RICHLAND COUNTY INTERMEDIATE RECOVERY IMPLEMENTATION PLAN

March 2016

This County Intermediate Recovery Implementation Plan will be reviewed and updated every 14 days.

Change #	Date	Program Area

Plan Authorization

This plan provides overall direction for the County of Richland's intermediate recovery efforts and specifies milestones to be accomplished over time. It outlines the goals, operational priorities, and desired end state that enables Richland County, with State, Federal Emergency Management Agency (FEMA), volunteer organizations, and private partners assistance to deliver the full range of federal, state, county, non-governmental, and private sector programs and services to assist impacted citizens, restore damaged infrastructure, and shape the transition from response and short-term recovery to long-term recovery. Information in this document is used to create additional planning and implementation products.

Purpose

This plan outlines Richland County's strategy for the implementation and support of intermediate recovery operations. FEMA defines intermediate recovery as:

> The phase of recovery which involves returning individuals, families, critical infrastructure and essential government or commercial services to a functional, if not pre-disaster, state. Such activities are often characterized by temporary actions that provide a bridge to permanent measures.

This plan is designed to nest with the South Carolina Intermediate Recovery Implementation Plan and the Richland County Long Term Recovery Plan. The objectives and tasks identified in this plan will aid the County's Local Disaster Recovery Manager (LDRM) in tracking overall progress and intermediate recovery performance.

CONTENTS

1. **Situation.** The combination of a slow moving upper-level low over the southeastern United States, an area of low pressure at the surface located along a stationary frontal boundary, and a persistent plume of tropical moisture associated with Hurricane Joaquin produced historic rainfall over portions of South Carolina causing significant widespread freshwater flooding throughout the state from Oct 3-5, 2015. Richland County set daily and multi-day rainfall records, and the rainfall also resulted in moderate to major riverine flooding. The County suffered major damage to its transportation infrastructure, private and commercial industry, agriculture, and residences. The affected area includes Federal, State, County and Municipal facilities.

2. **Mission.** Richland County in conjunction with the State of South Carolina, the Federal interagency team, mutual aid partners, and private sector partners conducts intermediate recovery and mitigation in order to deliver the full range of federal, state and private sector programs and services to assist impacted citizens, restore damaged infrastructure, identify mitigation projects and shape the transition to long term recovery.

3. **Execution**

   a. Intent. No later than six months from declaration (5 April 2016), all Stafford Act related activities have been transferred to Region IV, remaining public assistance (PA) projects have been transferred to a PA processing center, and the majority of intermediate recovery activities implemented.

   b. Concept. The Richland County Council is the duly elected body that oversees all governmental activities in Richland County. Recovery operations fall under their jurisdictional obligation. The Blue Ribbon Committee is formed by the Council to provide them with recovery related recommendations, oversee the development of the Richland County Long-Term Recovery Plan, and provide policy guidance and direction to the Local Disaster Recovery Manager (LDRM) on all recovery related matters and the Richland County Disaster Recovery Working Group. The Richland County Disaster Recovery Working Group is a task organized body made up of key county staff and stakeholders from key private entities, when applicable. This working group will make recommendations to the Blue Ribbon Committee on the Hazard Mitigation Grant Program (HMGP), Community Development Block Grant – Disaster Recovery (CDBG-DR) priorities and to resolve Unmet Needs by reviewing each case and assigning resources ideally suited to address each unmet need. These resource providers come from non-profit agencies to include the Richland-Lexington County Long Term Recovery Group (LTRG) made up of a number of key Volunteer Organizations Active in Disaster (VOAD) facilitated by the United Way; county, state and federal government resources; private companies; and other organizations and agencies that might be beneficial to help Richland County resolve Unmet Needs and submit HMGP and CDBG-DR applications. All of the efforts in Intermediate Recovery are designed to drive towards the County's desired end state for which will be defined in the County's Long Term Recovery Plan. Richland County and South Carolina will plan and coordinate the delivery of intermediate recovery programs to support our impacted citizens and restore critical

infrastructure while setting the conditions to transition to long-term recovery within the next six months (30 October 2015 to 1 May 2016). Figure 1 is a graphical depiction of the Richland County recovery concept of operations.

Figure 1: Richland County Recovery Concept of Operations
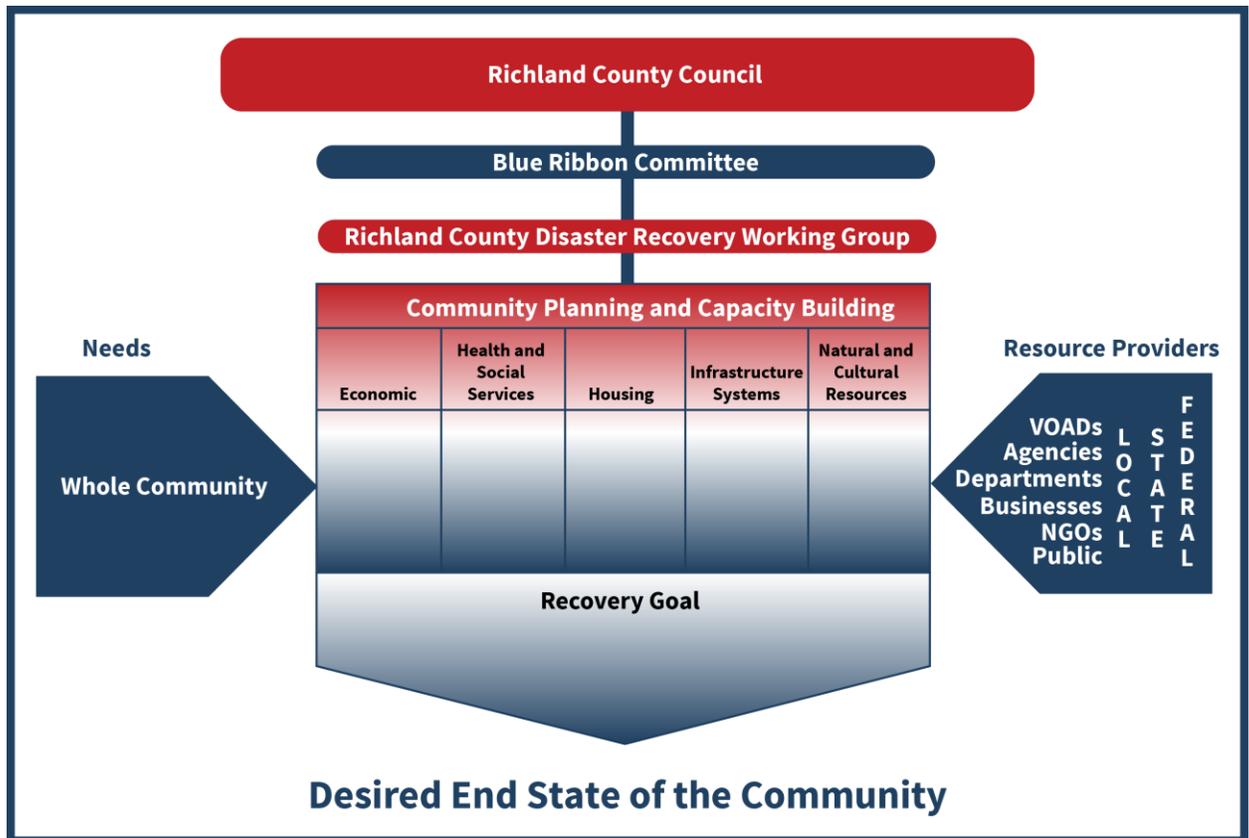
Richland County LDRM interacts with the LTRG through the county's non-voting representative on the LTRG's Steering Committee and through members on the various LTRG working teams. The number and types of working teams are formed based on the community's needs following a disaster. For this recovery, Figure 2 is a graphical description of the organization of the LTRG for this flooding disaster.

Figure 2: Richland-Lexington County LTRG Structure
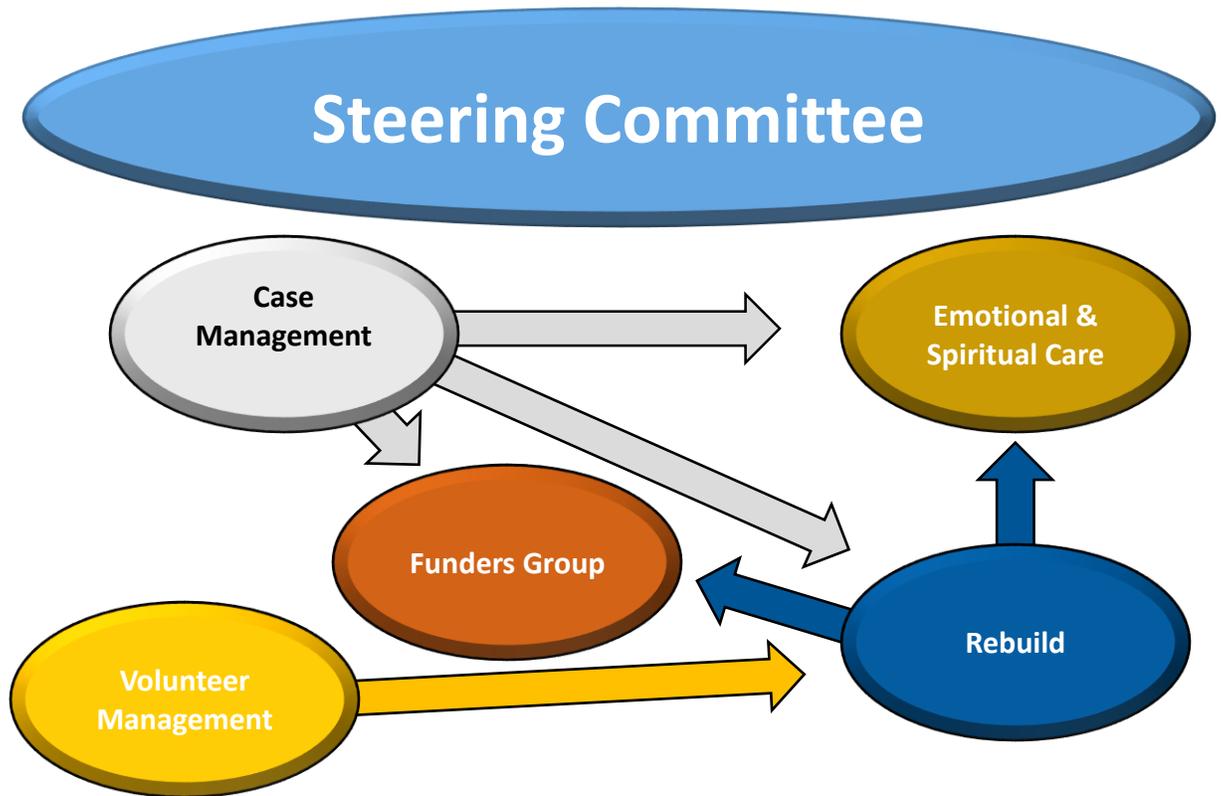
Richland County has County staff representation on three of the four work teams: Case Management, Funders Group, and the Rebuild Work Teams. The chair of the Case Management Work Team is a member of the Richland county Staff.

The Case Management Work Team is the focal point of where Richland County submits the unmet needs of their residents to the LTRG. Figure 3 graphically displays the process where the county's unmet needs are addressed through first the LTRG and then, through County efforts should the LTRG not have the resources or capabilities to address a resident's unmet needs.

Figure 3: Richland County Unmet Needs Process

Color Code
Blue – County
Brown – LTRG (County Tracks)
Green - Complete
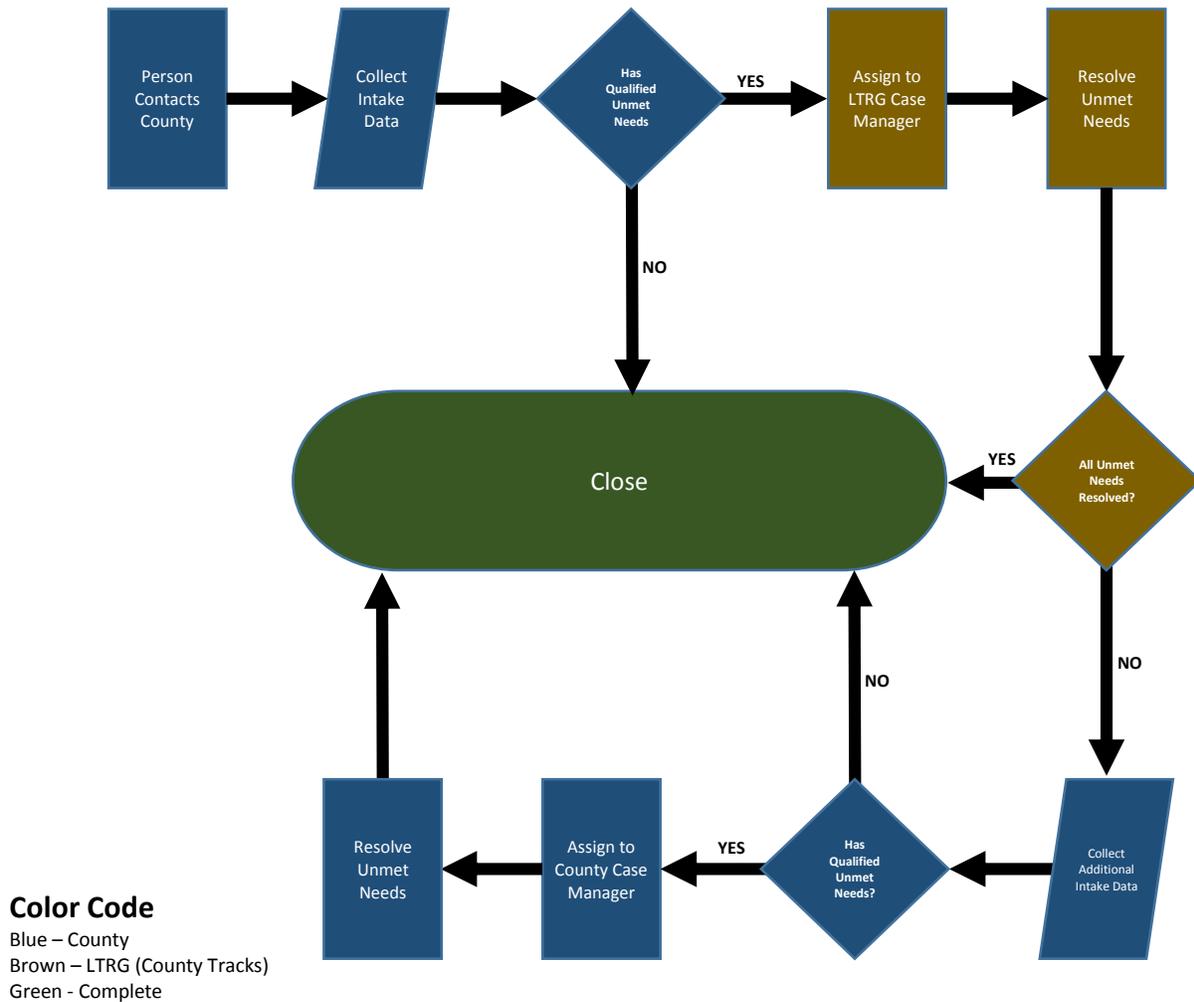
The Richland County Recovery Concept of Operations is built around the following State of South Carolina Intermediate Recovery Implementation Plan Lines of Effort (LOEs) and supporting objectives (Start date 30 October 2015:

1) Line of Effort 1: People. Provide safe and suitable housing; provide acute health care and restore impacted community health care capacity; restore employment opportunities; incorporate functional and access needs requirements into projects; and incorporate Whole Community into all planning efforts. Specifically, this effort will:
   o Provide safe, suitable housing to impacted residents within 120 days (1 March 2016).
   o Sustain delivery of acute health services to affected residents and transition to community medical support (Vaccinations/ Counseling).

- o Provide safe well-water by inspecting well-water and disinfected wells contaminated as a result of the flooding within 120 days (1 March 2016).
- o Deliver disaster employment benefits to impacted workforce and locate alternate employment opportunities within 180 days (1 May 2016).
- o Incorporate functional needs service delivery into all aspects of community recovery plan.
- o Integrate people into recovery planning through community outreach to have shared understanding of community outcomes.

2) Line of Effort 2: Infrastructure. Restore impacted roadways, rails, bridges, public health care facilities, and government facilities. Specifically, this effort will:
   - o Restore roads and highways to connect communities with services.
   - o Work with the State to complete rapid road repairs (National Guard Engineer Effort) in order to mitigate impediments to life, health, and safety no later than (NLT) 60 days (1 January 2016).
   - o Repair and maintain road/rail networks to facilitate rapid restoration of commercial industries and small business in 180 (+) days (1 May 2016 and beyond).
   - o Repair public health facilities in order to mitigate impediments to life, health, and safety of functional needs citizens NLT 60 days (1 January 2016).
   - o Repair public and local governance facilities to support community assembly, planning and outreach NLT 60 days (1 January 2016).

3) Line of Effort 3: Commerce. Private sector outreach including property/home restoration, medical facilities, business restoration, and incorporation of stakeholders throughout. Specifically, this effort will:
   - o Conduct private sector outreach to connect vendors with affected homeowners/property managers to rebuild, replace housing NLT 60 days (1 January 2016).
   - o Coordinate with private medical service providers to ensure continuity of care and long term enduring service strategy NLT 60 days (1 January 2016).
   - o Coordinate with public and private stakeholders to reconstitute impacted businesses within 180 days (1 May 2016) to sustain local commerce.
   - o Conduct restoration, repair, or replacement of commercial enterprise facilities that supports the requirements (meets capacity) of functional needs citizens.
   - o Coordinate with community leaders and citizens to ensure components of diversity, stability, sustainability are integrated into business and industry restoration plans.

4) Line of Effort 4: Community Capacity. Engagement of Whole Community throughout recovery operations to ensure the impacted community emerges more resilient and inclusive of all stakeholders. Specifically, this effort will:
   - o Connect VOADs to address housing shortfalls and other unmet needs NLT 120 days (1 March 2016).

     o Conduct community outreach to maintain essential information and message plan on health service resources in affected communities.

     o Coordinate with chambers of commerce and local business and industry leaders to develop immediate and alternate business restoration plans.

     o Coordinate advocacy and representation of functional needs citizens into community recovery plan.

     o Conduct community outreach to incorporate comprehensive citizen involvement in plans to restore public/private services.

c. End State. Intermediate recovery programs under the Stafford Act are fully implemented across individual assistance, public assistance and mitigation functional areas to address recovery objectives and shape long term recovery development to achieve community desired outcomes.

d. Programmatic Responsibilities.

1) Individual Assistance (IA) Team.
   - o Ensure disaster survivors have timely access to full range of programs and services to maximize their recovery, through coordination among local, state, federal, Tribal governments, voluntary agencies and the private sector.
   - o IA's roles and responsibilities are to ensure that individuals and families that have been affected by disasters have access to the full range of Federal Emergency Management Agency (FEMA) programs in a timely manner and that the best possible level of service is provided to applicants in the administration of these programs.
   - o Provide FEMA information and data analysis (FIDA) status reports less personally identifiable information (PII) to local government to support situational awareness and planning efforts.

2) Public Assistance (PA) Team.
   - o Provide assistance to State, Tribal and local governments, and eligible private nonprofit organizations so that communities can quickly respond to and recover from major disasters or emergencies declared by the President.
   - o Through the PA Program, FEMA provides supplemental Federal disaster grant assistance for debris removal, emergency protective measures, and the repair, replacement, or restoration of disaster-damaged, publicly owned facilities and the facilities of certain Private Non-Profit (PNP) organizations.
   - o Integrate mitigation components under Stafford Act 404 and 406 into the PA program to reduce hazards and vulnerabilities as a component of repair and restoration measures during the recovery process.

3) Hazard Mitigation Team.
   - o Partner with State, Tribal, local governments, and private sector partners to accomplish the mission of protecting lives and prevent or reduce the loss of property from hazard events.

- o Provide accurate, actionable, and accessible public information and messaging to the whole community to assist in recovery.
- o Provide technical assistance in analysis and evaluation on identified structures and critical infrastructure, including roads, bridges, dams, water and waste water treatment plants, and water distribution systems.
- o Educate stakeholders on mitigation opportunities at Public Assistance Applicant Briefings and Kick-off Meetings.
- o Assess state, tribal, and local mitigation capacities and strategies and provide resources and technical assistance.
- o Assess the factors that contributed to disaster effects and develop a strategy to educate about risk reduction opportunities, including floodplain and insurance technical assistance to local officials and communities.
- o Provide oversight and delivery of the HMGP and develop priorities for project selection in conjunction with the Interagency Coordination Committee.

e. County Agency Responsibilities.

1) Richland County Building Codes & Inspection.
   - o Prepare for Council's decision on an ordnance waiving permitting fees for structures damaged by the storm.
   - o Participate on the Richland County Disaster Recovery Working Group.
   - o Participate on the Rebuild Working Team of the Richland –Lexington Counties Long Term Recovery Group (LTRG).
   - o Assist in the assessment of damages.

2) Richland County Community Development.
   - o Participate on the Richland County Disaster Recovery Working Group.
   - o Participate on the Funders Work Team of the Richland –Lexington Counties LTRG.
   - o Develop the Housing Recovery Plan with partners to rapidly assess, inform and deliver housing options to impacted residents.
   - o Develop and deliver housing options that have the potential to meet the needs of displaced individuals and families.
   - o Ensure displaced citizens receive accurate housing information.
   - o Coordinate with local stakeholders to identify builders and inspectors to support the rehabilitation and rebuild of damaged homes.
   - o Identify VOADs to provide support in meeting unmet housing needs.
   - o Identify all relevant data sources and communication channels to determine housing-related unmet needs.
   - o Request and protect all relevant data needed that defines the population by geography, income, household size, and unmet needs in accordance with information sharing process.

3) Richland County Economic Development Committee.
   o In conjunction with the University of South Carolina, update business census data and projections for impacted communities.
   o Coordinate venues to bring together property managers and affected citizens with vendors for repair and construction.
   o Assist in the effort of connecting citizens with public and private commercial stakeholders for participation in long-term recovery planning.
   o Coordinate with local stakeholders to identify and communicate employment opportunities.
   o Conduct retail planning meetings to develop more small retail opportunities.
   o Support fixed and/or mobile Small Business Recovery Centers to provide information and assistance to aid small businesses in the long term recovery process.
   o Develop alternate business and employment location strategies as required.
   o Assess the loss of small businesses in affected communities as a result of the disaster.
   o Assist Recovery planners with restoration and recovery priorities and plans for private sector critical lifelines and other economic and business sectors.
   o In coordination with County agencies, State agencies, federal government and South Carolina Department of Insurance, assist in identifying and documenting economic and insurance impacts and losses.
   o Monitor and support restoration of private sector commercial facilities.
   o As requested, provide assistance and referrals to businesses interested in developing continuity of operations or disaster mitigation plans.
   o Support requests from the Council concerning mitigation or redevelopment activities.
   o Document matters that may be needed for inclusion in County briefings, situation reports and action plans.
   o Coordinate assessment and revision of existing mitigation plans, as necessary.

4) Richland County Emergency Services Department.
   o Coordinate the Federal, State, local government, private sector and VOAD recovery and mitigation functions of the County disaster.
   o Coordinate venues to bring together citizens and civic leaders with business, industry and VOAD leaders in order to assist in developing housing solutions.
   o Coordinate with VOADs to ensure functional needs citizens and their advocates are integrated into the long term recovery and restoration planning effort.
   o Participate on the Richland County Disaster Recovery Working Group.
   o Participate on the Steering Committee of the Richland –Lexington Counties LTRG.
   o Participate on the Case Management Work Team of the Richland –Lexington Counties LTRG.

- o Provide support as required to the long term recovery committee planning process.
- o As required, coordinate alternate communication systems to augment damaged or inoperative systems.
- o Maintain contact and/or coordinate with:
  - FEMA
  - Other emergency operations centers (EOCs)
  - Joint Field Office (JFO)
  - Disaster Recovery Centers (DRCs)
  - County Emergency Management and other preparedness organizations, as situations require
- o Gather communications damage assessment information from public and private organizations (including telephone/cellular, broadcast and commercial radio stations, and cyber related outages) for integration into the recovery plan.
- o As required, ensure the expeditious delivery of solicited and/or unsolicited donated goods and volunteer services to affected areas in need during recovery.
- o Assess unmet needs at the local level in providing resources and volunteers to meet those needs from available volunteer organizations.
- o Coordinate credentialing requirements for volunteers.

5) Richland County Finance Department. Provide or coordinate the financial aspects for the provision of services, equipment, personnel, and supplies to support recovery operations.

6) Richland County Health Department.
- o Coordinate support for the implementation of the Disaster Supplemental Nutrition Assistance Program (DSNAP).
- o Ensure the safety and security of the food supply for both commercial and United States Department of Agriculture (USDA) foods.

7) Richland County Ombudsman. Provide informal assistance to residents and identify requests for recovery services to the appropriate County department.

8) Richland County Planning Department.
- o Participate on the Richland County Disaster Recovery Working Group.
- o Ensure all flood-related projects meet zoning and land development regulations adopted by Richland County.
- o Consider potential impact(s) of any proposed policies on land development and overall growth in Richland County.

9) Richland County Public Information.
- o Provide effective public information through coordination with appropriate Federal, State, and local agencies and organizations to inform citizens and agencies of resources available.

- o Provide survivors with accurate, actionable, and accessible information in order to make informed decisions during the recovery process.
- o Keep all stakeholders aware of the elements in support of ongoing recovery efforts through joint coordination with the State of South Carolina and the South Carolina Emergency Management Division (SCEMD).
- o Present SCEMD, FEMA and other state, local and federal programs, operations, coordination, and outreach efforts in a positive and supportive light while maintaining the strictest standards of honesty and fairness.
- o Ensure all audiences including Limited English Proficiency (LEP) and those with Additional Communications Needs (ACN), including persons with disabilities, and faith-based and other non-traditional communities are included in all messaging.
- o Keep disaster survivors, their families, neighbors and leaders informed about options available to assist them in their recovery. This covers a wide range of topics, including:
  - Registration, eligibility
  - State and local services, support
  - DRC operations and services
  - Disaster Survivor Assistance Teams (DSATs)
  - Small Business Administration (SBA) loans
  - FEMA grants
  - Safety advice on returning to damaged homes and businesses
  - Beware of Fraud
  - What to Expect from Inspections
  - Co-branding and/or messaging from other federal agencies
  - Assistance to Individuals and Households program
  - Key program deadlines
  - Mitigation measures and resources, including flood insurance, and information about the National Flood Insurance Program.

10) Richland County Public Works Department.
- o Participate on the Richland County Disaster Recovery Working Group.
- o Roads and Drainage
  - Identify and prioritize all roads and bridges in need of repair as a result of the flooding event.
  - Identify other eligible work that serves the public interest (damaged assets).
  - Coordinate the repair and restoration of transportation infrastructure with the assistance of State of South Carolina's Emergency Support Function-3 (ESF-3) (Public Works and Engineering), to include coordinating with the South Carolina Department of Transportation and the U.S. Department of Transportation on the repair and replacement of roads and bridges on the Federal Aid System.

- Develop and publish a road and bridge repair timeline; develop, publish, and report milestones and progress.
- Develop project worksheets for all identified flood-related projects.
- Consider traffic volume and congestion that will be generated by infrastructure rebuilding and produce transportation corridors for impacted areas to minimize disruption.
- Apply for all available federal funding to compensate for disaster-caused revenue shortfalls and to repair and replace capital facilities and vehicles as required.

  o Engineering
    - Identify damaged County government facilities.
    - Identify and contract for technical experts to conduct assessments of State damaged public works infrastructure.
    - Assist as required with the development of project worksheets for identified projects.
    - In conjunction with the South Carolina Department of Health and Environmental Control (DHEC), provide or coordinate the engineering and procurement activities required to restore damaged water and sewer service infrastructure for citizens and critical facilities across affected areas.
    - Develop and publish a flood-related State facility repair timeline; develop, publish, and report milestones.
    - Maintain coordination with all necessary supporting agencies and organizations on operational priorities for repair and restoration.

  o Flood Plain

    - Participate on the Rebuild Work Team of the Richland –Lexington Counties LTRG.
    - Identify the number of flood impacted residences within affected communities.
    - Provide technical expertise on the entire watershed and mitigation actions that can be leveraged to reduce hazards and vulnerabilities.
    - Provide assistance as required on the National Flood Insurance Program.
    - Assist local governments with obtaining FEMA hydraulic and hydrology studies for use in the development of recovery and mitigation plans.

11) Richland County Sheriff's Department. Provide for coordination and use of public safety personnel, equipment and services for general welfare and support to citizens; both inside and outside the affected areas during restoration and recovery efforts.

  o Coordinating day to day calls for service while conducting operations conducive to the specific crisis toward preventing crime and delivering services to those in need.

o Participating in the Unified Command structure with public safety partners; utilizing incident management personnel and equipment to provide the most effective and efficient use of resources available.
o Partner with our State, Federal and Local public safety partners to acquire and utilize resources necessary to make sure the public is receiving the services they need.

f. Coordinating Instructions (Tasks Common to All).

1) Mitigation tasks common to all.
   o Support and plan for mitigation measures including monitoring and updating mitigation actions in the Hazard Mitigation Plan.
   o Review, evaluate and comment on proposed update to the Hazard Mitigation Plan, upon initiation and within review period as required.
   o Support requests and directives concerning mitigation and/or re-development activities.
   o Document matters that may be needed for inclusion in agency or County briefings, situation reports and action plans.

2) Review and amend organizational, county, and regional emergency preparedness, response, and recovery plans to include utilization of trainings and exercises.

3) Support long term recovery priorities as identified by the Council and provide representation on the Blue Ribbon Committee or the Richland County Disaster Recovery Working Group as required.

4) All County agencies will develop project worksheets for all identified eligible projects and work within respective areas of responsibility.

5) Programmatic Timelines.
   o Logistics Support: 5 October 2015 – 5 April 2016
   o Public Assistance Support: 5 October 2015 – 5 April 2016
   o Individual Assistance Support: 5 October 2015 – 30 April 2016
   o Individual Assistance Key Timings.
     • Within first 90 days of declaration:
       ▪ Disaster Recovery Centers closed
       ▪ Deadline for SBA declaration
       ▪ Disaster Survivor Assistance demobilized
       ▪ Disaster Case Management Grant application deadline met
       ▪ Individual Assistance registration deadline met

g. Public Assistance Timeline Goals. Project worksheets will be reported weekly, by applicant, in accordance with the reporting spreadsheet.

	Category/ Program	From Kickoff				
		1 Feb	1 Mar	1 Apr	1 May	1 Jun
Declaration: 5 October 2015	Cat A	50% PW / 25% Obl.	75% PW / 50% Obl.	100% PW / 75% Obl.	100% Obligated	Debris Pilot Program 90% Obligated
	Cat B	Expend. 100% ID	100% Obligated			
	Cat C	50% PW / 25% Obl.	75% PW / 50% Obl.	100% PW / 75% Obl.	100% Obligated	
	Cat D	50% PW / 25% Obl.	75% PW / 50% Obl.	100% PW / 75% Obl.	100% Obligated	
	Cat E	50% PW / 25% Obl.	75% PW / 50% Obl.	100% PW / 75% Obl.	100% Obligated	
	Cat F	50% PW / 25% Obl.	75% PW / 50% Obl.	100% PW / 75% Obl.	100% Obligated	
	Cat G	50% PW / 25% Obl.	75% PW / 50% Obl.	100% PW / 75% Obl.	100% Obligated	

Notes:

Cat A = Debris Removal

Cat B = Emergency Protective Measures

Cat C = Roads and Bridges

Cat D = Water Control Facilities

Cat E = Buildings and Equipment

Cat F = Utilities

Cat G = Parks, Recreational Facilities, and Other Facilities

% PW = Written, submitted and Approved Project Worksheet

Obl.= Funds Obligated

ID = Identified

4. **Sustainment.** State agencies are responsible for all costs incurred that are not eligible under the public assistance grant program.

5. **Command and Control.** To be provided.

Annex A (Execution Checklist)

CONSIDERATIONS	RESPONSIBILITY	DATE ASSIGNED	DATE COMPLETED	STATUS	NOTES
ESTABLISH RECOVERY SUPPORT FUNCTIONS AND ACTIVATE THE LOCAL DISASTER RECOVERY MANAGER					
Activate the local disaster recovery manager (LDRM) and begin coordination with the State.					
Establish Recovery Support Functions (RSF):					
▪ **Identify representatives for each of the RSFs:** ✓ **Community Planning and Capacity Building** ✓ **Economic** ✓ **Health and Social Services** ✓ **Housing** ✓ **Infrastructure Systems** ✓ **Natural and Cultural Resources**					
▪ **Coordinate with state and federal agencies and other organizations that support the RSFs.**					
Establish a group made up of the RSF representatives that meet regularly to coordinate decision-making.					
Consider public information needs.					
Begin tracking disaster-related costs:					
▪ **Identify a person or team of people that will be responsible for compiling disaster-related costs for the jurisdiction.**					
▪ **Coordinate with state and federal agencies to identify critical timelines for assistance programs.**					
▪ **Establish a cost code for disaster-related costs.**					
▪ **Establish a file structure for each site where recovery work has been or will be performed.**					
▪ **Maintain accurate disbursement and accounting records to document the work performed and the cost incurred.**					

CONSIDERATIONS	RESPONSIBILITY	DATE ASSIGNED	DATE COMPLETED	STATUS	NOTES
▪ Obtain applicable local, state, and federal policies and regulations.					
▪ Document administrative costs.					
▪ Begin compiling recovery project documentation: ✓ Executed contracts, bids, periods of performance, and locations worked ✓ Property insurance ✓ Donated resources (labor, equipment and materials) ✓ Mutual aid ✓ Force account labor ✓ Force account equipment ✓ Equipment rental agreements ✓ Fuel logs ✓ Materials including meals and gas purchases ✓ Description of damage ✓ Scope of work to be completed ✓ Photos of damage ✓ Copies of estimates ✓ Maintenance records ✓ Site inspection records ✓ Special considerations					
▪ Coordinate with state and federal agencies to obtain disaster-specific cost tracking spreadsheets and templates.					
GAIN SITUATIONAL AWARENESS AND DETERMINE DESIRED END STATE					
Compile and assess information gathered from damage assessments.					
Determine impact to the community:					
▪ Casualties and fatalities					
▪ Social and psychological impacts					
▪ Loss of critical infrastructure: ✓ Public safety communications					

CONSIDERATIONS	RESPONSIBILITY	DATE ASSIGNED	DATE COMPLETED	STATUS	NOTES
✓ Water and sewer					
✓ Fire					
✓ Waste management					
✓ Natural gas					
✓ Electricity					
✓ Roads and bridges					
✓ Traffic control centers					
✓ Rail transportation					
✓ Air transportation					
✓ Public transportation					
✓ Privately Owned Dams					
✓ State Owned Dams					
▪ Impacts to health and human services:					
✓ Emergency medical services (EMS)					
✓ Hospitals					
✓ Public health					
✓ Environmental health					
✓ Private health providers (pharmacies, clinics, dialysis centers, other care providers)					
✓ Children management organizations and agencies					
✓ Points of distribution (commodities)					
✓ Food services					
✓ Drinking water					
▪ Impacts to essential services:					
✓ Law enforcement					
✓ Commercial communications					
▪ Landline phone					
▪ Internet					
▪ Cellular phone					
▪ Cable					
✓ Government services					
✓ Family and children services					
✓ Grief counseling, critical stress incident management					
✓ Refueling points					
▪ Public safety personnel refueling					
▪ Public refueling					

CONSIDERATIONS	RESPONSIBILITY	DATE ASSIGNED	DATE COMPLETED	STATUS	NOTES
✓ Media ✓ Mortuary services ✓ Schools ✓ Animal services ✓ Incarceration facilities ✓ Temporary housing ✓ Critical private business ✓ Permits ✓ Financial transaction systems					
▪ Impacts to affordable housing					
▪ Impacts to economic drivers in the community					
▪ Impacts to the local tax base					
▪ Impacts of natural and cultural resources					
Assess risks and vulnerabilities.					
Provide assessment data and situational updates to local officials.					
Establish a community outreach strategy.					
▪ Consider communication needs of the whole community by providing information in: ✓ Multilingual formats ✓ Formats for people with diminished vision ✓ Formats for people with hearing capabilities					
Begin to determine the desired end state of the community by assessing the following:					
▪ Planned capital improvement projects, strategic plans and urban development plans					
▪ Available resources for recovery, including personnel, materials, and funding					
▪ Estimate of baseline disaster costs not covered by federal assistance programs or insurance					

CONSIDERATIONS	RESPONSIBILITY	DATE ASSIGNED	DATE COMPLETED	STATUS	NOTES
▪ Estimate of costs to the local jurisdiction to complete improvement projects					
▪ Current financial posture of the jurisdiction to incur additional project costs					
▪ Desired recovery timeframes and project timelines					
▪ Cost-benefit analysis, including the economic, social, and psychological impacts to the community					
▪ Analysis of intended and unintended consequences					
Coordinate with RSFs, state and federal agencies, and other stakeholders to determine the desired end state of the community.					
▪ Decide to return to normal or to an improved state.					
▪ Communicate the desired end state to RSFs, state and federal agencies, and other organizations that support recovery operations.					
PREPARE TO CONDUCT RECOVERY OPERATIONS					
Assess risks and vulnerabilities:					
▪ Secondary impacts of the initial incident					
▪ Operational risks and vulnerabilities to government functions as a result of the disrupted services					
▪ Systemic risks and vulnerabilities due to prolonged disaster damage and service disruptions					
▪ Economic, social, psychological, and emotional risks and vulnerabilities due to disaster impacts and a prolonged recovery process					
▪ Economic risks and vulnerabilities to public and					

CONSIDERATIONS	RESPONSIBILITY	DATE ASSIGNED	DATE COMPLETED	STATUS	NOTES
private organizations as a result of the disaster impacts					
▪ Economic risks and vulnerabilities to individuals					
Inform the public:					
▪ Community recovery objectives and associated activities					
▪ Status and progress of recovery operations					
▪ Instructions for individuals for recovery procedures (for example, debris set-out procedures, federal assistance application deadlines, mitigation meeting dates)					
▪ Information for disaster recovery centers and business recovery centers					
▪ Environmental health and safety information associated with recovery operations					
▪ Fraud detection and prevention strategies					
Coordinate with state and federal agencies to establish a business recovery center.					
▪ Register and monitor laborers.					
▪ Provide information on permitting, regulatory requirements, and fraud prevention strategies to laborers.					
CONDUCT RECOVERY OPERATIONS					
Identify needs of the following groups:					
▪ Public organizations (see FEMA's public assistance forms used to track Force Account Equipment and Labor for reimbursement)					
● Repair or Replace Submerged Richland County Portable Radios.					

CONSIDERATIONS	RESPONSIBILITY	DATE ASSIGNED	DATE COMPLETED	STATUS	NOTES
• **Replace Destroyed Forest Acres Police Dispatch Center Equipment.**					
▪ **Nonprofit organizations**					
▪ **Private sector enterprise/ businesses**					
▪ **Individuals**					
• **Tarps & Roofing Supplies**					
• **Well Testing & Decontamination**					
• **Bottled Water**					
• **Vector Control from Standing Water**					
• **Transportation of students to schools (both in and out of district)**					
• **Furniture**					
• **Debris Removal**					
Identify solutions that lead to the community's desired end state:					
▪ **Mutual aid resources**					
▪ **Support from the private sector**					
▪ **Volunteer organization services**					
▪ **Federal disaster assistance programs**					
Coordinate with South Carolina Emergency Management Division (SCEMD) on potential federal disaster assistance programs.					
Coordinate with departments within the jurisdiction to apply for potential federal disaster assistance.					
▪ **Departments should coordinate with Richland County Emergency Management to submit disaster-related costs for potential federal reimbursement.**					
Coordinate with municipalities within the jurisdiction to apply for potential disaster assistance.					

CONSIDERATIONS	RESPONSIBILITY	DATE ASSIGNED	DATE COMPLETED	STATUS	NOTES
Identify, request, and direct resources for recovery.					
Provide public information and conduct community outreach.					
■ Conduct public outreach to ensure information and resources are available to vulnerable populations including: ✓ Persons with disabilities ✓ Individuals with limited English proficiency ✓ Individuals with hearing or vision impairment ✓ Underserved populations					
■ Provide information on disaster assistance available to public sector and nonprofit organizations.					
■ Provide information on disaster assistance available to private sector businesses.					
Coordinate with the Economic RSF to conduct the following:					
■ Establish temporary or interim infrastructure to support business re-openings.					
■ Reestablish cash flow.					
■ Identify, request and direct economic resources.					
■ Support reestablishment of critical private business and financial transaction systems.					
■ Support reestablishment of agriculture where appropriate.					
■ Implement economic revitalization strategies.					
■ Coordinate with Small Business Administration (SBA) for business economic recovery.					
■ Facilitate funding to rebuild business and economic drivers.					
■ Implement workforce development initiatives.					

CONSIDERATIONS	RESPONSIBILITY	DATE ASSIGNED	DATE COMPLETED	STATUS	NOTES
Coordinate with the Health and Social Services RSF to conduct the following:					
▪ **Provide emotional and psychological services.**					
▪ **Identify adults and children who benefit from counseling or behavioral health services and begin treatment.**					
▪ **Provide emergency medical care and establish appropriate surveillance protocols.**					
▪ **Provide integrated mass care and emergency services.**					
▪ **Address environmental health and safety concerns.**					
▪ **Coordinate with Department of Health and Environmental Control (DHEC) on well contamination activities.**					
▪ **Provide animal services and support for needs.**					
▪ **Coordinate with DHEC on vector control**					
▪ **Identify, request and direct health and social services resources.**					
▪ **Engage health networks and emotional and psychological support networks for ongoing care.**					
▪ **Ensure continuity of care through temporary facilities.**					
▪ **Support reestablishment of environmental health and safety services.**					
▪ **Support reestablishment of animal services.**					
▪ **Provide public information to the population and response and recovery workers regarding the longer-term effects of a post-disaster environment.**					
▪ **Coordinate with Community Development regarding accessing of the Community**					

CONSIDERATIONS	RESPONSIBILITY	DATE ASSIGNED	DATE COMPLETED	STATUS	NOTES
Development Block Grant-Disaster Recovery Program (CDBG-DR).					
▪ Provide follow-up for ongoing counseling, behavioral health, and case management services.					
▪ Reestablish disrupted health care facilities.					
▪ Reconstitute environmental health and safety services.					
▪ Reconstitute animal services.					
Coordinate with the Housing RSF to conduct the following:					
▪ Provide mass care and sheltering.					
▪ Identify, request and direct housing resources.					
▪ Provide accessible interim and long-term housing solutions.					
Coordinate with the Infrastructure Systems RSF to conduct the following:					
▪ Identify and clear primary transportation routes of debris: ✓ Major arterial roads ✓ Critical infrastructure including utilities and emergency services ✓ Major transit systems					
▪ Coordinate with Richland Fire Department (RFD) to address repairs to dry hydrants and providing of water for fire protection to impacted areas.					
▪ Identify and restore critical infrastructure.					
▪ Compile data and Geographic Information System (GIS) files.					
▪ Identify, request and direct infrastructure resources.					
▪ Conduct debris removal.					

CONSIDERATIONS	RESPONSIBILITY	DATE ASSIGNED	DATE COMPLETED	STATUS	NOTES
▪ **Plan immediate infrastructure repair and restoration.**					
▪ **Rebuild infrastructure to meet future community needs and achieve desired end state.**					
Coordinate with the Natural and Cultural Resources RSF to conduct the following:					
▪ **Respond to time-critical response actions to save natural and cultural resources from permanent loss or damage.** ✓ **Libraries, records and archives** ✓ **Museums and fine art** ✓ **Sites of historical significance** ✓ **Endangered and protected plant and animal species** ✓ **Parks and recreational facilities**					
▪ **Identify, request and direct resources to restore and preserve of natural and cultural resources.**					
▪ **Conduct salvage operations of archives.**					
▪ **Coordinate with restoration operations to ensure loss of historical and culturally significant resources is minimized.**					
▪ **Rebuild and restore natural and cultural resources where possible.**					
▪ **Coordinate with rebuilding operations to ensure loss of historical and culturally significant resources is minimized.**					
Coordinate with state and federal government agencies and private and nonprofit organizations to provide situational awareness and status of recovery operations.					

CONSIDERATIONS	RESPONSIBILITY	DATE ASSIGNED	DATE COMPLETED	STATUS	NOTES
Continue to track disaster-related recovery costs.					
CONCLUDE RECOVERY OPERATIONS					
Demobilize or reassign resources.					
Compile and reconcile costs and coordinate for reimbursement.					
Capture after action recommendations and lessons learned.					
Develop and implement corrective actions.					

Annex B (List of Acronyms)

ACN	Additional Communications Needs
Cat A	Debris Removal
Cat B	Emergency Protective Measures
Cat C	Roads and Bridges
Cat D	Water Control Facilities
Cat E	Buildings and Equipment
Cat F	Utilities
Cat G	Parks, Recreational Facilities, and Other Facilities
CDBG – DR	Community Development Block Grant – Disaster Recovery
DHEC	South Carolina Department of Health and Environmental Control
DRC	Disaster Recovery Center
DSAT	Disaster Survivor Assistance Team
DSNAP	Disaster Supplemental Nutrition Assistance Program
EMS	Emergency Medical Services
EOC	Emergency Operations Center
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
FIDA	FEMA Information and Data Analysis
GIS	Geographic Information System
HMGP	Hazard Mitigation Grant Program
IA	Individual Assistance
ID	Identified
JFO	Joint Field Office
LDRM	Local Disaster Recovery Manager
LEP	Limited English Proficiency
LOE	Lines of Effort
LTRG	Richland –Lexington Counties Long Term Recovery Group
NLT	No Later Than
Obl.	Obligated
PA	Public Assistance
PII	Personally Identifiable Information

PNP	Private Non-Profit
PW	Project Worksheet
RSF	Recovery Support Function
SBA	Small Business Administration
SCEMD	South Carolina Emergency Management Division
USDA	United States Department of Agriculture
VOAD	Volunteer Organizations Active in Disaster