

The National Flood Insurance Program has an arrangement with private insurance companies to sell and service flood insurance policies. A list of private insurance companies that sell and service NFIP flood insurance policies is available to you. Visit [www.fema.gov](http://www.fema.gov) to obtain a copy. You may also contact your insurance agent or company to find out more about federal flood insurance

**What if I want to purchase more insurance than the NFIP offers?**

Many private insurance companies offer Excess Flood Protection, which provides limits over and above those of the NFIP. For more information, contact your insurance agent or company, or find an agent serving your area by filling out the Flood Risk Profile found online at [www.fema.gov](http://www.fema.gov).

**Wind Certification**

Having your home certified by a state-approved wind certification inspector will insure that your home has the most durable features to best withstand high winds. Wind certification inspectors can examine your home’s construction and or retrofitting methods to make sure you have done all you can to protect your valuable property in the event of a disaster. For more information, see the pages on the South Carolina Safe Home in this manual or visit [www.scsafehome.com](http://www.scsafehome.com) for more information. The website also contains a listing of local certified inspectors.



## *The South Carolina Safe Home Program*

([www.scsafefhome.com](http://www.scsafefhome.com))

### *History of SC Safe Home*

The South Carolina Hurricane Damage Mitigation Program, also known as the SC Safe Home Grant Program, offers grants for South Carolinians to strengthen their homes against the damaging effects of high winds from hurricanes and severe storms. The Program was established by the Omnibus Insurance Reform Act of 2007.

To date, 397 grants have been awarded totaling approximately \$1,985,000. During this round of awards, grants were awarded to homeowners living in Beaufort, Berkeley, Charleston, Dorchester, Georgetown, Horry, and Williamsburg counties.

### *Purpose*

The SC Safe Home program, operated within the S.C. Department of Insurance, provides grant dollars to individual homeowners to make their property more resistant to hurricane and wind damage. The funds provided by this program are for the sole purpose of mitigating/retrofitting owner-occupied homes and are not to be used for remodeling or home repair.

Retrofitted or strengthened homes are less vulnerable to the onslaught and effects of severe storms, thereby rendering hurricane/storm damage less likely and less intense. Fewer damages result in lower or fewer insurance claims and will ultimately reduce insurance premiums for all South Carolinians.

### *Types of Improvements*

There are several steps homeowners can take to minimize the damages caused by these high winds. The SC Safe Home Grant Program will focus on the following areas:

- Roof deck attachment
- Secondary water barrier
- Roof covering
- Bracing gable ends
- Reinforcement of roof-to-wall connections
- Opening protection
- Exterior doors, including garage doors
- Tie downs
- Problems associated with weakened trusses, studs and other structural components

- Repair or replacement of manufactured home piers, anchors and tie-down straps.

### **What are the Omnibus Coastal Insurance Reform Act of 2007 and the SC Safe Home Program?**

SC Safe Home is a grant program established by the State Legislature under the [Omnibus Coastal Property Insurance Reform Act of 2007](#) ("Omnibus Act"). The Omnibus Act was enacted to address issues involving insurance availability and affordability along South Carolina's coast. It establishes the South Carolina Comprehensive Hurricane Mitigation Grant program, also known as SC Safe Home, which provides grants to South Carolina property owners to assist with the retrofitting of their homes to make them more resistant to loss due to hurricane damage. It has been proven that retrofitted homes are less vulnerable to hurricane damage. This could potentially mean fewer insurance claims (i.e., losses) and possibly lower insurance premiums for all South Carolinians.

### **I read about SC Safe Home in the newspaper. I would like to apply for a grant. How do I apply?**

The legislation establishing the grant program became effective on June 11, 2007. Currently, we are in the process of establishing the grant program by securing funding and assigning personnel to work on the program. The grant guidelines and application are available for download at [www.scsafehome.com](http://www.scsafehome.com). Currently there is no deadline for submitting applications, but due to limited funds this first year applications will be processed on a first-come first-serve basis.

### **What is the purpose of the grant program?**

The purpose of the program is to assist South Carolina property owners with the retrofitting of their homes to make them more resistant to loss due to hurricane damage. Through this program and others, the State hopes to be able to reduce the losses caused by hurricanes. By retrofitting their homes and making them safer, homeowners will be less exposed to hurricane damage which means fewer and lower insurance claims. The more the State is able to reduce its risk of loss the more available and affordable insurance premiums should be.

### **Who is eligible for the grant program?**

Before a homeowner can apply, an inspection of the home must be done by a [Certified Wind Inspector](#) who has completed and passed the [Department of Insurance](#) wind resistance training program. A completed inspection does not automatically qualify you for a grant or guarantee you will receive a grant. It makes the property eligible for grant consideration.

**How much is available?**

The number and amount of each grant awarded under this program are subject to the availability of funds. No grant shall exceed \$5000.

There are two types of grants available: 1) a matching; and 2) non-matching. Individual homes may be eligible for matching grants of up to \$5000 each to make specific home improvements as recommended in the inspection report. A matching grant means that for every dollar of the homeowner's money spent on a retrofit or wind resistance upgrade as recommended in the official inspection report, the program may provide an additional dollar to help pay for the upgrade, up to the maximum grant of \$5000 (depending upon the availability of funding).

Property owners whose homes are less than \$150,000 in value may be eligible for grants of up to \$5000 with no match required. The SC Safe Home program also plans to work with the [Affordable Housing Coalition of South Carolina](#) and other nonprofits to help homeowners strengthen their homes against loss due to hurricane damage.

**Can I use the funds from this program to offset my insurance premiums?**

No. The funds can only be used for retrofitting your primary legal residence.

**For what improvements must the money be used?**

Matching grant funds are available only for specific mitigation improvements. These funds cannot be used for repairs. The mitigation improvements include, but are not limited, to:

1. Improving the strength of your roof deck attachment.

For example, if your roof consists of shingles nailed to plywood sheets, the inspection may reveal that the plywood sheets are not adequately nailed to your roof trusses, and that additional nails and/or longer nails need to be added to prevent the plywood from being blown off in a hurricane.

2. Creating a secondary water barrier to prevent water intrusion.

For example, using strips of "peel and stick-on" material that cover the joints between the plywood sheets on your roof to reduce leakage until repairs can be made if a hurricane blows off your roof shingles.

3. Improving the survivability of your roof covering.

For example, upgrading to thicker and stronger hurricane-resistant roof shingles, attached with properly sized and properly applied roofing nails, to reduce the

susceptibility of your roof shingles blowing off in a hurricane.

4. Bracing gable-ends in your roof framing.  
This is usually done inside your attic to decrease chances that your roof will collapse under hurricane wind loads.
5. Reinforcing roof-to-wall connections.

For example, installing metal tie-down straps that attach roof rafters to wall studs to decrease chances that all or a portion of your roof will simply lift off of your house during a hurricane.

6. Upgrading exterior wall opening protections.

For example, installing hurricane-rated window shutters.

7. Upgrading exterior doors.

For example, replacing a standard garage door with a hurricane-rated garage door.

8. Replacement or strengthening of piers, anchors and tie-down straps used on manufactured or modular housing.

### **Who can I use to do the retrofitting?**

The Department will work with the [Contractor's Board of the Department of Labor, Licensing and Regulation](#) to provide a list of licensed contractors in your area. Also, see Approved Vendors List document at county website and recovery website.

### **The statute refers to "homestead exemption." I do not have one of those. Will that preclude me from obtaining a grant?**

No. The grant program was created to provide retrofit assistance for the primary legal residence of South Carolina property owners. For purposes of this grant, homestead exemption means that you reside in the property and you are a permanent resident of the State of South Carolina. The grant guidelines will contain more specific information about the eligibility criteria.

### **Can I go ahead and do home improvements and then get reimbursed by the Department?**

No. Under the law, the program cannot reimburse you for retrofits you have already done. You must have an inspection and receive grant approval from the SC Safe Home before the retrofits are done to be eligible for reimbursement by the grant. Visit [scsafehome.net](http://scsafehome.net) for a list of certified contractors and approved vendors.



## *Plan for Pet Disaster Needs*

(cdc.gov, fema.gov and Beaufort County Animal Control)

If you evacuate your home, **DO NOT LEAVE YOUR PETS BEHIND!** Pets most likely cannot survive on their own; and if by some remote chance they do, you may not be able to find them when you return.

### **After a Disaster**

- If you are unable to return to your home right away, you may need to board your pet. Find out where pet boarding facilities are located. Be sure to research some outside your local area in case local facilities close.
- Most boarding kennels, veterinarians and animal shelters will need your pet's medical records to make sure all vaccinations are current. Include copies in your "pet survival" kit along with a photo of your pet.
- If after a disaster you have to leave town, take your pets with you. Pets are unlikely to survive on their own.
- In the first few days after the disaster, leash your pets when they go outside. Always maintain close contact. Familiar scents and landmarks may be altered and your pet may become confused and lost. Also, snakes and other dangerous animals may be brought into the area with flood areas. Downed power lines are a hazard.
- The behavior of your pets may change after an emergency. Normally quiet and friendly pets may become aggressive or defensive. Watch animals closely. Leash dogs and place them in a fenced yard with access to shelter and water.

### **During a Disaster**

- Bring your pets inside immediately.
- Have newspapers on hand for sanitary purposes. Feed the animals moist or canned food so they will need less water to drink.

- Animals have instincts about severe weather changes and will often isolate themselves if they are afraid. Bringing them inside early can stop them from running away. Never leave a pet outside or tied up during a storm.
- Separate dogs and cats. Even if your dogs and cats normally get along, the anxiety of an emergency situation can cause pets to act irrationally. Keep small pets away from cats and dogs.
- In an emergency, you may have to take your birds with you. Talk with your veterinarian or local pet store about special food dispensers that regulate the amount of food a bird is given. Make sure that the bird is caged and the cage is covered by a thin cloth or sheet to provide security and filtered light.
- Emergency shelters in Beaufort County cannot accept pets. Find out which motels and hotels in the area you plan to evacuate to allow pets -- well in advance of needing them. There are also a number of guides that list hotels/motels that permit pets and could serve as a starting point. Include your local animal shelter's number in your list of emergency numbers -- they might be able to provide information concerning pets during a disaster.
- Take pet food, bottled water, medications, veterinary records, cat litter/pan, can opener, food dishes, first aid kit and other supplies with you in case they're not available later. While the sun is still shining, consider packing a "pet survival" kit which could be easily deployed if disaster hits.
- Make sure identification tags are up to date and securely fastened to your pet's collar. If possible, attach the address and/or phone number of your evacuation site. If your pet gets lost, his tag is his ticket home. Make sure you have a current photo of your pet for identification purposes.
- Make sure you have a secure pet carrier, leash or harness for your pet so that if he panics, he can't escape.
- Pet Travel and Lodging Resources. There are a number of organizations that offer advice and resources for traveling with pets, including searchable lists of lodging establishments that accept pets. For example, visit
  - DogFriendly.com
  - PetTravel.com
  - petswelcome.com
  - Travel Pets
- If you have no alternative but to leave your pet at home, there are some precautions you must take, but remember that leaving your pet at home alone can place your animal in great danger! Confine your pet to a safe area inside -- **NEVER leave your pet chained outside!** Leave them loose inside your home

with food and plenty of water. Remove the toilet tank lid, raise the seat and brace the bathroom door open so they can drink. Place a notice outside in a visible area, advising what pets are in the house and where they are located. Provide a phone number where you or a contact can be reached as well as the name and number of your vet.

- Advance plans have been made for the evacuation of the sheltered animals in the Beaufort County Animal Shelter. They will be removed to a safe location where they will be cared for by shelter staff until they can return to the shelter.

#### **For More Information:**

- [The Humane Society of the United States. www.hsus.org](http://www.hsus.org)
- National Animal Poison Control Center  
In emergency situations, pets could be poisoned by exposure to harmful chemicals, products, or foods. For information on protecting your pets, visit the Animal Poison Control Center's Web site. If you suspect that your pet has been poisoned, call toll-free 1-888-426-4435 (calls are answered 24 hours a day, every day).

#### **Get Involved**

- Call Beaufort County Animal Control to volunteer at the Animal Shelter or to donate old blankets, towels and animal toys (843) 255-5010
- Visit the Humane Society of the United States' Volunteer Web site for information on becoming a member of a Disaster Animal Response Team.
- Visit the Emergency Animal Rescue Service (EARS) Web site for information on becoming an EARS Volunteer.



## **If You are Separated from Your Family** **(redcross.org)**

FEMA has established the [National Emergency Family Registry and Locator System \(NEFRLS\)](#), which has been developed to help reunite families who are separated during a disaster.

The NEFRLS system will enable displaced individuals the ability to enter personal information into a website database so that they can be located by others during a disaster.

The [American Red Cross](#) also maintains a database to help you find family.

Contact the local American Red Cross chapter where you are staying for information. Do not contact the chapter in the disaster area.

Beaufort County officials advise people to select a point of contact – perhaps a relative - who lives outside the hurricane or disaster prone area and call that person after you evacuate to let them know where you are and how to contact you.



## *FEMA Disaster Aid Programs & The Disaster Declaration Process*

*(fema.gov)*

Disaster aid (Three Major Categories):

### **Individual Assistance**

Immediately after the declaration, disaster workers arrive and set up a central field office to coordinate the recovery effort. A toll-free telephone number is published and posted on the Beaufort County website for use by affected residents and business owners in registering for assistance. Disaster Recovery Centers also are opened where disaster victims can meet with program representatives and obtain information about available aid and the recovery process.

Disaster aid to individuals generally falls into the following categories:

- **Disaster Housing** may be available for up to 18 months, using local resources, for displaced persons whose residences were heavily damaged or destroyed. Funding also can be provided for housing repairs and replacement of damaged items to make homes habitable.
- **Disaster Grants**, are available to help meet other serious disaster related needs and necessary expenses not covered by insurance and other aid programs. These may include replacement of personal property, and transportation, medical, dental and funeral expenses.
- **Low-Interest Disaster Loans** are available after a disaster for homeowners and renters from the U.S. Small Business Administration (SBA) to cover uninsured property losses. Loans may be for repair or replacement of homes, automobiles, clothing or other damaged personal property. Loans are also available to businesses for property loss and economic injury.
- **Other Disaster Aid Programs** include crisis counseling, disaster-related unemployment assistance, legal aid and assistance with income tax, Social Security and Veteran's benefits. Other state or local help may also be available.
- **Assistance Process** -- After the application is taken, the damaged property is inspected to verify the loss. If approved, an applicant will soon receive a check for rental assistance or a grant. Loan applications require more information and approval may take several weeks after application. The deadline for most individual assistance programs is 60 days following the President's major disaster declaration.

Audits are done later to ensure that aid went to only those who were eligible and that disaster aid funds were used only for their intended purposes. These federal program funds cannot duplicate assistance provided by other sources such as insurance.

After a major disaster, FEMA tries to notify all disaster victims about the available aid programs and urge them to apply. The news media are encouraged to visit a Disaster Recovery Center, meet with disaster officials, and help publicize the disaster aid programs and the toll-free teleregistration number.

### **Public Assistance**

Public Assistance is aid to state or local governments to pay part of the costs of rebuilding a community's damaged infrastructure. Generally, public assistance programs pay for 75 per cent of the approved project costs. Public Assistance may include debris removal, emergency protective measures and public services, repair of damaged public property, loans needed by communities for essential government functions and grants for public schools.

### **Hazard Mitigation**

Disaster victims and public entities are encouraged to avoid the life and property risks of future disasters. Examples include the elevation or relocation of chronically flood-damaged homes away from flood hazard areas, retrofitting buildings to make them resistant to earthquakes or strong winds, and adoption and enforcement of adequate codes and standards by local, state and federal government. FEMA helps fund damage mitigation measures when repairing disaster-damaged structures and through the Hazard Mitigation.

## The disaster declaration process

### **Response and Recovery**

**First Response** to a disaster is the job of local government's emergency services with help from nearby municipalities, the state and volunteer agencies. In a catastrophic disaster, and, if the governor requests, federal resources can be mobilized through the U.S. Department of Homeland Security's Federal Emergency Management Agency (FEMA) for search and rescue, electrical power, food, water, shelter and other basic human needs.

It is the long-term **Recovery** phase of disaster which places the most severe financial strain on a local or state government. Damage to public facilities and infrastructure, often not insured, can overwhelm even a large city.

A governor's request for a major disaster declaration could mean an infusion of federal funds, but the governor must also commit significant state funds and resources for recovery efforts.

**A Major Disaster** could result from a hurricane, earthquake, flood, tornado or major fire which the President determines warrants supplemental federal aid. The event must be clearly more than state or local governments can handle alone. If declared, funding comes from the President's Disaster Relief Fund, which is managed by FEMA, and disaster aid programs of other participating federal agencies.

**A Presidential Major Disaster Declaration** puts into motion long-term federal recovery programs, some of which are matched by state programs, and designed to help disaster victims, businesses and public entities.

**An Emergency Declaration** is more limited in scope and without the long-term federal recovery programs of a Major Disaster Declaration. Generally, federal assistance and funding are provided to meet a specific emergency need or to help prevent a major disaster from occurring.

### **The Major Disaster Process**

A Major Disaster Declaration usually follows these steps:

- **Local Government Responds**, supplemented by neighboring communities and volunteer agencies. If overwhelmed, turn to the state for assistance;
- **The State Responds** with state resources, such as the National Guard and state agencies;
- **Damage Assessment** by local, state, federal, and volunteer organizations determines losses and recovery needs;
- **A Major Disaster Declaration** is requested by the governor, based on the damage assessment, and an agreement to commit state funds and resources to the long-term recovery;
- **FEMA Evaluates** the request and recommends action to the White House based on the disaster, the local community and the state's ability to recover;
- **The President approves** the request or FEMA informs the governor it has been denied. This decision process could take a few hours or several weeks depending on the nature of the disaster.



## Reentering Your Flooded Home

(cdc.gov)

When returning to a home that's been flooded after natural disasters such as hurricanes, tornadoes, and floods, be aware that your house may be contaminated with mold or sewage, which can cause health risks for your family.

### When You First Reenter Your Home

- If you have standing water in your home and can turn off the main power from a dry location, then go ahead and turn off the power, even if it delays cleaning. If you must enter standing water to access the main power switch, then call an electrician to turn it off. **NEVER turn power on or off yourself or use an electric tool or appliance while standing in water.**
- Have an electrician check the house's electrical system before turning the power on again.
- If the house has been closed up for several days, enter briefly to open doors and windows to let the house air out for awhile (at least 30 minutes) before you stay for any length of time.
- If your home has been flooded and has been closed up for several days, presume your home has been contaminated with mold. (See the chapter on mold.)
- If your home has been flooded, it also may be contaminated with sewage. (See the chapter on sewage)

### Dry Out Your House

If flood or storm water has entered your home, dry it out as soon as possible. Follow these steps:

- If you have electricity and an electrician has determined that it's safe to turn it on, use a "wet-dry" shop vacuum (or the vacuum function of a carpet steam cleaner), an electric-powered water transfer pump, or sump pump to remove standing water. If you are operating equipment in wet areas, be sure to wear rubber boots.
- If you do not have electricity, or it is not safe to turn it on, you can use a portable generator to power equipment to remove standing water. **Note: If you must use a gasoline-powered pump, generator, pressure washer, or any other gasoline-powered tools to clean your home, never operate the gasoline engine inside a home, basement, garage, carport, porch, or other enclosed or partially**

**enclosed structures, even if the windows and doors are open. Such improper use can create dangerously high levels of carbon monoxide and cause carbon monoxide poisoning.**

- If weather permits, open windows and doors of the house to aid in the drying-out process.
- Use fans and dehumidifiers to remove excess moisture. Fans should be placed at a window or door to blow the air outwards rather than inwards, so not to spread the mold.
- Have your home heating, ventilating, and air-conditioning (HVAC) system checked and cleaned by a maintenance or service professional who is experienced in mold clean-up **before you turn it on**. If the HVAC system was flooded with water, turning on the mold-contaminated HVAC will spread mold throughout the house. Professional cleaning will kill the mold and prevent later mold growth. When the service determines that your system is clean and if it is safe to do so, you can turn it on and use it to help remove excess moisture from your home.
- Prevent water outdoors from reentering your home. For example, rain water from gutters or the roof should drain away from the house; the ground around the house should slope away from the house to keep basements and crawl spaces dry.
- Ensure that crawl spaces in basements have proper drainage to limit water seepage. Ventilate to allow the area to dry out.



---

## Clean Up Safely After a Disaster

(cdc.gov)

---

### HIGHLIGHTS

- Stay away from damaged buildings or structures that have not been examined and certified by an inspector.
- Wear hard hats, goggles, heavy work gloves, and watertight boots with steel toe and insole cleanup work.
- Carbon monoxide can cause certain illness and death.
- Remove and discard items that cannot be washed and disinfected.
- Never turn power on or off or use an electric tool or appliance while standing in water.

When returning to your home after a hurricane, flood, or other natural disaster protect yourself and your family by following these tips.

#### Reentering Buildings

- Stay away from damaged buildings or structures until they have been examined and certified as safe by a building inspector or other government authority. You may want to wait to return to buildings during daylight hours, when it is easier to avoid hazards, particularly if the electricity is off and you have no lights.
- Leave immediately if you hear shifting or unusual noises that signal that the structure may fall or if you smell gas or suspect a leak. If you smell gas, notify emergency authorities and do not turn on the lights, light matches, smoke, or do anything that could cause a spark. Do not return to the house until you are told it is safe to do so.
- Keep children and pets out of the affected area until cleanup has been completed.

#### General Safety Measures

- Have at least two fire extinguishers, each with a UL rating of at least 10A, at every cleanup job.

- Wear hard hats, goggles, heavy work gloves, and watertight boots with steel toe and insole (not just steel shank) for cleanup work.
- Wear earplugs or protective headphones to reduce risk from equipment noise.
- Use teams of two or more people to move bulky objects. Avoid lifting any material that weighs more than 50 pounds (per person).
- When using a chain saw, operate the saw according to the manufacturer's instructions, wear appropriate protective equipment, avoid contact with power lines, be sure that bystanders are at a safe distance, and take extra care in cutting trees or branches that have gotten bent or caught under another object. Use extreme caution to avoid electrical shock when using an electric chain saw. For tips on safely operating a chain saw, see Preventing Chain Saw Injury During Tree Removal.
- If there has been a backflow of sewage into your house, wear rubber boots, rubber gloves, and goggles during cleanup of the affected area.
- In hot weather, try to stay cool by staying in air-conditioned buildings, taking breaks in shaded areas or in cool rooms, drinking water and nonalcoholic fluids often, and wearing light and loose-fitting clothing. Do outdoor activities during cooler hours. For more information on protecting yourself against heat-related illness, see the CDC Extreme Heat website.

### Carbon Monoxide Exposure

- Never use generators, pressure washers, or other gasoline, propane, natural gas, or charcoal-burning devices inside your home, basement, garage, or camper—or even outside near an open window, door, or vent. Carbon monoxide—an odorless, colorless gas from these sources that can cause sudden illness and death—can build up indoors and poison the people and animals inside.

### Mold and Cleanup

- Remove and discard items that cannot be washed and disinfected (such as mattresses, carpeting, carpet padding, rugs, upholstered furniture, cosmetics, stuffed animals, baby toys, pillows, foam-rubber items, books, wall coverings, and paper products).
- Remove and discard drywall and insulation that has been contaminated with sewage or flood waters.
- Thoroughly clean all hard surfaces (such as flooring, concrete, molding, wood and metal furniture, countertops, appliances, sinks, and other plumbing fixtures) with hot water and laundry or dish detergent.

See *Mold After a Disaster* and the CDC Flood website ([cdc.gov](http://cdc.gov)) for further guidance on safely reentering flooded homes, cleaning up flood or storm water, worker safety issues, and mold cleanup issues.

### Electrical Issues

- If electrical circuits and electrical equipment have gotten wet or are in or near water, turn off the power at the main breaker or fuse on the service panel. If you must enter standing water to access the main power switch, then call an electrician to turn it off.
- Never turn power on or off or use an electric tool or appliance while standing in water.
- Do not connect generators to your home's electrical circuits without the approved, automatic-interrupt devices. If a generator is on line when electrical service is restored, it can become a major fire hazard and it may endanger line workers helping to restore power in your area.

### Hazardous Materials Issues

- Call the fire department to inspect or remove chemicals, propane tanks, and other dangerous materials.
- Wear protective clothing and gear (for example, a respirator if needed) when handling hazardous materials.
- Wash skin that may have come in contact with hazardous materials.
- Wear insulated gloves and use caution if you have to remove a car battery. Avoid any acid that may have leaked from a car battery.

### Hygiene and Infectious Disease Issues

- After completing the cleanup, wash with soap and water. If there is a boil-water advisory in effect, use water that has been boiled for 1 minute (allow the water to cool before washing). Or you may use water that has been disinfected for personal hygiene use (solution of 1/8 teaspoon of household bleach per 1 gallon of water). Let it stand for 30 minutes. If the water is cloudy, use a solution of 1/4 teaspoon of household bleach per 1 gallon of water.
- If you have any open cuts or sores that were exposed to floodwater, wash them with soap and water and apply an antibiotic ointment to discourage infection.
- Seek immediate medical attention if you become injured or ill.
- Wash all clothes worn during the cleanup in hot water and detergent. These clothes should be washed separately from uncontaminated clothes and linens.

## Water Issues

- If the building is flooded, the waters may contain fecal material from overflowing sewage systems and agricultural and industrial waste. Although skin contact with floodwater does not, by itself, pose a serious health risk, there is risk of disease from eating or drinking anything contaminated with floodwater.
- If you have any open cuts or sores that will be exposed to floodwater, keep them as clean as possible by washing them with soap and applying an antibiotic ointment to discourage infection. (See also Hand Hygiene After a Disaster.)

To reduce cold-related risks when standing or working in water which is cooler than 75 degrees F (24 degrees C), wear insulated clothes and insulated rubber boots, take frequent breaks out of the water, and change into dry clothing when possible.



---

## Cleaning Up Flood Water

(cdc.gov)

---

When returning to your home after a hurricane or flood, be aware that flood water may contain sewage. Protect yourself and your family by following these steps:

### Inside the Home

- Keep children and pets out of the affected area until cleanup has been completed.
- Wear rubber boots, rubber gloves, and goggles during cleanup of affected area.
- Remove and discard items that cannot be washed and disinfected (such as, mattresses, carpeting, carpet padding, rugs, upholstered furniture, cosmetics, stuffed animals, baby toys, pillows, foam-rubber items, books, wall coverings, and most paper products).
- Remove and discard drywall and insulation that has been contaminated with sewage or flood waters.
- Thoroughly clean all hard surfaces (such as flooring, concrete, molding, wood and metal furniture, countertops, appliances, sinks, and other plumbing fixtures) with hot water and laundry or dish detergent.
- Help the drying process by using fans, air conditioning units, and dehumidifiers.
- After completing the cleanup, wash your hands with soap and warm water. Use water that has been boiled for 1 minute (allow the water to cool before washing your hands).
  - Or you may use water that has been disinfected for personal hygiene use (solution of  $\frac{1}{8}$  teaspoon [ $\sim 0.75$  milliliters] of household bleach per 1 gallon of water). Let it stand for 30 minutes. If the water is cloudy, use a solution of  $\frac{1}{4}$  teaspoon ( $\sim 1.5$  milliliters) of household bleach per 1 gallon of water.
- Wash all clothes worn during the cleanup in hot water and detergent. These clothes should be washed separately from uncontaminated clothes and linens.
- Wash clothes contaminated with flood or sewage water in hot water and detergent. It is recommended that a laundromat be used for washing large quantities of clothes and linens until your onsite waste-water system has been professionally inspected and serviced.

- Seek immediate medical attention if you become injured or ill.

See also Reentering Your Flooded Home, Mold After a Disaster, and Cleaning and Sanitizing With Bleach After an Emergency.

### Outside the Home

- Keep children and pets out of the affected area until cleanup has been completed.
- Wear rubber boots, rubber gloves, and goggles during cleanup of affected area.
- Have your onsite waste-water system professionally inspected and serviced if you suspect damage.
- Wash all clothes worn during the cleanup in hot water and detergent. These clothes should be washed separately from uncontaminated clothes and linens.
- After completing the cleanup, wash your hands with soap and warm water. Use water that has been boiled for 1 minute (allow the water to cool before washing your hands).
  - Or you may use water that has been disinfected for personal hygiene use (solution of  $\frac{1}{8}$  teaspoon [ $\sim 0.75$  milliliters] of household bleach per 1 gallon of water). Let it stand for 30 minutes. If the water is cloudy, use solution of  $\frac{1}{4}$  teaspoon ( $\sim 1.5$  milliliters) of household bleach per 1 gallon of water.
- Seek immediate medical attention if you become injured or ill.



## Cleaning and Sanitizing With Bleach after an Emergency

(cdc.gov)

### Safety Tips

Use regular unscented 5.25% household bleach. Read and follow the safety instructions on the bleach container's label. Never mix bleach with ammonia or any other cleaner. Wear rubber boots, rubber gloves, and eye protection. Try not to breathe bleach fumes. Open windows and doors to get fresh air.

### Cleaning Recommendations

The amount of bleach to mix with water depends on what you are cleaning or sanitizing. The following chart describes some items or surfaces that should and can be cleaned, the amount of bleach to mix with water, and cleaning steps for specific purposes.

Area or Item to be Cleaned	Amount of Bleach and Water to Mix		Cleaning Steps
	Bleach Amount	Water Amount	
<b>Sanitize Drinking Water</b>			
Clear drinking water	1/8 teaspoon ( ~0.75 mL)	1 gallon	<ol style="list-style-type: none"> <li>Mix 1/8 teaspoon ( ~0.75 mL) bleach per 1 gallon water.</li> <li>Add it to water.</li> <li>Let it stand for about 30 minutes before using it.</li> </ol> <p>For more information see: Keep Food and Water Safe After a Disaster</p>
Cloudy drinking water	1/4 teaspoon (~1.5 mL)	1 gallon	<ol style="list-style-type: none"> <li>Mix ¼ teaspoon (~1.5</li> </ol>

			<p>mL) bleach per 1 gallon water.</p> <ol style="list-style-type: none"> <li>Add it to water.</li> <li>Let it stand for about 30 minutes before using it.</li> </ol>
Water storage containers (Examples: used cans or bottles)	1 teaspoon (4.9 mL)	1 cup (240 mL)	<ol style="list-style-type: none"> <li>Mix soap and clean water in container.</li> <li>Shake or stir to clean inside of container.</li> <li>Rinse container.</li> <li>Mix 1 teaspoon (4.9 mL) bleach per 1 cup (240 mL) water and pour it in the container.</li> <li>Cover the container and shake so the solution touches all inside surfaces.</li> <li>Cover and let stand for 30 minutes.</li> <li>Rinse with clean water.</li> </ol>
<b>Clean and Sanitize Food Cans and Surfaces</b>			
Food-contact surfaces that may have touched floodwater [Examples: countertops, plates] Note: Throw away wooden cutting boards, baby bottle nipples, and pacifiers	1 teaspoon (4.9 mL)	1 gallon	<ol style="list-style-type: none"> <li>Wash with soap and warm, clean water.</li> <li>Rinse with clean water.</li> <li>Sanitize using a mixture of 1 teaspoon (4.9 mL) of bleach per gallon of clean water.</li> <li>Allow to air dry.</li> </ol>

Food cans that are not bulging, open, or damaged	1 cup (240 mL)	5 gallons	<ol style="list-style-type: none"> <li>1. Remove can labels.</li> <li>2. Wash cans with soap and clean water.</li> <li>3. Dip cans in mixture of 1 cup (240 mL) of bleach per 5 gallons of water.</li> <li>4. Relabel cans with a marker.</li> </ol>
<b>Clean and Sanitize Other Household Surfaces and Items</b>			
Surfaces that do not soak up water and that may have touched floodwater [Examples: floors, stoves, sinks, certain toys, countertops, flatware, plates, and tools]	1 cup (240 mL)	5 gallons	<ol style="list-style-type: none"> <li>1. Clean surface with soap and clean water.</li> <li>2. Disinfect with a mixture of 1 cup (240 mL) of bleach to 5 gallons of water. For more information see: After a Flood: Cleanup</li> <li>3. Allow to air dry.</li> </ol>
<b>Clean Mold Growth Off Hard Surfaces</b>			
Mold growth on hard surfaces [Examples: floors, stoves, sinks, certain toys, countertops, flatware, plates, and tools]	1 cup (240 mL)	1 gallon	<ol style="list-style-type: none"> <li>1. Mix 1 cup (240 mL) of bleach in 1 gallon of water.</li> <li>2. Wash the item with the bleach mixture.</li> <li>3. If the surface of the item is rough, scrub the surface with a stiff brush.</li> <li>4. Rinse the item with clean water.</li> <li>5. Dry the item or leave it out to dry.</li> </ol>



---

## Protect Yourself and Others From Electrical Hazards After a Disaster

(cdc.gov)

---

### HIGHLIGHTS

- NEVER touch a fallen power line.
- Do not drive through standing water if downed power lines are in the water.
- If you believe someone has been electrocuted, call or have someone else call 911 or emergency medical help.

After a hurricane, flood or other natural disaster you need to be careful to avoid electrical hazards both in your home and elsewhere.

- *Never* touch a fallen power line. Call the power company to report fallen power lines.
- Avoid contact with overhead power lines during cleanup and other activities.
- Do not drive through standing water if downed power lines are in the water.
- If a powerline falls across your car while you are driving, stay inside the vehicle and continue to drive away from the line. If the engine stalls, do not turn off the ignition. Warn people not to touch the car or the line. Call or ask someone to call the local utility company and emergency services. Do not allow anyone other than emergency personnel to approach your vehicle.
- If electrical circuits and electrical equipment have gotten wet or are in or near water, turn off the power at the main breaker or fuse on the service panel. Do not enter standing water to access the main power switch. Call an electrician to turn it off.
- Never turn power on or off yourself or use an electric tool or appliance while standing in water. Do not turn the power back on until electrical equipment has been inspected by a qualified electrician. All electrical equipment and appliances must be completely dry before returning them to service. Have a certified electrician check these items if there is any question.

- If you see frayed wiring or sparks when you restore power, or if there is an odor of something burning but no visible fire, you should immediately shut off the electrical system at the main circuit breaker.
- Consult your utility company about using electrical equipment, including power generators. Do not connect generators to your home's electrical circuits without the approved, automatic-interrupt devices. If a generator is on line when electrical service is restored, it can become a major fire hazard and it may endanger line workers helping to restore power in your area.

**If you believe someone has been electrocuted take the following steps:**

1. Look first. Don't touch. The person may still be in contact with the electrical source. Touching the person may pass the current through you.
2. Call or have someone else call 911 or emergency medical help.
3. Turn off the source of electricity if possible. If not, move the source away from you and the affected person using a non-conducting object made of cardboard, plastic or wood.
4. Once the person is free of the source of electricity, check the person's breathing and pulse. If either has stopped or seems dangerously slow or shallow, begin cardiopulmonary resuscitation (CPR) immediately.
5. If the person is faint or pale or shows other signs of shock, lay him or her down with the head slightly lower than the trunk of the body and the legs elevated.
6. Don't touch burns, break blisters, or remove burned clothing. Electrical shock may cause burns inside the body, so be sure the person is taken to a doctor.



---

## Avoiding Carbon Monoxide Poisoning During a Power Outage

(cdc.gov)

---

During a power outage, never use generators, grills, or other gasoline, propane, or charcoal-burning devices inside your home, garage, or carport or near doors, windows, or vents. They produce carbon monoxide, an odorless, colorless gas that kills more than 500 Americans each year. If your home is damaged, stay with friends or family or in a shelter. To learn more, call the CDC at 800-CDC-INFO.

Generators, grills, and other fuel-burning devices produce poisonous gases. Always use these devices outdoors, away from the house.



---

## **Protect Yourself and Your Family from Debris Smoke**

(cdc.gov)

---

Natural disasters, such as hurricanes, tornadoes, earthquakes and floods, can leave a lot of debris. Some of this debris may be burned during cleanup. Smoke from these outdoor fires is unhealthy for you to breathe.

Smoke may cause you to cough. It can cause shortness of breath or tightness in the chest. It also can sting your eyes, nose, or throat.

These problems can begin a very short time after you breathe the smoke. You may have little warning, especially if you have lung or heart disease. Infants, children, pregnant women, older adults, and people with chronic diseases such as asthma are at greater risk from smoke.

Check with your local health and safety officials to find out when fires are planned in your area. If you smell or see smoke, or know that fires are nearby, you can take the following steps to protect yourself and your family:

- Leave the area if you are at greater risk from breathing smoke.
- Limit your exposure to smoke outdoors and indoors.
- Stay inside and use your air conditioner. If you do not have an air conditioner or smoke is likely to get inside your house, leave the area until the smoke is completely gone.
- Avoid activities that put extra demands on your lungs and heart. These include exercising or physical chores, both outdoors and indoors.
- Make sure you take all your medications according to the doctor's directions. Contact your doctor if your health gets worse.
- Dust masks, bandanas, or other cloths (even if wet) will not protect you from smoke.



---

## Protect Yourself from Mold

(cdc.gov)

---

### HIGHLIGHTS

- People with asthma, allergies, or other breathing conditions may be more sensitive to mold.
- If you or your family members have health problems after exposure to mold, contact your doctor or other health care provider.
- Controlling moisture in your home is the most critical factor for preventing mold growth.
- If you plan to be inside the building for a while or you plan to clean up mold, you should buy an N95 mask at your local home supply store and wear it while in the building.

After natural disasters such as hurricanes, tornadoes, and floods, excess moisture and standing water contribute to the growth of mold in homes and other buildings. When returning to a home that has been flooded, be aware that mold may be present and may be a health risk for your family.

### People at Greatest Risk from Mold

People with asthma, allergies, or other breathing conditions may be more sensitive to mold. People with immune suppression (such as people with HIV infection, cancer patients taking chemotherapy, and people who have received an organ transplant) are more susceptible to mold infections.

### Possible Health Effects of Mold Exposure

People who are sensitive to mold may experience stuffy nose, irritated eyes, wheezing, or skin irritation. People allergic to mold may have difficulty in breathing and shortness of breath. People with weakened immune systems and with chronic lung diseases, such as obstructive lung disease, may develop mold infections in their lungs. If you or your family members have health problems after exposure to mold, contact your doctor or other health care provider.

### Recognizing Mold

You may recognize mold by:

- **Sight** (Are the walls and ceiling discolored, or do they show signs of mold growth or water damage?)
- **Smell** (Do you smell a bad odor, such as a musty, earthy smell or a foul stench?)

### **Safely Preventing Mold Growth**

Clean up and dry out the building quickly (within 24 to 48 hours). Open doors and windows. Use fans to dry out the building. (See the fact sheet for drying out your house, *Reentering Your Flooded Home*).

- **When in doubt, take it out!** Remove all porous items that have been wet for more than 48 hours and that cannot be thoroughly cleaned and dried. These items can remain a source of mold growth and should be removed from the home. Porous, non-cleanable items include carpeting and carpet padding, upholstery, wallpaper, drywall, floor and ceiling tiles, insulation material, some clothing, leather, paper, wood, and food. Removal and cleaning are important because even dead mold may cause allergic reactions in some people.
- To *prevent* mold growth, clean wet items and surfaces with detergent and water.
- Homeowners may want to temporarily store items outside of the home until insurance claims can be filed. See recommendations by the Federal Emergency Management Agency (FEMA) .
- If you wish to disinfect, refer to the U.S. Environmental Protection Agency (EPA) document, *A Brief Guide to Mold and Moisture in Your Home*.

**If there is mold growth in your home, you should clean up the mold *and* fix any water problem, such as leaks in roofs, walls, or plumbing.** Controlling moisture in your home is the most critical factor for preventing mold growth.

To *remove* mold growth from hard surfaces use commercial products, soap and water, or a bleach solution of no more than 1 cup of bleach in 1 gallon of water. Use a stiff brush on rough surface materials such as concrete.

#### **If you choose to use bleach to remove mold:**

- Never mix bleach with ammonia or other household cleaners. Mixing bleach with ammonia or other cleaning products will produce dangerous, toxic fumes
- Open windows and doors to provide fresh air.
- Wear non-porous gloves and protective eye wear.
- If the area to be cleaned is more than 10 square feet, consult the U.S. Environmental Protection Agency (EPA) guide titled *Mold Remediation in Schools and Commercial Buildings* . Although focused on schools and commercial buildings, this document also applies to other building types. You can get it free

by calling the EPA Indoor Air Quality Information Clearinghouse at (800) 438-4318, or by going to the EPA web site at [http://www.epa.gov/mold/mold\\_remediation.html](http://www.epa.gov/mold/mold_remediation.html) .

- Always follow the manufacturer's instructions when using bleach or any other cleaning product.
- More information on personal safety while cleaning up after a natural disaster is available at [www.cdc.gov](http://www.cdc.gov).

If you plan to be inside the building for a while or you plan to clean up mold, you should buy an N95 mask at your local home supply store and wear it while in the building. Make certain that you follow instructions on the package for fitting the mask tightly to your face. If you go back into the building for a short time and are not cleaning up mold, you do not need to wear an N95 mask.



## How to Prevent or Respond to a Snake Bite

(cdc.gov)

### HIGHLIGHTS

- If you see a snake in your home, immediately call the South Carolina Department of Natural Resources
- Be aware of snakes that may be swimming in the water or hiding under debris or other objects.
- If you or someone you know are bitten, try to see and remember the color and shape of the snake.
- Do not pick up a snake or try to trap it.

After a natural disaster, snakes may have been forced from their natural habitats and move into areas where they would not normally be seen or expected. When you return to your home, be cautious of snakes that may have sought shelter in your home. If you see a snake in your home, immediately call the animal control agency in your county.

### How to Prevent Snake Bites

- Be aware of snakes that may be swimming in the water to get to higher ground and those that may be hiding under debris or other objects.
- If you see a snake, back away from it slowly and do not touch it.

### Signs of Snake Bites

If you have to walk in high water, you may feel a bite, but not know that you were bitten by a snake. You may think it is another kind of bite or scratch. Pay attention to the following snake bite signs.

### Depending on the type of snake, the signs and symptoms may include:

- A pair of puncture marks at the wound
- Redness and swelling around the bite
- Severe pain at the site of the bite
- Nausea and vomiting
- Labored breathing (in extreme cases, breathing may stop altogether)
- Disturbed vision

- Increased salivation and sweating
- Numbness or tingling around your face and/or limbs

### **What To Do if You or Someone Else is Bitten by a Snake**

- If you or someone you know are bitten, try to see and remember the color and shape of the snake, which can help with treatment of the snake bite.
- Keep the bitten person still and calm. This can slow down the spread of venom if the snake is poisonous.
- Seek medical attention as soon as possible.
- Dial 911 or call local Emergency Medical Services (EMS).
- Apply first aid if you cannot get the person to the hospital right away.
  - Lay or sit the person down with the bite below the level of the heart.
  - Tell him/her to stay calm and still.
  - Cover the bite with a clean, dry dressing.

### **What NOT To Do if You or Someone Else is Bitten by a Snake**

- Do not pick up the snake or try to trap it (this may put you or someone else at risk for a bite).
- Do not apply a tourniquet.
- Do not slash the wound with a knife.
- Do not suck out the venom.
- Do not apply ice or immerse the wound in water.
- Do not drink alcohol as a pain killer.
- Do not drink caffeinated beverages.



---

## Preventing Chain Saw Injuries During Tree Removal After a Disaster

(cdc.gov)

---

### HIGHLIGHTS

- Choose the proper size of chain saw to match the job.
- Operate, adjust, and maintain the saw according to manufacturer's instructions.
- Take extra care in cutting "spring poles": trees or branches that have gotten bent, twisted, hung up on, or caught under another object during a high wind.
- Be sure that bystanders are at a safe distance from cutting activities.

Be aware of the risk of chain saw injury during tree removal

**Each year, approximately 36,000 people are treated in hospital emergency departments for injuries from using chain saws.** The potential risk of injury increases after hurricanes and other natural disasters, when chain saws are widely used to remove fallen or partially fallen trees and tree branches.

Safeguards against injury while using a chain saw

- **Operate, adjust, and maintain the saw according to manufacturer's instructions** provided in the manual accompanying the chain saw.
- **Properly sharpen chain saw blades and properly lubricate the blade** with bar and chain oil. Additionally, the operator should periodically check and adjust the tension of the chain saw blade to ensure good cutting action.
- **Choose the proper size of chain saw to match the job**, and include safety features such as a chain brake, front and rear hand guards, stop switch, chain catcher and a spark arrester.
- **Wear the appropriate protective equipment**, including hard hat, safety glasses, hearing protection, heavy work gloves, cut-resistant legwear (chain saw chaps) that extend from the waist to the top of the foot, and boots which cover the ankle.
- **Avoid contact with power lines** until the lines are verified as being de-energized.

- **Always cut at waist level or below** to ensure that you maintain secure control over the chain saw.
- **Bystanders or coworkers should remain at least 2 tree lengths (at least 150 feet) away** from anyone felling a tree and at least 30 feet from anyone operating a chain saw to remove limbs or cut a fallen tree
- **If injury occurs, apply direct pressure over site(s) of heavy bleeding;** this act may save lives.

Beware of injury from the release of bent trees or branches

**Take extra care in cutting “spring poles”:** trees or branches that have gotten bent, twisted, hung up on, or caught under another object during a high wind. If the tree or the branch is suddenly released, it may strike the person cutting it, or a bystander, with enough force to cause serious injury or death. Even a seemingly small tree or branch (2 inches in diameter, for example) may pose a hazard when it is released from tension.

**To avoid injury:**

- Identify the maximum point of tension on the spring pole
- Slowly shave the underside of the tree rather than cut through to allow the tree or branch to release tension slowly

How the public can help

- **It is best to have a chain saw operator** who has training and experience in safe chain saw use and cutting techniques to fell and remove limbs from trees.
- **Be sure that bystanders are at a safe distance from cutting activities,** the chain saw operator uses personal protective equipment and workers follow safety guidelines.



---

## Protect Yourself From Chemicals Released During a Natural Disaster

(cdc.gov)

---

During emergencies such as hurricanes, spills and floods, chemicals that have the potential to harm people's health might be released from businesses, homes, and other sources into the environment.

### Protect Yourself by Taking These Steps

- If you suspect someone has been poisoned by a chemical, call 911 or the national poison control center at 1-800-222-1222.
- If you suspect that a pet has been poisoned by a chemical, call the Animal Poison Control Center toll-free at 1-888-426-4435.
- Report oil and chemical spills to the local authorities or to the U.S. Environmental Protection Agency (EPA) National Response Center at 1-800-424-8802.
- Each situation is different. Listen to announcements or alerts from authorities concerning chemical safety and disposal issues. Federal agencies such as CDC and EPA, and state and local officials will keep communities informed about what chemicals may have been released into the environment and what actions, if any, people need to take to protect themselves. For example, the results of EPA sampling for chemicals in the environment following Hurricane Katrina are available at [www.epa.gov/katrina](http://www.epa.gov/katrina).
- Some chemical releases may require authorities to advise people to stay out of the area or, depending on where they live, to evacuate or to shelter in place. Listen to local announcements for guidance on what to do.
- After an emergency, federal, state, and local personnel will be working to establish debris-management programs, including household hazardous waste collection and disposal programs. These efforts may take days or weeks to come to all communities. In the meantime, exercise caution and report concerns to local environmental, health, and waste disposal authorities.
- Wash skin that may have come into contact with dangerous chemicals. Coming into contact with a dangerous chemical may make it necessary for you to remove and dispose of your clothing right away and then wash yourself.

## **Be Aware of Local Sources of Chemicals**

Be aware of the sources of chemicals and conditions in your area and take steps to protect your health when returning home after an emergency. During emergencies, chemicals are most commonly released from the following sources: businesses and industries (such as chemical plants and oil refineries), storage tanks, agricultural facilities and homes.

The types and amounts of chemicals released depend on factors such as (1) type of facilities in the area, (2) types of chemicals produced or kept at affected facilities and homes, (3) structural damage to facilities and homes, (4) weather conditions, and (5) the extent of flooding. Amounts of chemicals released may be higher nearer to industrial sources.

## **Dispose of Household Chemicals Safely**

People can be exposed to dangerous chemicals from everyday items such as household cleaners, fertilizers, and pesticides that may spill in or near the home during an emergency. Be alert for leaking containers and reactive household chemicals, such as caustic drain cleaners and chlorine bleach, and take the following necessary precautions to prevent injury or further damage:

- Keep children and pets away from leaking or spilled chemicals.
- Do not combine chemicals from leaking or damaged containers, because doing so might produce dangerous reactions.
- Do not dump chemicals down drains, storm sewers, or toilets.
- Do not try to burn household chemicals.
- Clearly mark and set aside unbroken containers until they can be properly disposed.
- Leave damaged or unlabeled chemical containers undisturbed whenever possible.

Source: U.S. Environmental Protection Agency (EPA), Dealing with Debris and Damaged Buildings. Also see the National Library of Medicine's Household Products Database for information on safely handling household products.

## **Avoid Oil Spills**

Crude oil is a mixture of chemicals that could be released into the environment during an emergency such as a hurricane and flood. In flood situations, some parts of the oil will float on water and can be seen as a film on the surface, and other parts will sink to the bottom. Other parts of the oil can become fumes in the air. People can come into contact with these chemicals by getting them on their skin or by breathing them in the air. If you notice oil in the water, stay away from it and contact local authorities or EPA at 1-800-

424-8802. Emergency responders and workers should use appropriate clothing and personal protective equipment when working in these hazardous conditions.



---

## Disposal of Dead Animals Following an Emergency

(cdc.gov) and Beaufort County Animal Control

---

There are no state or Beaufort County ordinances regulating disposal of pets or livestock carcasses following a disaster. The County Animal Control recommends burying deceased pets at the location their bodies were found. Beaufort County Public Works has contracted for the removal of large animal carcasses through its debris removal plan. More information will follow in the text below from the Center for Disease Control.

### Frequently Asked Questions

#### **Are there any special health risks I need to be aware of when disposing of dead animals?**

The risk to humans from animal carcasses is low if proper precautions are taken.

- Practice proper hand washing to prevent infection with certain pathogens that may be transmitted from farm animals, including *Salmonella* and *E. coli*.
- Secure all food sources and remove any animal carcasses to avoid attracting rats.
- Wear insect repellent when outdoors. Emergencies such as natural disasters may lead to more mosquitoes, which can carry disease.

#### **People working to clean up areas containing swine or poultry carcasses should take the following precautions:**

- Wear protective clothing, including waterproof gloves, waterproof boots, and protective eyewear (cover any open wounds).
- Use duct tape to seal tops of gloves and boots to prevent water seepage.
- Wear respiratory protection—an N-95 respirator or better.
- If you smell hydrogen sulfide (a rotten egg smell), get out of the building and call your county extension office.
- Clean and disinfect all clothing and boots after handling carcass-contaminated materials.
- Wash work clothes separately from street clothes.
- Wash hands thoroughly before placing fingers in mouth (nail biting, etc.).

- Shower and wash hair thoroughly after handling carcass-contaminated materials.

**My pet was killed in the flood. Can I bury it on my property?**

Yes. In many places, it is the responsibility of the owner to appropriately dispose of dead animals within 24 hours after knowledge of the death. Although there is no formal regulation in place, Beaufort County Animal Control recommends following this practice whenever possible.

**How do I dispose of the remains?**

1. Wear gloves.
2. Cover your gloved hand with a plastic trash bag, pick up the remains, then invert the trash bag over the remains and seal the bag.
3. If possible, bury the animal where you found it or take it to your property for burial.
4. For larger animals, use a shovel to place remains inside a plastic trash bag, then rinse off the shovel with water.
5. Wash your hands.

**I am a farmer and I lost a lot of livestock during the flood. How do I dispose of multiple animal remains?**

Each farm operation should have specific plans for animal disposal in the event of an emergency. With appropriate advance planning, Beaufort County farmers may be able to evacuate their livestock to avoid this problem. If not, the US Department of Agriculture (USDA) Animal and Plant Health Inspection Service (APHIS) can provide technical advice and assistance on the effective disposal of animal carcasses. The main phone number for the APHIS Emergency Management Staff in Riverdale, Maryland is 301-734-8073.

These guidelines are intended to address dead animal disposal during a declared emergency. They do not take the place of the dead animal disposal that occurs under the normal permitted operation of a farm.



## **Building Inspections/Permits and Zoning Permits**

Beaufort County Division of Building Codes

---

**In the interest of public safety Beaufort County Building Codes Department will implement the following procedures during the recovery process. These procedures are intended to protect the public's safety and general welfare from hazards arising from structures that sustained damage during a hurricane or other disaster.**

**BEFORE PERMITTING CAN BEGIN AFTER A DISASTER THE COUNTY MUST CONDUCT A GENERAL DAMAGE ASSESSMENT OF THE COUNTY.**

### ***OPERATIONAL PROCEDURES:***

- (1) The Building Division and the Division of Codes will re-open immediately upon proper notice at the current office location, or at an alternate location if the current location is damaged.
- (2) Inspectors will be able to issue Temporary Permits for placement of campers, recreational vehicles and temporary structures on an owner's property for a specified period during rebuilding. Repairs are to prevent further damage in accordance with these policies: the International Codes, FEMA Substantial Damage Estimation software.
- (3) Inspectors will notify owners of need to comply with construction permit requirements and to advise all concerned parties on reconstruction issues in a post disaster situation.

### ***PERMITTING PROCEDURES:***

**THESE PROCEDURES ARE INTENDED FOR THE PROTECTION OF THE PUBLIC AFTER A DISASTER.**

- (1) The permitting process will be determined by the extent of damage that a property has sustained. Each property will be treated individually consistent with county ordinances and the International Building Codes requirements. Property sustaining minor damage may not require a permit based on the type of damage.

Moderate damage will, in most cases, require a permit. The amount of information needed to satisfy the permitting process will be determined by the type and amount of damage that the structure has received. In most situations

where a property has sustained major damage, the owner or contractor conducting the repair will be required to submit a full plan of reconstruction.

(2) During damage assessment, the inspector will leave a colored coded placard at the site in a conspicuous location. The placard will provide instructions to the owner if a zoning or building permit is required. The color codes will be as follows:

a. **Green Card – No Restrictions**

A green card denotes minor damage to property. Card information will include permission to make these minor repairs without having to obtain a zoning or building permit. Structures with minor damage can be made habitable in a short period of time with minimal repairs. Damage may include doors, windows, floors, furnaces, air conditioners, water heaters and other repairable damages.

b. **Yellow Card – Limited Entry**

A yellow card denotes major damage to the property. Card information will include instructions on how to apply for a zoning and building permit. Owner will not be allowed to occupy the structure, occupancy will be allowed only when structure is classified with a green card – with no restrictions. Structures with moderate damage can be made habitable with extensive repairs. This category may include damage to the following portions of a structure: foundation, roof structure, wall sections and any other major components of the property.

c. **Red Card – Unsafe**

A red card denotes that the property has been destroyed. Card information will include that the structure is unsafe and may not be occupied. This placard is not to be considered a demolition order. Structures with major damage are considered destroyed and a total loss – meaning that damage is determined to be of such an extent that repair is not feasible.

***ISSUING EMERGENCY ZONING PERMITS AND BUILDING PERMITS:***

Issuance requires a formal emergency resolution by the Beaufort County Council. When an emergency is officially declared by Beaufort County Council the following procedures will be implemented when issuing permits:

Minor Damage (*No Restriction on Use or Occupancy*), no plans are required, no permit is required, and no inspection activity other than damage assessment is required.

Moderate Damage (*Use and Occupancy Restriction*), a plan may be required for repairs or a detailed list of work to be done may be required. Development plan review is not required if there is no change in footprint of the building. Emergency building permit(s) is required. Building Inspections are required prior to work beginning and during construction.

Major Damage (*Use and Occupancy Restriction*), Flood regulation standards shall be implemented. This standard is based upon Beaufort County Flood Map standards adopted by the County to qualify for FEMA disaster planning and reconstruction funding. Flood mapping in place at the time of the disaster will be the standard for decisions. County Building Official, or other designated representative, may review decisions, where information is incomplete, and/or in conflict with reality, or in error.

General requirements: Plans and structural analysis may be required for repairs. If pre-existing structure is in compliance with zoning, and structure is not located in a flood zone or it is elevated to the proper base flood elevation and there is no change in the use or occupancy and there will be no expansion the building may be repaired after obtaining the building permit; or the building must be brought into full compliance with all applicable codes: zoning, building and flood regulations. Development plan review may not be required. Building inspections are required prior to and during construction.

#### **EMERGENCY NON-CONFORMING PERMITTING PROCEDURES:**

##### **PERMITTING OF STRUCTURES PREDATING ADOPTION OF THE COUNTY ZONING ORDINANCE IN 1990 AND NON CONFORMING USES.**

In an emergency it may be necessary to allow existing non-conforming uses to rebuild. The owner or applicant must contact the Zoning Administrator to determine if the structure is non-conforming. The owner is encouraged to bring the following information which will help expedite the permitting process:

- 1) An official copy of building and as-built site plans that include overall size and dimensions of structure.
- (3) Recent photographs of the structure that supply construction and appearance detail of the structure.

**COUNTY PERMIT FEES:**

The County will continue to collect permit fees. If conditions warrant revision of this policy, recommendations will be presented to County Council.

***FLOOD REGULATIONS:***

- (1) Beaufort County’s flood regulations requires that all pre-firm buildings (FEMA definition – a building for which construction or substantial improvement occurred on or before December 31, 1974, or before the effective date of an initial Flood Insurance Rate Map (FIRM)) located in the 100 year floodplain be elevated to the required Base Flood Elevation if the building sustains >50% damage of its market value.
- (2) Replacement value is determined before improvements are made to the structure.
- (3) In cases where there are questions regarding extent of damage or flood zone designation, the inspector shall complete a FEMA substantial damage form to make the determination.

**ELECTRICAL AND GAS CONNECTIONS:**

- (1) Electrical and Gas Safety Inspection Procedures: all buildings with a damaged electric and/or gas meter, damaged electrical service weather head, and/or with water submersion inside of the structure up to the elevation of electrical receptacles, will require an electrical safety inspection prior to electrical service being restored.
- (2) Gas lines in buildings that have experienced a fire must be inspected prior to gas service being restored.
- (3) Stop work orders (red tags) are to be conspicuously placed near utility meters that are not to be reconnected without prior inspection and release.
- (4) Records of structures deemed unsafe for utility reconnection are to be maintained and released to the applicable electrical or gas utility as quickly as possible after the determination is made.

***BEAUFORT COUNTY BOARD OF ADJUSTMENT AND APPEALS:***

- (1) The Beaufort County Board of Appeals will handle disputes directly associated with disaster-related reconstruction and construction.

- (2) The Board will act on all matters resulting from matters in dispute. Likely areas of deliberation are: decisions related to degree of damage, new codes, flood plain issues, and other matters that may develop.
- (3) Additional responsibilities may be assigned to the Board to meet needs as they develop.
- (4) Decisions will be made by majority vote, minutes and all other meeting requirements will be met as the Board functions during disaster, including: Open meeting requirements, accessibility requirements and Freedom of Information requirements.



## How to Tarp Your Roof

Lowe's (lowes.com)

Following a disaster, the essential next step in the recovery process is the stabilization of your home to stop further damage and to prepare to rebuild. Tarping a damaged roof is the critical action that preserves the option for future rebuilding. Without a roof covering, exposed homes will continue to deteriorate, pushing repair costs quickly beyond what many can afford. If costs of restoration exceed the value of the home, it may not be salvageable at all.

### Lesson One: Safety

Tarping a roof is a repair project to be completed only when a professional contractor is not available and the situation requires swift action. If you can wait to have the project completed later, do so. If foul weather is on the way and tarping is needed to prevent further damage, consider doing the project with some assistance.

Be sure to heed the following safety precautions:

- Don't attempt to stand on a roof that is steeply pitched.
- Don't attempt to stand on a tarp-especially if it is wet.
- Never attempt to go onto a roof during a storm.

### Lesson Two: Why Tarping is Needed

In your storm preparation, you boarded up windows and doors. Your roof didn't have that option. The havoc of a hurricane can severely damage your roof, one of the most exposed parts of your home and also one of the most expensive. An emergency roof covering like a tarp has a temporary lifetime of about 90 days but it can provide a quickly needed solution to:

- Reducing repair & restoration costs after insurance appraisal.
- Giving you time to decide on repair options.
- Providing a stable, dry environment for airing out the interior of the home.
- Stabilizing the interior so you and your family can remove debris and collect undamaged belongings.

It may not be an option you prefer, but post hurricane it may be your only temporary option until a professional contractor can repair your roof properly.

How do you know if you have suffered roof damage after a storm has passed? Pinpointing the exact location can be difficult if an obvious deformity is not identifiable. Storm damage can range from large, highly visible dents and tears to almost undetectable indentations. Even small amounts of damage can harm the surface of your roof and lead

to deterioration over time. Leaks can appear to start in one area, but water often moves in paths that are not expected.

Before you decide to tarp a roof, first try to identify the origin of the leak. Start by checking the underside of the roof sheathing for water stains. Survey the roof with binoculars. Use a ladder if necessary. Do not climb onto the roof surface as it may be unstable. There are several ways to detect and evaluate the condition of a roof after a severe storm. Look for:

- Torn or missing shingles - result from high winds or hail impact
- Dented metal roof vents - caused by hail impact
- Missing metal roof panels - blown off from excessive wind gusts
- Broken or out of place tiles - result from wind, rain or hail impact
- Roof indentations - looks warped or dented, sometimes exposing the fiberglass in asphalt shingles
- Water spots and signs of water -caused by water leaking underneath the roof deck into the attic
- Other home damage - damaged by wind, hail or projectiles, including damage such as broken skylights and windows, tree or shrub damage or car dents

In the case of a low-pitched roof, you may have no alternative but to remove all the roofing just to track down the problem.

### **Lesson Three: Tarping a Roof**

Basically, what you want to do is cover the damage with a woven plastic tarp that is held in place with 2 x 4 wood strips.

- Partially unroll or unfold enough of the tarp to cover the leaking section of the roof from eaves to peak with an additional 4 feet on each end. Cut to fit this length.
- Wrap one end of the tarp around a 2 x 4 that is 2 feet longer than the width of the tarp. The 2 x 4 should be against the roof so it won't collect water and debris. Staple or nail the 2 x 4 to the tarp.
- Sandwich the tarp and 2 x 4 with a second 2 x 4 and nail those together with 3 1/4 inch nails.
- Place the sandwiched tarp along the eaves line and stretch the rest of the tarp goes over the ridge and down the other side of the roof.
- Roll the opposite end of the tarp around another 2 x 4 and sandwich the tarp with a second 2 x 4 and nail it to the roof sheathing, roll side down.
- Using more 2 x 4's, nail down the tarp's sides. They don't have to be rolled in the tarp. Nail in the wood strips a maximum of 10 inches apart.

### **Lesson Four: Have the Repair Completed Professionally**

This type of emergency repair is only a temporary fix for a roof leak and should only be completed in a safe environment with proper safety equipment. Always be sure to have at least one additional person to assist in the repair. Final repair is best left to someone who

has the equipment and skill to do it safely and permanently. Roofs are treacherous, particularly when wet and tarps are slippery even when dry.

**Recommended Materials:**

- Woven Plastic Tarp
- 2 x 4 Wood Strips
- Utility Knife
- 3 1/4 inch Common Nails
- Hammer
- Gloves
- Ladder
- Safety Goggles



## Food & Water Distribution

(Beaufort County Emergency Management)

Beaufort County Emergency Management officials have worked closely with the American Red Cross and other non-profit organizations to arrange for food and water distribution following a disaster. Agreements have been signed and plans have been thoroughly scrutinized to ensure the smoothest possible delivery of services.

Several public distribution sites where citizens can go and pick up food, water and updated information have been identified throughout the County. Specific locations won't be selected until it is clear to recovery personnel which sites are accessible to the public. These selected locations will be announced at the appropriate time via radio, County website and any other operational media.



## Debris Management

Beaufort County Public Works Department and Solid Waste & Recycling Division

The Beaufort County Public Works Department has a comprehensive plan for removal of debris following a disaster. Citizens will play an important role in facilitating debris removal by properly separating debris. Debris must be separated into three categories:

1. **Vegetative**
2. **Construction Debris**
3. **Stumps.**

**DO NOT MIX Household Garbage** with storm debris. Household garbage collection will resume as soon as possible after a disaster at County Convenience Centers and by Municipal Service Providers. Do not cover up utility boxes and fire hydrants with debris. Debris will be handled with equipment which could damage utility structures further delaying restoration of services.

Each category of debris will be collected separately from the curb or roadside. It is important for all debris to be properly separated at the edge of the road right-of-way, by the classifications listed above. Several passes will be made to remove debris from the right of way. It is important to listen to local radio broadcasts for updated announcements and – if possible – check the County website, [www.bcgov.net](http://www.bcgov.net) for the latest information. Also, please review the page in this manual entitled Local Media.



## Local Media: An Important Source of Updated Information

Beaufort County Public Information Office

Local radio stations play a valuable role during recovery. They are often the only source of information available until newspapers, cable television and the internet become operational and electricity is restored. A battery powered radio is a household staple in disaster prone regions.

Here is a list of local radio stations that – barring their own devastation – can normally be relied up for updated announcements regarding emergency housing, food and water distribution, debris management, where to apply for disaster aid, which roads become accessible, where to find fuel, chainsaws, building materials and other useful items.

Below are some local radio stations that have been found to be helpful in the past:

The River	98.7 FM
ETV Radio	89.9 FM
WVGB	1490 AM
Country 106.9	106.9 FM
The Coast	107.9
The Drive	103.1
Rock 106.3	106.3
Big 98.3	98.3

Please remember to check the Beaufort County website, [www.bcgov.net](http://www.bcgov.net) for frequent updates as soon as online service is restored. In the event the Beaufort County website goes dark temporarily during or following an emergency, please visit [www.beaufortcountedisasterrecovery.net](http://www.beaufortcountedisasterrecovery.net) or the S.C. Emergency Management Division for announcements at [www.scemd.org](http://www.scemd.org). Newspapers will also resume online service and home delivery as soon as it is possible to do so. The County will provide them with regular updates. Here is a list of newspaper websites that are available without a subscription:

**[islandpacket.com](http://islandpacket.com)**

**[postandcourier.com](http://postandcourier.com)**

**[blufftoday.com](http://blufftoday.com)**

**[beaufortgazette.com](http://beaufortgazette.com)**

**[thestate.com](http://thestate.com)**

**[beauforttribune.com](http://beauforttribune.com)**



## How to Replace Vital Documents

(redcross.org & Beaufort County Public Information Office)

Driver's License	S.C. Department of Motor Vehicles
Government Issued ID	Contact the issuing authority
Insurance policies	Your insurance agent or company
Military discharge	Department of Veterans Affairs, papers 1-800-827-1000 or TDD/TTY 1-800-829-4833
Passports	State Department—Passport Services, 202-955-0430 (24 hours)
Death & Marriage Certificates	County Probate Court 255-5850 SC DHEC Vital Records
Birth, certificates	1-877-284-1008 -
Social Security or Medicare cards	Local Social Security office, 1-800-772-1213 or TDD/TTY 1-800-325-0778
Credit cards	The issuing companies as soon as possible
Mastercard	Contact issuing financial institution
VISA	1-800-VISA911 Contact issuing financial institution
American Express	1-800-441-0519
Discover	1-800-discover (1-800-347-2683), TDD/TTY 1-800-347-7449
Titles to deeds	Beaufort County Register of Deeds 255-2555
Stocks and bonds	Issuing company or your broker
Wills	Your attorney
Income tax record	The IRS center where filed, your accountant or 1-800-829-1040
Citizenship papers	Bureau of Citizenship and Immigration Services, 1-800-375-5283
Mortgage papers	Lending institution



## Earthquakes in South Carolina

(fema.gov, scemd.org, dnr.sc.gov)

The majority of earthquakes worldwide occur at plate boundaries when plates stick and then jump past each other. These quakes often are the ones that are the most destructive and well understood in terms of plate tectonics. The cause of earthquakes in South Carolina is not so clear. South Carolina's quakes are located within a plate rather than at a plate boundary. Perhaps the intraplate quakes felt in South Carolina are the result of stresses transmitted inward from the boundaries of the North American plate. In our state, quakes may occur along ancient plate boundaries where existing faults are reactivated as the tectonic stress is released.

### **Fault zones**

In response to this threat, the South Carolina Geological Survey (SCGS) has been mapping faults and related geologic structures throughout the state. SCGS has published a map which can be viewed online at [dnr.sc.gov](http://dnr.sc.gov). These and other maps are being produced to increase the public awareness of quake-prone areas.

In South Carolina, approximately 70 percent of the earthquakes occur in the Coastal Plain and most are clustered around three areas west and north of Charleston: Ravenel-Adams Run-Hollywood, Middleton Place-Summerville, and Bowman. These faults and other geologic structures related to the earthquakes are hidden by the thick sequence of sediments. Therefore, few clues to the causes of earthquakes in the Coastal Plain can be found at the surface. To unmask these hidden geologic structures, geologists are using geophysical techniques, recorded seismic activity, or both. In the Piedmont, studies of surface geology are beginning to offer important clues to the causes of quakes in South Carolina.

### **Charleston earthquake of 1886**

On Tuesday, August 31, 1886 shock waves from a massive quake with an estimated magnitude of 7.6 thrashed the Lowcountry. Many of Charleston's brick and masonry buildings crumbled to the ground and some Beaufort structures were damaged. About 60 people died in the quake. Damage was reported in a 200 mile radius of the city. This quake was the strongest earthquake known to hit the Eastern Seaboard, and it shook with such force that it was felt over 2 1/2 million square miles (from Cuba to New York, and Bermuda to the Mississippi River).



## What to Do Before an Earthquake ([fema.gov](http://fema.gov))

Earthquakes strike suddenly, violently and without warning. Identifying potential hazards ahead of time and advance planning can reduce the dangers of serious injury or loss of life from an earthquake. Repairing deep plaster cracks in ceilings and foundations, anchoring overhead lighting fixtures to the ceiling, and following local seismic building standards, will help reduce the impact of earthquakes.

### *Six Ways to Plan Ahead*

#### 1. Check for Hazards in the Home

- Fasten shelves securely to walls.
- Place large or heavy objects on lower shelves.
- Store breakable items such as bottled foods, glass, and china in low, closed cabinets with latches.
- Hang heavy items such as pictures and mirrors away from beds, couches, and anywhere people sit.
- Brace overhead light fixtures.
- Repair defective electrical wiring and leaky gas connections. These are potential fire risks.
- Secure a water heater by strapping it to the wall studs and bolting it to the floor.
- Repair any deep cracks in ceilings or foundations. Get expert advice if there are signs of structural defects.
- Store weed killers, pesticides, and flammable products securely in closed cabinets with latches and on bottom shelves.

#### 2. Identify Safe Places Indoors and Outdoors

- Under sturdy furniture such as a heavy desk or table.
- Against an inside wall.
- Away from where glass could shatter around windows, mirrors, pictures, or where heavy bookcases or other heavy furniture could fall over.
- In the open, away from buildings, trees, telephone and electrical lines, overpasses, or elevated expressways.

#### 3. Educate Yourself and Family Members

- Contact your local emergency management office or American Red Cross chapter for more information on earthquakes. Also read the "How-To Series" for information on how to protect your property from earthquakes.
- Teach children how and when to call 9-1-1, police, or fire department and which radio station to tune to for emergency information.
- Teach all family members how and when to turn off gas, electricity, and water.

**4. Have Disaster Supplies on Hand**

- Flashlight and extra batteries.
- Portable battery-operated radio and extra batteries.
- First aid kit and manual.
- Emergency food and water.
- Nonelectric can opener.
- Essential medicines.
- Cash and credit cards.
- Sturdy shoes.

**5. Develop an Emergency Communication Plan**

- In case family members are separated from one another during an earthquake (a real possibility during the day when adults are at work and children are at school), develop a plan for reuniting after the disaster.
- Ask an out-of-state relative or friend to serve as the "family contact." After a disaster, it's often easier to call long distance. Make sure everyone in the family knows the name, address, and phone number of the contact person.

**6. Help Your Community Get Ready**

- Publish a special section in your local newspaper with emergency information on earthquakes. Localize the information by printing the phone numbers of local emergency services offices, the American Red Cross, and hospitals.
- Conduct a week-long series on locating hazards in the home.
- Work with local emergency services and American Red Cross officials to prepare special reports for people with mobility impairments on what to do during an earthquake.
- Provide tips on conducting earthquake drills in the home.
- Interview representatives of the gas, electric, and water companies about shutting off utilities.
- Work together in your community to apply your knowledge to building codes, retrofitting programs, hazard hunts, and neighborhood and family emergency plans.



## What to Do During an Earthquake

Stay as safe as possible during an earthquake. Be aware that some earthquakes are actually foreshocks and a larger earthquake might occur. Minimize your movements to a few steps to a nearby safe place and stay indoors until the shaking has stopped and you are sure exiting is safe.

### *If indoors*

- **DROP** to the ground; take **COVER** by getting under a sturdy table or other piece of furniture; and **HOLD ON** on until the shaking stops. If there isn't a table or desk near you, cover your face and head with your arms and crouch in an inside corner of the building.
- Stay away from glass, windows, outside doors and walls, and anything that could fall, such as lighting fixtures or furniture.
- Stay in bed if you are there when the earthquake strikes. Hold on and protect your head with a pillow, unless you are under a heavy light fixture that could fall. In that case, move to the nearest safe place.
- Use a doorway for shelter only if it is in close proximity to you and if you know it is a strongly supported, load bearing doorway.
- Stay inside until shaking stops and it is safe to go outside. Research has shown that most injuries occur when people inside buildings attempt to move to a different location inside the building or try to leave.
- Be aware that the electricity may go out or the sprinkler systems or fire alarms may turn on.
- DO NOT use the elevators.

### *If outdoors*

- Stay there.
- Move away from buildings, streetlights, and utility wires.
- Once in the open, stay there until the shaking stops. The greatest danger exists directly outside buildings, at exits, and alongside exterior walls. Many of the 120 fatalities from the 1933 Long Beach earthquake occurred when people ran outside of buildings only to be killed by falling debris from collapsing walls. Ground movement during an earthquake is seldom the direct cause of death or injury. Most earthquake-related casualties result from collapsing walls, flying glass, and falling objects.

### *If in a moving vehicle*

- Stop as quickly as safety permits and stay in the vehicle. Avoid stopping near or under buildings, trees, overpasses, and utility wires.

- Proceed cautiously once the earthquake has stopped. Avoid roads, bridges, or ramps that might have been damaged by the earthquake.

*If trapped under debris*

- Do not light a match.
- Do not move about or kick up dust.
- Cover your mouth with a handkerchief or clothing.
- Tap on a pipe or wall so rescuers can locate you. Use a whistle if one is available. Shout only as a last resort. Shouting can cause you to inhale dangerous amounts of dust.



## Additional Steps to Take After Earthquakes

(redcross.org, fema.gov)

Earthquakes are often followed by frequent aftershocks. Aftershocks may be very strong. If you feel the ground shake again, remember to DROP, COVER and HOLD ON. Stay in place until the earth stops shaking. People attempting to flee a building can be injured during earthquakes and aftershocks.

As you rebuild-

- Install strong latches or bolts on cabinets.
- Place large and heavy objects and breakable items (bottled foods, glass or china) on lower shelves.
- Anchor overhead lighting fixtures to joists.
- Anchor top-heavy and freestanding furniture such as bookcases, china cabinets and other tall furniture to wall studs to keep these from toppling over in an earthquake.
- Secure gas appliances to the floor to prevent them from tipping over in an earthquake.
- Use heavy gauge metal strapping, sometimes called “strap iron” or “plumber's tape,” to anchor the water heater to wall studs to keep it from moving or tipping. Find out if there are local building codes that describe the type of metal strapping that may be required in your area.

Ask a professional to-

- Install flexible fittings to avoid gas or water leaks.
- Bolt the frame of the house to the foundation.
- Repair deep cracks in ceilings and foundations and make sure they are not indications of structural damage.
- Provide structural engineering design advice. Ask about home repair and strengthening tips for exterior features, such as porches, decks, sliding glass doors, canopies, carports and garage doors.



## Choose Your Contractor Carefully

(fema.gov & Beaufort County Building Codes Division)

### Tips for hiring contractors include:

- **Use reliable, licensed contractors.** Check to see if the contractor is licensed in South Carolina and/or in Beaufort County. You can also go online to the South Carolina Department of Labor, Licensing and Regulation. [www.llr.state.sc.us/](http://www.llr.state.sc.us/). Select the “licensee lookup” at the top of the page. If the internet is not operational, refer to the list of approved vendors in the following chapter.
- **Get a written estimate.** Compare services and prices before making a final decision. Also, read the fine print. Some contractors charge a fee for a written estimate, which is often applied to the price of subsequent repairs they make.
- **Check references.** Contractors should be willing to provide the names of previous customers. Call several former customers who had similar work done to make sure they were satisfied with the job.
- **Ask for proof of insurance.** Make sure the contractor carries general liability insurance and workers' compensation. If the contractor is not insured, the homeowner may be liable for accidents that occur on the property.
- **Insist on a written contract.** A complete contract should clearly state all the tasks to be performed, all associated costs and the payment schedule. Never sign a blank contract or one with blank spaces. Make sure the contract clearly states who will apply for the necessary permits or licenses. Have a lawyer review the contract when substantial costs are involved, and keep a copy for your records.
- **Get any guarantees in writing.** Any guarantees made by the contractor should be written into the contract. The guarantee should clearly state what is guaranteed, who is responsible for the guarantee and how long the guarantee is valid.
- **Make final payments only when the work is completed.** Do not sign completion papers or make the final payment until the work is completed to your satisfaction. A reputable contractor will not threaten you or pressure you to sign if the job is not finished properly.
- **Pay by check.** Avoid on-the-spot cash payments. The safest route is to write a check to the contracting company. A reasonable down payment is 30 percent of the total cost of the project, to be paid upon initial delivery of materials. Federal law gives consumers a three-day "cooling off" period for unsolicited door-to-door sales of more than \$25 (more information on the "cooling off" period can be found at the Federal Trade Commission Web site, [www.ftc.gov](http://www.ftc.gov) or you can call 1-877-382-4357).
- **Canceling a contract.** This should be done within three business days of signing. Be sure to follow the procedures for cancellation that are set out in the contract. Send the notification by registered mail with a return receipt to be signed by the contractor.
- **Report problems with a contractor or fraud to** South Carolina Department of Labor, Licensing and Regulation. [www.llr.state.sc.us](http://www.llr.state.sc.us). Use the “How do I” drop down box on the left of the home page.



## Beaufort County Post Disaster Assistance Manual

[www.bcgov.net](http://www.bcgov.net)

[www.bcgov.wordpress.com](http://www.bcgov.wordpress.com)

[www.scemd.org](http://www.scemd.org)

### IMPORTANT CONTACT INFORMATION

#### ***Emergencies***

Fire, Medical, Law Enforcement – Call 911

#### ***Beaufort County Information:***

[www.bcgov.net](http://www.bcgov.net)

[www.bcgov.wordpress.com](http://www.bcgov.wordpress.com)

[www.scemd.org](http://www.scemd.org)

email: [pio@bcgov.net](mailto:pio@bcgov.net)

Re-entry hotline: 1-800-963-5023

Public Information: (843) 255-2035

Building Permits (843) 255-2065

Public Health Department (DHEC) Beaufort (843) 525-7615, Bluffton (843) 757-2251

Beaufort Jasper Comprehensive Health Dept. (843) 987-7400

#### ***Federal Emergency Management***

##### ***Agency***

fema.org

#### ***WalMart***

walmart.com

Beaufort: (843) 522-8221,

Hilton Head (843) 681-3011

#### ***American Red Cross***

redcross.org

Bluffton office: (843) 757-7437

#### ***Grayco***

Graycoinc.com

Beaufort Building Ctr: (843) 522-9994

Beaufort Hardware: (843) 521-8060,

Hilton Head (843) 785-5166

#### ***Lowe's***

Lowe.com

Beaufort: (843) 522-3144

Bluffton: (843) 837-8887

#### ***Home Depot***

homedepot.com

(843) 815-7000

***Beaufort Jasper Water & Sewer Authority***

bjwsa.org  
(843) 987-9200

***SCE&G***

Outages: 1-888-333-4465, Gas leaks: 1-800-815-0083,  
Underground line location: 1-888-721-7877

***Palmetto Electric*** 1-800-922-5551

***United Way Help Line:*** Beaufort: (843) 534-HELP, Hilton Head: (843) 686-HELP Bluffton:  
(843) 757-HELP



**Section: 16**

**Appendix F – Local and State Recovery Agreements**

**COUNTY COUNCIL OF BEAUFORT COUNTY  
SOUTH CAROLINA**

Post Office Drawer 1228, Beaufort, SC 29901-1228

**MEMORANDUM OF UNDERSTANDING REGARDING THE ADOPTION AND USE OF IMPACT ASSESSMENT SOFTWARE BY BEAUFORT COUNTY, AND THESE MUNICIPALITIES: THE TOWN OF HILTON HEAD ISLAND, THE TOWN OF BLUFFTON, THE TOWN OF PORT ROYAL AND THE CITY OF BEAUFORT**

Beaufort County Council adopted the Beaufort County Recovery Plan on August 8th 2008 providing for a plan to guide actions of the County and municipalities in Recovery from natural disasters.

Recovery Function 1, of that plan, Impact Assessment (Disaster Impact) outlines policies and an approach to conducting required Impact Assessments to meet local, state and Federal (FEMA) requirements for disaster declaration purposes and the funding required to rebuild the County after a disaster.

In meetings beginning on April 14th, 2009 attended by staff from the County, the Town of Hilton Head Island, the Town of Bluffton, the Town of Port Royal and the City of Beaufort; it was acknowledged that it would be in the best interest of all to adopt a common software program used for reporting damage used for local, State and Federal actions and funding to address damage the result of a disaster and would provide a common reporting system which would allow municipal and County staffs to assist each other, as disaster conditions may warrant.

The proposed adoption and use of Impact Assessment Software shall create two positive opportunities:

1. Adoption of a common impact assessment process that is user friendly that will speed-up and improve the quality of this important activity.
2. Adoption of a common impact assessment process will enable each signatory to assist the other signatories as conditions demand.

It was agreed that this software was of particular assistance to those assessments of damage leading up to the detailed assessments required for Recovery.

That this software is not suitable for the more specific detailed assessment required for local Response and Recovery planning, meetings with FEMA Staff and other State and Federal Agencies related to funding matters related to specific Redevelopment Plans and projects and related uses, but will provide useful data for those various reports related to Disaster Recovery.

The referenced software was developed by the Town of Hilton Head Island. It is the version that has been agreed upon for adoption and will be the vehicle for impact assessment reporting by the signatories to this agreement.

It is hereby agreed that Town of Hilton Head Island hereby confers use of said software to all signatories to this agreement; while accepting no responsibility for issues arising by use of the software. Whereas, both Beaufort County and the Town of Hilton Head Island have developed and utilized software for this purpose, with this agreement the County agrees to use that software developed by the Town of Hilton Head Island. The Town of Hilton Head Island In making the software available to the signatories to this agreement is not warranting that it will satisfactorily meet the needs of each. There are no implied guarantees of effectiveness and appropriateness for other users: however both the County of Beaufort and the Town of Hilton Head Island do hereby agree to afford use of said software by all municipalities within Beaufort County.

Neither The County of Beaufort, nor the Town of Hilton Head Island offer funding or any other form of financial commitment related to usage of the software, nor any on-site installation assistance.

Each municipality will use its own resources in the adoption of the software. This agreement in no way implies or obligates either Beaufort County or the Town of Hilton Head Island to participate in neither funding nor installation of the software beyond general discussion of installation and use.

Beaufort County will as part of its annual Recovery Function recertification process determine and seek input from municipalities as to the continued effectiveness of the software as part of its annual review of RF 1 - Impact Assessment procedures and make any and all software modifications in consultation with all those signatories to this document.

All parties hereby agree to this plan of adoption and use of said impact assessment software because it is in the best interest of all those involved, the citizens of the County and its municipalities in the advent of major damage resulting from a disaster within the County of Beaufort.

Subject to the parties' ability to withdraw as set forth below this Memorandum of Understanding shall expire on September 30, 2012, however, it shall automatically renew for continuous one year terms until terminated in writing by the Town of Hilton Head Island or until all other parties to the Memorandum of Understanding withdraw.

Any party to the Memorandum of Understanding may withdraw from the agreement at any time without penalty. The Memorandum of Understanding shall remain in full force and effect so long as the Town of Hilton Head Island remains a party In addition to anyone of the other parties or until the Memorandum of Understanding expires as set forth above.

The parties agree not to share or disseminate the subject software without the express written permission of the Town of Hilton Head Island.

Hilton Head Island represents it is the owner of the subject software and has the authority to share said software as set forth In the Memorandum of Understanding. The Town of Hilton Head Island agrees to maintain and upgrade said software as necessary. The other parties agree to provide the Town of Hilton Head Island with Information necessary for the Town of Hilton Head Island to maintain and update the software.

In addition to the stipulations above all parties also agree to these points that are necessary to successful use of said software to achieve and conduct required Impact Assessments to meet local, state and Federal (FEMA) requirements for disaster declaration purposes and the funding required to rebuild the County after a disaster:

1. Each signee agrees to assist other signees to achieve effective local impact assessments by providing staff assistance in a disaster, limited by having staff capacity to do so and by the necessity to attend to local needs prior to meeting needs of other signees.
2. All signees agree to participate in training related to the adoption and updating of the said software.

**Section: 17**

**Appendix G – List of Commonly Used Terms and Terms and Definitions: Beaufort County Disaster Recovery and Reconstruction Ordinance (2011)**

## A GLOSSARY OF DEFINITIONS, ACRONYMS, KEY TERMS AND ABBREVIATIONS.

**Robert T. Stafford Disaster Relief and Emergency Assistance Act** – This act provides the authorization of the PA Program. The fundamental provisions of this act are as follows:

- ◇Assigns FEMA the authority to administer federal disaster assistance
- ◇Defines the extent of coverage and eligibility criteria of the major disaster assistance programs
- ◇Authorizes grants to the states
- ◇Defines the minimum federal cost-sharing levels

**Preparedness.** Pre-disaster activities that ensure people are ready for a disaster and will respond to it effectively. It includes steps taken to decide what to do if essential services break down, how redevelopment should occur, developing a plan for contingencies, and practicing that plan.

**Response.** Activities that address the immediate and short-term effects of an emergency or disaster. Response activities are contained within the Emergency Support Functions of the Comprehensive Emergency Management Plan and include immediate actions to save lives, protect property, meet basic human needs, and restore water, sewer, and other essential services.

Immediate actions to save lives, protect property and the environment, and meet basic human needs. Response also includes the execution of emergency plans and actions to support short-term recovery.

**Stabilization** – The process by which the immediate impacts of an event on community systems are managed and contained.

**Recovery** – The development, coordination, and execution of service and site restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post incident reporting; and development of initiatives to mitigate the effects of future incidents

**Short-Term Recovery.** Phase of recovery in which the scope of damages and needs are assessed, basic infrastructure is restored, and recovery organizations and resources are mobilized. Draft National Disaster Recovery Framework, Page 58, 2/5/10. Encompass such activities as damage assessments, public information, temporary housing, utility restoration and debris clearance. Short-term recovery does not include the redevelopment of the built environment, economic sector, or normal social networks. Emergency repairs and minor reconstruction however, will occur during this phase as well as decisions that may affect long-term redevelopment.

**Intermediate Recovery** – Involves returning critical infrastructure and essential government or commercial services back to a functional, if not pre-disaster state. Such activities are often characterized by temporary actions that provide a bridge to permanent measures.

**Sustainability** – Meeting the needs of the present without compromising the ability of future generations to meet their own needs.

**Long-Term Recovery** – Process of recovery that follows a disaster event and may continue for months and years. Examples include the complete redevelopment and revitalization of the damaged area, which could mean returning the area to conditions set in a long-term recovery plan. **Reconstruction/ Long-Term Recovery.** The long-term process of rebuilding a community's destroyed or damaged housing stock, commercial and industrial buildings, public facilities, and infrastructure to similar levels and standards as existed before the disaster.

**Long-Term Redevelopment.** The process of going beyond restoring all aspects of the community to normal functions by creating conditions improved over those that existed before

the disaster. Long-term redevelopment is characterized by activities such as implementing hazard mitigation projects during rebuilding, strengthening building codes, changing land use and zoning designations, improving transportation corridors, building more affordable housing, and developing new economic opportunities.

**Redevelopment** – Rebuilding degraded, damaged, or destroyed social, economic and physical infrastructure in a community, state, or tribal nation to create the foundation for long-term development.

**Resilience** – Ability of a community to remain strong or unharmed, and/or to be able to quickly and effectively recover from a disaster’s impact upon its infrastructure, economy, social and natural environment.

**Restoration** – Returning a physical structure, essential government or commercial services, or a societal condition back to its pre-disaster state through repairs, rebuilding, or reestablishment.

**Mitigation** – Activities providing a critical foundation in the effort to reduce the loss of life and property from natural and/or manmade disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect. Sustained actions taken to reduce or eliminate long-term risk to people and property from hazards and their effects.

**Local Mitigation Strategy (LMS).** The term used for the multi-jurisdictional pre-disaster hazard mitigation plans required by the Robert T. Stafford Disaster Relief and Emergency Assistance Act as a condition of federal grant assistance. The LMS is implemented by a countywide stakeholder committee. A term adopted by Beaufort County related to the Beaufort County Hazard Mitigation Plan.

**Comprehensive Emergency Management Plan.** Operations plan required under state statute, that defines the organizational structure, chain of command, and operational procedure for the preparation, response and recovery and mitigation efforts associated with an emergency. The plan includes a basic plan as well as a recovery annex and a mitigation annex.

**Disaster Recovery Plan (DRP).** A disaster recovery plan is a post-disaster reconstruction and redevelopment plan that identifies policies, operational strategies, and roles and responsibilities for implementation that will guide decisions that affect long-term recovery and redevelopment of the community after a disaster. The plan emphasizes seizing opportunities for hazard mitigation and community improvement consistent with the goals of the local comprehensive plan and with full participation of the citizens. Recovery topics addressed in the plan should include business resumption and economic redevelopment, housing repair and reconstruction, infrastructure restoration and mitigation, short-term recovery actions that affect long-term redevelopment, sustainable land use, environmental restoration, and financial considerations as well as other long-term recovery issues identified by the community. (FEMA policy definition; and Florida PDRP Focus Group, 2007)

**Disaster.** “Disaster” means any natural, technological, or civil emergency that causes damage of sufficient severity and magnitude to result in a declaration of a state of emergency by a county, the Governor, or the President of the United States. Disasters shall be identified by the severity of resulting damage, as follows:

- (a) "Catastrophic disaster" means a disaster that will require massive state and federal assistance, including immediate military involvement.
- (b) "Major disaster" means a disaster that will likely exceed local capabilities and require a broad range of state and federal assistance.
- (c) "Minor disaster" means a disaster that is likely to be within the response capabilities of local government and to result in only a minimal need for state or federal assistance.

(F.S. § 252.34, 2005)

**Applicant** – State agency, local government or eligible private nonprofit organization that intends to apply for Federal Emergency Management Agency (FEMA) Public Assistance (PA) grants.

**Code of Federal Regulations: Title 44 – Emergency Management and Assistance**

– The Code of Federal Regulations – Title 44 – Emergency Management and Assistance (44 CFR) provides procedural requirements for the PA Program operations. These regulations are designed to implement a statute based upon FEMA’s interpretation of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act). They govern the PA Program and outline program procedures, eligibility and funding.

**Construction and Demolition Debris** – FEMA Publication 325 defines construction and demolition (C&D) debris as damaged components of buildings and structures, such as lumber and wood, gypsum wallboard, glass, metal, roofing material, tile, carpeting and floor coverings, window coverings, plastic pipe, concrete, fully cured asphalt, heating, ventilation and air conditioning systems and components, light fixtures, small consumer appliances, equipment, furnishings and fixtures. Current eligibility criteria include the following:

- ◇Debris must be located within a designated disaster area and be removed from an eligible applicant’s improved property or right-of-way (ROW).
- ◇Debris removal must be the legal responsibility of the applicant.
- ◇Debris must be a result of the major disaster event.

**Debris Removal Contractor** – The debris removal contractor is one or more private companies hired by Polk County (County) through a competitive bidding process. The company is available on a stand-by basis to assist the County in removal and disposal of debris that is a result of a severe debris-generating event.

**Disaster Specific Guidance** – Disaster Specific Guidance (DSG) is a policy statement issued in response to a specific post-event situation or need in a state or region. Each DSG is issued a number and is generally referred to along with the numerical identification.

**FEMA Publication 321: Public Assistance Policy Digest** – This document presents a brief, user-friendly summary of the PA Program and policies.

**FEMA Publication 322: Public Assistance Guide** – This document provides a general overview of the FEMA PA Program protocol immediately following a disaster. The PA Program provides the basis for the federal/local cost-sharing program. This document specifically describes the entities eligible for reimbursement under the PA Program, the documentation necessary to ensure reimbursement, and any special considerations that local governments should be aware of to maximize eligible activities.

**FEMA Publication 323: Applicant Handbook** – The Applicant Handbook (Handbook) is the official “how to” for local governments who are considering applying for reimbursement following a disaster through the PA Program. The Handbook provides the rules, procedures and sample documents that local governments’ need as an applicant to FEMA. The publication is formatted as a step by-step guide for each phase of the reimbursement process, and identifies what information is critical to ensure reimbursement.

**FEMA Publication 325: Debris Management Guide** – This publication is specifically dedicated to the rules, regulations and policies associated with the debris cleanup process. Familiarity with this publication and any revisions can aid a local government in limiting the amount of non-reimbursable expenses. The Debris Management Guide provides the framework for the debris removal process authorized by the Stafford Act, including the following:

- ◇Eliminating immediate threats to lives, public health and safety.
- ◇Eliminating immediate threats of significant damage to improved public or private property.
- ◇Ensuring the economic recovery of the affected community to the benefit of the community at large.

**Community** – In the context of facilitating disaster recovery, community refers to a network of individuals and families, businesses, institutions and other civic organizations that reside or operate within a shared geographical boundary; and may be represented by a common political leadership at a regional, county, municipal or neighborhood level.

**Critical Infrastructure** – Systems and assets, whether physical or virtual, so vital that the incapacity or destruction of such may have a debilitating impact on the security, economy, public health or safety, environment, or any combination of these matters, across any Federal, State, regional, territorial, or local jurisdiction.

**Functional Needs** – Refers to the needs of an individual who under usual circumstances is able to function on their own or with support systems. However during an emergency, their level of independence is challenged.

**Individual with Disability** – The term refers to a person (child or adult) who has a physical or mental impairment that substantially limits one or more major life activities; a person who has a history or record of such impairment; or a person who is perceived by others as having such impairment. The term “disability” has the same meaning as that used in the *ADA Amendments Act of 2008*, P.L. 110-325, as incorporated into the ADA. See <http://www.ada.gov/pubs/ada.htm> <<http://www.ada.gov/pubs/ada.htm>> for the definition and specific changes to the text of the ADA. State laws and local ordinances may also include individuals outside the federal definition. Children and adults may have physical, sensory, mental health, cognitive and/or intellectual disabilities resulting in access and functional needs and may require assistance to maintain independence. *National Recovery Framework Draft, 2/5/10*

**Underserved Populations/Communities** – Groups that have limited or barriers to access to resources or are otherwise disenfranchised. These groups include those who are socioeconomically disadvantaged; persons who have limited English proficiency; people who are geographically isolated or educationally disenfranchised; minority groups; women and children; individuals with disabilities and others with access and functional needs; and older people.

**Hanger** – A hanger is a hazardous limb that poses significant threat to the public. The following are the current eligibility requirements for leaning trees according to FEMA Publication 325:

- ◇The limb is greater than two inches in diameter.
- ◇The limb is still hanging in a tree and threatening a public-use area.
- ◇The limb is located on improved public property.

**Hazardous Stump** – A stump is defined as hazardous and eligible for reimbursement if all of the following criteria are met:

- ◇The stump has 50 percent or more of the root-ball exposed.
- ◇The stump is greater than 24 inches in diameter when measured 24 inches from the ground.
- ◇The stump is located on a public ROW.
- ◇The stump poses an immediate threat to public health and safety.

**Household Hazardous Waste** – The Resource Conservation and Recovery Act defines hazardous wastes as materials that are ignitable, reactive, toxic or corrosive. Examples of household hazardous waste (HHW) include items such as paints, cleaners, pesticides, etc. Due to the nature of hazardous waste, certified technicians must be used to handle, capture, recycle, reuse and dispose of hazardous waste. The eligibility criteria for HHW are as follows:

- ◇HHW must be located within a designated disaster area and be removed from an eligible applicant’s improved property or ROW.
- ◇HHW removal must be the legal responsibility of the applicant.
- ◇HHW must be a result of the major disaster event.

**Leaner** – A tree is considered hazardous and defined as a “leaner” when the tree’s present state is caused by a disaster, the tree poses a significant threat to the public and the tree is six inches in diameter or greater as measured two feet from the ground or at chest height. According to FEMA Publication 325, the following are current eligibility requirements for leaning trees:

- ◇The tree has more than 50 percent of the crown damaged or destroyed. (Note:
- ◇This requires written documentation from an arborist.)

- ◇The tree has a split trunk or broken branches that expose the heartwood.
- ◇The tree has fallen or been uprooted within a public-use area.
- ◇The tree is leaning at an angle greater than 30 degrees.

**Monitoring Firm** – The monitoring firm is one or more private companies hired by the County through a competitive procurement process. The monitoring firm is available on a stand-by basis to monitor the work of the debris removal contractor, assuring that accurate records are kept and that the debris removal contractor is working within the scope of work contracted by the County in order to achieve maximum reimbursement from outside funding sources.

**Residential Solid Waste Hauler** – The residential solid waste hauler is the company that holds the current contract with Polk County to remove and dispose of residential solid waste on a regular basis.

**Vegetative Debris** – As outlined in FEMA Publication 325, vegetative debris consists of whole trees, tree stumps, tree branches, tree trunks and other leafy material.

**ACRONYMS/ABBREVIATIONS/DEFINITIONS**

**44 CFR** - Title 44 of the Code of Federal Regulations  
**ARC** – American Red Cross  
**CBO** – Community-Based Organization  
**CDBG** – Community Development & Block Grant Program  
**CNCS** – Corporation for National and Community Service  
**C&D** - Construction and Demolition  
**COUNTY** - Beaufort County, South Carolina  
**DAE** – Disaster Assistance Employee  
**DHS** – Department of Homeland Security  
**DOL** – Department of Labor  
**DOT** – Department of Transportation  
**DRC** – Disaster Recovery Center  
**DRM** – Disaster Recovery Manager  
**DSG** - Disaster Specific Guidance  
**EDA** – Economic Development Administration  
**EOC** – Emergency Operations Center  
**EOP** – Emergency Operations Plan  
**EPA** – Environmental Protection Agency  
**ESF** – Emergency Support Function  
**ESFLG** – Emergency Support Function Leadership Group  
**ER Program** - Emergency Relief Program  
**EMS** - Emergency Medical Services  
**EWP** - Emergency Watershed Protection  
**GIS** - Geographic Information Systems  
**GPS** - Global Positioning System  
**FEMA** - Federal Emergency Management Agency  
**FEMA 325 Debris Management Guide** – FEMA Publication 325  
**FHWA** - Federal Highway Administration  
**FCO** – Federal Coordinating Officer  
**FEMA** – Federal Emergency Management Agency  
**FRC** – Federal Recovery Coordinator  
**HANDBOOK** - Applicant Handbook  
**HHA** - Hold Harmless Agreement  
**HHW** - Household Hazardous Waste  
**HUD** – Department of Housing and Urban Development  
**HHS** – Department of Health and Human Services  
**HQ** – Headquarters  
**IA** – Individual Assistance  
**IAA** – Interagency Agreement  
**ICS** – Incident Command System  
**IHP** – Individuals & Households Program  
**JFO** – Joint Field Office  
**LTCR** – Long-Term Community Recovery  
**MOU** – Memorandum of Understanding  
**NGO** – Nongovernmental Organization  
**NIMS** – National Incident Management System  
**NOAA** – National Oceanic and Atmospheric Administration  
**NRCS** - National Resource Conservation Service

**NRCC** – National Response Coordination Center  
**NRF** – National Response Framework  
**NVOAD** – National Voluntary Organizations Active in Disaster  
**OSHA** Occupational Safety and Health Administration  
**PA** - Public Assistance  
**PAC** - Public Assistance Coordinator  
**PAO** - Public Assistance Officer  
**PLAN**- Beaufort County Disaster Recovery Plan  
**PW** - Project Worksheets  
**PA** – Public Assistance  
**PKEMRA** - Post-Katrina Emergency Management Reform Act  
**QA/QC** - Quality Assurance/Quality Control  
**RFP** - Request for Proposals  
**ROE** - Right-of-Entry  
**ROW** - Right-of-Way  
**ROC** – Recovery Operation Center  
**RSF** – Recovery Support Functions  
**SBA** – Small Business Administration  
**SCO** – State Coordinating Officer  
**SHPO** - State Historic Preservation Office  
**SCDOT** - South Carolina Department of Transportation  
**SCEMD** – South Carolina Emergency Management Division  
**SOP** – Standard Operating Procedure  
**SRC** – State Recovery Coordinator  
**STAFFORD ACT** - Robert T. Stafford Disaster Relief and Emergency Assistance Act  
**TRO** – Transitional Recovery Office  
**TDSR SITES** - Temporary Debris Storage and Reduction Sites  
**USACE** - United States Army Corps of Engineers  
**USDA** – U.S. Department of Agriculture  
**VAL** – Voluntary Agency Liaison  
**VOAD** – Voluntary Agencies Active in Disaster

## **Terms and Definitions: Beaufort County Disaster Recovery and Reconstruction Ordinance (2011)**

### **DEFINITIONS**

As used in this ordinance, the following definitions shall apply:

- 3.1 **Curfew:** A curfew is a regulation requiring the withdrawal from any person not otherwise exempt from this ordinance from appearing in certain public areas during specified hours.
- 3.2 **Damage Assessment Team:** The primary role of the damage assessment team is to assess losses to property. Assessment will be used to determine type of permit required for repair or reconstruction, dollar amount of destruction or damage, and to determine qualifications for federal or state disaster relief assistance.
- 3.3 **Detailed Damage Assessment:** Follows the initial impact assessment and includes conducting on-site visits by the damage assessment teams for each affected property. This process may take weeks to complete and will culminate in a summary damage estimate in dollars of the total loss to all property in Beaufort County, including: real, personal, agricultural, utility, infrastructure, business, etc.
- 3.4 **Development Moratorium:** A temporary hold, for a defined period of time, on the issuance of building permits, approval of land-use applications or other permits and entitlements related to the use, development, redevelopment, repair, and occupancy of private property in the interests of protection of life and property.
- 3.5 **Recovery Director:** The director of the Recovery Task Force or an authorized representative.
- 3.6 **Disaster Recovery Centers (DRCs):** A multi-agency center organized by FEMA for coordinating assistance to disaster victims.
- 3.7 **Emergency:** A local emergency which has been declared by the Governor or recognized as same by the Beaufort County Council through the enactment of an emergency ordinance for a specific disaster and has not been terminated.
- 3.8 **Event:** Any natural weather-related or other condition causing damage or destruction of property. Types of events shall include, but not limited to hurricanes, northeasters, tornadoes, earthquakes, and/or other natural disasters.
- 3.9 **Exempt Individuals:** Unless otherwise specified herein, exempt individuals include those persons engaged in the provision of designated, essential services, such as fire, law enforcement, emergency medical services, and hospital services, military services, and utility emergency repairs. The resolution of a curfew may, in the discretion of the governing authority, also exempt regular employees of local industries traveling to and from their jobs with appropriate identification, news media employees, building and repair contractors who are properly registered with the County and who are actively engaged in performing activities related to construction, repair, renovation, or improvement of buildings and other structures damaged during the disaster or emergency.
- 3.10 **Flood Insurance Rate Map (FIRM):** An official map of the community, on which the Federal Insurance Administrator has delineated both the special hazard areas and the risk premium zones applicable to the community.
- 3.11 **Hazard Mitigation Grant Program:** A federal program that assists states and local communities in implementing long-term hazard mitigation measures following a major disaster declaration.

- 3.12 **Historic Building or Structure:** Any building or structure listed or eligible for listing on the National Register of Historic Places, as specified by federal regulation, the state register of historic places or points of interest, or a local register of historic places, and any buildings and structures having historic significance within a recognized historic district.
- 3.13 **Individual Assistance Program:** A federal disaster program that brings funding to disaster victims for housing and other needs in order to expedite the victims' recovery from disaster.
- 3.14 **Initial Impact Assessment:** The initial impact assessment (windshield assessment, disaster assessment) is used to determine the extent of the disaster and to determine whether or not outside assistance will be needed. This assessment is generally performed within 24 or 48 hours after passage of an event, depending on severity and scope.
- 3.15 **In-Kind:** The same as the prior building or structure in size, height and shape, type of construction, number of units, general location, and appearance.
- 3.16 **Interagency Hazard Mitigation Team:** A team of representatives from FEMA, other federal agencies, state emergency management agencies, and related state and federal agencies, formed to identify, evaluate, and report on post-disaster mitigation needs.
- 3.17 **Joint Field Office (JFO):** A center established by FEMA for coordinating disaster response and recovery operations, staffed by representatives of federal, state, and local agencies as identified in the National Response Framework (NRF) and determined by disaster circumstances.
- 3.18 **Major Disaster:** Any natural catastrophe (including any hurricane, tornado, high water, wind-driven water, earthquake, winter storm, drought, etc.), or, regardless of cause, any fire, flood, or explosion, which in the determination of the President of the United States causes damage of sufficient severity and magnitude to warrant major disaster assistance under the Stafford Act to supplement the efforts and available resources of states, jurisdictions, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.
- 3.19 **National Response Framework (NRF):** A plan to coordinate efforts of the government in providing response to natural disasters, technological emergencies, and other incidents requiring federal assistance under the Stafford Act in an expeditious manner.
- 3.20 **Project Worksheet (PW):** A claim by a local jurisdiction for financial reimbursement for repair or replacement of a public facility damaged in a major disaster, as authorized under the Stafford Act and related federal regulations, plans, and policies.
- 3.21 **Public Assistance Program:** FEMA's Public Assistance (PA) Grant Program is designed to provide assistance to States, local governments, and certain Non-Profit organizations to alleviate suffering and hardship resulting from major disasters or emergencies declared by the President. Through the PA Program, FEMA provides supplemental Federal disaster grant assistance for the repair, replacement, or restoration of disaster-damaged, publicly owned facilities and the facilities of certain Private Non-Profit (PNP) organizations. The Federal share of assistance is not less than 75% of the eligible cost for emergency measures and permanent restoration. The grantee (usually the State) determines how the non-Federal share (up to 25%) is split with the sub grantees (eligible applicants).
- 3.22 **Reconstruction:** The rebuilding of permanent replacement housing, construction of large-scale public or private facilities badly damaged or destroyed in a major disaster, addition of major community improvements, and full restoration of a healthy economy.
- 3.23 **Recovery Functions:** the categories of activities and programs that the County and its citizens are likely to need following a disaster.

- 3.24 **Recovery Task Force:** An interdepartmental organization that coordinates Beaufort County staff actions in planning and implementing disaster recovery and reconstruction functions.
- 3.25 **Recovery Plan:** A pre-event plan for post-disaster recovery and reconstruction, composed of policies, plans, implementation actions, and designated responsibilities related to expeditious and orderly post-disaster recovery and rebuilding, with an emphasis on mitigation.
- 3.26 **Recovery Strategy:** A post-disaster strategic program identifying and prioritizing major actions contemplated or under way regarding such essential recovery functions as business resumption, economic reinvestment, industrial recovery, housing replacement, infrastructure restoration, and potential sources of financing to support these functions.
- 3.27 **Stafford Act:** The Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 93-288, as amended).



**Section: 18**

**Appendix H – Draft National Disaster Recovery Framework, February 5, 2010**



**NATIONAL DISASTER RECOVERY FRAMEWORK**

-

**Draft**

**February 5, 2010**

## TABLE OF CONTENTS

I. EXECUTIVE SUMMARY .....	2
II. INTRODUCTION.....	5
III. PURPOSE OF THE FRAMEWORK .....	7
IV. CORE PRINCIPLES.....	12
V. RECOVERY ROLES & RESPONSIBILITIES .....	15
VI. ACHIEVING DISASTER RECOVERY.....	28
VII. RECOVERY COORDINATORS .....	32
VIII. RECOVERY SUPPORT FUNCTIONS.....	35
IX. PLANNING FOR A SUCCESSFUL DISASTER RECOVERY .....	42
X. COMMUNITY CONSIDERATIONS .....	51
XI. ABBREVIATIONS & DEFINITIONS.....	55

1 **I. EXECUTIVE SUMMARY**

2 The *National Disaster Recovery Framework (NDRF)* draft outlines how community  
3 recovery is supported on a national level. The framework builds on scalable,  
4 flexible, and adaptable coordinating structures to align key roles and  
5 responsibilities, linking local, state, tribal and federal governments, the private  
6 sector, and voluntary, faith-based and community organizations that play vital roles  
7 in recovery. It captures resources, capabilities, and best practices for recovering  
8 from disaster, recognizing that significant challenges can confront all recovery  
9 efforts, from a relatively localized event to a large-scale disaster that demands  
10 substantial resources. Once finalized, this Draft NDRF is intended to be the  
11 companion document to the National Response Framework (NRF) issued in January  
12 2008.

13  
14 In September 2009, the President charged the Department of Homeland Security  
15 (DHS) and the Department of Housing and Urban Development (HUD) to establish a  
16 Long-Term Disaster Recovery Working Group, composed of more than 20 federal  
17 departments, agencies and offices, to provide operational guidance for recovery  
18 organizations, as well as to make recommendations for improving the nation’s  
19 approach to disaster recovery.

20  
21 During the fall of 2009, DHS/FEMA and HUD sponsored outreach sessions in each of  
22 FEMA’s ten regions and stakeholder forums in five cities across the nation to  
23 provide stakeholders from a wide array of organizations and backgrounds the  
24 opportunity to provide up-front input to the Working Group on ways to strengthen  
25 disaster recovery. DHS/FEMA and HUD also organized discussion roundtables with  
26 professional associations and academic experts. The Long-term Disaster Recovery  
27 Working Group also created a web portal, [www.disasterrecoveryworkinggroup.gov](http://www.disasterrecoveryworkinggroup.gov),  
28 which enabled a large and diverse group of stakeholders to provide input. Over six  
29 hundred stakeholders representing the local, state, tribal and federal governments,  
30 as well as public and private sector organizations contributed more than six  
31 thousand responses from across the nation. The draft NDRF reflects as core  
32 principles the significant themes and recommendations that emerged from these  
33 stakeholder outreach efforts. These principles include:

- 34  
35 • **Individual & Family Empowerment** – Recovery is not only about  
36 restoration of structures, systems, and services – although they are critical. A  
37 successful recovery is also about individuals and families being able to  
38 rebound from their losses, and sustain their physical, social, and economic  
39 well-being. The shared recovery objective should always be to empower  
40 people to recover from disasters by assisting them with compassion and  
41 providing them the opportunities and tools to meaningfully participate and  
42 contribute to the recovery effort;
- 43 • **Leadership & Local Primacy**- Local governments have primary  
44 responsibility for disaster recovery in their community and play the lead role

45 in planning for and managing all aspects of community recovery. This is a  
46 basic, underlying principle that should not be overlooked by federal and  
47 other disaster recovery managers in their eagerness to assist. However, the  
48 federal government is a partner and facilitator in recovery and must be  
49 prepared to manage when the disaster impacts areas of primary federal  
50 jurisdiction or national security, and assist should tribal, state, and local  
51 governments be overwhelmed by a large-scale or catastrophic<sup>1</sup> event. The  
52 federal government must partner closely with tribal governments to support  
53 their plans for addressing disaster recovery and encourage tribes to forge  
54 partnerships with surrounding local and state governments as well.

- 55 • **Preparation for Recovery-** Critical to recovery preparedness is pre-disaster  
56 planning, an ongoing responsibility for all levels of governments, individuals  
57 and families, the business community, and voluntary, faith-based and  
58 community organizations;
- 59 • **Partnerships and Inclusiveness-** Partnerships and inclusiveness are vital  
60 for ensuring that all voices are heard from all parties involved in disaster  
61 recovery, and that the most innovative and relevant solutions are  
62 considered. This is especially critical at the local level, where non-  
63 governmental partners in the private and non-profit sectors (i.e., local  
64 businesses, owners and operators of critical infrastructure and key  
65 resources; and voluntary, faith-based, and community organizations) play a  
66 significant role in meeting the needs of individuals and families, children,  
67 individuals with disabilities, and others with access and functional needs.
- 68 • **Communications** – All disaster recovery managers should promote clear,  
69 consistent, culturally-sensitive, and frequent communication of critical  
70 recovery information through a process that is inclusive of and accessible to  
71 the general public and stakeholders. Stakeholders should understand their  
72 roles and responsibilities and have realistic expectations of the recovery  
73 process and goals.
- 74 • **Unity of Effort** – For successful recovery to occur, stakeholders coordinate  
75 and direct assistance resources to achieve recovery priorities developed by  
76 the affected community. Shared priorities are built upon community  
77 consensus and a transparent and inclusive planning process.
- 78 • **Timeliness & Flexibility** – For successful recovery to occur, timely recovery  
79 activities and assistance are delivered through a coordinated and sequenced  
80 process. Recovery programs and operations should be adaptable to meet  
81 unmet and evolving recovery needs.
- 82 • **Resilience & Sustainability** – For successful recovery to occur, communities  
83 should implement mitigation and resilience strategies that minimize their

---

<sup>1</sup> Note: For the purposes of this draft, the definitions in the National Response Framework apply, except as specifically noted in the text or glossary.

84 risk to hazards and strengthen their ability to withstand and recover from  
85 future disasters.

86

87 Built as a document to forge a common understanding of roles, responsibilities, and  
88 resources available for effective recovery, the NDRF is designed for all who are or  
89 might be involved in disaster recovery. The key concepts in the document are the  
90 need for **structure** – provided by the proposed Recovery Support Functions –  
91 **leadership** – provided locally and strengthened through support by the proposed  
92 State and Tribal Recovery Coordinators, private sector, faith-based and private non-  
93 profit leaders, and when needed, the proposed Federal Recovery Coordinator – and  
94 **planning** – importantly both pre- and post-disaster. These concepts are explained  
95 and developed in the NDRF. When combined with the full involvement of all  
96 stakeholders, along with realistic and well communicated expectations of desired  
97 outcomes, they constitute the building blocks for a successful community recovery.

98

99 The NDRF and the supporting guidance and tools that will follow its publication  
100 work toward the development of a national disaster recovery strategy. Together,  
101 the NDRF and the NRF provide the doctrine and guidance to implement the  
102 response and recovery aspects of the *National Homeland Security Strategy*. In  
103 addition, the National Infrastructure Protection Plan (NIPP) and the Critical  
104 Infrastructure and Key Resources (CIKR) Annex to the NRF provide a bridge between  
105 steady-state CIKR protection and resilience programs and incident management  
106 activities. These documents incorporate and adopt the central tenets of the National  
107 Incident Management System (NIMS) and support the primacy of local, state and  
108 tribal governments in preparing for and managing the response and recovery from  
109 natural and man-made disasters.

## 110 II. INTRODUCTION

111 Experience with recent disasters, such as the 2004 and 2005 hurricanes that struck  
112 the Gulf Coast states and the 2008 Midwest Floods, have highlighted the need for  
113 additional guidance, structure, and support specifically oriented to enhancing long-  
114 term recovery. This experience has resulted in a focus to better understand the  
115 obstacles to disaster recovery and the challenges faced by communities who seek  
116 disaster assistance. The National Disaster Recovery Framework (NDRF) defines an  
117 approach to preparing for, planning for, and managing disaster recoveries that  
118 addresses the complexity of long term recovery with flexibility and adaptability.

119

120 To better support communities and build a more resilient nation, the NDRF  
121 provides operational guidance to all recovery partners. It focuses on how best to  
122 restore, reconstruct and redevelop the social, natural, and economic fabrics of the  
123 community. To accommodate the special challenges inherent in all disasters, this  
124 framework is founded upon eight core and mutually supporting principles that are  
125 essential to disaster recovery. Among them are partnership and inclusiveness, and  
126 leadership and local primacy. All segments of a community need to participate as  
127 partners in the development of their recovery goals. Strong leadership throughout  
128 all levels of governments, especially at the local level, is needed to ensure an  
129 inclusive planning process and instill confidence that well-planned recovery goals  
130 can be achieved.

131

132 The NDRF defines:

133

- 134 • key recovery principles;
- 135 • roles and responsibilities of the recovery coordinators and other  
136 stakeholders;
- 137 • a coordinating structure that facilitates communication and collaboration  
138 among all stakeholders;
- 139 • guidance for pre- and post disaster recovery planning; and
- 140 • the overall process by which, together as a nation, we can capitalize on  
141 opportunities to rebuild stronger, smarter, and safer communities.

142

143 These elements improve recovery support and expedite recovery of disaster  
144 impacted individuals, families, businesses and communities. While the NDRF  
145 speaks to all who are impacted or otherwise involved in disaster recovery, it  
146 concentrates more fully on governmental actions.

147

148 The concepts and terms used in the NDRF are not new, with two exceptions. They  
149 are: the Federal Recovery Coordinator (FRC) and State Recovery Coordinators  
150 (SRC); and the Recovery Support Functions (RSF). The Coordinators are established  
151 to provide cohesion and focus to the recovery efforts. Their jobs are to ensure that  
152 all who have the capability to support community recoveries are actively engaged in  
153 a well coordinated way. The Recovery Support Functions are six groupings of

154 federal agencies designed to provide a one-stop shop for communities as they deal  
155 with infrastructure, housing, and other functional areas. Each Recovery Support  
156 Function has coordinating and primary federal agencies, and can be expanded to  
157 include tribal, state, and local government officials and private non-profit and  
158 private sector partners. Importantly, the concepts of the Federal and State Recovery  
159 Coordinators and Recovery Support Functions are fundamentally scalable,  
160 depending upon the nature and scale of the disaster.

161

162 The NDRF builds on and aligns with the *National Response Framework* (NRF). While  
163 the NRF anticipates the need for long-term recovery, it addresses primarily actions  
164 during disaster response. Like the NRF, the NDRF seeks to facilitate understanding  
165 and to develop a common planning framework. The NDRF incorporates and  
166 expands on the key elements of the NRF, ESF #14, Long-Term Community Recovery,  
167 adding leadership elements, organizational structure, planning guidance and other  
168 components needed to coordinate continued recovery support to individuals,  
169 businesses and community. The NDRF also aligns with the NIPP, which provides a  
170 unified national framework and establishes robust coordinating mechanisms for  
171 ensuring the resilience and protection of the nation’s critical infrastructure.

172

173 While the NDRF is built upon existing programs, authorities, and best practices, the  
174 effective implementation of the NDRF requires interagency cooperation and  
175 engagement across the federal government. This effort requires the assets and  
176 support beyond those typically deployed to support initial aspects of response and  
177 early recovery or initial restoration of essential services. As responsibilities,  
178 capabilities, policies, and resources expand or change, the *Framework* will be  
179 revised as needed to ensure the NDRF continues to provide a common but adaptable  
180 approach to disaster recovery.

181 **III. PURPOSE OF THE FRAMEWORK**

182 The NDRF establishes a scalable system that coordinates and manages disaster  
183 recovery operations to more effectively deliver recovery assistance to severely  
184 impacted communities. It provides guidance and a flexible structure for disaster  
185 recovery managers to operate in a unified, inclusive, and collaborative manner to  
186 address the complexity of the recovery process and facilitate recovery assistance  
187 and activities. The stakeholders addressed by the NDRF are the local, state, tribal,  
188 and federal governments; individuals and families; persons with disabilities and  
189 other access and functional needs; children; members of underserved communities;  
190 the business community; and voluntary, faith-based and community organizations,  
191 including advocacy groups, universities, professional associations, and  
192 philanthropic foundations.

193  
194 The NDRF clarifies the roles and responsibilities for stakeholders in recovery, both  
195 before and after a disaster. It recognizes that recovery is a continuum and that the  
196 ability and success of a community to accelerate the process and turn a tragedy into  
197 an opportunity begins with pre-disaster preparedness, mitigation, community  
198 capacity- and resilience-building efforts. It recognizes that when a disaster occurs,  
199 social vulnerability and initial response actions (and inactions) influence recovery;  
200 and that timely decisions can reduce the cost and time required for recovery.

201  
202 The NDRF describes key principles and steps for recovery planning and  
203 implementation. It promotes a process in which the impacted community can fully  
204 engage and consider the needs of all its members, and assume the leadership in  
205 developing recovery priorities and activities that are realistic, well-planned and  
206 clearly communicated.

207  
208 The NDRF advances the concept that recovery encompasses more than the  
209 restoration of the community’s physical structures to their pre-disaster conditions.  
210 It includes revitalizing and making more resilient and sustainable the economic,  
211 social, educational, environmental and cultural fabric and networks of the impacted  
212 community against future disasters.

213 ***Intended Audience***

214 The *Recovery Framework* is written especially for government executives, private  
215 sector and nongovernmental (NGO) leaders, and disaster recovery management  
216 practitioners. First, it is addressed to senior leaders, such as mayors, other local  
217 officials, state governors and other state officials, tribal leaders, and federal  
218 department or agency executives– those who have authority, responsibility, and  
219 equities in disaster recovery. For the nation to be prepared for all hazards, and  
220 mitigate their impact upon communities, especially the restoration of economic and  
221 social vitality of a community or region, its leaders must approach disaster recovery  
222 through means which encourage collaboration, efficiency, transparency, and  
223 community efficacy.

224 Leaders in the private sector and NGOs will find guidance in the NDRF for engaging  
225 in pre-disaster planning for disaster recovery and plugging into the post-disaster  
226 recovery coordination structure to enhance the effectiveness of their own recovery  
227 and their contributions to the community-wide recovery.

228

229 At the same time, the *NDRF* informs disaster recovery management practitioners,  
230 explaining the concepts of partnership and conditions necessary to achieve common  
231 goals through collaborative recovery coordination.

232

### 233 ***Scope***

234 The NDRF defines essential concepts for successful disaster recovery and provides  
235 guidance to all stakeholders for the following recovery-related efforts:

- 236 • Defining roles and responsibilities for all stakeholders and participants.
- 237 • Providing a consistent recovery leadership for coordination and  
238 communication.
- 239 • Establishing a scalable and flexible organizational structure for coordinating  
240 recovery assistance.
- 241 • Promoting local economic recovery by striving to direct federal disaster  
242 funds to local businesses within the declared area when warranted.
- 243 • Engaging in pre-disaster recovery planning and other recovery  
244 preparedness, mitigation, and community resilience-building work.
- 245 • Engaging the public-private partnership under the NIPP to facilitate broad  
246 coordination and information sharing among all levels of government and  
247 private sector owners and operators of critical infrastructure.
- 248 • Facilitating post-disaster recovery planning, opportunities and resources to  
249 rebuild a strong, sustainable, and resilient community.
- 250 • Developing and capturing best practices, tools, and metrics for:
  - 251 - Impacted communities to develop recovery priorities and measure  
252 recovery progress and outcomes against their agreed upon objectives.
  - 253 - Governments and voluntary, faith-based and community  
254 organizations providing assistance to track progress, ensure  
255 accountability, and make adjustments to ongoing assistance.
- 256 • Establishing guidance for the transition from recovery back to steady-state,  
257 including the shift of roles and responsibilities.

258

### 259 ***Applicability***

260 The NDRF applies to all disasters, recovery partners, and recovery activities and is  
261 adaptable for different levels of recovery needs. It facilitates and leverages  
262 partnerships and collaboration among all stakeholders to ensure that recovery  
263 assistance is effectively delivered to the impacted residents and communities.

264 **Recovery Continuum**

265 Ideally, the recovery continuum begins before a disaster strikes, with preparedness  
266 activities such as planning, capability building, exercising, and establishing tools and  
267 metrics to evaluate progress and success; mitigation planning and actions; economic  
268 development planning, and vital partnership building, all of which contribute to the  
269 community's and the nation's resilience. Post disaster recovery activities begin in  
270 the early stages of the response operations and may last for years. Actions that help  
271 recovery, resilience, and sustainability should be built into the steady state  
272 operations of governments at all levels.

273  
274 The NDRF focuses on intermediate and long-term recovery activities and  
275 distinguishes these from response and stabilization activities. Even though  
276 response activities often set the stage for recovery, the NDRF does not speak to  
277 response operations and other emergent activities that immediately precede or follow a  
278 disaster such as: life-saving, life-sustaining, property protection actions and other  
279 measures intended to neutralize the immediate threat to life and property.  
280 However, response activities can influence long-term recovery and be choice-  
281 limiting, and these long term recovery impacts must be considered for their  
282 potential impact prior to implementation.

283  
284 As **response** actions wind down, stabilization activities are primary. Stabilization is  
285 the process in which the immediate impacts of an event on community systems are  
286 managed and contained, thereby creating an environment where recovery activities  
287 can begin. The various elements of a community system will stabilize on different  
288 time frames, leading to a situation in which response, stabilization, and restoration  
289 activities can occur concurrently. **Stabilization** includes such activities as:

- 290
- 291 • Providing essential health and safety services
  - 292 • Providing congregate sheltering or other temporary sheltering solutions
  - 293 • Providing food, water and other essential commodities for those displaced by  
294 the incident.
  - 295 • Providing disability related assistance/functional needs support services.
  - 296 • Developing impact assessments on critical infrastructure, essential services,  
297 and key resources.
  - 298 • Conducting initial damage assessments.
  - 299 • Conducting community wide debris removal, including clearing of primary  
300 transportation routes of debris and obstructions.
  - 301 • Restarting major transportation systems and restoring interrupted utilities,  
302 communication systems, and other essential services such as education and  
303 medical care.
  - 304 • Establishing temporary or interim infrastructure systems. Supporting family  
305 reunification.
  - 306 • Supporting return of medical patients to appropriate facilities in the area.
  - 307 • Providing basic psychological support and emergency crisis counseling.
  - 308 • Providing initial individual case management assessments.

- 309 • Providing security and reestablishing law enforcement functions.
- 310 • Building an awareness of the potential for fraud, waste and abuse, and ways
- 311 to deter such activity, such as developing Public Service Announcements and
- 312 publicizing ways to report allegations of waste, fraud and abuse.
- 313 • Begin assessment of natural and cultural resources.

314

315 **Intermediate recovery activities** involve returning individuals and families,  
316 critical infrastructure and essential government or commercial services back to a  
317 functional, if not pre-disaster state. Such activities are often characterized by  
318 temporary actions that provide a bridge to permanent measures. Examples of these  
319 actions are:

320

- 321 • Continuing to provide individual, family-centered, and culturally appropriate
- 322 case management. Providing accessible interim housing (in or outside the
- 323 affected area depending on suitability) and planning for long-term housing
- 324 solutions.
- 325 • Returning of displaced populations and businesses if appropriate.
- 326 • Reconnecting displaced persons with essential health and social services.
- 327 • Providing supportive behavioral health education, intervention, including
- 328 continuing to provide crisis, grief, and group counseling and support.
- 329 • Providing access and functional needs assistance to preserve independence
- 330 and health.
- 331 • Updating hazard and risk analyses to inform recovery activities.
- 332 • Establishing a post-disaster recovery prioritization and planning process.
- 333 • Developing an initial hazard mitigation strategy responsive to needs created
- 334 by the disaster.
- 335 • Ensuring that national and local critical infrastructure priorities are
- 336 identified and incorporated into recovery planning.
- 337 • Developing culturally and linguistically appropriate public education
- 338 campaigns to promote rebuilding to increase resilience and reduce disaster
- 339 losses.
- 340 • Supporting capacity assessment of local, state, and tribal governments to
- 341 plan and implement recovery.
- 342 • Complete assessments of natural and cultural resources and develop plans
- 343 for long-term environmental and cultural resource recovery.

344

345 **Long-term recovery** is the phase of recovery that follows intermediate recovery  
346 and may continue for months to years. Examples include the complete  
347 redevelopment and revitalization of the damaged area. It is the process of  
348 rebuilding or relocating damaged or destroyed social, economic, natural, and built  
349 environments in a community to conditions set in a long-term recovery plan. The  
350 goal underlying long-term redevelopment is the impacted community moving  
351 toward self-sufficiency, sustainability, and resilience. Activities may continue for  
352 years depending on the severity and extent of the disaster damages, as well as the  
353 availability of resources, and include the following:

- 354
- 355 • Identifying of risks that affect long-term community sustainment and vitality.
- 356 • Developing and implementing disaster recovery processes and plans, such as
- 357 a long term recovery plan and/or reflecting recovery planning and mitigation
- 358 measures in the community’s land use planning and management,
- 359 comprehensive plans, master plans, and zoning regulations.
- 360 • Rebuilding to appropriate resilience standards in recognition of hazards and
- 361 threats.
- 362 • Addressing recovery needs across all sectors of the economy and community,
- 363 and addressing individual and family recovery activities and unmet needs.
- 364 • Rebuilding educational, social, and other human services and facilities
- 365 according to standards for accessible design.
- 366 • Reestablishing medical, public health, behavioral health, and human services
- 367 systems.
- 368 • Reconfiguring elements of the community in light of changed needs and
- 369 opportunities for “smart planning” to increase energy efficiency, enhance
- 370 business and job diversity, and promote the preservation of natural
- 371 resources.
- 372 • Implementing mitigation strategies, plans, and projects.
- 373 • Implementing permanent housing strategies.
- 374 • Reconstructing and/or relocating, consolidating permanent facilities.
- 375 • Implementing economic and business revitalization strategies.
- 376 • Implementing recovery strategies that integrate holistic community needs.
- 377 • Implementing plans to address long-term environmental and cultural
- 378 resource recovery.
- 379 • Ensuring there is an ongoing and coordinated effort among local, state, tribal,
- 380 and federal entities to deter and detect waste, fraud and abuse.
- 381 • Identifying milestones for the conclusion of recovery for some or all non-
- 382 local entities.

383 **IV. CORE PRINCIPLES**

384 The NDRF is guided by core principles derived from hundreds of stakeholder  
385 comments. They are:

- 386  
387 • **Individual & Family Empowerment** – Recovery is not only about restoration of  
388 structures, systems and services – although they are critical. A successful  
389 recovery must also be about individuals and families being able to rebound from  
390 their losses, and sustain their physical, social and economic well-being. The  
391 shared recovery objective should always be to empower people to recover from  
392 disaster by assisting with compassion and respect; and by providing them the  
393 opportunities, tools and resources to meaningfully participate in the recovery  
394 process and contribute to their individual, family and overall community-wide  
395 recovery. Observing this principle may be especially important for individuals  
396 with disabilities, access and functional needs; children; the elderly; and  
397 members of underserved communities.  
398
- 399 • **Leadership & Local Primacy** – Encourage informed and coordinated leadership  
400 throughout all levels of government, sectors of society, and phases of the  
401 recovery process through collaboration and communication support. Recognize  
402 that tribal, state, and local governments have primary responsibility for the  
403 recovery of their communities and play the lead role in planning and authority  
404 for managing all aspects of community recovery. This is a basic, underlying  
405 principle that should not be overlooked by federal, state, and other disaster  
406 recovery managers in their eagerness to assist. However, the federal  
407 government is a partner and facilitator in recovery and must be prepared to  
408 manage when the disaster impacts areas of primary federal jurisdiction or  
409 national security, and assist should tribal or state and local governments be  
410 overwhelmed by a large-scale or catastrophic event.  
411
- 412 • **Preparation for Recovery** – Prepare for recovery prior to a disaster to establish  
413 a higher state of resilience and speed for recovery planning and assistance  
414 delivery. Development of recovery coordination structures and training of  
415 recovery personnel are vital to enhancing recovery preparedness. A critical  
416 component to preparedness is also pre-disaster recovery planning. Involve all  
417 stakeholders to ensure a coordinated and comprehensive planning process,  
418 appreciating that all plans evolve during execution but the relationships and  
419 understanding developed during the planning process increase the ability for  
420 collaboration and unified decision-making. Identify in advance the process and  
421 procedures that will be used to make decisions and metrics for monitoring  
422 progress.  
423
- 424 • **Partnership & Inclusiveness** – Promote proactive partnerships and  
425 collaboration. Partnerships and inclusiveness are vital for ensuring that all  
426 voices are heard from all parties involved in disaster recovery, and that the most

427 innovative and relevant solutions are considered. This is especially critical at the  
428 community level, where non-governmental partners in the private and non-  
429 profit sectors (i.e., local businesses, owners and operators of critical  
430 infrastructure and key resources; and voluntary, faith-based and community  
431 organizations, foundations, philanthropic groups and academic institutions) play  
432 a significant role in meeting local needs. Collaboration can drive innovation  
433 through fostering and strengthening community relationships with multiple  
434 actors as well as multi-jurisdictional coordination. The recovery process should  
435 be facilitated through the inclusion of individuals with disabilities and others  
436 with access and functional needs, advocates of children, the elderly, and  
437 members of underserved communities. Cultural competency, diversity, and  
438 sensitivity should be addressed and respected at all levels and at all times.

- 439
- 440 • **Communications** - Promote clear, consistent, culturally-sensitive, and frequent  
441 communication of critical recovery information through a process that is  
442 inclusive of and accessible to the general public and stakeholders, including  
443 people with disabilities and with limited English proficiency; manage  
444 expectations throughout the process, and support the development of local,  
445 state, and tribal communication plans; ensure stakeholders have a clear  
446 understanding of the assistance they are eligible for and the roles and  
447 responsibilities they must be accountable for; make clear the actual pace,  
448 requirements, and time needed to achieve recovery.
- 449
- 450 • **Unity of Effort** - Coordinate and focus all available disaster recovery assistance  
451 resources toward an agreed-upon set of recovery processes and priorities  
452 developed at the community level. Support a transparent, inclusive, and  
453 accessible process through which community members, leaders, and supporters  
454 come together to examine options, debate alternatives, address conflicts, and  
455 make the decisions necessary to build community consensus and unity on their  
456 shared recovery priorities.
- 457
- 458 • **Timeliness & Flexibility** - Uphold the value of timeliness, efficiency and  
459 flexibility in coordinating and delivering recovery activities and assistance.  
460 Minimize delays and opportunity losses; sequence recovery decisions to  
461 promote coordination, avoid potential conflicts, build confidence and ownership  
462 of the recovery process among all stakeholders; and ensure recovery plans,  
463 programs, policies, and practices are adaptable to meet any unforeseen, unmet  
464 and evolving recovery needs.
- 465
- 466 • **Resilience & Sustainability** - Promote implementation of redevelopment  
467 fundamentals and practices that minimize the community's risk to all hazards,  
468 and strengthen the community's ability to withstand and recover from future  
469 disasters. Engage in a rigorous assessment and understanding of risks and  
470 vulnerabilities that might endanger the community or pose additional recovery  
471 challenges. Promote implementation of the NIPP risk management framework  
472 to enhance the resilience and protection of critical infrastructure against the

473 effects of future disasters. Incorporate mitigation strategies, critical  
474 infrastructure, environmental and cultural resource protection, and  
475 sustainability practices not only in reconstructing the built environment, such as  
476 housing and infrastructures, but also in revitalizing the economic, social and  
477 natural environments.

478 **V. RECOVERY ROLES & RESPONSIBILITIES**

479 Successful recovery depends on all stakeholders and every level of government  
 480 being prepared to work collaboratively and effectively prior to and after a disaster.  
 481 This section describes the recovery roles and responsibilities of individuals and  
 482 families; businesses; voluntary, faith-based and community organizations; and local,  
 483 state, tribal, and federal governments.

484  
 485 ***Individuals and Families***

486 Individuals and families need to prepare for and manage their own recovery to the  
 487 extent possible. Those who prepare not only reduce personal stress and enhance  
 488 their ability to undertake their own recovery, but can also shape the future of their  
 489 community by their resilience to an event and the choices they make during the  
 490 recovery process. To the extent that individuals and families can adequately  
 491 prepare for disasters and participate in recovery efforts, the more successful the  
 492 recovery outcomes will be. Resources to help families prepare are available through  
 493 websites and publications of local voluntary organizations that are active in  
 494 disasters like the American Red Cross, state and local emergency management  
 495 agencies, and FEMA.

496  
 497 The responsibilities of individuals and families in pre- and post disaster situations  
 498 may include, but are not limited to:  
 499

<u>Individuals and Families Pre-Disaster Checklist</u>	<u>Individuals and Families Post-Disaster Checklist</u>
<ul style="list-style-type: none"> <li>✓ Learn about the natural hazards they are exposed to and measures they can take to protect themselves.</li> <li>✓ Mitigate vulnerabilities of their homes, such as adding hurricane shutters, maintaining a defensible firebreak around the house, and pruning overhanging tree limbs.</li> <li>✓ Put together individual/family disaster preparedness and recovery plans.</li> <li>✓ Purchase and maintain appropriate and adequate level of hazard insurance.</li> <li>✓ Maintain cash reserves on hand since banking services are usually unavailable in the event of a disaster.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Prioritize recovery needs and goals.</li> <li>✓ Implement individual and family recovery plans.</li> <li>✓ Participate in post-disaster community recovery planning if possible.</li> <li>✓ Make contact with recovery resource organizations and apply for assistance.</li> <li>✓ Engage in specific recovery project activities.</li> <li>✓ Reach out to others who may need assistance; assist them in obtaining planning guidance and tools.</li> </ul>

<ul style="list-style-type: none"> <li>✓ Participate in community disaster preparedness and recovery planning processes.</li> <li>✓ Reach out to others in the community who may need assistance through citizens to citizens and other community outreach initiatives.</li> </ul>	
--	--

500

501 ***Private Sector - Business Community, and Critical Infrastructure Owners and***  
502 ***Operators***

503

504 Businesses play a critical role in the stabilization and revitalization of the local  
505 economy as employers, service and goods providers, investors, developers, planners  
506 and in other economic roles needed to achieve a sustainable recovery and  
507 prosperous community. Businesses are often severely impacted by disasters and  
508 need assistance quickly to rebuild and reopen. But businesses are also partners,  
509 contributors and leaders in long term recovery and must be involved in the planning  
510 and recovery processes from the outset. Many local businesses are owned by  
511 members of the community. The owners understand a community’s needs, and  
512 their business operation is crucial in restoring the economic health of a community.

513

514 The private sector plays a critical role in establishing public confidence immediately  
515 after a disaster. If local leadership and the business community have worked  
516 together and there is a recovery plan in place, there is a greater propensity for the  
517 public to have confidence in the impacted community’s marketplace.

518

519 Additionally, the private sector owns the vast majority of the nation’s critical  
520 infrastructure and plays a major role in the recovery of a community or a region.  
521 Disruptions of critical infrastructure may have a regional or even national  
522 deleterious effect. To expedite critical infrastructure restoration, CIKR owners and  
523 operators coordinate with local organizations, as appropriate, and participate in  
524 national-level coordination in accordance with the NIPP and the processes outlined  
525 in the CIKR Support Annex to the NRF. The DHS Office of Infrastructure Protection  
526 is responsible for leading efforts and establishing priorities across the federal  
527 government and coordinating with State, local, tribal, territorial, and private sector  
528 partners to mitigate risk and enhance the resilience of critical infrastructure.)

529

530 It is critical that disaster recovery officials recognize the importance of partnership  
531 and create coordination opportunities during pre-disaster planning with private  
532 sector leaders. The resources and capabilities of the private sector, including  
533 utilities, banks, and insurance companies, can play an important role in encouraging  
534 mitigation and creating greater resilience in a community. For example, local banks  
535 can create products to encourage individuals and businesses to be financially  
536 prepared for disasters and work with small businesses (to which the bank lends) to

537 develop business continuity plans. Insurance companies can educate community  
 538 members on risks, reach out to underserved populations, and work with State and  
 539 local governments to find ways to provide coverage for low-income families and  
 540 small businesses.

541  
 542 As a major player in recovery efforts, businesses and critical infrastructure owners  
 543 and operators have an important responsibility to improve disaster resilience by  
 544 mitigating risks and increasing disaster preparedness. Small or large businesses at  
 545 risk of hazards should adopt and exercise business continuity plans to minimize  
 546 costly operation disruptions and to purchase adequate insurance policy to obtain  
 547 financial resources to rebuild damaged facilities. Businesses that do not plan for  
 548 disruption are more likely to go out of business after a disaster than those that do.

549  
 550 Private sector responsibilities in pre- and post disaster situations may include, but  
 551 are not limited to:

552

<u>Private Sector Pre-Disaster Checklist</u>	<u>Private Sector Post-Disaster Checklist</u>
<ul style="list-style-type: none"> <li>✓ Develop a business model that is adaptable to operate in a disaster event.</li> <li>✓ Identify areas beyond the physical location of the business where disasters can affect business operations, including interruptions in logistics and supply chains.</li> <li>✓ Develop, test, and implement business continuity and restoration plans. Plans should take into account worker safety and health and potential employee unavailability or attrition due to disaster.</li> <li>✓ Educate and train employees to practice business mitigation and preparedness activities.</li> <li>✓ Carry adequate insurance to rebuild damaged facilities or survive a disruption of work.</li> <li>✓ Incorporate mitigation measures in design and construction for place of employment.</li> <li>✓ Mitigate risks from disasters by relocating from hazardous areas,</li> </ul>	<ul style="list-style-type: none"> <li>✓ Communicate status of operations, supply chain and restoration challenges/timelines.</li> <li>✓ Communicate needs and be informed of overall recovery progress.</li> <li>✓ Mobilize employees or community to utilize available resources and reopen for operations to continue to provide essential goods and services to the community.</li> <li>✓ Support employees impacted by the disaster.</li> <li>✓ Take measures to ensure worker safety and health during recovery work.</li> <li>✓ Form business recovery groups or task forces to assist one another and to communicate more effectively with government and community leaders.</li> <li>✓ Research available funding sources and types of funding; understand the application processes of assistance programs.</li> <li>✓ Assist small and local businesses to</li> </ul>

<p>hardening facilities, and elevating critical infrastructure.</p> <ul style="list-style-type: none"> <li>✓ Participate and assume a leadership role in local recovery planning; articulating anticipated needs in a disaster, as well as resources available to support recovery.</li> <li>✓ Develop network to strengthen coordination between businesses, government entities and community organizations.</li> <li>✓ Provide training for business leaders in the community to assist with the business recovery process.</li> </ul>	<p>acquire assistance.</p> <ul style="list-style-type: none"> <li>✓ Donate goods and services, such as funneling resources through nonprofit organizations and providing direct services.</li> <li>✓ Provide technical assistance for the implementation of temporary distribution system of essential goods and services.</li> <li>✓ Provide facilities, i.e. office space, bathrooms, and sleeping accommodations, to local governments or groups.</li> </ul>
---	---

553

554 ***Non-Profit Sector***

555

556 The non-profit sector plays a vital role in the recovery of impacted communities.  
557 Non-profits include voluntary, faith-based and community organizations, charities,  
558 foundations, philanthropic groups, as well as professional associations and  
559 academic institutions. Members of these organizations are often stakeholders  
560 themselves, in addition to acting as advocates for or as assistance providers to other  
561 members of the community. The formidable value of the work of volunteers and  
562 these organizations' expertise reside in recovery planning, case management  
563 services, volunteer coordination, technical and financial support, and project  
564 implementation.

565

566 Non-profit sector support is provided by a range of organizations, from small locally  
567 based non-profits to organizations with national reach that have extensive  
568 experience with disaster recovery. Non-profits can directly supplement and “fill  
569 gaps” where government authority and resources cannot be applied. As resourceful  
570 fundraisers, grantors, and investors, they can inject needed financial resource to  
571 meet recovery needs and obligations that otherwise cannot be funded by a federal  
572 program due to legal limitations.

573

574 Many organizations originate from or stay behind in the impacted community to  
575 continue to mobilize support and provide services. As such, particularly in a large  
576 scale disaster, they play a critical role in the implementation of an inclusive, locally-  
577 led recovery organization and process during the transition as federal recovery  
578 support recedes and local leadership and community recovery organizations  
579 complete the mission.

580

581 Non-profit organizations are critical for ensuring participation and inclusion of all  
 582 members of the impacted community. Many non-profits act as advocates for or as  
 583 assistance providers to a wide range of members in the community, such as  
 584 individuals with disabilities and others with access and functional needs, children,  
 585 elderly, and underserved populations. It is crucial that these individuals and  
 586 families receive timely recovery information, participate in the recovery process,  
 587 and understand and have access to resources to achieve recovery.

588  
 589 Non-profit sector responsibilities in pre- and post disaster situations may include,  
 590 but are not limited to:  
 591

<u>Non-Profit Sector Pre-Disaster Checklist</u>	<u>Non-Profit Sector Post-Disaster Checklist</u>
<ul style="list-style-type: none"> <li>✓ Build relationships with the emergency managers and other recovery officials in their communities to have an active voice in the recovery process.</li> <li>✓ Identify leaders and other representatives from organizations representing individuals with disabilities and others with access and functional needs, children, elderly, and underserved populations to participate in the local long-term recovery committees (LTRCs).</li> <li>✓ Co-host stakeholder workshops in various accessible locations in the community to determine priority issues for recovery from the neighborhoods that make up the community.</li> <li>✓ Incorporate mitigation in design and construction for place of employment, and promoting mitigation to employees.</li> <li>✓ Build the lessons –learned from disaster efforts into the planning process for the State Voluntary Organizations Active in Disaster (VOAD).</li> <li>✓ Actively participate in local pre-disaster recovery planning, articulating resources and</li> </ul>	<ul style="list-style-type: none"> <li>✓ Provide specific relief aid, recovery resources, and support services to vulnerable and underserved groups of individuals and communities, as necessary.</li> <li>✓ Provide functional need support services/disability related assistance to maintain independence.</li> <li>✓ Provide emotional and spiritual care post-disaster including training for care-givers.</li> <li>✓ Provide case management expertise including training to support individuals’ implementation of their disaster recovery plans.</li> <li>✓ Provide housing repair and reconstruction services that comply with applicable architectural standards.</li> <li>✓ Communicate needs and capabilities to state and local authorities.</li> <li>✓ Coordinate with the federal and state Voluntary Agency Liaison (VAL).</li> <li>✓ Participate in post-disaster community planning process.</li> <li>✓ Provide advocacy services for disaster-affected communities to help with the complexities of governmental and other recovery programs.</li> </ul>

<p>capabilities and establishing partnership and support linkages.</p> <ul style="list-style-type: none"> <li>✓ Ensure operations comply with federal civil rights laws, including meeting architectural standards for sheltering operations, and implementing nondiscrimination provisions in funding usage and dissemination.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Promote partnership among all NGOs conducting disaster recovery work.</li> <li>✓ Provide leadership in the incorporation of Long Term Recovery Committees into other NDRF coordinating elements to address unmet needs of families and individuals.</li> <li>✓ Communicate with state agencies regarding state program information for recovery.</li> <li>✓ Serve as subject matter experts on the subject of unsolicited donated goods and unaffiliated volunteers throughout the post-disaster operation.</li> </ul>
--	---

592

593

**Local Government**

594

595

The local government has the primary role in planning for and managing all aspects of its community’s recovery. State and federal officials look to local governments to clearly articulate their recovery priorities and develop plans in order to optimally support local communities.

596

597

598

599

600

The majority of mitigation and resilience measures are adopted and codified at the local level. While there are federal and state standards, it is sometimes the prerogative of the local government to adopt and enforce them. Examples include adopting the National Flood Insurance Program (NFIP) and enforcing appropriate building codes.

601

602

603

604

605

Local governments can also lead the community in preparing mitigation and recovery plans, raising hazard awareness, and educating the public of available tools and resources to enhance future resilience (e.g. Chapter 7 of the ADA Best Practices Tool Kit, concerning emergency preparedness and people with disabilities).

606

607

608

609

Government agencies should remember they also play a role as an employer and need to have their own disaster plan to protect and assist their employees.

610

611

612

Local government responsibilities in pre- and post disaster situations may include, but are not limited to:

613

614

615

Local Governments Pre-Disaster Checklist

- ✓ Lead local preparedness and pre-disaster recovery planning.
- ✓ Facilitate preparation of pre-event disaster recovery plans commensurate with local risk and vulnerability for public organizations, private entities and individual households.
- ✓ Lead a pre-disaster recovery planning process that is inclusive and accessible and facilitates emergency management practices that comply with all applicable laws, including civil rights laws.
- ✓ Articulate recovery needs and priorities to facilitate support and collaboration with the state and federal governments, private and non-profit sector organizations.
- ✓ Establish a process for reviewing, validating, and setting planning priorities.
- ✓ Pre-identify a structure for managing recovery, including a local recovery coordinator or lead for managing recovery.
- ✓ Establish agreements and mechanisms to address surge capacity needs.
- ✓ Ensure plans, agreements, and mechanisms address the provision of disability related assistance & functional needs support services,
- ✓ Ensure recovery-related dialogue includes and is accessible to all community groups.
- ✓ Ensure plans incorporate worker safety and health.

Local Governments Post-Disaster Checklist

- ✓ Organize, implement, modify and develop recovery plans as needed.
- ✓ Ensure integrated efforts across government offices, the private sector, and nongovernmental organizations during the implementation phase of recovery projects and activities.
- ✓ Lead effort in restoring local critical infrastructure and essential services, retaining businesses, and redeveloping housing that have been damaged, disrupted or destroyed by the disaster.
- ✓ Lead outreach effort to all its constituents to support an inclusive post-disaster recovery planning process.
- ✓ Manage recovery rebuilding in a manner which optimizes risk reduction opportunities and complies with standards for accessible design.
- ✓ Lead local recovery planning effort to establish recovery vision and priorities.
- ✓ Establish metrics to evaluate recovery progress and achievement of local disaster recovery objectives.
- ✓ Communicate and coordinate with other levels of government involved in the recovery.
- ✓ Receive and manage private, state, and federal grant resources; ensure effective and nondiscriminatory use of funds; and enforce accountability and compliance.
- ✓ Ensure the safety and health of workers.

616 **State Government**

617 States manage and drive the overall recovery process and play a key role in  
 618 coordinating recovery activities within the state and with other levels of  
 619 government. As the basis for all legal authority within a state, state governments  
 620 wield influence over many tools to enable disaster recovery through legislation,  
 621 regulation, and management of state and some federal resources.

622  
 623 States act as a conduit for some key federal recovery assistance programs to the  
 624 local governments. In addition to managing federal resources, state governments  
 625 may develop programs or raise money (i.e. issue bonds) to finance recovery  
 626 projects. Where there are additional needs to be met, they can reassign existing  
 627 internal resources to streamline and expedite recovery, such as forming a new or ad  
 628 hoc state recovery agency.

629  
 630 State government responsibilities in pre- and post disaster situations may include,  
 631 but are not limited to:

632

<u>State Governments Pre-disaster Checklist</u>	<u>State Governments Post-Disaster Checklist</u>
<ul style="list-style-type: none"> <li>✓ Lead state-wide pre-disaster recovery and mitigation planning efforts.</li> <li>✓ Establish and manage requirements and incentives for pre-event disaster recovery preparedness and planning as well as hazard mitigation actions.</li> <li>✓ Identify recovery activities that are either primarily the responsibilities of state government or beyond the capabilities and authorities of local governments.</li> <li>✓ Provide technical assistance and training to local governments and NGOs on state plans, programs, and other resources for disaster recovery.</li> <li>✓ Implement and enforce applicable laws and regulations to protect the rights of citizens to ensure physical, programmatic and communications access to preparedness activities and services.</li> <li>✓ Establish and aid enforcement of building and accessibility codes and</li> </ul>	<ul style="list-style-type: none"> <li>✓ Coordinate with local, regional, tribal, and federal governments and agencies, private businesses and non-profit organizations to coordinate recovery planning and assistance to impacted communities.</li> <li>✓ Receive, record, and manage federal grant resources; ensure efficient, nondiscriminatory and effective use of the funds; and enforce accountability and legal compliance.</li> <li>✓ Oversee volunteer and donation management and coordinate with federal Voluntary Agency Liaison.</li> <li>✓ Facilitate and oversee a case management process that is accessible and inclusive.</li> <li>✓ Assist local governments and communities with indentifying recovery resources.</li> <li>✓ Establish metrics in coordination with the impacted communities to evaluate recovery progress and achievement of statewide disaster</li> </ul>

<p>land use standards, which can reduce vulnerability to future disasters.</p> <ul style="list-style-type: none"> <li>✓ Ensure safety and health of state workers.</li> <li>✓ Provide advice to employers and workers on worker safety and health.</li> </ul>	<p>recovery objectives.</p> <ul style="list-style-type: none"> <li>✓ Develop and implement strategies for raising and leveraging recovery funds through private investments, charitable donations, and state sources such as emergency funds, tax, fees and bonds that are within the state’s authority to seek.</li> <li>✓ Communicate timely information to the public and manage expectations, in coordination with local, tribal and federal stakeholders.</li> <li>✓ Enact new or exemptions to existing state laws and/or regulations to promote recovery activities such as home reconstruction.</li> <li>✓ Coordinate with federal law enforcement to prosecute disaster-related fraud, waste, discrimination, and abuse, and recover lost funds.</li> <li>✓ Ensure safety and health of state workers.</li> <li>✓ Monitor oversight of worker safety and health.</li> </ul>
---	--

633  
634  
635  
636  
637  
638  
639  
640  
641  
642  
643  
644  
645  
646  
647  
648  
649  
650

***Tribal Nations***

Tribal governments, as sovereign nations, govern and manage the safety and security of their lands and citizens. Many tribal nation borders cross multiple counties and states presenting a unique challenge in planning, response, and recovery efforts. While resources in other communities and governments may be available and easily accessible, such is not the case in many tribal nation communities. Understanding these basic facts assists federal, state, and local governments when working with the sovereign tribal nations to develop their long-term community recovery plans and implement their recovery.

The federal government is required, to the extent practicable, to engage in meaningful consultation with tribal nations prior to the finalization of policy or program implementation. State and local governments are encouraged to engage with tribal governments as well. (See Executive Order 13175, Consultation and Coordination with Indian Tribal Governments.) The NDRF supports tribal leadership in preparedness and recovery planning.

651 For pre- and post disaster situations, tribal governments may seek to:  
 652

<u>Tribal Government Pre-Disaster Checklist</u>	<u>Tribal Government Post-Disaster Checklist</u>
<ul style="list-style-type: none"> <li>✓ Pass tribal legislation that protects tribal sovereignty and provides for cooperation and partnership with other governments.</li> <li>✓ Preserve and protect cultural resources, sacred sites, and traditional lands.</li> <li>✓ Develop an acceptable tribal mitigation plan.</li> <li>✓ Facilitate communication between the tribes and local governments by informing the latter of cultural differences, tribal distinctions, and best means for communicating within the tribal hierarchy.</li> <li>✓ Prepare a pre-disaster plan that outlines responsibilities and allows for the creation of a Tribal Recovery Coordinator position or equivalent and an organizational structure to manage recovery assistance application and allocation.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Define the tribal community’s recovery goals in a culturally and acceptable way.</li> <li>✓ Partner and cooperate with local, state, regional, and federal agencies to assess needs, resources, and recovery capabilities.</li> <li>✓ Appointing a tribal recovery coordinator or equivalent, and establishing an organizational structure to manage recovery assistance application and allocation.</li> <li>✓ Establish metrics to evaluate recovery progress and achievement of tribal disaster recovery objectives.</li> <li>✓ Partner with other governments to provide timely information and manage expectations.</li> <li>✓ Participate in long-term recovery planning committees with local, state, and federal partners.</li> <li>✓ Coordinate with federal, state, and local governments to ensure and expedite assistance.</li> <li>✓ Update and implement pre-disaster recovery and mitigation plans.</li> <li>✓ Establish a system to apply, receive, and manage recovery grant resources unique to tribes.</li> </ul>

653

654 ***Federal Government***

655 The primary role of the federal government is to support state and tribal  
 656 governments with their responsibilities to manage and lead the disaster recovery.  
 657 When a disaster occurs which exceeds the capacity for local or state resources – or  
 658 impacts federal property or other areas of primary federal jurisdiction or national  
 659 security interests – the federal government uses the NDRF to engage all necessary

660 department and agency capabilities to support local recovery efforts. The federal  
 661 government’s supporting role is especially important during the early weeks after a  
 662 large-scale or catastrophic disaster, when many state and local governments are  
 663 overwhelmed with response and relief efforts. The duration and extent of federal  
 664 support will be commensurate to the scale and enduring impacts of the disaster.  
 665 The federal government’s disaster recovery management and support systems  
 666 should be scalable and adaptable so changes can be made quickly and effectively to  
 667 meet the needs of the specific disaster.

668  
 669 Federal agencies may be requested to provide federal-to-federal support or other  
 670 support. Federal agencies without long-term recovery missions may directly or  
 671 indirectly contribute to meeting long-term recovery needs of affected communities  
 672 by delivering assistance provided under their steady state authority. The federal  
 673 government coordinates its activities to facilitate adaptations and adjustments  
 674 consistent with other competing requirements, including other disaster response  
 675 and recovery needs.

676  
 677 Prior to disaster, the federal government also has a responsibility to assist state and  
 678 local governments to prepare for recovery by providing guidance and tools for  
 679 planning and preparedness activities. Although disasters and localities vary so  
 680 widely that most recovery planning must transpire at the local level, some  
 681 centralized planning and federal guidance or standards are necessary to ensure  
 682 coordination of outside resources and assistance. Large-scale and catastrophic  
 683 events (e.g. the Midwest floods of 1993 and 2008 or a potential New Madrid  
 684 earthquake) often cross several municipal, county, tribal, or even state jurisdictions,  
 685 and national coordination is necessary to ensure that government agencies are  
 686 working together to the optimal benefit of those impacted. The federal government  
 687 can also use its national outlook to promote regional planning.

688  
 689 From the federal perspective, a successful recovery introduces an additional  
 690 responsibility concerning the “return” on federal investment. The federal  
 691 government is responsible for ensuring that federal tax dollars invested to assist a  
 692 community’s recovery is done, to the extent practicable, in a manner that reduces or  
 693 eliminates future risk from hazards, increases resilience, and is consistent with  
 694 national laws and policies. Government agencies should remember they also play a  
 695 role as an employer and need to have their own disaster plan to protect and assist  
 696 their employees.

697  
 698 Federal government responsibilities in pre- and post disaster situations may  
 699 include, but are not limited to:

700

<u>Federal Government Pre-Disaster Checklist</u>	<u>Federal Government Post-Disaster Checklist</u>
✓ Promote recovery preparedness by providing guidance to tribal, state	✓ Deploy a Federal Recovery Coordinator when appropriate and

<p>and local governments and NGOs for pre-disaster recovery planning.</p> <ul style="list-style-type: none"> <li>✓ Encourage use of steady state grant programs for pre-disaster recovery planning and preparedness activities.</li> <li>✓ Conduct recovery preparedness planning, training, and exercises based on federal agency roles and responsibilities in disaster recovery.</li> <li>✓ Provide incentives to grant recipients to incorporate disaster risk reduction, sustainability and natural and cultural resource protection techniques in any land use, structural or infrastructure projects.</li> <li>✓ Provide leadership for national catastrophic disaster recovery planning with basic parameters and minimum standards for recovery planning initiatives.</li> <li>✓ Facilitate sharing of planning best practices and recovery plans adopted by various states and local jurisdictions.</li> <li>✓ Develop national metrics for evaluating pre-disaster preparedness of physical infrastructures and facilitate local jurisdictions, corporations, building owners, and major institutions to develop their recovery preparedness plans accordingly.</li> <li>✓ Conduct education and outreach for disaster recovery programs and resources to potential recipients and other stakeholders.</li> <li>✓ Foster a culture of open government by incorporating the values of transparency, participation, and collaboration into programs, planning, and daily operations.</li> <li>✓ Ensure continuous improvement by</li> </ul>	<p>establish recovery coordination structure in close collaboration with affected state, tribal, and Local governments.</p> <ul style="list-style-type: none"> <li>✓ Provide technical and financial assistance with clarity and efficiency, consistent with existing authorities, to tribes, local and state governments, and the private sector.</li> <li>✓ Adhere to the principle that the federal government is to support and supplement, not substitute or supplant local and state leadership.</li> <li>✓ Communicate timely information to the public and manage expectations in coordination with local, tribal, and other stakeholders.</li> <li>✓ Monitor and make necessary adjustments to federal assistance programs and their delivery to more appropriately and timely address recovery needs of the affected states and local communities.</li> <li>✓ Ensure transparency and accountability of federal expenditures which aid disaster recovery.</li> <li>✓ Participate in and support state and local recovery planning efforts as requested and needed.</li> <li>✓ Coordinate federal recovery efforts with private and non-profits organizations in cooperation with state and local officials.</li> <li>✓ Facilitate collaboration and partnerships in disaster recovery management.</li> <li>✓ Ensure safety and health of workers.</li> </ul>
--	--

<p>evaluating program effectiveness; regulatory or statutory barriers; incorporating lessons learned and best practices; leveraging innovative technologies to increase efficiency, and proposing and enacting reform changes as necessary.</p> <p>✓ Ensure safety and health of workers.</p>	
---	--

## 701 VI. ACHIEVING DISASTER RECOVERY

702 Each community will define successful recovery outcome differently based on its  
703 circumstances, challenges, recovery visions and priorities. One community may  
704 characterize success as the return of its economy to pre-disaster conditions; while  
705 another may see success as the opening of new economic opportunities. Although  
706 no single definition of a successful recovery can fit all situations, successful  
707 recoveries do share a common condition in which:

- 708 ➤ The community successfully meets its priorities to overcome the impacts of  
709 the disaster, reestablishes an economic and social base that instills  
710 confidence in the local citizens and businesses regarding the community  
711 viability, and rebuilds the community to be more resilient from future  
712 disasters.

713

714 Recovery cannot be defined simply by the community's return to pre-disaster  
715 circumstances when these circumstances are no longer sustainable, competitive, or  
716 functional to the post-disaster community. In this light, the impacted community  
717 should be informed and evaluate all alternatives and options, and avoid simple  
718 restoration of an area that may not be sustainable.

719

### 720 ***Success Factors***

721 Factors likely to stimulate a successful recovery are effective:

722

- 723 1. Citizen engagement, public participation, and public communications
- 724 2. Decision-making and coordination
- 725 3. Coordination and integration of community recovery planning processes
- 726 4. Recovery management
- 727 5. Financial/Acquisition management
- 728 6. Organizational flexibility

729

### 730 **Citizen Engagement, Public Participation, and Public Communications**

- 731 • All stakeholders have collaborated to maximize the use of available resources to  
732 rebuild housing, infrastructure, schools, businesses, access and functional  
733 support services, and the social-cultural fabric of the impacted community in a  
734 resilient manner.
- 735 • All voices within the community have had an opportunity to participate, and  
736 there is clear evidence of transparency and accountability.
- 737 • Communities have created clear, implementable and timely post-disaster  
738 recovery plans that incorporate local opinions in order to meet the needs of  
739 communities in a more holistic fashion and to maximize the provision and  
740 utilization of recovery resources.
- 741 • Public confidence has been increased by early and continuous communication to  
742 citizens on various recovery programs, the commitment to short, intermediate,  
743 and long-term recovery as well as the overall recovery progress.

744

745 **Decision-Making and Coordination**

- 746 • All organizations providing leadership or assistance for recovery have
- 747 established realistic metrics (preferably during pre-disaster planning and
- 748 updated as soon as possible post-disaster) for tracking progress, ensuring
- 749 accountability, and reinforcing realistic expectations among stakeholders.
- 750 • Governments, businesses, non-profits and individual community members -
- 751 especially the local community and local leadership - have examined recovery
- 752 alternatives, addressed conflicts, and made informed and timely decisions on
- 753 how best to bring forth the recovery of the impacted community.

754

755 **Coordination and Integration of Community Recovery Planning Processes**

- 756 • Pre-existing recovery plans have been developed to improve the speed and
- 757 quality of post-disaster recovery decisions.
- 758 • A community has a process and criteria for transparently identifying and
- 759 prioritizing key recovery actions and projects.

760

761 **Recovery Management**

- 762 • Well-established, pre-disaster partnerships at the local, state, tribal and federal
- 763 levels help to drive a successful recovery.
- 764 • Leverage and coordinate disaster and steady-state public and private assistance
- 765 programs to accelerate the recovery process and avoid duplicative efforts.
- 766 • The ability to seek out, interface, and coordinate successfully with outside
- 767 sources of help, such as surrounding governments, foundations, universities,
- 768 corporations, and non-profits, is a key element in the rapid recovery of
- 769 communities.
- 770 • Surge staffing is readily available to support the increased workload of long-
- 771 term recovery areas, such as planning, communications, grant writing, and
- 772 management.

773

774 **Financial/Acquisition Management**

- 775 • Access to broad and diverse funding sources is critical to financing recovery
- 776 efforts.
- 777 • Knowledge of external programs and the administration thereof will greatly aid
- 778 recovery progress.
- 779 • Flexibility of program funds and resources is critical to finance planning,
- 780 recovery management, program administration, and implementation in a post-
- 781 disaster environment.
- 782 • Recovery management programs must have the capability to develop and
- 783 maintain adequate financial monitoring and accounting systems for new/large
- 784 levels of investment, to include systems that detect and deter fraud, waste, and
- 785 abuse.
- 786 • Maximize the use of local businesses in federal recovery expenditures to
- 787 promote local economic development and by contracting with firms located in
- 788 the declared area.

789

790 **Organizational Flexibility**

- 791 • Recovery structures at all government levels should evolve, adapt, and develop  
792 new skills and capacities to address the changing landscape of post-disaster  
793 environments.
- 794 • Functional and effective intergovernmental relations can influence the efficiency  
795 of recovery process.
- 796 • The ability to change laws, regulations, and policies can enhance government’s  
797 adaptability to govern in unforeseen events.
- 798 • Flexible staffing and management structure can enhance the adaptability of the  
799 governmental structure.
- 800 • Increased pre-disaster partnerships can help reduce or avoid the challenges of  
801 establishing new partnerships in a post-disaster environment.
- 802 • Organizational flexibility should not reduce or limit the integrity and  
803 accountability of taxpayer-funded programs.

804

805 ***Tools/ Metrics***

806 Measuring and communicating the progress of recovery can: increase public  
807 confidence in the recovery process by promoting transparency, accountability, and  
808 efficiency; allow local leadership to identify on-going recovery needs and engage  
809 partners that can provide assistance and resolve problems; and serve as a feedback  
810 mechanism for how to improve and adjust recovery strategies and activities.

811 In considering metrics, each community is encouraged to:

- 812 • Recognize that overall recovery success depends upon interaction of a wide  
813 range of public/private programs and initiatives, good planning, local  
814 capacity and leadership, effective decision-making, and building of public  
815 confidence. Therefore, metrics can have variables not attributable to any one  
816 program or one government agency.
- 817 • Establish metrics that track overall recovery of individuals, as well as the  
818 reconstruction and redevelopment of infrastructure, economy, essential  
819 health/social/community services, and government functions.
- 820 • Recognize that metrics are needed to measure the recovery process  
821 holistically, not just per a singular activity such as dollars spent or assistance  
822 delivered on a program-by-program basis.
- 823 • Leverage pre-disaster recovery preparation to establish recovery  
824 assumptions and community “baseline” that can help launch post-disaster  
825 recovery planning, support implementation, and measure recovery progress.
- 826 • Ensure that pre-disaster recovery planning is integrated with the  
827 community’s hazard mitigation planning to capitalize on opportunities to  
828 minimize the community’s risk to all hazards, and strengthen the  
829 community’s ability to withstand and recover from future disasters.

- 830 • Select metrics that reflect the core principles outlined in Chapter IV of this  
831 framework; apply to recovery priorities and resource needs; and set realistic  
832 expectations and milestones for its community members, stakeholders, and  
833 supporting agencies.
- 834 • Develop the metrics in coordination with local, state, tribal and federal  
835 partners. To ensure full citizen participation, include persons with  
836 disabilities and others with access and functional needs, members of  
837 underserved populations, and advocates representing the unique needs of  
838 children.
- 839 • Leverage technology and systems innovation to achieve goals to create  
840 greater information sharing, accountability, and transparency to the extent  
841 possible.
- 842 • Ensure continuous improvement by evaluating effectiveness; incorporating  
843 lessons learned and best practices; and restructuring as necessary.

844

845 Government agencies and private organizations that provide assistance should also  
846 have metrics of their own for tracking their coordination and assistance efforts,  
847 ensuring accountability, and enabling prompt adjustments to meet ongoing and  
848 changing needs. The suggested considerations listed above may also be applied for  
849 developing these metrics.

## 850 VII. RECOVERY COORDINATORS

### 851 *Federal Recovery Coordinator*

852 When activated, the Federal Recovery Coordinator (FRC) facilitates federal  
853 assistance coordination and collaboration with the local/state/tribal governments,  
854 private sector, and voluntary, faith-based and community organizations. The FRC  
855 partners with and supports the State/Tribal Recovery Coordinator (see next page)  
856 to facilitate disaster recovery in the impacted state or tribal nation.

857  
858 The FRC's responsibilities in a post-disaster situation may include, but are not  
859 limited to:

- 860 • **Developing a strategic approach for coordinating federal assistance and**  
861 **policies.** The intent is to provide timely, sufficient, and effective federal  
862 assistance to the impacted state or tribal nation to support its disaster recovery.
- 863 • **Coordinating federal assistance to support community recovery planning.**  
864 The goal is to supplement local capacity with needed expertise to conduct a  
865 successful planning process and develop a recovery plan for federal support that  
866 is publicly supported and actionable.
- 867 • **Managing the Recovery Support Function (RSF) deployments, operations,**  
868 **and activities.** The objective is to focus federal resources on the most pertinent  
869 recovery needs and to promote partnerships between the federal government  
870 and stakeholders at the local, state and tribal levels.
- 871 • **Facilitating federal funding streams and solutions to assistance gaps and**  
872 **overlaps.** The intent is to maximize the benefit from and ensure timely  
873 distribution of federal funds that an impacted community is qualified to receive,  
874 to help prevent recovery delays and possible duplication of assistance.
- 875 • **Working with the impacted community to establish relevant recovery**  
876 **measures.** The aim is to support the community in meeting its recovery goals in  
877 terms of outcome, milestones, and budget; and to make timely adjustments to  
878 the recovery effort if needed.
- 879 • **Working with the impacted community to incorporate mitigation and**  
880 **resilience-building measures into recovery implementation.** The desired  
881 end state is the recovered community becomes safer, stronger, sustainable, and  
882 more resilient from any man-made or natural threats.
- 883 • **Facilitating the development of a unified communication strategy.** The  
884 objective is to have all stakeholders working in concert to manage expectations  
885 and to communicate a clear consistent message to the public, and ensure a  
886 communication outreach strategy that is comprehensive, and culturally and  
887 linguistically appropriate.
- 888 • **Promoting inclusiveness in recovery.** The goal is to increase participation of  
889 all people and stakeholders to ensure innovations and solutions that can support

890 recovery are considered, and all voices from the community are heard in the  
891 recovery process, including individuals with disabilities, members of  
892 underserved populations, and advocates for children so that their needs and  
893 contributions are an integral part of the recovery process and outcome.  
894

#### 895 ***Local Recovery Managers & Tribal/State Recovery Coordinators***

896 Tribal leaders and state governors are encouraged, as part of their recovery plans,  
897 to be prepared to appoint recovery coordinators to coordinate recovery activities.  
898 When needed, impacted communities are also encouraged to appoint local recovery  
899 coordinators or managers to manage their community recovery activities and work  
900 closely with the tribal, state and federal recovery coordinators.

901  
902 The key responsibilities for the tribal/state and local recovery managers in a post-  
903 disaster environment may include, but is not limited to:

- 904 • Leading and coordinating the establishment and activities of local, state or tribal  
905 recovery-dedicated organizations and initiatives.
- 906 • Working with recovery coordinators/leads at the federal and other levels to  
907 facilitate the development of a unified communication strategy.
- 908 • Determining and communicating recovery priorities to state, federal and other  
909 recovery stakeholders and supporters.
- 910 • Organizing recovery planning processes to fully engage constituents' input and  
911 leading the development of the community's recovery visions, priorities,  
912 resources, capability, and capacity.
- 913 • Leading the development of their community's recovery plans and ensuring that  
914 they are publicly-supported, actionable, and feasible based on available funding  
915 and capacity.
- 916 • Incorporating critical mitigation, resilience, and accessibility building measures  
917 into the community's recovery plans and efforts.
- 918 • Ensuring inclusiveness in the community recovery process, including protected  
919 classes (e.g., persons with disabilities, limited English proficiency, etc.).
- 920 • Collaborating with federal and other stakeholders and supporters, such as the  
921 business and non-profit communities, to raise financial support (including long  
922 term capital investment in local businesses) for their community's recovery and  
923 to resolve potential duplication of assistance.
- 924 • Coordinating federal and other funding streams for recovery efforts and  
925 communicating issues and solutions to recovery assistance gaps and overlaps.
- 926 • Developing and implementing relevant recovery progress measures and  
927 communicating needed adjustments and improvements to applicable  
928 stakeholders and authorities.

- 929 • Working closely with the FRC and recovery leadership at all levels to ensure a  
930 well-coordinated and well-executed recovery.

931 **VIII. RECOVERY SUPPORT FUNCTIONS**

932 The Recovery Support Functions (RSFs) bring together federal departments and  
933 agencies – including those not active in emergency response – to collaborate and  
934 focus on recovery needs. By organizing long-term recovery into these six  
935 manageable components both during steady state planning and when activated  
936 post-disaster, relevant stakeholders and experts can effectively be brought together  
937 to identify and resolve recovery challenges.

938  
939 Additionally, this organizational framework provides a model coordinating  
940 structure for stakeholders, such as local governments, businesses, and voluntary,  
941 faith-based and community organizations - to organize and request assistance  
942 and/or contribute resources and solutions. Together, these RSFs help facilitate local  
943 stakeholder participation and promote inter-governmental and public-private  
944 partnerships.

945  
946 The RSF structure coexists and complements the Emergency Support Functions  
947 (ESFs) under the National Response Framework. However, the RSFs are different  
948 from the ESFs in that:

- 949 • Different Players are involved: federal staff in the RSFs may have different  
950 skill sets than their colleagues from the same agencies working in the ESFs:  
951 for example, the EPA staff active in the RSFs comes not from HAZMAT, but  
952 smart growth and watershed planning. In addition, there is no ESF for  
953 economic development, or for rebuilding the workforce for schools,  
954 hospitals, and other essential service providers.
- 955 • Different Partners are needed: the RSFs also involve partners in the local,  
956 state and tribal governments, private and non-profit sectors that are not  
957 typically involved in emergency support functions, but are critically needed  
958 in disaster recovery. These new partners may include public and private  
959 organizations that deal with permanent housing financing, economic  
960 development, and long-term community planning.
- 961 • Different Approach is used: the process used for facilitating recovery needs  
962 to be more exploratory and collaborative in approach, rather than the direct  
963 and task approach under the ICS-based ESF system.
- 964 • Different Time Span: whereas the ESFs typically operate within a time span  
965 of weeks, the RSFs are likely to remain active for months to provide disaster  
966 recovery support. In the early weeks after a large-scale or catastrophic  
967 disaster, both ESFs and RSFs will be activated. As the response resources  
968 demobilize, ESFs will demobilize at varying points; whereas the RSFs will  
969 ramp up and transition from impact assessment and operational planning  
970 activities to more direct support.

971

972 The RSFs primarily coordinate resources – both technical and financial – and work  
973 directly with communities through the states at their request. As the level of  
974 response activities decline and recovery activities accelerate, the RSFs assume a  
975 greater responsibility to organize and coordinate federal assistance.

976  
977 This section outlines the key characteristics, goals, tasks, and organizational  
978 structure for the RSFs. As with the ESFs, each RSF will develop more detailed  
979 supporting guidance and tools for members. It is essential to the success of the  
980 Framework that federal partners are able to address their responsibilities across  
981 the recovery continuum, including preparedness, mitigation, and development  
982 activities as well as post-event stabilization and recovery actions. The development  
983 of these RSFs will be an iterative process that may include addressing gaps in  
984 authorities and resources.

985

### 986 ***Goal & Tasks***

987 The goal of the RSFs is to facilitate the identification, coordination, and delivery of  
988 federal assistance needed to supplement recovery resources and efforts by tribal,  
989 state, and local governments; and to encourage investments and contributions by  
990 the business community and individuals, as well as voluntary, faith-based, and  
991 community organizations.

992

993 Some primary tasks of the federal agency partners in the RSF during a post-disaster  
994 period include:

- 995 • Strengthening partnerships between federal, tribal, state and local  
996 governments and communities with the emphasis on promoting recovery  
997 leadership at the community level.
- 998 • Coordinating and supporting community level disaster impact and recovery  
999 needs assessments.
- 1000 • Identifying federal funding and technical assistance to match community  
1001 recovery needs and maximize effectiveness of federal assistance through  
1002 proper sequencing and leveraging.
- 1003 • Advising communities of applicable government assistance, eligibility  
1004 requirements, compliance requirements, and known limitations due to  
1005 funding gaps or regulatory restrictions.
- 1006 • Providing federal contact(s) for tribal, state and local governments to submit  
1007 high-level issues and ideas for improving federal recovery assistance.
- 1008 • Maintaining good communication throughout the entire recovery process  
1009 between the federal government and all other partners.
- 1010 • Providing technical assistance for setting up state and local recovery  
1011 organizations.

- 1012 • Informing federal department and/or disaster organization leadership of  
1013 operational challenges or performance shortfalls and facilitate their  
1014 resolutions.
- 1015 • Advising federal agency leadership of recovery obstacles stemming from  
1016 federal policies, programs and processes, including authority and funding  
1017 overlaps and gaps that may require additional resources, exemptions, or  
1018 Congressional or Executive actions.

1019

1020 These RSF activities assist communities with accelerating the process of recovery,  
1021 redevelopment, and renewal.

1022

### 1023 **Organization**

1024 The following six Recovery Support Functions would report to the designated FRC  
1025 when activated, and enable the federal government to enhance its support to  
1026 community recovery:

1027

- 1028 ❖ **Community Planning & Capacity Building**
- 1029 ❖ **Economic Development**
- 1030 ❖ **Health, Social & Community Services**
- 1031 ❖ **Housing**
- 1032 ❖ **Infrastructure Systems**
- 1033 ❖ **Natural & Cultural Resources**

1034

### 1035 **RSF Roles and Responsibilities**

1036

1037 Each RSF has a designated coordinator and primary and support agencies pertinent  
1038 to the functional area. RSFs with multiple primary agencies designate an RSF  
1039 coordinator for the purposes of pre-disaster planning and coordination of primary  
1040 and supporting agency efforts post-disaster. The **RSF coordinator** is the entity with  
1041 management oversight for that particular RSF. The coordinator has ongoing  
1042 responsibilities throughout the preparedness, response, and recovery phases to  
1043 ensure ongoing communication and coordination between primary and support  
1044 agencies and to coordinate efforts with corresponding tribal, state, NGO, and  
1045 private-sector organizations. An **RSF primary agency** is a Federal agency with  
1046 significant authorities, roles, resources, or capabilities for a particular function  
1047 within an RSF. Primary agencies orchestrate federal support within their functional  
1048 area for an affected State and may lead interagency field assessment or support  
1049 teams as necessary. **Support agencies** are those entities with specific capabilities  
1050 or resources that support the primary agency in executing the mission of the RSF.  
1051 Providing support when requested by the FRC or the designated RSF coordinator,  
1052 consistent with their own authority and resources, except as directed otherwise  
1053 pursuant to sections 402, 403, and 502 of the Stafford Act.

1054

1055 **Community Planning & Capacity Building**

1056 **Mission:** Unify capacity-building expertise and support programs from across the  
1057 federal government to support local and state governments in restoring and  
1058 improving their ability to provide governmental services and organize, plan, manage  
1059 and implement long term recovery activities and initiatives.

1060  
1061 **Outcome:** Support community planning and governmental functions that are critical  
1062 to recovery but become stressed following large disasters. This includes community  
1063 operations (building codes, planning, city management), education systems, public  
1064 safety, taxation and governmental financing, judicial system and other programs  
1065 that provide support to state, local government and community systems to develop  
1066 their recovery capacity.

1067  
1068 **Proposed Coordinating Agency:** DHS/FEMA or HUD  
1069 **Primary Agencies:** DHS/FEMA, HUD, and USDA  
1070 **Supporting Agencies:** HHS, EPA, SBA, DOL, Treasury, CNCS, DOC, DOJ, and DOI  
1071

1072 **Economic Development**

1073 **Mission:** Integrate the expertise of federal departments and agencies to help states  
1074 and jurisdictions rebuild businesses and develop new economic opportunities, with  
1075 the goal of creating sustainable, economically-viable communities.

1076  
1077 **Outcome:** Departments and agencies cooperate on workforce development, job  
1078 creation and retention, entrepreneurial and business development, equal  
1079 opportunity, and other programs that support a community-wide approach to  
1080 economic development. These actions will encourage re-investment and facilitate  
1081 the private sector lending and borrowing necessary for recovery.

1082  
1083 **Proposed Coordinating Agency:** DOC  
1084 **Primary Agencies:** DOC, DHS, HUD, USDA, DOL, Treasury, and SBA  
1085 **Supporting Agencies:** DOE, DOI, HHS, and EPA  
1086

1087 **Health, Social & Community Services**

1088 **Mission:** Support the state/tribe/community for a more resilient re-establishment  
1089 of essential health/social/community services, in order to restore the health and  
1090 well-being of affected people and communities – with particular attention to  
1091 children, the elderly, families, people living with disabilities, people with  
1092 accessibility and functional needs, and underserved populations.

1093  
1094 **Outcome:** Departments, agencies, nonprofit organizations, and private sector  
1095 entities with expertise and/or a role in service delivery, service providers, facilities,  
1096 and infrastructure for medical, public health, human/social/community services,  
1097 and behavioral health (including mental health and substance abuse) services

1098 collaborate to improve community recovery. Some essential elements of this  
1099 recovery include:  
1100  
1101       ▪ Re-establishing the capacity of public and private health care delivery  
1102       and essential services  
1103       ▪ Continuity of care for affected individuals  
1104       ▪ Continuity of essential services -- health, human/social/community  
1105       services, schools, behavioral health, child/elder care, disability related  
1106       assistance, and other services  
1107       ▪ Reconnection to essential services for displaced populations  
1108       ▪ Restoring a sense of community and civic engagement  
1109       ▪ Protecting the health of the population and responders from the  
1110       longer-term affects of a post-disaster environment.

1111  
1112       **Proposed Coordinating Agency:** HHS  
1113       **Primary Agencies:** USDA, DOC, Dept. of Education, DHS (FEMA & IP), HUD, DOI,  
1114       DOJ, DOL, EPA, DVA, CNCS,  
1115       **Supporting Agencies:** DOD, DOE, Treasury, DOT,SBA, and NVOAD,  
1116

### 1117 **Housing**

1118       **Mission:** Coordinate federal resources and activities to assist in restoration of  
1119       destroyed and damaged housing and development of other new accessible,  
1120       permanent housing options, if necessary.

1121  
1122       **Outcome:** Departments and agencies with expertise in long-term housing solutions  
1123       work in conjunction with the National Disaster Housing Task Force, as well as the  
1124       State-led Housing Task Forces, to assist in bringing together stakeholders with a  
1125       focus on reconstructing permanent, including accessible, housing.

1126  
1127       **Proposed Coordinating Agency:** HUD  
1128       **Primary Agencies:** HUD, USDA, DHS/FEMA, Access Board, DOJ  
1129       **Supporting Agencies:** DOC, DVA, SBA, NVOAD, EPA, and HHS  
1130

### 1131 **Infrastructure Systems**

1132       **Mission:** Integrate the capability of the federal government to support states and  
1133       communities, and other infrastructure owners and operators, to permanently  
1134       restore, enhance, mitigate, and ensure the resilience and protection of infrastructure  
1135       systems impacted by major and catastrophic disasters.

1136  
1137       **Outcome:** Responsible departments and agencies at all levels of government, and  
1138       private sector partners work together to promote a forward looking and holistic  
1139       approach that focuses on the relationship of the community with their built and  
1140       virtual environment. These efforts will involve government and private sector  
1141       partners with expertise in physical and virtual infrastructure systems across all the

1142 infrastructure sectors established in accordance with Presidential directives and the  
1143 NIPP. Relevant agencies and partners are those with expertise and programs  
1144 related to critical and non-critical infrastructure, including but not limited to:  
1145 energy; water; dams; communications; transportation systems;; government  
1146 facilities; utilities; sanitation;; engineering;; flood control; and other systems that  
1147 directly support the physical infrastructure of communities; as well as facilities that  
1148 support community services such as education, emergency services, emergency  
1149 medical care, libraries, and public parks.

1150

1151 **Proposed Coordinating Agency:** TBD

1152 **Primary Agencies:** USACE, DHS (FEMA & NPPD), DOT, DOE

1153 **Supporting Agencies:** USDA, DOC, DOD, HUD, HHS, DHS, EPA, DOI, FCC, TVA, GSA,  
1154 NRC, Treasury, and Department of Education

1155

### 1156 **Natural & Cultural Resources**

1157 **Mission Focus:** Integrate federal resources and capabilities to help tribal nations,  
1158 states, and communities address long-term environmental and cultural resource  
1159 recovery needs after major and catastrophic disasters.

1160

1161 **Outcome:** Departments and agencies work together to provide information and  
1162 assistance to communities seeking to preserve or grow natural and cultural  
1163 resources. Interdependencies between short-term recovery decisions and long-  
1164 term environmental impacts are taken into account. Opportunities inherent in  
1165 recovery are leveraged to mitigate environmentally or culturally deleterious  
1166 practices and development patterns. A systematic, interdisciplinary approach is  
1167 used to understand the interdependencies and complex relationships of the natural  
1168 and cultural environments.

1169

1170 **Proposed Coordinating Agency:** DOI

1171 **Primary Agencies:** DOC, DOI, EPA, and USDA

1172 **Supporting Agencies:** HUD and DHS/FEMA

1173

### 1174 ***Scalability & Adaptability***

1175 The RSF coordinating structure is designed to be scalable and adaptable to meet  
1176 specific disaster recovery requirements. Each of the six RSFs has a pre-designated  
1177 coordinating agency that works with the FRC to promote communication and  
1178 collaboration among its federal agency members. This tiered leadership structure  
1179 helps to accommodate rapid surge of federal resources that may be needed to assist  
1180 in large-scale or catastrophic incidents. Furthermore through these RSFs, federal  
1181 resources can be organized into a number of field teams led by the most appropriate  
1182 primary agencies to cover multiple localities, and each team can be adapted to  
1183 comprise only the RSF functions (or the federal department or agency) that have the  
1184 authority, expertise and resources appropriate to the locality assigned.

1185

1186 The RSF is also designed to promote federal coordination with tribal and state  
1187 governments. The focus, however, will be on higher level program and policy issues  
1188 that may affect the overall tribal and statewide recovery efforts. For instance, the  
1189 Infrastructure RSF can easily reorganize its agency members based on the specific  
1190 systems and services, such as transportation and communication, to mirror the  
1191 organizational and coordinating structures that the state and local governments  
1192 may set up for recovery. Although in most situations, the RSF can simply coordinate  
1193 and organize its federal agency members to participate in whatever local/state  
1194 recovery organizations may be established, such as recovery task forces, while  
1195 maintaining the six recovery support function structure.

### 1196 ***Inclusiveness***

1198 In engaging with disaster-affected communities, the RSFs seek to be inclusive, and  
1199 to specifically include and address the needs of individuals with disabilities, those  
1200 with access and functional needs, children, the elderly, and members of under-  
1201 served populations.

1202  
1203 The RSFs work closely with local, state, and tribal governments to identify  
1204 underserved populations. The RSFs also coordinate with FEMA Tribal Liaisons,  
1205 Voluntary Agency Liaisons, Disability Issue Advisors, and other federal offices,  
1206 bureaus and programs when necessary. Local NGOs and community groups also  
1207 often have excellent relationships with the underserved populations. The FRCs  
1208 collaborate with these organizations to ensure that programs are culturally  
1209 appropriate and that at risk populations and their needs are identified.

1210  
1211 In all actions, FRCs and RSFs seek to ensure that all people have a voice, that  
1212 services reach those who need them most, that federal resources are distributed  
1213 equitably, and that recovery programs are culturally appropriate.

### 1214 ***Resource Information***

1215  
1216 Each of the RSF member agencies brings a wealth of expertise and programmatic  
1217 authorities and resources to the table. An important information source about  
1218 various forms of assistance that may be available post-disaster is the Disaster  
1219 Assistance.gov online portal. The DisasterAssistance.gov online portal is a tool  
1220 available since December 2008 to streamline and otherwise improve the delivery of  
1221 Federal disaster assistance. After a disaster, individuals register at the portal. This  
1222 provides access to all disaster assistance programs from multiple Federal, State,  
1223 local and non-governmental participating agencies as well as program and contact  
1224 information for pertinent non-Federal programs. The portal consolidates  
1225 information about federally funded forms of assistance, application intake, and  
1226 status information into a unified system. The portal continues to be expanded to  
1227 include more information and programs.

1228 **IX. PLANNING FOR A SUCCESSFUL DISASTER RECOVERY**

1229 With proper planning, a proactive and well-orchestrated recovery process can be  
1230 implemented. Preparedness initiatives help guide the recovery process to  
1231 effectively and efficiently reach a community’s disaster recovery goals. Both pre-  
1232 and post-disaster recovery planning are critical for communities to develop  
1233 resilience and to recover from disasters in a successful and timely manner.

1234  
1235 ***Pre-disaster Planning***

1236 Pre-disaster recovery planning enables tribal nations, states, regions, and local  
1237 jurisdictions to effectively direct recovery activities and expedite a unified recovery  
1238 effort. Pre-disaster plans provide a common platform to guide recovery decisions  
1239 and activities. Furthermore, pre-disaster planning done in conjunction with  
1240 community development planning helps to lay out recovery priorities, incorporate  
1241 mitigation strategies in the wake of a disaster, and identify options and changes that  
1242 need to be considered or implemented after a disaster. In addition, implementing  
1243 the NIPP risk management framework, as a key element of the recovery planning  
1244 process, enhances the resilience and protective posture of critical infrastructure.

1245  
1246 ***Key Elements of Pre-Disaster Planning***

1247 The key elements in overall pre-disaster planning include:

- 1248 • Establishing clear leadership, coordination and decision-making structures at  
1249 the tribal, state, and local levels.
- 1250 • Developing pre-disaster partnerships to ensure engagement of all potential  
1251 resources through the following methods:
  - 1252 – Identifying and engaging stakeholders, including the general public,  
1253 community leaders, and private sector.
  - 1254 – Organizing connections to and interface with tribal, state, local, and  
1255 federal governments.
  - 1256 – Ensuring community participation of populations that have historically  
1257 been underserved during the recovery process, including individuals with  
1258 disabilities and others with access and functional needs, children, and the  
1259 elderly.
  - 1260
  - 1261
- 1262 • Testing and evaluating pre-disaster plans through seminars, workshops and  
1263 exercises.
- 1264 • Integrating pre-disaster recovery planning with other appropriate community  
1265 planning, such as land use, hazard mitigation, accessibility for people with  
1266 disabilities, and capital improvement planning.
- 1267 • Identifying limitations in community recovery capacity and means to  
1268 supplement.
- 1269 • Incorporating sustainability and accessibility throughout all phases of recovery  
1270 into overall planning guidance.

- 1271 • Developing communication tools that address an array of possible scenarios.
- 1272 • Preparing pre-disaster Memoranda of Understanding as way to establish early
- 1273 partnership, planning, and expectations.
- 1274 • Developing and implementing long-term training and education as a tool for
- 1275 building recovery capacity and making it available to all other stakeholders.

1276

1277 In addition to the general elements of the pre-disaster planning process outlined  
1278 above, there are also elements that are specific to the various participants in the  
1279 process. Initially the responsibility of preparing for disaster recovery begins with  
1280 the individual and builds to the larger responsibility of the community and local  
1281 government. Local planning efforts are supported by voluntary, faith-based and  
1282 community organizations, businesses, state, tribal, and the federal government.

1283

#### 1284 Individual and Families

1285 Individuals who prepare for their own recovery help their community's recovery as  
1286 well. Preparations at the individual/family level include:

- 1287 • Having an individual or family plan for disaster recovery.
- 1288 • Being able to self-assess risk exposure.
- 1289 • Purchasing and maintaining appropriate and adequate levels of insurance for
- 1290 potential hazards in their area.
- 1291 • Working with others to prepare and reach out to those who may need
- 1292 assistance.

1293

#### 1294 Private sector/Businesses

1295 Pre-disaster planning for private sector and businesses also integrates with the  
1296 community and includes:

- 1297 • Developing, testing and implementing business continuity and restoration plans.
- 1298 • Providing training for business leaders in the community to assist with the
- 1299 business recovery process.
- 1300 • Participating in local pre-disaster planning.
- 1301 • Incorporating mitigation in design and construction for places of employment
- 1302 and promoting mitigation to employees.

1303

#### 1304 Nonprofit Sectors

1305 Nonprofits play a valuable role in communities and their relationship with the  
1306 community factors into their pre-disaster planning. This includes:

- 1307 • Building relationships with the emergency managers in their communities to
- 1308 have an active voice in the recovery process.
- 1309 • Identifying leaders and others to participate in local long-term recovery
- 1310 committees.
- 1311 • Incorporating mitigation in design and construction of place of employment and
- 1312 promoting mitigation to employees.
- 1313 • Identifying resources to provide services in a nondiscriminatory manner.

1314

1315 Local Government

1316 Local governments examine community-wide issues as part of pre-disaster  
1317 planning. This includes:

1318

- 1319 • Understanding key risks and vulnerabilities that cause systemic and major  
1320 disruptions and challenges for disaster recovery, reconstruction and  
1321 revitalization.
- 1322 • Effectively communicating these risks and vulnerabilities to the exposed  
1323 community.
- 1324 • Incorporating mitigation in design and construction; promoting mitigation to  
1325 citizens.
- 1326 • Pre-identifying local recovery functions, roles and structure for post-disaster  
1327 recovery effort in order to expedite the recovery process.
- 1328 • Identify critical infrastructure and key services that must be restored  
1329 immediately post-disaster.
- 1330 • Maintaining capability to timely address recovery challenges, such as building  
1331 moratoriums, damage assessments, and waivers and variances necessary to  
1332 assist early recovery.
- 1333 • Planning for the needs of individuals with disabilities and others with access and  
1334 functional needs, children, and the elderly as a fundamental aspect of the plan  
1335 rather than as a supplement or special plan.
- 1336 • Taking tribal law and culture into consideration in the community planning  
1337 process; instilling a respect and understanding for tribes' unique heritage and  
1338 needs.

1339

1340 State Government

1341 State governments carry out their essential roles in:

1342

- 1343 • Establishing, organizing, and coordinating goals, objectives and timelines for  
1344 recovery.
- 1345 • Pre-identifying state recovery functions, roles, responsibilities and structures  
1346 among state agencies and departments.
- 1347 • Maintaining a system to manage and monitor implementation of recovery effort,  
1348 enforce accountability, ensure accessibility, and track resources.
- 1349 • Emphasizing the importance of pre-disaster recovery planning at the state and  
1350 local level.
- 1351 • Working with local governments to integrate pre-disaster recovery planning  
1352 with other appropriate community planning for local governments, such as  
1353 hazard mitigation and capital improvement planning.
- 1354 • Identifying organizations within the community with pre-established methods in  
1355 place to reach their stakeholders, and coordinating information sharing with  
1356 these organizations regarding planning activities and meetings.
- 1357 • Ensuring local governments establish an accessible and inclusive process for  
1358 addressing the recovery challenges pre- and post-disaster.

- 1359 • Providing a system of support from the state level to local governments that lack
- 1360 capability and request assistance.
- 1361 • Communicating and coordinating with federal recovery partners.
- 1362 • Taking tribal law and culture into consideration in the community planning
- 1363 process; instilling a respect and understanding for tribes' unique heritage and
- 1364 needs.
- 1365 • Entering into agreements that articulate collaborations between tribal and local
- 1366 governments, particularly when a reservation land crosses multiple
- 1367 jurisdictions.
- 1368 • Clarifying relationships with both state and federal authorities to determine
- 1369 where tribes fit in the allocation of disaster resources when recovery initiatives
- 1370 begin.

1371

1372 Tribal Government

1373

1374 Tribal governments may accomplish pre-disaster planning by:

1375

- 1376 • Pre-assigning tribal recovery functions, roles, and responsibilities.
- 1377 • Maintaining a system to manage and monitor implementation of recovery effort,
- 1378 enforce accountability, ensure accessibility, and track resources.
- 1379 • Conducting pre-disaster recovery planning and encouraging pre-disaster
- 1380 mitigation measures.
- 1381 • Coordinating with local, state, and federal governments to facilitate post-disaster
- 1382 efforts and ensure tribes have knowledge of and access to available funding and
- 1383 other assistance.
- 1384 • Working with local governments to articulate and solidify collaborations
- 1385 between tribal and local governments, particularly when a reservation land
- 1386 crosses multiple jurisdictions.

1387

1388 Federal Government

1389 The Federal government supplements overwhelmed post-disaster tribal, state, and

1390 local capability for short- and long-term recovery governmental capacity, planning,

1391 and technical assistance after large-scale or catastrophic events. Federal facilitation

1392 of pre-disaster planning can help minimize post-disaster dependence on federal

1393 assistance. This planning includes:

1394

- 1395 • Providing technical assistance to tribal nations, states, local governments, and
- 1396 stakeholders on the process, practices, and policies of hazard mitigation.
- 1397 • Providing pre-disaster recovery planning training and tools for tribal, state, and
- 1398 local governments.
- 1399 • Planning for national level responsibilities of catastrophic and regional disaster
- 1400 recovery challenges.
- 1401 • Optimizing and coordinating the federal programs that support tribal, state, and
- 1402 local recovery efforts.

- 1403 • Communicating and coordinating with tribal, state, and local recovery partners.
- 1404 • Encouraging use of steady state grant programs by tribes, states, and
- 1405 municipalities that lack the resources to develop their own pre-disaster recovery
- 1406 plans.
- 1407 • Developing national metrics for evaluating pre-disaster preparedness of physical
- 1408 infrastructures and facilitate local jurisdictions, corporations, building owners,
- 1409 and major institutions to develop their recovery preparedness plans accordingly.
- 1410 • Facilitating sharing of planning best practices and recovery plans adopted by
- 1411 various tribal nations, states, and local jurisdictions.
- 1412

### 1413 ***Post-Disaster Community Recovery Planning***

1414 Communities impacted by disaster should develop a process for optimally managing  
1415 their recovery effort and resources when necessary. Post-disaster community  
1416 recovery planning serves to integrate the range of complex decisions in the context  
1417 of the disaster and works as the foundation for allocating resources. The planning  
1418 process provides the benchmark to measure progress toward a successful outcome  
1419 by the affected community.

### 1421 ***Key Elements of Post-Disaster Planning***

1422 All disaster-impacted communities can benefit by engaging in disaster recovery  
1423 planning and creating plans that are meaningful to multiple audiences, including  
1424 potential funders, nearby tribal nations, state and federal level agencies, and  
1425 members of the community. The following elements play a key role in the post-  
1426 disaster planning process:

- 1427 • Organizing recovery priorities and tasks through the use of a planning process
- 1428 by:
  - 1429 ○ Assessing risk.
  - 1430 ○ Evaluating the conditions and needs after a disaster.
  - 1431 ○ Setting goals and objectives.
  - 1432 ○ Identifying opportunities to build in future resilience through mitigation.
  - 1433 ○ Identifying specific projects in areas of critical importance to the
  - 1434 community's overall recovery.
  - 1435
  - 1436
- 1437 • Using a process that is community-driven and locally-managed, designed to
- 1438 promote local decision-making and ownership of the recovery planning and
- 1439 implementation effort.
- 1440 • Promoting inclusive and accessible outreach, working collaboratively with and
- 1441 through groups of people affiliated by geographic proximity, common interest,
- 1442 or similar situations to address issues affecting the well-being of those people.
- 1443 Public involvement is critical to the recovery plan and process.
- 1444 • Incorporating considerations that include the concept of “growing smarter” as
- 1445 long-term recovery unfolds. This includes compliance with standards for
- 1446 accessible design and construction.

- 1447 • Building partnerships among local agencies, jurisdictions, the state, tribal and  
1448 federal governments.  
1449 • Providing well-defined activities and outcomes aimed at achieving recovery with  
1450 schedule and milestones.  
1451 • Developing tools and metrics for evaluating progress against set goals,  
1452 objectives, and milestones.  
1453

1454 Planning for the complex needs of the full community and bringing all stakeholders  
1455 to a common planning table, with a commitment to physical, programmatic and  
1456 communications accessibility helps create a successful post-disaster recovery  
1457 process. The greatest challenge of post-disaster recovery planning is the inherent  
1458 struggle in getting a plan developed quickly enough to meet the needs of residents  
1459 and businesses. The post-disaster planning process must operate on a much faster  
1460 timeline than traditional, or pre-disaster planning processes. However, one of the  
1461 basic goals of the process is to develop the relationships and inter-agency  
1462 cooperation that will continue to serve the recovery process once the planning is  
1463 complete.  
1464

1465 Other elements of post-disaster recovery are specific to individual, local  
1466 government, state and tribal, or federal governments. These are outlined below.  
1467

1468 Individual and Families

1469 Disaster recovery begins at the local level. Key post-disaster planning elements for  
1470 individuals and families include:  
1471

- 1472 • Taking charge of managing individual and family recovery.  
1473 • Participating in post-disaster community recovery planning.  
1474 • Working with others to reach out to those who may need assistance.  
1475 • Engaging in public involvement opportunities on specific recovery projects.  
1476

1477 Nonprofit Sectors

1478 As important partners with the community, key post-disaster planning elements for  
1479 nonprofit sectors include:  
1480

- 1481 • Facilitating stakeholder workshops in various accessible locations in the  
1482 community to determine priority issues for recovery from the neighborhoods  
1483 that make up the community.  
1484 • Providing leaders and others to participate in local, state and tribal recovery  
1485 organizations.  
1486

1487 Private sector/Businesses

1488 Private sector and businesses play an important role in the community and often  
1489 compose a portion of the community leadership. Key post-disaster planning  
1490 elements for the private sector and businesses include:

- 1491
- 1492 • Participating in local recovery planning.
  - 1493 • Implementing business continuity and restoration plans.
  - 1494 • Assuming significant role in local and state recovery organizations.

1495

1496 Local Government

1497 Recovery planning within a community is dependent on an active local government.  
1498 Key post-disaster planning elements for local governments include:

1499

- 1500 • Leading recovery planning and prioritization of goals.
- 1501 • Incorporating principles of post-disaster planning into the recovery process.
- 1502 • Coordinating with relevant regional planning organizations that can provide  
1503 resources and/or planning expertise.
- 1504 • Reviewing pre-existing plans and cross-checking against post-disaster planning  
1505 priorities.
- 1506 • Implementing a transparent, accountable system to manage recovery resources.
- 1507 • Managing overall recovery coordination at the local level.
- 1508 • Communicating post-disaster planning as well as organizational and operational  
1509 needs to the state.
- 1510 • Leading a planning process that is inclusive and accessible and facilitates  
1511 practices that comply with all applicable laws, including civil rights mandates.

1512

1513 State Government

1514 States play an important role in supporting and where necessary, leading  
1515 overwhelmed local governments to address complex governmental, regulatory and  
1516 financial challenges during short and long term recovery. They do this by:

1517

- 1518 • Providing a system of support to local governments.
- 1519 • Coordinating efforts to meet recovery challenges across all sectors in  
1520 collaboration with the recovery counterparts at all jurisdictional levels.
- 1521 • Conducting post-disaster planning by building on the foundation set during the  
1522 pre-disaster planning phase, but modifying it based on the actual versus  
1523 predicted risk and needs.
- 1524 • Developing an interface between state agencies and the federal government to  
1525 streamline recovery funding at the local level.
- 1526 • Coordinating with relevant regional planning organizations that can provide  
1527 resources and/or planning expertise.

- 1528 • Promoting proactive partnerships between non-profit organizations, faith-based  
1529 organizations, the private sector or other relevant organizations and  
1530 nontraditional and underserved communities throughout the recovery process.  
1531 • Implementing and enforcing applicable laws and regulations to protect the  
1532 rights of citizens needing physical, programmatic and communications access to  
1533 recovery activities and services.

1534

1535 Tribal Government

1536

1537 Tribes may live on land that spans multiple jurisdictions and coordination with  
1538 those jurisdictions plays a key role in planning for a tribes' recovery from disaster.  
1539 Ways in which tribes might accomplish this and other recovery activities include:

1540

- 1541 • Establishing, organizing, and coordinating goals, objectives and timelines for  
1542 recovery.  
1543 • Coordinating with local and state governments to provide mutual support.  
1544 • Conducting post-disaster planning by building on the foundation set during the  
1545 pre-disaster planning phase, but modifying it based on the actual versus  
1546 predicted risk and needs.  
1547 • Participating in long-term community recovery activities.  
1548 • Developing a relationship the federal government to clarify and streamline  
1549 recovery funding.

1550

1551 Federal Government

1552 The types of assistance and level of support provided by the federal government  
1553 varies by community and depends on the disaster's impact and the tribal, state, and  
1554 local government's capacity. The Federal government assists overwhelmed tribal,  
1555 state, and local capabilities in their recovery from large-scale and catastrophic  
1556 events by:

1557

- 1558 • Ensuring local ownership of the early recovery process through the engagement  
1559 of tribal, state, and local authorities in the planning, execution, and monitoring of  
1560 recovery actions.  
1561 • Supplementing not supplanting local, state, and tribal resources and supporting  
1562 local/state/tribal leadership of the recovery process.  
1563 • Coordinating with Other Federal Agencies (OFA) to identify the geographic  
1564 extent of the disaster impact and address the broader recovery challenges to  
1565 infrastructure, supply chains, transportation systems and the like.  
1566 • Maintaining a system for addressing intra-governmental recovery coordination.  
1567 • Assessing the need for, and providing technical expertise when local and state or  
1568 tribal capacity is overwhelmed by a large-scale or catastrophic event to support  
1569 prompt beginning of recovery and to maximize joint recovery efforts and  
1570 resources.  
1571 • Providing planning guidance, tools resources and best practices to guide local,  
1572 state, and tribal governments in planning their recovery.

- 1573 • Implementing regulations and guidance regarding legal obligations and other  
1574 statutory obligations on all aspects of recovery including, but not limited to,  
1575 those pertaining to accessibility standards and addressing the needs of  
1576 individuals with disabilities.
- 1577 • Supporting local, state, and tribal application, use, and management of federal  
1578 grants.
- 1579 • Evaluating the feasibility of sustainable recovery in disaster-affected areas and  
1580 identifying what is needed to support that recovery.

1581 **X. COMMUNITY CONSIDERATIONS**

1582 ***Accessibility and Recovery***

1583 The guidance included here is specific to issues related to individuals with  
1584 disabilities and others with access and functional needs.

1585 • Recognize that best practices are not to be confused with legal obligations to  
1586 engage in recovery activities that are fully inclusive of individuals with  
1587 disabilities. Those applying this framework should be aware of statutory  
1588 obligations involved, which may include, but not be limited to:

- 1589 ➤ Stafford Act, as amended
- 1590 ➤ Post-Katrina Emergency Management Reform Act
- 1591 ➤ Rehabilitation Act of 1973, as amended
- 1592 ➤ Americans with Disabilities Act, as amended 2008
- 1593 ➤ Fair Housing Act of 1968, as amended
- 1594 ➤ Architectural Barriers Act of 1968
- 1595 ➤ Communications Act of 1934, as amended
- 1596 ➤ Individuals with Disabilities Education Act (IDEA) of 1975, as  
1597 amended

1598 Obligations include accessibility in architecture, transportation, effective  
1599 communication, employment, education, policies, and programs, including  
1600 those receiving federal funding.

- 1601 • Ensure integration of people with disabilities into all aspects of emergency  
1602 management rather than as a supplement or special plan in, among others,  
1603 policies, practices, procedures, guidelines, standards, memoranda of  
1604 understanding, and agreements/contracts.
- 1605 • Use existing resources to determine accessibility of facilities and programs, such  
1606 as the ADA Best Practices Tool Kit available at the Department of Justice’s  
1607 website for the ADA: [www.ada.gov](http://www.ada.gov). Determine shortfalls based on tools and  
1608 address deficiencies.
- 1609 • Engage in pre-disaster contracting and planning to meet the emergency needs of  
1610 children and adults with disabilities, including the provision of disability related  
1611 assistance/functional needs support services, consumable medical supplies,  
1612 durable medical equipment, accessible transportation, and accessible housing.
- 1613 • Involve disability organizations into recovery planning efforts and all recovery  
1614 committee types. Integrate disability and access and functional needs  
1615 considerations into housing, economic and workplace, health care,  
1616 transportation and infrastructure.
- 1617 • Conduct disaster recovery awareness training for stakeholders, including  
1618 disability navigators; advocacy organizations, including those representing the

- 1619 needs of children with disabilities; senior centers and aging agencies;  
 1620 rehabilitation offices; and relevant organizations. Provide such training in  
 1621 compliance with the law using tools such as the ADA Best Practices Tool Kit.
- 1622 • Develop training for local partners that FEMA expects to fulfill obligations under  
 1623 the National Disaster Housing Strategy and Plan. These partners (including  
 1624 emergency managers, social workers, organizations, and agencies) may lack the  
 1625 familiarity that is presumed necessary for working with people with disabilities  
 1626 and others with access and functional needs and the organizations that support  
 1627 these populations.
  - 1628 • Recognize that there are individuals who have acquired disabilities as a result of  
 1629 the disaster. These individuals may need added assistance to familiarize  
 1630 themselves with the processes to access services and supports so that they can  
 1631 be as independent as possible and participate in the recovery process.
  - 1632 • Consider the continuing impact of a hazard, such as lingering smoke or the long-  
 1633 term effects of debris, on those with existing and new disabilities.
  - 1634 • Ensure that all print, electronic and face to face communication is accessible to  
 1635 people with disabilities and others with access and functional needs. Provide  
 1636 necessary auxiliary aids and services to achieve effective communication,  
 1637 including interpreters, computer assisted real-time transcription (CART), large  
 1638 print, captioning, audio descriptions, wayfinding, note taking, etc.
  - 1639 • Liaison with large scale employers and providers of vocational and job training  
 1640 support to address the recovery of the employment sector.
  - 1641 • Recognize that Federal worker protection laws such as the Fair Labor Standards  
 1642 Act, Occupational Safety and Health regulations, National Labor Relations Act,  
 1643 and the laws administered by the Equal Employment Opportunity Commission  
 1644 must be upheld for workers who are employed to rebuild the impacted  
 1645 community.

1646  
 1647

Additional Resources:

- 1648 • Chapter 7 of the ADA Best Practices Tool Kit, Emergency Management,  
 1649 <http://www.ada.gov/pcatoolkit/toolkitmain.htm>
- 1650 • SME: Interagency Council on Emergency Prep. & Individuals with Disabilities  
 1651 (ICC)
- 1652 • Hurricane Ike Impact Report: Special Needs Populations Impact Assessment  
 1653 Source Document, White Paper, available at:  
 1654 [http://www.disabilitypreparedness.gov/pdf/ike\\_snp.pdf](http://www.disabilitypreparedness.gov/pdf/ike_snp.pdf)
- 1655 • National Council on Disability August 2009 Report: Effective Emergency  
 1656 Management: Making Improvements for Communities and People with  
 1657 Disabilities-  
 1658 [http://www.ncd.gov/newsroom/publications/2009/NCD\\_EmergencyManagement\\_HTML/EffectiveEmergencyManagement.html](http://www.ncd.gov/newsroom/publications/2009/NCD_EmergencyManagement_HTML/EffectiveEmergencyManagement.html) .  
 1659

1660

1661 ***Unmet Needs***

1662 A successful recovery plan should adequately attend to and address unmet needs for  
1663 individuals and families as they recover from disaster. This is particularly true for  
1664 the most vulnerable community members, including underserved populations. As  
1665 part of the post disaster recovery needs assessment, recovery planners can survey  
1666 and interview community members to obtain first-hand information on what the  
1667 unmet needs are and suggestions for meeting these needs. More importantly,  
1668 recovery planners should collaborate closely with the federal Voluntary Agency  
1669 Liaisons and other applicable government offices to facilitate considerations and  
1670 inclusions of unmet needs throughout the recovery planning process and initiatives.  
1671 Typical areas of enduring need after disaster include: long-term mental health  
1672 concerns in relation to traumatic events induced by disasters; transportation for  
1673 and during relocation; long-term housing; children’s stability within schools;  
1674 investigation of under-insured properties; affordability of home repairs or  
1675 insurance deductibles; and middle-class families who fall out of the purview of  
1676 poverty relief or poor-assistance agencies.

1677

1678 ***Rural Area Recovery Needs***

1679 Rural communities have particular needs following a disaster. The definition of  
1680 “rural” can be quite broad; it could include cohesive, relatively dense communities  
1681 that are simply unincorporated and suffer from the lack of local resources or  
1682 management, or it could include thinly populated stretches of land affected by a  
1683 sweeping disaster (potentially agricultural). Such communities may desperately  
1684 need a pre-disaster regional recovery plan, but lack the resources, leadership, or  
1685 political autonomy to engage in one. Another profound obstacle to recovery occurs  
1686 when a rural population has been devastated, but sparse infrastructure across a vast  
1687 stretch of land makes logistical endeavors particularly challenging.

1688

1689 In rural communities, sometimes the human population incurs the greatest loss  
1690 through devastation to the land itself, rather than any man-made assets. Whether  
1691 the disaster loss is caused through drought, floods, crop blight, or livestock illnesses  
1692 (epizootic), agricultural concerns demand a recovery approach that is distinct from  
1693 densely populated urban settlements or manufacturing centers. Other communities  
1694 needing a rural recovery approach are those dependent upon such industries as  
1695 forestry, mining, fisheries, or oil/mineral exploration. In addition, tribal  
1696 governments may be very rural in nature and could suffer disproportionately in a  
1697 disaster, due to a similar dependence on land and lack of sophisticated  
1698 infrastructure.

1699

1700 ***High Density Urban Area Recovery Needs***

1701 Major disasters may fundamentally change the landscape of urban communities.  
1702 This may include the social, business, and physical landscapes. For this reason, the

1703 old urban plans cannot simply be dusted off and reused after a significant disaster.  
1704 New urban plans may need to be created, and the citizens should be involved in the  
1705 process. Community leaders and citizens alike should assess the new challenges  
1706 and opportunities that the community faces and create a “preferred future” for the  
1707 urban area.

1708 **XI. ABBREVIATIONS & DEFINITIONS**

1709 **ABBREVIATIONS**

- 1710
- 1711 **ARC** – American Red Cross
- 1712 **CBO** – Community-Based Organization
- 1713 **CDBG** – Community Development & Block Grant Program
- 1714 **CNCS** – Corporation for National and Community Service
- 1715 **DAE** – Disaster Assistance Employee
- 1716 **DHS** – Department of Homeland Security
- 1717 **DOC** – Department of Commerce
- 1718 **DOD** – Department of Defense
- 1719 **DOE** – Department of Energy
- 1720 **DOI** – Department of the Interior
- 1721 **DOJ** – Department of Justice
- 1722 **DOL** – Department of Labor
- 1723 **DOT** – Department of Transportation
- 1724 **DRC** – Disaster Recovery Center
- 1725 **DRM** – Disaster Recovery Manager
- 1726 **DVA** – Department of Veterans Affairs
- 1727 **EDA** – Economic Development Administration
- 1728 **EOC** – Emergency Operations Center
- 1729 **EPA** – Environmental Protection Agency
- 1730 **ESF** – Emergency Support Function
- 1731 **ESFLG** – Emergency Support Function Leadership Group
- 1732 **FCO** – Federal Coordinating Officer
- 1733 **FEMA** – Federal Emergency Management Agency
- 1734 **FRC** – Federal Recovery Coordinator
- 1735 **HUD** – Department of Housing and Urban Development
- 1736 **HHS** – Department of Health and Human Services
- 1737 **HQ** – Headquarters
- 1738 **IA** – Individual Assistance
- 1739 **IAA** – Interagency Agreement
- 1740 **ICS** – Incident Command System
- 1741 **IHP** – Individuals & Households Program
- 1742 **IP** – Office of Infrastructure Protection
- 1743 **JFO** – Joint Field Office
- 1744 **LTCR** – Long-Term Community Recovery
- 1745 **MOU** – Memorandum of Understanding
- 1746 **NGO** – Nongovernmental Organization
- 1747 **NIMS** – National Incident Management System
- 1748 **NIPP** – National Infrastructure Protection Plan
- 1749 **NPS** – National Park Service
- 1750 **NOAA** – National Oceanic and Atmospheric Administration
- 1751 **NPPD** – National Protection Programs Directorate

1752 **NRCC** – National Response Coordination Center  
1753 **NRF** – National Response Framework  
1754 **NVOAD** – National Voluntary Organizations Active in Disaster  
1755 **OIG** – Office of Inspector General  
1756 **PA** – Public Assistance  
1757 **PKEMRA** - Post-Katrina Emergency Management Reform Act  
1758 **RISC** – Regional Interagency Steering Committee  
1759 **RSF** – Recovery Support Functions  
1760 **SBA** – Small Business Administration  
1761 **SCO** – State Coordinating Officer  
1762 **SME** – Subject Matter Expert  
1763 **SOP** – Standard Operating Procedure  
1764 **SRC** – State Recovery Coordinator  
1765 **TRO** – Transitional Recovery Office  
1766 **TVA** – Tennessee Valley Authority  
1767 **USACE** – U.S. Army Corps of Engineers  
1768 **USDA** – U.S. Department of Agriculture  
1769 **VAL** – Voluntary Agency Liaison  
1770 **VOAD** – Voluntary Agencies Active in Disaster

1771

## **DEFINITIONS**

1772

1773  
1774 **Community** – In the context of facilitating disaster recovery, community refers to a  
1775 network of individuals and families, businesses, institutions and other civic organizations  
1776 that reside or operate within a shared geographical boundary; and may be represented by  
1777 a common political leadership at a regional, county, municipal or neighborhood level.  
1778

1779

1780 **Critical Infrastructure** – Systems and assets, whether physical or virtual, so vital that  
1781 the incapacity or destruction of such may have a debilitating impact on the security,  
1782 economy, public health or safety, environment, or any combination of these matters,  
1783 across any Federal, State, regional, territorial, or local jurisdiction.

1784

1785 **Functional Needs** – Refers to the needs of an individual who under usual  
1786 circumstances is able to function on their own or with support systems. However  
1787 during an emergency, their level of independence is challenged.

1788

1789 **Individual with Disability** – The term refers to a person (child or adult) who has a  
1790 physical or mental impairment that substantially limits one or more major life  
1791 activities; a person who has a history or record of such impairment; or a person who  
1792 is perceived by others as having such impairment. The term “disability” has the same  
1793 meaning as that used in the ADA Amendments Act of 2008, P.L. 110-325, as  
1794 incorporated into the ADA. See <http://www.ada.gov/pubs/ada.htm>  
1795 <<http://www.ada.gov/pubs/ada.htm>> for the definition and specific changes to the text of  
1796 the ADA. State laws and local ordinances may also include individuals outside the  
federal definition. Children and adults may have physical, sensory, mental health,

1797 cognitive and/or intellectual disabilities resulting in access and functional needs  
1798 and may require assistance to maintain independence.

1799  
1800 **Intermediate Recovery** – Involves returning critical infrastructure and essential  
1801 government or commercial services back to a functional, if not pre-disaster state.  
1802 Such activities are often characterized by temporary actions that provide a bridge to  
1803 permanent measures.

1804  
1805 **Long-term Recovery** – Process of recovery that follows a disaster event and may  
1806 continue for months and years. Examples include the complete redevelopment and  
1807 revitalization of the damaged area, which could mean returning the area to  
1808 conditions set in a long-term recovery plan.

1809  
1810 **Mitigation** – Activities providing a critical foundation in the effort to reduce the loss of  
1811 life and property from natural and/or manmade disasters by avoiding or lessening the  
1812 impact of a disaster and providing value to the public by creating safer communities.  
1813 Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated  
1814 damage. These activities or actions, in most cases, will have a long-term sustained effect.

1815  
1816 **Recovery** – The development, coordination, and execution of service- and site-  
1817 restoration plans; the reconstitution of government operations and services;  
1818 individual, private-sector, nongovernmental, and public-assistance programs to  
1819 provide housing and to promote restoration; long-term care and treatment of  
1820 affected persons; additional measures for social, environmental, and economic  
1821 restoration; evaluation of the incident to identify lessons learned; post incident  
1822 reporting; and development of initiatives to mitigate the effects of future incidents.

1823  
1824 **Redevelopment** – Rebuilding degraded, damaged, or destroyed social, economic  
1825 and physical infrastructure in a community, state, or tribal nation to create the  
1826 foundation for long-term development.

1827  
1828 **Resilience** – Ability of a community to remain strong or unharmed, and/or to be  
1829 able to quickly and effectively recover from a disaster’s impact upon its  
1830 infrastructure, economy, social and natural environment.

1831  
1832 **Response** – Immediate actions to save lives, protect property and the environment,  
1833 and meet basic human needs. Response also includes the execution of emergency  
1834 plans and actions to support short-term recovery.

1835  
1836 **Restoration** – Returning a physical structure, essential government or commercial  
1837 services, or a societal condition back to its pre-disaster state through repairs,  
1838 rebuilding, or reestablishment.

1839  
1840 **Short-term Recovery** – Phase of recovery in which the scope of damages and needs are  
1841 assessed, basic infrastructure is restored, and recovery organizations and resources are  
mobilized.

1842 **Stabilization** – The process by which the immediate impacts of an event on  
1843 community systems are managed and contained.

1844  
1845 **Sustainability** – Meeting the needs of the present without compromising the ability  
1846 of future generations to meet their own needs.

1847  
1848 **Underserved Populations/Communities** – Groups that have limited or barriers to  
1849 access to resources or are otherwise disenfranchised. These groups include those  
1850 who are socioeconomically disadvantaged; persons who have limited English  
1851 proficiency; people who are geographically isolated or educationally  
1852 disenfranchised; minority groups; women and children; individuals with disabilities  
1853 and others with access and functional needs; and older people.