# Table of Contents

Chapter 1-Introduction ............................................................................................................ 5
  Overview ............................................................................................................................. 5
    Broward Countywide Recovery Process Phases ................................................................. 6
Purpose ..................................................................................................................................... 7
Goals & Objectives .................................................................................................................. 8
Planning assumptions and Situations ..................................................................................... 10
  Situation ............................................................................................................................. 10
Assumptions .......................................................................................................................... 11
Plan Organization .................................................................................................................. 13
Authorities and References ................................................................................................... 14
Chapter 2-Concept of Operations .......................................................................................... 19
  Overview ............................................................................................................................. 19
  Preparation Phase ............................................................................................................... 19
  Activation Phase ............................................................................................................... 20
  Transition Phase ............................................................................................................... 22
  Short-Term Recovery Phase .............................................................................................. 23
  Long-Term Recovery Phase .............................................................................................. 24
  Plan Deactivation .............................................................................................................. 24
Chapter 3-Organization ......................................................................................................... 26
  Preparation Phase ............................................................................................................... 28
  Activation Phase ............................................................................................................... 29
  Transition Phase ............................................................................................................... 31
  Short-Term Recovery Phase .............................................................................................. 33
  Long-term Recovery Phase ............................................................................................... 35
  Plan Termination (and Activation) .................................................................................... 39
Chapter 4-Roles and Responsibilities .................................................................................... 42
  Overview ............................................................................................................................. 42
  County Roles ..................................................................................................................... 42
    Emergency Management Division .................................................................................. 42
    Finance and Administrative Services Department ......................................................... 43
    Port Everglades ............................................................................................................... 44
    Public Works .................................................................................................................. 44
    Human Services .............................................................................................................. 45
    Environmental Protection & Growth Management ......................................................... 45
    Aviation Department ...................................................................................................... 46
    Transportation ................................................................................................................. 46
    Parks & Recreation Division/Libraries Division ............................................................... 46
    Office of Public Communications ................................................................................... 47
    Office of Intergovernmental Affairs & Professional Standards ....................................... 47
    Economic Development ................................................................................................. 47
    Historical Commission .................................................................................................. 47
    Greater Fort Lauderdale Convention & Visitors Bureau ............................................... 48
    Office of Management and Budget ................................................................................ 48
    County Administration ................................................................................................... 48
  County Constitutional Officers .......................................................................................... 48
  Broward County Sheriff’s Office ........................................................................................ 48
Chapter 1-Introduction

Overview

The recovery process, as envisioned and practiced in Broward County, is continuous, iterative, and designed to prepare for and deal with the consequences of all hazards that might negatively impact the County. This concept of six recovery phases, as described in the CRP (Countywide Recovery Process), complies with the Florida Division of Emergency Management “Post-Disaster Redevelopment Planning” October 2010 guide for Florida Communities and integrates a newly conceived idea of Just In Time Recovery Planning\(^1\). While the overall recovery process in Broward County has already begun, its iterative nature is intended to continuously seek improvement but not an ending. As planning and establishing a consensus of what a disaster recovered Broward County may be, the necessary background information, tools, and recovery stakeholders are working with the goal of being ready to produce a detailed Recovery Action Plan within two weeks after disaster impacts the area.

This process is underway in Broward County and is engaged in the pre-event, Preparation Phase, that includes research, team building and plan development. The Preparation Phase is the real continuous, never ending phase, which remains engaged until a threat or event causes movement to the second phase, Activation. The Activation Phase (Emergency Operations Center (EOC) Activation Phase) includes establishing pre-impact guidance and preparedness for rapid recovery as a result of the consequences of the pending event. The third phase in the Process is the Transition Phase. This is when the consequences of the event begin to be better known from damage assessment, and early recovery operations begin to be coordinated with the response operations. The fourth phase is the Short-Term Recovery Phase that typically starts after the Applicant Briefing (see Appendix A, Public Assistance Functional Annex). These actions generally revolve around re-establishment of government operations and public services, and include utility restoration, re-establishment of transportation, initial debris removal and re-opening of schools and businesses. The fifth phase, the Long-Term Recovery Phase of the Recovery Process, can and generally will begin simultaneously with the Short-Term Recovery Phase, if long-term recovery actions are required. These actions are characterized by permanent repairs and long-term improvements, and include reconstruction of public facilities, implementing mitigation actions, re-establishment of the local economy, and community improvements. This phase of the Process can extend as long as five to ten years or more, if the consequences of the event are substantial and extreme. The sixth phase, Plan Deactivation Phase, is action to acknowledge the completion of the Recovery Action Plan and all recovery and redevelopment actions that were necessary as a result of the disaster.

The Broward Countywide Recovery Process (CRP) is not necessarily a cycle. Phases can be skipped or combined dependant on circumstances and the extent or lack of consequences that may or may not impact the County. The rationale to include the first two phases, Preparation

\(^1\) Hazard Mitigation and Climate Adaptation. (November 2011 AICP training workshop), Chicago, IL, David Godschalk & Ken Topping, FAICP, lead instructors.
and Activation, is for the County to be better prepared to quickly mobilize recovery operations and deal effectively with the consequences of a disaster. The ability for Broward County to efficiently and effectively execute phases three, four and five- (Transition, Short-Term and Long-Term Recovery) - are the important actions that the CRP is designed to ensure. Typically, response and recovery actions overlap during EOC operations. However, in order to transition fully from the response phase to the recovery phase, immediate life safety issues must have been addressed, such as search and rescue for the survivors and injured. In addition, subsequent hazards that pose an immediate threat to the survivors, such as resultant flooding, HAZMAT releases, fires, etc. must be contained, or otherwise isolated from the population.

The Short-Term and even Long-Term Recovery Phases begin during the event activation response phase by initiating a damage assessment of the residential, public and business sectors. The purpose of damage assessment is to determine what the impact to the community is, what the unmet needs are, and what is necessary to restore the community to pre-disaster functioning. The commencement of the initial damage assessment process starts with direction from within the EOC. The results and analysis of the damage assessment will establish the direction for the Recovery Action Plan.

**Broward Countywide Recovery Process Phases**

- **Preparation Phase**
- **Activation Phase**
- **Long-Term Recovery Phase**
- **Transition Phase**
- **Short-Term Recovery Phase**
- **Plan Deactivation Phase**

Recovery operations include; coordination and execution of the Recovery Action Plan that details service and site restoration plans for impacted communities, as well as the reconstitution of government and private sector operations and services. The Recovery Action Plan will be created and implemented during the Activation through Long-term Recovery Phases of the Process. Reconstitution of government operations and services can be
accomplished through individual, private-sector, nongovernmental, and public assistance programs. The Recovery Action Plan will identify the needs and define the resources that will focus recovery actions to provide housing, promote restoration and address long-term care and treatment of disaster survivors. Moreover, recovery involves incident related cost recovery, identification and implementation of mitigation measures to reduce or eliminate effects of future incidents, as well as evaluation of lessons learned and incorporation of best practices. Recovery operations should begin with EOC Activation or shortly after, and can be generally divided into four of the six phases of the Process as noted above, (EOC Activation Phase, Transition Phase, Short-Term Recovery Phase, and Long-Term Recovery Phase).

No single jurisdiction or agency in Broward County has the capability and resources to address all disasters or major emergency situations. Therefore, the Broward Emergency Response Team (BERT) was established to provide and address disaster related issues on a countywide basis. This Broward Countywide Recovery Process (CRP) has been developed to provide guidance for the Broward countywide Area. The Countywide Recovery Process is incorporated by reference and procedure into the Comprehensive Emergency Management Plan (CEMP) and is superseded by the CEMP if the plans conflict. The Countywide Recovery Process defines responsibilities, establishes a recovery organization, defines lines of communications, and is compliant with the National Incident Management System (NIMS). Most importantly, the CRP prepares and enables the recovery organization to Just In Time compile the Recovery Action Plan that will direct actions and strategies to effectively manage the recovery process specifically for the disaster that just occurred.

The "Broward Countywide Area" consists of the County and each of its 31 municipalities including special districts, private not for profits (PNPs), non-government organizations (NGOs), businesses and residents.

**Purpose**

The Broward Countywide Recovery Process (CRP) is part of a three document emergency management foundation that the County Commission has adopted to define emergency management in the County and also includes the Broward County Comprehensive Emergency Management Plan (CEMP) and Local Mitigation Strategy (LMS). The CRP provides guidance to County and municipal agencies regarding operations and actions to be implemented in the aftermath of a major disaster impacting the County. In a broader scope, the CRP can assist government, PNPs (private not for profit organizations), NGOs (non-governmental organizations), business owners and County residents to understand the process that will be followed before, during and after a disaster to minimize the disaster’s impact and enhance the recovery outcome. The Countywide Recovery Process also provides guidance for planning activities prior to an anticipated incident that might require recovery and mitigation actions. The CRP guides recommended actions that agencies and stakeholders will take during the “blue sky” calm steady state period when no event or disaster is anticipated. The Countywide Recovery Process (CRP) defines the scope of recovery operations, establishes policies under which recovery operations will be completed, and assigns responsibility for actions necessary to implement the processes noted in the CRP. The Countywide Recovery Process also describes
actions by the County and its stakeholders to address post-disaster hazard mitigation programming efforts in support of the Broward County Local Mitigation Strategy. The basic premise of the CRP is that planning undertaken in advance of a disaster can accelerate a post-disaster return to normalcy. The CRP describes a coordinated system for disaster recovery operations in disaster situations associated with natural disasters, technological incidents, terrorism and nuclear-related incidents. It delineates operational concepts relating to recovery, identifies components of the recovery organization, and describes the overall responsibilities intended to expedite public and private recovery. The CRP also identifies the sources of outside support that might be provided (through mutual aid and specific statutory authorities) by other jurisdictions, state and federal agencies and the private sector.

The CRP is also designed to provide additional guidance to the BERT, Broward County agencies and officials, jurisdictions, agencies, organizations, businesses and residents interacting with the County. Disasters are local and so are recoveries. Each jurisdiction in the County must develop an individual recovery plan or recovery annex to support and complement their existing CEMPs and the County Local Mitigation Strategy (LMS). This CRP should be used as a template and will support or supplement the recovery plans prepared and maintained by each local government. The CRP also serves as a foundation for the incident specific Recovery Action Plan. The CRP also serves as a transition plan that will allow an orderly development of and implementation of the Long-Term Recovery and Redevelopment Strategic Framework (RTRSF) that is still to be developed.

**Goals & Objectives**

The Broward Countywide Recovery Process (CRP) goals include: establishing recovery action strategies; the coordinated gathering and evaluation of damage assessment information; accurate estimation of the financial value of losses and recovery costs; Just In Time creation of the Recovery Action Plan; quick application for insurance, state and federal disaster relief funds; timely restoration of community services and infrastructure to pre-disaster condition; and implementation of cost-effective and practicable mitigation measures.

The CRP establishes the following objectives for the Countywide Recovery Process:

- Define a continuous process that provides recovery actions for before, during and after a disaster.
- Define and establish a comprehensive damage assessment process that is scalable and capable of rapid implementation and serving the requirements of the area after a disaster.
- Determine the roles and responsibilities for all involved agencies.
- Assemble the necessary information, tools and stakeholders to create a Just In Time Recovery Action Plan within 2 weeks of any disaster.
- Establish procedures that provide rapid access to insurance settlements, and state and federal disaster assistance.
- Establish the organization and structure that will build community-wide consensus and lead recovery activities.
• Support and reinforce the Broward County Comprehensive Emergency Management Plan (CEMP) and Local Mitigation Strategy (LMS).

This CRP recovery process document suggests that follow-up work on a more detailed long-term recovery and redevelopment plan (Long-Term Recovery and Redevelopment Strategic Framework) be completed to work in conjunction with this CRP. The CRP is more focused on pre-disaster and short-term recovery. Some specific goals and objectives that have been discussed at Broward County Recovery Strategy Sessions include:
• Rebuild better than before the disaster;
• Incorporate effective mitigation to make the community more resilient and sustainable to future disasters;
• Help ensure that recovery stakeholders are properly prepared to create a Just In Time Recovery Action Plan within 2 weeks of any disaster;
• Coordinate County Comprehensive Plan, Capital Improvement Plan (CIP), Long-Range Transportation Plan, CEMP, LMS & Long-Term Recovery and Redevelopment Strategic Framework (LTRS);
• Focus use of limited recovery resources;
• Complete long-term supporting LTRS;
• Receive reimbursement of all eligible FEMA funds in shortest time frame;
• Avoid documentation or other errors that require returning FEMA Funds;
• Maximize use of other grant funds to quicken recovery by leveraging capabilities;
• Determine the roles of all stakeholders and responsible agencies;
• Consider establishment of a post disaster recovery ordinance;
• Get back to normal quickly.

A number of important long-term recovery topics are not dealt with in the CRP. The intent of the Long-Term Recovery and Redevelopment Strategic Framework (LTRS), when developed, is to detail these topics and expand on long-term recovery issues that the CRP establishes. Since the LTRS does not exist at this time and it is possible that a major disaster could impact the County before the LTRS is completed, the following topics are outlined as guidance for future use. Top priority will be given to completing the Just In Time Recovery Action Plan whether or not the establishment of the LTRS has occurred prior to an actual disaster.

**Topic 1. Community Redevelopment**
- Issue 1. Streamlining the redevelopment process
- Issue 2. Disaster housing
- Issue 3. Include mitigation in redevelopment
- Issue 4. Affordable and attainable housing
- Issue 5. Environmental restoration
- Issue 6. Restoration of cultural and historical resources
- Issue 7. Future impacts of climate change

**Topic 2. Economic Redevelopment**
- Issue 1. Retention of major employers
- Issue 2. Local business assistance
Topic 3. Long-Term Infrastructure and Public Facility Repair
   Issue 1. Infrastructure and public facility repair
   Issue 2. Long-term debris management
   Issue 3. Mitigation for infrastructure and public facilities

Topic 4. Communications
   Issue 1. Communications with stakeholders pre-disaster
   Issue 2. Communications with stakeholders post-disaster

Topic 5. Local Post-Disaster Financing and Capacity
   Issue 1. Local financial reserves
   Issue 2. Local capacity

Planning assumptions and Situations
This section describes the situation that could be expected in the aftermath of a major disaster, as well as the assumptions regarding implementation of the Broward Countywide Recovery Process. These are described in order to establish the basis for formulating the concept of operations incorporated into the Broward Countywide Recovery Process.

Situation
The situation that could be present during and after major disasters impacting Broward County and its municipalities may include but not be limited to the following:

- The consequences of a disaster could range from major to catastrophic, and will require a corresponding capability by Broward County to adjust the scale of the post-incident resources, programs and operations accordingly. Unanticipated consequences of the incident could also require the County to develop new programs and provide additional resources without extensive pre-planning.
- Federal and State agencies would have established disaster recovery operations within and/or for the County. However, during the immediate aftermath of the disaster, Broward County and its municipalities may need to conduct response operations until other State and Federal resources can be mobilized.
- The disaster could have widespread impacts throughout the County, including significant property damage, extensive and prolonged loss of utilities, damage and disruption to vital components of the infrastructure, substantial numbers of businesses unable to reopen, and countywide losses of critical community services. Numerous neighborhoods throughout the County could be completely destroyed.
- Very large numbers of individuals could be temporarily or permanently displaced from their normal residences, and in need of emergency housing. Disaster survivors would also need other forms of support and relief during the disaster recovery period.
• Local County and municipal employees may experience damages or destruction to their own residences. Normally available transportation networks, daycare and schools may not be operational. These factors could result in large numbers of local government employees not being available for staffing emergency and recovery operations.

• County and municipal staff will be overwhelmed with new work requirements to deal with recovery and regular tasks that must be completed.

• Municipal agencies would be implementing their emergency response and disaster recovery plans to the best of their capabilities. Nevertheless, all or almost all of the incorporated municipalities of Broward County would be severely impacted and municipal governments would require and expect County agencies to provide support, guidance and inter-jurisdictional coordination throughout the disaster recovery period.

• Federal and state agencies would have established disaster recovery operations within Broward County, implementing a wide range of recovery and mitigation programs requiring substantial involvement and representation of the County.

• The pace of reconstruction of damaged public and private property will substantially exceed that experienced during times of normalcy, necessitating additional resources, personnel and modifications to procedures normally utilized to issue building permits and inspect construction.

• The community’s vulnerabilities to the consequences of the type of disaster will have been demonstrated by the incident, and implementation of hazard mitigation-related evaluations, plans and programs will be necessary. Knowledgeable local mitigation staff will be required.

• There will be significant demands for public information and education regarding the disaster recovery process, including the programs and services available to disaster victims, as well as methods to access those programs and services.

Assumptions

Several assumptions are inherent to the implementation of this Broward Countywide Recovery Process (CRP), and these are described in this section. Should these assumptions not be valid due to the circumstances surrounding the incident, the operations defined in this CRP would have to be adjusted accordingly. The assumptions are the following:

• A major disaster incident impacting Broward County will warrant a Presidential Declaration of Major Disaster, both for Public Assistance (PA) and Individual Assistance (IA), and will make the County, its municipalities, its private not for profits (PNPs), and its uninsured/underinsured residents, eligible for Federal disaster relief programs, including the post-incident hazard mitigation grant program (HMGP).
• Broward County, with the participation of its municipalities, will have adequately complied with all pre-incident planning and programming requirements necessary for it to maintain eligibility for receipt of Federal preparedness, recovery, and mitigation grants.

• Broward County government will establish a Recovery Organization following the procedures as described in this Broward Countywide Recovery Process (CRP), to deal with County government, unincorporated area, and countywide impacts of the disaster.

• A scalable long term reconstruction and redevelopment plan, or Long-Term Recovery and Redevelopment Strategic Framework (LTRSF) for Broward County, will have been prepared and adopted to augment this countywide recovery process and the LTRS will be activated as needed. (If the LTRS has not been developed prior to a major Broward County disaster, the creation of the Just In Time Recovery Action Plan will take substantially longer than 2 weeks to compile and will require many more revisions and refinements throughout a long term recovery).

• The Broward Countywide Recovery Process (CRP) document (this document) will meet the County’s immediate recovery plan needs until the LTRS is completed.

• Disaster survivors will participate in local, state and Federal efforts to provide disaster relief and to implement disaster recovery programs.

• County and municipal agencies, as well as eligible community service organizations, that experienced damages will fully participate in state and Federal disaster recovery and post-incident hazard mitigation programs, and will successfully complete all participation requirements of such programs.

• Broward County’s municipalities will cooperate, in a timely manner, with the efforts of the primary and support agencies to implement this Countywide Recovery Process.

• State and Federal agencies will provide personnel, information, guidance and other resources needed for implementation of disaster relief and hazard mitigation programs on a timely basis at appropriate locations in Broward County.

• The primary and support agencies designated to implement this Countywide Recovery Process will provide the personnel, facilities, and resources necessary on a timely and complete basis.

• Representatives of the affected private not for profit (PNP) sector interests will cooperate, in a timely manner, with the efforts by the County to implement this Countywide Recovery Process.

• Representatives of the affected private sector interests will cooperate, in a timely manner, with the efforts by the County to implement this Countywide Recovery Process.

• The systems necessary to communicate with the public remaining in the affected areas, as well as in temporary emergency shelters and other locations, will remain functional and/or will be replaced/restored sufficiently to allow for timely distribution of public information regarding disaster assistance programs and services.
**Plan Organization**

The Broward Countywide Recovery Process (CRP) is organized into chapters, sections, appendices and attachments that provide an organized overview of all aspects of recovery. It is intended to be used in a continuous iterative process starting with CRP preparation and exercise (Preparation Phase), then prior to an emergency during the EOC Activation Phase to familiarize staff with recovery response operations as well as establish recovery objectives early on in the Incident Action Plan (IAP), continuing to the preparation of the Just In Time Recovery Action Plan and through the Transition Phase (transition from response to recovery) to add continuity, and during Short and Long-Term Recovery Phases. Once the goals of the Just In Time Recovery Action Plan and all recovery and redevelopment actions necessitated by the disaster are complete, the Plan Deactivation Phase is entered. This will include updating and improving relevant plans such as the CRP, LTRSF, LMS and CEMP based on lessons learned from the recovery experience. The process then begins again with continuous improvements to the CRP based on continued stakeholder input, plan exercise and changing community environment.

**Broward Countywide Recovery Process**

Brief descriptions of the contents of each chapter, appendix and attachment are below.

- Chapter 1-Introduction: Brief description of recovery operations, plan purpose, goals and objectives, planning assumptions, plan organization, and authorities and references.
- Chapter 2-Concept of Operations: Provides information on all phases of recovery planning and operations from preparation to long-term recovery operations as well as plan activation and termination.
- Chapter 3-Organization: Describes the functional and staff organizations that will be used during the six phases of the CRP.
• Chapter 4-Roles and Responsibilities: Defines roles and responsibilities for all participants in the six phases of the CRP.
• Chapter 5-Operations Functions: Provides information on short-term and long-term recovery operations functions, including: Resumption of Government Operations; Damage Assessment; Contracting; Documentation and Cost Recovery; Debris Removal and Management; Donated Resource Management; Disaster Relief Centers; Individual Assistance; Disaster Housing; Human Service Needs; Public Assistance; Re-Entry; and Hazard Mitigation.
• Chapter 6-After-Action Reporting, Plan Maintenance, Training and Exercises: Describes elements and protocol for completing after-action reports per EMD Corrective Action Program (CAP); Explains the need and procedure for updates to the CRP; and outlines a training and exercise program for management and staff.
• Appendices: The Plan includes nine (9) appendices to aid readers and facilitate implementation:
  o Public Assistance Functional Annex (Appendix A)
  o Damage Assessment SOP (Appendix B)(under development)
  o Countywide Disaster Debris Management Plan (Appendix C)
  o Post Disaster Housing Plan (Appendix D)
  o Continuity of Operations Plan (COOP) (Appendix E)
  o LTRSF-Long-Term Recovery and Redevelopment Strategic Framework (under development)
  o Local Mitigation Strategy (Appendix G) by reference only, and, Mitigation Operations Annex
  o ESF (Emergency Support Function) description-Federal (Appendix H)
  o Mitigation Annex (Appendix I)

Authorities and References

Broward County

Broward County Charter, Broward County Commission: Provides authority to the County Mayor and County Administrator to declare, limit and terminate a state of emergency and implement the County’s Comprehensive Emergency Management Plan. Permits the adoption of emergency ordinances and resolutions.

Administrative Code of Broward County Section 1.11, Broward County Commission: Broward County Administration: Designates the County Administrator as Chief Executive Officer during major or catastrophic emergencies. Empowers the Administrator to declare a State of Emergency, implement emergency plans, obligate funds and provide for emergency support compensation to unrepresented employees.
Administrative Code of Broward County Chapter 21 – Operational Policy, Procurement Code
Finance and Administrative Services also known as Procurement Code of Broward County,
Broward County Board of County Commissioners: Provides Broward County a unified
purchasing system with centralized responsibility.

Administrative Code of Broward County, Florida, Chapters 13 1/2, Floodplain Management:
30, Special Districts; 34, Water and Sewers; 35, Water Conservation Districts; and 36, Water
Resource and Management.

Administrative Code of Broward County Section 6: Designates the roles and responsibilities of
the Public Works Department and Divisions.

Broward County Comprehensive Emergency Management Plan (Basic Plan), November 3, 2009, Broward County Emergency Management Division: Provides authority to prepare for,
respond to, recover from, and mitigate the impact of a disaster within Broward County.

Broward County Resolution 2009-776, Broward County Commission: Adoption of the 2009
Broward County Comprehensive Emergency Management Plan (Basic Plan).

Broward County Continuity of Operations Plan (Draft): A draft County COOP has been
developed to ensure the continued operations and essential functions of the County
Administrator’s Office and to offer a guideline on implementing county-wide continuity
operations for county departments, divisions, offices, and other constitutional agencies that
provide governmental functions within the county should a disaster negatively impact their
daily operations.

State

Chapter 252, Florida Statutes, State of Florida: Establishes a Division of Emergency
Management and prescribes the powers and responsibilities thereof. Provides authority and
responsibilities for the mitigation of, preparation for, response to, and recovery from a large-
scale disaster.

Chapter 252, Section 252.38, Florida Statutes: Directs each county to establish an emergency
management agency and appoint a director to carry out the provisions of Sections 252.31 -
252.90.

Chapter 23, Florida Statutes, State of Florida: Florida Department of Law Enforcement, Florida
Mutual Aid Plan, and the Florida Mutual Aid Act.

Chapter 381, Section 0303, Florida Statutes, State of Florida: Provides for the operation and
closure of special medical needs shelters and designates the Florida Department of Health
through its county health departments as the lead agency.
**Chapter 250, Florida Statutes – Military Code, State of Florida:** Designates the Governor as the commander in Chief of all Militia of the State (Florida National Guard) to preserve the public peace, execute the laws of the State, respond to an emergency, and order all or part of the militia into active service of the State. This is done through the issuance of a Governor’s Executive Order.

**Florida Administrative Code (FAC) 9G:** This chapter sets forth the standards and requirements for county comprehensive emergency management plans, sets forth the procedures a county emergency management agency or municipal emergency program must follow in developing its comprehensive emergency management plan, and sets forth the requirements for adoption and implementation of county and municipal comprehensive emergency management plans.

**Florida Administrative Code (FAC) Section 9G-6.0023:** Provides state guidance on county Comprehensive Emergency Management Plan (CEMP).

**Florida Administrative Code (FAC) Section 9G-7:** Establishes the content and format of county and municipal comprehensive emergency management plans. It is promulgated as a companion to Rule Chapter 9G-6, F.A.C.

**Florida Administrative Code (FAC) Section 64-3:** Provides definition, eligibility criteria, and guidelines for staffing, definition of supplies and equipment, registration and other issues relating to Special Medical Needs Shelters in the State of Florida.

**Florida Administrative Code (FAC), Chapters 25-4:** Telephone Companies; 25-6, Electric Service by Electric Public Utilities; 25-7, Gas Service by Gas Public Utilities; 25-10, Water and Sewer Systems; 25-24, Telephone Companies; and 25-30, Water and Wastewater Utility Rules.

**State of Florida Comprehensive Emergency Management Plan, Florida Division of Emergency Management:** Provides authority to prepare for, respond to, recovery from, and mitigate the impact of a disaster within the state of Florida.

**Florida Statewide Mutual Aid Agreement, All State, County, City and other political subdivision agencies:** Provides for mutual aid in the event of disasters and other emergencies.

**State Logistics Field Operations – Standard Operating Guideline #2320, Florida Division of Emergency Management – Logistics Section:** Outlines the mission, concept, organizational structure, and management of various field facilities and operations in support of State emergency operations.

**State of Florida Logistics Section Base Plan – 2310, Florida Division of Emergency Management – Logistics Section:** Base plan for the State of Florida Logistics Section.

**State of Florida County Logistics Planning Standard Operating Guideline – Annex 2355, Florida Division of Emergency Management – Unified Logistics Section:** Outlines the development of and requirements for the County Logistics Plan.
Federal

Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended, 42 U.S.C. 5121, et seq, as amended by the Post-Katrina Emergency Management Reform Act of 2006: Provides authority for response and recovery assistance under the National Response Framework, which empowers the President to direct any federal agency to utilize its authorities and resources in support of State and local assistance efforts.

National Response Framework (NRF), U.S. Department of Homeland Security: Presents the guiding principles that enable all response partners to prepare for and provide a unified national response to disasters and emergencies from the smallest incident to the largest catastrophe. Establishes a comprehensive, national, all-hazards approach to domestic incident response.

National Incident Management System (NIMS), U.S. Department of Homeland Security: Provides a systematic, proactive approach guiding departments and agencies at all levels of government, the private sector, and nongovernmental organizations to work seamlessly to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life, property, and harm to the environment. National Disaster Recovery Framework (NDRF), U.S. Department of Homeland Security (Draft – Feb. 5, 2010): Defines an approach to preparing for, planning for, and managing disaster recoveries that addresses the complexity of long term recovery with flexibility and adaptability. Once finalized, the Draft NDRF is intended to be the companion document to the National Response Framework.

National Disaster Housing Strategy, U.S. Department of Homeland Security: The Strategy summarizes the many sheltering and housing capabilities, principles, and policies that guide and inform the disaster housing process. The Strategy also charts the new direction for national disaster housing efforts in order to better meet the disaster housing needs of individuals and communities impacted by disasters.

Homeland Security Presidential Decision Directive 5: Identifies steps for improved coordination in response to incidents. It requires the Department of Homeland Security (DHS) to coordinate with other Federal departments and agencies and State, local, and tribal governments to establish a National Response Plan (NRP) and a National Incident Management System (NIMS).

Homeland Security Presidential Decision Directive 8: Describes the way Federal departments and agencies will prepare. It requires DHS to coordinate with other Federal departments and agencies and State, local, and tribal governments to develop a National Preparedness Goal.

Public Law 81-920, the Federal Civil Defense Act of 1950, as amended: Provides a system for joint capability-building at the federal, state and local levels for all hazards.


Congressional Charter of 1905, 36 U.S.C. §§ 300101-30011, United States Congress: Establishes the American Red Cross and its chapters as a corporation responsible for maintaining a system of domestic and international relief.

Department of Defense Directive 3025.12, Military Assistance for Civil Disturbances: Provides policy and responsibilities governing planning and response by the Department of Defense Components for military assistance to Federal, State, and local government (including government of U.S. territories) and their law enforcement agencies for civil disturbances and civil disturbance operations, including response to terrorist incidents.

Posse Comitatus Act, 18 U.S.C. § 1385: Prohibits federal military personnel and units of the National Guard under federal authority from acting in a law enforcement capacity within the United States, except where expressly authorized.

Department of Defense Directive 3025.15, Military Assistance to Civil Authorities: Provides policy and assigns responsibilities for providing military assistance to civil authorities.

National Guard Regulation 500-1, National Guard Domestic Operations: Prescribes policies, procedures, responsibilities, and direction for activities required for the operational employment or training of Army and Air National Guard units, personnel, and equipment.

Coast Guard Sector Miami Hurricane Plan, United States Coast Guard: Provides for Coast Guard Sector Miami preparation and response activities related to tropical weather.

South East Florida Area Contingency Plan, United States Coast Guard: Provides for response actions for impacts of a discharge or substantial threat of discharge of oil or release or substantial threat of release of a hazardous substance from inland and marine sources.

South East Florida Area Maritime Security Plan, United States Coast Guard: Sensitive Security Information plan which describes operational and physical security at ports and actions taken to prevent and respond to security incidents.
Chapter 2-Concept of Operations

Overview

Recovery is acknowledged as one of the four major functions of emergency management (Preparedness-Response-Recovery-Mitigation). Historically, recovery has been relegated to a concern to be dealt with after the response phase of dealing with a disaster is almost complete. Unfortunately, this approach has not proven to be efficient or effective in allowing the impacted community to rapidly return to normal after a major disaster, much less even consider improving the community to a better and more resilient and sustainable environment post disaster.

This Concept of Operations is divided into six sections corresponding to the six recovery process phases discussed in the prior chapter:

- Preparation Phase;
- Activation Phase;
- Transition Phase;
- Short-Term Recovery Phase;
- Long-Term Recovery Phase; and
- Plan Deactivation.

Each section represents a phase in the recovery process, starting with Preparation Phase and ending with Plan Deactivation Phase. The Broward Countywide Recovery Process (CRP) is not necessarily a cycle. Phases can be skipped or combined dependant on circumstances and the extent or lack of consequences that may or may not impact the County. The rationale to include the first two phases, Preparation and Activation, is for the County to be better prepared to deal with consequences of a disaster. The ability for Broward County to efficiently and effectively execute phases three, four and five, Transition, Short-Term and Long-Term, are the important recovery actions that the CRP is designed to ensure. The CRP is meant to be an all hazard process guide. The actual needs for recovery operations will guide the scale and extent of any of the implemented recovery activities after the Preparation Phase.

Preparation Phase

The Preparation Phase encompasses the pre-event planning activities, including the preparation of this Countywide Recovery Process (CRP) document, the preparation of the LTRSF (Long-Term Recovery and Redevelopment Strategic Framework), CRP updates, SOP development and CRP/SOP exercises. During this phase, the Recovery Manager, as designated by the Emergency Management Director, takes lead responsibility for the Countywide Recovery Process (CRP) document preparation and maintenance. These activities include:

- Research on best practices techniques;
- Facilitation of stakeholder meetings;
- Coordination with County and municipal agencies;
- Coordinate with PNP’s and NGOs;
• Coordinate with business and residents;
• CRP development, & CRP review;
• Liaison with state and federal agencies;
• Review of state and federal policies and guidelines;
• Review of County Charter, local ordinances, and local policies and plans;
• Coordination of County Comprehensive Plan, LMS, and CEMP issues;
• Development of SOPs, check lists and job aids;
• Facilitate planning and conduct of relevant CRP exercises;
• Follow EMD Corrective Actions Program (CAP) and update and maintain process (CRP).

Tools that could be valuable during an activation phase will be designed and built during the normal “blue skies” steady state pre-event period Preparation Phase. These tools should include damage estimation models, such as the existing Broward County Debris Estimation Model, and the FEMA developed HAZUS MH damage and mitigation model. Other impact estimation models should be researched and existing models refined and re-calibrated during this period. Development of procedures to administer the FEMA Public Assistance disaster grant program are developed and refined during this phase. Cost recovery documentation training for staff will also be conducted to allow better cost recovery results from insurance carriers and federal programs such as the FEMA Public Assistance Program and the FHWA Emergency Response Program. Procedures for initial damage assessment including the Preliminary Damage Assessment (PDA) for Public Assistance (PA) and Individual Assistance (IA) are developed and maintained. The Recovery Team will also be built during this phase and key staff and responsibilities for each phase of recovery identified and offered training as necessary. The Recovery Team is discussed further in the Organization Chapter that follows. CRP exercises and process corrective actions are also conducted during this phase.

Activation Phase
When the EOC is activated, the Planning Section Chief will determine, as advised by the Emergency Management Director, the staffing requirements for the Recovery Unit. The Recovery Manager will assume the position of the Recovery Unit Leader. The Recovery Unit Leader will recommend appropriate staff levels and schedules for the Recovery Unit based on the magnitude of the activation and potential impact consequences of the approaching disaster (given a notice-event such as a tropical cyclone). Recovery Unit staffing levels will be approved by the Planning Section Chief and the Emergency Manager/Incident Commander. Recovery Unit activation will be scalable depending on potential post event recovery needs. EOC Activation Phase activities will be organized into:

• Pre-impact;
• Response; and
• Transition between response and recovery.

Based on the type and magnitude of threat, and the type and extent of notice of the event, the Recovery Unit may participate in all, limited or none of these EOC Activation Phase activities.

Pre-impact activation duties, if warranted, may include:
• Estimation of the potential consequences of the alerted hazard. These estimates will be used to brief at the Planning Meetings on potential recovery needs and potential pre-impact actions;
• Assistance and coordination with requests for mutual aid;
• Assistance and coordination with requests for emergency commodities such as food and water;
• Assistance and coordination with requests for recovery contractor activation;
• Activation of the Damage Assessment Unit;
• Establish contact with each Damage Assessment Team Leader;
• Establish contact with the LTRC (Long-Term Recovery Coalition);
• Establish/confirm damage assessment Points of Contact (POC);
• Assist ESF# 1 with pre-event Public Safety Fuel Inventory survey;
• Coordinate with Finance and Administration Section to ensure that cost recovery documentation has begun.

These are potential actions and recommendations that can be assembled by the Recovery Unit during the Activation Phase. The Recovery Unit will also remind EOC staff, through the Finance and Administration Section, to begin documentation of staff, vehicle, equipment and commodity usage for potential future cost recovery.

Response activation duties, if warranted, may include:
• Supervision and coordination with the Damage Assessment Unit regarding the accurate documentation of damages sustained from the impact. Recovery Unit staff will assist the Damage Assessment Unit staff in the conduct of the PDA (Preliminary Damage Assessment) and offer technical assistance in helping determine potential Presidential Declaration possibilities for PA (Public Assistance) and IA (Individual Assistance). Information collected and analyzed will also help determine what, if any, recovery actions may be necessary.
• Information and recommendations will be briefed at the Planning Meeting.
• Recommendations will include the need to activate short-term and or long-term components of the CRP.
• Specific actions, including staff and resource requirements will be included.
• Recommendations regarding the activation of a recovery organization will be channeled through Incident Command and provided to the County Administrator for final approval and necessary implementation actions. At this point, the County Administrator may appoint a Disaster Recovery Manager from County Administration staff, which will then assume the position of Recovery Unit Leader. The County Administrator will also assign appropriate resources to begin recovery actions.

Transition between response and recovery will begin while the EOC is still activated, if the situation so warrants. Initial contacts and response responsibilities that begin during EOC activation and will carry on after EOC Demobilization will be tracked and maintained for the Transition, Short-Term and Long-Term Phase operations.
**Transition Phase**

Response actions begin while the EOC is still activated. The transition from response to recovery will begin during this stage in EOC Activation and continue after the EOC is demobilized. Typically, response and recovery actions overlap during EOC operations. However, in order to transition fully from the response phase to the recovery phase, immediate life safety issues must have been addressed, such as search and rescue for the survivors and injured. In addition, subsequent hazards that pose an immediate threat to the survivors, such as resultant HAZMAT releases, fires, etc. must be contained, or otherwise isolated from the population.

Details of the disaster consequences will become more reliable at the response stage. Refined recommendations regarding the size and extent of the recovery organization will be compiled. The Disaster Recovery Manager, if designated by the County Administrator, will take over the functions of the Recovery Unit Supervisor until the EOC demobilizes, and then continue to guide the recovery process as the Disaster Recovery Manager. The Disaster Recovery Manager will ensure that contacts with ESFs and Units that began recovery actions during the EOC Activation are established and continued into further recovery phases. A database of all disaster related damages and activities will be maintained and organized to allow at a minimum separate reporting of:

- County owned and responsible buildings, items, expenses and infrastructure;
- Municipal damages;
- Damages to schools and public shelters;
- State or Federal damages;
- business damages;
- Residential damages;
- Uninhabitable housing units;
- temporary roof repairs such as those completed by Operation Blue Roof;
- temporary and transitional housing expenses;
- emergency protective actions and temporary repairs;
- public information and outreach efforts;
- debris management status and expenses;
- transportation system impacts;
- utility restoration;
- operation of ESCs (Essential Services Centers);
- operation of DRCs (Disaster Recovery Centers);
- unmet needs of survivors;
- emergency commodity distribution; and
- other disaster related impacts on the County as indicated by the extent and type of disaster.

The Disaster Recovery Manager will coordinate with appropriate state and FEMA liaisons to conduct a PA (Public Assistance) Applicant Briefing, if appropriate. The Applicant Briefing will
usually signal the shift from the Transition Phase to the Short-Term Recovery Phase. The Disaster Recovery Manager will coordinate with the Municipal Services Branch Director and state and FEMA recovery officials to establish adequate Disaster Recovery Centers (DRCs) at places convenient to disaster survivors. The Disaster Recovery Manager will continue briefings at the Planning Meeting and to Incident Command, as warranted, until EOC demobilization. After EOC Demobilization, a briefing will be provided to the Emergency Management Division Director. Estimates on long-term recovery impacts will begin to be established. Estimates for future and immediate recovery organization needs will also be updated and briefed out.

**Short-Term Recovery Phase**

Short-Term Recovery begins as the EOC is deactivated and the joint FEMA state Applicant Briefing is conducted. Typically, response and recovery actions overlap during EOC operations. However, in order to transition fully from the response phase to the Short-Term Recovery phase, immediate life safety issues must have been addressed, such as search and rescue for the survivors and injured. In addition, subsequent hazards that pose an immediate threat to the survivors, such as resultant HAZMAT releases, fires, etc. must be contained, or otherwise isolated from the population. Actions begun during the Transition Phase will continue and be completed as appropriate. Detailed needs of the recovery organization will be established and approved by the County Administrator and Board as appropriate. The Short-Term Recovery Phase will begin with the joint FEMA, state Applicant Briefing. See Appendix A, Public Assistance Functional Annex, for additional information regarding the Applicant Briefing. Direction and or need for a long-term recovery organization will be established as soon as possible. The Disaster Recovery Manager will expedite the execution of the following tasks and milestones (that the extent of the disaster warrants) and assign tasks and responsibilities to lead agencies or staff:

- Applicant Briefing
- Re-establishment of government operations
- DRCs (Disaster Recovery Centers)
- Debris removal and clean-up operations
  - Open Debris Management Center (DMC)
- DMC (Debris Monitoring Center)
- DRCC (Disaster Recovery Coordination Center)
- Transportation route restoration
- Utility restoration
- Transitional Housing
- Building safety inspections
- Abatement and demolition of hazardous structures
- Long-term Recovery Coalition
- Expanded social, medical and mental services
- PA (Public Assistance) organization
- IA (individual Assistance) organization
- JIC (Joint Information Center)
- Opening of local businesses and schools
• Long-term Recovery issue coordination
• Implementation of the Post-Disaster Planning Process

Recommendations on the need to activate the LTRSF (Long-Term Recovery and Redevelopment Strategic Framework, when available) will be prepared. If a LTRSF is not available, work on a long-term recovery plan will begin immediately. A disaster specific Post-Disaster Plan will be prepared following the processes described in the CRP and LTRSF. Office space for Short-Term Recovery Operations at the DRCC (Disaster Recovery Coordination Center), must be arranged as soon as the size of the recovery organization is known. If redevelopment will be required to complete recovery operations, coordination with debris processing, temporary and transitional housing, infrastructure replacement and other long-term recovery issues must be fully coordinated.

**Long-Term Recovery Phase**

Long-Term Recovery Phase operations will begin during the Short-Term Recovery Phase. This phase may persist for five to ten years or longer after a major disaster such as a Category 3 or greater hurricane. Most of the functions of Long-Term Recovery Phase operations will be similar in nature to the Short-Term Recovery Phase, except for scale of the recovery organization and the establishment of Recovery Policy Board to direct long-term recovery priorities and objectives. The Long-Term Strategic Framework (LTRSF when available) will guide the activities of long-term recovery. If the LTRSF does not exist, then the completion of the long-term recovery plan will become an immediate priority. The primary goal of long-term recovery operations is to rebuild safely and wisely, reducing future hazards and optimizing community improvements. The major objectives of these operations include:

• Reconstruction of public facilities
• Re-establishment of the local economy
• Coordinated delivery of long-term social and health services
• Improved land use planning and implementation
• Maximize mitigation potential to re-build more sustainably (both government and private sector)
• Cost recovery of insurance and disaster reimbursements
• Harden public utilities where possible
• Re-establish housing stock and eliminate transitional housing

**Plan Deactivation**

The activation authority for components of the LTRSF (long-term recovery plan) will escalate based on the level of recovery resources needed. Preparation Phase activities and EOC Activation Phase components from the CRP can be authorized by the Emergency Management Director or during activation by the Planning Section Chief. Transition Phase recovery operation components of the CRP will be authorized by Incident Command. Short-term Recovery Phase operation components of the CRP will be authorized by the County Administrator. Long-term Recovery Phase operation components of the CRP and activation of the LTRSF will require extensive resources, and Board action will be necessary to authorize these actions. The Termination of the LTRSF activation and dissolving the Long-Term Recovery Organization and
Policy Board will also require action of the Board if the Board was the authorizing authority. This will be a formal indication that the Long-Term Recovery Phase is complete. Prior to deactivation, the Disaster Recovery Manager will compile an After Action Report (AAR) on lessons learned from the disaster and the recovery operations. The follow-up action to integrate AAR recommendations into the CRP and LTRSF will be conducted through the Preparation Phase of recovery.
Chapter 3-Organization

The staff organization for the Countywide Recovery Process (CRP) will rely on actions implemented on a continuing basis during both steady state times of normalcy, as well as during and after disasters. While separate structures are suggested for each of the five operational phases of the recovery process, (Plan Deactivation Phase is not considered an operational phase) all the tables of organization are aligned with the BERT (Broward Emergency Response Team) EOC Activation Table of Organization and intended to align with the National Incident Management System (NIMS) and Incident Command System (ICS) to aid coordination with Federal, state and other local government responders.

The recently released National Disaster Recovery Framework (draft 2/5/10) establishes six Recovery Support Functions (RSF). The RSFs bring together federal departments and agencies including those not active in emergency response- to collaborate and focus on recovery needs. By organizing recovery into matching local manageable recovery functions, throughout the entire recovery continuum of steady state planning through long-term recovery, relevant stakeholders and experts can effectively be brought together to identify and resolve recovery challenges. The six federal RSFs are:

- Community Planning & Capacity Building:
- Economic Development:
- Health, Social & Community Services:
- Housing;
- Infrastructure Systems;
- Natural & Cultural Resources.

Since the NDRF is still in draft form, the CRP will not create the organizational mapping to the National RSFs at this time. This modification should be undertaken at the annual revision of the CRP when the NDRF is finalized.

Prior to disasters, operations are undertaken to maintain preparedness to implement this CRP, such as planning, recovery staff team building, mitigation actions, training and exercises. During disasters, the CRP is activated as an integral component of the Broward County EOC Table of Organization. In events that allow for prior notice, such as a tropical storm, the Recovery Unit could be activated during partial or full EOC Activation (Level 2 or Level 1). The Recovery Unit will provide appropriate levels of operational staff to provide recovery-and mitigation related consultation and coordination prior to and during the response period, as well as to prepare to implement disaster recovery operations following the close of the response period and the deactivation of the County EOC. For smaller incidents, any applicable recovery operations could be administered from the EOC.

Depending on the extent of the consequences of the disaster, and logistical considerations, somewhere between the Transition Phase and the Short-Term Recovery Phase, recovery operations by the staff assigned to the Recovery Unit are then moved and continued in the County’s Disaster Recovery Coordination Center (DRCC), which is a separate facility from the
County EOC. The EMD Director will recommend, and the County Administrator and Board of County Commissioners will approve, the required additional staff to provide for recovery operations based on the severity of the incident. The Government Center West, located at 1 University Drive is designated as the DRCC. This facility will also house the Debris Management Center (DMC), and the One Stop Permitting Center. These collocations and close proximity to the EOC (less than 1 mile) provide for efficient and strategic coordination. An alternate DRCC and DMC location may need to be established based on the scale of the disaster and the need to return the Government Center West to normal operations. The recovery operations conducted from the DRCC will include those for local implementation of state and Federal recovery operations following a Presidentially-declared disaster. The operations from the DRCC would be implemented until completion or until they could be effectively transferred to County and municipal agencies for completion from their normal offices and in conjunction with the agencies’ normal operations. It is of critical importance that decisions regarding the closing of the DRCC or suspension of the recovery organization or Recovery Unit include a comprehensive analysis of the extent of the damage and the recovery issues that will likely need to be addressed. Even seemingly small disasters and their recovery consequences might appear to be able to be handled by distributed functions throughout the normal County structure. This potential error in judgment can lead to loss of:

- recovery focus,
- accountability,
- mitigation opportunities,
- recovery coordination,
- loss of cost recovery from both insurance and disaster reimbursement agencies

A large scale disaster could require the DRCC to continue operations for a number of years and would require new office space as not to interfere with normal government operations. If such a catastrophic disaster should impact Broward County and result in major and widespread destruction in the County, the staff assigned to the DRCC would be further expanded and recovery operations transitioned from this interim recovery organization to those defined in the Broward County Long-Term Recovery and Redevelopment Strategic Framework (LTRSF).

The organizational staffing will vary based on the recovery phase (Preparation, Activation, Transition, Short-Term, and Long-Term) and/or the scale and complexity of the disaster. Functionally similar components exist in all organization structures for Disaster Recovery Board activities regardless of which recovery phase or disaster scale it is operating within. The difference is that of scale of the organization and the number of staff required to conduct the critical functions of the particular recovery need. The Preparation and Activation phases have the most informal and variable structures while the Long-term has the most complex and formal structure. The common functional components of the scalable recovery organization are shown in the following diagram:
**Preparation Phase**

To maintain readiness to implement the Countywide Recovery Process (CRP), the Emergency Management Division (EMD) Director will designate a staff member to serve as the County’s Recovery Manager. In addition, other County, municipal, private sector, and private not for profits agencies will cooperate with EMD to develop a Recovery Planning Team to maintain the County’s preparedness to implement this CRP and subsequent recovery operations.

The Recovery Planning Team, with the staff support of the Recovery Manager, will take actions during steady state times of normalcy to ensure development and maintenance of the capabilities necessary for implementation of this CRP, as well as initiating implementation of the plan whenever indicated at the time of a disaster. The Recovery Planning Team (a sub-group of the Preparation Phase Disaster Recovery Board) and Recovery Manager will take actions necessary to maintain coordination and consistency of the County’s disaster recovery planning and programming with those of other key County agencies, as well as with organizations and agencies external to Broward County government. The Preparation Phase organization will follow the Ad Hoc Disaster Recovery Board Organization displayed above and scale to size as the level of Countywide effort for recovery preparation efforts require.

The Recovery Manager will, through liaison to the indicated organizations and jurisdictions, request municipalities undertake pre-incident planning, coordination and program development actions to improve and ensure the readiness of the County to quickly and
efficiently implement disaster recovery and post-disaster mitigation operations. The staff to support these functions will come from the following groups, organizations and agencies:

- **Recovery Manager**- Emergency Management Division, County Administration, Environmental Protection & Growth Management Department
- **Public Information**- Office of Public Communications
- **Liaison**- Office of Intergovernmental Affairs
- **Operations**- Public Works Department, Human Services Department, Broward Municipalities, United Way of Broward County, American Red Cross Broward Chapter, Emergency Management Division, Broward Sheriffs’ Office, Community Services Department, Transportation Department, Port Everglades, Aviation Department, Office of Economic and Small Business Development, Greater Ft Lauderdale Convention and Visitors Bureau
- **Planning**- Emergency Management Division, Environmental Protection & Growth Management Department, Metropolitan Planning Organization, Planning Council, Historical Commission, Property Appraiser, Public Works Department, Construction Management Division, Housing Finance and Community Development Division, Permitting, Licensing and Consumer Protection Division, Planning and Redevelopment Division
- **Finance and Administration**- Accounting Division, Finance and Administrative Services Department, Risk Management Division, Human Resources Division
- **Logistics**- Purchasing Division, Transportation Department, Finance and Administrative Services Department

**Activation Phase**

During times of potential disaster during an EOC Activation, the Recovery Unit will be staffed and activated based upon potential consequences of the alerted disaster. Other County Branches, ESFs and Units in the Broward County EOC, upon direction of the EMD Director, will provide needed staff or provide needed information and analysis through direct staffing or through coordination. Key County agencies will be tasked in advance to provide qualified support staff for the Recovery Unit. Initially, the EMD designated Recovery Manager will serve as the Recovery Unit Leader. As the situation warrants, an Assistant County Administrator, or designee, will be assigned by the County Administrator as the Recovery Unit Leader. The EMD Recovery Manager will then serve as the backup Recovery Unit Leader.
The recovery function is established as a unit within the Planning Section to provide for close association with the information gathering and incident action planning function of the section. In this position, the Recovery Unit staff will maintain constant situational awareness of the scope, severity and type of impacts of the incident. This organizational positioning is also intended to enable the Recovery staff to contribute to the development of each Incident Action Plan with regard to the recovery, damage assessment, and mitigation issues. Specifically, the Recovery Unit is to provide technical expertise to the Incident Command and other EOC staff regarding the implications of emergency response operations, as they are planned and implemented, to subsequent short- and long-term recovery operations.
The CRP, during its activation within the EOC, is managed by the designated Assistant County Administrator and the Recovery Manager. Staffing within the Recovery Unit will be adjusted during the emergency response period as necessitated by the characteristics of the incident and the level of activity required suiting the disaster event. For smaller incidents, e.g., those not receiving a Presidential Disaster Declaration, recovery operations would be expected to be minor, and would be completed by the Recovery Unit from the County EOC. Such actions for an undeclared event could encompass coordination of community group support for disaster survivors, requesting aid from the State of Florida pursuant to FS Chapter 252.373, and, if the applicable criteria have been met, requesting and coordinating assistance from the Small Business Administration and the Farmer’s Home Administration. The County could also choose to open an Essential Services Center (ESC) and could request State support in the operation of the ESC.

For incidents warranting a Presidential declaration of disaster, County operations under the coordination of the Recovery Unit would transition into disaster recovery operations and scale up the organization structure as indicated in the following sections and organization charts. In this case, the Recovery Unit organization would be modified and expanded for increased capability to initiate disaster recovery programs, if and as they become relevant to the aftermath of the specific incident. Positions would be staffed upon transition to disaster recovery operations as indicated in the next section, Transition Phase.

**Transition Phase**

During the Activation Phase the Recovery Unit maintains a limited staff and depends on support from other ESFs and units. As the extent of the disaster is uncovered, this unit will scale up to match the required work load. Up to this point the Damage Assessment Group has coordinated with the Infrastructure Branch (mostly ESF # 3 Public Works) and the Municipal Services Branch to collect damage assessment detail. The Damage Assessment Group will be the first that will need to expand so timely appraisal of the disaster can be completed and necessary emergency resource needs can be identified and requested. Based on the results of the damage assessment, the rest of the Unit would scale appropriately from the simple Recovery Unit organization displayed above, to a complex and large structure capable of maintaining the responsibilities of the Transition Phase and seamlessly migrating to the Short-Term Recovery Phase.

Specific groups will be designated within the Recovery Unit to address each major category of disaster recovery operation, if applicable, for the specific disaster incident. The coordinators for Economic Recovery, Hazard Mitigation, Public Assistance, Debris Management, Human Services and Individual and Household Assistance would be staffed, as necessary, from the applicable County department as support agencies for this Unit. If needed as EOC deactivation occurs, each coordinator could have support staff assigned. During the activation of the EOC, the Recovery Unit would utilize the administrative support, liaison, and the public information
function provided by the EOC Command staff, as indicated above. The staff would also maintain coordination with the affected municipalities through the County EOC Municipal Services Branch. However, as the transition to independent disaster recovery operations and deactivation of the EOC is completed, the public information, municipal liaison, and administrative support functions would all need to be added to the organization to support recovery operations. In general the interaction with ESF and Branch expansion will scale to a structure represented in the Long-Term Recovery Organization.

This organization demonstrates how the relatively compact Recovery Unit can scale up effectively in size and complexity to respond to the consequences of an event regardless of size, or level of devastation. This allows the Unit to be nimble, assess needs and draw resources as needed during this Transition Phase. Use of EOC resources are maximized when needed or left untapped in lesser impact events. Note the heavy use of “Through Coordination” for virtually all of the staff expansion shown in the Recovery Unit Organization for the Transition Phase.

The resources that can be called on from the EOC Table of Organization during an EOC Activation at the Transition Phase to deal with major consequences from an event are:

- Public Information-ESF #14
- EOC Administrative Support-EOC Support Unit
- EOC Liaisons- Liaison Officer
- Human Services Coordinator- Human Services Branch, ESF #6
- Economic Recovery Coordinator- ESF #19, Technical Specialists Unit
- Disaster Housing Coordinator- ESF#6, Technical Specialists Unit
- Debris Management Coordinator- ESF#3, ESF # 13
- Environmental Restoration-ESF #10, ESF #5 Technical Specialists Unit
- Public Assistance Coordinator- Finance and Administration Section, Technical Specialists Unit
- Mitigation Coordinator- ESF #5, ESF #3, Technical Specialists Unit
- Individual Assistance Coordinator- Human Services Branch, ESF #5
- Building and Permitting- ESF#5, ESF#3, Technical Specialists Unit
- Damage Assessment Coordinator-ESF#5, ESF #3, Infrastructure Branch, ESF #1, ESF #12, ESF# #19
- Long-Term Recovery Coalition-ESF #15, ESF#6
- Historical and Cultural Preservation- Technical Specialists Unit

One of the trigger functions of the Transition Phase is the preparation for the FEMA Public Assistance Applicant Briefing. The Recovery Unit Leader is responsible for maintaining a list of potential eligible applicants for Public Assistance after a Presidential Disaster is declared. This list will include at a minimum: PA point of contact with each of the 31 municipalities; PA point of contact with each private not for profit organization within the county; PA point of contact with the Broward School Board; PA point of contact with the Broward Sheriff’s office; PA point of contact with the Seminole Tribe; and PA point of contact with each water management district/agency and hospital district. The Broward Emergency Management Division Recovery/Mitigation Program Coordinator maintains an up to date list during non activation
periods and makes this list available to the Recovery Unit Leader prior to the Activation Phase. The list of potential PA applicants is continuously updated as changes occur, but at a minimum the lists are reviewed and updated annually prior to hurricane season by the Recovery/Mitigation Program Coordinator. These lists will be used to help establish a meeting at the request of the State or FEMA to conduct an Applicant Briefing. The Recovery Unit Leader will also maintain a current list of LMS (Local Mitigation Strategy) members. This list will be provided by the LMS Coordinator. A meeting will be setup with the LMS team as soon as possible after a disaster to reinforce the potential for including mitigation in all repairs.

**Short-Term Recovery Phase**

Short-Term Recovery Phase will be established at the joint state, FEMA Public Assistance Applicant Briefing. Following major incidents, and after or concurrent with deactivation of the County EOC, the EMD Director will recommend that the Broward County Administrator direct the transition from a Recovery Unit organizational structure operating within the EOC to an organization operating independently of the EOC and other deactivated County Emergency Support Functions. The criteria used to indicate that this transition is necessary will include at least the following:

- A Presidential Declaration of Major Disaster is issued and Broward County is included in the Disaster Area;
- The number of municipalities severely affected by the event and the anticipated and/or requested need for County coordination and assistance of municipal recovery efforts;
- The impact of the event on the general public and the necessity for ensuring that disaster relief services are provided, e.g., temporary housing and other public services needs;
- The extent of damages to critical public infrastructure in the County;
- The scope of the impact on the economy of the County and key private sector business enterprises;
- The number and scope of State and Federal disaster relief programs to be implemented in Broward County;
- The necessity to activate related disaster recovery plans and programs within Broward County, e.g., activation of the Countywide Debris Management Plan;
- Other factors as recommended by the Recovery Manager and deemed appropriate by the EMD Director and County Administrator.

The organizational structure established for the Transition Phase shown above will continue to function under the direction of the Recovery Unit Leader (Recovery Manager). However, if indicated by the magnitude, complexity or duration of the anticipated recovery operations by the County, on the advice of the Recovery Manager, the EMD Director will recommend, and the County Administrator will designate a senior individual from the County Administration or other County Department as the County Disaster Recovery Director, with authorities to expand the
organization, if necessary, and to assume direction of its operations. The Board of County Commissioners are required to approve an increase in County staffing and thus will approve the establishment of this expanded organization and the required additional staff. The movement into the Short-Term Recovery Phase will require at a minimum the establishment of one full time position responsible and accountable for the recovery actions that the County implements and serve as the County’s Authorized Representative for cost recovery issues. This position will report directly to County Administration and will coordinate closely with the EMD Director.

In such a situation, the Recovery Unit will transition to the Broward County Recovery Team, the organizational structure. In this case, the Disaster Recovery Manager would be positioned to assist the County Disaster Recovery Director with continuation of the operations previously initiated during activation of the County EOC under the Transition Phase. The coordinators for the other functional areas would have staff assigned as indicated by the magnitude and duration of the specific operations. Decisions on adding additional staff to handle the recovery activities are not always clear early on in the Short-Term Recovery Phase. The decisions are practically difficult for smaller or borderline disasters where the decision is generally to spread out recovery responsibilities to existing departments and agencies. Many localities impacted at these low end disaster thresholds tend to opt for the shared burden approach. Some of the pitfalls likely with this type of recovery operation include:

- Slower start of Recovery Actions and getting back to normal;
- Failure to establish a Recovery Focus;
- Loss of Recovery Program accountability;
- Loss of some Cost Recovery Reimbursements;
- Extended County “float” of Cost Recovery Reimbursements;
- Extended Recovery Timeline;
- Loss of Mitigation Opportunities;
- Negative impact on County normal business and service functions.

An organizational framework is used in the Short-Term Recovery Phase because a number of variations are likely for the short-term recovery organization, depending primarily on the extent of the disaster consequences. All the possible organizational structures will scale within the above framework and transition easily from each preceding phase of the Recovery Process. This organization can span from as few as one dedicated staff (County Disaster Recovery Manager) and “Through Coordination” staff from normal County operations of under a dozen, to hundreds of dedicated staff. The function and responsibilities of the short-term disaster recovery, whether dedicated full time to recovery, or, provided “Through Coordination” from the ranks of existing County staff that will now take on additional responsibilities, are listed below and grouped into the 12 position Organization Framework (from above):

- **County Disaster Recovery Director** - Overall responsibility for recovery operations, coordination for long-term recovery issues, County’s Authorized Representative for Cost Recovery issues
• **Disaster Recovery Manager**- Acts as assistant disaster recovery director and chief of staff
• **Public Information**- Media releases, public information coordination, Joint Information Center Coordination, public education, community outreach
• **Liaison**- Contact with elected officials, coordinate communications with various state and federal agencies
• **Operations**- Manages the functions of the Infrastructure Branch, Human Services Branch, Municipal Services Branch, Public Safety Branch, provides for function directly when a specific branch is not rolled out or available
• **Planning**- Recovery plan maintenance, Mitigation, Damage Assessment, Demobilization, GIS, Technical Specialists, Technology Support
• **Finance and Administration**- PA coordination, Coordinate and attend the Public Assistance Applicant Briefing and Kick Off Meetings, Insurance Coordination, cost recovery reimbursement, personnel, Administrative support, Documentation control and management
• **Logistics**- Purchasing, Location Services, Equipment Services, site and use agreement
• **Human Services**- Mass Care, Health & Medical, Food & Water, Special Needs, Veterinary Concerns, Individual Assistance Coordination, Disaster Housing
• **Infrastructure**- Transportation, Communications, Public Works & Engineering, Public Utilities, Business & Industry, Debris Management coordination, Debris Management Center, Economic Recovery
• **Municipal Services**- Coordination with 31 municipalities (non-elected officials and staff)
• **Public Safety**- Police and Law Enforcement, Fire Rescue

The actual structure will ultimately scale somewhere between the Short-Term Recovery Phase Organization Framework and the Long-Term Recovery Phase Organization (minus the Policy Group) described and illustrated.

**Long-term Recovery Phase**

While separate organization structures are suggested for each of the five operational phases of the recovery process, (Plan Deactivation Phase is not considered an operational phase) all the tables of organization are aligned with the BERT (Broward Emergency Response Team) EOC Activation Table of Organization and intended to follow National Incident Management System (NIMS) Incident Command System (ICS) to aid coordination with Federal, state and other local government responders.

The recently released National Disaster Recovery Framework (draft 2/5/10) establishes six Recovery Support Functions (RSF). The RSFs bring together federal departments and agencies including those not active in emergency response- to collaborate and focus on recovery needs. By organizing recovery into matching local manageable recovery functions, throughout the entire recovery continuum of steady state planning through long-term recovery, relevant
stakeholders and experts can effectively be brought together to identify and resolve recovery challenges. The six federal RSFs are:

- Community Planning & Capacity Building:
- Economic Development:
- Health, Social & Community Services:
- Housing:
- Infrastructure Systems:
- Natural & Cultural Resources.

Since the NDRF is still in draft form, the CRP will not create the organizational mapping to the National RSFs at this time. This modification should be undertaken at the annual revision of the CRP when the NDRF is finalized.

The Long-Term Recovery Phase Organization will follow closely the Short-Term Recovery Phase organization, but generally will be staffed more robustly. Long-Term Recovery can be grouped into two separate categories, Long-Term Recovery Agency (LTRA) activated by the CRP (Countywide Recovery Process), and Long-Term Recovery Organization (LTRO) that is activated by the LTRSF (Long-Term Recovery Strategic Framework). A distinction is necessary because the activation of the LTRSF establishes a large formal recovery organization, the LTRO, and requires Board action to authorize this organization, staffing, resources and appointment of the County/Municipality Policy Body, which the LTRO reports to. The organization structure of the Long-Term Recovery Phase, both LTRA and LTRO, will follow the functional groupings of the Broward Countywide Disaster Recovery Board (the organization that serves the Preparation Phase) and expand staffing to accommodate the size of the disaster and the needs to coordinate with vast numbers of government, private not for profits, and private organizations and stakeholders.

The difference between the LTRA and LTRO is that the LTRA will require fewer additional staff and will report to County Administration and the LTRO will generally require additional staffing and will report to a County/Municipality Policy Body appointed by the Board. The LTRO would not be established except after a major disaster that required extensive long-term redevelopment and reconstruction. Events of lesser consequences would be lead by the LTRA. In either case the organization structure will have significant similarities and will differ primarily in scale. The reason to add the multijurisdictional policy board to oversee the LTRO is to ensure that recovery decisions reflect countywide needs and strong municipal input after an event that results in major, long lasting consequences. Since the staff level structure will be so similar, a single diagram and description of the positions is offered. The functions of the positions represented in the Long Term Recovery diagram and functional position descriptions may also be executed differently in the LTRO and the LTRA. The LTRO will accomplish some, if not much of the staff work through coordination with existing County and possibly municipal staff in the form of additional assignments. For example the functions of the Economic Development Coordinator for the LTRA may be accomplished by assignments to the Office of Economic and Small Business Development Director on an as needed basis without retaining additional staff. In an event that required the activation of the LTRO most positions will require new staffing.
The County Disaster Recovery Director and Disaster Recovery Manager will be assisted by a Liaison Officer who will serve as the organization’s interface with designated municipal elected officials, as well as identified liaisons or points of contact for state and Federal disaster recovery programs being implemented in the County. The Public Information Officer will serve to maintain an effective flow of public information regarding the County’s recovery operation, working through the County Administration’s Office of Public Communications. As indicated by the scope of the organization’s operations, staff would be assigned, or function provided “Through Coordination” to the group to provide support services in information technology, GIS, communications and any of the other functional areas of responsibility.

Each of the designated coordinators would be senior staff from the applicable County department. Each of the coordinator positions would be established within the LTRA or LTRO, and support staff assigned, when indicated by scope of the recovery programs to be implemented. As needed, the coordinator positions would remain active within the organization until the operations being managed could be more effectively conducted from normal County agency offices.

Each coordinator position would have general responsibilities as follows:

- Economic Recovery Coordinator – This position would be responsible for managing and/or coordinating the implementation of disaster recovery programs available for affected businesses and industries, as well as for implementing other programs focused on economic recovery.
- Hazard Mitigation Coordinator – This position would coordinate post-incident programs related to hazard mitigation, including such activities as implementation of the Federal Hazard Mitigation Grant Program, mitigation evaluations, and updating the Broward County Local Mitigation Strategy (LMS).
- Public Assistance Coordinator – This position would coordinate County agency activities to participate in the Federal Public Assistance program, as well as serve as a technical resource to municipalities regarding their participation in this program.
- Debris Management Coordinator – This position would serve as a liaison with the County’s Debris Management Center for the duration of its activation to ensure the effective coordination of debris management operations with other actions and programs being implemented through the DRCC.
- Disaster Housing Coordinator- This position will coordinate, plan for, and implement emergency, transitional and disaster housing as required.
- Human Services Coordinator – This position would manage and coordinate human services programs and related activities being implemented in the County by Federal, state or county agencies, as well as by community services organizations, the Disaster Housing Coordinator and volunteer groups. These programs could include such activities as providing survivor case management, addressing unmet needs, and similar programs.
• Individual Assistance Coordinator – This position would be responsible for coordinating County activities to implement the Federal Individual and Household Assistance Program.

Following a catastrophic disaster that results in extensive, very severe and widespread damages throughout the County, it is anticipated that the County’s Long-Term Recovery and Redevelopment Recovery Strategic Framework (LTRSF) would be activated. Under this plan, an organization of County staff would be established to implement and coordinate countywide long-term recovery, mitigation, reconstruction and redevelopment actions and programs, which are anticipated to be larger and more complex, as well as extending over many months or years. During the transition to implementation of the LTRSF, the LTRO would be incorporated into a larger organizational structure. This transition process is intended to ensure continuity between the shorter-term disaster recovery and hazard mitigation efforts undertaken pursuant to this CRP and those to be implemented under the LTRSF.

The precise organizational structure established for implementation of the County’s LTRSF will depend on the circumstance at the time of its implementation and the needs of the impacted jurisdictions. The example organizational chart given below indicates how the disaster recovery personnel initially activated under the Short-Term Recovery Phase and the LTRA are anticipated to be incorporated into the larger structure utilized for long-term reconstruction and redevelopment. The diagram also indicates the coordination relationships to agencies and organizations outside of County government. The Broward County Long-Term Recovery and Redevelopment Strategic Framework will define the procedures for the functioning of the long-term recovery organization.
Broward County Long-Term Recovery Organization

**Plan Termination (and Activation)**

The CRP operates in essentially 5 phases as noted above. Activities in the Preparation Phase are under the control of the EMD Director who will set the priorities of the designated staff that serves as the Recovery Manager during this phase. During the Activation Phase, either the Planning Section Manager (when activated) or the EMD Director can activate the plan and
terminate the Recovery Unit activation during this phase. Activation would take place at the Broward County Emergency Operations Center, located at 201 NW 84 Ave, Plantation Florida. The Transition and Short-Term Recovery phases are activated and can be terminated by the Incident Command. Following major incidents that warrant implementation of State and/or Federal disaster relief and assistance programs, and after deactivation of the County EOC, the Recovery Unit will transition to the LTRA or LTRO and relocate personnel and operations to the Broward County DRCC, located at the Governmental Center West, 1 N. University Drive, Plantation, FL. The alternate for this facility is the South Regional Courthouse, 3550 Hollywood Blvd, Hollywood, FL. This relocation of disaster recovery and hazard mitigation operations to another location is specifically to ensure the immediate availability of the County EOC for full activation for another emergency.

Long-Term Recovery and activation of the LTRSF requires approval of the Board of County Commissioners, because this plan is activated in more severe disasters and requires the establishment of a County/Municipal Policy Board that the LTRO will report to. During the recovery phase, operations by the staff assigned from the CRP and other County agencies are then continued in the County’s Disaster Recovery Coordination Center (DRCC), which is a separate facility from the County EOC. The EMD Director will recommend, and the County Administrator and Board of County Commissioners will approve, the required additional staff to provide for recovery operations based on the severity of the incident. The Government Center West, located at 1 University Drive is designated as the DRCC. This facility will also house the Debris Management Center (DMC), and the One Stop Permitting Center. These collocations and close proximity to the EOC (less than 1 mile) provide for efficient coordination. Alternate DRCC locations may need to be established based on the scale of the disaster and the need to return the Government Center West to normal operations. The operations conducted from the DRCC will include those for local implementation of state and Federal recovery operations following a Presidentially-declared disaster. The operations from the DRCC would be implemented until conclusion or until they could be effectively transferred to County and municipal agencies for completion from their normal offices and in conjunction with the agencies’ normal operations. A large scale disaster could require the DRCC continue operations for a number of years and would require new office space as not to interfere with normal government operations. If this catastrophic disaster should impact Broward County and result in major and widespread destruction in the County, the staff assigned to the DRCC would be further expanded and operations transitioned from this interim LTRA recovery organization to those of the LTRO, more formally to be defined in the Broward County Long-Term Recovery and Redevelopment Strategic Framework (LTRSF).

As recovery operations approach completion, and remaining tasks could be implemented more efficiently and effectively from the offices of County agencies, the DRCC would be deactivated and staff would return to their normal positions.

Once the Long-Term Recovery Phase, LTRSF and LTRO are activated by the Board of County Commissions, deactivation must be approved by the Board. This would signify the completion of recovery functions and return to the Preparation Phase.
An After Action Report (AAR) should be developed to include the findings and experiences of the LTRO or LTRA and critique as well as review the overall event and actions that occurred and a corrective action plan. The AAR shall be consistent with Homeland Security Exercise and Evaluation Program (HSEEP) standards. An Improvement Plan (IP) will then be developed and the CRP and or LTRSF will be updated to reflect the noted improvements.
Chapter 4-Roles and Responsibilities

**Overview**

This section defines the responsibilities of designated County and other agencies to maintain and implement this Countywide Recovery Process.

**County Roles**

**Emergency Management Division**

The responsibilities of EMD for this CRP are the following:

- Serve as the primary agency for development, maintenance and implementation of this CRP, working with the County Administration and the designated County Recovery Manager.
- Designate a staff member to serve as the County’s Disaster Recovery Manager during both pre-incident time periods and during activation of this CRP.
- EMD’s Disaster Recovery Manager has the following responsibilities:
  - Maintain this CRP and any associated implementing procedures, equipment inventories, personnel rosters, and other relevant documents, as current.
  - Maintain the primary and alternate facilities designated to serve as the DRCC in an adequate state of readiness to support implementation of this CRP following deactivation of the County EOC.
  - Monitor changes in state and Federal disaster recovery plans, procedures, policies, guidelines and regulations and, when indicated, modify County plans and procedures, including this CRP, accordingly.
  - Maintain continuing liaison with County agencies, municipalities and other relevant stakeholders regarding applicable local plans, procedures and organizational capabilities and their potential influence to implementation of this CRP.
  - Provide training and exercise opportunities for primary and support agency personnel in the implementation of this CRP.
  - Take other such actions as necessary to maintain preparedness for effective implementation of this CRP.
  - When the CRP is implemented, to serve as the primary EMD staff member for operation of the CRP during the activation of the County EOC.
  - Advise the Director of Emergency Management and the County Administrator regarding the need to activate and staff the DRCC.
  - When implemented, serve as the deputy and assistant to the Disaster Recovery Director, and supporting implementation of this CRP.
• EMD will fully integrate this CRP into the overall planning process utilized to maintain, train in, and exercise the CEMP.
• EMD will coordinate the development of the Long-Term Recovery and Redevelopment Strategic Framework (LTRSF).
• EMD will maintain, process and archive documentation developed pursuant to this CRP.

Finance and Administrative Services Department
The Finance and Administrative Services Department has the following responsibilities:

• Assign technical and general personnel to the DRCC (Disaster Recovery Coordination Center) and provide Administrative Support staff.
• Provide coordination and management through the Accounting Division for Project Worksheets (PW) and the Public Assistance (PA) Process.
  o Coordinate with Public Assistance Coordinator (PAC) and project specific project manager (PM) to ensure accurate PWs are created for all damages
  o Maintain a system of project documentation, both physical and electronic, that tracks all work and information regarding each PW
  o Provide all required reports to the State and FEMA regarding the progress and problems for each PW
  o Coordinate with each PW PM to ensure all parties are informed on progress, problems and communications regarding the PW
  o Maintain documentation on all PWs for at least 5 years after Disaster Close-Out or as required by State and FEMA
• Assign staff to fill the Public Assistance Coordinator position.
• Maintain and or establish agreements that provide for qualified temporary staff to assist in the duties and requirements of receiving and expending FEMA PA funds
• Maintain Continuity of Operations Plan.
• Provide assistance and services to the DRCC staff for:
  o Accounting and auditing services
  o Purchasing and logistical services
  o Telecommunications
  o Information management and processing
  o Document preparation and storage
  o Access to County information databases
  o Other financial and administrative support necessary for DRCC operations
• Assigning personnel to the DRCC’s Administrative Support Staff for financial management operations, upon request of the County Disaster Recovery Director.
• Supporting analysis of the financial impact of the recovery process on County revenues; Advising the County Administrator and County Disaster Recovery Director accordingly.
• Assisting with economic analyses of the impact of the incident on the County.
• Assist the DRCC Public Assistance Coordinator with compliance with Federal regulations for County agency PA projects.
• Support evaluation of the financial and economic impact of the incident on the County.

**Port Everglades**
Port Everglades, will have the following responsibilities:

• Provide information to the DRCC staff regarding fuel and cargo capacity and movement in the disaster recovery time period.
• Assist the DRCC Economic Development Coordinator with analyses, planning and programming to address economic restoration in the community.
• Maintain Continuity of Operations Plan.

**Public Works**
The Public Works Department will have the following responsibilities:

• Staffing and contacting emergency staff for Damage Assessment Teams (DAT) that conduct the IDA (Initial Damage Assessment) of County owned infrastructure.
• Providing technical support and resources to County agencies conducting facility and infrastructure repairs and reconstruction under the PA program.
• Staffing the position of the DRCC Debris Management Coordinator upon the request of the County Administrator.
• Maintain Continuity of Operations Plan.
• Coordinating the implementation of the Countywide Debris Management Plan with the DRCC through the Debris Management Coordinator.
• Assisting the DRCC Human Services Coordinator with implementation of temporary housing programs through activities including but not limited to the following types of activities:
  o Providing technical support regarding locations, and public utility services, to temporary housing sites
  o Coordinating with municipality public works agencies regarding location and services for temporary housing sites in their jurisdictions
  o Assisting with and/or coordinating design for utility services for temporary housing sites
  o Providing support services for the deactivation, removal and/or restoration of temporary housing sites when they are no longer necessary
• Provide supplemental staff to support implementation of this CRP.
Human Services
The Human Services Department has the following responsibilities:

- Staffing the position of the DRCC Human Services Coordinator upon the request of the County Administrator.
- Assigning additional Human Services support staff to assist the DRCC Human Services Coordinator, as needed; Providing County representation at other activated facilities, e.g., DRCs, when requested by the DRCC Human Services Coordinator.
- Staffing the position of the DRCC Individual Assistance Coordinator.
- Providing technical and personnel support to analyses of the needs of disaster victims, under the coordination of the DRCC, in such areas as health care, housing, counseling, and other unmet needs.
- Providing supplemental staff to support implementation of this CRP.

Environmental Protection & Growth Management
The Environmental Protection and Growth Management Department has the following responsibilities:

- Coordinating post-incident activities of the Department with the DRCC staff in such areas as:
  - Building inspection
  - Contractor monitoring and credentialing
  - Code enforcement
  - Applicability of Comprehensive Plans to the recovery process
  - Unsafe Building Reports
  - GIS support and data management
- Planning implementation of a temporary housing program, if indicated.
- Staffing the position of Disaster Housing Coordinator.
- Assisting the DRCC Public Assistance Coordinator with reviews of PA projects to identify possible impacts on environmentally sensitive areas.
- Assisting the DRCC Human Services Coordinator with technical support regarding post-incident environmental contamination and evaluating the influence on the disaster recovery process.
- Assisting the DRCC Debris Management Coordinator with personnel and technical support for environmental permitting, monitoring and regulatory compliance for the countywide debris management process.
- Enforce Anti-Price Gouging Laws and Ordinance.
- Providing technical support and personnel for land development and transportation planning efforts necessary during DRCC operations.
- Providing technical support to the designated Disaster Housing Coordinator at the DRCC regarding disaster, temporary or emergency housing.
• When indicated, providing staff support for implementation of emergency housing programs upon request of the County Disaster Recovery Director.
• Providing technical services and support to the DRCC staff regarding programs for contractor monitoring and credentialing.
• Providing support staff as needed for implementation of the CRP.

Aviation Department

The Aviation Department has the following responsibilities:

• Assist with analyses of the incident’s effect on travel and tourism, in coordination with the Convention Center and Visitors Bureau.
• Maintain Continuity of Operations Plan.
• Provide facilities and space for operations or warehousing necessary to support disaster recovery operations.
• Assist with logistical support when requested.

Transportation

The Transportation Department has the following responsibilities:

• Mass transit planning and programming support to disaster recovery operations.
• Assisting with and/or coordinating design for transportation services for temporary housing sites.
• Provide assistance with Fleet and Fuel issues.
• Maintain Continuity of Operations Plan.
• Provide logistical support as requested.

Parks & Recreation Division/Libraries Division

The Parks & Recreation Division and the Libraries Division has the following responsibilities:

• Assigning Division support staff to assist the DRCC Human Services Coordinator, as needed, for actions including but not limited to:
  o Post-disaster animal control activities;
  o Restoration of parks, libraries, recreation and cultural facilities, and associated services.
• Coordinating repair and reconstruction of Parks & Recreation facilities and systems with the DRCC Public Assistance Coordinator.
• Maintain Continuity of Operations Plan.
• Provide coordination and analysis on potential uses of Parks and Library Facilities.
• Providing supplemental personnel and other resources to support DRCC operations, upon request of the County Disaster Recovery Coordinator.
**Office of Public Communications**
The Office of Public Communications will be responsible for:

- Staffing the position of the DRCC Public Information Officer upon request of the County Administrator.
- Providing support to the DRCC Public Information Officer with media management and liaison services.
- Provide for a Joint Information System to coordinate disaster and recovery public information with the various County and municipal agencies.
- Operate a Joint Information Center to coordinate a uniform public message regarding recovery status, services, and options.
- Providing supplemental staff to assist with implementation of this CRP.

**Office of Intergovernmental Affairs & Professional Standards**
The Office of Intergovernmental Affairs and Professional Standards will be responsible for:

- Staffing the position of Recovery Liaison Officer at the DRCC.
- Maintain municipal, county, state and federal official contact information.
- Develop internal and external liaison protocols.
- Provide supplemental staff to assist with implementation of this CRP.

**Economic Development**
The Office of Economic Development will be responsible for:

- Staffing the position of the Economic Development Coordinator of the DRCC staff, upon request of the County Administrator.
- Providing technical support to the Economic Development Coordinator.
- Providing economic development and redevelopment data.
- Establish and maintain an economic redevelopment plan.
- Providing supplemental staff to assist with implementation of this CRP.

**Historical Commission**
The Historical Commission will have the following responsibilities:

- Provide advice and consultation regarding historical structures damaged in the disaster.
Greater Fort Lauderdale Convention & Visitors Bureau
The Convention and Visitors Bureau in the County Administration will be responsible for assisting the DRCC Economic Development Coordinator with the following:

- Post-incident economic analyses of the impact on County’s tourism and hospitality industry.
- Planning and implementing actions to restore and revitalize the County’s tourism.
- Providing space for operations and/or storage, upon request, at the Broward County Convention Center.
- Providing support staff to assist with implementation of this CRP.

Office of Management and Budget
The Office of Management and Budget will have the following responsibilities:

- Consult with the Property Appraiser and Economic Development Coordinator regarding the disaster impacts on County and municipal property tax collections for future years.
- Providing support staff to assist with implementation of this CRP.

County Administration
The County Administrator has the following responsibilities:

- Support EMD and the designated Recovery Manager in the development, maintenance and implementation of this CRP.
- Direct and ensure that County agencies maintain preparedness to implement this CRP; If indicated, to direct transition of this CRP into activation of the County’s Long Term Recovery and Redevelopment Strategic Framework (LTRSF).
- Upon request from EMD and/or Recovery Manager, to direct activation and staffing of the DRCC.
- Designate a senior Administration Department staff member as the County Disaster Recovery Director and to assign the individual to activate and manage the DRCC.
- Direct other County departments, as support agencies, to designate appropriate individuals to staff the DRCC.

County Constitutional Officers

Broward County Sheriff’s Office
The Broward County Sheriff’s Office will have the following responsibilities:
• As indicated, provide security, health, safety and fire protection services at the
  DRCC, when activated.
• Upon request of the County Disaster Recovery Manager, assist with planning for
  security, traffic control, and fire/rescue services at temporary housing locations;
  Implement such plans as indicated.
• Conduct damage assessment of County owned facilities and report results to the
  EOC.
• Maintain Continuity of Operations Plan.
• Provide other technical support and resources to the DRCC as indicated.

Clerk of the Court
The Clerk of the Court will have the following responsibilities:
• Maintain Continuity of Operations Plan.
• Coordinate with the Public Assistance Coordinator regarding damages to
courthouses and equipment requiring repair from the disaster.
• Maintain contact with the DRCC Liaison Officer as required.
• Notify the DRCC of any issues regarding court records or the ability to hold
  hearings and trails.

Property Appraiser
The Property Appraiser’s Office will have the following responsibilities:
• Research, analyze, and survey disaster damage impacts on property values.
• Consult with the Economic Development Coordinator on property value and
  property tax issues.
• Maintain updated property valuation records.
• Maintain Continuity of Operations Plan.
• Coordinate with the Public Assistance Coordinator regarding damages to the
  Property Appraiser’s offices and equipment requiring repair from the disaster.
• Maintain contact with the DRCC Liaison Officer as required.
• Notify the DRCC of any issues regarding the ability of the Property Assessor to
  conduct required business including property assessments, property valuations, review
  of contested property assessments or other related property assessment issues.

Supervisor of Elections
The Supervisor of Elections Office will have the following responsibilities:
• Maintain Continuity of Operations Plan.
• Coordinate with the Public Assistance Coordinator regarding damages to SOE
  Warehouse, offices, and equipment requiring repair from the disaster.
• Maintain contact with the DRCC Liaison Officer as required.
• Notify the DRCC of any issues regarding elections and voting capabilities.
**Municipalities**

Municipalities will have the following responsibilities:

- Prepare and adopt a local recovery plan that supports the local and County CEMP and is consistent with this CRP.
- Conduct Rapid, Initial and Preliminary Damage Assessments and provide information to the EOC and or the DRCC.
- Participate in the countywide joint Preliminary Damage Assessment for Public Assistance and Individual Assistance.
- Participate in the Applicant Briefing if scheduled.
- Coordinate debris management updates with the Debris Management Center.
- Appoint a Recovery Director for their jurisdiction.

**State Agencies**

In a Local State of Emergency, the County will request assistance from the state when local resources are overwhelmed by the consequences of a disaster. Requests for assistance are coordinated through the Broward EOC to the State EOC. The state can provide resources directly from its agencies, through mutual aid under the State Mutual Agreement that all units of government in the State of Florida are signatories to, or by request to the federal government through FEMA.

**Division of Emergency Management**

- Provide state liaison at EOC or DRCC.
- Provide or request IMTs (Incident Management Teams) to assist with recovery process.
- Coordinate staffing for DRCs (Disaster Recovery Centers).
- Coordinate the Public Assistance Applicant Briefing.
- Grantee for Public Assistance Damage Assistance Agreements.
- Provide state PACs (Public Assistance Coordinators) to assist with Public Assistance PWs (Project Worksheets).
- Provide technical service and support to review and close out PWs.

**Department of Transportation**

- Coordinate disaster debris removal from Federal Aid eligible roadways.
- Administer the FHWA ER (Emergency Response) program for FHWA.
- Maintain pre-disaster contracts for debris removal from roadways.
Department of Environmental Protection
- Review and approve applications for operations of Temporary Debris Reduction and Storage (TDRS) facilities.
- Inspect TDRS facilities.

Attorney General
- Enforce Anti-Price Gouging Statute.

Department of Agriculture
- Enforce Anti-Price Gouging Statute.

Division of Children Services
- Operate Emergency Food Stamp distribution sites.

Federal Agencies
The overall responsibility for recovery rests with State and local governments. The National Response Framework (NRF) recognizes the primacy of State and local governments in defining response and recovery requirements and identifying needs. The Federal Government’s primary role is to complement and supplement State, local and private resources to facilitate recovery. Specific Federal roles are listed below:

Federal Emergency Management Agency
- Establishes joint local/state/FEMA PDA (Preliminary Damage Assessment) teams that document Public Assistance damage and Individual Assistance residential damage within the County.
- Determines eligibility and provides federal recovery assistance through the Public Assistance (PA) and Individual Assistance (IA) programs.
- Establishes DRCs (Disaster Recovery Centers) to coordinate service delivery to individuals and households.
- FEMA coordinates disaster relief efforts of local and state government agencies as well as other Federal agencies.
- Establishes a JFO (Joint Field Office) to coordinate inter-agency recovery following certain declared disasters.
- FEMA establishes a Public Assistance Applicant Briefing within the County as soon as a Presidential Declaration is made.
- FEMA Provides PAC (Public Assistance Coordinator) to prepare and review PW (Project Worksheet) and documentation that supports requests for reimbursement.
- FEMA conducts individual Kick Off meetings with all eligible applicants after a RPA (Request for Public Assistance) is filed.
Department of Housing and Urban Development

- Coordinates with FEMA and local housing authorities. Supports and oversees local housing authority in public outreach, counseling, and having a presence at all recovery assistance centers.

Emergency Support Functions

Emergency Support Functions (ESFs) provide the structure for coordinating Federal interagency support for Incidents of National Significance. The ESF structure includes mechanisms used to provide Federal support to local, State, tribal governments, or to Federal departments and agencies, both for declared disasters and emergencies under the Stafford Act and for non-Stafford Act incidents. ESFs are groupings of government and certain private-sector capabilities into an organizational structure to provide the support, resources, program implementation, and services that are required to save lives, protect property and the environment, restore essential services and critical infrastructure, and help victims and communities return to normal, when feasible, following domestic incidents. Per the NRF, each ESF has an identified ESF coordinator as well as primary and secondary support agencies. A description of each ESF is provided in Appendix H.

Public Utilities

The coordination of restoration of public utilities is supervised by ESF #12 Utilities while the EOC is activated. This function will transition to the Infrastructure Branch Director during Short-Term Recovery Phase. Public Utilities maintain individual restoration plans and the owner of the utility is responsible for maintaining their individual restoration and recovery plan. These organizations include:

- FPL-county wide electricity
- TECO-Peoples Gas-in ground piped business and residential heating and cooking fuel
- ATT-public telephone service, cell service, and internet service
- Verizon-cell and internet service
- Sprint/NEXTEL-cell service
- T-Mobile-cell service
- Comcast-cable TV and internet service
- Broward County-water and waste water service
- Municipalities-water and waste water service

Disaster Housing

Maintenance of the Disaster Housing Plan is the responsibility of the Disaster Housing Coordinator that is the Director of the Housing Finance and Community Development Division during the Preparation Phase. The Disaster Housing Coordinator reports through the ESF #6
Mass Care Supervisor during EOC Activation. During Short-Term and Long Term Recovery Phases, the Disaster Housing Coordinator reports through the Human Services Branch Director. The Disaster Housing Coordinator is the local authority that will act as the liaison between the State/Federal Housing coordinators.

**Mitigation Coordination**

Hazard mitigation is defined as any action taken to reduce or eliminate the long-term risk to human life and property from natural or man-made hazards. Hazard Mitigation is to permanently reduce or eliminate the long term risks of hazards to life and property. The post-disaster period provides an opportunity to implement hazard mitigation measures that does not exist at other times. During this time, there is a greater awareness of risk; public officials are more responsive to mitigation concerns; rebuilding is occurring; and additional resources are available. The post-disaster mitigation process has been developed as a result of Section 409 (Hazard Mitigation Planning) and Section 404 & 406 (Hazard Mitigation Grant Program) of Public Law 93-288, the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

The thrust of post-disaster hazard mitigation activities is two-fold. The first goal is to develop strategies after a Presidential declaration of a major disaster or emergency that will reduce or eliminate the need for federal funds for repair or reconstruction. The second goal is to provide public officials in the affected areas with recommendations that will reduce or eliminate the effect of future disaster events. As a community becomes less vulnerable to disaster events, the need for federal assistance diminishes. To achieve the optimum results from the hazard mitigation process, EMD (Broward Emergency Management Division), DEM (Florida Division of Emergency Management) and FEMA (Federal Emergency Management Agency) personnel promote and facilitate those actions necessary for achieving the goals of the recommendations. Progress is continuously monitored and status reports are developed.

Section 409 of Public Law 93 288 requires that the State or local government recipients of Federal aid evaluate the natural and human made hazards of the area in which the aid is to be used and take action to mitigate them, including, economic, redevelopment and sustainability, safe land use, and construction practices.

Broward County through its EMD has designated a full time Mitigation Coordinator to prepare plans, policies, procedures and actions to effectively promote and implement a Local Mitigation Strategy (LMS) throughout the entire Recovery Process (preparation, activation, transition, short-term, and long-term phases). The LMS is attached as Appendix G and describes County, countywide and municipal responsibilities for mitigation actions.
To be effective, hazard mitigation actions must be taken in advance of a disaster. The Broward County Local Mitigation Strategy is regularly updated (December 2009) and will support and enable jurisdictions to set appropriate hazard mitigation priorities.

**Private Sector**

The private sector consisting of businesses and residents are important stakeholders in the CRP. Efforts are necessary to involve the private sector in the public participation process. Public comments and review of the CRP will strengthen the document and make it more viable to larger components of the County. The goals of the public participation process are:

- Educate business owners and residents about disaster recovery actions
- Provide hazard mitigation information that will reduce consequences of disasters
- Develop a more resilient County
- Improve CRP suggested actions from public comment and review
- Improve business and resident preparedness for potential disasters
- Encourage businesses and residents to prepare disaster plans

**Long-Term Recovery Coalition (LTRC)**

The LTRC is managed by 9 Directors who are representatives of County, municipal, private non profits and the United Way of Broward County. The United Way of Broward County provides administrative support and financial control (United Way processes funds donated to the LTRC). The Long-Term Recovery Coalition:

- Coordinates with County PNPs to maintain a list of combined clients.
- Maintain contact list of all Long-Term Recovery Coalition stakeholders.
- Collect information regarding unmet needs.
- Distribute donated funds and resources.
- Coordinates with and support the Human Services and Individual Assistance Coordinators

The organizations that will support the coordination and fulfillment of community unmet needs after a disaster includes the members of the LTRC. A list of supporting agencies is attached as Appendix H Long-Term Recovery Coalition Member Agencies, page 97-98.
Chapter 5-Operations Functions

This chapter describes the operations and actions that are to be implemented, as indicated, beginning with the pre-incident timeframe, and continuing through the emergency response period into the disaster recovery period. Recovery Operations discussed within the Countywide Recovery Process will guide the decision making process to help determine when in a minor consequence event individual functions could be more effectively completed by the responsible agencies of the County, or when a more significant event suggest operations transition into those that will be defined in the Long-Term Recovery and Redevelopment Strategic Framework (LTRSF) that is still under development. Until the LTRSF is developed, the CRP will be used for guidance and direction to organize long-term recovery and redevelopment efforts that might become necessary.

Phases of Recovery Operations

The following six sections describe the operations required to support the Preparation, Activation, Transition, Short-Term Recovery, Long-Term Recovery and Plan Deactivation phases of recovery.

Preparation Phase Operations

Preparation phase operations coordinated by the EMD Director appointed Recovery Manager during times of normalcy will include the following:

- Maintaining this CRP and associated implementing procedures, equipment inventories, and personnel rosters as current.
- Ensuring the continued readiness of the Disaster Recovery Coordination Center (DRCC) for activation and utilization following a major disaster.
- Reviewing updates, modifications and enhancements to related County and municipal plans and procedures, as described above, and, when indicated, modifying this CRP accordingly.
- Distributing information among the stakeholders regarding modifications and enhancements to existing programs, capabilities and resources influential to recovery-phase operations under this CRP.
- Providing information and/or training for officials and representatives of Broward County’s municipalities to ensure their continuing familiarity with this CRP and its operational concepts, as well as to maintain each municipality’s preparedness to implement recovery-phased operations.
- Reviewing current state and Federal statutes, policies, programs and regulations relevant to the implementation of this CRP and, as indicated, modifying the CRP and its implementing procedures accordingly.
• Implementing the training and exercise programs identified herein, as well as integrating exercises of recovery-phased operations into other County and municipal emergency management exercises.
• Implementing other such actions as necessary to maintain the capability and preparedness to implement this CRP.

Activation Phase Actions

Upon activation of the Broward County CEMP and the County EOC, and/or upon the request of the Director of the Broward Emergency Management Division, the Recovery Manager will take the following initial response actions:

• Ensure notification of appropriate support agencies of the activation of the CRP.
• Ensure adequate staffing of the Recovery Unit positions in the EOC; Establish and implement a 24 hour staffing plan for the CRP, if indicated.
• Test the equipment and systems available in the EOC for the CRP; Take corrective actions as indicated.
• Receive an initial briefing from the Planning Section Chief and/or the staff of EMD.
• Notify personnel staffing the CRP to implement instructions regarding documentation of expenditures and personnel time received from the Finance and Administration Section Chief or Section staff.
• Receive and review the applicable EOC Incident Action Plan (IAP), the initial impact assessment, and/or other available documentation regarding the situation.
• Advise the Planning Section Chief when the Recovery Unit is adequately staffed and prepared to provide services or consultations to other Section Chiefs or Emergency Support Functions.
• Establish and maintain communications and coordination with other Sections of the EOC organization and the municipal liaisons in the EOC, and define mechanisms for coordination and consultation regarding the recovery and mitigation implications of response operations.
• Provide input into the development of next cycle IAPs, as appropriate.
• If applicable, using predictive tools available in the EOC, e.g., computer models, estimate the location and magnitude of impact of the incident; Use predictions to advise other EOC Sections and to anticipate disaster recovery needs.
• Use available IAPs, Situation Reports (SITREPs), impact assessment information and communications from other EOC Sections, to maintain an awareness and understanding of the known consequences of the incident and the anticipated needs of the affected communities and populations.
• Establish coordination and communication with the Public Works and Infrastructure Section and obtain initial information regarding the following:
  o The status of rapid impact assessment operations and impact assessment information, as it becomes available;
o The operational status of critical facilities and the County’s infrastructure;
o The initiation of debris management operations.
- Activate the Damage Assessment Group.
- Activate the Public Assistance Group.
- Activate the Individual Assistance Group.
- Activate the Mitigation Group.
- Whenever indicated, advise the Incident Command through the Planning Section Chief, of response actions or modifications to response actions that will avoid or minimize subsequent adverse effects on short- and long-term recovery and mitigation operations; As indicated, assist with preparation of the IAP to accomplish this purpose.
- Initiate a program to identify and document the structural and operational vulnerabilities of the County, its municipalities, and the directly affected areas to the consequences of the incident, using information as it becomes available from the impact and damage assessment processes.
- Prepare preliminary recommendations regarding the need for activation of the Recovery Organization, the DRCC, and/or the Long-term Recovery and Redevelopment Strategic Framework.

**Transition Phase Actions**

While the EOC is activated after an event impacts the County, response operations begin and are the general focus of activity. The recovery Transition Phase begins as the extent of the consequences of the disaster become better defined from the damage assessment intelligence gathered. During this period response and recovery operations are occurring simultaneously.

- Provide continuing, up-to-date information regarding Recovery Unit operations to the Planning Section Chief in the format and on the schedule requested.
- Participate in briefings of the EOC staff and the Planning Meetings.
- Receive and review IAPs as they are updated and approved by the Incident Command; Adjust Recovery Branch operations as indicated by the IAP.
- Through the Planning Section Chief, continue to advise the Incident Command regarding the need for new operations, or modifications to planned operations, to avoid or minimize adverse effects on short- and long-term disaster recovery operations; Assist with input to the IAP, when indicated.
- Continue to receive and respond to requests for coordination and advice regarding disaster recovery-related issues from other ESFs, municipalities and/or the community organizations involved in the response.
- Compile information from the impact assessment and the SITREPs regarding the needs of disaster survivors, and, with the assistance of the Human Services and Community Services Section, initiate efforts to define the recovery operations likely to be necessary to meet basic needs, address economic impacts, and implement short- and long-term disaster recovery operations.
• In cooperation with the Public Works and Infrastructure Section, coordinate the damage assessment process to determine:
  o The locations of damages to property and infrastructure elements;
  o The type and severity of damages;
  o The types of Federal disaster relief programs likely to be available based on the type and/or magnitude of damages being documented, i.e., defining when program eligibility thresholds are or will be exceeded;
  o The demonstrated vulnerabilities of the structures, systems or operations to the types of impacts caused by the incident;
  o Other such information relevant to subsequent disaster recovery and post-incident hazard mitigation operations.
• Maintain ongoing coordination with the Public Works and Infrastructure Section regarding the initiation of the Countywide Disaster Debris Management Plan.
• If indicated, establish or continue contact with the State EOC and the State EOC Recovery Unit Leader to confirm the types of state and Federal disaster recovery operations requested, scheduled, or being planned for Broward County; If indicated, take action to facilitate and/or coordinate the following:
  o Formulation of requests from Broward County to the State EOC for implementation of specific disaster relief programs or services in Broward County;
  o Preparation and transmission of data to the State regarding the eligibility of the County for state and Federal disaster relief programs;
  o Ensuring that all available and needed state and Federal disaster recovery and relief programs will be implemented in a timely manner;
  o Identifying suitable facilities in the County that remain both accessible and functional for use as centers for Federal and state disaster recovery operations, e.g., the Joint Field Office (JFO) and Disaster Recovery Centers (DRCs);
  o Coordinating and assisting state and/or Federal efforts to contract, lease or otherwise secure the use of the needed facilities; If indicated, request the assistance of the Finance and Administration Section;
  o Restoration of utility, security, and similar services needed for the disaster recovery facilities to be used by state and/or Federal disaster recovery teams;
  o Other such actions as needed to ensure timely and effective delivery of state and Federal disaster recovery programs.
• Work with other EOC Sections and the Incident Command to facilitate the transition to recovery phase operations.

**Short-Term Recovery Phase Operation Actions**

The beginning of the Short-Term Recovery Phase is indicated by the scheduling and completion of the Applicant Briefing (conducted jointly by FEMA and the State). The Recovery Unit will take
the following continuing actions for the duration of emergency response operations and the period of activation of the County EOC:

- Provide continuing, up-to-date information regarding Recovery Unit operations to the Planning Section Chief in the format and on the schedule requested.
- Participate in briefings of the EOC staff and the Planning Meetings.
- Receive and review IAPs as they are updated and approved by the Incident Command; Adjust Recovery Branch operations as indicated by the IAP.
- Through the Planning Section Chief, continue to advise the Incident Command regarding the need for new operations, or modifications to planned operations, to avoid or minimize adverse effects on short- and long-term disaster recovery operations; Assist with input to the IAP, when indicated.
- Continue to receive and respond to requests for coordination and advice regarding disaster recovery-related issues from other ESFs, municipalities and/or the community organizations involved in the response.
- Compile information from the impact assessment and the SITREPs regarding the needs of disaster victims, and, with the assistance of the Human Services and Community Services Section, initiate efforts to define the recovery operations likely to be necessary to meet basic needs, address economic impacts, and implement short- and long-term disaster recovery operations.
- In cooperation with the Public Works and Infrastructure Section, coordinate the damage assessment process to determine:
  - The locations of damages to property and infrastructure elements;
  - The type and severity of damages;
  - The types of Federal disaster relief programs likely to be available based on the type and/or magnitude of damages being documented, i.e., defining when program eligibility thresholds are or will be exceeded;
  - The demonstrated vulnerabilities of the structures, systems or operations to the types of impacts caused by the incident;
  - Other such information relevant to subsequent disaster recovery and post-incident hazard mitigation operations;
- Maintain ongoing coordination with the Public Works and Infrastructure Section regarding the initiation of the Countywide Disaster Debris Management Plan.
- If indicated, establish or continue contact with the State EOC and the State EOC Recovery Manager to confirm the types of state and Federal disaster recovery operations requested, scheduled, or being planned for Broward County; If indicated, take action to facilitate and/or coordinate the following:
  - Formulation of requests from Broward County to the State EOC for implementation of specific disaster relief programs or services in Broward County;
  - Preparation and transmission of data to the state regarding the eligibility of the County for state and Federal disaster relief programs;
If initiatives and initiatives be hazard indicated, the necessary release disaster recovery and e.g., functional Information, Incident Assistance, Broward Confirm DRCC, and/or Federal disaster recovery teams; Other such actions as needed to ensure timely and effective delivery of state and Federal disaster recovery programs.

- Confirm the County’s responsibilities for implementation of disaster recovery and hazard mitigation programming; Define the County agencies and personnel likely to be necessary to address these responsibilities; Through the Planning Section Chief, advise the Incident Command accordingly.

- Initiate planning for the deployment of post-impact mitigation assessment teams and the subsequent development of a post-incident mitigation opportunities and initiatives report.

- If indicated by the receipt of a Presidential Declaration of Major Disaster, plan for the activation of the CRP Short-Term Recovery Phase operations, and implement, as indicated, the following actions:
  - Confirm with the County Administration and the Director of the Emergency Management Division regarding the need for activation of the County’s DRCC, and receipt of the authorization to do so;
  - Advise the County Administrator regarding the need for activation of the Broward County LTRSF, if so indicated;
  - Initiate activation of the DRCC and the DMC (Debris Management Center) at the Government Center West or at the alternative location, if indicated.
  - Develop initial recommendations for DRCC staff requirements and provide to the EMD Director for review and transmission to the County Administrator;
  - Assign and/or confirm County agency responsibility for the sections of the disaster recovery organization;
  - Confirm assignments of administrative support and public information staff to the recovery organization;
  - Notify other County EOC Section Chiefs of the activation of the disaster recovery organization and the DRCC;
  - Issue public information regarding the activation of the DRCC and the expected disaster recovery services to be coordinated from that location, as well as the release of information regarding the disaster relief programs for the general public likely to be implemented in the County, e.g., the Federal Individual and Family Assistance Program, Public Assistance, Small Business Administration programs, etc.
Take other such actions as indicated to staff the recovery organization and activate the DRCC.

**Long-Term Recovery Phase Operation Actions**

**Recovery Operations**

Recovery actions initiated by this organization would be contingent upon the scope and complexity of the incident, whether state and Federal disaster relief programs would be implemented and influenced by similar factors. This section describes recovery operations to be implemented by the LTRA (Long-Term Recovery Agency) following moderate consequence disasters (Hurricane Wilma or greater), as well as following major disasters when the activation of the County’s Long-Term Recovery and Redevelopment Strategic Framework (LTRS) would require the formal establishment of the LTRO (Long-Term Recovery Organization) by authorization of the Board of County Commissioners.

**Recovery Operations Following Smaller Incidents**

For smaller disasters with limited structural, economic, or community damages, the following recovery operations would be completed by the LTRA staff:

- Review of the findings of the damage assessment process, with recommendations for action by the Incident Command regarding recovery phase operations that should be completed by other Sections of the County EOC organization prior to their deactivation. Establish continuity to track and complete these repairs after the EOC deactivates.
- Review actions by the other EOC Sections planned or underway to meet the urgent needs of disaster victims for housing, clothing, food, water, and other basic services being addressed either through County or municipal resources, or from donated goods and services; Take corrective actions as indicated and establish tracking procedures.
- Through the Planning Section Chief and the Incident Command, determine if any special County- and/or municipal-sponsored disaster relief programs, e.g., low interest loans, support for rental costs, etc., are to be implemented; Coordinate follow-up actions accordingly.
- If indicated, contact state and Federal agencies, as well as statewide or nationally based community service organizations, to define available disaster recovery programs; Through the ESF, “Public Information,” ensure information regarding access to any available programs is provided to disaster victims.
- Ensure that an assessment of unanticipated vulnerabilities, if any, highlighted by the incident are identified and documented; Transmit documentation to EMD for subsequent use by the Broward County Local Mitigation Planning Task Force.
Recovery Operations Following Major Disasters

The LTRO, or alternately the LTRA, will establish long-term recovery operations consistent with the CRP and LTRSF (when complete) to coordinate effective measures to guide the required recovery. Tasks will include:

- Establish comprehensive damage assessment documentation that includes all damages to:
  - County facilities
  - Municipal facilities
  - Public infrastructure
  - Private property, both residential and business
  - Private non-profits
  - Economic
  - Social
  - Employment opportunities
- Implement procedures to ensure accurate record keeping to document Public Assistance eligible reimbursement expenditures for County projects.
- Collect damage assessment information from the DAU and subsequent inspections of all infrastructure for potential damages and maintain these reports in both physical and electronic formats.
- Offer assistance to municipal and eligible Private non Profit organizations to foster better management of the Public Assistance program.
- Establish an unmet needs committee or Long-Term Recovery Coalition to assist disadvantaged segments of the community recover.
- Implement the Disaster Housing Plan (still in development).
- Implement the Countywide Disaster Debris Management Plan.
- Ensure mitigation opportunities are utilized and the Local Mitigation Plan is followed.
- Restore disrupted utilities and explore possible methods of adding resiliency to reduce future damages and losses of service.
- Coordinate redevelopment issues.
- Establish recovery and redevelopment project priorities.
- Complete the LTRSF if not already complete.

Plan Deactivation Phase Actions

When the LTRSF has been activated by Board of County Commission Action, and the LTRO has been established, the deactivation of this body will require similar Board action. When the goals of the LTRO have been accomplished, the Disaster Recovery Director will recommend that the recovery Policy Body approve and submit to the Board of County Commission, a recommendation that the LTRO be retired.
Long-Term Recovery Position Functions

For disasters that have received a Presidential declaration, recovery operations by Broward County will be coordinated by a designated Disaster Recovery Director. The size of the organization and whether it is separate agency (LTRA-County Administrator designated) or organization (LTRO- County Commission designated) will depend on the overall extent of the consequences of the disaster. The LTRA could consist of as few as one staff, the Disaster Recovery Director, coordinating actions through the existing County structure after a moderate disaster requiring long-term actions. The LTRA could also scale up to a much larger organization with new positions added by direction of the County Administrator and consent of the Board of County Commission as needed. The LTRO would be of a larger scale and appropriate resources would be authorized by the Board. A disaster with consequences approaching or exceeding those Broward County experienced in October, 2005 from Hurricane Wilma would require the activation of the Disaster Recovery Coordination Center (DRCC). The following describes tasks by position for the LTRA or LTRO. In cases where all positions are not activated, the tasks of the inactivated positions will be the responsibility of the Disaster Recovery Manager and delegated as necessary to staff or existing County departments, divisions, offices and or agencies. Each activated unit of the recovery organization will complete for following tasks:

County Recovery Director and Recovery Coordinator

- Complete activation of the DRCC; As indicated, direct staffing of the Hazard Mitigation, Human Services, Debris Management, Economic Recovery, Public Assistance, Individual Assistance and Intergovernmental Liaison Sections of the DRCC staff.
- Continue to gather information regarding the human and economic costs of the incident on Broward County and advise the County Administrator regarding the need to activate the County’s Long-Term Recovery and Redevelopment Strategic Framework (LTRSF); If authorized to do so, transition all ongoing operations of the DRCC staff to those defined under that plan and request action by the County Administrator to expand the staff and operations of the DRCC accordingly.
- Ensure that the DRCC has adequate funding, staffing, equipment and services.
- If indicated, continue efforts to access and implement all state and Federal disaster relief programs for which Broward County and its municipalities are eligible and/or are needed to recover from the incident.
- Oversee and coordinate all operations of the DRCC; Establish and maintain procedures for accounting for personnel time, expenditures, and ensuring adequate documentation of all DRCC operations; Conduct routine staff briefings and status reporting to ensure coordination of operations.
• Continually advise the County Administrator, the Director of Emergency Management and County agency department heads of the status of recovery operations.
• Maintain liaison with Broward County’s congressional delegation and other liaison personnel to Congress and Federal agencies.
• Establish and maintain liaison with state and Federal officials responsible for disaster recovery and post-disaster grant programs relevant to Broward County and its municipalities; Ensure Broward County is adequately represented in all disaster relief facilities activated in or for the benefit of Broward County, e.g., the JFO or DRCs.
• Ensure ongoing coordination with the municipalities of the County and integration of County and municipal disaster recovery programs.
• Direct implementation of a comprehensive public information program regarding disaster relief programs available for the public, community organizations and businesses impacted by the incident.
• Implement other necessary administrative and managerial actions to maintain and monitor operations of the DRCC.
• Advise the DRCC staff, the County Administrator, the Director of Emergency Management and County agency department heads when recovery operations are approaching completion and the DRCC can be deactivated; Upon authorization from the County Administrator, complete deactivation of the DRCC.

Administrative Support Staff

• Provide support services to the DRCC staff for:
  o Financial management and bookkeeping
  o Communications
  o Information technology and information management
  o Program documentation
  o Other operations as needed

Public Information Officer

• Maintain coordination and cooperation with the County Administration’s Office of Public Communications for the development and release of public information regarding operations of the DRCC.
• Develop and implement a community relations (in coordination with the Individual Assistance Coordinator/ Community Relations Coordinator) and public information program regarding the disaster relief programs available and the County’s disaster recovery operations.
• Continually consult and coordinate with municipalities and their public information staff, to ensure development and implementation of a comprehensive, consistent
public information and community outreach programs throughout the County, either through a Joint Information Center (JIC) if activated, or separately if a JIC has not been activated.

- On an appropriate schedule, provide briefings to the media regarding County recovery operations and serve as the point of contact for the media regarding DRCC operations; If indicated, arrange for joint media briefings involving municipalities and the County, as well as state and Federal agencies.
- Establish and staff a community outreach program for the County to the municipalities, neighborhoods and populations impacted by the incident.
- Ensure coordination of County public information and community outreach programs with those implemented by state and Federal agencies; Provide for County liaison and/or staffing at state and Federal facilities established for coordination of public information and community outreach, e.g., a JIC.
- Maintain coordination with public information officers and/or designated spokespersons for the County Administration, EMD and other County agencies to ensure coordination and consistency of all public information regarding available disaster relief programs and County disaster recovery operations.
- Take other necessary actions to maintain a comprehensive public information and community outreach program that is consistent and coordinated with those implemented by state and Federal agencies, as well as the County’s municipalities.

**Economic Recovery Coordinator**

- Gather and process information regarding the economic and employment impacts of the disaster on Broward County; Provide analyses to the County Administrator and other officials, as indicated.
- Cooperate with and/or participate in analyses of the economic impact of the incident conducted by state or Federal agencies.
- Develop and coordinate County efforts to implement state and Federal business-related disaster relief programs, e.g., the Small Business Administration disaster loan program.
- Serve as the County’s point of contact and coordinator for the Federal Disaster Unemployment Assistance Program, if implemented; Coordinate unemployment assistance operations with the County’s Human Services Coordinator.
- Serve as the County’s point of contact and coordinator for the Federal Community Disaster Loan Program, and provide technical assistance to the County’s municipalities, as required, regarding the program.
- If indicated, serve as the County’s point of contact and coordinator for any state or Federal disaster assistance programs being implemented through the US Department of Agriculture.
• Serve as the point of contact for County business and industry; Provide outreach programming and technical support to affected businesses regarding available disaster relief programs, permits and licenses, etc.
• Serve as the County’s point of contact for the Florida Insurance Council, insurance companies and adjustors, specifically regarding coordination of access to damaged or closed areas; Maintain coordination with municipalities regarding interactions with insurance companies and adjustors.
• Assist business owners/operators with gaining access to their facilities in closed, damaged areas for damage assessment and to secure their properties.
• Work with the local Chambers of Commerce, and other business and industry associations to provide services and support to assist with the recovery of affected business enterprises; If indicated, coordinate activation and staffing of “Small Business Recovery Centers” and monitor and document operations of the centers.
• Work with representatives of the County’s hospitality industry, the airport and Port Everglades and the Convention Center to develop and implement a program for timely restoration of tourism.
• Implement other actions necessary to facilitate the County’s economic recovery from the disaster incident.
• Advise the County’s Disaster Recovery Director when remaining economic recovery operations could transition to normal County agency operations and the suitability of deactivating the economic recovery function at the DRCC.
• Notify centers or organizations active in economic recovery operations of the intent to deactivate operations from the DRCC; As indicated, advise on deactivation or continued operation of these functions following deactivation of the DRCC.
• Upon authorization to deactivate the economic recovery function, confirm the completeness of all documentation and transfer documentation to EMD for archiving.

Hazard Mitigation Coordinator

• Complete post-incident hazard mitigation surveys to identify vulnerabilities highlighted by the disaster; Document the survey findings, with recommendations for new mitigation initiatives to be incorporated into the Broward County Local Mitigation Strategy.
• Cooperate with and ensure County participation in state and Federal post-incident mitigation evaluations and assessments; incorporate findings into the County’s post-incident mitigation evaluation and input to the Broward County Local Mitigation Strategy.
• Coordinate or otherwise ensure that the local mitigation planning process incorporates the findings of the post-disaster surveys, including modifications to risk and vulnerability assessments, documentation of the human and economic costs of
the incident, and development of proposed structural and non-structural mitigation initiatives to address the vulnerabilities demonstrated by the impact of the incident.

- Serve as DRCC’s representative to post-event state and Federal actions regarding implementation of the National Flood Insurance Program, including post-event activities, if any, pursuant to the Flood Mitigation Assistance Program and the Repetitive Flood Claims Program.
- Coordinate with other organizations to anticipate Federal disaster relief expenditures and the amount of Federal funding likely to be available for implementation of the Federal Hazard Mitigation Grant Program.
- Serve as the County’s coordinator for the Federal Hazard Mitigation Grant Program (HMGP), if implemented for eligible entities in Broward County, by completing the following:
  - Monitoring state actions to implement HMGP;
  - Working with state mitigation officials to determine funding amounts, eligibility and any restrictions on HMGP grants;
  - Contacting the jurisdictions, agencies and organizations responsible for proposed mitigation initiatives contained in the Local Mitigation Plan to encourage their participation in the HMGP;
  - Issuing public announcements and conducting outreach regarding the availability of HMGP funding and soliciting new mitigation initiatives from eligible organizations for timely incorporation into the Local Mitigation Plan;
  - Advertising schedules, deadlines and other requirements for participation in the HMGP;
  - Providing technical support to entities applying for HMGP funding;
  - Monitor and coordinate the HMGP application process by eligible entities within the County;
  - Assist with responding to state inquiries regarding local HMGP applications;
  - Following award of any HMGP applications in the County, ensure that grantees understand the requirements for program implementation and completion, and are prepared to meet the requirements.
- Serve as a technical resource to County agencies as they repair, rebuild or restore damaged public facilities and/or infrastructure in order to ensure that appropriate mitigation efforts are considered and utilized, as indicated.
- Develop and implement a public information program regarding mitigation measures that should be taken by property owners during repairs or reconstruction.
- Coordinate with County and municipal building, planning and zoning officials to ensure adherence to applicable codes and requirements during the rebuilding process.
- Coordinate between the County and any applicable municipalities regarding the development of new, or modification of existing, mitigation-related codes, ordinances, plans or policies based on the experiences with the incident.
• Advise the County’s Disaster Recovery Director when remaining hazard mitigation operations could transition to normal County agency operations and the suitability of deactivating the hazard mitigation function at the DRCC.
• Upon authorization to deactivate the hazard mitigation function, confirm the completeness of all documentation and transfer documentation to BEMD for archiving.

Intergovernmental Liaison

• Serve as the point of contact for designated recovery representatives from the affected municipalities, and facilitate communication and coordination between the DRCC staff and municipal representatives.
• Serve as the initial point of contact for designated representatives of regional, state and Federal agencies implementing disaster recovery programs in Broward County and its municipalities, making referrals to the appropriate member of the DRCC staff regarding each program.
• Respond to inquiries from elected and senior appointed officials at the municipal, county, state and/or national level regarding the recovery programs being implemented and/or coordinated through the DRCC.
• Maintain coordination, as indicated, with representatives of other Broward County agencies regarding recovery programs and their role in supporting or assisting such programs.
• Take such other actions as necessary to maintain communication and coordination between the DRCC staff and individuals or organizations external to the DRCC.
• Support the DRCC Public Information Officer in establishing and implementing a community relations program to facilitate the distribution of public information regarding disaster relief programs available; Facilitate coordination of such efforts with the designated municipal officials responsible for disaster relief efforts in their jurisdiction.
• Upon authorization to deactivate the DRCC, ensure that previously involved municipal representatives, elected officials and senior agency personnel, as well as representatives of regional, state and Federal disaster recovery programs, are notified.

Public Assistance Coordinator

• Review available information from records of response operations, preliminary damage assessments and/or damage assessments to identify local agencies and entities likely to be eligible for Categories B through G of the Federal Public Assistance (PA) program (Note that projects under Category A of the PA program are
managed by the County Debris Management Coordinator and coordinated with the Public Assistance Coordinator.)

- Establish contact and liaison with the State and Federal staff at the JFO, or the State EOC if the JFO is not yet staffed, regarding implementation of the PA program; Gather information regarding application requirements, disaster specific guidance, briefing schedules and locations, and the status of PA program implementation to date.
- Notify County and municipal agencies, as well as private non-profit community associations, regarding damages to facilities and systems likely to be eligible for the PA program; Obtain a point of contact for each involved entity and provide information, as indicated, regarding PA program implementation in the County.
- Define those agencies and organizations that will coordinate implementation of the PA program through the DRCC, e.g., County agencies, and those that will implement the PA program separately from the DRCC, e.g., large municipalities and private, non-profit organizations; For agencies and organizations working through the DRCC, complete the following actions:
  - Ensure applicants have completed and filed a Request for Public Assistance and/or assist applicants to complete the filing;
  - Identify the status of any emergency protective measures (Category B) to be completed by County and/or municipal agencies under the PA program;
  - Define the anticipated permanent repair/reconstruction work necessary for other eligible properties, e.g., roads and bridges, water control facilities, buildings and equipment, utilities, and parks/recreation facilities; Identify PA projects likely to involve environmentally or historically sensitive areas or properties;
  - Track, monitor and identify projects that will be required to utilize other funding sources, such as the Federal Highway Administration’s Emergency Response Program and the programs of the National Resources Conservation Service; Identify the applicable program requirements, as well as the availability of funding, and notify potential grantees accordingly;
  - Assist with preparation of and/or obtain copies of the agencies’ project worksheets for the above PA projects.
- Assist State and/or Federal staff with the location, scheduling and conduct of the applicants briefing(s) in Broward County; Serve as the County’s point of contact for the briefing(s) and advise local stakeholders of the briefing schedule(s) and location(s).
- Assist, if indicated, municipalities expecting significant PA program involvement; Provide technical advice and coordination on request; Maintain coordination and communication with municipalities.
- Establish coordination mechanisms with the County’s Debris Management Coordinator; Maintain awareness of County and municipal operations for reimbursement of debris management costs under the Category A of the PA program.
- Establish a program for County agencies participating in the PA program to ensure the adequacy of record keeping, regulatory compliance, progress reporting, auditing, etc.; Inform and/or train County agency representatives in the implementation of this program.
- Coordinate County agency efforts regarding PA program reimbursement, progress reporting, auditing, and similar actions necessary to ensure compliance with the State and Federal requirements for the PA program.
- Provide technical support and guidance to municipal and non-profit agencies participating in the PA program regarding reimbursement, progress reporting, auditing and similar compliance actions.
- Monitor County agency progress in implementing the PA program; When indicated by the status of County agency implementation of the program, advise the County Disaster Recovery Director that the PA program function from the DRCC could be deactivated.
- Upon authorization to deactivate the PA program function, complete the following:
  - Notify the agencies and organizations participating in the PA program of the intent to deactivate operations at the DRCC;
  - Confirm the completeness of all documentation at the DRCC regarding implementation of the PA program;
  - Transfer complete documentation to EMD for archiving.

**Individual Assistance Coordinator**

- Serve as Broward County’s point of contact and coordinator for any County actions necessary for implementation of the Federal Individuals and Households Grant Program (Disaster Assistance).
- Work with GIS staff pre-event to maintain a list of potential locations for Disaster Recovery Centers (DRCs). Coordinate with the Municipal Services Branch Director to solicit potential DRC locations from municipalities. Work with the Damage Assessment Unit after an event to help pin point areas in need of DRCs.
- Work with State staff to open ESCs (Essential Service Centers) if necessary.
- Coordinate with State and FEMA staff to open DRCs (Disaster Recovery Centers) and maintain effective operation.
- Establish contact with state and Federal officials implementing the Families and Households Programs, determine the programs to be implemented and the schedule for implementation, and advise other DRCC staff accordingly.
- Provide assistance to the DRCC Public Information Officer to facilitate preparation and distribution of information about the available Families and Households Programs throughout the disaster areas, as well as to jurisdictions outside of Broward County to which County residents have evacuated.
• Through state and Federal program representatives, monitor implementation of the Individuals and Households Program in Broward County and periodically inform other DRCC staff of the implementation status.
• Serve as the County’s point of contact for individuals regarding the Individual Assistance registration process, providing information and guidance regarding available programs.
• Serve as the County Community Relations Coordinator and function as liaison with the Federal Emergency Management Agency /State Team
• Maintain coordination with the DRCC Human Services Coordinator regarding the availability of the Individuals and Households Programs, and facilitate, when needed, application by disaster victims to these programs.
• Inform the DRCC Commander when County involvement in the implementation of the Families and Households Grant Program could be deactivated and, upon instruction to do so, deactivate the position and notify the DRCC Public Information Officer of the action.
• Upon a decision to deactivate the DRCC, ensure that state and Federal representatives of the programs being implemented under the Individuals and Households Grant Program are aware of the schedule for doing so.

Debris Management Coordinator

Debris management following a major disaster will be coordinated through the Countywide Debris Management Plan. Under this plan, Broward County will establish a Debris Management Center (DMC) as a separate facility from the EOC due to the anticipated size and complexity of the debris management function. Both the DRCC and the DMC are likely to remain activated following the deactivation of the Broward County EOC. Due to the separate, but interrelated characteristics of debris management and other disaster recovery operations, the role of the Debris Management Coordinator, functioning from the DRCC, is to ensure that adequate coordination exists between the two facilities and functions. To accomplish this, the Debris Management Coordinator will complete the following actions:

• Maintain coordination with all debris management stakeholders active in the County, including municipalities, the Florida Department of Transportation, the South Florida Water Management District, Special Districts, and other County agencies.
• Establish and maintain coordination and liaison between the DRCC and the Broward County Debris Management Center (DMC).
• Inform other Coordinators within the DRCC of progress in debris removal.
• Provide up-to-date information to the DRCC Public Information Officer of progress in debris removal, special instructions for the public, and similar types of public information necessary for effective management of the debris program.
• Assist the Public Assistance Coordinator with coordination of debris management operations to ensure access to critical facilities and to support implementation of emergency protective measures at these locations.
• Coordinate with the Public Assistance Coordinator for processing documents necessary for reimbursement of Category A expenditures.
• Monitor debris operations implemented under the Federal Highway Administration and the Natural Resources Conservation Service programs.
• Take such other actions as necessary to effectively coordinate debris management operations with other disaster recovery actions by the County.
• Ensure the effective coordination of the deactivation of the DMC and the DRCC to prevent disruption to the function of either and to maintain effective documentation and completion of all debris management operations.

Human Services Coordinator

• Review documentation available from the Human Services Section of the County EOC organization to determine the status of operations completed or underway at the point of EOC deactivation; As indicated, continue operations to completion, such as the continuing and/or deactivation of Points of Distribution (PODs) for disaster relief materials.
• Document the scope and location of the remaining human services needs for the County’s disaster victims, e.g., emergency housing or counseling services, etc., and develop and implement an overall plan to address these needs; Review this plan with the County Disaster Recovery Director for approval.
• Establish contact with the State EOC and/or the JFO to identify state and Federal human services programs to be implemented in Broward County; Take the following actions to support effective implementation within the County of the state and Federal programs including:
  o If applicable to Broward County, support and coordinate with the DRCC’s Individual Assistance Coordinator in the implementation of the Individuals and Households Grant Programs;
  o Ensure County representation and/or staffing of DRCs to facilitate access of disaster victims to needed human services programs, assist the Individual Assistance Coordinator as required;
  o Work with the DRCC Public Information Officer to develop and implement, in coordination with state and Federal staff, a community outreach program regarding the human services available for disaster victims; Designate County staff to serve as coordinators and points of contact for the outreach program;
  o If indicated by the number of displaced disaster victims, implement a program to provide temporary, emergency housing through actions included in the Disaster Housing Plan (in development) and including but not limited to:
- Determine or estimate the number and location(s) of displaced individuals and families requiring temporary housing; Request affected municipalities to designate a point of contact or coordinator for management of temporary housing within that jurisdiction.
- Identify and document available housing units, e.g., apartments, hotels, cruise ships, etc., remaining operational or that could be made available in the Broward County and, if necessary, in adjacent counties; Liaison with municipal coordinators regarding available housing within their jurisdiction.
- Establish and publicize a method for individuals needing temporary housing to register with the Human Services Section of the DRCC or state and Federal agencies, as applicable; Coordinate with other organizations, state and Federal agencies to identify individuals and families in need of temporary housing.
- If the County is leading the temporary housing program, assign DRCC Human Services staff members the names of individuals and families identified as needing temporary housing to assist them in relocating to available housing.
- Coordinate with state and Federal agencies, e.g., FEMA, HUD, etc., as well as with volunteer organizations, e.g., Red Cross, Habitat for Humanity, etc., regarding their plans to implement temporary housing programs in or near the County; As applicable, determine the locations and schedules for program implementation, as well as requirements for eligibility and methods to access the programs; Advise the DRCC Public Information Officer accordingly.
- Consult with municipal coordinators and the applicable public works agencies to help secure locations for placement and installation of temporary housing facilities.
- Provide assistance and technical support to municipalities to address and resolve political or public controversy, economic and security concerns, codes and zoning issues interfering with implementation of the temporary housing program.
- Establish a program to monitor the continuing need for temporary housing and the return to available housing units to the market; Provide services to relocate individuals and families to permanent housing.
- Support coordination through other County agencies, as indicated, to provide services to dismantle and remove temporary housing locations and to return the sites to pre-incident condition, as feasible.

- Ultimate lead responsibility for coordinating volunteer agencies to assist in the fulfilling of countywide unmet needs after a disaster is placed with the Human Services Coordinator. This function is supported in coordination with the Broward County Long-Term Recovery Coalition as applicable for disaster victims, including but not limited to the following actions:
o Define and document the significant needs of disaster victims that are not being met through established local, state or Federal disaster relief programs
o Establish a point of contact, e.g., a “Community Hotline,” or Broward 2-1-1 to receive requests for unmet needs from disaster victims; Provide access to assistance through available local, state or Federal programs.

o Review available local, state and Federal programs not normally used for disaster relief to determine if services and assistance could be made available; Take actions to initiate such programs as indicated in the disaster areas.

o Provide coordination of volunteer and community based groups to assist in meeting the unmet needs of disaster victims by:
  ▪ Actively soliciting volunteer groups or private donors to implement or fund programs to meet the identified unmet needs; Provide assistance and coordination to support such programs.
  ▪ Identify volunteer groups functioning in the impacted areas and monitor activities; Provide coordination to minimize gaps or duplication in services for disaster victims.

o If indicated, through the DRCC Public Information Officer, implement public information programs regarding fraudulent or illegal activities known to be occurring in the disaster area and/or take such other actions through County and municipal agencies to otherwise protect disaster victims from illegal activity.

o Take other such actions as necessary to address identified unmet needs of disaster victims.

- Coordinate with municipalities on unmet needs.
- Coordinate with and serve as a director of the long-term recovery coalition.

- If indicated by the characteristics of the incident and its impacts, plan and implement programs, in coordination with state and Federal authorities as appropriate, for continuing protection of public health, safety and welfare, including but not necessarily limited to:
  o Facilitating efforts to re-establish adequate availability of and access to, critical community services, including health care facilities, pharmacies, mass transit, restaurants, grocery stores and day care centers;
  o Continuing implementation of public health programs for disease control;
  o Coordinating the installation of temporary utilities, e.g., potable water supplies, in areas of need;
  o Securing and delivering mental health counseling services for disaster victims;
  o Implementing environmental monitoring and surveillance programs.

- If indicated, develop and implement a program to meet the post-disaster needs of County employees and their families, including such services as expedited access to:
  o Services for repair of damage to employees’ residences;
  o Damage inspection by insurance adjustors and claims settlement;
  o Temporary housing programs;
- Mental health counseling services;
- Child care services.
- Continue to monitor the status of recovery of affected neighborhoods and populations of disaster victims; Initiate and/or terminate disaster relief programs as necessary.
- When the need for post-disaster human services begins to return to pre-incident levels, and services can be provided through normally available County programs and staffing, advise the County Disaster Recovery Director.
- Upon authorization to deactivate the Human Services function, complete the following:
  - Notify applicable agencies and organizations of the intent to deactivate operations at the DRCC and return to normal human services operations;
  - With the DRCC Public Information Officer, issue media releases explaining the deactivation of the Human Services function at the DRCC and methods to access normally available human services assistance;
  - Confirm the completeness of all documentation at the DRCC regarding implementation of the Human Services function;
  - Transfer complete documentation to BEMD for archiving.

**Resumption of Local Government Operations**

Resumption of local government operations is the foundation of short- and long-term recovery. Depending on the extent of damage after a disaster, governmental agencies may be forced to operate from widely scattered, makeshift locations with little or no notice, inadequate communications, shortages of supplies, staff and other limitations. Communications amongst agencies will be difficult; day-to-day interdepartmental processes will most likely be impeded; and the public may become frustrated and disoriented due to the lack of access to normal governmental services. Provisions for issues such as emergency relocation of government agencies and the reconstruction of public facilities should be addressed in local government plans.

**Damage Assessment**

Damage assessment is primarily a short-term recovery function that begins during the response phase and is the basis for determining the type and amount of State and/or Federal financial assistance that will be available to facilitate long-term recovery. A comprehensive damage assessment database is compiled as part of the long-term recovery process to support documentation of the event and to help in setting rebuilding, recovery and redevelopment project priorities. The Damage Assessment SOP describes the coordination of the 31 municipal stakeholders and overall coordination in compiling the various damage assessments that are necessary after a disaster. This SOP is attached as Appendix B.
Unmet Needs

After a disaster it may be necessary to establish temporary centers to provide recovery and essential services to impacted survivors of the disaster. If the event exceeds the human services resources of Broward County, but a Presidential Disaster has yet to be declared, the county can request the establishment of an ESC (Essential Services Center) from the Division of Emergency Management. The establishment of the ESC and/or the DRC (Disaster Recovery Center) which is available from FEMA in Presidentially declared events is discussed in the sections below. Experience has demonstrated that rapid establishment of a focused recovery point of service that is in convenient proximity to disaster survivors will quicken the recovery process and help to retain the impacted within the community. Broward County recognizes this connection between early/rapid deployment of the ESC/DRC and successful disaster recovery. Opening of a ESC before or even without the support of the state should be considered when need appears to exist in the community. The Human Services Coordinator is responsible for making this suggestion and reviewing pertinent data demonstrating unmet needs. The Human Services Coordinator serves as a director of the Long Term Recovery Coalition which coordinates volunteer agencies and prepares strategies to meet unmet needs of the community after a disaster. If the Long Term Recovery Coalition is unable to carry out this requirement then the Human Services Coordinator in consultation with the Individual Assistance Coordinator will establish priorities for volunteer agencies to follow to serve the unmet needs of the community.

Essential Service Center Operations

Essential Services Centers (ESC) are temporary, mass care emergency locations where impacted survivors of disasters can go for limited essential services and information within 24 to 96 hours following a disaster. ESCs are considered a joint operation between county, non-governmental organizations and the state. The primary responsibility for an ESC lies with the state, but each level of government has a role. This section identifies those limited circumstances where ESCs will be used to expedite the response and recovery process.

The goal of this section is to describe those circumstances when an ESC may be needed. This would come in the form of securing resources that may not be readily available to an impacted Broward County. In most likelihood, this would involve identifying those agencies (private and public) and resources available to support operations for a short period of time. The primary responsible party in Broward County to organize and request the establishment of an ESC is the Human Services Branch Director. To request state participation in the operation of the ESC the Human Services Branch Director will request the Mission Tracking Unit enter a detailed request into EM Constellation. The Broward County Department of Human Services is the primary local agency to support the ESC operation. The primary private nonprofit agency to assist in the operation of an ESC is the Broward County United Way with support of the Broward Chapter of the American Red Cross.
State Role
When the State Division of Emergency Management agrees to accept the Broward County request to establish an ESC and depending on the scale of the disaster its roles can be as follows:

1. The Division of Emergency Management’s Bureau of Recovery will be responsible for managing all ESC operations. The Deputy SERT Chief will coordinate with other state agencies to determine survivor needs. ESC will be established at sites identified by the county emergency manager director and the Deputy SERT Chief.
2. The Department of Children and Families will provide personnel to provide information related to food stamp replacement and crisis counseling.
3. The Agency for Workforce Innovation will provide job placement and training referrals.
4. The Department of Elder Affairs will provide case managers to connect elderly to appropriate assistance.
5. The Department of Veterans Affairs will provide case managers to provide information on benefits, pensions, insurance settlements and VA mortgages.
6. The Division of Emergency Management, Bureau of Mitigation will provide information on the National Flood Insurance Program to mitigate against future losses. The Division’s Bureau of Recovery will conduct a State Housing Survey to identify present housing needs in the affected area.
7. The Department of Highway Safety and Motor Vehicles will establish mobile facilities to provide replacement drivers licenses, identification cards, motor vehicle tag services, voter registration, organ donation designation and emergency contact registration.
8. The Department of Agriculture will provide information about loan programs to assist eligible farmers, ranchers, and aquaculture operators in returning their operation to a financially sound basis in the aftermath of a disaster.
9. The Department of Financial Services will provide information about federal and state assistance programs, including insurance awareness.

Broward County and Local Agencies Roles
Depending on the extent and type of disaster, local roles can be as follows:

1. Broward County will provide or locate site or sites for the ESC and basic resources as noted below in the DRC/ESC Resource List
2. The Broward PIO will provide information related to restoration of services as assembled from the local utilities.
3. The Broward Permitting, Licensing & Consumer Protection Division will provide information related to building and remodeling projects when permits are necessary
4. Local Community Emergency Response Teams will provide support in education for survivors on disaster preparedness within the impacted community
5. Long Term Recovery will provide assistance with intake and unmet need identification
6. Faith Based Organizations may provide vouchers for clothing, referrals and household items.
7. The American Red Cross may provide feeding and hydration, flood cleanup materials and gathering information on specific needs of the impacted community
8. The Salvation Army may provide food, water, sheltering, clothing, and assistance in replacement of household necessities
9. The United Way may provide staff and coordinate the Long Term Recovery Coalition assistance.
10. The County Department of Health will provide health safety information and water test kits

ESC Facilities
To every extent possible, fixed facilities such as community centers, union halls, lodges, gymnasiums, church community centers or other sites will be used. Proposed sites are typically located at well-known, easily recognized facilities that are in close proximity to the affected area.
Where no fixed facilities of adequate size or capability are available, then expedient field facilities will be developed based on pre-scripted packages under the ESC Plan to include large climate controlled tents, emergency power and lighting, folding tables and chairs, field IT network support to include wired or satellite services, and telephone service.
To ensure that a clear understanding for the use of the facility exist between the County or State and the facility owner and managers, direct and timely communication and coordination is critical. A Memorandum of Understanding (MOU), Premise Use Agreement or other appropriate document arranging for the use of the facility will be coordinated between the ESC Coordinator and the property owner or authorized agency. Every effort possible will be made to make sure that facilities will meet ADA and Florida accessibility requirements.

ESC Services
At a minimum, there will be:

A. Bulk distribution of emergency supplies based on verified emergency needs.
B. Food and water.
C. Temporary sanitation facilities.
D. Public information regarding the availability of state, local, volunteer, non-governmental organizations and faith based programs.
E. Telecommunications for the management of the facility (telephone and data).
F. Tables and chairs.
G. Generators.
**Reporting Requirements**
The Essential Service Center Coordinate will be responsible for filing a report with the SERT by 3:30 p.m. each day on the following:

A. Number of survivors served by the facility each day.
B. Amount of food and water (and any other items) distributed, including meals.
C. Type of services or information provided at the facility.
D. Changes in contact information (telephone numbers) at the facility.
E. Unmet emergency needs identified.

**Disaster Recovery Center (DRC) Operations**
Disaster Recovery Centers (DRCs) are utilized to facilitate the dissemination of the various types of FEMA disaster assistance, as well as qualification criteria to the impacted communities. Disaster Recovery Centers (DRCs) are established by the State of Florida as a joint effort by the State, Broward County, and FEMA. These sites are focused on providing disaster survivors with a convenient means of obtaining recovery assistance information from all levels of government. The DRCs are established in the days following a Presidential Disaster Declaration and remains operational until the informational needs of the disaster survivors are met. Functions of the DRC are similar to the ESC described in the prior section except for a larger scale of operation and participation of FEMA.

The BERT (Broward Emergency Response Team) Human Services Branch Director is the initial point of contact and coordinator for establishment of DRCs in Broward County. As the Recovery Organization is activated, the Human Services Coordinator of the Operations Section leads and supports the activation of the DRC. A number of support agencies besides the FEMA, SBA and State staff will also assist disaster survivors at the DRC including the Broward County Human Services Department, the American Red Cross, the Salvation Army, United Way, Volunteer Broward, The Long Term Recovery Coalition and insurance companies may also co-locate in the DRC in order to provide pertinent local information such as local relief programs, permitting locations, insurance information, mitigation information, and referrals.

Based on the results of the Rapid Impact Assessment (RIA) and other available information such as the Broward Home Damage Assessment Program and other less formal sources of damage and unmet needs information the Human Services Branch Director will recommend to the Operations Section Chief and Unified Command the need to request State and FEMA assistance to operate DRCs in the impacted area. This request, when authorized by Unified Command, will be submitted to the state through EM Constellation.

The Human Services Branch Director or his/her designee will be responsible for coordination with the State, pre- and post- event on establishment of a disaster recovery center. The Human Services Branch Director or his/her designee is the primary point of contact for establishment.
of the DRCs. The Planning Section, Technical Services Branch, GIS Unit, is available to provide the Human Services Branch Director assistance and analysis of geographic data to create short lists of potential sites for additional DRC’s.

Broward County Emergency Management has pre-identified a list of potential DRC locations, both established and mobile throughout the county for potential use as a DRC. These facilities were selected with priority consideration going to public buildings to reduce the operational expenses of the DRC. In addition, close proximity to population centers was factored into the selection during the pre-identification process. If an incident occurs, that renders the pre-identified locations unsuitable, the Human Services Branch Director will facilitate the identification of alternate publicly owned facilities, or potential lease situations with private entities as a last resort.

The Broward County Public Works Department, The Procurement Unit, Infrastructure Branch Director, and ESF #3 Public Works may all have supportive roles in the establishment and ongoing support of the Disaster Recovery Center. ESF #3 Public Works may be utilized to clear access to the facility, the Procurement Unit may assist with contracts or purchases or supplies. ESF #2 Communications will assist in provisions needed for communications and electronic data maintenance.

Broward County through the Human Services Branch Director, will coordinate with the State DRC Manager for the provision of the facility, basic furniture, maintenance, and janitorial services. Electronic and technological equipment will be the responsibility of the user. The Human Services Branch Director will maintain regularly updated contact lists to contact the local staff resources that assist with the establishment and operation of DRCs using email, cell phone and Code Red alerts as necessary. This contact will provide details of work assignments and schedules.

Vehicles in the Broward County Fleet Services Division fleet may be used to support staff operations for the Disaster Recovery Center. If transportation resources are needed for citizens ESF #1 Transportation will provide buses for citizen’s transports.

Requests for additional state participation related to the establishment of a Disaster Recovery Center will be submitted to the State of Florida via the EM Constellation system by the Mission Tracking Unit, when authorized by the Human Services Branch Director.

The Human Services Branch Director is responsible for support of the Disaster Recovery Centers established and is also a primary point of contact. The Human Services Branch Director will make contact with the multiple non-profit agencies that support the DRC and advise of its activation information. Coordination will also be maintained with ESF #14 Public Information, to provide accurate and consistent information regarding DRTC locations and schedules for public use.
Once a Presidential Declaration is issued, the State and FEMA will establish Disaster Recovery Centers (DRC) in Broward County. The purpose of these Disaster Recovery Centers is to provide the public access to apply for federal assistance, as well as to provide locally available assistance. The centers will provide residents and businesses with information on available programs and assist applicants with completion of the necessary forms and documentation. Residents and businesses should be instructed to bring essential documents including, but not limited to the following:

- Drivers License or Valid Proof Of Identity
- Deed/Mortgage or Other Proof Of Property Ownership
- Insurance Papers Including Flood Insurance
- Employer and Income Information\n- Utility Bills

FEMA has Tele-registration capabilities that enable applicants to access information and apply for assistance over the telephone. Tele-registration speeds up the Federal response time and standardizes information. When such capability exists, establishment of DRC’s may be limited.

The Joint Information System, Lead PIO will ensure that public announcements and advisories will be made to inform residents and businesses of appropriate documentation and other information needed to seek assistance. Locations and contact information for Disaster Recovery Centers will be released often. Other means may be used to publicize information about Disaster Recovery Centers, such as mobile electronic messaging, flyers posted in public buildings, etc.

The State may establish a Regional Disaster Recovery Center outside of the disaster area to coordinate and distribute supplies and equipment from other jurisdictions, States and private sources. Regional Disaster Recovery Centers will be under the control of and operated by the SEOC.

**Equipment and Resources Necessary for DRCs and ESCs**

The Broward County Human Services Department, under the supervision of the Recovery Manager, will be responsible for ensuring all equipment and resources necessary for DRC & ESC establishment and operation are available when needed. Vehicles used for assessment teams will include county government vehicles, municipal vehicles, and personal vehicles, as required. DRC usage and unmet needs data is compiled and stored on the county data network.

The following equipment is provided by the Human Services Department and used for DRC and ESC planning, establishment and operations: Office Supplies, maps, GPS, laptop computers, and camera equipment. Other resources may be requested from the Logistics Section on an as needed basis. (See Figure 1 Below) updated January 13, 2011.
### Figure 1 - DRC and ESC Resource List

<table>
<thead>
<tr>
<th>Resource</th>
<th>EOC Unit</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicles (Standard)</td>
<td>ESF #1</td>
<td>Fleet Services</td>
</tr>
<tr>
<td>Vehicles (Specialized)</td>
<td>ESF #1</td>
<td>Fleet Services</td>
</tr>
<tr>
<td>25 tables</td>
<td>EDC Unit</td>
<td>County warehouse</td>
</tr>
<tr>
<td>100 chairs</td>
<td>EDC Unit</td>
<td>County warehouse</td>
</tr>
<tr>
<td>6 phone lines</td>
<td>ESF #2</td>
<td>EOC</td>
</tr>
<tr>
<td>1 data line</td>
<td>ESF #2</td>
<td>EOC</td>
</tr>
<tr>
<td>Trash cans/liners</td>
<td>EDC Unit</td>
<td>County warehouse</td>
</tr>
<tr>
<td>Copier/paper</td>
<td>EDC Unit</td>
<td>County warehouse</td>
</tr>
<tr>
<td>Fax/scanner</td>
<td>EDC Unit</td>
<td>County warehouse</td>
</tr>
<tr>
<td>25 power strips &amp; 15 extension</td>
<td>EDC Unit</td>
<td>County warehouse</td>
</tr>
<tr>
<td>Variable Message Board</td>
<td>EDC Unit</td>
<td>County warehouse</td>
</tr>
<tr>
<td>25 Barricades &amp; Traffic Cones</td>
<td>ESF #3</td>
<td>Traffic Engineering</td>
</tr>
<tr>
<td>First aid kit</td>
<td>EDC Unit</td>
<td>County warehouse</td>
</tr>
<tr>
<td>Tool kit</td>
<td>EDC Unit</td>
<td>County warehouse</td>
</tr>
<tr>
<td>Maps (Street)</td>
<td>Recovery Unit</td>
<td>Go-Kit/EOC</td>
</tr>
<tr>
<td>Maps (Flood Insurance Rate Maps), Surge Atlas</td>
<td>Recovery Unit</td>
<td>Go-Kit/EOC</td>
</tr>
<tr>
<td>Maps GIS</td>
<td>Recovery Unit</td>
<td>Go-Kit/EOC</td>
</tr>
<tr>
<td>GPS</td>
<td>Recovery Unit</td>
<td>Go-Kit/EOC</td>
</tr>
<tr>
<td>Cell Phones</td>
<td>Recovery Unit</td>
<td>Go-Kit/EOC</td>
</tr>
<tr>
<td>Satellite Phones</td>
<td>Recovery Unit</td>
<td>EOC (Cache)</td>
</tr>
<tr>
<td>Radios</td>
<td>ESF #2</td>
<td>EOC (Cache)</td>
</tr>
<tr>
<td>Clipboards</td>
<td>Recovery Unit</td>
<td>EOC</td>
</tr>
<tr>
<td>Office Supplies</td>
<td>Recovery Unit</td>
<td>EOC</td>
</tr>
<tr>
<td>Laptop Computers</td>
<td>ESF #2</td>
<td>EOC</td>
</tr>
<tr>
<td>Flashlights</td>
<td>Recovery Unit</td>
<td>Go-Kit/EOC</td>
</tr>
<tr>
<td>Forms</td>
<td>Recovery Unit</td>
<td>Go-Kit/EOC</td>
</tr>
</tbody>
</table>
Community Relations

FEMA/State Community Relations Teams are deployed to disseminate information and collect data to assist disaster affected communities and individuals in receiving the assistance to which they are entitled. The primary functions of these teams are to identify and report unmet human needs and to inform disaster victims of the disaster assistance programs and the tele-registration process. The Individual Assistance Coordinator will coordinate with and support the efforts of the FEMA/State Community Relations Programs.

Community Relations Coordinator

The Individual Assistance Coordinator will function as the Community Relations Coordinator and will serve as a liaison between Broward County and the FEMA/State Community Relations Teams.

In this capacity, the Individual Assistance Coordinator will receive information about the activities of the teams, provide suggestions as applicable, and support the mission of the community relations program by relaying information to the Public Information Officer (ESF 14) for distribution in situation reports and press releases, as requested by the Community Relations Teams. The Coordinator will also maintain a list of key community leaders to be contacted after an emergency regarding community needs. This list is reviewed and updated by the Recovery/Mitigation Program Coordinator (in coordination with the Human Services Branch Director and Long Term Recovery Coalition) annually prior to the start of hurricane season.

Priorities

The criteria for determining the priorities within Broward County for Community Relations Action will be based on:
1) Most Impacted areas
2) Most geographically isolated
3) Vulnerable populations (special need, low-income, elderly, transportation disadvantaged, cultural barriers, etc.)

Community Needs Partners

Broward County has various non profit partner agencies that play key roles in providing assistance with identifying and meeting community needs.

- American Red Cross
- United Way
- Salvation Army
- Volunteer Broward
- Long Term Recovery Coalition
Vulnerable Population/Special Needs
Broward County has a significant population of elderly and disabled. The county maintains Vulnerable Population and Special Medical Needs registries to help identify those that might suffer greater needs as a result of a disaster that might temporarily eliminate electricity, public bus service, and other public utilities. This database will be used to help the Community Relations Teams establish service areas to provide service and information and make sure assistance is made known to the population in these areas.

Broward County currently has approximately 3,000 Community Emergency Response Team (CERT) members, within 20 separate municipal programs. These teams will be requested to assist in providing information to neighborhoods and identifying unmet needs and joining community response teams.

In the event of an incident in which a Disaster Recovery Center is not established or the incident is localized, Essential Service Center as noted in the section above will be designated for citizens to get information and reunite with family members.

Municipalities
The 31 municipalities in Broward coordinate identified unmet needs within their jurisdictions with the LTRC (Long Term Recovery Coalition).

Maps and Information Distribution
Broward County maintains a cache of local maps that will be made available to the Community Relations teams along with customized maps that are produced as needed by the GIS Unit. AAA may be an additional source for local maps.

Handouts pertaining to locally available services and agencies that can provide assistance are updated and made available through the Broward County Human Services Department.

The Individual Assistance Coordinator is responsible to:

- Serve as liaison between Broward County and County residents pertaining to disaster unmet needs;
- Serve as liaison to the State and FEMA and any other agencies providing Individual Assistance;
- Assist in relaying resident’s concerns to assisting agencies;
- Provide and coordinate information needed for the public relating to individual disaster assistance with the County PIO (ESF 14);
- Maintain contact and current information for services available.
**Unmet Needs Coordination**

The Broward County Long Term Recovery Coalition (LTRC) coordinates the private nonprofit, faith based and government agencies that respond to unmet needs. The LTRC is managed by 9 Directors who are representatives of County, municipal, private non profits and the United Way of Broward County. The United Way of Broward County provides administrative support and financial control (United Way processes funds donated to the LTRC).

The Long-Term Recovery Coalition:

- Coordinates with County PNPs to maintain a list of combined clients.
- Maintain contact list of all Long-Term Recovery Coalition stakeholders.
- Collect information regarding unmet needs.
- Distribute donated funds and resources.
- Coordinates with and support the Human Services and Individual Assistance Coordinators.

The organizations that will support the coordination and fulfillment of community unmet needs after a disaster includes the members of the LTRC. A list of supporting agencies is attached as Appendix H Long-Term Recovery Coalition Member Agencies, page 97-98.
Chapter 6-After Action Reporting, Plan Maintenance, Training, and Exercises

CRP Activations

Following the activation of the Recovery Unit, a debriefing will be conducted by Emergency Management within two weeks of demobilization to determine the successes of the CRP and identify areas for continued collaboration and improvement. The Recovery Manager will collect comments from participants in the incident to compile feedback on the actions that occurred and ensure that after action meetings are conducted. Problems and potential solutions will be identified and assigned to a responsible party for implementation.

An After Action Report (AAR) should be developed to include the findings of the after action meeting and critique as well as the overall event and actions that occurred and a corrective action plan. The AAR shall be consistent with Homeland Security Exercise and Evaluation Program (HSEEP) standards.

Training

Training and exercising are critical to ensure the personnel assigned to the Recovery Unit as well as the entire BERT are prepared to carry out the responsibilities and procedures described in this CRP. Broward Emergency Management Division (EMD) sponsors a comprehensive training and exercises program for BERT and Municipal EOC representatives as well as all County Public Safety personnel.

Federal mandate requires both ICS and NIMS training for emergency response/management job disciplines as specified in the 2007 federal training guidelines. Because of staff attrition and turnover in all Broward County organizations, it is anticipated that there will be an indefinite need for ICS/NIMS training for all personnel assigned to the EOC and supporting agencies. In addition to the classroom based ICS training, there are other courses that are mandated/recommended for certain emergency response/management personnel. EMD coordinates and implements this ongoing training.

Exercise

In addition to classroom training, a comprehensive exercise program is necessary to practice, evaluate, and improve the procedures outlined in this CRP. EMD will coordinate this exercise program which will include Table Top, Functional and Full Scale exercises of the plans and procedures conducted in the EOC during activations. The Recovery Unit will conduct table top and/or functional exercises at least once per year. A full scale activation exercise of the EOC will be scheduled periodically at the discretion of the Emergency Management Director. All exercises shall include practice of planning section procedures, particularly those of the CRP
and Recovery Unit and implementation of the planning cycle as defined in the Planning Section SOP. Refer to the EMD Multi-Year Comprehensive Training and Exercise Plan for further details.
CRP Appendices

- Public Assistance Functional Annex (Appendix A)(by reference)
- Damage Assessment SOP (Appendix B)(under development)
- Countywide Disaster Debris Management Plan (Appendix C)(by reference)
- Post Disaster Housing Plan (Appendix D)(by reference)
- Continuity of Operations Plan (COOP) (Appendix E)(by reference)
- LTRSF-Long-Term Recovery and Redevelopment Strategic Framework (under development)
- Local Mitigation Strategy by reference only, and, Mitigation Operations Annex(Appendix G)
- LTRC member agencies (Appendix H)
Mitigation Annex Appendix G

Section 1: Introduction

Hazard Mitigation is any action taken to permanently reduce or eliminate long-term risk to people and their property from the effects of hazards. Some examples of hazard mitigation include land use planning techniques that limit infrastructure in high hazard areas and programs for retrofitting existing structures to meet new building codes and standards. Ideally, a community can minimize the effects of future hazards through a mix of code enforcement, planning, and responsible development. Every community is exposed to some level of risk from hazards. Hurricanes, tornadoes, floods, hazardous material spills and fires are some of the hazards experienced by Broward County.

Section 2: General

Hazards have real costs to businesses and residents. Businesses in high hazard areas can suffer when damaged or isolated by storms. Residents who build in flood prone areas are subject to evacuation, damage to their homes, lower home values and higher insurance premiums. Critical facilities such as hospitals and major government buildings should not be placed in high hazard areas because the functions of those facilities are security sensitive.

Costs to Local Government

Community Infrastructure such as roads, drainage structure, sewer lines, electric lines, and telephone lines that are built in high hazard areas are subject to frequent damage and extremely costly to repair. Currently, all Broward County communities currently participate in the National Flood Insurance Program. If any community allows development in the floodplain without proper elevation and construction techniques, the federal government can withdraw the community’s access to federal flood insurance for both public and private structures. Furthermore, a community is responsible for as much as 12.5 percent of their public cost of a federally declared disaster and 100 percent of any damage from smaller events that are not declared disasters. These costs can be put a significant strain on local government budget.

Lead Agency for Pre-Disaster and Post-Disaster Mitigation Operations

The Broward County Emergency Management Division (BEMD) is the lead agency for all mitigation activities in the county. The Recovery Manager in the BEMD has the responsibility
for directing all pre and post disaster mitigation activities in Broward County and for coordinating mitigation activities countywide.

Support Agencies for Pre/Post Disaster Operations
The BEMD is responsible for coordinating mitigation planning with operational assistance from support agencies Lead and support agencies for mitigation activities are found below:

- **Broward Emergency Management Division** - overall coordination of damage assessment and mitigation assessment teams; eligibility of public and private damage and overall coordination of damage assessment teams. This coordination includes the Initial notification of these team members by ESF #5 (Information and Planning).

- **County and Municipal Public Works Departments** - damage to water and flood control facilities, water and wastewater systems and damage to utilities and public facilities; damage to water systems and water control facilities; damage to public facilities; damage to roads and bridges;

- **Environmental Protection & Growth Management Department** - Damage/erosion to coastal areas and beaches;

- **Risk Management Division** – Identify mitigation opportunities for county owned facilities.

- **American Red Cross** - Damage to homes and businesses and identification of immediate needs of disaster victims.

Section 3: Pre-Disaster Operations

Pre-Disaster Operations
Pre-disaster mitigation activities are the responsibility of the Broward Emergency Management Division. Coordination of pre-disaster mitigation activities is achieved through the Local Mitigation Strategy (LMS) process. The LMS Working Group identifies the hazards to which Broward County is vulnerable; offers a prioritized list of mitigation projects to take advantage of available funding; and links mitigation projects to take advantage of available funding; and links mitigation projects to these sources of funding.

The Broward County Emergency Management Division is responsible for maintaining the Broward County LMS. The LMS project list will be updated at least annually, after each major disaster, or on an as-needed basis. Participation by local municipalities and agencies will be coordinated by the LMS coordinator.

Emergency Management Organization System used during Emergencies
The county operates under the Incident Command System (ICS) during emergency operations. This system is especially effective for managing response/recovery operations that involve multiple agencies each working on different, though inter-relates tasks. The organization system employed during mitigation activities is streamlined in large part because the Planning
and redevelopment Division has the primary responsibility for post-disaster damage assessment.

**Coordination of Mitigation Activates with Municipalities and the State**

The LMS Coordinator will be responsible for coordinating mitigation activities with LMS stakeholders. The LMS chair or Coordinator will coordinate on an as-needed basis with the Bureau of Recovery and Mitigation at the Florida Division of Emergency Management.

**Mitigation MOU’s, Mutual Aid Agreements and/or Inter-Local Agreements**

The Broward Emergency Management Division does not have any formal agreements with agencies to assist in post-disaster mitigation activities. Local agencies within Broward County have historically worked together as needed in the aftermath of disasters.

**Local Government Status in the National Flood Insurance Program (NFIP)**

Broward County (unincorporated) and all its municipalities participate in the National Flood Insurance Program (NFIP). Broward County and 23 of 31 communities currently participate in the Community rating System (CRS), which helps to lower flood insurance rates for policyholders.

**Process for Identifying Mitigation Opportunities**

The Broward Emergency Management Division is the lead agency in post-disaster mitigation, while the Planning and Redevelopment Division is the lead agency for damage assessment. The two agencies work closely together in the post disaster environment to gather the most accurate information on sustained damages. From this information, vulnerabilities resulting from the disaster are assessed and mitigation opportunities identified. Mitigation opportunities are then matched with the prioritized list of mitigation initiatives and funding sources in the LMS. The LMS serves as the overall guide on pre-identified mitigation initiatives.

The Mitigation Group, under the Recovery Group, and the Emergency Management Division is pre-planning during the event phase. Based upon the actual event that occurs, the Mitigation Group will develop a checklist of things for the assessment teams to look closely at for possible 406 mitigation opportunities. The Group will also use the information gathered by the teams for assessing mitigation opportunities, as well as for updating the Hazard Identification and Vulnerability Assessment Chapter and the prioritized mitigation initiatives in the LMS Plan. Individual damage assessments and public damage assessments during post-disaster recovery operations provide the starting point for identifying various opportunities for mitigation. Damage assessment for individuals and businesses is conducted by the American Red Cross and other local agencies. Public Damage assessments are coordinated by the Recovery Unit and performed by municipal and county Public Works agencies and by the Home Damage Assessment Program.

**Process to Manage Mitigation Assistance Funds**

The Broward County LMS Coordinator from the Emergency Management Division (BEMD) will be responsible for coordinating all applications for pre and post disaster mitigation project funding. All proposed mitigation projects submitted to the State/FEMA must be coordinated and
approved by BEMD and included on the Broward County mitigation prioritization project list.

When the State publishes the Memorandum of Funding Availability opening the application period for new disaster HMGP funds, the LMS Executive Committee and BEMD will coordinate the submission of the member projects based on the approved prioritized project list. Upon approval by the State, the owning member of the funded project will be responsible for completing the Funding Agreement with the State, providing the required match of funds, and completing all other grant reporting and management requirements.

Typically the Hazard Mitigation Grant Program (HMGP) money allocation consists of 15% of the Federal funds spent on the public and individual assistance programs for the disaster. FEMA will provide the state with the allocation amount for each impacted community.

The Hazard Mitigation Grant Program differs from the mitigation projects funded under the Public Assistance Program. Public Assistance funds allow an existing damaged facility to incorporate mitigation measures during repairs, only if the measures are cost-effective or required by code. Public Assistance funds mitigation only for public facilities damaged by the disaster.

The state will also send a notice of funding for the following grant programs annually:

- Hazard Mitigation Grant Program (HMGP)
- Flood Mitigation Assistance (FMA)
- Pre-Disaster Mitigation (PDM)
- Repetitive Flood Claims (RFC)
- Severe Repetitive Loss (SRL)
- Emergency Management and Preparedness Trust Fund (EMPA)
- Florida Communities Trust
- Community Development Block Grant (CDBG) Program,
  *NOTE: This program is managed by Broward County Environmental Protection and Growth Management Department*
- Other funding to support mitigation activities

**Section 4: Post-Disaster Operations**

**Planning Assumptions**
The Mitigation Group relies heavily on the information obtained from the damage assessment activities during recovery operations to identify specific mitigation priorities following a disaster. The prioritized list from the county’s LMS also serves as a basis for potential mitigation opportunities after a disaster.

County, as well as municipal agencies, will participate in post-disaster mitigation functions with the Mitigation Group coordinating the specific functions for each agency. Some municipalities do not have fully staffed building departments. Therefore, they rely on Broward County for all post-disaster mitigation assessment needs for buildings and infrastructure.

**Preliminary Damage, Impact and Mitigation Assessment**
ESF #5 (Information and Planning) will organize preliminary damage and impact assessment teams and preparations will be made to get the teams into the affected area(s) as quickly as
possible. Additionally, ESF #5 will coordinate with FEMA for the deployment of Mitigation Assessment Teams, if needed. The missions of these teams are as follows:

- **Aerial Assessment Teams** - Mission requests for the Air National Guard, Civil Air Patrol, or Department of Defense (DOD) to perform aerial reconnaissance of the affected areas of the County will be submitted as soon as possible after hazard conditions have subsided.
- **Impact Assessment Teams** - will be deployed immediately into the affected area(s) to assess preliminary damage to critical Broward County governmental facilities and services, and to assess the immediate emergency needs of disaster victims.
- **Preliminary Damage Assessment (PDA) Teams** - PDA is a specific FEMA program to assess damages to homes, businesses, and public facilities for the purpose of validating and supporting a request for a Presidential disaster declaration. PDA teams will be deployed into the affected area(s) after or concurrently with the Impact Assessment Teams.
- **Mitigation Assessment Teams (MAT)** - Under the MAT Program, FEMA draws on the combined resources of a federal, state, local, and private sector partnership to assemble and quickly deploy teams of experts if warranted by the impact of the disaster. The teams conduct field investigations at disaster sites and work closely with local and state officials to develop mitigation recommendations. The recommendations address improvements in building design and construction, code development and enforcement, and mitigation activities that will lead to greater resistance to hazard events.

The number and composition of the teams will depend on the nature and extent of damage anticipated. As a general rule, each team will be comprised of representatives from FEMA, State, County, municipal, and other public sector agencies with a variety of expertise. The Mitigation Assessment Team may accompany the damage assessment team in the field to conduct a joint comprehensive assessment. The following agencies are likely to be assigned to damage, impact, and mitigation assessment teams, and their areas of expertise with respect to damage assessment, are identified below:

- **Emergency Management Division** - Overall coordination of damage assessment and mitigation assessment teams; eligibility of public and private damage and overall coordination of damage assessment teams. This coordination includes the Initial notification of these team members by ESF #5 (Information and Planning)
- **County and Municipal Public Works Departments** - Damage to water and flood control facilities, water and wastewater systems and damage to utilities and public facilities; damage to water systems and water control facilities; damage to public facilities; damage to roads and bridges.
- **Environmental Protection & Growth Management Department** - Damage/erosion to coastal areas and beaches.
- **Risk Management Division** – Identify mitigation opportunities for county owned facilities.
- **American Red Cross** - Damage to homes and businesses and identification of immediate needs of disaster victims.
Depending on the circumstances, it may be necessary to request assistance from the State in the form of mutual aid from governments and organizations outside the affected area(s) to participate on damage and impact assessment teams.

The Resource Management Branch, in coordination with the Planning Section and the Recovery Unit, will prepare all expedited travel authorization requests and advances for damage and impact assessment team members from other governments. Special accounts will be established to separate normal agency expenditures from disaster-related expenditures because of the ability to recoup these expenditures as eligible federal disaster related expenses.

**Execution and Coordination**

Once emergency conditions subside, rapid and thorough assessments must be conducted to identify the immediate emergency needs of disaster victims; to assess the overall damage to hospitals and residential health care facilities; to assess the overall damage to homeowners and businesses within those areas hit by the emergency; to assess the overall damage to critical public facilities and services; and to determine whether those damages are sufficient to warrant supplemental federal disaster assistance.

These assessments will take two forms. One will be an evaluation of the immediate human needs of the affected population and the other will be an assessment of the physical damage caused by the event to support requests for disaster assistance at the State and Federal level. The priority will be placed on the provisioning of immediate needs assessments. This process should also include the identification of projects eligible for mitigation funding. The Local Mitigation Strategy (LMS) Coordinator should ensure that mitigation opportunities are identified during the Public Assistance (PA) Project Worksheet (PW) development process.

The deployment of damage and needs assessment teams will be made in coordination with affected municipalities. Immediately after hazard conditions have subsided, the Director of the EMD or designee will designate the areas for immediate assessment based on the results of the Rapid Impact Assessments and/or aerial reconnaissance, and begin implementation of the deployment strategy for the designated damage and needs assessment teams.

**Lead Agency with Responsibility for Providing Mitigation Assessment**

The Emergency Management Division serves as the county’s primary liaison to the State and provides coordination and facilitation of mitigation assessment. Mitigation Assessment Teams may assist and identify potential mitigation sites/projects in impacted communities. The findings from the team(s) shall be reported to the EOC. An analyzed report shall be completed based upon the findings to meet prerequisite requirements for accessing grant funding. In addition, Mitigation Assessment reports shall include information regarding vulnerabilities and damage and will be provided to the LMS Executive Committee in order to reevaluate and update the LMS strategies and projects.

Federal Hazard Mitigation Grant Program (HMGP) funds and other funding sources may be become available to the declared disaster area. The Federal Emergency Management Agency (FEMA) may provide up to 75% of the costs of an approved mitigation project with the applicant being responsible for the additional costs.
Equipment and Resources Necessary for Mitigation Assessment

The Broward County Planning and Redevelopment Division, under the supervision of the Recovery Manager, will be responsible for ensuring all equipment and resources necessary for damage and mitigation assessment are available when needed. Vehicles used for assessment teams will include county government vehicles, municipal vehicles, and personal vehicles, as required. Damage assessment data is compiled and stored on the county data network.

The following equipment is provided by the Planning and Redevelopment Division and used for mitigation and damage assessment: Office Supplies, maps, GPS, laptop computers, and camera equipment. In addition, most municipalities have assigned vehicles, personnel and equipment for damage assessment. Other resources may be requested from the Logistics Section on an as needed basis. (See Figure 1 Below)

Figure 1 - Mitigation Assessment Team Resource List

<table>
<thead>
<tr>
<th>Resource</th>
<th>EOC Unit</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicles (Standard)</td>
<td>ESF #1</td>
<td>Fleet Services</td>
</tr>
<tr>
<td>Vehicles (Specialized)</td>
<td>ESF #1</td>
<td>Fleet Services</td>
</tr>
<tr>
<td>Maps (Street)</td>
<td>Recovery Unit</td>
<td>Go-Kit/EOC</td>
</tr>
<tr>
<td>Maps (Flood Insurance Rate Maps, Surge Atlas)</td>
<td>Recovery Unit</td>
<td>Go-Kit/EOC</td>
</tr>
<tr>
<td>Maps GIS</td>
<td>Recovery Unit</td>
<td>Go-Kit/EOC</td>
</tr>
<tr>
<td>GPS</td>
<td>Recovery Unit</td>
<td>Go-Kit/EOC</td>
</tr>
<tr>
<td>Cell Phones</td>
<td>Recovery Unit</td>
<td>Go-Kit/EOC</td>
</tr>
<tr>
<td>Satellite Phones</td>
<td>Recovery Unit</td>
<td>EOC (Cache)</td>
</tr>
<tr>
<td>Radios</td>
<td>ESF #2</td>
<td>EOC (Cache)</td>
</tr>
<tr>
<td>Clipboards</td>
<td>Recovery Unit</td>
<td>EOC</td>
</tr>
<tr>
<td>Office Supplies</td>
<td>Recovery Unit</td>
<td>EOC</td>
</tr>
<tr>
<td>Laptop Computers</td>
<td>ESF #2</td>
<td>EOC</td>
</tr>
<tr>
<td>Flashlights</td>
<td>Recovery Unit</td>
<td>Go-Kit/EOC</td>
</tr>
<tr>
<td>Forms</td>
<td>Recovery Unit</td>
<td>Go-Kit/EOC</td>
</tr>
</tbody>
</table>

Post-Disaster Permitting Process

Although there is no established countywide permitting process, county post-disaster reconstruction permits are issued in a number of ways. The County issues permits for all unincorporated areas and has extended authority through county agreements to provide various levels of services to several municipalities to augment their existing services. In addition, municipalities have the option to provide their own permitting services or contract with private providers. Should catastrophic damage occur, such as the case from Hurricane Wilma, the Governor by Executive Order, can allow for temporary emergency repairs to be initiated without permitting to secure a structure to become habitable. Any temporary repairs would be recorded but permanent repairs would still require permitting and final inspection.

Training procedures for Mitigation Personnel

Personnel involved in mitigation activities will receive on-going training according to their individual needs. The BEMD will work with all mitigation assessment team members to ensure that all training needs are met. The primary source for mitigation training is the FDEM.
### Appendix H Long-Term Recovery Coalition Member Agencies

<table>
<thead>
<tr>
<th>Project Teamwork</th>
</tr>
</thead>
<tbody>
<tr>
<td>HUD</td>
</tr>
<tr>
<td>Broward County Emergency Management</td>
</tr>
<tr>
<td>Nova Southeastern University</td>
</tr>
<tr>
<td>Center for Independent Living</td>
</tr>
<tr>
<td>First Presbyterian Church of Fort Lauderdale</td>
</tr>
<tr>
<td>Housing and Urban Development (HUD)</td>
</tr>
<tr>
<td>Adopt a Hurricane Family</td>
</tr>
<tr>
<td>Department of Children and Families</td>
</tr>
<tr>
<td>Cooperative Feeding Program</td>
</tr>
<tr>
<td>Broward County Human Services</td>
</tr>
<tr>
<td>UMCOR</td>
</tr>
<tr>
<td>WorkForce One</td>
</tr>
<tr>
<td>Children's Services Council</td>
</tr>
<tr>
<td>Salvation Army</td>
</tr>
<tr>
<td>Salvation Army</td>
</tr>
<tr>
<td>United Way of Broward County</td>
</tr>
<tr>
<td>Aging and Disability Resource Center</td>
</tr>
<tr>
<td>Department of Children and Families</td>
</tr>
<tr>
<td>Emergency Coordinating Council</td>
</tr>
<tr>
<td>Town of Davie</td>
</tr>
<tr>
<td>Broward County Housing Authority</td>
</tr>
<tr>
<td>FEMA</td>
</tr>
<tr>
<td>Broward County Housing Finance &amp; Community Development Division</td>
</tr>
<tr>
<td>Legal Aid</td>
</tr>
<tr>
<td>Broward County Office of Public Communications</td>
</tr>
<tr>
<td>School Board of Broward County</td>
</tr>
<tr>
<td>Broward County Emergency Management</td>
</tr>
<tr>
<td>Calvary Presbyterian Church</td>
</tr>
<tr>
<td>2-1-1 First Call for Help</td>
</tr>
<tr>
<td>Volunteer Broward</td>
</tr>
<tr>
<td>Catholic Charities</td>
</tr>
<tr>
<td>Community Foundation of Broward</td>
</tr>
<tr>
<td>Adopt a Hurricane Family</td>
</tr>
<tr>
<td>Broward Emergency Management Division</td>
</tr>
<tr>
<td>Presbytery of Tropical Florida</td>
</tr>
<tr>
<td>Volunteer Broward</td>
</tr>
<tr>
<td>City of Fort Lauderdale Fire Rescue</td>
</tr>
<tr>
<td>-----------------------------------</td>
</tr>
<tr>
<td>City of Margate</td>
</tr>
<tr>
<td>City of North Lauderdale</td>
</tr>
<tr>
<td>City of Coconut Creek</td>
</tr>
<tr>
<td>City of Cooper City</td>
</tr>
</tbody>
</table>