# Table of Contents

### Basic Plan

- Purpose ................................................................................................................................. 6
- Scope ....................................................................................................................................... 6
- Situation and Planning Assumptions ..................................................................................... 7
- Vision ......................................................................................................................................... 8
- Goals .......................................................................................................................................... 9
- Objectives .................................................................................................................................. 10
- Recovery Priorities .................................................................................................................. 11
- Hazard Identification & Risk Assessment ............................................................................... 13
- Planning Authorities ............................................................................................................. 16
- Plan Maintenance .................................................................................................................... 20
- Logistical & Resource Support for Plan Implementation .......................................................... 20
- Concept of Operations ............................................................................................................ 22
- Recovery Governance and Command ...................................................................................... 22
- Recovery Coordination Center Staff and Structure ................................................................. 23
- Policy Group ............................................................................................................................. 23
- Recovery Manager .................................................................................................................. 24
- Command Staff ....................................................................................................................... 26
  - Public Information Officer ...................................................................................................... 26
  - Liaison Officer ....................................................................................................................... 27
  - Safety Officer ......................................................................................................................... 28
  - Legal Advisor ....................................................................................................................... 28
- General Staff and Sections ...................................................................................................... 28
  - Operations Section Chief ...................................................................................................... 29
  - Planning Section Chief ......................................................................................................... 30
  - Logistics Section Chief ........................................................................................................ 31
  - Finance/Admin Section Chief ............................................................................................... 32
- General Recovery Timeline and Definitions .......................................................................... 33
- Recovery Plan Activation and Implementation ...................................................................... 35
- Broward County Recovery Plan Activation Criteria ............................................................... 35
- The Recovery Action Planning Cycle ...................................................................................... 37
- Policies for Lead and Supporting Agencies: .......................................................................... 44
Basic Plan

Purpose

The intent of the Broward County Recovery Plan is to provide a comprehensive framework for recovering from disasters, with emphasis on those incidents that are large or catastrophic. It should be utilized as a guide for roles and responsibilities, prioritization and decision-making practices in disaster recovery situations. This Plan covers all of Broward County including the Broward County Municipal Services District, 31 municipalities, the Seminole Tribe of Florida and respective stakeholders in the community as applicable.

Although government bears ultimate responsibility for public safety and welfare, in recovery the government’s operational role is often of a coordinator, organizer and facilitating stakeholder. Thus, this Plan is focused on the concept of a Recovery “Coordination” Center organizational structure and respective components needing to organize, facilitate and coordinate recovery missions for Broward County. This conceptualization is based upon that many of the assets and key players implied in recovery objectives – including the housing stock, private sector economic activity, and many essential infrastructure systems are not under the direct control or ownership of Broward County. The vast capabilities needed to recover from disasters will be collectively possessed by private sector stakeholders, non-profit organizations, associated faith based groups and community involvement. Government coordination and facilitation ensures Broward County’s sustained engagement towards achieving the ultimate realization of goals set forth by the recovery vision.

Scope

The Broward County Recovery Plan is based upon the principle of local primacy and recognizes that Broward County government and respective municipalities have the authority and primary responsibility for directing and managing their community’s recovery.

The Plan is intended to address recovery from a disaster for Broward County. A disaster is an incident of a sufficient magnitude that the normal capabilities and organizational structure of Broward County government are insufficient to respond to and recover from such incident without additional assistance. Broward County takes an all hazard approach to planning and such incidents may include outcomes with mass casualties, supply-chain interruptions, widespread property damage, communication breakdowns and disruptions to local government services. By taking an all hazards approach, concepts and elements of Broward County’s Recovery Plan may be applicable to incidents of various scales and scope.

The Plan provides the framework for recovery. The size of the recovery organization will depend on the scope and scale of an incident and will determine the potential needed roles of the staff in a temporary Recovery Coordination Center. It identifies potential issues and tasks that the recovery organization may need to address and potential lead and supporting agencies in Recovery Support Function roles.

This Plan does not intentionally focus on specific or qualitative thresholds for activation or demobilization of organizational structures and/or processes described within this document. Such
determinations are left to the judgment of Broward County leadership, based upon Broward County’s capability to manage disaster recovery at any given place in time.

Broward County adopted the National Incident Management System (NIMS) on September 13, 2005 as the county standard for incident management. It is the policy of Broward County to manage response and recovery operations in accordance with NIMS. The National Incident Management System (NIMS) has been promulgated by the US Department of Homeland Security to establish a uniform, nationwide approach for response to emergencies and disasters. NIMS provides a systematic, proactive approach guiding departments and agencies at all levels of government, 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.

**Situation and Planning Assumptions**

Broward County’s Recovery Plan takes an “all hazards” approach. The Plan was developed to address and does take into account the recovery focused risks identified in Broward’s Enhanced Local Mitigation Strategy Hazard Identification and Risk Assessment. This Plan takes all the known threats and hazards into account to provide a standard framework for County level disaster recovery unless otherwise specifically noted.

This Plan is intended to be used in the preparation for and after a disaster of such magnitude that long-term recovery efforts may become necessary. Activation of this Plan assumes a catastrophic incident has occurred and with such an event occurrence, it may be regional and/or multi-jurisdictional in nature. Damage will be catastrophic in nature and will cause disruption of normal life support systems and the disruption of economic, governmental, physical and social infrastructures. The extent of casualties and damage will reflect factors such as locations of impact, time of occurrence, severity of impact, weather conditions, population density, building construction, and possibility of triggering secondary events such as floods and fires.

Each disaster situation presents unique and unforeseen challenges. The roles and responsibilities presented in this Plan represent up to a full deployment of Broward County’s recovery resources. However, not all of the functions may be necessary for each recovery operation and are scalable.

Prior to or concurrent with activation and implementation of this Plan, the Broward County Comprehensive Emergency Management Plan, County/City Departmental plans, Continuity of Operations (COOP) plans, and Continuity of Government planning may be implemented. Emergency response for recovery and continuity of essential functions will be provided to the degree possible.

The 31 municipalities and the Seminole Tribe of Florida should have disaster recovery plans to establish local municipal recovery operations in conjunction with county wide recovery operations.

Existing local, State, Federal laws and regulations may play a role in the disaster recovery operations. Broward County departments/agencies with assigned responsibility to enact components of this Plan may be working within policy, regulatory and financial constraints and yet need to provide for effective and timely long term commitments to help the recovery process. Broward County integrates and encourages its local jurisdictions/agencies to integrate issues related to planning for people with access and functional needs into all department emergency plans as applicable.
Broward County’s Recovery Plan and Recovery Coordination Center can be activated with or without a Presidential Disaster Declaration. As Federal assistance becomes available, it will be integrated with the appropriate local Recovery Support Function. Resources critical to the disaster recovery process may be scarce, at least initially, and competition to obtain resources may be significant. Regional mutual-aid, pre-positioned contracts emergency procurements, and Emergency Management Assistance Compact (EMAC) resources may need to be requested through the State of Florida and Federal government. Volunteer organizations within and from well beyond the area may need to implement their disaster relief programs. Assigned County personnel may be disaster survivors with injuries, have damage to homes and personal property and may be limited in performing their assigned duties.

Vision

A resilient Broward County.

Linking Recovery & Mitigation -Building Resilience into Recovery

The recovery process spans a continuum that starts with the basics to restore vital life support systems to at least minimum levels and extends through the rebuilding and redevelopment process which may ultimately may take years to accomplish. In the past, recovery activities were focused on efforts to return a community back to normal or pre-disaster conditions. However, by incorporating principles of hazard mitigation, energy efficiency, smart growth and other design concepts that have been adopted locally here in Broward that should help guide redevelopment to obtain new levels. This will allow the ultimate achievement of the recovery vision to have a resilient Broward County.

The National Disaster Recovery Framework defines resilience as the ability to adapt to changing conditions, and withstand and rapidly recover from disruption due to emergencies, while mitigation includes the capabilities necessary to reduce loss of life and property by lessening the impact of a disaster. For any event of a significant nature, recovery coordination provides an opportunity for Broward County to increase community resiliency in the economy and housing, natural and cultural resources, infrastructure, and health and social services and government capacity to manage future incidents and develop pre- and post-disaster recovery plans.

The National Mitigation Framework establishes a common platform and forum for coordinating and addressing how Broward County at the local level manages risk through mitigation capabilities. Mitigation reduces the impact of disasters by supporting protection and prevention activities, easing response, and speeding recovery to create better prepared and more resilient communities.

The recovery and mitigation mission areas both focus on the same community systems – community capacity, economic, health and social services, housing, infrastructure, and natural and cultural resources – to increase community resilience.

Cross-mission area integration activities, such as planning, are essential to ensuring that risk avoidance and risk reduction actions are taken during the recovery process. Integrating mitigation actions into pre- and post-disaster recovery plans will provide systematic risk management after the incident, with effective strategies for an efficient recovery process.
Broward County should seize any opportunity for integration of resilience into recovery. Projects that help increase resilience could include infrastructure and housing, such as rebuilding housing to new building codes that minimize future damages or relocating critical infrastructure out of hazardous areas. Other resilience strategies could focus on diversifying the economy and bringing in sustainable industries or assisting community organizations to increase the resilience of socially vulnerable populations through preparedness efforts. Using innovative solutions to address recovery needs is an important consideration in developing recovery strategies. Lessons learned during the recovery process also form future mitigation actions. Linking recovery and mitigation breaks the cycle of damage-repair-damage resulting from rebuilding without mitigation following disasters.

**Goals**

The following are post-disaster operational goals that have been pre-identified and will help guide the leadership, coordination and implementation of recovery measures for Broward County.

1) Provide effective command and coordination.

Broward County’s Recovery Plan will guide the establishment and continuity of coordinated, effective, flexible scalable and responsive command and coordination in the form of a temporary Recovery Coordination Center. An organized transition of command structure from response to recovery will allow emergency management functions to evolve smoothly, and recovery work to begin while basic life safety, incident stabilization and immediate property protection are being addressed. During recovery, the expertise of planners, building officials, engineers, and financial professionals in fields such as land use and regulations, building code services, housing, economic development, transportation, storm water management, financial management, capital projects etc. will become increasingly important and the role for first responders will likely diminish.

2) Communicate effectively.

The Recovery Coordination Center and Broward County’s leadership will strive to communicate useful, practical, relevant, accurate and timely information regarding services and resources to all impacted members of the community. Broward County will strive to coordinate communications with the impacted cities and jurisdictions to have a seamless message but at the same time recognizing the autonomy of the local municipalities to be responsible for their recovery and operations. Broward County will try to ensure all communications available to reach Broward County residents in their homes or in temporary housing and make reasonable accommodations for non-English speakers and others with access or functional needs as appropriate.

3) Sustain social and human services, public safety and health services.

Broward County and its respective cities will be working with nonprofit and private sector partners to provide/ or restore basic services needed to sustain the community. The Recovery Coordination Center will try to address the unmet needs and other ongoing related needs that remain from the response phase. Some of the efforts to achieve this goal may be for provision of continuity/ restoration of basic services, provision of physical safety and security as well as a sense of stability necessary for recovery and resumption of normal or new higher levels of normal functioning. Broward County and its partners (including those faith based and houses of worship) will recognize the importance of maintaining and
providing spiritual support and mental health counseling, both to the response and recovery personnel as well as to the community at large.

4) Sustain lifelines and restore infrastructure and public facilities.

Broward County along with its public sector, private sector and community partners will work to ensure continuity of lifeline utilities, services and infrastructure restoration. Restoration and reconstruction of public facilities needed for maintenance of lifelines and basic public services will likely be required as well as maintaining service related operations.

5) Provide and/or ensure quality housing.

Quality housing will be a goal for temporary, medium-term and permanent housing. Reconstruction and redevelopment of housing will contribute to basic economic and emotional stability that will allow Broward County residents to attain other elements of individual recovery. Individual recovery in turn will contribute to Broward County’s economic base. Broward County along with its respective partners will strive to ensure all residents are able to continue living in Broward County with settings that are:

Safe, secure and sanitary

Affordable at levels comparable to pre-disaster housing

Integrated with the rest of the community and have a sense of place

Accessible to transportation and public services

Compliant with all applicable levels of standards and regulations

6) Maximize funding opportunities.

Recognizing that depending on the disaster incident, there may be different funding streams available to help Broward County recover. Broward County will try to leverage State and Federal recovery financial assistance as applicable as well as strive to identify and pursue additional recovery financing and funding. Broward County and its government partners should safeguard their fiscal condition and ensure appropriate and accountable utilization of recovery funds.

7) Promote mitigation and foster resilient redevelopment and construction.

Broward County, municipal partners and stakeholders shall strive to foster incentives, education and regulation to reduce the overall community vulnerability to identified hazards. Fostering more resilient building practices, land use patterns and utilizing existing mechanisms such as the Broward County Land Use Plan and the Broward County Enhanced Local Mitigation Strategy for guidance with development of a new Community Recovery Plan should be benchmarks.

Objectives

A disaster in Broward County may occur with or without warning under a myriad of circumstances. Planning a recovery for all specific incidents isn’t feasible. So in order to meet its pre-identified goals, all goals shall have as an objective to be for all hazards planning unless specifically noted.
All disaster situations should be locally driven even though State and Federal assistance may be requested. It is recognized that the emergency event begins locally and ends locally so all goals associated with this Recovery process must be locally derived.

**Recovery Priorities**

The following rank-ordered priorities are intended to provide overall guidance regarding prioritization of actions and investments undertaken by Broward County during recovery operations. These priorities shall be addressed in the Recovery Action Plan (RAP) cycle and if applicable the Community Recovery Plan process established during the recovery. The priorities are not specific to actual components of infrastructure, resource allocation, or policy development. They are intended to help guide such real-world decisions in the wake of a disaster. These identified priorities shall provide guidance for restoration of critical community functions, services, vital resources, facilities, programs and infrastructure to the affected area after a significant event. It should be noted that depending on the extent of the disaster recovery, these rank-ordered priorities may shift, be modified, or be replaced. The priorities mentioned are not intended to be mutually exclusive of one another.

The priorities are intended to provide a guiding framework for the design and implementation of Broward County’s recovery programs and actions while taking into account the allocation of limited resources. The intention is for these priorities to be utilized as guidance for the Policy Group, and Recovery Support Function (RSF) leads when having to make decisions regarding the use of critical resources and limited staffing. Additionally, determination of allocation of scarce resources across various activities or programs may be guided by the prioritization of County functions in Continuity of Operations Plans, Departmental/Division plans, Florida Power & Light and other utility restoration priorities, DHS and critical infrastructure/key resources inventory, and other pre-existing infrastructure inventories and prioritizations. The below mentioned priorities are a culmination of the various recovery framework reviews.

**Overall Disaster Recovery Priorities**

(i) Address life safety concerns as a critical community function.

(ii) Provide for public safety/security as a critical community function.

(iii) Provide basic health and essential social and human services needs as vital resources.

(iv) Provision of critical infrastructure and services to include electrical power, natural gas, water, sewer, communications, aviation (4 Airports) and port facilities (Port Everglades), roadways and railways.

(v) Provision of critical community services, programs and facilities such as hospitals and other medical services, public safety facilities, schools and child care resources.

(vi) Maintain basic economic stability based on critical needs such as pharmacy and drug stores, grocery stores, gas stations, hardware stores and other suppliers of daily needed goods.

(vii) Maintain governmental services as needed for critical community programs, services and functions.

(viii) Protection of property and the environment.
(ix) Respect basic liberties, legal protections, and privacy safeguards.

(x) Maintain basic standards of fairness, and balance individual rights and community interests.

(xi) Support general well-being and address intangible social and personal impacts.

(xii) Protection and restoration of natural and cultural resources such as historical sites, parks, libraries, and museums.

(xiii) Extended social well-being which includes community centers, religious organizations and other social support mechanisms.

b) Stabilization Priorities: To affect safe and efficient operations, Broward County utilizes an approach reinforcing life safety, and the delivery of mission essential tasks for critical services restoration. Response and short-term activities will be conducted following applicable regulations, and the laws and policies of Broward County, and the State of Florida. The agreed upon priorities for the Stabilization time period are:

(i) Life Safety, to include Search and Rescue.

(ii) Establish and maintain Broward County security.

(iii) Temporary health, welfare, and shelter.

(iv) Activate, mobilize, and support zone and other assistance teams.

(v) Initiation of damage assessment and debris removal affecting the ability to restore primary and secondary transportation routes, staging areas, etc.

(vi) Engage in public information and community relations activities.

(vii) Reestablishment of local government operations

c) Intermediate Recovery Priorities:

Intermediate recovery priorities are priorities intended to provide a bridge to permanent measures. The agreed upon priorities for the Intermediate time period are:

(i) Restoration of utility and transportation services.

(ii) Restoring essential public facilities, infrastructure, and services.

(iii) Expanded social, health, and medical systems.

(iv) Coordinating with federal disaster assistance programs.

(v) Initiating a long-term housing plan for those displaced.

d) Long Term Recovery Priorities: Long term recovery priorities are priorities intended to get Broward County as a community back to completely operational and at a “new normal.” The agreed upon priorities for Long-Term Recovery are:

(i) Redevelopment and revitalization of damaged area.
(ii) Rebuilding social, economic, and educational systems.

(iii) Addressing recovery needs across sectors of the economy and community.

(iv) Implementing permanent housing strategies.

(v) Implementing mitigation projects and strategies.

Hazard Identification & Risk Assessment

It should be noted that Broward County’s Recovery Plan takes an “all hazards” approach. The Plan was developed to address and does take into account the recovery focused risks identified in Broward’s Enhanced Local Mitigation Strategy Hazard Identification and Risk Assessment. This Plan takes all the known threats and hazards into account to provide a standard framework for County level disaster recovery unless otherwise specifically noted.

Broward County is an urban coastal county in Florida located on the eastern seaboard in between Miami-Dade County to the north and Palm Beach County to the south. Broward County is bordered to the east by the Atlantic Ocean and to the west by the Everglades. Broward County has an estimated population of 1,869,235 people as of 2014. Making it the second most populous county in Florida and approx. the 18th most populous in the US. It should also be recognized the County has a seasonal influx of approximately 500,000 additional people during the months of November through March.

There are 31 municipal jurisdictions included within the boundaries of Broward County. The municipal jurisdictions consist of Coconut Creek (55,319), Cooper City (32,996), Coral Springs (123,618), Dania Beach (30,351), Davie (95,505), Deerfield Beach (76,152), Fort Lauderdale (171,544), Hallandale Beach (38,273), Hillsboro Beach (1,865), Hollywood (144,310), Lauderdale-by-the-Sea (6,070), Lauderdale Lakes (33,803), Lauderdale (68,558), Lazy Lake (25), Lighthouse Point (10,374), Margate (55,417), Miramar (128,432), North Lauderdale (42,829), Oakland Park (42,893), Parkland (26,273), Pembroke Park (6,174), Pembroke Pines (157,905), Plantation (86,782), Pompano Beach (104,662), Sea Ranch Lakes (668), Southwest Ranches (7,339), Sunrise (88,033), Tamarac (61,270), West Park (14,317), Weston (65,672) and Wilton Manors (12,071). The Seminole Tribe of Florida is a federally recognized tribal nation headquartered within Broward County comprised of approximately 4,000 members. Broward County government has responsibility for the Broward County Municipal Services District (14,515). See Map 1 for Broward County municipal boundaries and the Broward Municipal Services District area.
Broward County is characterized by a flat, low-lying topography that averages 6 feet above mean sea level. Broward County has 23 miles of coastline and 300 miles of inland waterways. Broward County has 9 coastal communities consisting of Dania Beach, Deerfield Beach, Ft. Lauderdale, Hallandale Beach, Hollywood, Hillsboro Beach, Lauderdale-By-The Sea, Pompano Beach and Sea Ranch Lakes. Development within the County is restricted to an area 410 sq miles east of the Everglades. Much of the land was drained and reclaimed in order to be developed. Thus, due to the topographic nature of Broward, as with many low lying southern coastal counties, Broward has identified flooding, coastal erosion, sea level rise/climate change, tropical cyclones (storms & hurricanes), severe storms/tornadoes, extreme heat, drought and wildfire as significant natural hazards of concern. Additionally, pandemic/infectious diseases, hazardous material incidents, and mass migration are significant human caused hazards of concern. See Table 1 for the most Significant Hazards of Concern for Broward County as referenced in Broward County’s Enhanced Local Mitigation Strategy.

In order to ensure consistency, Broward County’s Enhanced Local Mitigation Strategy (ELMS) Hazard Identification and Risk Assessment serves as the primary hazard identification and risk assessment for Broward County. Please see the Broward County ELMS for a detailed hazard identification and risk assessment. An updated version of the hazard identification and risk assessment will be conducted in conjunction with each review and iteration of the County’s Enhanced Local Mitigation Strategy. Updates will be incorporated into Broward County’s Recovery Plan as needed recognizing the all hazard approach.

### Table 1 - Most Significant Hazards of Concern for Broward County

<table>
<thead>
<tr>
<th>Natural Hazards</th>
<th>Human Caused Hazards</th>
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<tbody>
<tr>
<td>Atmospheric</td>
<td>Biological</td>
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<tr>
<td>☑ Extreme Heat</td>
<td>☑ Agricultural Disease</td>
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<tr>
<td>☐ Freeze</td>
<td>☑ Pandemic/Infectious Disease</td>
</tr>
<tr>
<td>☑ Lightning</td>
<td>☐ Civil Disturbance</td>
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<tr>
<td>☑ Severe Storm/Tornado</td>
<td>☑ Mass Migration</td>
</tr>
<tr>
<td>☑ Tropical Cyclone (Storms and Hurricanes)</td>
<td>☑ Terrorism</td>
</tr>
<tr>
<td>☑ Winter Storm</td>
<td>☐ Cyber</td>
</tr>
<tr>
<td>Hydrologic</td>
<td>☐ Dam / Levee Failure</td>
</tr>
<tr>
<td>☑ Coastal Erosion</td>
<td>☐ Hazardous Material Incident</td>
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<tr>
<td>☑ Drought</td>
<td>☑ Nuclear Power Plant Accident</td>
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<tr>
<td>☑ Flood</td>
<td>☑ Structural Fire</td>
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<tr>
<td>☑ Rip Current</td>
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<tr>
<td>☑ Sea Level Rise/Climate Change</td>
<td></td>
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<tr>
<td>Geologic</td>
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<tr>
<td>☐ Earthquake</td>
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<tr>
<td>☐ Expansive Soils</td>
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<tr>
<td>☐ Sinkhole / Land Subsidence</td>
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<tr>
<td>☐ Tsunami</td>
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<tr>
<td>☐ Volcano</td>
<td></td>
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<tr>
<td>Other</td>
<td></td>
</tr>
<tr>
<td>☑ Wildfire</td>
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</table>

15
Planning Authorities

The Broward County Recovery Plan is authorized and enabled under the authorities listed below.

United States Government:

**Executive Order 12148 - July 20, 1979:** Transfers and reassigns duties to the newly formed agency, known as the Federal Emergency Management (FEMA), created by Executive Order 12127. The order combined several federal agencies tasked with emergency preparedness and civil defense spread across the executive departments into a unified entity that was established as an independent agency, free of Cabinet interference, with authority as the lead federal agency in a presidentially-declared disaster. The agency's place within the governmental structure was changed on March 1, 2003, when FEMA became part of the Department of Homeland Security's Emergency Preparedness and Response Directorate. As of March 31, 2007, it became the Federal Emergency Management Agency again but remains in the Department of Homeland Security.

**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.

**CFR Title 44 - Emergency Management and Assistance** is the principle set of rules and regulations issued by federal agencies of the United States regarding emergency management and assistance.

**The Disaster Mitigation Act of 2000, Public Law 106-390 (amendment to the Stafford Act).** It is the intent of the Congress, by this Act, to provide an orderly and continuing means of assistance by the Federal Government to State and local governments in carrying out their responsibilities to alleviate the suffering and damage which result from such disasters by revising and broadening the scope of existing disaster relief programs; encouraging the development of comprehensive disaster preparedness and assistance plans, programs, capabilities, and organizations by the States and by local governments; achieving greater coordination and responsiveness of disaster preparedness and relief programs; encouraging individuals, States, and local governments to protect themselves by obtaining insurance coverage to supplement or replace governmental assistance; encouraging hazard mitigation measures to reduce losses from disasters, including development of land use and construction regulations and providing Federal assistance programs for both public and private losses sustained in disasters.

**Homeland Security Presidential Directive 5, Management of Domestic Incidents, February 28, 2003:** 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).

**National Response Framework (NRF), January 2008:** 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), February 2008:** 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.

**Presidential Policy Directive 8 (PPD 8), National Preparedness, March 30, 2011:** 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.

**National Preparedness Goal, September 2011 and Second Edition September 2015:** The second edition of the National Preparedness Goal reflects the insights and lessons learned from four years of real world events and implementation of the National Preparedness System. It now uses an integrated, layered, and all-of-Nation approach as our foundation for building and sustaining core capabilities and preparing to deliver them effectively. The National Preparedness Goal is: A secure and resilient Nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk.

**National Disaster Recovery Framework (NDRF), September 2011:** This document establishes Recovery Support Functions (RSF’s) & Federal Disaster Recovery Coordinators (FDRC’s) and provides for the establishment of the National Disaster Recovery Framework at the Federal level to serve as “technical experts for the local disaster recovery process.

**Recovery Federal Interagency Operational Plan, July 2014:** This document establishes how Federal agencies will deliver recovery support to impacted state and local governments.

**State of Florida:**

**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 in Broward County 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.

**Chapter 395, Florida Statutes – Hospital Licensing and Regulation:** Provides for the protection of public health and safety in the establishment, construction, maintenance, and operation of hospitals, ambulatory surgical centers, and mobile surgical facilities by providing for licensure of same and for the development, establishment, and enforcement of minimum standards.

**Section 943.0312 Florida Statutes, Regional Domestic Security Task Force (RDSTF):** Provides for the development and implementation of a statewide strategy to address preparation and response efforts by federal, state, and local law enforcement agencies, emergency management agencies, fire and rescue departments, first-responder personnel and others in dealing with potential or actual terrorist acts within or affecting the state of Florida.

**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 Plans (CEMP).

**Florida Administrative Code (FAC) Section 9G-7 now known as 27P-6:** 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, 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.

**State of Florida Regional Evacuation Coordination Procedures, State of Florida and all Florida Counties:** Provides procedures for the evacuation of vulnerable populations in a large scale disaster.

**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.


*Note the State of Florida is in the process of revising the State’s Recovery Plan to reflect the National Recovery Support Functions as part of the State’s Comprehensive Emergency Management Plan.

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 Emergency Operation’s 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.


Plan Maintenance

The Broward County Emergency Management Division is responsible for the overall review and maintenance of the Broward County Recovery Plan. Lead and supporting agencies are also responsible for reviewing and maintaining their respective Recovery Support Function Annexes and elements. The Broward Recovery Plan is a supporting planning component of the Broward County Comprehensive Emergency Management Plan (CEMP) and as such will have a review pattern consistent with Broward County’s Comprehensive Emergency Management Plan. The CEMP and Recovery Plan are “living documents” that must be reviewed and revised on a regular basis in order to ensure compliance with current policies and procedures and to maintain preparedness to respond and recover from emergencies. For the plans to be effective, it is imperative that all stakeholder agencies, departments, divisions and municipalities participate in the development and update of the plan. Additionally, After Action Reports (AAR) and Improvement Plans (IP) from exercises or real world events may identify the need for incremental updates to the Broward County Recovery Plan.

Florida Statutes, Chapter 252 and Florida Administrative Code (FAC), Rule 27P-6, require a quadrennial review of the Broward CEMP by Florida Division of Emergency Management (FDEM). Upon determination of compliance by FDEM, the FAC further requires that the CEMP be adopted by resolution of the Board of County Commissioners (BOCC). All CEMP components shall be reviewed and updated as necessary to maintain currency with policies and procedures. The Standard Operating Procedures (SOP) components of the CEMP shall be reviewed and, where necessary, updated annually. The Enhanced Local Mitigation Strategy (ELMS) is reviewed by FDEM and adopted by the BOCC on a five year schedule. The Recovery Plan should also be reviewed during the ELMS update cycle as applicable.

Logistical & Resource Support for Plan Implementation

The Broward County Recovery Plan, specifically in the Concept of Operations section, identifies possible key positions needed to implement the Plan and provides the framework for recovery. The size of the recovery organization will depend on the scope and scale of an incident and will determine the potential needed roles of the staff in a temporary Recovery Coordination Center. It identifies potential issues and tasks that the recovery organization may need to address and potential lead and supporting agencies in Recovery Support Function roles. The roles and responsibilities presented in this Plan represent up to a full deployment of Broward County’s recovery resources. However, not all of the functions may be necessary for each recovery operation and are scalable.

The Broward County Recovery Plan is set up to match or mirror the Federal Recovery Support Functions that may be needed as resources at the federal level for technical and federal recovery operations for a significant event for Broward. As the State of Florida develops its Recovery Support Functions, this Plan will incorporate those resources and assets into the Plan. In the interim, the State’s recovery resources
and assets will be based upon the Recovery Annex of the State Comprehensive Emergency Management Plan.

A Recovery Branch as part of the ESF #5 Planning Section with in the Emergency Operations Center environment has identified positions that would be “pre-staged” to meet the needs of recovery based upon a level of an event that wouldn’t be catastrophic enough to need a Recovery Coordination Center. In the case of a large or catastrophic event, County leadership has the option to initiate the Broward County Recovery Plan in its entirety or key elements based on the event. This may be accomplished by creating a physical Recovery Coordination Center or by creating a virtual environment.

As similar to the Broward Comprehensive Emergency Management Plan and EOC environment, the Broward County Recovery Plan and Recovery Coordination Center has a pre-identified Logistics and Resource Management Section based upon the National Incident Management System concept. The following standard Logistics Section units that are known to be utilized as part of the Broward Emergency Response Team Logistics Section may be established as necessary for the Broward Disaster Recovery Coordination Center Logistics and Resource Management Section:

A Resource Management Branch with reestablished units as necessary: Mission Tracking Unit, Procurement /Supply Unit and Disaster Recovery Coordination Center Support Unit.

A Services Branch with reestablished units as necessary: Staging Area Unit, Emergency Distribution Center Unit, Volunteers & Donations Unit, Disaster Recovery Centers/Business Recovery Centers Support Unit.

During recovery, many logistical functions having specialized subject-matter expertise associated with them may be pushed down into the Operations Section and/or revert to normal County departments. In this case, the Logistics Section’s responsibility will be to collect and coordinate relevant reporting on such activity (consistent with the Finance/Admin Section), and to provide Logistics functions for the Recovery Coordination Center itself.

As part of its facilities-related responsibilities, the Logistics Section sites, establishes, supports, and maintains the County Recovery Coordination Center, as well as may be tasked to support any local Disaster Recovery Center(s) and Business Recovery Center(s) as needed. Specifics resources needed for the establishment of Emergency Service Centers/Disaster Recovery Centers may be found in the Individual Assistance and Short-Term Human Services Plan. ESF # 18 Business and Industry as part of the Broward Emergency Response Team has a system in place with pre-identified possible Business Recovery Centers and resources that may transition under the auspices of the Broward County Recovery Plan’s Economic Recovery Support Function.

The Recovery Coordination Center physical site has been pre-identified as the Hearing Room 2008A1 located in Governmental Center West located at 1 North University Drive, Plantation FL 33324. While not a “perfect” operational environment to convene a Recovery Coordination Center, there are many pre-existing features that are conducive to the operations. There are pre-existing security services on site, janitorial services, building manager on property, ample parking, ADA compliant, air conditioning & heating, close proximity to make the transition from the EOC, generator and some of the possible agencies assigned have offices already co-located in the building in which they can have an additional work environment. The Hearing Room is pre-configured with an executive briefing style seating arrangement.
of 16 chairs with tables and a podium with the rest of the room audience style with 60 chair set up. There
are three 52 inch smart TVs with projection capabilities as well as a screen and a sub-divider that may be
utilized for projecting presentations. The room has Wi-Fi capability. The Recovery Manager has the option
to sub-divide the room for operational needs and could use the executive style arrangement for Command
Staff and/or briefings. The audience style subdivision could be reconfigured by bringing in at least 20 more
tables and have space for the respective General staff, 6 Recovery Support Functions or other staffing as
needed. See Appendix 1 for photos of the pre-existing layout of the space. The Logistics Section of the
Recovery Coordination Center may be tasked with finding an alternative location if the Hearing Room at
1 N. University Dr. is not able to be operationally functional due to being impacted or not meeting the
needs of the Recovery Manager.

Concept of Operations

This section outlines the concept of operations for Broward County’s disaster recovery organization. This
includes information on structure, management, reporting, and composition of the County’s recovery
organization. Functional roles and responsibilities for internal and external agencies, organizations,
departments and positions as assigned. Logistics support and resource requirements to implement the
plan are outlined as needed.

Recovery Governance and Command

Consistent with federal guidance, Broward County’s local leadership will be responsible for organizing,
coordinating, and advancing recovery at the local level. During recovery operations, Broward County
staff personnel may be assigned specific positions in a recovery organization structure (the temporary
Recovery Coordination Center), or they may be given mission assignments by the Recovery Coordination
Center. The County will also utilize a wide array of established existing relationships, both within and
outside of government, at the county, regional, state, and federal level.

Broward County Governing Authorities

During disaster recovery, Broward County elected and appointed officials maintain full authority to
direct recovery activities and pass laws and ordinances that promote the county’s recovery, according to
their normal powers and responsibilities.

When the Broward County Recovery Plan is implemented, the County Administrator appoints a
Recovery Manager and a Recovery Policy group (as needed) to lead a temporary Recovery Coordination
Center within the Broward County organizational structure and coordinate recovery activities with the
Federal and State Disaster Recovery Coordinators. For more on each of these, see below.

The County Administrator supports the Broward County Board of County Commissioners in its capacity
as the governing body of Broward County. The Board of County Commissioners may revise its meeting
schedule and calendar as necessary during the recovery phase. Depending on the scale and scope of the
disaster, specific governance powers and/or mechanisms may be altered according to County Continuity
of Governance (COG) planning.
Recovery Coordination Center Staff and Structure

The County Administrator may establish a temporary Recovery Coordination Center within the executive branch of Broward County Government. The Recovery Coordination Center will comprise the leadership of the recovery effort, including the Recovery Manager who will serve as the Director of the Recovery Coordination Center, and all Command and General Staff positions. The Recovery Manager should be a full-time appointment; Command and General Staff may be detailed to the Recovery Coordination Center full or part-time, depending on the situation. Recovery Coordination Center staff may be relieved (full or part-time, as appropriate) from their permanent job duties until released from their recovery role as deemed appropriate. The Cost of the Recovery Coordination Center staff and recovery tasks should be borne by their respective home agencies, unless such costs are eligible for reimbursement under federal or state programs, or another funding mechanism provided by Broward County. All staff detailed to the Recovery Coordination Center shall be properly credentialed upon mobilization.

Recovery Coordination Center Staff and Structure

The temporary Disaster Recovery Coordination Center should be structured consistent with the principles of ICS. This in general context means:

1) The Disaster Recovery Coordination Center will be scalable and flexible to adapt to the size and scope of the disaster recovery effort needed for the event.
2) The Disaster Recovery Coordination Center scale, structure and staffing may change, expand, or contract over the recovery time, as indicated by the situation.
3) Only positions that are needed will be filled and activated.
4) Responsibilities and assignments tasked to any positions that are not activated will revert up the chain of command to the next position’s reporting supervisor.
5) In order to ensure “Unity of Command” each individual assigned to the Recovery Coordination Center should direct report to only one supervisor.
6) In order to ensure “Span of Control” no single supervisor shall directly oversee more than 7 staff positions.
7) Each activated position should be filled by an individual that has the right subject matter knowledge, skill-set and experience at that time.

See Appendix 2 for the proposed Broward County Recovery Coordination Center Org Chart and Appendix 3 for the Position Specific Checklists.

Policy Group

As stated earlier, when the Broward County Recovery Plan is implemented, the County Administrator appoints a Recovery Manager and a Recovery Policy group (as needed) to lead a temporary Recovery Coordination Center within the Broward County organizational structure. The Recovery Manager may need to seek direction and support from Policy Group to coordinate recovery activities inter-locally and with the Federal and State Disaster Recovery Coordinators.
The Policy Group should be composed of the primary decision makers of the executive and administrative branches of Broward County government. The role of the Policy Group for the Recovery Coordination Center would be similar as when it convenes at the EOC. At the request of the Recovery Manager the Policy Group convenes (when needed) and advises the Recovery Manager in making strategic policy decisions and establishing long term goal guidance, policies and priorities based on the extent of the disaster.

It must be recognized that the ultimate responsibility for the direction, response to and recovery from an emergency or disaster rests with County Recovery Manager, County Administration and the elected officials. The County Administrator supports the Broward County Board of County Commissioners in its capacity as the governing body of Broward County. The Board of County Commissioners may revise its meeting schedule and calendar as necessary during the recovery phase to take any actions the Board deems appropriate to meet the needs of the event.

It is anticipated that members of the County Policy Group could include the County Attorney’s Office, the County Administration line of succession, Broward Sheriff’s Office, Property Appraiser, Supervisor of Elections, Office of Inspector General, County Auditor, Clerk of Courts, Dept. Directors as necessary for the recovery event. At any time during the recovery process, this group can expanded by the Recovery Manager to include additional agency administrators and elected officials as appropriate for inclusion in decisions made relating to policy and fiscal needs for the incident.

The Policy Group:

• Provides strategic guidance on priorities and objectives based on situational needs, this Plan, and the Broward County Emergency Management Plan.
• Determines which emergency ordinances (i.e. curfew, closures, etc.) are activated and deactivated.
• Ensures that adequate financial resources are available to support the recovery process.
• Maintains accurate records of all correspondence and decisions within the Policy Group.

Recovery Manager

The Recovery Manager is appointed by and reports to the County Administrator (or designee) and serves as the lead for coordination and command of all local recovery efforts. The Recovery Manager will be the director of the Broward County Coordination Center. The Recovery Manager will have authority over the recovery operation and will determine the timeframe for operational periods. The Recovery Manager may activate other County resources as needed to support the Recovery Coordination Center. The Recovery Manager will be appointed to serve full-time for a period of time determined by the recovery efforts and dictated by the County Administrator.

This individual may have to be solely dedicated to the recovery effort, and might be unable to perform duties related to his/her permanent job or home agency until released from this role or may serve in a hybrid fashion by the County Administrator or designee.
During recovery command-and-control of the Recovery Organization and all recovery operations will be maintained from the County Recovery Coordination Center, which will house the Recovery Organization. The Recovery Manager will have full authority over both the Recovery Organization and the Recovery Coordination Center. Specific desired skill sets and credentials of the individual designated as Recovery Manager depend on the particular qualifications necessary to manage the impacts associated with the recovery phase. However, it is generally preferable that this individual have some (if not all) of the following:

- Experience in management of large, complex, inter-departmental projects
- Knowledge and/or experience in disaster recovery
- A solid understanding of emergency operations and Incident Command System (ICS)
- Knowledge of Broward County
- Extensive public relations experience
- Political savvy
- Subject-matter expertise relevant to the particular recovery issues faced by the county

Depending on circumstances, familiarity with the National Incident Management System (NIMS), multi-agency coordination (MAC), and the National Response Framework (NRF) may also be desirable. The Recovery Manager also serves as the Local Disaster Recovery Manager (LDRM), as defined in the National Disaster Recovery Framework (NDRF). In this role, the Recovery Manager is Broward County’s primary point-of-contact for disaster recovery programmatic and organizational implementation and coordination with the State of Florida and the Federal Government. The Broward County Recovery Manager is authorized to liaise directly with the State Disaster Recovery Manager and the Federal Disaster Recovery Coordinator.

The Broward County Recovery Manager shall have the authority to appoint a deputy and other staff to positions consistent with the ICS organizational structure as necessary. Until deputy and other support staff are appointed, the Recovery Manager will be supported by personnel activated during the response phase – in particular staff serving in the EOC’s Recovery Branch, but potentially including others as well – as they transition into recovery roles.

Pre-Disaster Responsibilities:

- Serve as primary point of contact for disaster recovery preparedness
- Support the coordination, development, training and exercise of the Disaster Recovery Plan with EMD.
- Establish and maintain contacts and networks for disaster recovery resources and support
- Promulgate principles and practices that further resiliency and sustainability in development of strategic planning.

Post-Disaster Responsibilities:

- Lead the creation and coordinate the activities of the Broward County Recovery organization.
• Work with the other affected jurisdictions within Broward County, as well as other regional and state agencies to develop a unified and accessible communication strategy.

• Participate in damage and impact assessments with other recovery partners.

• Organize the recovery planning process, which includes individuals with disabilities and others with access issues, seniors, and members of the underserved communities.

Command Staff

The Recovery Manager may request staff from Broward County agencies to fill the positions of Public Information Officer (PIO), Liaison Officer, Safety Officer and Legal Advisor. The identified command staff will be detailed full or part time from their home agency to the temporary Recovery Coordination Center. These positions comprise the Recovery Coordination Center’s Command Staff. Additional special/supporting staff positions from other government agencies or the private sector may be required to support the Recovery Manager, depending on the nature and complexity of the Recovery Coordination Center mission.

Command staff positions in the Recovery Coordination Center’s ICS based organizational structure are outlined below. Detailed position checklists for each Recovery Command Staff position can be found in Appendix 2.

Public Information Officer

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

The PIO is responsible for the development of a public communications and messaging plan in the early stages of the recovery effort that will serve as a roadmap for strategic communications between the Recovery Coordination Center and the public, identifying communications tools, outlets, and messaging to ensure a coordinated approach to public information. This Plan will be a living document, revised as necessary based on the needs of the Recovery Coordination Center.

The need for individual units or RSF Branch Public Information Officers with an indirect report to the lead Recovery Coordination Public Information Officer may be identified by the Recovery Manager, Operations Section Chief, or the PIO.
The PIO coordinates his/her activities with County and external PIOs. For large incidents that require coordination with state and federal agencies, the PIO may need to work on establishing a Joint Information Center (JIC) with the State/Federal partners and would assist its operations.

The role of public information after a disaster is crucial. If residents and businesses lack reliable information, this may be paralyzing for them and may turn to anger at authorities. It is imperative that the County go beyond minimal efforts to keep the public aware and informed. It will therefore include provision of timely, reliable, and regular information via multiple media channels (including print, broadcast, new/social media, community organizations and networks, direct outreach, etc.).

All efforts will be made to keep residents and businesses informed of what they can expect from the government and where/how they can access resources and information, and conversely they should be informed of what their community expects of them and where/how they can access the resources they need to be self-reliant and advance their own recoveries. Residents and businesses should be provided with the information and resources needed to make necessary – and often difficult – decisions.

Public information channels must be quickly established to receive incoming questions, referrals, etc. via new/social media, hotlines, or in-person visits; this will be coordinated with Disaster Recovery Centers and any other applicable sites. Communication with residents and businesses that may have been displaced within or outside the county will also be addressed.

The PIO should be selected from the Office of Public Communications and must have pre-established relationships with media and community organizations that the Recovery Coordination Center must communicate with during recovery. Additional support staff may be assigned from this County department or others as appropriate.

Liaison Officer

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

The need for individual units or RSF Branch Liaisons with an indirect report to the lead Recovery Coordination Center Liaison Officer may be identified by the Recovery Manager, Operations Section Chief, or the Liaison Officer. Individual units may simplify facilitation and coordination with various functional agency and organizational sectors (e.g. public, private, or non-governmental organizations) that require specific differences in their approach to coordination with the Recovery Coordination Center.
The Liaison Officer should be selected from the County’s Office of Intergovernmental Affairs & Professional Standards, and must have pre-established relationships with the participating regional agencies and organizations that the Recovery Coordination Center must coordinate with during recovery operations. Additional support staff may be assigned from this office or other County departments as appropriate.

Safety Officer

The Safety Officer is responsible for monitoring and assessing hazardous and unsafe working situations, and developing methods for assuring Recovery Coordination Center personnel safety. This risk management function applies to all staff assigned to the Recovery Coordination Center, including those deployed from external jurisdictions or private/non-profit organizations. The Safety Officer collects and compiles all risk information associated with the execution of recovery mission assignments and contributes safety messaging to the Recovery Action Plan. Additionally, the Safety Officer ensures that the Recovery Coordination Center has an established and updated Medical Plan.

The need for additional units under the command of the Safety Officer may be identified by the Safety Officer or Recovery Manager.

The Safety Officer should be selected from the Broward Sheriff’s Office - Fire Rescue or another public safety entity as appropriate. Additional support staff may be assigned from this County organization or other public safety departments, as needed.

Legal Advisor

The Legal Advisor provides special counsel to the Recovery Manager on the legal implications of operational mission assignments, and also develops – as requested – any special legislation or County executive orders that support the overall mission of the Recovery Coordination Center. The Legal Advisor provides interpretation on Recovery Coordination Center goals, objectives, or tactics that may be impacted by federal, State, County, and municipal ordinances, statutes, or regulations. The Legal Officer may be requested to advise the Recovery Manager on other legal matters, as requested. The Legal Advisor also coordinates with the Public Information Officer to review Recovery Coordination Center press releases and public statements for legal implications, and provide revised language as needed.

The Legal Advisor should be selected from the Office of the County Attorney. Additional support staff may be assigned from this office or other County departments as appropriate.

General Staff and Sections

Broward County’s Disaster Recovery Manager may request staff from County agencies to fill positions of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Admin. Section Chief. Staffing will be detailed part-or full-time from their home agencies to the temporary Recovery Coordination Center. These positions will comprise the Recovery Coordination Center’s General Staff, each of whom has a Section beneath him/her.

General staff positions in the Recovery Agency’s ICS-based organizational structure are outlined below. Detailed position checklists for each General Staff position can be found in Appendix 2.
Operations Section Chief

The Operations Section Chief oversees the Operations Section, which executes the mission of the Recovery Coordination Center as defined by each operational period’s Recovery Action Plan (see Section), which define and describe recovery objectives and tactics as established by the Recovery Manager.

Operations Section leadership will be drawn from the Lead Agencies for those Recovery Groups (identified in the Annexes to this Recovery Plan) whose responsibilities are most central to the Recovery Coordination Center’s mission, which will respond to the nature of the particular incident.

RSF Branches (see below) may be established within the Operations Section depending upon the recovery needs. The Operations Section Chief will activate and deactivate RSF Branches and Recovery Groups, as appropriate.

Recovery Support Function Branches

Recovery Support Function (RSF) Branches shall be established within the Operations Section at the direction and discretion of the Operations Section Chief. Recovery objectives will be in large part accomplished by staff at this level, working out of Broward’s existing agencies or private/non-profit sector organizations under the direction and control of the Recovery Coordination Center staff at the RSF Branch or Recovery Group level.

The RSF Branches identified in this Recovery Plan are consistent with the Federal National Disaster Recovery Framework (NDRF). Depending on the scope and scale of the incident, only those RSF Branches determined to be needed will be activated. Branch Directors may remain in their home agency or be detailed part or full-time from their home agencies to the temporary Recovery Coordination Center, depending on the scope and scale of the incident.

The RSF Branches are:

1) Community Planning
2) Economic
3) Natural & Cultural Resources
4) Housing
5) Infrastructure
6) Community Services
7) Safety & Security (additional RSF beyond the core “6” Federal RSFs)

Detailed information and tasking for each RSF Branch may be found in the RSF Branch Annexes to this Recovery Plan.

Recovery Groups

Recovery Groups represent functional groupings of Broward County agencies and other organizations. Under an activated Recovery Coordination Center, they will be subdivisions of the RSF Branches. Recovery Groups contain the assets and capabilities to implement goals and strategies identified in this
Recovery Plan and other incident-specific long-term recovery plans. Their purpose is to coordinate government, nongovernmental, and stakeholder agencies, departments, and organizations to support recovery operations.

Recovery Groups will be activated by the Operations Section Chief as early as the need for their services is identified. They may be needed to address recovery-specific issues, or to maintain continuity with response activities in order to address ongoing or unmet needs.

Depending on the scope and scale of the incident, only those Recovery Groups determined to be necessary will need to be activated. Group Supervisors may remain in their home agency or be detailed part- or full-time from their home agencies to the temporary Recovery Agency, again depending on the scope and scale of the incident.

To ensure scalability and flexibility in the mobilization of recovery operations, Recovery Groups may be activated (for ICS-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

Detailed information and tasking for each Recovery Group can be found in the RSF Branch Annexes to the Recovery Plan.

Planning Section Chief

The Planning Section Chief oversees the Planning section, which collects, evaluates, and disseminates critical incident situation information and intelligence to the Recovery Manager, the Recovery Coordination Center, Broward County government and the community. The Planning Section prepares status reports on the progress of operational objectives, displays situation information for all recovery personnel, and develops and documents a Recovery Action Plan for each operational period. Once the Community Recovery Plan is complete, the Planning Section will also be responsible for reviewing, evaluating, and updating it (on at least an annual basis, or more often as needed) to monitor progress and ensure the strategic framework is appropriate and information is current. Situational information, plans, and reports developed by the Planning Section should be made available, on a regular basis, to all authorized agencies and organizations, including the Florida Division of Emergency Management/State EOC and any applicable State/Federal Joint Disaster Recovery Field Offices. The Planning Section also coordinates the development of the recovery effort After-Action Report (AAR), including establishing intermittent reporting requirements that are coordinated (as to not duplicate effort) with the reporting requirements established for the Recovery Coordination Center.

The leadership of the Planning Section will be drawn from the Department of Planning and Environmental Protection.

The following standard Planning Section units that are known to be utilized as part of the Broward Emergency Response Team Planning Section may be established as necessary for the Broward Disaster Recovery Coordination Center Planning Section:
• Situation Unit
• Documentation Unit
• Demobilization Unit
• GIS Unit
• Technical Specialists/Technical Specialist Unit

Additionally, a Recovery Transition Unit may be established within the Planning Section in order to facilitate the transition from response to recovery. The Recovery Transition Unit would be the point of coordination for tracking organizational transition from response to recovery, and identifying and addressing gaps or problems moving from the Recovery Branch of the Planning Section of the Broward Emergency Response Team/EOC to the Planning Section of the Broward Disaster Recovery Coordination Center.

Logistics Section Chief

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

During recovery, many logistical functions having specialized subject-matter expertise associated with them may be pushed down into the Operations Section and/or revert to normal County departments. In this case, the Logistics Section’s responsibility will be to collect and coordinate relevant reporting on such activity (consistent with the Finance/Admin Section), and to provide Logistics functions for the Recovery Coordination Center itself.

As part of its facilities-related responsibilities, the Logistics Section sites, establishes, supports, and maintains the County Recovery Coordination Center, as well as may be tasked to support any local Disaster Recovery Center(s) and Business Recovery Center(s) as needed.

The leadership of the Logistics Section will be drawn from Broward County’s Department of Finance and Administrative Services or other County agencies as appropriate to the situation.

The following standard Logistics Section units that are known to be utilized as part of the Broward Emergency Response Team Logistics Section may be established as necessary for the Broward Disaster Recovery Coordination Center Logistics and Resource Management Section:

A Resource Management Branch with reestablished units as necessary:

• Mission Tracking Unit
• Procurement/Supply Unit
• Disaster Recovery Coordination Center Support Unit
A Services Branch with reestablished units as necessary:

- Staging Area Unit
- Emergency Distribution Center Unit
- Volunteers & Donations Unit
- DRC/BRC Support Unit

Finance/Admin Section Chief

The Finance/Admin Section Chief oversees the Finance/Admin Section, which is responsible for tracking and coordinating payment for recovery supplies and services, maintaining expenditure records for federal recovery programs, tracking of recovery staff time sheets and generally working towards that the County receives all federal recovery assistance and reimbursement for which it is eligible. The Section will accomplish this through collecting and coordinating relevant reporting on recovery activities and focusing on recovery financial concerns. The Section will utilize the Cost Recovery Standard Operating Guidance of the County Emergency Management Plan and any tactical guidance to fiscal procedures for recovery.

The leadership of the Finance/Admin Section will be drawn from Broward County’s Department of Finance and Administrative Services or other County agencies as appropriate to the situation.

The following standard Finance/Administrative Section units that are known to be utilized as part of the Broward Emergency Response Team Finance & Administrative Section may be established as necessary for the Broward Disaster Recovery Coordination Center Finance/Admin Section:

- Time Unit
- Cost Unit
- Compensation/Claims Unit
- Employee Welfare

Additionally, a Recovery Programs Administration Unit may be established within the Finance/Admin Section in order to facilitate the transition from response to recovery for state / federal grants and recovery program support.

Recovery Coordination Center Functions and Activities

This section outlines the concept of operations for Broward County’s transition from disaster response to disaster recovery. It includes information on activation, how disaster recovery operations will generally be conducted, pre- and post- disaster responsibilities of Lead and Supporting Agencies within the RSF Branches and Recovery Groups, recovery sites and locations, intergovernmental coordination, and more.
General Recovery Timeline and Definitions

The National Recovery Framework (NDRF) identifies three phases of recovery: short-term, intermediate and long term. For purposes of this Recovery Plan, recovery is divided into short-term, intermediate and long-term phases to complement the sequencing at the national level recovery phases. In terms of a timeline, short-term recovery activities can be classified in days, intermediate recovery into weeks into months and long-term recovery months into years. It is recognized that for each disastrous event, the recovery timeline will be unique to the circumstances presented. Broward County as a whole and impacted cities may have different functional areas of recovery likely to advance through the recovery process at varying paces. As a result of the possible recovery outcomes, this Recovery Plan may be fully or partially activated and the accompanying different functional areas may be also activated based upon need.

1. Pre-Disaster Period: The pre-disaster period may be construed as the preparedness phase and includes any activities Broward County may undertake in advance of the emergency situation to develop, support and enhance operational capabilities that will eventually lead to an effective response and recovery for a disaster.

2. Immediate Response and Transition to Recovery: The response phase takes place during and immediately after a disaster incident and continues until response goals have been met. Response goals usually include life-safety issues, incident stabilization and protection of critical infrastructure/systems and property. In this phase, the Broward Emergency Operations Center has the primary focus to support response, and if necessary, will begin the transition process to recovery. A Recovery Branch as part of the Planning Section within the EOC will handle any recovery issues and start planning for the recovery. The Recovery Branch may ultimately expand into a larger organization of a Recovery Coordination Center if deemed necessary during the recovery phases.

3. Short-term Recovery (Initially approx. 14 days following the Disaster Event – classified as in days): Short term recovery activities are initiated as the response phase winds down and the major impacts of the event are managed and stabilized. This phase of recovery is characterized by more detailed assessments of incident consequences, formulation of recovery strategies and recovery action plans, and a gradual return to normal as services are restores and re-entry into impacted areas is allowed. Examples of short-term recovery activities include:
   - Providing mass care, including sheltering, food, water and other essential commodities for those displaced by the incident.
   - Providing disability related assistance/functional needs support services.
   - Conducting initial damage assessment of homes, businesses, critical infrastructure and services.
   - Clearance of debris from emergency transportation routes, debris removal, and general clean up.
   - Repairing major transportation systems and restoring interrupted utilities, communication systems and other essential services.
   - Dissemination of emergency instructions and information to the public.
   - Provision of case management and behavioral health services to address individual needs of disaster survivors.
   - Implementing a process for coordinating spontaneous unaffiliated volunteers.
• Implementation of a process for managing undesignated donations, possibly including collection and distribution facilities if determined.
• Rescue and emergency care for pets and companion animals.
• Staffing and management of Disaster Recovery Centers to provide information and assistance to survivors.
• In cases of federally declared disaster, establishing a Joint Field Office with State and FEMA if needed.

4. Intermediate Recovery- (approx. 14 days to 6 months- classified as weeks into months):
Intermediate recovery activities involve returning individuals and families, critical infrastructure, and essential government or commercial services back to a functional, if not pre-disaster state, including temporary actions that provide a bridge to permanent measures. Examples of long term recovery include:
• Establishing a recovery prioritization and planning process including the formation of a Recovery Coordination Center and necessary mechanisms, Recovery Action Plans and preparation of an event specific Community Recovery Plan.
• Continuing to provide case management and behavioral health services to survivors.
• In cases of federally declared disasters completing applications for federal disaster recovery programs.
• Providing accessible interim housing and planning for long term housing solutions. Ensuring critical infrastructure priorities are identified and incorporated into planning.
• Reconnecting misplaced persons with essential health and social services.
• Revising the local mitigation strategy to be responsive to the needs created by the disaster.
• Completing assessments of natural and cultural resources and developing plans for long term environmental and cultural resource recovery.

5. Long-Term Recovery (approx. 6 months and beyond- classified as months into years): Long-term recovery follows intermediate recovery and may continue for months to years before redevelopment and revitalization of the damaged area is fully complete. It is the process of rebuilding or relocating damaged or destroyed social, economic, natural, and built environments in a community to conditions set in a long term recovery plan (referred to in this document as a Community Recovery Plan). Examples of long-term recovery activities include:
• Developing and implementing recovery processes /strategies and reflecting recovery planning and mitigation measures not already in place into Broward County’s and municipal land use planning and management (comprehensive plans, master plans, zoning regulations as examples).
• Addressing recovery needs across all sectors of the economy and community and addressing individual and family recovery activities and unmet needs.
• Educating the public regarding rebuilding, recovery, and returning to normal timelines, including educating around social recovery and impacts of long term work on health and psycho-social functioning.
• Rebuilding to appropriate resilience standards in recognition of hazards and threats.
• Rebuilding educational, social, and other human services and facilities according to standards for accessible design.
• Reestablishing medical, public health, behavioral health, and human services systems.
• Implementing mitigation, strategies, plans and projects.
• Implementing permanent housing strategies.
• Implementing economic and business revitalization strategies.

Recovery Plan Activation and Implementation

The transition from Response to Recovery may be a gradual process, the pace and timing of which will depend upon the circumstances. As response activities diminish, recovery activities will increase. If the scope of the disaster dictates, a separate recovery organization will be established to manage recovery operations – this will start as the Recovery Branch (in the Planning Section) of the EOC and may grow to become the temporary Recovery Coordination Center. The response-phase EOC Incident Commander will make the decision as to when to transfer direction and control of recovery operations to the Recovery Manager and Recovery Coordination Center depending upon the circumstances of the disaster.

Broward County Recovery Plan Activation Criteria

The determination to formally transition from the Broward County Comprehensive Emergency Management Plan to the Broward County Recovery Plan will be made by the response-phase EOC Incident Commander, using the following criteria as a guide:

Immediate life-safety concerns associated with a disaster incident have been contained.

The demand for normal and emergency services on County governmental and/or nongovernmental entities exceeds the capability of these entities because of ongoing or unmet needs from the response phase, or because of new needs.

The situation is expected to persist for an extended period of time.

The County has requested the Governor declare a “state of emergency” and requested the president declaration of emergency or disaster under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-388 (Stafford Act).

The above activation criteria notwithstanding, certain recovery concepts and organizing principles outlined in this Broward County Recovery Plan may be applicable for incidents of varying scale and scope.

The decision to activate the overall transition from response to recovery will be made independently from the determination to transition any particular element of the EOC from response to recovery, or to activate any particular element of the recovery organization.

Procedure for Activation of Broward County Recovery Plan

The transition from response to recovery may be gradual and involve multiple smaller transitions. This process will take place mainly during short-term recovery. There will be a moment of formal transition from response to recovery, when ultimate authority is transferred from the EOC Incident Commander to the Recovery Manager.
### Specific Characteristics of the Transition from Response to Recovery

<table>
<thead>
<tr>
<th></th>
<th>Response</th>
<th>Short Term Recovery</th>
<th>Intermediate/Long Term Recovery</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Controlling Plan</strong></td>
<td>Broward County CEMP</td>
<td>Transition</td>
<td>Broward County Recovery Plan</td>
</tr>
<tr>
<td><strong>Incident command and coordination location</strong></td>
<td>EOC</td>
<td>EOC deactivates or transitions to virtual; Recovery Coordination Center activated</td>
<td>Broward County Recovery Coordination Center</td>
</tr>
<tr>
<td><strong>Commander</strong></td>
<td>EOC IC Mayor County Administrator EMD Director</td>
<td>EOC IC transitions to Recovery Manager</td>
<td>Recovery Manager</td>
</tr>
<tr>
<td><strong>Operational Authority</strong></td>
<td>Director of Emergency Management (County Administrator)</td>
<td>Director of Emergency Management (County Administrator)</td>
<td>County Administration designee</td>
</tr>
<tr>
<td><strong>Response and Recovery Support Functions</strong></td>
<td>ESFS activated as needed for response</td>
<td>ESFs deactivated or transitioned to RSFs in recovery chain of command, or RSFs activated anew, on a function by function basis</td>
<td>RSFs remain active during recovery phase as needed only</td>
</tr>
<tr>
<td><strong>Recovery Branch</strong></td>
<td>Activated as a Branch in Planning Section of EOC</td>
<td>Provides transition staff for org structure positions as it transitions to recovery focus</td>
<td>Staffs Recovery Coordination Center positions as appropriate and assigned</td>
</tr>
</tbody>
</table>

A more detailed sequential description of the procedures for transition from CEMP to BCRP is provided below:

1. Elements of short-term recovery will begin upon EOC activation, in accordance with Broward County's CEMP; in particular, the Recovery Branch in Planning will be activated as soon as it becomes clear that recovery operations will eventually be necessary, and the Finance/Admin Section will maintain documentation in anticipation that disaster recovery funding streams will eventually be available, under guidance provided by the Broward County Cost Recovery Standard Operating Guide of the CEMP.

2. As recovery-specific objectives begin to be identified through the Incident Action Planning cycle, the EOC Incident Commander may assign a Deputy EOC Incident Commander who is qualified to eventually serve as the Recovery Manager. Recovery operations coordination will transition from the EOC to a virtual or off-site County Recovery Coordination Center (RCC) at the discretion of the EOC Incident Commander.
3. Operational response assets (groups, branches, divisions, etc.) will transition to reporting to the Deputy EOC Commander/ Recovery Manager, with direct staff support from the Recovery Branch, as their response objectives are completed but relevant new or unmet needs exist, at the discretion of the EOC Incident Commander; this may happen before, after, or simultaneously to the overall transition from response to recovery.

4. At the discretion of the EOC Incident Commander, the controlling document for the overall emergency management structure and authority will transition from the CEMP to BCRP when BCRP activation criteria are met; this will formally transition incident command to the Recovery Manager.

5. The County Administrator will formally activate the temporary Recovery Coordination Center.

6. The Recovery Manager will take command of the Recovery Coordination Center, and the response-phase EOC Incident Commander may need to assume the Deputy Recovery Manager role if need be; any response assets that have yet to complete finite response objectives will remain coordinated via the new Deputy Recovery Manager during the remainder of this transitional phase, while those with ongoing recovery objectives will be transitioned into the Recovery Coordination Center.

7. Once all response operations have been deactivated or transitioned to the Recovery Coordination Center, the transition phase will be complete.

8. Additional incidents requiring an emergency response may take place during recovery. Any new incidents will be managed through the CEMP; the BCRP does not supersede any emergency response plans, supporting annexes or procedures except insofar as they are directly associated with the recovery.

**Deactivation/Demobilization**

Recovery staff and assets may be deactivated and/or returned to normal operations, at the discretion of the Recovery Manager. This determination may be based on completion of operational objectives, the determination that such objectives can be accomplished without support or coordination from the temporary Recovery Coordination Center, or otherwise determining that aspects of recovery have assumed a “new normal.”

After the Recovery Coordination Center is demobilized, any incomplete goals identified in the Recovery Action Plan and/or Community Recovery Plan will revert to a designated Lead Agency and/or be transferred (by incorporation) to non-disaster planning-and-implementation mechanisms.

Overall deactivation of the BCRP and demobilization of the Recovery Coordination Center will be at the discretion of the County Administrator, advised by the Recovery Manager and if needed the Recovery Policy Group.

**The Recovery Action Planning Cycle**

The Recovery Action Planning (RAP) cycle provides a defined process, structure, and schedule for setting and prioritizing objectives, ensuring resource availability, monitoring progress, and generally executing the Recovery Coordination Center’s mission. It specifies communications, meetings, assessments, and course-corrections that are fundamental components of the planning process. The Recovery Planning Section Chief is charged with overall coordination and scheduling of this process.
During recovery, operational periods may last days, weeks, or even months, at the discretion of the Recovery Manager.

Steps of the Recovery Action Planning Cycle

The Recovery Action Planning cycle is modeled on the Incident Command System (ICS) Incident Action Planning cycle, sometimes known as the “Planning P” for its diagrammatic shape. It will be generally consistent with the Incident Action Planning Process used during response operations though the timing of operational periods is usually extended for longer such as days, weeks, or months to meet recovery periods.

![Recovery Action Planning Cycle diagram]

The steps of the Recovery Action Plan (RAP) cycle are outlined below:

a) Transition from response phase

As management of the overall incident transitions from Response to Recovery, non-life-safety objectives that were set but not fully accomplished during Response will be transitioned from the responsibility of
the Response-phase Incident Command to the Recovery Coordination Center. These unmet needs and other ongoing Response objectives will form the initial basis for setting Recovery objectives.

b) Assess progress on objectives

Regardless of whether the Recovery Coordination Center is in its initial operational cycle or conducting ongoing planning, the first step of a new RAP cycle is for the Operations Section to report on the status of its objectives, as well as identifying additional needs or new objectives. This will include input from the RSF Branches. This is a very important step and will help to reinforce the development of measurable objectives by ensuring that specific Branch input results in clearly scoped and defined objectives, particularly for objectives that may last over numerous operational periods.

c) Set (new) objectives and strategies

The next step of the RAP cycle is for Recovery Manager to work with his/her staff (and – at the Recovery Manager’s discretion only – the Recovery Policy Group) to identify and prioritize objectives and strategies for the next operational period. These may be ongoing or incomplete objectives from previous operational periods, or they may be new.

As each new RAP is developed, progress made against identified criteria for each objective will be assessed in coordination with the appropriate RSF Branch, and this information will be used to refine and focus objectives in future RAPs.

Objectives should always be “SMART” (Specific, Measurable, Action-oriented, Realistic, and Time-sensitive). The objectives and strategies should be cross-walked against the Community Planning & Capacity Branch’s work to ensure consistency of near-term objectives and strategies with long-term goals.

d) Determine tactics

Once the next operational period’s objectives and strategies have been set, the Operations Section identifies and prioritizes specific tactics that will be used to achieve the objectives and strategies, as well as identifying evaluation criteria and monitoring mechanisms for the tactics.

The Recovery Manager then works with the Logistics Section Chief, Planning Section Chief or designee, Legal Advisor, Safety Officer, and others as necessary to review and validate the tactics; they may add, remove, or re-prioritize tactics as necessary. The Recovery Manager and his/her staff also assigns available resources to the tactics and/or secure additional necessary resources. (ICS form 215 may provide a useful framework for this process.)

e) Planning meeting

After tactics and resources have been set, this information is shared broadly with the Recovery Coordination Center and lead and supporting agencies at the Planning Meeting. Participants have the opportunity to review and vet the tactics and resource assignments. At this phase, the Community Planning & Capacity Recovery Branch again reviews to ensure consistency of near-term tactics with long-term recovery goals.

f) Draft/approve/distribute the Recovery Action Plan
Following the Planning Meeting, the Planning Section drafts and finalizes the RAP for the next operational period. Once it has been approved by the Recovery Manager, the Recovery Action Plan is distributed to the entire Recovery Coordination Center and becomes the new controlling document; this marks the beginning of a new operational period.

g) Operations briefing(s)

After the Recovery Action Plan is approved and distributed, RSF Branch and Recovery Group mission assignments are officially handed down and started. At this point, Recovery Coordination Center staff and lead and supporting agencies are briefed on the new RAP. Depending on the situation, this briefing may be for the entire Recovery Coordination Center at once, or smaller briefings may take place at the RSF Branch level or at other levels within the Operations Section.

h) Execute Recovery Action Plan

This step comprises the main work of the Recovery Coordination Center, as its mission assignments are implemented from within the Operations Section.

Integration of Recovery Action Plan Cycle with Community Recovery Planning Process

It should be noted that Broward County has developed a Long Term Recovery and Redevelopment Strategy. However, there is an inherent realism that the Long Term Recovery and Redevelopment Strategy will not suffice to meet the individual specific needs of Broward County for a specific Community Recovery Plan. Therefore, Broward County must embrace the Recovery Action Plan cycle and the Community Recovery Plan process for the specific event.

The Recovery Action Plan Cycle and the Community Recovery Plan process are designed and intended to mesh together, but are very different in design and intent. Each plan is essential to the recovery process: the Recovery Action Plan cycle is the mechanism by which action is taken to advance the recovery, and the Community Recovery Plan process ensures that such action is consistent with (and does not preempt) holistic, long-term strategic goals.
Comparison of Recovery Action Plans and the Community Recovery Plan

<table>
<thead>
<tr>
<th></th>
<th>Recovery Action Plans</th>
<th>Community Recovery Plans</th>
</tr>
</thead>
<tbody>
<tr>
<td>Process design</td>
<td>Periodic, cyclical</td>
<td>Linear, progressive</td>
</tr>
<tr>
<td>Methodology and process derived from</td>
<td>ICS</td>
<td>Recovery planning process (see Community Recovery Planning RSF Branch Annex)</td>
</tr>
<tr>
<td>Topical focus</td>
<td>Actions, tactics, mission assignments</td>
<td>Strategic integration of policies, programs and projects into a holistic community context</td>
</tr>
<tr>
<td>Time focus</td>
<td>Next operational period (which may last days, weeks, or months)</td>
<td>Long-term recovery and “new normal”</td>
</tr>
<tr>
<td>Developed by</td>
<td>Recovery Coordination Center (led by Planning Section)</td>
<td>Recovery Coordination Center (led by Community Recovery Planning RSF Branch) with substantial involvement of stakeholders and the public.</td>
</tr>
<tr>
<td>Executed by</td>
<td>RSF Branches and Recovery Groups under the Operations Section of the Recovery Coordination Center</td>
<td>The Recovery Coordination Center and other County agencies; also provides guidance and framework for private businesses and residents.</td>
</tr>
</tbody>
</table>

Ideally, strategic planning precedes and guides operational and tactical planning. Therefore, if it were possible, the Community Recovery Plan would be drafted and completed prior to any recovery action being taken (or Recovery Action Plans being developed).

Typically, however, following a disaster, this clean, logical sequencing is not possible. Actions must be taken to advance recovery even while major determinations regarding priorities and strategy remain fluid, shifting, and incomplete. The Broward County Recovery Plan therefore defines the interactions of the Recovery Action Plans and long-term community recovery planning to provide structure before, during, and after the development and completion of the Community Recovery Plan. In doing so, this Broward County Recovery Plan ensures that action be taken to advance the recovery, while also ensuring that such action is consistent with long-term priorities and strategies, and that such actions do not preempt deliberative decision making. Once the Community Recovery Plan is complete, the two processes merge, and strategic planning is then able to guide operational and tactical planning.

The figures below provide a schematic description of how the Recovery Action Plan cycle and the Community Recovery Plan process align during the recovery.
Recovery Action Plan Cycle

TIME ->

Community Recovery Plan

TIME -> = During short term recovery, Recovery Action Plans (RAP) are developed while the Community Recovery Plan process is being set up.
Figure 2- Planning integration during Community Recovery Plan development

Recovery Action Planning Cycle

TIME ->

Community Recovery Plan

TIME -> = As the Community Recovery Plan is being developed, the RAP cycle checks in to ensure consistency and avoid setting objectives that preempt deliberative strategic decisions.

Figure 3- Planning integration after Community Recovery Plan completion

Recovery Action Plan Cycle

TIME ->

Community Recovery Plan

TIME -> = Once the Community Recovery Plan is complete (), the processes are merged. RAPs are developed to accomplish the Community Recovery Plan’s vision and goals.
Policies for Lead and Supporting Agencies:

The following are a list of guiding principles for the execution of objectives within the Recovery Action Plan to Lead and Supporting Agencies within RSF Branches and Recovery Groups.

- RSF Branches and Recovery Groups will operate according to ICS principles which include: unity of command, chain of command, management by objectives, appropriate span of control, common terminology and proper accountability of resources.
- To the degree applicable, agencies participating in RSF Branches and Recovery Groups will employ normal day-to-day operating and reporting procedures.
- Lead and Supporting Agencies will establish internal communications and information exchange protocols to ensure awareness and transparency.
- Assets available to any Recovery Function will be made available to support County-wide recovery activities in coordination with the Logistics and Finance/Admin Sections.

The Broward County Division of Emergency Management is responsible for coordinating with Lead/Support Agencies and assisting those entities to ensure that all assigned staff has an understanding of their roles and responsibilities and that necessary training is accessible as available.

Specific objectives are described for each Recovery Group in the RSF Branch Annexes. In addition to these, Supporting Agencies for all Recovery Groups share common objectives as they support Lead Agencies to prepare for recovery (pre-disaster) and execute the Recovery Agency’s mission objectives (post-disaster).

Common Objectives:

Pre-Disaster:
- Establish and maintain pre-incident coordination among the Recovery Group’s Supporting Agencies and other identified partners.
- Inventory resources and capabilities, and address gaps. A NIMS-compliant, resource-typed inventory is ideal.
- Address potential issues of resource procurement.
- Maintain and promote continuity capabilities.
- Train and exercise roles and responsibilities in coordination with the Broward Emergency Management Division.

Post-Disaster:
- Brief supporting agencies and organizations to ensure that mobilized Supporting Agency staff within each Recovery Group have up-to-date situational information and assignments.
- Identify and address resource needs.
- Identify additional or extraordinary funding needs.
- Maintain documentation in coordination with the Finance/Admin Section.
- Provide information and updates through the Recovery Action Planning Cycle.
- Maintain compliance with applicable legal requirements.
• Ensure the health, safety and welfare of Recovery Staff through communication with the Safety Officer and Logistics Section.
Recovery Support Function (RSF) Branch Annexes
Community Recovery Planning RSF Branch

A. Purpose

The Community Recovery Planning Branch is responsible for coordinating the County’s public-, private-, and non-profit-sector efforts to develop an incident-specific, post-disaster Community Recovery Plan for Broward County. This will include planning for, integrating, and monitoring disaster-recovery programs, policies, and projects after large, unique, or catastrophic incidents. The Community Recovery Planning Branch will coordinate its efforts with those of Broward County, Regional, State and Federal agencies. If needed additional groups of the Community Recovery Planning Branch may be activated based on the needs of the recovery process.

Broward Municipal Services District Group

A possible sub-group may be the Broward Municipal Services District Group to meet the planning needs and extension of the existing Municipal Services District under Broward County government to meet the “unincorporated” needs for this specific incident. The Broward Municipal Services District, which was formerly known as Unincorporated Broward County, consists of 11.4 square miles with a 2015 estimated population of 14,515. The Broward County Board of County Commissioners is the authorized governing body of the District and the provider of its municipal services which include but are not limited to business development, road repairs, street enhancements, housing development, park and library improvements. The District includes the neighborhoods of Boulevard Gardens, Broadview Park, Franklin Park, Hillsboro Pines, Hillsboro Ranches, Roosevelt Gardens and Washington Park. If the Broward County Municipal District is significantly impacted, Broward County should set up a mechanism similar at the municipal level to incorporate the specific recovery needs into the overall Broward County Recovery Plan as well as any community specific plans.

Municipal Group

A Municipal Group may be warranted to address the planning needs of those municipal jurisdictions impacted by the specific incident. It is recognized that individual municipalities should be implementing recovery plans and processes that complement Broward County’s. Broward County has 31 municipal jurisdictions and includes the Seminole Tribe of Florida. All communities may not be severely impacted at the same level and those that are may have special considerations that should be taken into account.

The Community Recovery Plan will set overarching post-disaster goals and objectives for the recovery process, and it should identify specific strategies and tactics to be undertaken (including specific reconstruction investments by County government, and potentially also recommendations for the same by state and federal governments and the private sector). The Community Recovery Plan may also identify other strategic goals or desired outcomes over which the Recovery Coordination Center (or the County) has limited or no authority. It will identify and leverage disaster-recovery programs at various levels that are designed to support and advance local recovery. The Community Recovery Planning process will be inclusive of and encourage participation by all government entities impacted and citizen
stakeholder groups as deemed appropriate.

The activities of this Branch are essential components of the mission assignments of all Recovery Support Function (RSF) Branches and Recovery Groups. However, the Community Recovery Plan will likely be developed while other Branches and Groups are already executing mission assignments. A crucial challenge of the Community Recovery Planning Branch will therefore be to develop a Community Recovery Plan that defines what a successful recovery will look like, while also accounting for and coordinating with concurrent Recovery Coordination Center activities.

While other Branches and Groups within the Operations Section are focused primarily on the physical recovery mission and other service-delivery assignments, the Community Recovery Planning Branch supports recovery by defining the framework within which the Recovery Coordination Center will operate for the ensuing months and years. The planning process identified in Recovery Action Planning Cycle and integrating components for an incident specific Community Recovery Plan has been adapted in part from the Federal Emergency Management Agency’s (FEMA’s) Long-Term Recovery Planning Process: A Self Help Guide (2005). It should be noted that Broward County has developed a Long Term Recovery and Redevelopment Strategy. However, there is an inherent realism that the Long Term Recovery and Redevelopment Strategy will not suffice to meet the individual specific needs of Broward County for a specific Community Recovery Plan. Therefore, Broward County must embrace the Recovery Action Plan cycle and the Community Recovery Plan process for the specific event.

It should also be noted that this RSF Branch will only be activated in the case recovery activities require special coordination that cannot be covered through normal Broward County functioning. If the recovery objectives described below can be accomplished without activation of this RSF Branch, this Branch will be deactivated and its staff and assets returned to normal operations, at the discretion of the Operations Chief and Recovery Manager.

**B. Organization**

Development of the Community Recovery Plan is an operational activity of the Recovery Coordination Center. Therefore, the Community Recovery Planning Branch is organized within the Operations Section of the Recovery Coordination Center. It will coordinate its activities closely with the Planning Section. A Lead Agency will be assigned for this RSF Branch by the Operations Section Chief and this Lead Agency will staff the Recovery Planning RSF Branch Director position.

To ensure scalability and flexibility in the mobilization of recovery operations, this RSF Branch may be activated (for Incident Command System (ICS)-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

The following agencies and organizations may be asked possibly to lead or support this RSF Branch depending on the incident. It should be noted that this this is not all inclusive and should be modified as needed for the specific event:
**Lead Agencies:**

Broward County Dept. of Environmental Protection & Growth Management

**Support Agencies-Broward County Government/Municipalities:**

- Broward Emergency Management Division
- Broward Planning & Development Management
- Broward Environmental Planning & Community Resilience
- Broward Environmental Licensing & Building Permitting
- Broward Housing Finance & Community Redevelopment
- Broward County Pollution Prevention
- Broward County Planning Council
- Broward Office of Economic & Small Business Development
- Broward Office of Intergovernmental Affairs & Professional Standards
- Broward County Construction Management
- Broward County Facilities Management
- Broward County Human Services Department
- Broward County Public Works Dept.
- **Broward Municipal Services District**
  - 31 Municipalities
  - Seminole Tribe of Florida
  - Local I Building Officials
  - Local Planning Officials
  - Local Housing Officials
  - Local Offices of Economic Development/DDAs/CRAs

**Support Organizations-Private/Non-Profit:**

- Local Chamber of Commerce
- Local Real Estate Boards/MLS
- Building Owners & Managers Association
- American Institute of Architects
- American Planning Association
- Urban Land Institute
- Congress for New Urbanism

**Support Organizations-Regional:**

- South East Florida Regional Planning Council
- Broward Metropolitan Planning Organization

**Support Agencies-State of Florida:**

- Florida Department of Economic Opportunity (DEO) *Identified as State RSF Lead

**Support Agencies—Federal Government:**

- DHS/Federal Emergency Management Agency (FEMA)*Identified as Federal RSF Lead
C. Activation and Mobilization

This Recovery Branch will be activated by the Operations Section Chief in the event that there is a need to develop an incident specific post-disaster recovery plan and/or address overall needs due to Broward County being significantly disrupted by a disaster. The Lead Agency for this Recovery Branch will staff the Community Planning Recovery Branch Director position.

The Recovery Branch Director will notify all supporting agencies and organizations of the Recovery Branch’s activation and request support as indicated by the situation. Supporting agency and organization staff and assets may be assigned to work from their home agency, be requested to report to the Recovery Coordination Center, or to mobilize to other locations as necessary.

This Recovery Branch will only be activated in the case that ongoing unmet or new needs exceed Broward County’s normal capabilities, or require special coordination with other recovery activities. If the recovery objectives described below can be accomplished without activation of this Recovery Branch, this group will be deactivated and its staff and assets returned to normal operations, at the discretion of the Operations Section Chief and Recovery Manager.

D. Pre-Event and Preparedness Objectives

The following describes objectives to be addressed by the entities that comprise this RSF Branch – with leadership, support, and coordination as necessary from the Broward County Emergency Management Division – prior to a disaster. Some of the objectives identified below may be discrete actions, while others should be continuously addressed to ensure the County’s recovery preparedness.

a) Streamline and coordinate regulatory approvals and permitting processes for recovery

Identified Lead Agencies and support agencies, with support from the Emergency Management Division, will explore and recommend means to streamline and coordinate administration of land use/zoning approvals, building moratoria, building permitting (including construction, renovation, reconstruction, and demolition), condemnation, historic preservation reviews, environmental and watershed reviews, issues related to zoning variances, manufactured or mobile homes, non-conforming uses, and “grandfathered” structures, and other regulatory and permitting processes in order to expedite recovery.

Such recovery streamlining may require regulatory or administrative action at the County or municipal levels. Recommended changes to the regulatory and permitting processes for recovery should have clearly defined “triggers.” These expedited regulatory approval and permitting processes with clearly defined and predetermined trigger points should be presented and adopted by County ordinance as soon as practical, not only at the time of the disaster and subsequent recovery efforts.

b) Be familiar with FEMA’s Community Recovery Planning Process and other recovery planning best practices
In a post-disaster context, knowledge of federal guidance will help to ensure that county plans are consistent with federal programs and thus qualify for federal funds. Additionally, such consistency will help maintain local control over the Community Recovery Planning process by demonstrating that local leadership is up to the task and is able to make use of federal and other outside assistance as appropriate.

All staff designated as lead or support for the Community Recovery Planning Branch should try to take advantage of training opportunities and learning development such as FEMA’s Long-Term Community Recovery planning process (FEMA IS-814). This training provides some background for Community Recovery Planning Branch staff in the key objectives of Recovery Support Function mission assignments.

The Branch will also identify other programs and resources that assist communities to prepare, collect, and analyze relevant existing and future data necessary to plan and manage complex disaster recovery.

c) Be familiar with recovery funding and financing resources

Identified Lead and Support Agencies, with support from Broward County Emergency Management Division, should identify and be familiar with relevant recovery funding and financing sources at the local, state, and federal levels. Knowledge of federal guidance will ensure that County plans are consistent with federal programs and qualify for federal funds. This consistency will also help to maintain control over the Community Recovery Planning process. Key federal funding resources and information may be found in the National Disaster Recovery Program Database (NDRPD).

d) Be familiar with County and regional planning resources

Identified Lead Agencies and Support Agencies, with support from Broward County Emergency Management, will be familiar with relevant planning documents and resources, including the Broward County’s Enhanced Local Mitigation Plan, Broward County Comprehensive Plan and Land Use Plan, area and neighborhood plans, flood management plans, economic development strategies, the transportation improvement plans, capital improvement plans, and regional transportation plans and any other applicable plans.

e) Be familiar with County and regional stakeholder groups

Identified Lead Agencies and Support Agencies, with support from Broward County Emergency Management Division, should be familiar with the various outreach and representational networks that exist within Broward County, including homeowners associations, chambers and other business groups, community based organizations serving persons with limited English proficiency, environmental conservation advocates, historic resources advocates, and other groups that are able to speak for and
communicate with particular populations or interests. Additionally, the identified Lead/Support Agencies should be familiar with organizational networks that represent residents with access and functional needs, to ensure compliance with Americans with Disabilities Act (ADA) requirements during recovery operations.

Some of these entities will be represented in other Branches (if/when activated) of the Recovery Coordination Center’s Operations Section, and may also be candidates for being Supporting Agencies to the Community Recovery Planning RSF Branch.

**f) Be familiar with model/template post-disaster recovery plans**

It should be noted that Broward County has developed a Long Term Recovery and Redevelopment Strategy. However, there is an inherent realism that the Long Term Recovery and Redevelopment Strategy will not suffice to meet the individual specific needs of Broward County for a specific Community Recovery Plan. Therefore, identified Lead and Support Agencies, with support from the Division of Emergency Management should be familiar with recovery plans from previous U.S. disasters, and may choose to identify elements of these to potentially serve as a template for a Community Recovery Plan for Broward County. This familiarity will ensure that there is an awareness and review of capabilities as well as adaptability if elements are introduced that could serve Broward County recovery efforts.

**E. Post-Disaster Recovery Planning Process**

Post-disaster objectives for this RSF Branch are identified as a sequential process by which the Broward County will develop its Community Recovery Plan.

**a) Assess the need for a Community Recovery Plan**

The RSF Branch will identify and assess the long-term impacts of the disaster on Broward County, its residents, its economy, and its physical well-being. The recovery needs assessment from a significant disaster will begin shortly after the incident, led initially by the County’s Planning Section in the Emergency Operations Center (EOC). As the activity transitions from assessment to planning, the response-phase organization may transition to the recovery-phase Community Recovery Planning RSF Branch, if warranted.

The Community Recovery Planning Branch may utilize FEMA’s Long-Term Community Recovery Assessment Tool for general guidance to assist in this process. The Tool analyzes a disaster’s impact on three sectors: housing, economy, and infrastructure/environment; however these sectors can be modified to meet the needs of the specific disaster situation. The Sector Analyses may take a few days, weeks, or months, depending upon the level of complexity and amount of data at hand.

**b) Select Community Recovery Planning Branch leadership and identify plan scope**
Appropriate leadership and community representation among Lead/Supporting Agencies is critical. Upon activation of the Community Recovery Planning RSF Branch, the Operations Section Chief will appoint the Branch Director, who should serve as the leader and spokesperson for the recovery planning process (in coordination with the Public Information Officer), serve as the lead coordinator/facilitator at the community meetings, and establish appropriate planning partnerships with local, state, and federal agencies (in coordination with the Liaison Officer) as needed.

Although the Community Recovery Planning RSF Branch Director is responsible for the Community Recovery Planning process, overall responsibility for the Recovery Coordination Center and its activities remains with the Recovery Manager. (The Recovery Manager is assigned ultimate responsibility for the activities of the Community Recovery Planning RSF Branch – including the Community Recovery Plan itself – by the National Disaster Recovery Framework (NDRF).)

The Community Recovery Planning Branch will provide a combination of community leadership and subject matter expertise to execute long-term recovery planning activities, with the full backing of the Recovery Coordination Center and County government. Interim planning outcomes will be coordinated and confirmed by the Operations Section Chief via the ongoing Recovery Action Planning cycle.

c) Identify recovery partnerships

The Community Recovery Planning RSF Branch, in coordination with the Recovery Public Information Officer (PIO) and Liaison Officer (or a Branch specific PIO and/or Liaison Officer, if these are assigned), will ensure community ownership in the Community Recovery Plan by identifying key stakeholder organizations and agencies and by conducting extensive outreach campaign(s) during the planning process as needed. It is important where applicable to coordinate with external organizations to leverage buy-in, ensure ADA compliance for accessibility, and to prevent duplication of efforts. Stakeholders may or may not be identified as Supporting Agencies to this Branch.

In addition to Broward County interests, it will be important to coordinate planning activities with neighbors and regional planning entities, such as the SE Florida Regional Planning Council and the Broward MPO and any other appropriate agencies and departments. Due to the jurisdictional composition of Broward County a sub-group to specifically address the Community Planning concerns of the residents and entities of Broward’s Municipal Services District may be developed as an extension of the pre-existing Planning initiatives. A Municipal sub-group to address the impacted municipal jurisdictions and the Seminole Tribe of Florida planning needs could be created to address those particular needs. Coordination and communication should be established early on with the State and Federal Coordinating Officers (SCO and FCO), State and Federal Disaster Recovery Coordinators (SDRC and FDRC), regional transportation authorities, Broward County area universities and other educational institutions, federal government offices and other installations, local chambers of commerce, large private-sector companies, and emergency managers and government officials from jurisdictions in and around Broward. The list of organizations that support the Community Recovery Planning process must be extensive in order to ensure comprehensive stakeholder input.

It should be expected that in the wake of a significant disaster, interested parties will arrive to offer their help and expertise. This may include groups such as the American Planning Association, American
Institute of Architects, Congress for New Urbanism, Urban Land Institute and similar professional groups. Such entities may bring significant expertise, experience, and access to additional resources. Roles for them within Broward County’s planning process should be identified so that they are able to be assimilated usefully into the County’s recovery framework.

Coordination with external agencies and organizations is critical to leveraging buy-in, ensuring ADA compliance for accessibility, and preventing duplication of efforts. The Community Recovery Planning RSF Branch, Public Information Officer, and Liaison Officer will coordinate to invite key agency staff to support the Community Recovery Planning Branch and establish regular conference calls and meetings as needed to keep external partners included in the planning process.

d) Establish public information campaign

The Public Information Officer (either at the Branch or Recovery Coordination Center level) will develop a public information campaign and communications plan (as needed) with the Community Recovery Planning RSF Branch, which will be approved by the Recovery Manager. The media outreach campaign would be to encourage public and stakeholder involvement and educate community members (including those displaced by the disaster), thus establishing community ownership and support for the planning process and should be an integral component of the public information campaign. It is critical to establish positive relationships with a variety of media sources and to consider them partners in the public information campaign by keeping the media informed throughout the process.

e) Identify long-term recovery issues

Long-term recovery issue identification begins with the transition from the response to the recovery phase. As a component of the Community Recovery Planning process, issue identification refers to the recognition of stakeholder concerns with the reconstruction and redevelopment of the impacted area that extend months or years into the future.

The Community Recovery Planning Branch may formalize the issue identification process by:

Working with the Liaison Officer and/or Public Information Officer (either at the Branch or Recovery Coordination Center level) to conduct community meetings to identify and refine community vision and goals related to recovery, redevelopment, and reconstruction, and to begin to identify and recommend objectives and strategies to address these recovery issues as needed.

Meeting with stakeholders, impacted businesses and members of the public, and key County agency employees within or outside of the Recovery Coordination Center.

Reviewing existing Broward County plans, especially in considering how they may impact or advance recovery.
f) Coordinate with the Recovery Action Planning Cycle

Although all parts of the Recovery Coordination Center coordinate with the Planning Section during the development of the Recovery Action Plans, the Community Recovery Planning Branch has a specific and ongoing coordination role. The Community Recovery Planning Branch will continuously convey the best possible information to the Planning Section regarding the development of the Community Recovery Plan to ensure that Recovery Action Plans are developed consistently with the evolving/interim direction of the Community Recovery Plan; mission objectives established by Recovery Action Plans must not contradict the developing Community Recovery Plan or preempt the deliberative decision-making of the Community Recovery Planning process.

Community Recovery Planning Branch coordination with the Recovery Action Plan cycle will continue until the Community Recovery plan itself is complete and adopted. At that point, the Community Recovery Plan will provide overarching guidance for the development of mission objectives under the Recovery Action Plan process.

g) Set recovery vision and objectives

The Community Recovery Planning Branch will work with the public and stakeholders to set a vision and achievable goals (using “SMART” criteria) that provide a “big picture” vision for intermediate and long-term recovery and help participants and observers in recovery understand how their individual stakeholder component is critical to the recovery operation as a whole. Objectives should mark the actual progress or benchmarks toward the County vision and goals for recovery; and objectives should be vetted through the Community Recovery Planning process. They will give the Recovery Coordination Center and stakeholders a clear picture of how the recovery plan will achieve its intended purpose. Objectives should be framed in terms of end products that will be delivered within a specific time frame.

h) Identify, evaluate, and prioritize Community Recovery Projects

Once the vision, goals, and objectives for recovery are set and agreed upon by the stakeholders, projects may be identified as part of the community involvement process as needed. The Community Recovery Planning Branch Director will work with the Liaison Officer and Public Information Officer (either at the Branch or Agency level) to hold community meetings, discussions with community leaders, business groups, organizations, and agencies to ensure inclusive and broad-based buy-in as deemed necessary.

In addition to the projects identified through the community involvement process, it is important that the Community Recovery Planning Branch (through chain of command) work with FEMA’s Public Assistance (PA) staff to understand what community projects might be eligible for Public Assistance. The Community Recovery Planning Branch must work with the County PA specialist to keep appraised of ongoing Project Worksheets, Improvement Projects, Alternate Projects, and Section 406 PA hazard mitigation projects that are being requested by the County to FEMA. County projects may also be eligible for FEMA Section 404 Hazard Mitigation Grant Program mitigation projects, and other federal agencies. These projects should be reviewed by the Recovery Manager, Planning Section, and Recovery
Programs Administration Unit in the Finance/Admin Section, the same way as PA projects.

Some project considerations may include: the needs of the community, project feasibility, project sustainability, linkages thought the community, and how it enhances the quality of life. The FEMA Long Term Recovery Toolbox may be of assistance in this process. It may also be the case that the County may have to reevaluate projects that they previously approved, as priorities may change following a major disaster, resources may need to be reallocated to recovery.

It is the responsibility of the Recovery Manager – working closely with the Operations Section and ultimately the Community Recovery Planning Branch through the Recovery Action Planning cycle – to evaluate and prioritize the projects, and eventually to present them to the general public and policy makers as part of a draft Community Recovery Plan as needed.

i) Identify project champions

The Community Recovery Planning Branch will work with the Recovery Policy Group, Recovery Manager, and other community leaders to identify, recruit (if necessary), and support “project champions.” These representatives will promote and support projects that advance the Community Recovery Plan’s objectives and vision.

A project champion might be an individual, private company, organization, or public agency that has shown past interest in the Community Recovery Planning process and has been involved in Branch activities prior to or following the disaster. They should be self-motivated and have standing in the community.

j) Draft the Community Recovery Plan

The Community Recovery Plan document itself should describe specific strategies and actions, including both physical improvements and policies and programs. It should be brief, with concise discussion of project needs and overarching objectives, rather than an in-depth discussion of existing conditions (except insofar as these have changed from existing County planning documents).

It should be written so as to be easily comprehended by the public, businesses, and other stakeholders. Where there is a need for additional project information, the Community Recovery Plan should reference existing resources, rather than summarize or reproduce them.

The following steps should be taken in the Community Recovery Plan review and development of a Final Community Recovery Plan:

1) Develop a Draft Community Recovery Plan
2) Distribute the Draft Community Recovery Plan for stakeholder and public review
3) Ensure that the Draft and Final Community Recovery Plans are available in accessible alternative formats, if requested
4) Hold stakeholder and community meetings for Draft Community Recovery Plan feedback and input
5) Develop a Final Community Recovery Plan incorporating all comments
6) Adoption by the County Board of County Commissioners when applicable
7) Public “launch” event for Final Community Recovery Plan
8) Distribution of Final Community Recovery Plan and other materials
9) Implementation of the Final Community Recovery Plan

k) Prepare a community recovery funding strategy

Funding is critical in implementing projects to realize the community’s vision and goals. The Community Recovery Planning Branch Director will work with the Recovery Manager and the Finance/Administration Section to identify funding sources and match appropriate programs to County recovery projects and initiatives.

The Finance/Administration Section may also recommend mechanisms to be put in place in order to maximize the funding opportunities for which the community is eligible. A recovery-funding matrix could be developed and utilized to compare and contrast the various federal funding sources available in long-term recovery. Additionally, the establishment of a not-for-profit organization outside county government may be recommended that can collect and distribute funds has been used and is strongly recommended by other counties which have gone through an extensive recovery effort. This type of initiative was first recognized in South Florida with the “We Will Rebuild” after Hurricane Andrew.

l) Implementation of the Community Recovery Plan

Once the Community Recovery Plan is complete, should be approved by the Recovery Manager, County Administration, Policy Group and the Broward County Board of County Commissioners as needed. The Recovery Manager will be responsible for ensuring the Community Recovery Plan is executed.

However, implementation of the Community Recovery Plan is not a single step within the recovery process; it is an ongoing activity that is incorporated into the Recovery Action Planning cycle. During development of the Community Recovery Plan, the vision, goals, objectives, and strategies identified within the Community Recovery Plan are coordinated with the Recovery Action Planning cycle as mentioned previously, and after its completion the Community Recovery Plan forms the basis for the activities of the Recovery Coordination Center.

Upon completion of the Community Recovery Plan process and demobilization of the Community Recovery Planning Branch, responsibility for monitoring and implementing the final Community Recovery Plan become the responsibility of the Planning Section.

Following the approval of the Community Recovery Plan, other County plans may be impacted. These may include the Broward County Comprehensive Plan, Broward County Enhanced Local Mitigation Strategy, Capital Improvement Program, Transportation Improvement Program, and/ or others. Each of these documents should incorporate the Community Recovery Plan no later than their next scheduled updates following the disaster incident. In this way, the Community Recovery Plan will be implemented across Broward County functions via normal, non-disaster planning-and-implementation mechanisms.
m) Plan maintenance

The Community Recovery Plan will be developed and implemented as a “living document,” but one that is designed to sunset once its use has been fulfilled. The completed Community Recovery Plan will become the foundation of all future Recovery Action Plans, and thus is the responsibility of the Planning Section to monitor and implement.

Until the Recovery Coordination Center itself is deactivated, the Planning Section Chief will ensure the Plan is reviewed, evaluated, and updated on at least an annual basis (or as needed) to monitor progress and ensure the strategic framework is appropriate and information is current for the needs of the community. Regardless of the issue or the stage of the recovery process or an individual project, keeping stakeholders involved and informed of Community Recovery Plan updates will encourage continual support during recovery.

After the Recovery Coordination Center is demobilized, any incomplete goals identified in the Community Recovery Plan will revert to the Lead Agency and/or be transferred (by incorporation) to non-disaster planning-and-implementation mechanisms.
Economic RSF Branch

A. Purpose

The Economic Recovery Support Function (RSF) Branch is responsible for coordinating Broward County’s public-, private-, and non-profit-sector efforts to sustain and/or rebuild businesses and employment, and develop economic opportunities that result in a sustainable and economically resilient county after large-scale and catastrophic incidents. The Economic RSF Branch will coordinate its efforts with those of the State of Florida and Federal agencies. If needed, additional sub-groups of the Economic Branch may be activated based upon the needs of the recovery process. Some of those sub-groups may be:

Employment Recovery Group

Business Restoration Recovery Group

Business Retention and Recruitment Recovery Group

Supply Chain Recovery Group

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Branch and subsequent sub-groups may be functionally or geographically subdivided at the discretion of the Operations Section Chief, as conditions dictate and are consistent with ICS.

The following agencies and organizations may be asked to lead or support this RSF Branch:

B. Organization

The Economic Recovery Branch will be organized under the Economic RSF Branch Director within the Operations Section, and report and coordinate with the Operations Section Chief.

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Branch may be activated (for Incident Command System (ICS)-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

This Recovery Branch does have a specific response-phase function in the Emergency Operations Center (EOC) from which it transitions. The Recovery Branch will transition from Emergency Support Function (ESF) 18: Business & Industry. This Branch and supporting Groups will be activated if and when it is determined to be necessary by the Operations Section Chief, in consultation with the Recovery Manager.

The following agencies and organizations may be asked possibly to lead or support this RSF Branch depending on the incident. It should be noted that this this is not all inclusive and should be modified as needed for the specific event:
### Lead Agencies:

Broward Office of Economic Development & Small Business Development

### Support Agencies—Broward County Government/Municipalities:

- Greater Fort Lauderdale Convention & Visitors Bureau
- Broward Emergency Management Division
- Broward Planning & Development Management
- Broward Environmental Planning & Community Resilience
- Broward Environmental Licensing & Building Permitting
- Broward Housing Finance & Community Redevelopment
- Broward Office of Economic & Small Business
- Broward Office of Intergovernmental Affairs & Professional Standards
- Broward Municipal Services District
- 31 Municipalities
- Seminole Tribe of Florida
- Local Offices of Economic Development/DDAs/CRAs

### Support Organizations—Private/Non-Profit:

- Broward Alliance
- Career Source Broward
- Local Chamber of Commerce
- Local Real Estate Boards/MLS
- Building Owners & Managers Association
- Marine Industries Association
- Ft. Lauderdale Small Business Development Center
- Private Sector Leaders

### Support Organizations—Regional:

- South East Florida Regional Planning Council
- Broward Metropolitan Planning Organization

### Support Agencies—State of Florida:

- Florida Department of Economic Opportunity (DEO) *Identified as State RSF Lead

### Support Agencies—Federal Government:

- Department of Commerce *Identified as Federal RSF Lead
Employment Recovery Group

A. Purpose

The Employment Recovery Group within the Economic RSF Branch will coordinate local efforts with state and federal recovery programs designed to sustain local employment during the disaster recovery phase. More specifically, the Employment Group’s purpose is to provide or advocate for resources for the employment of workers displaced by the disaster, and to provide mechanisms to match people seeking employment in the disaster area with opportunities for work.

This Group is not tasked with coordination of emergency response personnel or related assets during the emergency response phase.

B. Organization

The Employment Recovery Group will be organized under the Economic RSF Branch within the Operations Section, and coordinated by the Employment Group Supervisor.

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Group may be activated (for Incident Command System (ICS)-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

This Recovery Group does have a specific response-phase function in the Emergency Operations Center (EOC) from which it transitions. The Recovery Group will transition from Emergency Support Function (ESF) 18: Business & Industry. This Group will be activated if and when it is determined to be necessary by the Operations Section Chief, in consultation with the Recovery Manager.
C. Activation and Mobilization

This Recovery Group will be activated by the Operations Section Chief in the event that the employment base of Broward County is significantly disrupted by a disaster. The Lead Agency for this Recovery Group will staff the Recovery Group Supervisor position.

The Recovery Group Supervisor will notify all supporting agencies and organizations of the Recovery Group’s activation and request support as indicated by the situation. Supporting agency and organization staff and assets may be assigned to work from their home agency, be requested to report to the Recovery Coordination Center, or to mobilize to other locations as necessary.

This Recovery Group will only be activated in the case that ongoing unmet or new needs exceed Broward County’s normal capabilities, or require special coordination with other recovery activities. If the recovery objectives described below can be accomplished without activation of this Recovery Group, this group will be deactivated and its staff and assets returned to normal operations, at the discretion of the Operations Section Chief.

D. Short-Term Recovery Objectives:

1. Provide employment resources and workforce placement: The Employment Recovery Group will coordinate with employers, placement companies, and job training companies etc. to provide resources, information, and placement for area residents.

2. Coordinate provision of workforce transportation: If transportation options are inhibited or limited the Recovery Group will coordinate with the Infrastructure Group to provide interim transportation services to and from employers.

3. Coordinate provision of workforce housing: As necessary, the Recovery Group will coordinate with other groups to provide other services needed to allow participation in the workforce.

E. Intermediate and Long-Term Recovery Objectives:

1. Promote employment of area residents and small businesses in recovery efforts: Jobs and job markets will undergo continuous changes throughout the recovery process. This Recovery Group will work to promote the hiring of residents and small businesses in support of recovery activities.
Business Restoration Recovery Group

A. Purpose

The purpose of the Business Restoration Recovery Group within the Economic RSF Branch is to coordinate local efforts with state and federal recovery programs designed to promote the overall resiliency and stability of the private-sector business community through coordination of pre-and post-disaster recovery resources, strategies, and programs. More specifically, this Recovery Group’s purpose is to identify and fill needs identified by businesses to assist them to remain in business after a disaster.

B. Organization

The Business Restoration Recovery Group will be organized under the Economic RSF Branch within the Operations Section, and coordinated by the Business Restoration Group Supervisor.

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Group may be activated (for ICS-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

This Recovery Group does have a specific response-phase function in the Emergency Operations Center (EOC) from which it transitions. The Recovery Group will transition from Emergency Support Function (ESF) 18: Business & Industry. This Group will be activated if and when it is determined to be necessary by the Operations Section Chief, in consultation with the Recovery Manager.
C. Activation and Mobilization

This Recovery Group will be activated by the Operations Section Chief in the event that a disaster of significant scale and scope results in disruptions that significantly impact normal private-sector business operations, threaten Broward County’s normal abilities to retain companies, and/or result in new opportunities to recruit businesses.

A Lead Agency will be assigned for this Recovery Group by the Operations Section Chief, and this Lead Agency will staff the Recovery Group Supervisor position. Other agencies identified as potential Lead Agencies in the above list will become Supporting Agencies.

The Recovery Group Supervisor will notify all supporting agencies and organizations of the Recovery Group’s activation and request support as indicated by the situation. Supporting agency and organization staff and assets may be assigned to work from their home agency, be requested to report to the Recovery Coordination Center, or to mobilize to other locations as necessary.

This Recovery Group will only be activated in the case that ongoing unmet or new needs exceed Broward County’s normal capabilities, or require special coordination with other recovery activities. If the recovery objectives described below can be accomplished without activation of this Recovery Group, this group will be deactivated and its staff and assets returned to normal operations, at the discretion of the Operations Section Chief.

D. Short-Term Recovery Objectives:

1. Provide staffing, expertise, and program support to Business Recovery Centers: Direct provision of insurance, financing, workforce, relocation, and other related information will be implemented through the establishment of Business Recovery Centers.

2. Prioritize restoration of utility and transportation services to large companies and retailers: This Group will coordinate with the Utility Restoration and Transportation Recovery to be sure that such employers and distributors are recognized and prioritized appropriately.

3. Leverage local businesses with recovery capabilities: As emergency management transitions from response to recovery, the need for goods and services will continue. Although outside (federal) resources may continue to be available, the recovery efforts may be equally well or better served if goods and services can be acquired through normal business processes.

4. Communicate recovery plans and priorities: It is essential that local businesses understand the recovery objectives that pertain to their individual recovery needs to ensure that their business restoration and recovery planning takes into consideration realistic planning assumptions for the restoration of public utilities and other essential support systems. This Group will work with the Public Information Officer to communicate economic recovery and business restoration priorities to County residents and businesses.
E. Intermediate and Long-Term Recovery Objectives:

1. Identify and promote opportunities for IT or telecom infrastructure upgrades based on the incident: This Group will work with the Infrastructure RSF Branch to identify and promote opportunities for IT or telecom infrastructure upgrades as part of disaster reconstruction work.

2. Identify and promote opportunities for enhanced private sector resiliency: This Recovery Group will work with private sector businesses, trade groups, and professional associations to promote business resiliency in terms of adequate insurance, continuity planning, IT recovery planning, etc., as well as promoting enhanced efficiency of facilities and operations.
Business Retention and Recruitment Recovery Group

A. Purpose

The purpose of the Business Retention and Recruitment Recovery Group within the Economic RSF Branch is to coordinate local efforts to promote the overall resiliency and stability of the private-sector business community through coordination of pre- and post-disaster recovery resources, strategies, and programs at the local, state, and federal levels.

More specifically, this Group’s purpose is to identify and fill needs identified by businesses to assist them to stay in Broward County after a disaster. Additionally, this Group will be responsible for the recruitment of companies, not located in the county at the time of the disaster, that might support the recovery effort and enhance the overall economic health and stability of Broward County.

B. Organization

The Business Retention and Recruitment Recovery Group will be organized under the Economic RSF Branch within the Operations Section, and coordinated by the Business Retention and Recruitment Group Supervisor.

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Group may be activated (for ICS-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

This Recovery Group does have a specific response-phase function in the Emergency Operations Center (EOC) from which it transitions. The Recovery Group will transition from Emergency Support Function (ESF) 18: Business & Industry. This Group will be activated if and when it is determined to be necessary by the Operations Section Chief, in consultation with the Recovery Manager.
C. Activation and Mobilization

This Recovery Group will be activated by the Operations Section Chief in the event that a disaster of significant scale and scope results in disruptions that significantly impact normal private-sector business operations, threaten the county’s normal abilities to retain companies, and/or result in new opportunities to recruit companies. The Lead Agency for this Recovery Group will staff the Recovery Group Supervisor position.

The Recovery Group Supervisor will notify all supporting agencies and organizations of the Recovery Group’s activation and request support as indicated by the situation. Supporting agency and organization staff and assets may be assigned to work from their home agency, be requested to report to the Recovery Coordination Center, or to mobilize to other locations as necessary.

This Recovery Group will only be activated in the case that ongoing unmet or new needs exceed Broward County’s normal capabilities, or require special coordination with other recovery activities. If the recovery objectives described below can be accomplished without activation of this Recovery Group, this group will be deactivated and its staff and assets returned to normal operations, at the discretion of the Operations Section Chief.

D. Short-Term Recovery Objectives:

1) Identify gaps and challenges

The Business Retention and Recruitment Group will work with the Business Restoration Group as it identifies gaps, challenges, and other issues that may affect business retention and recruitment in Broward County. See under Business Restoration Group for more detail on related short-term recovery objectives.

2) Identify businesses and sectors at risk for leaving the county

The Business Retention and Recruitment Group may survey businesses directly or otherwise impacted by the disaster to assess likely relocations by individual firms or economic sectors. The Group will then begin to develop strategies in response to such information.

Intermediate- and Long-Term Recovery Objectives

1) Encourage businesses to remain in Broward County

Instability and disruptions may be expected to trigger businesses to consider departing from Broward County. This Group will therefore work closely with major area companies and employers to meet their post-disaster needs and to provide incentives, where appropriate, to keep them in the county.

2) Seize new recovery opportunities
Depending on the nature of the disaster, economic opportunities may arise during the course of recovery. This Group will reach out to companies considering locating operations within Broward County, including offering informational resources, assistance with real estate identification and permitting issues, and – where appropriate – providing incentives.

Companies receiving such assistance should be expected to hire from the local workforce, where appropriate. The Business Retention and Recruitment Group will coordinate such efforts with the Employment Group, through the Recovery Action Planning process.
Supply Chain Recovery Group

A. Purpose

The purpose of the Supply Chain Recovery Group within the Economic RSF Branch is to coordinate local efforts with state and federal recovery programs designed to identify both large and small business resources that will either directly support recovery efforts or otherwise contribute to the overall economic recovery of the community, and to ensure that logistics, transportation, and shipping challenges associated with these are monitored and addressed. This is especially crucial as direct provision of goods and services via local, state, and federal recovery programs wind down.

The Supply Chain Group will support the identification and provision of goods and services (including through normal retail business operations) to sustain the recovery effort after the EOC has been deactivated for the disaster. This Group will also monitor and address logistics, transportation, and shipping challenges that impact the general economic health and resilience of the county.

This Group is not tasked with acquisition or provision of emergency response supplies or assets during the emergency response phase. This group will try to ensure that supply chain problems are not impeding big-picture economic recovery.

B. Organization

The Supply Chain Recovery Group will be organized under the Economic RSF Branch within the Operations Section, and coordinated by the Supply Chain Group Supervisor.

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Group may be activated (for ICS-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

This Recovery Group does not have a response-phase function in the EOC from which it transitions. This Group will be activated if and when it is determined to be necessary by the Operations Section Chief, in consultation with the Recovery Manager.


C. Activation and Mobilization

This Recovery Group will be activated by the Operations Section Chief in the event that normal supply chains are impacted or interrupted by a disaster.

A Lead Agency will be assigned for this Recovery Group by the Operations Section Chief, and this Lead Agency will staff the Recovery Group Supervisor position. Other agencies identified as potential Lead Agencies in the above list will become Supporting Agencies.

The Recovery Group Supervisor will notify all supporting agencies and organizations of the Recovery Group’s activation and request support as indicated by the situation. Supporting agency and organization staff and assets may be assigned to work from their home agency, be requested to report to the Recovery Coordination Center, or to mobilize to other locations as necessary.

This Recovery Group will only be activated in the case that ongoing unmet or new needs exceed Broward County’s normal capabilities, or require special coordination with other recovery activities. If the recovery objectives described below can be accomplished without activation of this Recovery Group, this group will be deactivated and its staff and assets returned to normal operations, at the discretion of the Operations Section Chief.

D. Short-Term Recovery Objectives:

1. Identify market sectors that have been significantly disrupted: The County’s recovery efforts must have the capability to identify and prioritize local, damaged market sectors. By identifying these local businesses, the Supply Chain Group will be able to champion the restoration and/or repairs to reestablish the supply chain needs.

2. Ensure efforts to address supply chain disruptions, with priority to recovery-essential goods and services: This Group will work with other RSF Branches to address private-sector supply chain concerns and restoration priorities.

3. Coordinate transition from emergency provision of commodities: As local, state, and government logistics and distribution of federally-supplied commodities wind down, the local business community should be ready to meet county residents’ and companies’ needs for those goods and services through normal (retail) business practices.

4. Distribute information regarding access to goods and services: Public access to recovery-related goods and services requires accurate and timely public information. This Group will coordinate with the Public Information Officer and Business Recovery Centers to provide information for distribution through county public information channels. In this manner, the public and other companies can be kept aware of important locations and supply chain program changes, particularly as provision of such goods and services reverts to normal (retail) business practices.

E. Intermediate and Long-Term Recovery Objectives:

This Recovery Group does not have any objectives identified that are specific to intermediate or long-
term recovery. However, any objectives assigned to this Recovery Group during short-term recovery will continue to be its responsibility until these objectives are completed or reassigned, and it may be assigned other objectives through the Recovery Action Planning cycle.
Natural and Cultural Resources RSF Branch

A. Purpose

The Natural and Cultural Resources Recovery Support Function (RSF) Branch is responsible for coordinating the Broward County’s public-, private-, and non-profit-sector efforts to address long-term environmental and cultural resource recovery needs after large-scale and catastrophic incidents. The Natural and Cultural Resources RSF Branch will coordinate its efforts with those of the State of Florida and federal agencies.

B. Organization

The Natural and Cultural Resources Branch will be organized under the Natural and Cultural RSF Branch Director within the Operations Section, and report and coordinate with the Operations Section Chief.

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Branch may be activated (for Incident Command System (ICS)-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

This Recovery Branch does not have a specific response-phase function in the Emergency Operations Center (EOC) from which it transitions.

The following agencies and organizations may be asked possibly to lead or support this RSF Branch depending on the incident. It should be noted that this this is not all inclusive and should be modified as needed for the specific event:

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<th><strong>Lead Agencies:</strong></th>
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<td>Broward Dept. of Environmental Protection &amp; Growth Management</td>
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<th><strong>Support Agencies-Broward County Government/Municipalities:</strong></th>
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<td>Broward County Parks &amp; Recreation</td>
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<td>Broward County Construction Management</td>
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Broward County Facilities Management
Broward County Human Services Department
Broward County Public Works Dept.
Broward Municipal Services District
31 Municipalities
Seminole Tribe of Florida
Local I Building Officials
Local Planning Officials
Local Cultural Officials
Local Historic Preservation Officials
Local Parks & Recreation Officials
Local Environmental Officials

Support Organizations-Private/Non-Profit:

Museums
Universities & Colleges
Local Chamber of Commerce
Environmental Affiliated Groups
Cultural & Historical Affiliated Groups
American Planning Association
Urban Land Institute
Congress for New Urbanism

Support Organizations-Regional:

South Florida Water Management District
South East Florida Regional Planning Council
Broward Metropolitan Planning Organization

Support Agencies-State of Florida:

Florida Department of Environmental Protection/Division of Historic Resources/ State Historic Preservation Office (SHPO) *Identified as State RSF Lead

Support Agencies—Federal Government:

Department of Interior *Identified as Federal RSF Lead
Natural Resources Recovery Group

A. Purpose

The purpose of the Natural Resources Recovery Group within the Natural and Cultural Resources RSF Branch is to coordinate local efforts with state and federal recovery programs designed to support the return of the community’s natural and environmental assets and systems to pre-disaster or improved condition during disaster recovery.

The Group will ensure Broward County natural resources are monitored and addressed as necessary – inclusive of parks, reservoir(s), watersheds, and other environmental assets, whether publicly or privately owned/operated.

B. Organization

The Natural Resources Recovery Group will be organized under the Natural and Cultural Resources RSF Branch within the Operations Section, and coordinated by the Natural Resources Group Supervisor.

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Group may be activated (for Incident Command System (ICS)-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

This Recovery Group does not have a specific response-phase function in the Emergency Operations Center from which it transitions. This Group will be activated if and when it is determined to be necessary by the Operations Section Chief, in consultation with the Recovery Manager.

The following agencies and organizations may be asked to lead or support this Recovery Group:
C. Activation and Mobilization

This Recovery Group will be activated by the Operations Section Chief in the event that a disaster is of sufficient scale and scope to impact natural and environmental assets and systems.

A Lead Agency will be assigned for this Recovery Group by the Operations Section Chief, and this Lead Agency will staff the Recovery Group Supervisor position. Other agencies identified as potential Lead Agencies in the above list will become Supporting Agencies.

The Recovery Group Supervisor will notify all supporting agencies and organizations of the Recovery Group’s activation and request support as indicated by the situation. Supporting agency and organization staff and assets may be assigned to work from their home agency, be requested to report to the Recovery Coordination Center, or to mobilize to other locations as necessary.

This Recovery Group will only be activated in the case that ongoing unmet or new needs exceed the County’s normal capabilities, or require special coordination with other recovery activities. If the recovery objectives described below can be accomplished without activation of this Recovery Group, this group will be deactivated and its staff and assets returned to normal operations, at the discretion of the Operations Section Chief.

D. Short-Term Recovery Objectives:

1. Monitor environmental issues: The Recovery Group, in coordination with federal and state agencies, will continuously monitor threats to other identified natural and environmental assets or systems, including local vegetative and water resources.

2. Advocate for recovery actions that conserve, rehabilitate, and restore natural and environmental assets or systems: The Natural Resources Recovery Group in coordination with other local, state, and federal partners, should advocate for actions to assess, conserve, and restore county natural resources in accordance with FEMA’s Public Assistance program environmental regulations, other state or federal environmental regulations and standards, Broward County Comprehensive Plan policies, and other environmental initiatives.

E. Intermediate and Long-Term Recovery Objectives:

1. Coordinate with public and private partners for the permanent restoration and/or rehabilitation of natural resources: The Natural Resources Recovery Group will work with public and private-sector providers of environmental restoration and rehabilitation services to coordinate and execute the permanent restoration of publicly owned natural resources.

2. Monitor CBRN issues: The Natural Resources Recovery Group will offer expertise, oversight, and advocacy as appropriate for clean-up and restoration of natural areas and systems from a Chemical, Biological, Radiological, or Nuclear (CBRN) event, or other events with immediate or long-term environmental impacts.
Cultural Resources Recovery Group

A. Purpose

The purpose of the Cultural Resources Recovery Group within the Natural and Cultural Resources RSF Branch is to coordinate local efforts with state and federal recovery programs designed to support the return the community’s cultural and historic assets and structures to pre-disaster or improved condition during disaster recovery.

The Group will ensure Broward County’s cultural and historic assets and structures are monitored and addressed as necessary – inclusive of historical sites, monuments, and other sites of cultural importance, whether publicly or privately owned/operated.

B. Organization

The Cultural Resources Recovery Group will be organized under the Natural and Cultural Resources RSF Branch within the Operations Section, and coordinated by the Cultural Resources Group Supervisor.

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Group may be activated (for ICS-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

This Recovery Group does not have a specific response-phase function from which it transitions. This Group will be activated if and when it is determined to be necessary by the Operations Section Chief, in consultation with the Recovery Manager.

The following agencies and organizations may be asked to lead or support this Recovery Group:


C. Activation and Mobilization

This Recovery Group will be activated by the Operations Section Chief in the event that a disaster affects cultural or historic assets and structures.

A Lead Agency will be assigned for this Recovery Group by the Operations Section Chief, and this Lead Agency will staff the Recovery Group Supervisor position. Other agencies identified as potential Lead Agencies in the above list may become Supporting Agencies.

The Recovery Group Supervisor will notify all supporting agencies and organizations of the Recovery Group’s activation and request support as indicated by the situation. Supporting agency and organization staff and assets may be assigned to work from their home agency, be requested to report to the Broward County Recovery Coordination Center, or to mobilize to other locations as necessary.

This Recovery Group will only be activated in the case that ongoing unmet or new needs exceed Broward County’s normal capabilities, or require special coordination with other recovery activities. If the recovery objectives described below can be accomplished without activation of this Recovery Group, this group will be deactivated and its staff and assets returned to normal operations, at the discretion of the Operations Section Chief.

D. Short-Term Recovery Objectives:

1. Monitor threats to environmental and cultural assets: The Cultural Resources Recovery Group, in coordination with support agencies and organizations, will continuously monitor threats to identified natural resources and cultural assets.

2. Advocate for resources necessary for rehabilitation and restoration: The Recovery Group responsible for natural and cultural resources will advocate for actions to assess, conserve, and restore county resources and sites in accordance with FEMA’s Public Assistance program and any relevant county initiatives.

E. Intermediate and Long-Term Recovery Objectives:

1. Coordinated restoration of sites: The Cultural Resources Recovery Group will work in coordination to execute the permanent restoration of publicly owned resources and historical sites.

2. Prioritize restoration of high-impact assets: The Cultural Resources Recovery Group will coordinate the prioritization of restoration of particular assets that have demonstrated external benefits, including in terms of tourism, public perception, and community confidence.

3. Ensure mitigation measures are considered: Mitigation opportunities need to be identified and implemented.
Housing RSF Branch

A. Purpose

The Housing Recovery Support Function (RSF) Branch is responsible for coordinating the County's public-, private-, and non-profit-sector efforts to develop and implement programs and policies that promote, incentivize, or directly provide for rehabilitation and reconstruction of destroyed and damaged housing, and/or the development of new permanent housing options. Continued operations of emergency shelters falls under the Community Services RSF Branch. The Housing RSF Branch will coordinate its efforts with those of state and federal agencies.

B. Organization

The Housing Branch will be organized under the Housing RSF Branch Director within the Operations Section, and report and coordinate with the Operations Section Chief.

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Branch may be activated (for Incident Command System (ICS)-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

This Recovery Branch does have a specific response-phase function within ESF #6 Mass Care (Housing) in the Emergency Operations Center (EOC) from which it transitions. The pre-existing Broward County Disaster Housing Strategy may be utilized as guidance. It is also recognized that the Disaster Housing Recovery Center may be operational and handle components as mentioned in this Housing Recovery Branch.

The subsequent possible sub-groups that are discussed within this Branch have been identified based upon other jurisdictional long term housing recovery group formations. As mentioned previously, all, some or none of this groups may be implemented based upon the need identified by the Branch Director and Operations Chief.

The following agencies and organizations may be asked possibly to lead or support this RSF Branch depending on the incident. It should be noted that this this is not all inclusive and should be modified as needed for the specific event:

<table>
<thead>
<tr>
<th><strong>Lead Agencies:</strong></th>
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<tbody>
<tr>
<td>Broward Housing Finance &amp; Community Redevelopment Division</td>
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<tr>
<th><strong>Support Agencies-Broward County Government/Municipalities:</strong></th>
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<tr>
<td><strong>Broward Emergency Management Division</strong></td>
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<tr>
<td><strong>Broward Planning &amp; Development Management</strong></td>
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<tr>
<td><strong>Broward Environmental Planning &amp; Community Resilience</strong></td>
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<tr>
<td><strong>Broward Environmental Licensing &amp; Building Permitting</strong></td>
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<tr>
<td><strong>Broward Human Services Department</strong></td>
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</table>
Broward Office of Economic & Small Business
Broward Office of Intergovernmental Affairs & Professional Standards
*Broward Municipal Services District
Greater Ft. Lauderdale Convention & Visitors Bureau
31 Municipalities
Seminole Tribe of Florida
Local I Building Officials
Local Planning Officials
Local Housing Officials
Local Offices of Economic Development/DDAs/CRAs/Housing Authorities

**Support Organizations-Private/Non-Profit:**

- Local Chamber of Commerce
- Local Real Estate Boards/MLS
- Building Owners & Managers Association
- Homeowners Associations
- American Institute of Architects
- American Planning Association
- Urban Land Institute
- Congress for New Urbanism
- American Red Cross
- Salvation Army
- Habitat for Humanity, Christian Contractors and other rebuilding housing partners

**Support Organizations-Regional:**

- South East Florida Regional Planning Council
- Broward Metropolitan Planning Organization
- Regional HUD office

**Support Agencies-State of Florida:**

*There is no entity currently pre-identified as State RSF Lead

**Support Agencies—Federal Government:**

- Dept. of Housing & Urban Development (HUD)*Identified as Federal RSF Lead
Intermediate Housing Recovery Group

A. Purpose

The purpose of the Intermediate Housing Recovery Group is to coordinate local efforts with state and federal recovery programs designed to provide intermediate (or “interim”) housing strategies. Intermediate housing refers to housing that provides an interim “bridge” between short-term sheltering and long-term reconstruction of permanent housing, allowing residents to resume normal life and economic activity until their homes are rebuilt or relocated.

B. Organization

The Intermediate Housing Recovery Group will be organized under the Housing RSF Branch within the Operations Section, and coordinated by the Intermediate Housing Group Supervisor.

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Group may be activated (for Incident Command System (ICS)-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

This Recovery Group may transition from Emergency Support Function (ESF) 6: Mass Care (Housing) under the Broward County Emergency Management Plan.

C. Activation and Mobilization

This Recovery Group will be activated by the Operations Section Chief in the event that significant numbers of people are to be without permanent shelter for a long period of time (months or years), rendering sheltering or short-term housing unworkable or undesirable, and thus necessitating provision of intermediate housing strategies until permanent housing solutions can be implemented.

A Lead Agency will be assigned for this Recovery Group by the Operations Section Chief, and this Lead Agency will staff the Recovery Group Supervisor position. Other agencies identified as potential Lead Agencies in the above list will become Supporting Agencies.

The Recovery Group Supervisor will notify all supporting agencies and organizations of the Recovery Group’s activation and request support as indicated by the situation. Supporting agency and organization staff and assets may be assigned to work from their home agency, be requested to report to the Recovery Agency (in the County Recovery Coordination Center), or to mobilize to other locations as necessary.

This Recovery Group will only be activated in the case that ongoing unmet or new needs exceed the County’s normal capabilities, or require special coordination with other recovery activities. If the recovery objectives described below can be accomplished without activation of this Recovery Group, this group will be deactivated and its staff and assets returned to normal operations, at the discretion of
the Operations Section Chief.

**D. Short-Term Recovery Objectives:**

The following objectives must be addressed as quickly as possible after the activation of the Recovery Plan and may begin as early as the response phase.

1. Assess and communicate intermediate housing needs and costs: Based on an estimate/assessment of the numbers of people displaced, the likelihood and timeline of their residences being able to be reoccupied, and their current sheltering situation.

2. Coordinate transition from short-term to intermediate housing strategies: The Intermediate Housing Group will coordinate with the Social and Human Services Group to facilitate an equitable and clearly-understood transition of residents from short-term sheltering into more sustainable, intermediate-term solutions. To the extent possible, communities should be relocated together in order to ensure family support.

3. Ensure housing standards and safeguards: The Intermediate Housing Recovery Group shall try to ensure that housing solutions meet safety, accessibility (ADA), building code and environmental health standards as established by the County, state, and federal governments.

4. Provide public information in regards to short-term, intermediate, and potential long-term housing opportunities.

**E. Intermediate and Long-Term Recovery Objectives:**

The following objectives address intermediate and housing responsibilities of the Recovery Group.

1. Implement and maintain intermediate housing solutions until long-term solutions can be implemented.

2. Provide continuity for housing affordability: The Recovery Group will also coordinate with the Long-term Housing Reconstruction and Relocation Group to ensure that an adequate supply of affordable housing is provided, consistent with the characteristics of the displaced population, including management of HUD affordable housing waivers, as well as related re-certifications and prevention of affordable housing fraud, and – where appropriate – property management.

3. Administer funding for intermediate housing through federal and other funding sources as appropriate.

4. Develop event-specific policies, procedures, and programs to implement housing reconstruction and relocation strategies.
Long-Term Housing Reconstruction and Relocation Recovery Group

A. Purpose

The purpose of the Long-Term Housing Reconstruction and Relocation Recovery Group within the Housing RSF Branch is to coordinate local efforts with state and federal recovery programs that promote, incentivize, or directly provide for the permanent rehabilitation and reconstruction destroyed and damaged housing, whenever feasible, and develop other new accessible, permanent housing options. This Group is responsible for implementing housing solutions that effectively support the needs of the whole community and contribute to its sustainability and future disaster resilience.

B. Organization

The Long-Term Housing Reconstruction and Relocation Recovery Group will be organized under the Housing RSF Branch within the Operations Section, and coordinated by the Long-Term Housing Reconstruction and Relocation Group Supervisor.

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Group may be activated (for ICS-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

C. Activation and Mobilization

This Recovery Group will be activated by the Operations Section Chief in the event that significant numbers of housing units need to be rebuilt or significant amounts of residential land in the county is determined not to be appropriate for reoccupation in the near term. The Lead Agency for this Recovery Group will staff the Recovery Group Supervisor position.

The Recovery Group Supervisor will notify all supporting agencies and organizations of the Recovery Group’s activation and request support as indicated by the situation. Supporting agency and organization staff and assets may be assigned to work from their home agency, be requested to report to the Recovery Agency (in the County Recovery Coordination Center), or to mobilize to other locations as necessary.

This Recovery Group will only be activated in the case that ongoing unmet or new needs exceed the County’s normal capabilities, or require special coordination with other recovery activities. If the recovery objectives described below can be accomplished without activation of this Recovery Group, this group will be deactivated and its staff and assets returned to normal operations, at the discretion of the Operations Section Chief.
D. Short-Term Recovery Objectives:

The following objectives must be addressed as quickly as possible after the activation of the Recovery Plan and may begin as early as the response phase.

1. Develop event-specific policies, procedures, and programs to implement housing reconstruction and relocation strategies.

2. Assess and communicate intermediate housing needs and costs: Based on an estimate/assessment of the numbers of people displaced, the likelihood and timeline of their residences being able to be reoccupied, and their current sheltering situation.

3. Establish and implement consumer-protection reporting and safeguards: The Long-Term Housing Group will offer information to the public regarding consumer protection and potential abuses. The Group may receive and investigate public complaints related to contractors, and it will compile and distribute lists of contractors receiving verified complaints, and where appropriate refer such complaints to the Office of the County Attorney.

E. Intermediate and Long-Term Recovery Objectives:

The following intermediate and long-term recovery objectives are characterized by operations that may provide sustained temporary measures to bridge the gap into permanent solutions, return life to normal or an improved state, or otherwise support the objectives of other Recovery Groups.

1. Implement programs to facilitate long-term reconstruction and relocation: These may include technical assistance and financial tools related to rebuilding in-place and/or permanent relocation, if necessary.

2. Promote site-level resiliency and best practices to mitigate future damage: Provide technical assistance and administer funding associated with physical mitigation of new permanent long-term housing against relevant hazards.

3. Monitor insurance issues: The Group may work to monitor insurance premiums and coverage issues.

4. Provide public information related to long-term housing: The Long-term Housing Reconstruction and Relocation Group will provide public information related to long-term housing programs and resources, for distribution by the Public Information Officer.
Transient Housing Recovery Group

It is highly possible that persons visiting, or citizens of Broward County that do not have a permanent residence will be affected by the disaster and may need housing assistance. The Transient Housing Group is responsible for working with the evacuation shelters to identify these people, and determine what housing assistance is needed. The Group will work with the Intermediate and Long-term Housing groups to help identify and implement housing solutions that effectively support the needs of the transient population within Broward County.

A. Short-Term, Intermediate and Long-Term Recovery Objectives:

This Recovery Group does not have any objectives identified that are specific to short term, intermediate or long-term recovery. However, any objectives assigned to this Recovery Group during short-term recovery will continue to be its responsibility until these objectives are completed or reassigned, and it may be assigned other objectives through the Recovery Action Planning cycle.
Infrastructure RSF Branch

A. Purpose

The Infrastructure Recovery Support Function (RSF) Branch is responsible for coordinating the County’s public-, private-, and non-profit-sector efforts to facilitate maintenance and restoration of the County’s facilities, critical infrastructure systems, public works operations, road and bridge access, debris management and other related services. The Infrastructure RSF Branch will coordinate its efforts with those of state and federal agencies.

B. Organization

The Infrastructure Branch will be organized under the Infrastructure RSF Branch Director within the Operations Section, and report and coordinate with the Operations Section Chief.

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Branch may be activated (for Incident Command System (ICS)-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

This Recovery Branch does have a specific response-phase function within the Infrastructure Branch consisting of ESF # 1 Transportation, ESF #2 Communications, ESF # 3 Public Works (Debris Management, County Facilities & Traffic Network Ops units), ESF # 12 Utilities, and ESF # 18 Business & Industry in the Emergency Operations Center (EOC) from which it transitions. There may be pre-existing plans such as the Priority Road Clearance and Broward County Debris Management Plan may be utilized as guidance. It is also recognized that there may be pre-existing infrastructure recovery facilities such as the Disaster Debris Management Center that may be operational and handle components as mentioned in this Infrastructure Recovery Branch.

The subsequent possible sub-groups that are discussed within this Branch have been identified based upon other jurisdictional infrastructure recovery group formations for events. As mentioned previously, all, some or none of this groups may be implemented based upon the need identified by the Branch Director and Operations Chief.

The following agencies and organizations may be asked possibly to lead or support this RSF Branch depending on the incident. It should be noted that this this is not all inclusive and should be modified as needed for the specific event:

<table>
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<tr>
<th>Lead Agencies:</th>
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<tr>
<td>Broward County Dept. of Public Works</td>
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<th>Support Agencies-Broward County Government/Municipalities:</th>
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<tr>
<td>Broward Emergency Management Division</td>
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<td>Broward Facilities Management Division</td>
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<td>Broward Construction Management Division</td>
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<tr>
<td>Broward Highway &amp; Bridge Maintenance</td>
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<td>Broward Highway Construction &amp; Engineering Division</td>
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<td>Broward Seaport Engineering &amp; Construction Division</td>
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<td>Broward Solid Waste &amp; Recycling Division</td>
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<td>Broward Water &amp; Wastewater Services</td>
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<td>Broward Enterprise Technology Services</td>
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<td>Broward Office of Regional Communications &amp; Technology</td>
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<td>Broward County Transportation Dept.</td>
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<td>Broward Aviation Dept.</td>
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<td>Broward Port Everglades Dept.</td>
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<td>Broward Planning &amp; Development Management</td>
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<td>Broward Environmental Planning &amp; Community Resilience</td>
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<td>Broward Environmental Licensing &amp; Building Permitting</td>
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<td>Broward County Pollution Prevention</td>
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<td>Broward Office of Intergovernmental Affairs &amp; Professional Standards</td>
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<td>Broward County Human Services Department</td>
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<td>Broward Municipal Services District</td>
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<td>31 Municipalities</td>
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<tr>
<td>Seminole Tribe of Florida</td>
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<tr>
<td>Local Transportation Officials</td>
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<tr>
<td>Local Public Works Officials</td>
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<td>Local Building Officials</td>
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<td>Local Planning Officials</td>
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<td>US. Coast Guard</td>
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<td><strong>Support Organizations-Private/Non-Profit:</strong></td>
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<td>FP&amp; L</td>
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<tr>
<td>Teco Peoples Gas</td>
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<td>CSX &amp; FEC Rail Lines</td>
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<td>Local Utility Providers</td>
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<td>Cellular Providers</td>
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<td>Local Chamber of Commerce</td>
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<td>American Public Works Associations</td>
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<td><strong>Support Organizations-Regional:</strong></td>
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<td>FDOT District 4 Office</td>
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<td>South Florida Water Management District &amp; Independent Water Districts</td>
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<td>South East Florida Regional Planning Council</td>
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<td>Broward Metropolitan Planning Organization</td>
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<td><strong>Support Agencies-State of Florida:</strong></td>
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<td><em>There is no entity currently pre-Identified as State RSF Lead</em></td>
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<td><strong>Support Agencies—Federal Government:</strong></td>
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<tr>
<td>Department of Defense/ United States Army Corps of Engineers <em>Identified as Federal RSF Lead</em></td>
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Utility Restoration Recovery Group

A. Purpose

The purpose of the Utility Restoration Recovery Group within the Infrastructure RSF Branch is to coordinate local efforts with state and federal recovery programs designed to restore utilities infrastructure and service to pre-disaster or new improved condition after a major incident. According to Presidential Decision Directive 63 (PDD-63), critical infrastructure refers to “physical and cyber-based systems essential to the minimal operations of the economy and government.” Under the Utility Restoration Recovery Group, this includes water, wastewater, telecommunications, electricity, natural gas, and other utilities.

The Group monitors these utilities and provides coordination for key public and private sector utility and infrastructure partners to prioritize and facilitate utility restoration and reconstruction.

B. Organization

The Utility Restoration Recovery Group will be organized under the Infrastructure RSF Branch within the Operations Section, and coordinated by the Utility Restoration Group Supervisor.

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Group may be activated (for Incident Command System (ICS)-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

This Recovery Group may have components transition from the Infrastructure Branch consisting of ESF #1 Transportation, ESF #2 Communications, ESF #3 Public Works, ESF #12 Utilities, and ESF #18 Business & Industry in the Broward County Comprehensive Emergency Management Plan from which it transitions.

C. Activation and Mobilization

This Recovery Group will be activated by the Operations Section Chief in the event that utility services and other responsibilities cannot be returned to normal operations during the response phase. The Lead Agency for this Recovery Group will staff the Recovery Group Supervisor position.

The Recovery Group Supervisor will notify all supporting agencies and organizations of the Recovery Group’s activation and request support as indicated by the situation. Supporting agency and organization staff and assets may be assigned to work from their home agency, be requested to report to the Recovery Agency (in the County Recovery Coordination Center), or to mobilize to other locations as necessary.

This Recovery Group will only be activated in the case that ongoing unmet or new needs exceed the County’s normal capabilities, or require special coordination with other recovery activities. If the recovery objectives described below can be accomplished without activation of this Recovery Group,
this group will be deactivated and its staff and assets returned to normal operations, at the discretion of the Operations Section Chief.

**D. Short-Term Recovery Objectives:**

The following objectives must be addresses as quickly as possible after the activation of the Recovery Plan and may begin as early as the response phase.

1. Coordinate the restoration or interim provision of utility infrastructure and services: The Utility Restoration Recovery Group will work with public and private-sector providers of utility services to coordinate and execute immediate restoration of utility services according to damage assessments. Such restoration will follow prioritization established in pre-disaster planning and be accomplished through the Recovery Action Planning cycle. It may require requesting the input of the Recovery Policy Group (through chain of command).

   Basic prioritization will be in accordance with the priorities identified by the event and will be guided by the critical infrastructure and prioritization established. The Utility Restoration Group should also give consideration to sites identified for Recovery and Information Centers, short-term or interim housing, as well as major employers, commodities distributors, and other key recovery functions, with a focus on the maintenance of basic lifelines and services.

2. Assess and communicate major or long-term utility reconstruction costs.

3. Provide public information related to utility service and restoration: The Recovery Group shall provide information for distribution to the Public Information Officer (PIO).

**E. Intermediate and Long-Term Recovery Objectives:**

The following intermediate- and long-term recovery objectives are characterized by operations that may provide sustained temporary measures to bridge the gap into permanent solutions, return life to normal or an improved state, or otherwise support the objectives of other Recovery Groups.

1. Coordinate the permanent reconstruction of major critical utilities infrastructure: The Utility Restoration Recovery Group will work with public and private-sector providers of utility services to coordinate and execute the reconstruction of major utilities infrastructure.

2. Ensure mitigation measures are considered: The Utility Restoration Recovery Group will coordinate with local, state, and federal partners to identify and implement mitigation opportunities in order to help reduce future risk and enhance community resilience.
Transportation Recovery Group

A. Purpose

The purpose of the Transportation Recovery Group within the Infrastructure RSF Branch is to coordinate local efforts with state and federal recovery programs designed to provide post-disaster transportation services, and restore transportation infrastructure and service to pre-disaster or improved condition. It is inclusive of roads, passenger rail, freight rail, bus, port and air travel systems.

The Group will monitor transportation infrastructure and systems and provide coordination with key public, public-authority, and private-sector transportation partners to facilitate transportation restoration and infrastructure reconstruction.

B. Organization

The Transportation Recovery Group will be organized under the Infrastructure RSF Branch within the Operations Section, and coordinated by the Transportation Group Supervisor.

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Group may be activated (for ICS-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

This Recovery Group may transition from Emergency Support Function (ESF) 1: Transportation under the Broward County’s Emergency Management Plan.

C. Activation and Mobilization

This Recovery Group will be activated by the Operations Section Chief in the event that transportation services cannot be returned to normal operations during the response phase. The Lead Agency for this Recovery Group will staff the Recovery Group Supervisor position.

The Recovery Group Supervisor will notify all supporting agencies and organizations of the Recovery Group’s activation and request support as indicated by the situation. Supporting agency and organization staff and assets may be assigned to work from their home agency, be requested to report to the Recovery Agency (in the County Recovery Coordination Center), or to mobilize to other locations as necessary.

This Recovery Group will only be activated in the case that ongoing unmet or new needs exceed the County’s normal capabilities, or require special coordination with other recovery activities. If the recovery objectives described below can be accomplished without activation of this Recovery Group, this group will be deactivated and its staff and assets returned to normal operations, at the discretion of the Operations Section Chief.
**D. Short-Term Recovery Objectives:**

The following objectives must be addresses as quickly as possible after the activation of the Recovery Plan and may begin as early as the response phase.

1. Coordinate the restoration or interim provision of critical transportation infrastructure and services: The Transportation Group will work with public and private-sector providers and managers of transportation infrastructure and services to coordinate and execute immediate restoration of utility services that support public transportation according to damage assessments. Such restoration will follow prioritization established in pre-disaster planning and be accomplished through the Recovery Action Planning cycle, and it may require requesting the input of the Recovery Policy Group (through chain of command).

2. Assess and communicate major or long-term transportation reconstruction costs: The Transportation Recovery Group will assess and communicate to the Planning Section, the Community Recovery Planning Branch, and the Recovery Manager estimated costs associated with major or long-term transportation reconstruction projects.

3. Provide public information related to transportation service and restoration: The Transportation Recovery Group may provide public information related to transportation and transit service and infrastructure interruptions, interim solutions or service alterations, and restoration, for distribution by the Public Information Officer.

**E. Intermediate and Long-Term Recovery Objectives:**

1. Coordinate the permanent reconstruction of transportation infrastructure: The Transportation Recovery Group will work with County, public authority, and private-sector providers/managers of transportation infrastructure to execute the reconstruction of transportation infrastructure.

2. Ensure mitigation measures are considered: The Transportation Recovery Group will coordinate with local, state, and federal partners to identify and implement mitigation opportunities in order to help reduce future risk and enhance community resilience.
Capital Repairs and Reconstruction Recovery Group

A. Purpose

The purpose of the Capital Repairs and Reconstruction Recovery Group within the Infrastructure RSF Branch is to coordinate local efforts with state and federal recovery programs designed to restore the County’s facilities. This includes schools, government offices, and other public facilities, and relates to the return of these facilities to pre-disaster or improved condition during recovery.

B. Organization

The Capital Repairs and Reconstruction Recovery Group will be organized under the Infrastructure RSF Branch within the Operations Section, and coordinated by the Capital Repairs and Reconstruction Group Supervisor.

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Group may be activated (for ICS-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

This Recovery Group may transition from the Emergency Support Function (ESF) # 3: Public Works and Engineering under Broward County’s Emergency Management Plan.

C. Activation and Mobilization

This Recovery Group will be activated by the Operations Section Chief in the event that county facilities and services cannot be returned to normal operations during the response phase.

A Lead Agency will be assigned for this Recovery Group by the Operations Section Chief, and this Lead Agency will staff the Recovery Group Supervisor position. Other agencies identified as potential Lead Agencies in the above list will become Supporting Agencies as applicable.

The Recovery Group Supervisor will notify all supporting agencies and organizations of the Recovery Group’s activation and request support as indicated by the situation. Supporting agency and organization staff and assets may be assigned to work from their home agency, be requested to report to the Recovery Agency (in the County Recovery Coordination Center), or to mobilize to other locations as necessary.

This Recovery Group will only be activated in the case that ongoing unmet or new needs exceed the County’s normal capabilities, or require special coordination with other recovery activities. If the recovery objectives described below can be accomplished without activation of this Recovery Group, this group will be deactivated and its staff and assets returned to normal operations, at the discretion of the Operations Section Chief.
**D. Short-Term Recovery Objectives:**

The following objectives must be addressed as quickly as possible after the activation of the Recovery Plan and may begin as early as the response phase.

1. Coordinate with public, private, and regional partners for the interim provision of capital needs and/or for capital restoration and repairs: The Capital Repairs and Reconstruction Group will assess and prioritize the immediate restoration and repair of critical County-owned and/or -operated facilities and transportation systems necessary to support recovery operations and will be accomplished through the Recovery Action Planning cycle. This may include the acquisition or rental of temporary facilities.

2. Assess and communicate major or long-term utility reconstruction costs: The Capital Repairs and Reconstruction Group will assess and communicate to the Planning Section and the Recovery Manager estimated costs associated with long-term capital reconstruction projects.

3. Provide public information related to community or civic facilities: The Capital Repairs and Reconstruction Group will provide public information related to community or civic facilities status, interim solutions, and restoration, for distribution by the Public Information Officer.

**E. Intermediate and Long-Term Recovery Objectives:**

1. Coordinate the permanent reconstruction of public facilities: The Capital Repairs and Reconstruction Group will coordinate and execute the reconstruction of public facilities (including schools), as needed. Such restoration will follow prioritization established in pre-disaster planning and be accomplished through the Recovery Action Planning cycle and will be consistent with the Community Recovery Plan developed by the Community Recovery Planning Branch, supporting mitigation, housing, and economic recovery priorities.

2. Ensure mitigation measures are considered: The Capital Repairs and Reconstruction Group will coordinate with local, state, and federal partners to identify and implement mitigation opportunities in order to help reduce future risk and enhance community resilience.
Debris Management Recovery Group

A. Purpose

The purpose of the Debris Management Recovery Group within the Infrastructure RSF Branch is to coordinate local efforts with state and federal recovery programs designed to remove, transport, store, and otherwise manage debris on public property or right-of-ways throughout Broward County during disaster recovery. The Group will ensure debris issues are monitored and addressed as necessary.

B. Organization

The Debris Management Recovery Group will be organized under the Infrastructure RSF Branch within the Operations Section, and coordinated by the Debris Management Group Supervisor.

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Group may be activated (for ICS-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

This Recovery Group may transition from Emergency Support Function (ESF) # 3: Public Works under Broward County’s Emergency Management Plan. As mentioned previously, pre-existing facilities and plans may be in place to coordinate and address Debris Management issues such as the Debris Management Center and Broward County’s Debris Management Plan.

C. Activation and Mobilization

This Recovery Group will be activated by the Operations Section Chief in the event that debris management and removal activities cannot be accomplished in the response phase. The Lead Agency for this Recovery Group will staff the Recovery Group Supervisor position.

The Recovery Group Supervisor will notify all supporting agencies and organizations of the Recovery Group’s activation and request support as indicated by the situation. Supporting agency and organization staff and assets may be assigned to work from their home agency, be requested to report to the Recovery Agency (in the County Recovery Coordination Center), or to mobilize to other locations as necessary.

D. Short-Term Recovery Objectives:

The following objectives must be addresses as quickly as possible after the activation of the Recovery Plan and may begin as early as the response phase.

1. Coordinate debris removal and management as necessary: The Debris Group will refer to the Broward County Debris Management Plan for continued guidance regarding debris removal, management, storage, and disposal operations.
2. Ensure that all disaster-generated debris is properly and immediately disposed of according to the type of debris being handled, contamination factors, and environmental impacts: The management and removal of CBRN contaminated debris will require the development of a separate strategy to be developed in close coordination with the Safety and Security Branch as well as the Health and Medical Group.

3. Coordinate the removal of animal and livestock carcasses if needed: Animal Care & Regulation develop and execute a carcass removal plan if in significant quantities. This may include instructions to the public and the processes to dispose of deceased animals from their property.

4. Provide public information related to debris: The Debris Group may provide public information related to debris clearance and management for distribution by the Public Information Officer.

5. Ensure that records associated with debris removal meet FEMA standards and are coordinated with the Finance and Admin Section.

E. Intermediate and Long-Term Recovery Objectives:

The following long-term objectives are characterized by operations that may provide sustained temporary measures or permanent long-term measures to return life to normal or an improved state.

1. Address permanent debris disposal and site-capacity issues: In the case that local or contracted landfill capacity is exceeded, or if materials to be removed are not allowed or cannot be accommodated by local or contracted landfills or other storage facilities, the Debris Group will explore and recommend alternative solutions for storage and disposal of such debris.
Community Services RSF Branch

A. Purpose

The Community Services Recovery Support Function (RSF) Branch is responsible for coordinating the County’s public-, private-, and non-profit-sector efforts to ensure adequate provision of public health, health care, social, and human services to affected individuals and communities. The Community Services RSF Branch will coordinate its efforts with those of state and federal agencies.

B. Organization

The Community Services Branch will be organized under Community Services RSF Branch Director within the Operations Section, and report and coordinate with the Operations Section Chief.

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Branch may be activated (for Incident Command System (ICS)-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

This Recovery Branch does have a specific response-phase function within the Human Services Branch consisting of ESF #6 Mass Care, ESF #8 Health & Medical, ESF #11 Food & Water and ESF #17 Veterinary Concerns in the Emergency Operations Center (EOC) from which it transitions.

The subsequent possible sub-groups that are discussed within this Branch have been identified based upon other jurisdictional infrastructure recovery group formations for events. As mentioned previously, all, some or none of this groups may be implemented based upon the need identified by the Branch Director and Operations Chief.

The following agencies and organizations may be asked possibly to lead or support this RSF Branch depending on the incident. It should be noted that this this is not all inclusive and should be modified as needed for the specific event:

<table>
<thead>
<tr>
<th>Lead Agencies:</th>
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<tbody>
<tr>
<td>Florida Dept. of Health- Broward/Human Services Dept.</td>
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<table>
<thead>
<tr>
<th>Support Agencies-Broward County Government/Municipalities:</th>
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<tbody>
<tr>
<td>Broward Emergency Management Division</td>
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<tr>
<td>Broward Human Services Dept.</td>
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<tr>
<td>Broward Community Partnerships Division</td>
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<tr>
<td>Broward Elderly &amp; Veterans Services Division</td>
</tr>
<tr>
<td>Broward Family Success Administration</td>
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</tbody>
</table>
**Support Organizations-Private/Non-Profit:**

- Trauma Services & Private EMS
- Broward Health Hospital District
- Memorial Health Care System
- Cleveland Clinic Hospital
- Holy Cross Hospital
- Plantation General Hospital
- Northwest Medical Center
- Westside Medical Center
- Florida Medical Center
- University Hospital
- Health Care Providers
- Behavioral Care Specialists
- Universities & Colleges
- Affiliated Animal Care Organizations
- American Red Cross
- Salvation Army
- Volunteer and Charitable Organizations

**Support Organizations-Regional:**

- South Florida Healthcare Coalition
- South East Florida Regional Planning Council
- Broward Metropolitan Planning Organization
- Funeral Directors Association

**Support Agencies-State of Florida:**

- Health- Florida Dept. of Health and Social Services- Dept. of Children & Families *Identified as State RSF Co-Leads

**Support Agencies—Federal Government:**

- Dept. of Health & Human Services *Identified as Federal RSF Lead
Social and Human Services Recovery Group

A. Purpose

The purpose of the Social and Human Services Recovery Group within the Community Services RSF Branch is to coordinate local efforts with state and federal recovery programs designed to sustain the community’s social and human services operations (including provision of mental health and spiritual counseling) during disaster recovery. (It should be noted that the Social and Human Services Recovery Group’s area of responsibility is broader than any of its lead or supporting agencies’.)

B. Organization

The Social and Human Services Recovery Group will be organized under the Community Services RSF Branch within the Operations Section, and coordinated by the Social and Human Services Group Supervisor.

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Group may be activated (for Incident Command System (ICS)-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

This Recovery Group will transition from Emergency Support Function (ESF) #6: Mass Care, ESF #8 Health and Medical, ESF #11 Food & Water and ESF #17 Veterinary Concerns under the Broward County Comprehensive Emergency Management Plan.

C. Activation and Mobilization

This Recovery Group will be activated by the Operations Section Chief in the event that new, ongoing, or unmet needs from the response phase are deemed to be of a scope or scale that extraordinary resources or coordination are required in order to provide necessary social and human services. The Lead Agency for this Recovery Group will staff the Recovery Group Supervisor position.

The Recovery Group Supervisor will notify all supporting agencies and organizations of the Recovery Group’s activation and request support as indicated by the situation. Supporting agency and organization staff and assets may be assigned to work from their home agency, be requested to report to the Recovery Agency (in the County Recovery Coordination Center), or to mobilize to other locations as necessary.

This Recovery Group will only be activated in the case that ongoing unmet or new needs exceed the County’s normal capabilities, or require special coordination with other recovery activities. If the recovery objectives described below can be accomplished without activation of this Recovery Group, this group will be deactivated and its staff and assets returned to normal operations, at the discretion of the Operations Section Chief.
D. Short-Term Recovery Objectives:

The following objectives must be addressed as quickly as possible after the activation of the Recovery Plan and may begin as early as the response phase.

1. Provide short-term sheltering and feeding: Short-term sheltering may include emergency shelters, hotel/motel accommodations, or other short-term solutions.

2. Coordinate provision of all other non-medical mass-care services and commodities: These may include emergency first-aid, bulk distribution of emergency relief commodities, including: potable water, gasoline, heating oil, diapers, milk/formula, etc.

3. Provide family reunification services.

4. Maintain and provide other essential social and human services: These may include, but are not limited to--crisis counseling, management of distribution of food stamps, child protection and adoption, care for the elderly, education, nutritional services, childcare services, custodial responsibility of child services and foster care, etc.

5. Provide for the safety and well-being of household and service animals.

6. Provide public information related to social and human services

7. Provide support to staff, contractors, and volunteers.

E. Intermediate and Long-Term Recovery Objectives:

1. Manage the transition back to normal provision of social and human services; manage the transition back to normal health and medical services.
Health and Medical Recovery Group

A. Purpose

The purpose of the Health and Medical Recovery Group within the Community Services RSF Branch is to coordinate local efforts with state and federal recovery programs designed to sustain the community’s health and medical services and functions – inclusive of emergency and trauma care, other hospital services, community health clinics and private physicians (especially general practitioners), public health services, and pharmacy services – during disaster recovery.

The Group will ensure public health issues are monitored and addressed as necessary. The Lead Agency will coordinate with key health and medical stakeholders to pre-determine resource allocation from regional, state, and federal health and healthcare partners to expedite the process of expanding, if necessary, the County’s health service capabilities.

B. Organization

The Health and Medical Recovery Group will be organized under the Community Services RSF Branch within the Operations Section, and coordinated by the Health and Medical Group Supervisor.

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Group may be activated (for ICS-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

This Recovery Group will transition from Emergency Support Function (ESF) #8: Public Health and Medical Services under Broward County’s Emergency Management Plan.

C. Activation and Mobilization

This Recovery Group will be activated by the Operations Section Chief in the event that new, ongoing, or unmet needs from the response phase are deemed to be of a scope or scale that extraordinary resources or coordination are required in order to provide necessary health and medical services. The Lead Agency for this Recovery Group will staff the Recovery Group Supervisor position.

The Recovery Group Supervisor will notify all supporting agencies and organizations of the Recovery Group’s activation and request support as indicated by the situation. Supporting agency and organization staff and assets may be assigned to work from their home agency, be requested to report to the Recovery Agency (in the County Recovery Coordination Center), or to mobilize to other locations as necessary.

This Recovery Group will only be activated in the case that ongoing unmet or new needs exceed the County’s normal capabilities, or require special coordination with other recovery activities. If the recovery objectives described below can be accomplished without activation of this Recovery Group, this group will be deactivated and its staff and assets returned to normal operations, at the discretion of
the Operations Section Chief.

**D. Short-Term Recovery Objectives:**

1. Monitor health hazards: The Health and Medical Recovery Group will monitor health hazards related to or exacerbated by the disaster, including but not limited to:
   - Public health threats resulting from animal disease or food supply-chain contamination
   - Water system contamination
   - Potential failures of public utilities or services such as sewerage or waste removal
   - Assessing sanitation conditions to prevent contact with hazardous wastes that result from consequences of the disaster
   - Disease transmission resulting from sheltering or other conditions in which populations are in close-quarters
   - Other health issues

2. Continue to support General Population Shelters as appropriate.

3. Implement or maintain isolation and quarantine:

In conjunction with the Dept. of Health, and the Safety and Security Group, the Health and Medical Group shall continue to ensure appropriate steps are taken to implement isolation and/or quarantine actions in response to disease outbreaks resulting from or exacerbated by the disaster, per Broward County Health Department protocols and guidelines.

4. Ensure provision of basic health and medical services and supplies: The Health and Medical Group will continue to ensure provision of health and medical services into the recovery phase, as necessary, in accordance with Recovery Manager.

5. Provide health services to staff, contractors, and volunteers as applicable.

6. Monitor the safety and security of health facilities.

7. Approve reopening of Health Department-regulated facilities.

8. Provide public information related to social and human services

**E. Intermediate and Long-Term Recovery Objectives:**

1. On-going health and medical unmet needs: In addition to short-term recovery activities described above, the Health and Medical Recovery Group will maintain and restore other recovery-critical health and medical services in coordination with local, regional, state, and federal partners. The Group will participate in the Recovery Action Planning cycle to develop recovery goals and objectives, and it will monitor and report on the status of recovery issues.

The Health and Medical Group may not be to meet service expectations and/or normal standards of care, depending on unsafe conditions, a lack of available resources, or other exigent circumstances related to a disaster. Policy recommendations related to altered standards of care will be offered to the Recovery Manager in accordance with established Policies and Priorities.

2. Approve reopening of Health Department-regulated facilities: Coordinate post-disaster inspections and approvals for re-opening of restaurants, schools, and other regulated facilities.
3. Manage the transition back to normal health and medical services: Provide management and coordination for the services described above to transition back to normal day-today operations.
Safety and Security RSF Branch

A. Purpose

The Safety and Security Recovery Support Function (RSF) Branch is responsible for coordinating the County’s public-, private-, and non-profit-sector efforts to ensure the safety and security of county residents and businesses during recovery and beyond. The Safety and Security RSF Branch will coordinate its efforts with those of State and federal agencies.

B. Organization

The Safety and Security Branch will be organized under Safety and Security RSF Branch Director within the Operations Section, and report and coordinate with the Operations Section Chief.

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Branch may be activated (for Incident Command System (ICS)-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

This Recovery Branch does have a specific response-phase function within the Emergency Services Branch consisting of ESF #4 Firefighting, ESF #9 Search & Rescue, ESF #10 Hazardous Materials and ESF #16 Law Enforcement in the Emergency Operations Center (EOC) from which it transitions.

The subsequent possible sub-groups that are discussed within this Branch have been identified based upon other jurisdictional infrastructure recovery group formations for events. As mentioned previously, all, some or none of this groups may be implemented based upon the need identified by the Branch Director and Operations Chief.

The following agencies and organizations may be asked possibly to lead or support this RSF Branch depending on the incident. It should be noted that this this is not all inclusive and should be modified as needed for the specific event:

| Lead Agencies: |
| Broward Sheriff’s Office |

| Support Agencies-Broward County Government/Municipalities: |

- Broward Emergency Management Division
- Broward Environmental Licensing & Building Permitting
- Broward County Pollution Prevention
- Broward County Medical Examiner & Trauma Services
- Broward County Aviation Dept.
- Broward County Port Everglades Dept.
- Broward County Public Works Dept.
- **Broward Municipal Services District**
- 31 Municipalities
Seminole Tribe of Florida
Local Fire Marshals/Fire Rescue & EMS/ Haz Mat officials
Local Law Enforcement Officials
Local Building Officials

**Support Organizations-Private/Non-Profit:**
- Private Sector Security firms
- Private sector Haz Mat firms

**Support Organizations-Regional:**
- Police Chiefs Association
- Fire Chiefs Association
- SE Florida Domestic Security Task Force
- South East Florida Regional Planning Council/ Local Emergency Planning Council (LEPC)
- FDOT District 4
- US Coast Guard District 7
- FBI-Miami
- FDLE
- FHP

**Support Agencies-State of Florida:**

Additional RSF beyond the core “6” Federal RSFs so no official State RSF Lead

**Support Agencies—Federal Government:**

Additional RSF beyond the core “6” Federal RSFs so no official Federal RSF Lead
Public Safety Recovery Group

A. Purpose

The purpose of the Public Safety Recovery Group within the Safety and Security RSF Branch is to coordinate local efforts with state and federal recovery programs designed to maintain law enforcement and other security operations within the county – inclusive of protection of life and property – during disaster recovery.

B. Organization

The Public Safety Recovery Group will be organized under the Safety and Security RSF Branch within the Operations Section, and coordinated by the Public Safety Group Supervisor.

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Group may be activated (for Incident Command System (ICS)-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

This Recovery Group may transition from Emergency Support Function (ESF) 16: Law Enforcement and any other applicable ESF’s under the Emergency Services Branch in the Broward County Comprehensive Emergency Management Plan.

C. Activation and Mobilization

This Recovery Group will be activated by the Operations Section Chief in the event that public safety services are required to support recovery operations, recovery sites, or the Recovery Coordination Center. The Lead Agency for this Recovery Group will staff the Recovery Group Supervisor position.

The Recovery Group Supervisor will notify all supporting agencies and organizations of the Recovery Group’s activation and request support as indicated by the situation. Supporting agency and organization staff and assets may be assigned to work from their home agency, be requested to report to the Recovery Agency (in the County Recovery Coordination Center), or to mobilize to other locations as necessary.

This Recovery Group will only be activated in the case that ongoing unmet or new needs exceed the County’s normal capabilities, or require special coordination with other recovery activities. If the recovery objectives described below can be accomplished without activation of this Recovery Group, this group will be deactivated and its staff and assets returned to normal operations, at the discretion of the Operations Section Chief.
D. Short-Term Recovery Objectives:

The following short-term recovery objectives must be addressed as quickly as possible after the activation of the Plan and will likely meet pressing unmet needs of county residents and businesses (excluding immediate life-safety and property-protection objectives).

1. Monitor public safety and security hazards: The Public Safety Recovery Group will continue to monitor public safety and security hazards related to the disaster, and report information back to the Operations Section Chief, Planning Section and Recovery Manager.

2. Provide public safety and security services: Continue to provide public safety and security services into the recovery phase, as necessary.

   These will include:

   - Protection of life
   - Ensuring security of County governmental facilities and other designated recovery sites
   - Providing security and law enforcement services, including property protection, throughout the County
   - Providing access control as requested

3. Implement martial law, if necessary: Consistent with established policy, procedures, and legal authorities, the Public Safety and Security Recovery Group will request assistance from the National Guard if necessary. Martial Law in this instance is defined as: the law administered by military forces that is invoked by a government in an emergency when the civilian law enforcement agencies are unable to maintain public order and safety.

4. Provide disaster-area security and re-entry operations: The Public Safety Recovery Group may provide security and law enforcement services during quarantine and re-entry, as well as the transition from such operations.

5. Coordinate with Logistics Section to provide security services, as requested and if applicable: The Public Safety Recovery Group will coordinate with the Logistics Section to provide transportation escort, physical security, and law enforcement services as needed to staff, contractors, and volunteers at recovery facilities throughout the county as applicable.

E. Intermediate and Long-Term Recovery Objectives:

1. Prioritize, maintain, and provide public safety and security services: The Public Safety Recovery Group will restore and/or maintain public safety and security services in coordination with local, regional, state, and federal partners.

   The Public Safety Recovery Group may be required to adjust service expectations and/or standards as necessary, depending on unsafe conditions, a lack of available resources, or other exigent circumstances related to a disaster. Such determinations will be made according to existing legal requirements and established policies and priorities, and they may be approved by the Recovery Manager.
Structural Safety and Damage Assessment Recovery Group

A. Purpose

The purpose of the Structural Safety and Damage Assessment Recovery Group within the Safety and Security RSF Branch is to coordinate local efforts with state and federal recovery programs designed to sustain the community’s structural safety – inclusive of inspections and code enforcement – and damage assessment operations during disaster recovery, and thus to help return and restore the community to pre-disaster or normal conditions or an improved state following a large-scale disaster or catastrophic incident.

The Structural Safety and Damage Assessment Recovery Group will ensure structural safety issues are monitored and addressed as necessary and will expedite the County’s building code enforcement, structural safety, and damage assessment procedures as appropriate. The Structural Safety and Damage Assessment Recovery Group will also coordinate with county departments, private and nonprofit sector partners, and regional, state, and federal partners to identify resources.

B. Organization

The Structural Safety and Damage Assessment Recovery Group will be organized under the Safety and Security RSF Branch within the Operations Section, and coordinated by the Structural Safety and Damage Assessment Group Supervisor.

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Group may be activated (for ICS-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

This Recovery Group will transition from Emergency Support Function (ESF) # 3: Public Works and Recovery Branch Damage Assessment Unit under the Broward County Comprehensive Emergency Management Plan.

C. Activation and Mobilization

This Recovery Group will be activated by the Operations Section Chief in the event that structural safety issues prevent the immediate occupation of impacted facilities following the response phase. The Lead Agency for this Recovery Group will staff the Recovery Group Supervisor position.

The Recovery Group Supervisor will notify all supporting agencies and organizations of the Recovery Group’s activation and request support as indicated by the situation. Supporting agency and organization staff and assets may be assigned to work from their home agency, be requested to report to the Recovery Agency (in the County Recovery Coordination Center), or to mobilize to other locations as necessary.
This Recovery Group will only be activated in the case that ongoing unmet or new needs exceed the County’s normal capabilities, or require special coordination with other recovery activities. If the recovery objectives described below can be accomplished without activation of this Recovery Group, this group will be deactivated and its staff and assets returned to normal operations, at the discretion of the Operations Section Chief.

**D. Short-Term Recovery Objectives:**

The following short-term recovery objectives must be addressed as quickly as possible after the activation of the Plan and will likely meet pressing unmet needs of county residents and businesses (excluding immediate life-safety and property-protection objectives).

1. Monitor structural safety hazards, building code enforcement issues, and damage assessment operations: The Structural Safety and Damage Assessment Recovery Group will build upon initial efforts made during the preliminary damage assessment process and continue to monitor structural safety hazards, building code enforcement issues, and damage assessment progress related to the disaster, and report information back to the Planning Section and the Recovery Manager.

2. Implement damage assessments: Build upon initial efforts made during the preliminary damage assessment process. Coordinate with the Planning Section to maintain situational awareness of the scale of demolition and reconstruction needs.

3. Maintain Structural Safety in the County: Evaluate safety of impacted structures and indicate whether they may be reoccupied.

4. Facilitate and enforce building codes inspections and compliance.

5. Implement expedited procedures for demolitions permits and building permits.

6. Provide public information regarding structural safety and damage assessments in coordination with the Public Information Officer.

**E. Intermediate and Long-Term Recovery Objectives:**

1. Continue to assess and provide structural safety: The Structural Safety and Damage Assessment Recovery Group will facilitate structural safety/integrity and damage assessment operations in coordination with local, regional, state, and federal partners. The Structural Safety and Damage Assessment Recovery Group will continue to assess and prioritize the need for structural safety and damage assessments within the community.

2. Consider abandoned or other non-code-compliant properties: The Structural Safety and Damage Assessment Recovery Group will coordinate with the Interim and Long-Term Housing Recovery Groups to develop policy and recommendations regarding structural safety in reference to properties that are
abandoned and/or which owners are unable or unwilling to repair/rebuild, and which are not up to code.
Chemical, Biological, Radiological, Nuclear (CBRN) Recovery Group

A. Purpose

The purpose of the Chemical, Biological, Radiological, Nuclear (CBRN) Recovery Group within the Safety and Security RSF Branch is to coordinate local efforts with state and federal recovery programs designed to execute the community’s efforts to recover, remediate, and clean-up after a chemical, biological, radiological, and/or nuclear incident – inclusive of monitoring, decontamination, and reentry – during disaster recovery, and to help return and restore the community to pre-disaster or normal conditions or an improved state following a large-scale disaster or catastrophic incident.

Containment, evacuation, and other emergency response measures related to CBRN events are not part of this Recovery Group’s tasking.

The CBRN Recovery Group will ensure issues resulting from such incidents are monitored, addressed, and remediated as necessary. The Recovery Group will also coordinate with County departments, private and nonprofit sector partners, and regional, state, and federal partners to identify resources to expedite expansion, if necessary, the County’s response and recovery from CBRN events.

B. Organization

The CBRN Recovery Group will be organized under the Safety and Security RSF Branch within the Operations Section, and coordinated by the CBRN Group Supervisor.

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Group may be activated (for ICS-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.


The following agencies and organizations may be asked to lead or support this Recovery Group: For this Recovery Group in particular, clear understanding of the roles of state and federal partners is essential. State agencies participate as requested by the County and are the venue through which federal participation and assistance are activated. State agencies may also be expected to offer significant resources and technical expertise.

Federal agencies, in contrast, may be expected to exert jurisdiction in CBRN events, consistent with the National Response Framework and other federal authorities, potentially without a County or State request. Broward County should nevertheless expect to have appropriate representation/liaisons with federal lead agencies. To accomplish this, the County should support establishing a Joint Operations Command (JOC) during response with all parties present, and invite federal agencies to position their own liaisons within the County Emergency Operations Center (EOC).
It should be noted, however, that the federal response should be expected to be most intense during response, and will likely scale down significantly during recovery.

For a chemical event:

- In the case of a suspected criminal or terrorist incident, the Federal Bureau of Investigation (FBI) will be the lead agency, and has a liaison role within the Unified Command System (UCS), but the FBI’s principal objective is to operate a criminal investigation.
- Otherwise, the Environmental Protection Agency (EPA) (or the Department of Homeland Security (DHS) for ESF 10 actions) serves as the lead agency.
- EPA or the Department of Health and Human Services’ (HHS) Agency for Toxic Substance and Disease Registry (ASTDR) provides guidance on “how clean is clean.”

For a biological incident:

- In the case of a suspected criminal or terrorist incident, the FBI will be the lead agency, and has a liaison role within the UCS, but the FBI’s principal objective is to operate a criminal investigation.
- Otherwise, EPA (or DHS for ESF 10 actions) generally serves as the federal lead agency.
- Except for incidents involving biological weapons or facilities owned or operated by the U.S. Department of Defense (DoD) or U.S. Department of Energy (DOE), in which case those agencies serve as lead agencies, as appropriate.
- When there is the potential for environmental contamination, HHS collaborates with EPA in developing and implementing sampling strategies and sharing results.
- HHS’ Centers for Disease Control and Prevention (CDC) provides guidance on “how clean is clean.”

For a radiological or nuclear event:

- In the case of a suspected criminal or terrorist incident, the FBI will be the lead agency, and has a liaison role within a Unified Command, but the FBI’s principal objective is to operate a criminal investigation.
- DoD or DOE, as appropriate, serves as the lead agency for incidents involving nuclear/radiological materials or facilities owned or operated by DoD or DOE.
- DoD or DOE, as appropriate, serves as the lead agency for incidents involving a nuclear weapon, special nuclear material, and/or classified components under DoD or DOE custody.
- National Aeronautics and Space Administration (NASA) serves as the lead agency for nuclear material under NASA custody.
- The Nuclear Regulatory Commission (NRC), serves as the lead agency for incidents involving materials or facilities licensed by the NRC or Agreement States.
- DHS, generally through Customs and Border Protection (CBP), serves as the lead agency for incidents involving the inadvertent import of radioactive materials as well as any other incidents where radioactive material is detected at borders.
- DHS serves as the lead agency for all deliberate attacks involving nuclear/radiological facilities or materials, including Radiological Dispersion Devices (RDDs) and Improvised Nuclear Devices (INDs) or other nuclear devices.
  - EPA or DHS, as appropriate, serves as the lead agency for environmental response and cleanup for incidents not otherwise covered above.
• DOE provides guidance on “how clean is clean.”
C. Activation and Mobilization

This Recovery Group will be activated by the Operations Section Chief in the event that recovery from the disaster incident includes the management of CBRN contamination and remediation within the county.

A Lead Agency will be assigned for this Recovery Group by the Operations Section Chief, and this Lead Agency will staff the Recovery Group Supervisor position. Other agencies identified as potential Lead Agencies in the above list will become Supporting Agencies.

The Recovery Group Supervisor will notify all supporting agencies and organizations of the Recovery Group’s activation and request support as indicated by the situation. Supporting agency and organization staff and assets may be assigned to work from their home agency, be requested to report to the Recovery Agency (in the County Recovery Coordination Center), or to mobilize to other locations as necessary.

This Recovery Group will only be activated in the case that ongoing unmet or new needs exceed the County’s normal capabilities, or require special coordination with other recovery activities. If the recovery objectives described below can be accomplished without activation of this Recovery Group, this group will be deactivated and its staff and assets returned to normal operations, at the discretion of the Operations Section Chief.

D. Short-Term Recovery Objectives:

The following short-term recovery objectives must be addressed as quickly as possible after the activation of the Recovery Plan and will likely meet pressing unmet needs of county residents and businesses (excluding immediate life-safety and property-protection objectives). In some cases, objectives identified below may describe elements of functional continuity with response operations identified in the County Emergency Management Plan. Therefore, the objectives listed below may begin during the response phase and transition into short-term recovery. Objectives described below may be the continued responsibility of this Recovery Group into intermediate- and long-term recovery, if necessary.

1) Coordinate identification and prioritization of CBRN remediation and clean-up needs

The CBRN Recovery Group shall assess and prioritize the need for CBRN recovery and clean-up, including determining resources required to address specialized operations associated with the disaster, in coordination with Recovery Action Planning cycle.

E. Intermediate and Long-Term Recovery Objectives:

The following intermediate- and long-term recovery objectives are characterized by operations that may provide sustained temporary measures to bridge the gap into permanent solutions, return life to normal
or an improved state, or otherwise support the objectives of other Recovery Groups. Objectives described under short-term recovery (above) will be the continued responsibility of this Recovery Group into intermediate- and long-term recovery, if necessary.

1) Provide long-term CBRN monitoring, remediation, and clean-up
The CBRN Recovery Group will continue to coordinate with state and federal partners to manage large-scale CBRN recovery into the intermediate and long-term recovery phase, as necessary, in accordance with the Operations Chief and Recovery Manager. These activities will include:

- Provide environmental monitoring, sampling, and evaluation.
- Monitor site clean-up and remediation.
- Coordinate with state and federal partners in the determination of decontamination threshold(s) (i.e., “how clean is clean”) for reoccupation by different uses.
- Validate and approve remediation and clean-up activities.
- Ensure the appropriate storage and/or disposal of contaminated debris.

2) Provide recommendations related to long-term closures of parts of the County
3) As conditions warrant, the CBRN Recovery Group will offer recommendations relating to the long-term, indefinite, and/or permanent closure of some or all impacted parts of the County.
Appendix 1: Disaster Recovery Coordination Center Set Up

(Hearing Room 2008A1 -1 N. University Drive, Plantation, FL 33324)

Space pre-set as one whole room with executive style seating and audience seating for 60 people. May be re-configured for executive style for Recovery Command and pod style set up of 20 tables with 60 chairs for the General staff, 6 Recovery Support Functions and support.

Space sub-divided for a briefing room set for 60 people.
Executive style seating for 16 people.

One whole room subdivided into two rooms with one room for executive briefing and one room for classroom style briefing.
Appendix 2: Broward County Recovery Coordination Center Org Chart
Appendix 3: Broward County Recovery Coordination Center Position Checklists

Table of Contents

Recovery Manager
Recovery Policy Group
Command Staff
Public Information Officer
Liaison Officer
Safety Officer
Legal Advisor
Operations Section
Operations Section Chief
Recovery Support Function (RSF) Branch Directors
Recovery Group Supervisors
Planning Section
Planning Section Chief
Recovery Transition Unit Leader
Logistics Section
Logistics Section Chief
Finance/Admin Section
Finance/Admin Section Chief
Recovery Programs Administration Unit Leader
Recovery Manager Position Checklist

Reports to: The County Administrator

The Staff Positions Checklists are a tool designed to provide the Recovery leadership and staff with proposed activities to support essential functions during recovery activation. This appendix serves as a point of reference to identify the scope of actions that may occur during recovery operations. The items listed in the checklist should not be considered exhaustive or static. As the recovery operation evolves, so too will the requirements of the Recovery staff, and additions or modifications to the items outlined below will likely be required.

Responsibilities:

Establish the appropriate staffing level for the Broward County Recovery Coordination Center and continuously monitor organizational effectiveness, making adjustments as required.

Exercise overall management responsibility for the coordination among the Recovery Coordination Center and any other county agencies participating in recovery.

Oversee setting priorities for recovery efforts and ensure that all Recovery Coordination Center and any other county agency actions are accomplished within the priorities established.

Ensure that information sharing is accomplished effectively among the County Administrator, the Recovery Policy Group if need be, and the Recovery Coordination Center.

Ensure coordination with other local governments, the State of Florida, and federal agencies such as FEMA (including serving as the Local Disaster Recovery Manager, per the National Disaster Recovery Framework).

Activation Phase:

☐ Receive briefing(s) from the response-phase Incident Commander(s) and Emergency Operations Center (EOC) Commander, and any other relevant personnel.

☐ Determine which positions are required and ensure they are filled.

☐ Ensure that the Recovery Coordination Center is properly set up and ready for operations.

☐ Ensure that the Recovery Coordination Center organization and staffing chart is completed.

☐ Ensure that communications with other recovery entities are established.

☐ Schedule the initial Recovery Action Planning meeting.

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

**Demobilization Phase:**

- Deactivate sections, branches, and units when they are no longer required.
- Ensure that any open actions not yet completed will be handled after deactivation.
- Ensure that all required forms or reports are completed prior to deactivation.
- Prepare to provide input to the After Action Report.
Recovery Policy Group Position Checklist

Reports to: Recovery Manager

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Responsibilities:

Provide overall recovery policy and direction to the Recovery Manager and the Recovery Coordination Center as needed.

Provide a venue for resolution or mediation of large-scale policy issues, including inter-jurisdictional issues, as necessary.

Activation Phase:

□ Receive confirmation to participate in the Recovery Policy Group.

□ Convene as the Recovery Policy Group at the Recovery Coordination Center or designated site, as recommended by the Recovery Manager.

□ Obtain current situation status and a briefing on priority actions taken and outstanding issues from the Recovery Manager as necessary.

Operational Phase:

□ Examine need for new or temporary policies, as required to support recovery operations as needed.

□ Identify jurisdictional and organizational priorities and objectives as needed.

□ Identify jurisdictional and organizational limitations, concerns, and constraints as needed.

□ Recommend policy for releasing information to the public if needed.

□ Recommend cost sharing procedures if necessary.

□ Ensure adequate public information materials are being issued from the Recovery Coordination Center.

□ Work with the Recovery Manager to identify any large-scale policy issues in need of resolution, including inter-jurisdictional issues, and provide a forum to resolve these, as necessary.
Consult with the Recovery Manager or legal advisors regarding any potential legal issues and recommended courses of action as necessary.

Be available at the request of the Recovery Manager and in conjunction with the Public Information Officer (PIO) to assist in the dissemination of public information if needed.

Be available at the request of the Recovery Manager and in conjunction with the Liaison Officer to assist in outreach or coordination with local, regional, state, federal, private-sector, or non-profit stakeholders or partners as requested.

Consult with the Recovery Manager to recommend need for extraordinary resources and/or outside assistance as needed.

Facilitate the pursuit of extraordinary resources/outside assistance, as appropriate.

Keep appraised as to the status of the recovery by reviewing Recovery Coordination Center situation reports and receiving briefings from the Recovery Manager as needed.

Demobilization Phase:

Deactivate upon termination of the Recovery Coordination Center or at request of the Recovery Manager.

Participate in formal post-operational debriefs if requested.

Continue to champion, on an individual or group basis, outstanding goals and objectives identified by the Recovery Coordination Center and transferred to other Broward County agencies for implementation.
Command Staff-Public Information Officer Position Checklist

Reports to: Recovery Manager

The Staff Positions Checklists are a tool designed to provide the Recovery leadership and staff with proposed activities to support essential functions during recovery activation. This appendix serves as a point of reference to identify the scope of actions that may occur during recovery operations. The items listed in the checklist should not be considered exhaustive or static. As the recovery operation evolves, so too will the requirements of the Recovery staff, and additions or modifications to the items outlined below will likely be required.

Responsibilities:

Serve as the coordination point for all public information, media relations, and internal information sources for the Recovery Coordination Center.

Supervise all staff assigned as Assistant Information Officers and their activities.

Coordinate media releases with officials representing other affected agencies.

Ensure that the public within the affected area receives complete, accurate, and consistent information about recovery priorities and efforts.

Establish and maintain a hotline or call center for the public to access helpful information and advice, in coordination with Disaster Recovery Centers/Service and Information Centers. Such a hotline would also be an avenue for collecting public responses on issues, as needed.

Maintain a positive relationship with the media representatives, monitoring all broadcasts and written articles for accuracy.

Coordinate VIP and visitor tours of the Recovery facility (Broward County Recovery Coordination Center or DRCs).

Maintain a web site established for recovery information, as appropriate.

Liaise with the Public Information Officers of other local, state, or federal recovery agencies.

Advise members of the Broward County Recovery Coordination Center, County Administrator, Senior Management Team, and Broward County Board of County Commissioners on consistent messaging and communication of priorities related to recovery.

Activation Phase:

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

Assess information skill areas required in the Recovery Coordination Center such as: writing, issues management, media relations, event planning, etc.

Operational Phase:

Obtain policy guidance and approval from the Recovery Manager with regard to all information to be released to the media and public.

Establish and maintain a position log and other necessary files.

Refer to the Broward County Recovery Plan (BCRP) and Public Information Officer operational guidelines, sample forms, templates and other information materials, as appropriate.

Keep the Recovery Manager advised of all unusual requests for information and of all major critical or unfavorable media comments.

Recommend strategies or other measures to improve media relations.

Coordinate with the Situation Unit (Planning Section) and identify methods for obtaining and verifying significant information as it develops.

Develop and publish a media briefing schedule, to include location, format, and preparation and distribution of handout materials.

Implement and maintain an overall information release program.

Receive reports from branch level PIO(s), if activated.

Establish and utilize a Recovery Joint Information Center, as required, providing necessary space, materials, telephones, and electrical power for the media.

Maintain up-to-date status boards and other references at the Recovery Joint Information Center. Provide adequate staff to answer questions from members of the media.

Establish a public information service and/or call center to handle public inquiries and provide recovery support information, in coordination with Disaster Recovery Centers/Service and Information Centers. Consult with Logistics Section for communication equipment needs and set-up.

Develop message statements for Recovery Coordination Center staff and the call takers of the hotline.

Develop key talking points for Recovery Coordination Center staff, County Administrator, Broward County Board of County Commissioners, of the Recovery Policy Group and others as appropriate.

Interact with other agency PIOs and obtain information relative to recovery operations.

Establish distribution lists for recipients of all public information releases. Include other Broward County Information Officers, other jurisdiction, state, and federal Information Officers, elected officials, etc.
☐ Ensure that adequate staff is available at incident sites to coordinate and conduct tours of the disaster areas when safe.

☐ Arrange (through Logistics) appropriate staffing and telephones to efficiently handle incoming media and public calls.

☐ Establish content for Public Service Announcements (PSA) and bulletins and maintain a Recovery Assistance Information Directory with numbers and locations to recovery information.

☐ Ensure that announcements, recovery information, and materials are translated and prepared for special-needs populations (limited or non-English speaking, visually impaired, hearing impaired etc.).

☐ Ensure that announcements, recovery information, and materials are made available to Broward County residents who have been displaced by the disaster, either within the county or beyond.

☐ Monitor all media, using information to develop follow-up news releases and rumor control.

☐ Ensure that file copies are maintained of all information released.

☐ Promptly provide copies of all media releases to the Recovery Manager.

☐ At the request of the Recovery Manager, prepare media briefings for elected officials and/others as needed to facilitate their participation in the media briefings and press conferences.

**Demobilization Phase:**

☐ Prepare final news releases and advise media representatives of points-of-contact for follow-up stories.

☐ Assist with demobilization procedures.

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

☐ Prepare to provide input to the After Action Report.
Command Staff - Liaison Officer Position Checklist

Reports to: Recovery Manager

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Responsibilities:

Oversee all liaison activities. These include the coordination of agency representatives assigned to the Recovery Coordination Center as well as handling requests from other agencies for sending liaison personnel to other locations.

Liaise with any organizations or departments participating in recovery but not directly represented in the Recovery Coordination Center.

Function as a central location for incoming agency representatives and provide workspace and arrange for support as necessary.

Assist and serve as an advisor to the Recovery Manager and Section Chiefs as needed, providing information, assisting in coordination efforts, and ensuring the proper flow of information.

Assist the Recovery Manager in ensuring proper procedures are in place for directing agency representatives and communicating with elected officials.

Liaise with local authorities, state, and federal organizations, communicating Recovery Coordination Center guidelines, directives, Recovery Action Plans (RAP), and situational information.

Conduct necessary recovery-related government relations and lobbying work on behalf of Broward County and the Recovery Coordination Center.

Activation Phase:

- Obtain situation status and recovery priorities from the Recovery Manager or Deputy.

- Ensure registration procedures are established for outside agencies working within the Recovery Coordination Center.

- Assist the Recovery Manager in determining appropriate staffing for the Recovery Coordination Center.
Ensure that a Recovery Coordination Center organization and staffing chart is posted and updated.

Consult with the Recovery Manager and Recovery Support Function (RSF) Branch Director(s) to determine whether branch level Liaison Officer(s) are appropriate, and if so, appoint them.

Provide assistance and information to General Staff regarding staffing Recovery Agency sections.

Ensure that agency representatives’ communications are established and functioning.

Operational Phase:

Assist the Recovery Manager and Section Chiefs in developing overall recovery priorities as well as priorities for the initial Recovery Action Plan (RAP).

Establish and maintain a position log and other necessary files.

Ensure agency representatives understand their assigned roles, work location, Recovery Coordination Center organization, and floor plan.

Provide external and non-represented agencies’ information to the Planning Section to assist in the development, continuous updating, and implementation of Recovery Action Plans (RAPs).

Provide general advice and guidance to agencies and staff as required to enhance abilities of supporting agencies.

Ensure that all notifications are made to agencies not represented in the Recovery Coordination Center.

Ensure that communications with any and all appropriate external or non-represented organizations, companies, and/or agencies are established and maintained.

Assist the Recovery Manager in preparing for and conducting briefings with Section Chiefs, elected officials, the media, and the general public.

Receive reports from branch level Liaison Officer(s), if activated.

Prepare external non-represented agency’s information for briefings with the Section Chiefs.

Ensure that an updated list of outside agency representatives (with contact phone number) is provided to all Section Chiefs and Branch Directors as needed and is also included in the RAP.

Ensure that operational priorities and objectives identified in Recovery Action Plans are communicated to external non-represented agencies.

Facilitate completion of situation reports with external non-represented agencies and forward to the Planning Section.

Advise the Recovery Manager of critical information and requests contained within agency situation reports.

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

Demobilization Phase:

□ Notify external non-represented agencies in the Recovery Coordination Center of the planned demobilization, as appropriate.

□ Assist with the deactivation of the Recovery Coordination Center at the designated time, as appropriate.

□ Assist the Recovery Manager with recovery operations.

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

□ Prepare to provide input to the After Action Report.
Command Staff - Safety Officer Position Checklist

Reports to: Recovery Manager

The Staff Positions Checklists are a tool designed to provide the Recovery leadership and staff with proposed activities to support essential functions during recovery activation. This appendix serves as a point of reference to identify the scope of actions that may occur during recovery operations. The items listed in the checklist should not be considered exhaustive or static. As the recovery operation evolves, so too will the requirements of the Recovery staff, and additions or modifications to the items outlined below will likely be required.

Responsibilities:

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

Protect the interests of all Recovery Coordination Center participants, agencies, and organizations by ensuring due diligence in information collection, decision making, and implementation for risk exposures and ascertaining probabilities and consequences of future events.

Provide advice on safety issues. The Safety Officer has the authority to halt or modify any and all unsafe operations within or outside the scope of the Recovery Action Plan (RAP), notifying the Recovery Manager of actions taken.

Coordinate with the Logistics Section to ensure that appropriate security measures have been established to allow for only authorized access to the Recovery Coordination Center facility, and that documentation is maintained.

Ensure a medical plan is established for each operational period.

Activation Phase:

☐ Perform a risk identification and analysis of the Recovery Coordination Center and operations.

☐ Tour the entire facility area and determine the scope of ongoing and future operations.

☐ Activate Medical Unit, if necessary.

☐ Monitor set-up procedures for the Recovery Coordination Center facility ensuring adherence to proper safety regulations.

☐ Oversee that security checkpoints have been established at all entrances which allow only authorized personnel access to the Recovery Coordination Center facility. This is to include staff sign-in and identification procedures.

Operational Phase:
□ Establish and maintain position log and other necessary files.

□ Assess damage and loss of any incident, working with Situation Unit (Planning Section) and the Property Claims Unit (Finance/Administration Section) if necessary.

□ Work with the Support Branch Director, if appropriate, to become familiar with any hazardous conditions in the recovery facilities, including the County Recovery Coordination Center, Disaster Recovery Centers/Service and Information Center(s), Business Recovery Center(s), and others as indicated. Conduct regular inspections of the facility(ies).

□ Coordinate with the Support Branch (Logistics Section), if established, to obtain assistance for any special safety requirements in recovery facilities.

□ Coordinate with Finance/Administration, if established, on any personnel injury claims or records preparation as necessary for proper case evaluation and closure.

□ Coordinate with Support Branch (Logistics Section), if established, to monitor security checkpoints and Recovery Coordination Center facility access and address any security issues.

□ Confirm adequate medical plan in place for each operations period.

Demobilization Phase:

□ Assist the Recovery Manager in deactivation activities including:

Collection of all relevant papers and electronic records to the Documentation Unit.

Collection of all material necessary for post-operation reporting procedures.

□ Assist with the deactivation of the Recovery Coordination Center at designated time, as appropriate.

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

□ Prepare to provide input to the After Action Report.
Command Staff - Legal Advisor Position Checklist

Reports to: Recovery Manager

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Responsibilities:

Support requests from management about actions which may have impacts that require a legal opinion regarding jurisdictional policy and authority by ordinances, statutes, and under State and federal laws.

As needed, propose solutions to issues requiring legal or legislative action at the County or other levels.

Activation Phase:

☐ Check in with the Recovery Manager and clarify any issues regarding authority and assignment, including the functions of others in the Recovery Coordination Center.

☐ Establish communications with other jurisdictional legal offices for support.

☐ Establish communications with Command and General staff in the Recovery Coordination Center.

Operational Phase:

☐ Facilitate requests for support or information as requested.

☐ Prepare the templates for legal documents and other actions.

☐ Provide appropriate actions statuses to the Planning Section.

☐ Keep the Recovery Manager, Recovery Policy Group if needed, County Administrator, Broward County Board County Commissioners and/or their representatives informed and provide policy guidance and clarification of legal issues as required.

☐ Maintain logs and files associated with position.

Demobilization Phase:
☐ Ensure completion of all final reports, closeout activity log, and transfer any ongoing missions and/or actions to the Recovery Manager or other designated individual.

☐ Ensure copies of all documentation generated during the operation are submitted to the Planning Section Documentation Unit.

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

☐ Prepare to provide input to the After Action Report.
Operations Section - Operations Section Chief Position Checklist

Reports to: Recovery Manager

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Responsibilities:

Supervise the Operations Section and ensure that the Operations Section activities are carried out, including the coordination of all recovery functions.

Ensure that recovery objectives and assignments identified in the Recovery Action Plan (RAP) are carried out effectively.

Establish the appropriate level of branch, group, division, etc. organizations within the Operations Section, continuously monitoring their effectiveness.

Ensure the objectives of Broward County Coordination Center, Disaster Recovery Centers/Service and Information Centers and Business Recovery Centers are carried out.

Maintain communications with Command Staff.

Ensure that the Planning Section is provided with status reports and other requested information.

Conduct periodic Operations Section briefings for Command Staff and other Section Chiefs.

Activation Phase:

☐ Ensure that the Operations Section is set up properly and that personnel, equipment, and supplies are in place, including communications, maps, and status boards.

☐ Obtain a preliminary situation briefing from Command Staff, Planning Chief, or other Recovery Coordination Center staff as appropriate.

☐ Based on the situation, activate the appropriate branches, units, groups or divisions based on recovery functions as needed.

☐ Take necessary steps – in coordination with the Logistics Section – to staff, equip, and communicate with Broward County Recovery Coordination Centers, Disaster Recovery Centers/Service and Information Centers and Business Recovery Centers.

☐ Activate appropriate Recovery Support Function (RSF) Branches, and work with Lead Agencies (from the most pertinent Recovery Group within the RSF Branch) to assign RSF Branch Directors.
□ Confer with the Command Staff to ensure that the Planning, Logistics, and Finance/Administration Sections are staffed at levels necessary to provide adequate information and support for recovery operations.

□ Coordinate with the Liaison Officer, Public Information Officer, and Branch Directors regarding the need for Branch-level Liaison Officers or Public Information Officers in the Operations Section.

□ Work with the Recovery Manager, Community Planning and Capacity Building Recovery Branch Director, and other appropriate Recovery Support Function (RSF) Branches to develop a community process to prioritize recovery needs as needed.

□ Based on the situation, determine likely future needs of the Operations Section.

□ Identify key issues affecting the Operations Section; meet with section personnel, and determine appropriate objectives for the initial Recovery Action Plan (RAP) meeting.

□ Ensure branches, units, groups, and divisions operating within the section know the strategies for carrying out the Operations Section objectives.

**Operational Phase:**

□ Ensure that all section personnel are maintaining their individual position logs and other documentation.

□ Work closely with each Branch Director and other supervisors to ensure that the Operations Section objectives, as defined in the current Recovery Action Plan, are being addressed.

□ Prepare for and participate in Planning meetings and other relevant meetings as directed or required.

□ Provide the Planning Section Chief with staff and/or information from RSF Branches and Recovery Groups to assist in the development of the Recovery Action Plan.

□ Coordinate with the Liaison Officer as necessary to ensure that communications with various private companies, relief organizations, state, and federal agencies and support organizations are established and maintained throughout the recovery period.

□ Coordinate recovery efforts with mitigation and sustainability goals and objectives identified in local and regional plans, including Hazard Mitigation Plans, Comprehensive Plans, capital, or transportation improvement plans, etc.

□ Coordinate with RSF Branches, the Planning Section, and relevant County agencies to determine the timelines according to which resources need to be identified, so that they can be included into the planning documents, funding cycles, and budget or appropriations requests.

□ Identify and track resolution of gaps and conflicts in State and Federal planning requirements and recovery assistance programs, as well as recovery programs that support and build community capacity and surge needs for recovery management.
Ensure that Operations Section personnel coordinate resource needs through the Logistics Section, unless subject matter expertise within Operations is such that resource needs can be met within the Operations Section, in which case documentation must be provided to the Logistics Section.

Ensure that fiscal and administrative requirements are coordinated through the Finance/Administration Section, unless subject matter expertise within Operations is such that fiscal and administrative requirements can be met within the Operations Section, in which case documentation must be provided to the Finance/Administration Section.

Brief the Command and General Staff on all major recovery changes.

Brief Branch Directors and Section staff periodically on any updated information that has been received.

Ensure that all media contacts are referred to the Public Information Officer.

**Demobilization Phase:**

Identify branches and any organizational elements for deactivation (with Recovery Manager approval).

Ensure that all paperwork is complete and logs are closed and sent to the Documentation Unit.

Ensure that any open actions are assigned to appropriate agency and/or Recovery Coordination Center staff as appropriate.

Deactivate the Section and close out logs when authorized by the Recovery Manager.

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

Prepare to provide input to the After Action Report.
**Operations Section - Recovery Support Function (RSF) Branch Directors Position Checklist**

**Reports to:** Operations Section Chief

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**Responsibilities:**

- Overall management of the Branch’s Recovery Groups.
- Determine scale and scope of needs under the Branch’s mission area, and report to Planning Section.
- Assist in the development and prioritization of RSF-specific recovery strategy and tactics, including input into development of Recovery Action Plans and the Long Term Community Recovery Plan.
- Coordinate with counterpart local, state, and federal RSFs.
- Coordinate with stakeholders in the community on impacts of the disaster on service levels and needs for returning service to acceptable post disaster levels.
- Prepare status reports, schedule meetings, and coordinate briefings on any special assignments or priorities assigned to the branches.
- Provide routine situation reports to the Operations Section Chief.
- Attend meetings as appropriate.
- Regularly confer with the Operations Section Chief to coordinate recovery activities.

**Activation Phase:**

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

- Establish and maintain a position log and other necessary files.
- Facilitate requests for resources as necessary during the recovery period to ensure effectiveness of support activities.
- Maintain adequate records of financial expenditures and ensure recovery expenses and extensions for services/resources are pre-authorized by the Operations Section Chief.
- Prepare and forward situation reports to the Operations Section Chief.
- Identify RSF-specific recovery issues and coordinate their incorporation into Recovery Action Plans (RAP).
- Identify RSF-specific long term recovery issues and coordinate their incorporation into the Long-term Community Recovery (LTCR) Plan.
- Ensure proper documentation of all recovery operations is completed.
- Actively share information with other branches and sections in the Recovery Coordination Center.
- Refer all contacts with the media to the Public Information Officer.
- Ensure coordination of all public information releases through the Public Information Officer in order to keep the public informed of progress through the recovery period as necessary.
- Coordinate recovery efforts with mitigation and sustainability goals and objectives identified in local and regional plans, including Hazard Mitigation Plans, Comprehensive Plans, capital or transportation improvement plans, etc.
- Support the Operations Section Chief in determining the timelines according to which resources need to be identified so that they can be included in the planning documents, funding cycles, and budget or appropriations requests.
- Identify and track resolution of gaps and conflicts in state and federal planning requirements and recovery assistance programs, as well as recovery programs that support and build community capacity and surge needs for recovery management.
- Examine and recommend resolutions to RSF-specific regulatory or other legislative issues that may impede recovery.
- Support the Planning Section Chief in the ongoing review, evaluation, and maintenance of the Long Term Community Recovery (LTCR) Plan.

Demobilization Phase:

- Determine RSF Branch demobilization prioritization status and advise the Operations Section Chief.
- Collect and store all completed forms and consult with the Documentation Unit (Planning Section) for appropriate storage location if appropriate.
□ Complete personal logs and documentation and forward to the Documentation Unit (Planning Section).

□ Ensure any open actions are assigned to appropriate staff or other Recovery Coordination Center sections for follow up.

□ Ensure that all expenditures and financial claims have been coordinated through the Finance/Administration Section.

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

□ Prepare to provide input to the After Action Report.
Operations Section - Recovery Group Supervisors Position Checklist

Reports to: Respective RSF Branch Director

The Staff Positions Checklists are a tool designed to provide the Recovery leadership and staff with proposed activities to support essential functions during recovery activation. This appendix serves as a point of reference to identify the scope of actions that may occur during recovery operations. The items listed in the checklist should not be considered exhaustive or static. As the recovery operation evolves, so too will the requirements of the Recovery staff, and additions or modifications to the items outlined below will likely be required.

Responsibilities:

Overall management of the Group.

Coordinate with stakeholders and related interests and stakeholders in the community on impacts of the disaster on service levels.

Prepare status reports, schedule meetings, and coordinate briefings on any special assignments or priorities assigned to the Branch.

Provide routine situation reports to your respective Branch Director.

Attend meetings as appropriate.

Regularly confer with your respective Branch Director to coordinate recovery activities.

Activation Phase:

☐ Refer to appropriate RSF Branch Annex of the Broward County Recovery Plan.

☐ Ensure that the Group is set up properly and that appropriate personnel, equipment, and supplies are in place, including communications, maps, and status boards.

☐ Obtain briefing from your respective Branch Director.

☐ Assess level of resources services needed and initiate request for necessary resources.

☐ If appropriate, coordinate acquisition of resources with the Logistics section.

Operational Phase:

☐ Establish and maintain a position log and other necessary files.

☐ Maintain and provide direction pertaining to the level of service and duration required.

☐ Review goals and objectives established in the RSF Branch Annexes of the Broward County Recovery Plan, and make adjustments as required.
□ Ensure communications with various stakeholders and advocates for the respective group are established and maintained throughout the recovery period.

□ Maintain contact with relevant regional and state agricultural agencies to coordinate activities and resources, if appropriate.

□ In coordination with respective Branch Directors, ensure that proper documentation is completed and that appropriate state and federal agencies are kept informed of issues being addressed.

□ Coordinate recovery efforts with mitigation and sustainability goals and objectives identified in local and regional plans, including Hazard Mitigation Plans, Comprehensive Plans, capital or transportation improvement plans, etc.

□ Support the RSF Branch Director in determining the timelines according to which resources need to be identified, so that they can be included into the planning documents, funding cycles, and budget or appropriations requests.

□ Refer all contacts with the media to the Public Information Officer.

□ Prepare and forward situation reports to your respective Branch Director.

□ Take part in or prepare information for the development of the Recovery Action Plan (RAP).

□ Maintain adequate records of financial expenditures and ensure recovery expenses and extensions for services/resources are pre-authorized by your respective Branch Director.

**Demobilization Phase:**

□ Determine Group demobilization status and advise your respective Branch Director.

□ Collect and store all completed forms and consult with the Documentation Unit for appropriate storage location, if appropriate.

□ Complete personal logs and documentation and forward to the Documentation Unit.

□ Ensure any open actions are assigned to appropriate staff or other Recovery Coordination Center sections for follow up.

□ Ensure that all expenditures and financial claims have been coordinated through the Finance/Administration Section.

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

□ Prepare to provide input to the After Action Report.
Planning Section - Planning Section Chief Position Checklist

Reports to: Recovery Manager

The Staff Positions Checklists are a tool designed to provide the Recovery leadership and staff with proposed activities to support essential functions during recovery activation. This appendix serves as a point of reference to identify the scope of actions that may occur during recovery operations. The items listed in the checklist should not be considered exhaustive or static. As the recovery operation evolves, so too will the requirements of the Recovery staff, and additions or modifications to the items outlined below will likely be required.

Responsibilities:

Collect, analyze, and display situation information.

Prepare periodic recovery situation reports for dissemination to Recovery Coordination Center staff and external partners.

Prepare and distribute Recovery Action Plan (RAP) and facilitate the planning process.

Implement methodology to track all resources utilized by the Recovery Coordination Center.

Conduct advanced recovery planning activities.

Document and maintain files on all Recovery Coordination Center activities.

Provide technical support services to the Recovery Coordination Center sections and branches.

Establish the appropriate level of organization for the Planning Section.

Exercise overall coordination of branch/unit activities within the section.

Keep Command Staff informed of significant issues affecting the Planning Section.

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

Activation Phase:

☐ Obtain a briefing from Recovery Agency Coordination Center Staff.

☐ Ensure that the Planning Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including status boards, maps, logs, databases, and other documentation and displays.

☐ Meet with Operations Section Chief; obtain and review any major recovery issues.

☐ Work with the Recovery Manager and other Section Chiefs to determine the appropriate duration of the operational periods.

☐ Develop strategy for carrying out all Planning Section responsibilities.
Based on the need, activate Planning Section units and designate leaders for each.

Keep Command Staff and Section Chiefs informed of significant events.

Adopt a proactive attitude, anticipating situations and problems.

Operational Phase:

Ensure that Planning position logs and other necessary files are maintained.

Ensure utilization of current information for Situation Reports.

Work with the Recovery Coordinator and other Section Chiefs to determine if changes to the duration of the operational period are required; as the recovery continues, the appropriate length of an effective operational period will likely stretch from weeks to months to possibly annual.

Ensure that reporting on major incidents and branch statuses are completed by the Operations Section and are accessible by the Planning Section.

Ensure that a Situation Report is produced, approved, and distributed to Recovery Agency Sections at least once, prior to the end of the operational period or as directed by Command Staff.

Ensure that all status boards, maps, logs, databases, and other documentation and displays are kept current and that posted information is neat and legible.

Ensure that the Public Information Officer has immediate and unlimited access to all status reports and displays.

Conduct periodic briefings with section staff and work to reach consensus among staff on section objectives for forthcoming operational periods.

Chair the Recovery Coordination Center Planning meetings.

Ensure that the status of the objectives for each section are collected and posted in preparation for the next Planning meeting.

Ensure that the RAP is completed and distributed prior to the start of the next operational period.

Work closely with each branch/unit within the Planning Section to ensure the section objectives, as defined in the current RAP, are being addressed.

Coordinate recovery efforts with mitigation and sustainability goals and objectives identified in local and regional plans, including Hazard Mitigation Plans, Comprehensive Plans, capital or transportation improvement plans, etc.

Coordinate with the Operations Section and relevant County agencies to determine the timelines according to which resources need to be identified, so that they can be included into the planning documents, funding cycles, and budget or appropriations requests.
Coordinate the Recovery Action Plans with the ongoing/interim planning efforts of the Community Planning & Capacity Building RSF Branch in the Operations Section, and ensure that RAP objectives do not pre-empt the Community Recovery Plan.

Once the Community Recovery Plan is completed, ensure that it is reviewed, evaluated, and updated on at least an annual basis, or more often as needed, to monitor progress and ensure the strategic framework is appropriate and information is current for the needs of the community.

Ensure that filing on all recovery activities and reproduction and archiving services are provided for the Recovery Coordination Center as required.

In coordination with the Logistics Section, provide technical services, such as environmental advisors, Geographic Information System (GIS) expertise, and other technical specialists as required.

In coordination with the Operations and Logistics Sections, track all requested, mobilized, demobilized, and returned resources utilized by the Recovery Coordination Center.

Establish a benchmark or evaluation process to ensure fairness and equity are monitored and documented during recovery decision-making and action planning.

Ensure that fiscal and administrative requirements are coordinated through the Finance/Administration Section.

Ensure that the Safety Officer is involved in the Planning process.

Demobilization Phase:

Prepare the Demobilization Plan for the Recovery Coordination Center and ensure that it is complete, approved by Command Staff, and distributed to all Recovery Coordination Center sections.

Determine demobilization status of all Planning Section Units and advise Command Staff.

Complete all logs and documentation and forward to Documentation Unit.

Ensure any open actions are assigned to appropriate staff for follow up.

Ensure the transfer of any/all outstanding RAP or Community Recovery Plan goals and objectives to the appropriate Broward County agency.

Ensure that all expenditures and financial claims have been coordinated through the Finance/Administration Section.

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

Prepare to provide input to the After Action Report.
Planning Section- Recovery Transition Unit Leader Position Checklist

Reports to: Planning Section Chief

The Staff Positions Checklists are a tool designed to provide the Recovery leadership and staff with proposed activities to support essential functions during recovery activation. This appendix serves as a point of reference to identify the scope of actions that may occur during recovery operations. The items listed in the checklist should not be considered exhaustive or static. As the recovery operation evolves, so too will the requirements of the Recovery staff, and additions or modifications to the items outlined below will likely be required.

Responsibilities:

Provide assistance to facilitate the transition from response to recovery.

Act as the point of coordination for tracking organizational transition from response to recovery.

Supervise the Recovery Transition Unit.

Activation Phase:

☐ Obtain a situation briefing from the Planning Section Chief.

☐ Coordinate activities with the Recovery Branch of the Planning Section of the Broward EOC.

☐ Maintain a position log and other necessary files.

Operational Phase:

☐ Coordinate with agencies working in the EOC and identify the ones that will transition to the Recovery Coordination Center.

☐ Work with each agency that is moving to the Recovery Coordination Center to develop an agency transition plan.

☐ Coordinate activities among agencies transitioning from EOC operations and other entities mobilizing to work in the Recovery Coordination Center.

☐ Work with the Logistics Section to designate space and needed supplies.

☐ Track each agency’s transition to recovery, identifying and addressing gaps and problems.

☐ Keep the Planning Section Chief informed of issues, solutions, and progress.

Demobilization Phase:

☐ Determine demobilization status of the Recovery Transition Unit and advise the Planning Section Chief.
☐ Complete all logs and documentation and forward to Documentation Unit.
☐ Ensure any open actions are assigned to appropriate staff for follow up.
☐ Ensure that all expenditures and financial claims have been coordinated through the Finance/Administration Section.
☐ Ensure all functions have been transitioned to their pre-disaster department(s), agency(ies), or activity(ies).
☐ Prepare to provide input to the After Action Report.
Logistics Section - Logistics Section Chief Position Checklist

Reports to: Recovery Manager

The Staff Positions Checklists are a tool designed to provide the Recovery leadership and staff with proposed activities to support essential functions during recovery activation. This appendix serves as a point of reference to identify the scope of actions that may occur during recovery operations. The items listed in the checklist should not be considered exhaustive or static. As the recovery operation evolves, so too will the requirements of the Recovery staff, and additions or modifications to the items outlined below will likely be required.

Responsibilities:

Provide telecommunication services and information technology necessary for the Recovery Coordination Center and its goals and objectives.

Locate or acquire equipment, supplies, personnel, facilities, and transportation for the Recovery Coordination Center and its goals and objectives.

Arrange for food, lodging, security, and other support services as required for the Recovery Coordination Center and its goals and objectives.

Provide necessary space and support services as required for the County Recovery Coordination Center, Disaster Recovery Centers/Service and Information Center(s), and Business Recovery Center(s).

Establish the appropriate level of branch and/or unit staffing within the Logistics Section, continuously monitoring the effectiveness of the organization.

Identify and address any training needs of assigned staff, such that all Recovery Coordination Center staff have requisite understanding of disaster recovery, the Incident Command System (ICS), and other relevant principles and skills.

Ensure section objectives as stated in the Recovery Action Plan (RAP) are accomplished within the operational period or within the estimated time frame.

Coordinate closely with the Operations Section Chief to establish priorities for resource allocation.

Keep the Recovery Manager informed of all significant issues.

Ensure critical resources are allocated according to RAP priorities and direction.

Supervise the Logistics Section.

Activation Phase:

□ Ensure the Logistics Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps, status boards, vendor references, and other resource directories.

□ Based on the situation, activate branches/units within the section as needed and designate Branch and Unit Leaders.
Advise units within the section to coordinate with appropriate Branches in the Operations Section to prioritize and validate resource requests.

Meet with the Recovery Manager and Section Chiefs to identify resource needs, including facility needs related to the Broward County Recovery Coordination Center, Disaster Recovery Centers/Service and Information Center(s), and Business Recovery Center(s).

Meet with the Finance/Administration Section Chief and determine level of purchasing authority for the Logistics Section.

Adopt a proactive attitude, anticipating situations and problems.

**Operational Phase:**

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

**Demobilization Phase:**

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

Reports to: Recovery Manager

The Staff Positions Checklists are a tool designed to provide the Recovery leadership and staff with proposed activities to support essential functions during recovery activation. This appendix serves as a point of reference to identify the scope of actions that may occur during recovery operations. The items listed in the checklist should not be considered exhaustive or static. As the recovery operation evolves, so too will the requirements of the Recovery staff, and additions or modifications to the items outlined below will likely be required.

Responsibilities:

1. Activate units within the Finance/Administration Section as required; monitor section activities continuously and modify the organization as needed.

2. Ensure that all financial records are maintained throughout the time the Recovery Coordination Center is active and beyond for record retention.

3. Ensure that all on-duty time is recorded and collected for all personnel.

4. Ensure there is a continuum of the payroll process for all employees responding to the recovery effort.

5. In consultation with Command Staff, determine spending limits, if any, for Recovery Coordination Center Staff.

6. Ensure that all travel and expense claims are processed within a reasonable time.

7. Activate pre-positioned contracts and vendor agreements.

8. Coordinate vendor contracts not previously addressed by existing agreements.

9. Assess, clarify, and appropriately modify procurement rules, as necessary, to ensure consistency with recovery needs and FEMA rules (or other Federal Agency rules), including access to General Services Administration (GSA), National Purchasing Services Operator List, etc.

10. Coordinate with the State of Florida Division of Emergency Management and FEMA on reimbursement documentation, as well as Individual Assistance and Public Assistance program implementation.

11. Provide technical assistance to County departments on financial recovery programs.

12. Ensure that all recovery documentation is accurately maintained and submitted to the appropriate agencies as necessary.

13. Prepare extraordinary funding requests for the Recovery Manager to submit to governing bodies, as needed, including (but not limited to):

Reallocation of Capital Improvement funds to recovery projects
Determining mechanisms for exceeding approved dollar caps on projects

14. Address/streamline any issues that require Broward County Board of County Commissioners review/approval, including design-build contracts and other procurement vehicles.

15. Mitigate impacts to interdepartmental and County finances by:
Clarifying policy related to impact of recovery operations (and reimbursements) on
departmental budgets
Maintaining and filing insurance claims

16. Provide general financial management of recovery, including:
Maintaining vendor files and payment of bills
Providing technical assistance related to purchasing and procurement

17. Review County capabilities and identify gaps related to recovery purchasing, pre-positioned contracts, memoranda of understanding, mission-critical contracts, etc.

18. Supervise the Finance/Administration Section.

19. Provide administrative support to the Recovery Coordination Center.

**Activation Phase:**

☐ Ensure that the Finance/Administration Section is set up properly and that appropriate personnel, equipment, and supplies are in place.

☐ Based on the situation, activate Units within Sections, as needed, and designate Unit Leaders for each element:
- Time Unit
- Cost Unit
- Compensation/Claims Unit
- Employee Welfare
- Recovery Programs Administration

☐ Ensure that sufficient staff is available for Recovery Agency mission.

☐ Consult with Recovery Coordinator for spending limits.

☐ Meet with the Logistics, Planning, and Operations Section Chiefs and review financial and administrative requirements and procedures; determine the level of purchasing authority to be delegated to each.
Meet with all Unit Leaders and ensure that responsibilities and procedures are clearly understood.

In conjunction with Unit Leaders, determine the initial Finance/Administration Planning objectives for the next operational period.

Notify Command Staff when the Finance/Administration Section is operational.

Adopt a proactive attitude, anticipating situations and problems before they occur.

Activate the Property Claims Unit and/or Compensation and Claims Unit, if necessary

Operational Phase:

- Ensure that Finance/Administration position logs and other necessary files are maintained.
- Ensure central recording system and unique identifier is in place for the recovery period.
- Ensure that displays associated with the Finance/Administrative Section are current, and that information is posted in a legible and concise manner.
- Participate in all Planning meetings.
- Provide cost estimates to the planning process.
- Utilize the Financial Recovery Annex to the County Emergency Operations Plan (EOP) to support tracking recovery funding (FEMA program funds, overtime, recovery grants awards, volunteer time, donations, etc.).
- Brief all Unit Leaders and ensure they are aware of the recovery priorities particularly those affecting the Finance/Administration Section, as defined in the Recovery Action Plan (RAP).
- Keep Command Staff and Section Chiefs aware of the current fiscal situation and other related matters on an ongoing basis.
- Ensure that the Recovery Programs Administration Unit manages and provides technical assistance to County departments involved in federal and state financial recovery assistance and reimbursement.
- Ensure that the Property Claims Unit processes all claims in a reasonable timeframe.
- Ensure that Compensation and Claims Unit processes all claims in a reasonable timeframe.
- Ensure that all financial records, agency and contractor staff time, expense claims, procurement and management documentation, cost documentation and other relevant documentation is maintained and provided to the Finance/Administration Section by the Documentation Unit (Planning Section).

Demobilization Phase:

- Determine demobilization status of the Finance/Administration Section and advise the Command Staff.
- Ensure that all expenditures and financial claims have been processed and documented.
Complete all logs and documentation and forward to Documentation Unit (Planning Section).

Ensure any open actions are assigned to appropriate Finance/Administration staff or other Recovery Coordination Center sections to follow up on.

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

Prepare to provide input to the After Action Report.
Finance/ Admin Section - Recovery Programs Administration Unit Leader Position Checklist

Reports to: Finance/Administration Section Chief

The Staff Positions Checklists are a tool designed to provide the Recovery leadership and staff with proposed activities to support essential functions during recovery activation. This appendix serves as a point of reference to identify the scope of actions that may occur during recovery operations. The items listed in the checklist should not be considered exhaustive or static. As the recovery operation evolves, so too will the requirements of the Recovery staff, and additions or modifications to the items outlined below will likely be required.

Responsibilities:

Identify all available federal and state recovery programs.

Act as the primary resource for recovery program identification research.

Manage the eligibility, application, and distribution of federal financial recovery assistance.

Supervise the Recovery Programs Administration Unit.

Activation Phase:

☐ Obtain situation briefing from Finance/Administration Section Chief.

Operational Phase:

☐ Establish and maintain position logs and other necessary files.

☐ Leverage the National Disaster Recovery Program Database (NDRPD) as a source to identify recovery resources.

☐ Utilize the Catalogue of Federal Domestic Assistance as a source to identify recovery resources.

☐ Ensure that all Recovery Manager and Section Chiefs are aware of federal and state resources.

☐ Ensure that rules and regulations associated with any given funding/financing source are supportive of County recovery objectives and consistent with other funding sources, if more than one source is to be used in a program.

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

Demobilization Phase:

☐ Determine Recovery Programs Administration Unit demobilization status and advise the Finance/Administration Section Chief.

☐ Ensure all expenditures and financial claims have been processed and documented.
☐ Complete all logs and documentation and forward to Documentation Unit (Planning Section).

☐ Ensure open actions are assigned to appropriate staff or other sections for follow up.

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

☐ Prepare to provide input to the After Action Report.
Appendix 4: Additional Resources

In addition to the sources noted below, the following online compendia of federal recovery and other programs should be consulted:

- National Disaster Recovery Program Database (NDRPD): www.fema.gov/ndrp

Additional Resources

- Americans with Disabilities Act at: http://www.ada.gov
- Catalogue of Federal Domestic Assistance at: https://www.cfda.gov/
- City Resilience Framework at: http://www.rockefellerfoundation.org/blog/frameworkarticulating-city-resilience
- Community Development Block Grant Program (Department of Housing and Urban Development) at: http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/
- Council of State Community Development Agencies Disaster Recovery Toolkit at: http://coscda.org/disaster/
- Corporation for National and Community Service at: http://www.nationalservice.gov
- Disaster Assistance at: http://www.disasterassistance.gov/
- Disaster Resilience: A National Imperative at: http://www.nap.edu/catalog/13457/disasterresilience-a-national-imperative
• Grants.gov at: http://www.grants.gov/web/grants/home.html


**Federal Interagency Operational Plans** at: http://www.fema.gov/federal-interagency-operational-plans

• **Federal Register** at: https://www.federalregister.gov/


• **The Hurricane Sandy Rebuilding Task Force’s Infrastructure Resilience Guidelines** at: http://www.rand.org/pubs/research_reports/RR841.html


• **National Association of Counties Grants Clearinghouse** at: http://www.naco.org/programs/grants/Pages/default.aspx

• **National Disaster Recovery Program Database** at: http://www.fema.gov/national-disaster-recovery-program-database

• **Planning for Post-Disaster Recovery: Next Generation (PAS Report 576)** at: https://www.planning.org/research/postdisaster/

• **Post-Disaster Redevelopment Planning: A Guide for Florida Communities** at: http://www.floridadisaster.org/recovery/documents/


• **Rehabilitation Act** at: http://www.access-board.gov/the-board/laws/rehabilitation-act-of-1973

• **Resilience: A Literature Review** at: http://www.rockefellerfoundation.org/blog/resilience-literature-review

• **Restore Your Economy** at: http://restoreyoureconomy.org/

• Sandy Recovery Improvement Act at: https://www.fema.gov/sandy-recovery-improvement-act-2013

• The Stafford Act at: http://www.fema.gov/media-library-data/1383153669955-21f970b19e8eaa67087b7da9f4af706e/stafford_act_booklet_042213_508e.pdf


• U.S. Climate Resilience Toolkit at: http://toolkit.climate.gov/


• U.S. Environmental Protection Agency Smart Growth Index at: http://www.epa.gov/smartgrowth/index.htm
