



Palm Beach County Department of Public Safety Division of Emergency Management

Recovery Plan 2016



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Table of Contents

PROMULGATION STATEMENT VII

RECORD OF CHANGES IX

INTRODUCTION 1

 OVERVIEW 1

 PURPOSE 1

 GOALS AND OBJECTIVES 1

 PLANNING SITUATION AND ASSUMPTIONS 2

 PLAN ORGANIZATION AND INTEGRATION 3

 AUTHORITIES AND PROGRAM REFERENCES 6

 DISASTER ASSISTANCE PROGRAMS 6

 INDIVIDUAL AND HOUSEHOLD PROGRAM 6

 PUBLIC ASSISTANCE PROGRAMS 7

 HAZARD MITIGATION GRANTS 7

 PRE-DISASTER MITIGATION GRANTS 7

 COMMUNITY DISASTER LOANS 8

 FIRE MANAGEMENT ASSISTANCE GRANT PROGRAM 8

 EMERGENCY LOANS FOR FARMS 8

 SMALL BUSINESS ADMINISTRATION ECONOMIC INJURY DISASTER LOANS 8

 SMALL BUSINESS ADMINISTRATION PHYSICAL DISASTER LOANS – BUSINESS 8

 FLORIDA EMERGENCY BRIDGE LOAN PROGRAM 9

 NATIONAL FLOOD INSURANCE PROGRAM 9

 AUTHORITIES 9

 FEDERAL 9

 FLORIDA STATUTES 10

 FLORIDA ADMINISTRATIVE CODE 10

 PALM BEACH COUNTY LOCAL ORDINANCES/RESOLUTIONS/POLICIES 10

 REFERENCES: RELATED PLANS AND PROCEDURES 11

OVERVIEW OF THE PALM BEACH COUNTY RECOVERY PROGRAM 13

 PALM BEACH COUNTY RECOVERY SYSTEM ORGANIZATIONAL STRUCTURE 13

 RECOVERY STEERING COMMITTEE 15

 DELEGATION OF AUTHORITY 16

PLANNING SECTION	16
FINANCE AND ADMINISTRATION SECTION	27
OPERATIONS SECTION.....	31
LOGISTICS SECTION	51
COUNTY DEPARTMENTS	64
CONSTITUTIONAL OFFICES.....	64
MUNICIPALITIES.....	65
SPECIAL TAXING DISTRICTS	66
NON-GOVERNMENTAL ORGANIZATIONS.....	66
PRIVATE SECTOR	67
STATE AGENCIES	67
FEDERAL AGENCIES	68
NATIONAL INCIDENT MANAGEMENT SYSTEM	69
CONCEPT OF RECOVERY OPERATIONS.....	71
PREPARATION PHASE	71
RECOVERY ACTIVATION PHASE.....	72
RECOVERY OPERATIONS CENTER	74
COORDINATION: JOINT DISASTER OPERATIONS CENTER (STATE/FEDERAL COORDINATION)	75
SHORT-TERM RECOVERY PHASE.....	76
LONG-TERM RECOVERY PHASE THROUGH ACTIVATION OF THE POST-DISASTER REDEVELOPMENT PLAN	77
FEDERAL DISASTER DECLARATION PROCESS.....	79
OPERATIONAL FUNCTIONS.....	81
CONTINUATION OF GOVERNMENT.....	81
LINES OF AUTHORITY	81
CONTINUITY OF OPERATIONS PLANS INTEGRATION.....	81
MUTUAL AID RESOURCES PHASE OUT.....	81
EMERGENCY OPERATING AREAS DEACTIVATION	82
ASSESSMENT OF DISASTER IMPACTS	82
RAPID IMPACT ASSESSMENT (WINDSHIELD).....	83
INITIAL DAMAGE ASSESSMENT.....	83
INITIAL DAMAGE ASSESSMENT FOR PUBLIC ASSISTANCE.....	84
INITIAL DAMAGE ASSESSMENT FOR INDIVIDUAL ASSISTANCE	85
HABITABILITY INSPECTIONS	85

DAMAGE ASSESSMENT COMPILATION	86
CATASTROPHE EXEMPTION.....	86
PRELIMINARY DAMAGE ASSESSMENT	87
ASSESSING ECONOMIC IMPACT.....	87
EMERGENCY DECLARATION REQUEST AND NOTIFICATION.....	88
NON-DECLARED DISASTERS	88
COUNTY COORDINATING OFFICER	88
APPLICANTS’ BRIEFING.....	89
REQUEST FOR PUBLIC ASSISTANCE.....	89
KICKOFF MEETING.....	90
STATEWIDE MUTUAL AID COMPENSATION.....	90
MUNICIPAL COORDINATION.....	92
RESTORATION OF CRITICAL FACILITIES AND INFRASTRUCTURE	93
ASSESSMENT, IDENTIFICATION AND PRIORITIZATION.....	94
EMERGENCY REPAIR PROCESS	94
INSURANCE	95
PROJECT WORKSHEETS	95
PROJECT WORKSHEET FOR SMALL PROJECTS	96
COST ESTIMATION	96
CHANGES IN SCOPE OF WORK AND COSTS FOR SMALL PROJECTS	97
PROJECT WORKSHEETS FOR LARGE PROJECTS.....	97
PRE-INSPECTION PREPARATION	97
INITIAL INSPECTION BY THE FEDERAL, STATE, AND LOCAL INSPECTION TEAMS	98
SPECIAL CONSIDERATIONS IN PROJECT RECONSTRUCTION.....	98
HAZARD MITIGATION STRATEGIES DURING RECONSTRUCTION.....	99
CHANGES IN SCOPE OF WORK AND COSTS FOR LARGE PROJECTS.....	99
PROGRESS REPORTS.....	100
OBLIGATION FUNDS	100
APPEALS	100
PROJECT CLOSE-OUT	101
FINAL INSPECTION	101
OTHER ASSISTANCE	101
REENTRY AND SECURITY	102

DEBRIS MANAGEMENT	102
EMERGENCY DEBRIS CLEARANCE	103
PERMANENT DEBRIS REMOVAL	103
DEBRIS MONITORING	104
CLOSE-OUT FOR DEBRIS MANAGEMENT	106
PUBLIC INFORMATION COORDINATION FOR DEBRIS ACTIVITIES	106
FINANCIAL MANAGEMENT PROCEDURES	106
INSURANCE REIMBURSEMENT	107
CONTINGENCY FUND	108
GRANTS COORDINATION	108
AUDITS	108
RESIDENTIAL RECONSTRUCTION	109
PERMITTING AND INSPECTIONS	109
NON-CONFORMING USES	110
PERMANENT HOUSING CONSTRUCTION	110
HEALTH AND HUMAN SERVICES SUPPORT	111
DISASTER RECOVERY CENTERS	111
HEALTH AND MEDICAL SERVICES	115
FEDERAL CLIENT MANAGEMENT AND TELEREGISTRATION	115
COMMUNITY RELATIONS TEAM	116
LOCAL CLIENT MANAGEMENT	117
CASEWORK MANAGEMENT	118
UNMET NEEDS IDENTIFICATION	119
SPECIAL POPULATIONS	120
PUBLIC INFORMATION	121
PUBLIC SAFETY MESSAGES	122
REENTRY AND SECURITY	122
PROTECTIVE ACTION	122
PUBLIC HEALTH AND SAFETY	122
SPECIAL NEEDS	123
PERMITTING, CONTRACTOR, AND RECONSTRUCTION ISSUES	123
TEMPORARY ROOFING PROGRAM	123
PALM BEACH COUNTY EMERGENCY REPAIR PROGRAM	123

DISASTER HOUSING	124
SHORT-TERM EMERGENCY SHELTERS	124
TRANSITIONAL HOUSING	126
INTERIM HOUSING.....	126
PERMANENT HOUSING	129
ECONOMIC REDEVELOPMENT.....	129
POST-DISASTER ECONOMIC ANALYSIS	129
ECONOMIC REDEVELOPMENT PLAN	129
BUSINESS REDEVELOPMENT CENTERS	129
ENVIRONMENTAL PROTECTION AND RESTORATION.....	131
POLLUTION AND CONTAMINATION OF NATURAL SYSTEMS.....	131
EROSION	134
ECOSYSTEM PROTECTION AND RESTORATION	136
PLANNING SUPPORT AND DOCUMENTATION	139
DEMobilIZATION AND TRANSITION PLANNING	139
RECOVERY DOCUMENTATION	139
DAMAGE ASSESSMENT/INFRASTRUCTURE RESTORATION MONITORING.....	140
AFTER ACTION REPORTS AND CORRECTIVE ACTION	140
MITIGATION COORDINATION.....	143
MISSION	143
FEDERAL MITIGATION ASSESSMENT TEAM	143
MITIGATION RECOMMENDATIONS	143
MITIGATION FUND	144
MITIGATION PUBLIC INFORMATION	144
TRAINING AND EXERCISE.....	145
TRAINING PROGRAM.....	145
EXERCISE THE PLAN.....	145
PLAN MAINTENANCE.....	147
GLOSSARY.....	149

APPENDICES 161

APPENDIX 1: FEDERAL EMERGENCY MANAGEMENT AGENCY PROJECT WORKSHEET

APPENDIX 2: FEDERAL EMERGENCY MANAGEMENT AGENCY DAMAGE ASSESSMENT FORM FOR INDIVIDUAL ASSISTANCE

APPENDIX 3: FEDERAL EMERGENCY MANAGEMENT AGENCY DAMAGE ASSESSMENT FORM FOR PUBLIC ASSISTANCE

APPENDIX 4: PALM BEACH COUNTY CUMULATIVE INITIAL DAMAGE ASSESSMENT FORM FOR WEBEOC

APPENDIX 5: PBC BCC AGENDA ITEM

APPENDIX 6: ACRONYMS

Table of Figures

FIGURE 1: RECOVERY OPERATIONS CENTER ORGANIZATIONAL CHART 15

FIGURE 2: INTERDISCIPLINARY COORDINATION WITH MUNICIPALITIES DURING RECOVERY 66

FIGURE 3: TRANSITIONING THE ORGANIZATIONAL STRUCTURE FROM RESPONSE TO RECOVERY AND PHASED EMERGENCY OPERATIONS CENTER DEMOBILIZATION 73

FIGURE 4: POST-DISASTER REDEVELOPMENT PHASES AND MAJOR ACTIONS..... 78

FIGURE 5: TIME-PHASED ACTIONS IN RECOVERY 80

FIGURE 6: PALM BEACH COUNTY DAMAGE ASSESSMENT PROCESS 84

FIGURE 7: DISASTER RECOVERY COALITION MEMBER ORGANIZATION 120

FIGURE 8: DISASTER HOUSING PHASES 124

Table of Tables

TABLE 1: OVERVIEW OF ORGANIZATIONAL FUNCTIONS BY SECTION..... 59

LETTER OF PROMULGATION

With this notice, we are pleased to promulgate the Palm Beach County Disaster Recovery Plan (DRP). One of several plans published by the Palm Beach County Department of Public Safety, Division of Emergency Management, the DRP is the framework for countywide response, recovery and mitigation activities. It is the intent of the DRP to provide a flexible structure that consists of the precaution taken so that the effects of a disaster will be minimized and Palm Beach County will be able to either maintain or quickly resume mission-critical functions countywide. The DRP also facilitates interoperability between local, state, and federal governments.

Normal day-to-day procedures usually are not sufficient for effective disaster recovery, as extraordinary emergency measures may have been implemented quickly to mitigate against loss of life and property. Emergency procedures and actions to cope with the possibility of a disaster occurrence are addressed in the Palm Beach County Comprehensive Emergency Management Plan.

This Disaster Recovery Plan details a coordinated system for recovery operations; identifies the operational concepts; and provides an overview of organizational structures which will bridge the gap between the Comprehensive Emergency Management Plan and the Post-Disaster Redevelopment Plan.

The Plan addresses policies that promote an expedited, all-hazards disaster recovery process among all stakeholders, including public-sector agencies and organizations; nonprofit and faith-based organizations; municipal jurisdiction and independent districts, including water control districts; fire districts; and school districts. Comprehensive community recovery must address recovery in four areas including the residential sector, the economic sector, public services and facilities, and quality-of-life components. This Plan also details the processes and systems to employ State, Federal, and private-sector disaster assistance.

The Palm Beach County Division of Emergency Management shall be responsible for coordinating the preparation and continuous updating of the Palm Beach County Disaster Recovery Plan and will ensure that this plan is consistent with similar federal, state, and municipal plans. This plan will become effective upon official adoption by the Palm Beach County Board of County Commissioners.

Bill Johnson, RN
Director
Division of Emergency Management

June 23, 2016
date

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INTRODUCTION

Overview

The Palm Beach County Disaster Recovery Plan (Plan) provides an operational overview and organizational framework which will be implemented during the four phases of the disaster recovery process.

Purpose

This Disaster Recovery Plan details a coordinated system for recovery operations; identifies the operational concepts; and provides an overview of organizational structures which will bridge the gap between the Comprehensive Emergency Management Plan and the Post Disaster Redevelopment Plan. The Plan addresses policies that promote an expedited, all-hazards disaster recovery process among all stakeholders, including public-sector agencies and organizations; nonprofit and faith-based organizations; municipal jurisdiction and independent districts, including water control districts; fire districts; and school districts. Comprehensive community recovery must address recovery in four areas including the residential sector, the economic sector, public services and facilities, and quality-of-life components. This Plan also details the processes and systems to employ State, Federal, and private-sector disaster assistance.

Goals and Objectives

The goal of the Palm Beach County Disaster Recovery Plan is to detail policies, procedures, structures, concepts and systems which govern the recovery environment during each phase. Following is a list of objectives:

- To outline the concept of recovery operations for the Palm Beach County Recovery Operations Center;
- To create a method to prioritize the post-disaster goals and objectives of the Palm Beach County Recovery Operations Center in the immediate aftermath of a large-scale disaster and in the transition to long-term recovery;
- To outline the organizational structure of the Palm Beach County Recovery Operations Center including the roles and responsibilities for each County department, constitutional office, municipality, special district, and non-governmental, faith-based and volunteer organizations;
- To detail coordination mechanisms for State and Federal agencies with the understanding that Palm Beach County and all jurisdictions within it will maintain direction and control of all recovery operations during all phases of the disaster;
- To identify external resources supporting recovery operations including mutual aid, State and Federal assistance programs (Individual Assistance, Public Assistance, Small Business Administration loans), private insurance, and grants available to support recovery;
- To detail coordination activities for integrating other vital plans, policies, and procedures

during the recovery process, including the Local Mitigation Strategy, the Comprehensive Emergency Management Plan, the Post Disaster Redevelopment Plan and others;

- To detail vital linkages and recovery facilities supporting communication and coordination of information and resources during the recovery and reconstruction process as the disaster operations transition from response to long-term recovery; and, to also incorporate linkages to support the recovery plans prepared and maintained by each local government.

Planning Situation and Assumptions

The situation that could occur during and after major disasters impacting Palm Beach County and its municipalities may include, but may not be limited to, the following:

- Recovery activities commence at the Emergency Operations Center, under the authority of the Impact Branch, simultaneously with certain response activities.
- Recovery operations will transition to the Recovery Operations Center, as soon as practical, and will be managed and implemented at this location under the authority of the Deputy County Administrator who chairs the Recovery Steering Committee.
- In the event that disaster scope and magnitude are insufficient to warrant activation of the Recovery Operations Center, the Deputy County Administrator may coordinate recovery activities at the Emergency Operations Center under the authority of the County Administrator.
- Palm Beach County is susceptible to a range of natural- and human-generated hazards that may cause major or catastrophic level disaster impacts either countywide or focused in isolated geographic areas.¹
- The Disaster Recovery Plan, like the Post Disaster Redevelopment Plan, will be activated when the disaster impacts are of sufficient magnitude to have widespread impacts throughout the county, including significant property damage; extensive and prolonged loss of utilities; damage and disruption to vital components of the infrastructure; substantial numbers of businesses unable to reopen; and countywide losses of critical community services.
- Unanticipated consequences of a catastrophic-level incident could require the County and its partners to develop new programs and to adjust procedures and processes to meet the immediate and long-term needs of disaster survivors.
- A catastrophic emergency or disaster may overwhelm the capabilities of the County and its political municipalities to provide prompt and effective damage assessment, relief, and recovery measures.
- Public infrastructure may remain incapacitated for long periods of time, inhibiting transportation, communication, utility provision and overall recovery efforts.
- Hospitals, nursing homes, pharmacies, and other health and medical facilities may be destroyed and remain inoperable for extended periods of time.

¹ For a detailed hazard analysis discussion, reference the Palm Beach County *Local Mitigation Strategy*.

- Municipal jurisdictions may be severely impacted and require County agencies to provide support, guidance and inter-jurisdictional coordination throughout the disaster recovery period.
- Palm Beach County will work cooperatively with Federal and State agencies to implement a wide range of recovery and mitigation programs, but will remain in control of all decisions affecting community redevelopment.
- A major disaster declaration may provide access to a wide range of programs to support public reconstruction, economic redevelopment, and residential reconstruction, including Individual Assistance, Public Assistance, Small Business Administration, Community Development Block Grants, Hazard Mitigation Grants, and many others. Each program has individual eligibility criteria and may be offered together or individually based upon disaster severity.
- Palm Beach County, with the participation of its municipalities and special districts, will comply with all planning and programming requirements to maintain eligibility for receipt of Federal preparedness, recovery, and mitigation grants and assistance.
- State and Federal agencies, as well as local and non-local public, private, and nonprofit organizations, will provide personnel, information, guidance and other resources needed for implementation of disaster relief and hazard mitigation programs on a timely basis at appropriate locations in Palm Beach County.

Plan Organization and Integration

PLAN ORGANIZATION

The Plan is organized into the following nine sections:

- **Introduction:** This section is a brief description of recovery operations, purpose, goals, objectives, planning assumptions, Plan organization, authorities and references.
- **Overview of the Recovery Process:** This section describes the organizational framework that will be used during the four phases of the disaster recovery process.
- **Concept of Recovery Operations:** This section provides an overview of the recovery phases and the vital incident facilities and coordination mechanisms which will drive decision making during each phase. Subjects include the establishment of the Recovery Operations Center, Disaster Recovery Centers, Business Recovery Centers, and the Disaster/Joint Field Office. This section will also focus on ensuring integration with the Comprehensive Emergency Management Plan and the Post Disaster Redevelopment Plan.
- **Operational Functions:** This section details the functions which must occur during each phase with special emphasis on continuation of government functions, damage assessment, restoration of critical public infrastructure and facilities, debris management, financial management procedures, residential reconstruction policies, health and human services support, public information, housing, economic redevelopment, and environmental issues.
- **Planning Support and Documentation:** This section details the planning support and

documentation required to support recovery operations in the immediate and long-term recovery phase.

- **Training and Exercise:** This section outlines a process to ensure that all vital stakeholders understand and can perform their assigned responsibilities during the immediate recovery phase. Maintaining operational readiness through integrated exercises is a key component to success in the post-disaster environment.
- **Plan Maintenance:** This section outlines the procedure for regular review and update to the Disaster Recovery Plan, which must be effectively integrated with the update of related documents such as the Comprehensive Emergency Management Plan, the Palm Beach County Comprehensive Plan, and the Post Disaster Redevelopment Plan.
- **Glossary:** This section provides a list of relevant recovery-related terms used in the Plan and their definitions, which are consistent across all related documents, policies and procedures.
- **Appendices:** The appendices include three Federal forms applicable to the recovery environment.

Plan Integration

The Disaster Recovery Plan (Plan) is not a stand-alone document. Policies and procedures within this Plan will be continuously integrated with those of a variety of other plans and policies, including the Comprehensive Emergency Management Plan, the Post Disaster Redevelopment Plan, the Local Mitigation Strategy, and the Temporary Housing Plan for Disaster Events. In the post-disaster environment, the Disaster Recovery Plan acts as an initial guide for implementing a full range of policies and procedures when making post-disaster recovery decisions. Therefore, it is essential that the Disaster Recovery Plan link all documents and policies across various disciplines, programs, and jurisdictions. Following is a brief description of relevant documents which have been integrated into this Plan:

- **Local Mitigation Strategy:** The Local Mitigation Strategy details mitigation strategies to be employed before and after disasters. The Disaster Recovery Plan highlights opportunities to promote mitigation strategies in the restoration of vital infrastructure, facilities, and other structures. Triggers must be reinforced to resist the pressures to rebuild quickly, with the benefits of rebuilding better, stronger, and smarter. This Plan outlines the coordination activities for integrating mitigation strategies into the recovery system that includes both pre-identified projects and innovative mitigation strategies which may be identified post-disaster. The goal is to take advantage of the window of opportunity to maximize available mitigation funding opportunities.
- **Palm Beach County Comprehensive Emergency Management Plan:** The Disaster Recovery Plan is an extension of the Comprehensive Emergency Management Plan, that describes the transition from the response phase to initial recovery, and ultimately to the long-term recovery process outlined in the Post Disaster Redevelopment Plan. To a great extent the Disaster Recovery Plan is the transition document which details how command and control must be transitioned from a strict, chain-of-command, life-safety, non-participatory process and early recovery critical for disaster recovery, to an increasingly broad, inclusive, and highly-participatory approach necessary for holistic, long-term recovery

operations.

- **Post Disaster Redevelopment Plan:** The Post Disaster Redevelopment Plan details the community recovery objectives and long-term redevelopment priorities in the areas of infrastructure, economic redevelopment, and environment. The Post Disaster Redevelopment Plan identifies policies, operational strategies, and roles and responsibilities for implementation to guide decisions and actions that affect long-term, sustainable land use, housing repair and reconstruction, business resumption and economic redevelopment, infrastructure restoration and mitigation, long-term health and social services support, environmental restoration, financial considerations and governance.
- **Debris Management Plan:** The Public Works Unit, through the Solid Waste Authority (see Resolution 2006-003), maintains a Debris Management Plan for the county which has been exercised and tested during numerous disasters, including the 2004 and 2005 hurricane seasons. In addition to the County's Debris Management Plan, each municipal and independent district, with independent debris-management authority and/or responsibility, is urged to develop a debris-management plan and to coordinate its debris-management activities in compliance with the Solid Waste Authority's policies and practices.
- **Damage Assessment Procedures for the Initial and Preliminary Processes (Municipal, Independent Districts, and County):** Palm Beach County, the municipal jurisdictions, and special/independent districts have conducted numerous damage assessments in the aftermath of disasters. Personnel from a variety of departments throughout the County, and among the various jurisdictions and special districts, have the responsibility for the post-disaster assessment of infrastructure, facilities, homes, and businesses. For further details on assigned roles and responsibilities, reference the Concept of Operations Section of this Plan. It is vital that the County ensure interagency and inter-jurisdictional coordination among all eligible applicants in the post-disaster damage assessment process in order to accurately assess the disaster impact and maximize financial eligibility for assistance from the private and public sectors. All damage assessment procedures, processes, and forms must be coordinated to ensure countywide consistency. It is the responsibility of the Palm Beach County Emergency Operations Center's Impact Branch to compile all damage-assessment data into a single countywide assessment.² Most damage-assessment processes should be fully completed within three to four days of the disaster impact in order to expedite financial assistance from State and Federal sources. A delay in the completion of the damage-assessment process may result in a delay in financial eligibility.
- **Temporary Housing Plan for Disaster Events (2010):** The County's Temporary Housing Plan for Disaster Events has been integrated into the Disaster Recovery Plan. Linkages are established from the emergency shelter and evacuation program for placement of displaced residents into longer term housing. Actions taken in relation to human-needs assessments, case management, disaster recovery, and damage assessment may also require procedural, organizational, and process linkages.
- **Jurisdictional Plans:** Each jurisdiction and special district should develop response and recovery plans, policies and procedures. County and jurisdictional plans should complement

² Current Impact Branch procedures do not specify the name of the position to which this responsibility is assigned.

the Palm Beach County Comprehensive Emergency Management Plan and Disaster Recovery Plan. Independent jurisdictions are encouraged to use the Disaster Recovery Plan as a template to support or supplement their internal recovery planning processes.

Authorities and Program References

Disaster Assistance Programs

- **Individual and Household Program (Program)**

In the event of a Presidential Declared Disaster, this Program may be authorized in order to meet the needs of the eligible survivors and to provide recovery assistance. The Program has two main components: Housing, and Other Needs Assistance. Direct or Financial Housing Assistance may be provided to uninsured (or underinsured) applicants, including grants and/or loans for rental assistance, home repair or replacement, and permanent housing construction, if necessary. The Other Needs Assistance includes grants and/or loans to replace uninsured personal property and transportation, and disaster-related medical, dental, and funeral expenses.

- **Application Process:** Homeowners and renters can register with the Federal Emergency Management Agency online at <http://www.disasterassistance.gov> or by calling the Federal Emergency Management Agency's toll-free registration and helpline at 800-621-FEMA (3362) or TTY 800-462-7585 for those with a speech- or hearing-impairment.
- **Disaster Unemployment Assistance:** This program provides unemployment benefits and re-employment services to individuals who have become unemployed because of major disasters. These benefits are made available to individuals not covered by other unemployment compensation programs, such as self-employed, farmers, migrant and seasonal workers, and those who have insufficient quarters to qualify for other unemployment compensation. The weekly compensation received will not exceed the maximum amount of payment under Florida's Unemployment Compensation Program, and may be provided until an individual is reemployed, or up to twenty-six weeks after the major disaster is declared, whichever is the shorter period. All unemployed individuals must register with the State's employment services office before they can receive Disaster Unemployment Assistance benefits.
- **Crisis Counseling Assistance and Training Program (Program):** This Program provides immediate and long-term services to meet the mental-health needs of those affected by a major disaster, including screening, diagnostic and counseling techniques, outreach, education services and public information. The mission of the Crisis Counseling Program is to assist individuals and communities in recovering from the effects of natural and human-caused disasters through the provision of community-based outreach and psycho-educational services.
- **Legal Services:** When the President of the United States declares a disaster, the Federal Emergency Management Agency, through an agreement with the Young Lawyers Division of the American Bar Association, provides free legal assistance to disaster survivors. Legal advice is limited to cases that will not produce a fee (i.e., these attorneys

work without payment). Cases that may generate a fee are turned over to the local lawyer referral service. The assistance that participating lawyers provide typically includes:

- Assistance with insurance claims (life, medical, property, etc.)
- Counseling on landlord/tenant problems
- Assisting in consumer protection matters, remedies, and procedures
- Replacement of wills and other important legal documents destroyed in a major disaster

Disaster legal services are provided to low-income individuals who, prior to or because of the disaster, are unable to secure legal services adequate to meet their needs as a consequence of a major disaster.

- **Special Tax Considerations:** Taxpayers who have sustained a casualty loss from a declared disaster may deduct that loss on their Federal income tax return for the year in which the casualty actually occurred, or elect to deduct the loss on the tax return for the preceding tax year. The Internal Revenue Service helps survivors identify ways in which the disaster affects their Federal income tax. Information on casualty loss credits, early tax refunds and lost documentation is provided to disaster survivors.

Public Assistance Programs

The Federal Emergency Management Agency's Public Assistance Grant Program is designed to fully restore eligible applicants' uninsured or underinsured facilities³ to pre-disaster conditions (or upgraded conditions in cases where ordinances governing repair or reconstruction require meeting higher standards. Costs are normally shared with the Federal Emergency Management Agency at not less than 75 percent, with the remaining 25 percent being split between the State and government applicants, as specified in Florida Statute 252.37.

- **Hazard Mitigation Grants:** This program provides grants to local governments to implement mitigation measures after recovery from a disaster, and to provide funding for previously identified mitigation measures to benefit the area. There is a matching requirement of 25 percent. As amended, the statute limits assistance to 75 percent of the cost of the hazard mitigation measure, with total assistance limited to 7.5 percent of the total assistance provided under the Stafford Act.
- **Pre-Disaster Mitigation Grants:** This program provides grants and technical assistance to local communities for cost-effective hazard mitigation activities that complement a comprehensive hazard mitigation program, reduce injuries, loss of life, and damage and destruction of property. A minimum of \$500,000 or 1.0 percent of appropriated funds is provided to each State and local government, with assistance capped at 15 percent of appropriated funds. Federal funds comprise generally 75 percent of the cost of approved mitigation projects, except for those of small, impoverished communities that may receive up to 90 percent of the cost. This program is primarily employed in the pre-disaster environment to encourage local mitigation activities. This program, however, may also have implications in the post-disaster environment and is, therefore, included in this section.

³ Federal reimbursement will not duplicate private insurance coverage or self-insurance policies. For additional information on the Public Assistance Program process reference the Financial Reimbursement section of this plan.

- **Community Disaster Loans:** This program provides loans to local governments that have suffered substantial loss of tax and other revenue in areas included in a major disaster declaration. The funds can only be used to maintain existing functions of a municipal operating character, and the local government must demonstrate a need for financial assistance. There is no matching requirement, but a loan amount may not exceed \$5 million. The statute does not impose time limitations on the assistance, but does provide that the repayment requirement must be cancelled if local government revenues are not sufficient to meet operational expenses during the three years after a disaster.
- **Fire Management Assistance Grant Program (Program):** This Program provides grants to State and local governments to aid states and their communities with the mitigation, management, and control of fires burning on publicly or privately owned forests or grasslands. The Federal government provides 75 percent of the costs associated with fire-management projects, but funding is limited to calculations of the “fire-cost threshold” for each State (as set forth in 44 CFR 204.51). No time limitation is applied to the Program.
- **Emergency Loans for Farms:** The United States (US) Department of Agriculture (USDA) provides emergency farm loans, farm ownership loans, and natural disaster loans to low- and very-low-income individuals and households, and housing repair loans and grants to low- and very-low-income individuals and households. The mission of the US Department of Agriculture’s Office of Rural Development, which is to increase economic opportunity and improve the quality of life for all rural Americans, is met through three programs which can also provide disaster housing assistance support: the Housing and Community Facilities Programs, the Utilities Programs, and the Business and Cooperative Programs. This Program provides loans to established (owner or tenant) family farmers, ranchers, and aquaculture operators to cover losses resulting from major and natural disasters. Funds can be used for annual farm operating expenses and for other essential needs to return impacted farming operations to a financially sound basis so that they can return to private sources of credit as soon as possible. Producers can borrow up to 100 percent of actual production or physical losses, to a maximum amount of \$500,000.
- **Small Business Administration Economic Injury Disaster Loans:** This program assists small businesses suffering economic injury as a result of disasters by offering loans and loan guarantees. Businesses must be located in disaster areas declared by the President, the Small Business Administration, or the U.S. Secretary of Agriculture. There is no matching requirement in this program. The maximum loan amount is \$1.5 million. Loans’ terms may be up to 30 years. The application period is announced at the time of the disaster declaration.
- **Small Business Administration Physical Disaster Loans – Businesses:** This program provides loans to small businesses in declared disaster areas for uninsured physical damage and losses. The maximum loan amount is \$1.5 million, but this limit can be waived by the Small Business Administration for businesses that are a “major source of employment.” Loans’ terms may be up to thirty (30) years. There is no matching requirement in this program.
- **Florida Small Bridge Emergency Bridge Loan Program:** The Florida Small Business Emergency Bridge Loan Program provides expedited short-term, working-capital loans up to \$25,000 to viable and established Florida small businesses that have been adversely impacted

by a disaster. The loans are designed to help bridge the gap following a disaster until other long-term financial resources become available. Florida First Capital Finance Corporation administers the Emergency Bridge Loan Program on behalf of the State. Loan checks are issued in most cases between forty-eight and seventy-two hours of submitting a completed application. Interest-free loan amounts are between \$1,000 and \$25,000, with a maximum term of twelve months. Payments are not required during the loan term, but loans must be paid in full by the end of the loan term. To be eligible, businesses must have from two to one hundred employees and must demonstrate physical damage or economic injury as a result of the disaster.

- **National Flood Insurance Program (NFIP):** The function of the National Flood Insurance Program (Program) is to provide flood insurance to homes and businesses located in floodplains at a reasonable cost, and to encourage the location of new development away from the floodplain. The Program is based upon mapping areas of flood risk, and requiring local implementation to reduce that risk, primarily through guidance of new development in floodplains. The two fundamental objectives of the Program are to ensure that new buildings will be free from flood damage; and to prevent new developments from increasing flood damage to existing properties. Palm Beach County and all 38 municipalities therein participate in the National Flood Insurance Program and have adopted ordinances to manage development within 100-year floodplains to prevent increased flooding and to minimize future flood damage. These include requirements for rebuilding in a special flood-hazard area. When damage repair costs or improvements exceed fifty percent or more of the structure's market value, it must be brought into compliance with current floodplain management standards.

Authorities

Federal

- The National Response Framework, 2008
- The National Disaster Recovery Framework (draft), 2010
- Single Audit Act of 1984, Public Law 98-502, as amended in 1996
- Public Law 81-920, Federal Civil Defense Act of 1950
- Public Law 84-99, Flood Emergencies
- Public Law 89-665, National Historic Preservation Act
- Public Law 93-288, Federal Response Plan
- Public Law 93-234, Flood Disaster Protection Act of 1973
- Public Law 95-510, Comprehensive Environmental Response, Compensation and Liability Act of 1980
- Public Law 100-707, The Stafford Act
- 44, Code of Federal Regulations,
- 29, Code of Federal Regulations
- Executive Order 11795
- Homeland Security Presidential Directive 5, National Incident Management System
- Homeland Security Presidential Directive 8, Domestic Preparedness

Florida Statutes

- Chapter 23, Florida Mutual Aid Act

- Chapter 119: Public Records
- Chapter 125, County Government
- Chapter 154, Public Health Facilities
- Chapter 161, Beach and Shore Preservation
- Chapter 166, Municipalities
- Chapter 252, Emergency Management
- Chapter 257, Records Management
- Chapter 381, Public Health
- Chapter 403, Environmental Control
- Chapter 409, Social Welfare

Florida Administrative Code (FAC)

- 9G-2, State Comprehensive Emergency Management Plan, Department of Community Affairs
- 9G-5, Local Disaster Preparedness Agencies Approval of Local Director, Department of Community Affairs
- 9G-6, Review of Local Emergency Management Plans, Department of Community Affairs

Palm Beach County Local Ordinances/Resolutions/Policies

- Resolution R-89-2127, Price Gouging Ordinance
- Resolution R-86-1573, Comprehensive Emergency Management Plan Adoption
- Resolution R-89-384, Price Gouging
- Ordinance 92-37 Emergency Management
- Ordinance 98-23 Emergency Management
- Palm Beach County Administrative Code, Section 102.00
- Palm Beach County Code of Ordinances, Chapter 9, Article II. Emergency Management
- Palm Beach County Code of Ordinances, Chapter 7, Article XII, Sections 7-404 and 7-405, Expedited Permitting
- PPM CW-F-061 Documentation of Disaster-Related Expenses
- PPM CW-F-061 Disaster Preparation and Recovery Documentation of Related Expenditures
- PPM CW-L-001 Emergency Alerting and Protection of Public Property
- PPM CW-L-045 Emergency Use Credit Cards
- PPM CW-P-007 Employment Categories Other Than Regular Employment
- PPM CW-P-076 Emergency Compensation Policy
- PPM PZ-0-003 Permitting of Temporary Trailers

References: Related Plans and Procedures

- Palm Beach County Comprehensive Emergency Management Plan
- Palm Beach County Post-Disaster Redevelopment Plan
- Palm Beach County Solid Waste Authority's Debris Management Plan

- Palm Beach County Emergency Operations Center Operations Coordinating Procedure
- Palm Beach County Human Services Branch, Chapter 13, Disaster Preparedness and Recovery, 2008
- Palm Beach County Elements of a Recovery Operations Center, 2009 (draft)
- Palm Beach County Local Mitigation Strategy
- Palm Beach County Volunteer and Donations Coordinating Procedure (date unknown)
- Palm Beach County Temporary Housing Plan for Disaster Events (2010)
- Palm Beach County Article XII - Unincorporated Emergency Permitting Procedures
- Palm Beach County Planning, Zoning and Building Department's Internal Procedures for Rapid Impact Assessment:
 - Initial Damage Assessment Survey
 - Rapid Impact Assessment Inspector Locator Map
 - Rapid Impact Assessment Overview
 - Rapid Impact Assessment Reporting Instructions Palm Beach County
 - Fire Rescue Field Handout
 - Rapid Impact Assessment Damage
 - Rapid Impact Assessment Map
 - Rapid Impact Assessment Reporting Instructions Damage Pictures Field Handout
 - Rapid Impact Assessment Reporting Instructions Planning, Zoning and Building Department Field Handout
 - Rapid Impact Assessment Fire Service
 - Rapid Impact Assessment Reporting Instructions Municipal Fire Field Handout
 - Damage Assessment Documents
 - Download Disaster Assessment Files Instructions
 - Municipal Reporting Instructions
 - Inspection Zone Map Books
 - Planning, Zoning and Building Department Damage Assessment Training
 - Damage Assessment Training Manual
- Palm Beach County Facilities Development and Operations Department, Hurricane Planning and Direction Standard Operating Guideline, 2011
- Greater Palm Beach Area Chapter - American Red Cross, Disaster Response Plan, (date unknown)
- State of Florida, Comprehensive Emergency Management Plan, 2010
- State of Florida, Division of Emergency Management, Bureau of Recovery and Mitigation, Standard Operating Procedure/Guideline, Disaster Recovery Center
- State's Recovery Operations for the Joint/Disaster Field Office Standard Operating Guidelines
- National Response Framework
- National Disaster Housing Strategy

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OVERVIEW OF THE PALM BEACH COUNTY RECOVERY PROGRAM

Palm Beach County Recovery System Organizational Structure

The Palm Beach County Disaster Recovery Plan details an organizational framework which transitions Palm Beach County Emergency Operations Center personnel into a recovery function-focused organizational framework assigned to the Recovery Operations Center. The primary position responsible for providing and coordinating recovery activities for the County is the Deputy County Administrator.

This chapter details the organization, direction and control of key recovery personnel who have lead and support roles and who will be involved in recovery at the Recovery Operations Center. This recovery organization, in many respects, resembles the Incident Command System structure prevalent during response operations, but with differences necessary for holistic recovery operations. A number of the first-response units which dominate the response environment take on a secondary-support role during recovery operations. The goal is to return the majority of first-response field personnel as soon as practicable to their daily duties of providing public safety services to the broader community. The County Public Safety Department remains an important partner throughout community recovery and must remain actively engaged in the Recovery Operations Center. Agencies and organizations with recovery-focused duties, including planning, building, zoning, infrastructure and facilities restorations, public education and others, take on a heightened level of responsibility and dominate the recovery decision-making environment. The Recovery Operations Center Organizational Structure is depicted in the *Recover Operations Center Organizational Chart* in Figure 1, p. 15.

Recovery Steering Committee

The Recovery Steering Committee reports directly to the Palm Beach County Deputy County Administrator who activates this Committee and is the ultimate authority on recovery-operations decisions. The Deputy County Administrator is responsible for coordinating all recovery activities, providing liaison activities with the County Board of County Commissioners, municipal jurisdictions, and special districts within the county, the Disaster/Joint Field Office and State Recovery Staff. All Steering Committee members, personnel within the Recovery Operations Center, and personnel within the field supporting recovery operations, are under the authority of the Deputy County Administrator and will receive policy guidance through the Recovery Steering Committee until the Post Disaster Redevelopment Plan is activated. Additional information related to the leadership, policies and procedures of the long-term recovery environment can be found in the Post Disaster Redevelopment Plan.

Once the Recovery Operations Center is activated and prior to the activation of Post Disaster Redevelopment Plan, the Recovery Steering Committee is given the authority to provide policy guidance on all recovery activities; to manage the overall recovery operations within the Recovery Operations Center; and, for field activities supporting recovery efforts, including the Disaster Recovery Centers, Business Recovery Center, infrastructure and facility reconstruction and redevelopment efforts, and general community redevelopment activities. The scope of work of the Recovery Steering Committee is to direct all activities detailed in the Disaster Recovery Plan until the transition is made to the Post Disaster Redevelopment Plan.

The Recovery Steering Committee may delegate decision-making for daily operational decisions to personnel within the Recovery Operations Center. Staff has sufficient authority to operate within the operational protocols as detailed within their Standard Operating Procedures, Standard Operating Guidelines, as well as County policies and procedures. Operational decisions and actions include the ability to direct personnel, equipment, and supplies to support objectives detailed within the recovery operational plans which are developed by the Recovery Planning Unit within the Planning Section of the Recovery Steering Committee.

The Recovery Planning Unit will develop plans which detail the goals, objectives, and tasks being performed by the Recovery Operations Center. The goals, objectives, and tasks will focus on the immediate restoration of life-safety systems. If authority is needed to direct resources beyond internal resource capabilities, in excess of authorized financial spending limits or beyond standard operating protocols, then staff must direct decision-making authority to the Recovery Steering Committee. The Recovery Steering Committee will authorize policy-level decisions and resources beyond normal internal capabilities. The Recovery Steering Committee will also determine when to elevate decisions to the Board of County Commissioners when the decision-making authority exceeds their limits and requires a higher level of authority. The Recovery Operations Center staff will implement the policy-level decisions of the Recovery Steering Committee and ensure operational coordination. The Recovery Steering Committee may consist of, but may not be limited to, the following members:

- Deputy County Administrator
- Director of the County Division of Emergency Management
- Director of the County Public Safety Department
- Director of the County Planning, Zoning and Building Department
- County Attorney
- Director of The County Public Affairs Department
- Director of the County Housing and Community Development Department
- Director of the County Facilities Development and Operations Department
- Director of the County Human Services Division
- Director of the Disaster Recovery Coalition
- Chair of the Local Mitigation Strategy Committee
- Director of the City-County Managers' Association
- Director of the County Office of Financial Management and Budget
- Director of the County Economic Development Office
- Executive Director of PalmTran
- Director of the County Solid Waste Authority
- Director of the County Engineering and Public Works Department
- Director of the Metropolitan Planning Organization
- Director of the County Department of Environmental Resources Management
- Chair of the Post-Disaster Redevelopment Planning Executive Committee

The diagram below details the Organizational Chart for the Recovery Operations Center. The following sections detail the functional roles and responsibilities for each of the units, sub-units, and assigned agencies.

Figure 1: Recovery Operations Center Organizational Chart



Delegation of Authority

The director of each designated department is assigned the responsibility to perform the roles and responsibilities as detailed in the Disaster Recovery Plan for both the Recovery Steering Committee and the assignments within the Recovery Operations Center. The director may delegate authority to a designated representative to serve within the Recovery Operations Center. The Continuity of Operations Plan for each Department outlines the mission-essential functions and associated delegations of authority for each critical position in the event that an appointment is not possible due to death or absence of the director.

Planning Section

This section is responsible for monitoring, documenting and developing plans in support of ongoing recovery operations. The following is a summary of some of the key units within the Planning Section:

Public Education and Information Unit (Unit): This Unit will collect, compile, distribute, and coordinate recovery-related public information through all available public, private, nonprofit, electronic, and community-based means. They will coordinate all information releases from the Recovery Steering Committee, Disaster Recovery Coalition, municipal jurisdictions and State and Federal partner agencies to ensure that a unified message is maintained. This Unit will also coordinate community relations activities; work with electronic and print media; manage the Website; conduct public meetings; monitor public perception and rumors; and, ensure the accuracy of media information. The Unit will focus outreach and educational topics to include general community redevelopment priorities and public input opportunities; and, residential and commercial mitigation strategies during reconstruction.

	Agency	Responsibilities
Lead	Public Affairs Department	<ul style="list-style-type: none"> • Coordinate Unit personnel and staff the Recovery Operations Center under the direction of the Recovery Steering Committee • Notify support agency personnel to report to the Recovery Operations Center if additional support is needed to implement recover actions, as directed by the Recovery Steering Committee • Disseminate and coordinate public information among local, State, Federal, private, and nonprofit organizations supporting public outreach activities • Maintain status and resource information related to activities within the Recovery Operations Centers and the field • Forward requests for additional resource needs to the Recovery Steering Committee • Serve as the primary point of communication, coordination, and conflict resolution among all public, private, and nonprofit organizations supporting this Unit • Identify, coordinate and implement the Unit-specific recovery goals and objectives as outlined in the Recovery Operations Plan and internal plans, policies and procedures • Collect, identify, compile and coordinate recovery-related, public

		<p>information from all stakeholders</p> <ul style="list-style-type: none"> • Distribute public information to all available sites, including the media, Web sites, and partner agencies • Coordinate information distribution with the Disaster/Joint Field Office and municipal jurisdictions • Maintain the Palm Beach County Web site, incorporating ongoing updates of recovery and redevelopment activities • Coordinate community-relations activities • Coordinate, facilitate, advertise, and summarize public meetings, town meetings, and other public participation and consensus building activities • Monitor public perception and rumors • Validate information and respond to requests for information • Support community-redevelopment efforts through public outreach • Provide a speakers bureau to respond to public information requests • Ensure that public information regarding the Individual Assistance program is distributed to eligible communities in a variety of ways such as public service announcements, Disaster Recovery Centers, flyers, and other innovative ways of reaching out to residents. Residents must be informed on how they can register for disaster assistance • Properly document all recovery-related costs, including personnel hours, equipment purchase and usage, and supplies, in accordance with internal financial tracking policies and procedures
Support	Public Information Officer Cooperative	<ul style="list-style-type: none"> • Coordinate public information and educational materials with municipalities • Provide input from the various jurisdictions to enhance outreach and education efforts
	Public Information Officers from other local, State, and Federal organizations active in recovery operations	<ul style="list-style-type: none"> • Coordinate public information and educational materials with member agencies and organizations • Provide input from the various jurisdictions, agencies and organizations to enhance outreach and education efforts
	Public Affairs section at the Joint/Disaster Field Office and State Public Information Officer	<ul style="list-style-type: none"> • Coordinate public information and educational materials with the Joint/Disaster Field Office • Provide input from the State and Federal levels of government to enhance outreach and educational efforts • Coordinate community relations activities • Provide Federal Emergency Management Agency related registration data to support local recovery operations
	Community Services Division	<ul style="list-style-type: none"> • Coordinate community-relations activities with the Federal Emergency Management Agency, the State Emergency Response Team, and local municipalities

Recovery Documentation Unit (Unit): This Unit will be responsible for the collection and filing of the papers, correspondence, Geographic Information System information, and other documentation relating to the incident in order to provide electronic and written files for use in reimbursement and auditing activities, and historical research. This Unit will also maintain all records in compliance with the Florida Document Retention requirements and will be responsible for duplicating and releasing records under the Florida Sunshine Law requirements.

	Agency	Responsibilities
Lead	Public Safety Department, Division of Emergency Management	<ul style="list-style-type: none"> • Coordinate Unit personnel and staff the Recovery Operations Center under the direction of the Recovery Steering Committee • Notify support agency personnel to report to the Recovery Operations Center if additional support is needed to implement recovery actions, as directed by the Recovery Steering Committee • Disseminate and coordinate information, resources, and capabilities among local, State, Federal, private, and nonprofit organizations supporting Unit activities • Maintain status and resource information related to activities within the Recovery Operations Centers and the field • Forward requests for additional resource needs to the Recovery Steering Committee • Serve as the primary point of communication, coordination, and conflict resolution among all public, private, and nonprofit organizations supporting this Unit • Identify, coordinate and implement the Unit-specific recovery goals and objectives as outlined in the Disaster Recovery Plan and internal plans, policies and procedures • Collect all recovery-related documents from partner agencies, including executive orders, memorandums, letters, board directives, policy initiatives, etc. • Duplicate records and maintain electronic copies • Maintain records in compliance with Florida Statute 119 and Florida Statute 257 • Properly document all recovery-related costs, including personnel hours, equipment purchase and usage, and supplies, in accordance with internal financial tracking policies and procedures
Support	Planning, Zoning and Building Department	<ul style="list-style-type: none"> • Supply records, documents, and Geographic Information System materials to the lead agency for permanent document retention
	County Attorney's Office	<ul style="list-style-type: none"> • Supply records, documents, and Geographic Information System materials to the lead agency for permanent document retention
	Public Affairs Department	<ul style="list-style-type: none"> • Supply records, documents, and Geographic Information System materials to the lead agency for permanent document retention

	Information Systems Services Department	<ul style="list-style-type: none"> • Supply records, documents, and Geographic Information System materials to the lead agency for permanent document retention • Ensure redundancy of all official records at the Recovery Operations Center • Support all electronic databases, hardware, and backup systems that contain official records for Palm Beach County
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Damage Assessment/Infrastructure Restoration Monitoring Unit (Unit): Provide ongoing monitoring and updates of initial damage assessment information, and maintain status of critical facilities and infrastructure restoration efforts via reports, maps, and other electronic images to evaluate the status of redevelopment and recovery efforts. Monitor and track ongoing debris management activities.

	Agency	Responsibilities
Lead	Public Safety Department, Emergency Management Division	<ul style="list-style-type: none"> • Coordinate Unit personnel and staff the Recovery Operations Center under the direction of the Recovery Steering Committee • Notify support agency personnel to report to the Recovery Operations Center if additional support is needed to implement recovery actions, as directed by the Recovery Steering Committee • Disseminate and coordinate information, resources, and capabilities among local, State, Federal, private, and nonprofit organizations supporting Unit activities • Maintain status and resource information related to activities within the Recovery Operations Centers and the field • Forward requests for additional resource needs to the Recovery Steering Committee • Serve as the primary point of communication, coordination, and conflict resolution among all public, private, and nonprofit organizations supporting this Unit • Identify, coordinate and implement the Unit-specific recovery goals and objectives as outlined in the Recovery Operations Plan and internal plans, policies and procedures • Supervise the Damage Assessment/Infrastructure Restoration Monitoring Unit • Transition all damage assessment processes from the Emergency Operations Center to the Recovery Operations Center • As additional information becomes available, update impact information, including the number of families affected, homes destroyed or damaged, number of buildings destroyed or damaged, and the boundaries of the disaster area • Support the identification of community unmet needs • Identify, map, and track infrastructure restoration status and challenges • Maintain detailed records on damaged areas and structures • Establish and maintain a position log and other necessary files • Deploy trained County personnel to the field according to their

Support		<p>plan, to complete the inspection of nonprofit and government facilities</p> <ul style="list-style-type: none"> • Coordinate with the Greater Palm Beach Area Chapter - American Red Cross, utility service providers, and others for additional damage assessment information • Maintain and update Geographic Information System maps indicating damaged homes, facilities, infrastructure, utilities, roads, and similar data needed to support recovery operations • Properly document all recovery-related costs, including personnel hours, equipment purchase and usage, and supplies, in accordance with internal financial tracking policies
	Planning, Zoning, and Building Department	<ul style="list-style-type: none"> • Upon request of the lead agency, staff the Recovery Operations Center • Maintain ongoing status information of damaged residential and business structures • Provide information on status of permits issued and inspections conducted • If necessary, reevaluate Rapid Impact Assessment information in support of prioritizing recovery operations • Coordinate community reconstruction efforts
	Facilities Development and Operations Department	<ul style="list-style-type: none"> • Upon request of the lead agency, staff the Recovery Operations Center • Maintain ongoing status information of damaged facilities • Coordinate facility reconstruction efforts and provide status update information
	Engineering and Public Works Department	<ul style="list-style-type: none"> • Upon request of the lead agency, staff the Recovery Operations Center • Coordinate the collection of damage-assessment data for all Public-Assistance-related damages, including structures, equipment, and debris clearance • Maintain ongoing status information of infrastructure restoration efforts and areas with remaining infrastructure outages • If necessary, provide technical experts to participate in ongoing, aerial assessment to collect, update, and reevaluate infrastructure and utility conditions • Provide technical assistance to internal and external agencies requesting support in the assessment, evaluation, and restoration of infrastructure and utilities as resources permit
	Water Utilities Department	<ul style="list-style-type: none"> • Upon request of the lead agency, staff the Recovery Operations Center • Maintain ongoing status information of damaged water utilities' infrastructure • Maintain ongoing information status of infrastructure restoration efforts and areas with remaining infrastructure outages • Provide information on status of restoration efforts in compliance with internal plans, policies and procedures

	Solid Waste Authority	<ul style="list-style-type: none"> • Upon request of the lead agency, staff the Recovery Operations Center • Maintain ongoing status information of countywide debris-management efforts • Provide information on status of delays of debris-removal activities in compliance with internal plans, policies and procedures
	Florida Power & Light Company	<ul style="list-style-type: none"> • Upon request of the lead agency, staff the Recovery Operations Center • Maintain ongoing status of power utility restoration efforts • Coordinate with the lead agency regarding any long-term restoration challenges
	Parks and Recreation Department	<ul style="list-style-type: none"> • Upon request of the lead agency, staff the Recovery Operations Center • Maintain ongoing status information of damaged parks and recreational facilities; and, provide updated timelines for reopening and availability-for-use of facilities (such as disaster housing) in the overall recovery mission
	Airports Department	<ul style="list-style-type: none"> • Upon request of the lead agency, staff the Recovery Operations Center • Maintain ongoing status information of damaged facilities, extended service outages, and restoration of the airports throughout the county
	Port Authority	<ul style="list-style-type: none"> • Upon request of the lead agency, staff the Recovery Operations Center • Maintain ongoing status information of damaged facilities, extended service outages, and restoration of the port systems as detailed in internal plans, policies and procedures
	Environmental Resources Management Department	<ul style="list-style-type: none"> • Upon request of the lead agency, staff the Recovery Operations Center • Maintain ongoing status information of damaged or contaminated environmental systems • Begin prioritization of restoration and redevelopment of environmental systems throughout the county
	Municipal Jurisdictions and Special Districts	<ul style="list-style-type: none"> • Maintain ongoing status information of municipal damaged residential and business structures, infrastructure, utility systems, natural systems, parks and recreation facilities, and general community recovery efforts

After-Action Reports and Corrective Action Unit (Unit): The purpose of this Unit is to monitor and document the successes and shortfalls of the response and recovery operations in the aftermath of the disaster. In order to ensure that lessons are learned from past mistakes and that improvements may be achieved over time, this Unit is responsible for identifying post-disaster resource and programmatic shortfalls. This Unit will ultimately document recommendations

which will enhance emergency operations capability through a strategic evaluation and long-term improvement program which stresses the augmentation of necessary resources, planning, and personnel training activities.

Lead	Agency	Responsibilities
Lead	Post-Disaster Redevelopment Steering Committee	<ul style="list-style-type: none"> • Direct the development of an after-action report that evaluates the performance of personnel, organizational capabilities, and resources supporting the recovery process • Solicit input from all Recovery Operations Center personnel to participate in after-action and corrective-action processes • Throughout recovery, highlight, document, and maintain a log of issues, opportunities, actions, and observations which should be incorporated in the after-action report • Solicit the support of the executive leadership to address recovery capability shortfalls • Direct department directors to implement the recommended improvement plan and to maintain long-term accountability of improvement actions
Support	Recovery Operations Center Section Chiefs	<ul style="list-style-type: none"> • Participate in the identification and analysis of programmatic shortfalls, resource needs, and improvement actions • Commit to the improvement plan through active participation in planning, training and exercise activities
	Public Safety Department Emergency Management Division	<ul style="list-style-type: none"> • Participate in the identification and analysis of programmatic shortfalls, resource needs, and improvement actions • Commit to the improvement plan through active participation in planning, training and exercise activities • Monitor long-term implementation of the improvement plan
	Agency	Responsibilities
		<p style="text-align: center;">in Palm Beach County</p> <ul style="list-style-type: none"> • Identify potential funding sources to implement the improvement plan • plan

Mitigation Coordination Unit (Unit): This Unit will coordinate with the Local Mitigation Strategy Committee in the aftermath of a declared disaster, as outlined in the Local Mitigation Strategy and the Post Disaster Redevelopment Plan. It is vital to ensure that the objective of rebuilding better and stronger be incorporated in all permanent reconstruction efforts throughout the community. It is the mission of the Local Mitigation Strategy Steering Committee to facilitate, educate, and integrate mitigation strategies through the redevelopment process.

Support	Local Mitigation Strategy Steering Committee	<ul style="list-style-type: none"> • Identify personnel to staff the Recovery Operations Center under the direction of the Recovery Steering Committee to support ongoing mitigation activities • Convene the Local Mitigation Strategy Committee during the recovery process to evaluate new project submissions and reevaluate the current project list • Disseminate, coordinate, and promote mitigation information, actions, and policies among local, private, and nonprofit organizations throughout the recovery process through the media, flyers, workshops, charrettes, Web sites, town meetings and other available forums • Maintain status updates and a written log of mitigation projects and educational activities on the electronic mission tracking system being implemented in the post-disaster environment • Serve as the primary point of communication, coordination, and technical expertise among all public, private, and nonprofit organizations requiring mitigation assistance during project assessment and the reconstruction process. Include projects for both public facilities and residential construction projects • Identify, coordinate and promote implementation of mitigation policies and projects identified in the Local Mitigation Strategy
	Municipalities and Special Districts	<ul style="list-style-type: none"> • Support the goals of the Local Mitigation Strategy which address revisions, enhancements, and coordination of local redevelopment and reconstruction policies • Identify potential mitigation projects during all stages of recovery, including the reconstruction of public facilities, infrastructure, and among private sector partners, and submit appropriate projects to the Local Mitigation Strategy Steering Committee for scoring • Update the lead agency on strategic progress in elements related to mitigation strategies and priority-project implementation
	Public Safety Department, Emergency Management Division	<ul style="list-style-type: none"> • Encourage funding opportunities which promote short- and long-term mitigation activities in the public and private sectors • Provide staffing support to the Local Mitigation Strategy Steering Committee to update the priority-project list • Provide technical expertise to promote mitigations policies, projects, and goals outlined in the Local Mitigation Strategy

Recovery Planning Unit (Unit): This Unit will serve in a broad capacity to support the recovery effort in monitoring reconstruction and redevelopment activities, supporting strategic planning needs in all discipline areas, and providing ongoing situational awareness for all recovery personnel through situational reports, status displays, maintenance of electronic tools, and Geographic Information System mapping support. Members of this Unit may be requested by all sections and units to aid long-term visioning and planning efforts and to ensure integration among all recovery units. The Recovery Planning Unit may develop a variety of incident-specific

plans, such as a County-specific disaster recovery strategy, County-specific Disaster Housing Plans, infrastructure prioritization and reconstruction strategy, environmental status updates, and other plans supporting recovery efforts.

	Agency	Responsibilities
Support	Housing and Community Development Department	<ul style="list-style-type: none"> • Update the lead agency on strategic progress in elements related to human services, case management, emergency repairs, disaster housing, and others • Develop the post-disaster housing strategy in cooperation with the Joint Disaster Housing Solutions Center, at the Joint/Disaster Housing Field Office • Support the ongoing exchange of information among agencies and organizations supporting the recovery mission
	Treasure Coast Regional Planning Council	<ul style="list-style-type: none"> • Provide technical expertise to support long-term recovery planning, community visioning, and regional issues, such as developments of regional impact • Support the ongoing exchange of information among agencies and organizations supporting the recovery mission across the Treasure Coast region
	Metropolitan Planning Organization	<ul style="list-style-type: none"> • Provide technical expertise to support long-term recovery planning, community visioning and incorporation of transportation issues (transportation system, port and airports, and railway systems) with multi-jurisdictional impacts and which may be addressed in the long-range transportation vision • Support the ongoing exchange of information among agencies and organizations supporting the recovery mission
	Public Safety Department, Emergency Management Division	<ul style="list-style-type: none"> • Provide technical expertise to support long-term recovery planning and community visioning • Support information exchange utilizing audio-visual technology, including WebEOC[®], Internet Web site, displays, social media, briefings and others • Support the ongoing exchange of information among internal and external agencies and organizations supporting the recovery mission, including the Joint/Disaster Field Office, the State Emergency Operations Center, and others
	Disaster Recovery Coalition	<ul style="list-style-type: none"> • Provide technical expertise to support long-term recovery planning and community visioning • Update the lead agency on strategic progress in elements related to human services, case management, emergency repairs, disaster housing, unmet needs and others • Support the ongoing exchange of information among agencies and organizations supporting the recovery mission

Municipal Coordination Unit (Unit): This Unit will solicit and provide technical assistance and support to municipal jurisdictions throughout Palm Beach County to assist in community-wide

recovery efforts. The Unit will also ensure that multi-jurisdictional issues which require coordination, such as infrastructure restoration of roads, bridges, utility systems and telecommunications, can be effectively coordinated across jurisdictional lines. The lead coordination agency will work directly with the city managers for each impacted jurisdiction and request that a staff assignment is made for each of the appropriate and applicable units, sub-units, and working groups requiring representation from the municipality. These assignments may be based upon level of impact to the municipality, available technical expertise within the municipality, level of interest, need for coordination, and jurisdictional regulatory authority. The Palm Beach County City Managers’ Association, working with the Palm Beach County League of Cities, Inc., may also provide staffing, technical support, and assistance to ensure that the interests of each impacted municipality are incorporated throughout the recovery process. For additional information related to the coordination with municipalities, see also the overview of the Palm Beach County Recovery Program Section under the title “Municipalities.”

	Agency	Responsibilities
Lead	Palm Beach County League of Cities, Inc.	<ul style="list-style-type: none"> • Coordinate Unit personnel and staff the Recovery Operations Center under the direction of the Recovery Steering Committee • Coordinate with city managers to solicit the participation of municipal-level personnel at the Recovery Operations Center if municipal coordination is needed to implement recover actions, as directed by the Recovery Steering Committee • Disseminate and coordinate information, resources, and capabilities among municipal partners • Maintain status and resource information related to activities within the Recovery Operations Centers and within the municipal jurisdictions • Forward and coordinate municipal requests for additional resource needs, information and technical expertise to the Recovery Steering Committee and all units within the Recovery Operations Center • Serve as the primary point of communication, coordination, and conflict resolution among the municipal jurisdictions, the Recovery Operations Center, and the Joint/Disaster Field Office • Identify, coordinate and implement the recovery goals and objectives as outlined in the Recovery Operations Plan to ensure that the interests of municipalities are incorporated • Communicate and coordinate the exchange of information on infrastructure and utility restoration projects impacting municipal jurisdictions, crossing municipal boundaries, and/or having regional impacts • Facilitate, communicate and coordinate economic redevelopment and community reconstruction issues with regional impacts, political controversy, or public resistance, through the facilitation of conference calls, meetings, social media, town hall meetings, experts panels, and other forums • Support the identification, dissemination, and posting of recovery funds, grants, and other resources benefitting municipal recovery,

Support		<p>reconstruction, redevelopment, and mitigation efforts</p> <ul style="list-style-type: none"> • Facilitate collaboration between the County and municipalities, private sector partners, and non-profit organizations to identify and implement recovery strategies through use of WebEOC[®], conference calls, status reports, recovery planning, public engagement, expert panels, media engagement, charrettes, and other forums, as appropriate and as directed by the Recovery Steering Committee • Properly document all recover-related costs, including personnel hours, equipment purchase and usage, and supplies, in accordance with internal financial tracking policies
	Palm Beach County City Managers Association	<ul style="list-style-type: none"> • Disseminate and coordinate information, resources, and capabilities among municipal partners • Provide staffing at the Recovery Operations Center to support municipal coordination and ensure that the interests of municipalities are being addressed • Facilitate meetings, conference calls, status reports and updates among municipalities to support inter-jurisdictional issues related to recovery and reconstruction
	Public Safety Department, Emergency Management Division	<ul style="list-style-type: none"> • Disseminate and coordinate information among municipal partners and facility communication through WebEOC[®], the County Web site, conference calls, video conferencing and all technologies available to the Recovery Operations Center
	Municipalities	<ul style="list-style-type: none"> • Assign disciplines-specific, municipal-level personnel to coordinate recovery and long-term redevelopment issues with the Recovery Operations Center • Request additional resources, technical expertise and information through the lead agency • Coordinate with the Recovery Operations Center on public information dissemination regarding all recovery issues, such as Individual Assistance Program eligibility and registration, health and safety messages, mitigation opportunities, and other recovery-related issues detailed in the later sections of this plan • Update the lead agency on strategic progress in elements related to municipal recovery

Finance and Administration Section

This section is responsible for developing and implementing financial and administrative management strategies to support the post-disaster recovery efforts of the County and all of its governmental sub-units under the authority of the Palm Beach County Board of County Commissioners.

Financial Administration Unit (Unit): Implement County funding decisions that support disaster recovery and resiliency. This Unit will process appropriate documentation to seek approval by the executive, elected body which will allow implementation of the identified financial management strategies and will coordinate those strategies with departmental personnel. The Unit will manage the short- and long-term budgeting and fund-allocation decisions in support of recovery strategies identified in the Recovery Operation Plan. As funding shortfalls are identified, the Unit will continually evaluate strategies to maximize budget allocations and will seek financial loans when necessary. This Unit is responsible for providing support staff for preparing correspondence and maintaining files. Temporary staff may be employed in accordance with Palm Beach County Policies and Procedures Manual CW-P-007, Employment Categories Other Than Regular Employment. This Unit may also provide technical assistance to municipal jurisdictions in support of long-term recovery and redevelopment in order to avoid municipal insolvency. They may also seek partnering opportunities with the private sector to maximize long-term recovery and redevelopment.

	Agency	Responsibilities
Lead	Office of Financial Management and Budget	<ul style="list-style-type: none"> Coordinate Unit personnel and staff the Recovery Operations Center under the direction of the Recovery Steering Committee Working with the Recovery Steering Committee, reprioritize the County budget to support short-term and long-term recovery efforts Maintain ongoing financial and budget status information related to the implementation of recovery activities Serve as the primary point of communication, coordination, and conflict resolution among all county organizations resolving budgetary challenges Seek creative and innovative financial management strategies which will support the implementation of the recovery goals, objectives, and tasks detailed in the Recovery Operations Plan Contact State, Federal and private sector funding agencies to maximize grants, loans, and other available external assistance to support the priorities of the Recovery Steering Committee Identify shortfalls in short-term and long-term revenue generation for the County, and develop recommendations to reduce the long-term financial impact of these revenue decreases Develop strategies to maximize budget allocations to achieve long-term community recovery Provide technical assistance to municipal jurisdictions in identifying additional revenue streams and avoiding municipal insolvency

		<ul style="list-style-type: none"> Seek creative financial partnering opportunities with the private sector to maximize long-term recovery and redevelopment
Support	All subdivisions under the direct supervision of the Palm Beach County Board of County Commissioners	<ul style="list-style-type: none"> Maintain documentation of costs related to the incident, provide accounting, procurement, time recording and cost analysis Identify opportunities and reprioritize budgets to maximize departmental funding streams and to support the overall recovery effort as directed by the Recovery Steering Committee
	Palm Beach County League of Cities, Inc.	<ul style="list-style-type: none"> Coordinate and communicate technical assistance and other funding opportunities to municipal jurisdictions in order to identify additional revenue streams and to avoid municipal insolvency Seek out partnerships which will support financing of long-term recovery and redevelopment
	Economic Development Office	<ul style="list-style-type: none"> Coordinate and communicate technical assistance and other funding opportunities to all public and private organizations in order to identify additional funding streams and to expedite recovery Facilitate public-private partnerships to implement recovery strategies

Grants Administration Unit (Unit): This Unit will act as a centralized information clearinghouse to monitor post-disaster redevelopment grant opportunities in support of long-term recovery and redevelopment. The task of identifying, compiling and submitting grants is the sole responsibility of the eligible department, agency or organization. The Grants Administration Unit is an information sharing clearinghouse. The information sharing responsibilities may be supported through an electronic Web site system⁴. If the magnitude and severity of the disaster does not require activation of this Unit to support recovery operations, it will not be activated.

	Agency	Responsibilities
Lead	Office of Financial Management and Budget ⁵	<ul style="list-style-type: none"> Coordinate Unit personnel and staff the Recovery Operations Center under the direction of the Recovery Steering Committee Notify support agency personnel to report to the Recovery Operations Center if additional support is needed to implement recover actions, as directed by the Recovery Steering Committee Disseminate and coordinate grant-related information among local, State, Federal, private, and nonprofit organizations Maintain status information related to grants within Palm Beach County Review publications announcing available grant funds and communicate with grant provider agencies to identify possible

⁴ Additional negotiations and review are required to define the requirements, location, and processes associated with such an information sharing system.

⁵ Negotiations with the Office of Financial Management and Budget continue as details are developed for the assigned roles and responsibilities of this Unit.

Support		<p>grant sources to support recovery activities</p> <ul style="list-style-type: none"> • Communicate with the State Emergency Response Team and Federal Emergency Management Agency personnel to identify available post-disaster grant funds, and forward information to eligible agencies and organizations within the county • Identify and support the information flow of external grant sources which would allow the community to expedite recovery activities • Coordinate and monitor an information sharing system that documents and tracks the availability of grant funds for community recovery activities • Ensure that agencies eligible for grant funds are aware of funding eligibility requirements, application processes, and associated deadlines • Identify partners (private sector, public sector, volunteers, others) who may be able to assist County agencies and organizations in the drafting of grant applications • Properly document all recovery-related costs, including personnel hours, equipment purchase and usage, and supplies, in accordance with internal financial tracking policies
	All County Departments	<ul style="list-style-type: none"> • Scan Web site, media sources, discipline literature, and other traditional sources that may announce the release of grant funds for use in the post-disaster environment • Monitor financial availability information being tracked by the lead agency either via the electronic system, in writing, verbally, and/or through meetings • Assign personnel to draft grant applications and submit completed applications to the funding agency prior to the advertised deadline • Forward requests for assistance in grant development to the lead agency • Track grant distribution status and inform the lead agency • Upon receipt of a grant, the recipient department will manage grant administrative task(s), fund receipt and grant implementation in compliance with standard County policies and procedures
	Economic Development Office	<ul style="list-style-type: none"> • Support the identification, eligibility, and opportunities available to support community recovery through grant opportunities
	Legislative Affairs Department	<ul style="list-style-type: none"> • Communicate, coordinate and support grant opportunities for Palm Beach County and all eligible entities within the county including municipal jurisdictions, special taxing districts, non-profit organizations and others • Identify opportunities to solicit support through Legislative representatives at the local, State and Federal levels of government through all available mechanisms, communications, and networks that may benefit recovery efforts • Work with the Disaster/Joint Field Office Legislative Affairs Department personnel to identify opportunities of executive support from legislatures through joint outreach campaigns • Consider supporting community recovery efforts by employing

Lead		creative public-private partnerships beneficial to all, including the donation of matching funds, in-kind services, supplies and equipment, technical expertise, and innovation in technology
	Housing and Community Development Department	<ul style="list-style-type: none"> Identify and coordinate the use of traditional community grant funds benefitting Palm Beach County (such as Community Development Block Grants) for application in the recovery environment
	Private-Sector Partners	<ul style="list-style-type: none"> Communicate any available grant opportunities to the lead agency and provide technical assistance in the grant application process if possible, appropriate, and beneficial to all parties Consider supporting community recovery efforts by employing creative public-private partnerships beneficial to all, including the donation of matching funds, in-kind services, supplies and equipment, technical expertise, and innovation in technology
	Palm Beach County League of Cities, Inc.	<ul style="list-style-type: none"> Communicate and coordinate available grant funds to municipalities that may be eligible Identify potential partnering opportunities among jurisdictions within Palm Beach County that could enhance eligibility, prospects, funding and provide benefits for countywide community recovery Maintain ongoing communication regarding the status of grants funded and projects implemented

Federal Reimbursement Coordination Unit (Unit): This Unit will oversee project identification, estimation, contractor selection, reconstruction, document submission, and conflict resolution of all Federal Emergency Management Agency related financial matters.

Lead	Agencies	Responsibilities
	Public Safety Department, County Administration	<ul style="list-style-type: none"> Coordinate Unit personnel and staff the Recovery Operations Center under the direction of the Recovery Steering Committee Notify support agency personnel to report to the Recovery Operations Center if additional support is needed to implement recover actions, as directed by the Recovery Steering Committee Be knowledgeable about State and Federal disaster assistance programs, and maintain a list of currently available programs, Web sites, and agency contacts Serve as the primary point of communication, coordination, and conflict resolution among public and private organizations providing financial recovery assistance to Palm Beach County Coordinate all components of the Public Assistance Program with the Disaster/Joint Field Office, including project development, notification of eligible applicants, scheduling and oversight of the Kickoff Meeting Coordinate with the designated Public Assistance Coordinator and maintain contact with municipal liaisons to provide information and direction with the local Disaster/Joint Field Office

Support		<ul style="list-style-type: none"> • Coordinate with State and Federal assistance program representatives to verify required documentation processes, and coordinate with all County departments to implement processes, utilize forms, maintain documentation, and track expenses in compliance with these requirements • Collect, compile, quality check, submit, track, and monitor all <i>Project Worksheets</i> from departments under the jurisdiction of the Board of County Commissioners, and ensure that Federal Emergency Management Agency submission requirements are met
	Federal Emergency Management Agency	<ul style="list-style-type: none"> • Fully mobilize Federal agencies to implement Federal disaster recovery programs compliant with the National Response Plan and the National Recovery Framework • Allocate available financial assistance programs to Palm Beach County and eligible applicants therein, as authorized by the Stafford Act and other eligible Federal disaster assistance programs • Provide technical assistance to all local entities to maximize fund eligibility and to expedite community recovery
	Florida Division of Emergency Management	<ul style="list-style-type: none"> • Fully mobilize State agencies for disaster assistance and recovery under the Comprehensive Emergency Management Plan • Establish a Joint/Disaster Field Office to direct the disaster relief process and to support the development <i>Project Worksheets</i> • Support applicants Kickoff meetings and all Public Assistance reimbursement efforts • Coordinate conflict resolution between local government entities and the Federal Emergency Management Agency • Provide technical expertise and support to ensure that reimbursement funds are maximized
	Municipalities	<ul style="list-style-type: none"> • Maintain documents, submit reimbursement requests, and process payments in accordance with internal procedures and requirements under the Stafford Act
	Purchasing Department	<ul style="list-style-type: none"> • Ensure that all County departments are implementing compliance processes and procedures when identifying contractors, soliciting cost estimates, selecting contractors and vendors, monitoring and tracking construction activities, and submitting invoices and related expense documentation

Operations Section

This section is responsible for the coordination and implementation of recovery and redevelopment strategies which will restore the community. The Operations Section is supported by the following units:

Facility Reconstruction Unit (Unit): This Unit coordinates the permanent repair and reconstruction of County-owned facilities, and educational and cultural facilities. This Unit is responsible for assessment, emergency repair, estimation and permanent repair of all damaged

County owned structures. This Unit will incorporate mitigation strategies throughout the reconstruction process. This Unit also has a rigorous requirement to maintain documentation of all activities related to County-owned facility reconstruction. The Unit will coordinate all required documentation with the Public Safety Department for the Public Assistance Program, and with the Risk Management Department for insurance reimbursement. Details related to the reconstruction process are listed in the Operational Functions section of this Plan. While not directly responsible for partner agencies, the Facility Reconstruction Unit has access to technical expertise to assist municipal and independent jurisdictions.

	Agency	Responsibilities
Lead	Facilities Development and Operations Department	<ul style="list-style-type: none"> • Coordinate Unit personnel and staff the Recovery Operations Center under the direction of the Recovery Steering Committee • Notify support agency personnel to report to the Recovery Operations Center if additional support is needed to implement recover actions, as directed by the Recovery Steering Committee • Disseminate and coordinate information, resources, and capabilities among local, State, Federal, private, and nonprofit organizations supporting Unit activities • Maintain status and resource information related to activities within the Recovery Operations Centers and the field • Forward requests for additional resource needs to the Recovery Steering Committee • Serve as the primary point of communication, coordination, and conflict resolution among all public, private, and nonprofit organizations supporting this Unit • Identify, coordinate and implement the Unit-specific recovery goals and objectives as outlined in the Recovery Operations Plan and internal plans, policies and procedures • Oversee the countywide assessment, emergency repair, remediation, cost estimate, prioritization, and reconstruction of County owned and maintained facilities and equipment under the lead agencies purview • Provide personnel and technical expertise to implement the initial- and preliminary-damage-assessment processes as outlined in this Plan, and internal assessment procedures of the Facilities Development and Operations Department’s Hurricane Planning and Direction Standard Operating Guideline • Provide personnel and technical expertise to support the development, approval, tracking and monitoring of <i>Project Worksheets</i> for all eligible reconstruction projects • Provide personnel and technical support to requesting organizations and agencies in the assessment, prioritization, and reconstruction of public facilities which contribute to the overall community redevelopment effort • Properly document all recovery-related costs, including personnel hours, equipment purchase and usage, and supplies, in accordance with internal financial tracking policies

Support	Engineering and Public Works Department	<ul style="list-style-type: none"> • Upon request of the lead agency provide technical expertise and engineering services to support the restoration of County facilities • Properly document all recovery-related costs, including personnel hours, equipment purchase and usage, and supplies, in accordance with internal financial tracking policies
	Solid Waste Authority	<ul style="list-style-type: none"> • Oversee the countywide assessment, prioritization and debris-management activities at all County owned and maintained facilities and lands in support of facility reconstruction activities • Provide technical assistance and resource support to facilitate countywide redevelopment efforts • Properly document all recovery-related costs, including personnel hours, equipment purchase and usage, and supplies, in accordance with internal financial tracking policies
	Parks and Recreation Department	<ul style="list-style-type: none"> • Oversee the countywide assessment, prioritization and reconstruction at all County-owned and maintained parks and recreation facilities and lands • Properly document all recovery-related costs, including personnel hours, equipment purchase and usage, and supplies, in accordance with internal financial tracking policies
	Airports Department	<ul style="list-style-type: none"> • Oversee the countywide assessment, prioritization and reconstruction activities at all County-owned and maintained airport facilities • Properly document all recovery-related costs, including personnel hours, equipment purchase and usage, and supplies, in accordance with internal financial tracking policies
	Port Authority	<ul style="list-style-type: none"> • Oversee the countywide assessment, prioritization and reconstruction activities at all County-owned and maintained Port facilities • Properly document all recovery-related costs, including personnel hours, equipment purchase and usage, and supplies, in accordance with internal financial tracking policies
	Environmental Resources Management Department	<ul style="list-style-type: none"> • Ensure that facility reconstruction activities do not cause harm to endangered species, or vulnerable and sensitive habitats, and ensure that local, State, and/or Federal regulatory environmental protection policies are not violated • Provide technical expertise to support assessment, prioritization, and environmental-preservation objectives during facility reconstruction efforts • Properly document all recover-related costs, including personnel hours, equipment purchase and usage, and supplies, in accordance with internal financial tracking policies
	Municipal Jurisdictions	<ul style="list-style-type: none"> • Manage the municipal assessment, prioritization and reconstruction of all municipality- owned and maintained facilities and equipment • Develop <i>Project Worksheets</i> for all eligible reconstruction projects • Coordinate with the Recovery Operations Center for additional

Support		<p>technical expertise and recovery assistance</p> <ul style="list-style-type: none"> • Coordinate information related to facility reconstruction with regional impacts with the Recovery Operations Center • Properly document all recovery related costs, including personnel hours, equipment purchase and usage, and supplies, in accordance with internal financial tracking policies
	Special Districts	<ul style="list-style-type: none"> • Manage the assessment, prioritization and reconstruction of all district owned and maintained facilities and equipment • Provide personnel and technical expertise to support the development of <i>Project Worksheets</i> for all eligible reconstruction projects • Coordinate with the Recovery Operations Center for additional technical expertise and recovery assistance • Coordinate information related to facility reconstruction with regional impacts • Properly document all recover-related costs, including personnel hours, equipment purchase and usage, and supplies, in accordance with internal financial tracking policies
	Historic Preservation Society of Palm Beach County	<ul style="list-style-type: none"> • Support the initial assessment, prioritization, and reconstruction of facilities with historical importance • Provide personnel and technical expertise to preserve historically important landmarks, facilities, and structures
	Local Mitigation Strategy Steering Committee	<ul style="list-style-type: none"> • Provide personnel and technical expertise to promote the goals and objectives of the Local Mitigation Strategy in recovery and redevelopment efforts • Assist in the assessment, prioritization, and reconstruction of facilities, incorporating hazard-mitigation elements • Raise awareness of all Unit personnel of the importance of incorporating hazard mitigation in redevelopment efforts
	School District of Palm Beach County	<ul style="list-style-type: none"> • Manage the assessment, prioritization and reconstruction of all district owned and maintained facilities and equipment • Provide personnel and technical expertise to support the development of <i>Project Worksheets</i> for all eligible reconstruction projects • Coordinate with the Recovery Operations Center for additional technical expertise and recovery assistance • Properly document all recover-related costs, including personnel hours, equipment purchase and usage, and supplies, in accordance with internal financial tracking policies
	Constitutional Offices	<ul style="list-style-type: none"> • Coordinate with the lead agency on the assessment, prioritization, and reconstruction of facilities and equipment • Coordinate information related to facility reconstruction with lead agency • Properly document all recover-related costs, including personnel hours, equipment purchase and usage, and supplies, in accordance with internal financial tracking policies.

Infrastructure Restoration Unit (Unit): This Unit coordinates the permanent repair and reconstruction of publicly owned infrastructure, including transportation infrastructure, water and wastewater, telecommunications, and storm-water utilities. This Unit is responsible for emergency repair, assessment, permanent repair, mitigation, and documentation of all restoration activities. During the restoration process, this Unit will coordinate all required documentation with the Public Safety Department for the Public Assistance Program and with the Risk Management Department for insurance reimbursement. Details related to the reconstruction process are listed in the Operational Functions Section of this Plan. While not directly responsible for partner agencies, the Infrastructure Restoration Unit has access to technical expertise to assist municipal and independent jurisdictions.

	Agency	Responsibilities
Lead	Engineering and Public Works Department	<ul style="list-style-type: none"> • Coordinate Unit personnel and staff the Recovery Operations Center under the direction of the Recovery Steering Committee • Notify support agency personnel to report to the Recovery Operations Center if additional support is needed to implement recovery actions, as directed by the Recovery Steering Committee • Disseminate and coordinate information, resources, and capabilities among local, State, Federal, private, and nonprofit organizations supporting Unit activities • Maintain status- and resource-information related to activities within the Recovery Operations Centers and the field • Forward requests for additional resource needs to the Recovery Steering Committee • Serve as the primary point of communication, coordination, and conflict resolution among all public, private, and nonprofit organizations supporting this Unit • Continuously identify unsafe roads and coordinate debris removal, signage, traffic rerouting, emergency repairs and closure with appropriate agencies and with the Public Education and Information Unit • Prioritize and implement temporary emergency structural repairs at vital public infrastructure systems, including County-owned and/or maintained roads and traffic systems, bridges, storm-water drainage systems, water and wastewater systems, communications-support systems, and others.⁶ • Assess infrastructure systems, such as streets, roads, bus, rail, and other transportation systems serving the county, and develop an infrastructure restoration strategy to restore systems that have been disrupted, including coordinating with service providers in the

⁶ In order to qualify for Federal reimbursement under the Stafford Act, emergency repairs must focus exclusively on life safety issues.

Support		<p>restoration of these services</p> <ul style="list-style-type: none"> • Coordinate activities with other support agencies responsible for vital infrastructure systems and components, and ensure countywide coordination, integration, and continuity on infrastructure systems crossing jurisdictional boundaries and having regional impacts • Facilitate meetings, workshops, charrettes, conference calls, and webinars with municipalities to support integrated restoration of infrastructure • Incorporate the goals of long-term sustainability and hazard mitigation in all infrastructure restoration efforts • Properly document all recover-related costs, including personnel hours, equipment purchase and usage, supplies, facility and equipment repairs, and reconstruction and other activities, in accordance with internal financial tracking policies
	South Florida Water Management District and Water Control Districts	<ul style="list-style-type: none"> • Provide technical assistance to local agencies in the assessment, prioritization, repair, debris clearance, and mitigation of all storm-water-related systems • Provide status information and technical assistance in the evaluation, assessment, and distribution, of potable water supplies • Provide status updates of restoration efforts of District-managed water control systems affecting Palm Beach County • Ensure countywide integration and cooperation in managing water-distribution systems and structures
	Florida Department of Transportation	<ul style="list-style-type: none"> • Provide technical support to survey infrastructure systems, such as streets and transportation systems serving the county and municipalities • Provide support to restore, repair, and replace State-owned traffic systems • Provide ongoing information on the status of reconstruction priorities and project completion efforts
	Municipalities	<ul style="list-style-type: none"> • Manage the assessment, prioritization and reconstruction of all municipality-owned and maintained facilities and equipment • Provide personnel and technical expertise to support the development of <i>Project Worksheets</i> for all eligible reconstruction projects • Coordinate with the Recovery Operations Center for additional technical expertise and recovery assistance • Coordinate information related to facility reconstruction with regional impacts • Properly document all recover-related costs, including personnel hours, equipment purchase and usage, and supplies, in accordance with internal financial tracking policies
	Palm Beach County School Board District	<ul style="list-style-type: none"> • Manage the assessment, prioritization and reconstruction of all District-owned and maintained facilities and equipment

Support		<ul style="list-style-type: none"> • Provide personnel and technical expertise to support the development of <i>Project Worksheets</i> for all eligible reconstruction projects • Coordinate with the Recovery Operations Center for additional technical expertise and recovery assistance • Coordinate information related to facility reconstruction with regional impacts • Properly document all recover-related costs, including personnel hours, equipment purchase and usage, and supplies, in accordance with internal financial tracking policies
	Water Utilities Department	<ul style="list-style-type: none"> • Manage the assessment, prioritization and reconstruction of all Department-managed facilities and equipment • Provide personnel and technical expertise to support the development of <i>Project Worksheets</i> for all eligible reconstruction projects • Coordinate with the Recovery Operations Center for additional technical expertise and recovery assistance • Coordinate information among all impacted jurisdictions and entities related to facility reconstruction with cross-jurisdictional or regional impacts • Properly document all recover-related costs, including personnel hours, equipment purchase and usage, and supplies, in accordance with internal financial tracking policies
	Florida Power & Light Company	<ul style="list-style-type: none"> • Coordinate status information related to power system restoration with the Recovery Operations Center • Coordinate with the lead agency on priority-restoration efforts and special projects requiring power-system restoration coordination • Forward public information and education releases
	Local Mitigation Strategy Steering Committee	<ul style="list-style-type: none"> • Provide personnel and technical expertise to promote the goals and objectives of the Local Mitigation Strategy in recovery and redevelopment efforts related to public infrastructure • Assist in the assessment, prioritization, and reconstruction of infrastructure, incorporating hazard mitigation elements • Ensure that infrastructure and utility projects identified in the project prioritization list are given priority assessment during recovery efforts • Raise awareness of all Unit personnel of the importance of incorporating hazard mitigation in redevelopment efforts
	Palm Tran	<ul style="list-style-type: none"> • Survey public-transit systems serving the county and restore systems that have been disrupted, including coordinating with service providers in the restoration of these services • Reestablish the maximum level of public transportation operations and fixed bus routes as soon as conditions and resources permit • Pre-arrange assets and coordinate all transportation resources to assure maximum support during recovery operations, including transport of essential goods and persons into the impacted area • Properly document all recover-related costs, including personnel

		hours, equipment purchase and usage, and supplies, in accordance with internal financial tracking policies
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Debris Management Unit (Unit): This Unit manages the permanent debris removal activities as detailed in the Solid Waste Authority’s Debris Management Plan. While most emergency clearance activities will be conducted during the response phase of the disaster and are detailed in the Comprehensive Emergency Management Plan, permanent debris removal activities, debris processing and storage, as well as environmental-related activities may occur in recovery and in the long-term recovery phase. Details related to debris management activities are listed in the Operational Functions Section of this Plan.

	Agency	Responsibilities
Lead	Solid Waste Authority	<ul style="list-style-type: none"> Coordinate Unit personnel and staff the Recovery Operations Center under the direction of the Recovery Steering Committee Notify support-agency personnel to report to the Recovery Operations Center if additional support is needed to implement recovery actions, as directed by the Recovery Steering Committee Disseminate and coordinate information, resources, and capabilities among local, State, Federal, private, and nonprofit organizations supporting Unit activities Maintain status and resource information related to activities within the Recovery Operations Centers and the field Forward requests for additional resource needs to the Recovery Steering Committee Serve as the primary point of communication, coordination, and conflict resolution among all public, private, and nonprofit organizations supporting this Unit Identify, coordinate and implement the Unit-specific recovery goals and objectives as outlined in the Recovery Operations Plan and internal plans, policies and procedures Determine need to utilize parks for debris-management sites and coordinate identification and management of these sites with the Parks and Recreation Department Coordinate and supervise debris-management teams to clear debris from affected areas Coordinate the permanent removal, storage, disposal and burning of all debris from public property through pre-established, contractual services with outside vendors Maintain updated debris management information in WebEOC® and other information documents released by the Recovery Planning Unit Support the activation and implementation of the Disaster Recovery Center, Business Recovery Center, Volunteer Reception Centers, and other recovery-incident facilities through expediting debris-management activities Coordinate information and activities related to landfill operations

		<p>and other debris disposal activities, as outlined in the Debris Management Plan</p> <ul style="list-style-type: none"> • Properly document all recover-related costs, including personnel hours, equipment purchase and usage, and supplies, in accordance with internal financial tracking policies
Support	Engineering and Public Works Department	<ul style="list-style-type: none"> • Support the prioritization of debris-management activities based upon the priorities of infrastructure-restoration activities • Identify unsafe roads and coordinate signage and closure with appropriate agencies • Coordinate emergency debris removal on essential transportation routes based on pre-established priorities and based upon priorities identified during the impact assessment • Support the Solid Waste Authority in the permanent removal, storage, disposal, and burning of all debris from public property through pre-established contractual services with outside vendors • Properly document all recover-related costs, including personnel hours, equipment purchase and usage, and supplies, in accordance with internal financial tracking policies
	Municipalities and Special Taxing Districts	<ul style="list-style-type: none"> • Coordinate and supervise debris management activities within the municipality’s or district’s jurisdiction, as appropriate • Maintain updated debris-management information in WebEOC®, and coordinate debris-removal activities with inter-jurisdictional impacts with the lead agency • Coordinate permanent debris-disposal strategies with the lead agency • Properly document all recovery-related costs, including personnel hours, equipment purchase and usage, and supplies, in accordance with internal financial tracking policies
	School District of Palm Beach County	<ul style="list-style-type: none"> • Coordinate and supervise debris-management activities within the District • Maintain updated debris-management information in WebEOC®, and coordinate debris-removal activities with inter-jurisdictional impact with the Recovery Operations Center • Coordinate permanent debris-disposal strategies with the lead agency • Properly document all recover-related costs, including personnel hours, equipment purchase and usage, and supplies, in accordance with internal financial tracking policies

Planning and Land Use Unit (Unit): This Unit supports community planning and redevelopment issues through expedited permitting, land use, mitigation, and enforcement activities. Redevelopment and zoning activities may become vital for areas with significant damage, and extensive enhancement and mitigation opportunities. These areas may become a post-disaster redevelopment opportunity and may be detailed in the Post Disaster Redevelopment Plan. This Unit should also consider close coordination and technical assistance to municipalities

that request assistance.

		Agency	Responsibilities
Lead		Planning, Zoning and Building Department	<ul style="list-style-type: none"> • Coordinate Unit personnel and staff the Recovery Operations Center under the direction of the Recovery Steering Committee • Notify support agency personnel to report to the Recovery Operations Center if additional support is needed to implement recovery actions, as directed by the Recovery Steering Committee • Disseminate and coordinate information, resources, and capabilities among local, State, Federal, private, and nonprofit organizations supporting Unit activities • Maintain status and resource information related to activities within the Recovery Operations Centers and the field • Forward requests for additional resource needs to the Recovery Steering Committee • Serve as the primary point of communication, coordination, and conflict resolution among all public, private, and nonprofit organizations supporting this Unit • Identify, coordinate and implement the Unit-specific recovery goals and objectives as outlined in the Recovery Operations Plan and internal plans, policies and procedures • Implement land-use, reconstruction, and redevelopment policies detailed in the Post Disaster Redevelopment Plan, the County’s Comprehensive Plan, and the Local Mitigation Strategy • Augment personnel resources as necessary to enforce building-code standards throughout the reconstruction process, and implement the phased-permitting process to maximize these resources • Consider impacts on non-conforming uses and incorporate policy recommendations in the Post Disaster Redevelopment Plan • Encourage implementation of mitigation strategies in residential reconstruction as detailed in the Local Mitigation Strategy and Post Disaster Redevelopment Plan • Consider reduction of disaster vulnerability through land use and development regulations as detailed in the Post Disaster Redevelopment Plan • Implement expedited permitting that supports disaster housing strategies as directed by the Recovery Steering Committee and detailed in the Post Disaster Redevelopment Plan
		Municipal Planning Departments	<ul style="list-style-type: none"> • In compliance with local plans, policies and procedures, implement land use, reconstruction, and redevelopment policies that expedite recovery, decrease future hazard vulnerability, and support long-term community sustainability • Encourage implementation of mitigation strategies in residential reconstruction as detailed in the Local Mitigation Strategy
Support			

Lead	Treasure Coast Regional Planning Council	<ul style="list-style-type: none"> • Provide technical expertise to support regional planning efforts that expedite reconstruction and redevelopment • Support initiatives within the region that decrease future hazard vulnerability, and support long-term community sustainability
	Community Redevelopment Agencies	<ul style="list-style-type: none"> • In compliance with local plans, policies and procedures, implement land use, reconstruction, and redevelopment policies that expedite recovery, decrease future hazard vulnerability, and support long-term community sustainability • Encourage implementation of mitigation strategies in residential reconstruction as detailed in the Local Mitigation Strategy

Health & Medical Services Unit (Unit): This Unit supports the permanent provision of health- and mental-health services during the immediate and long-term recovery phase. The focus is less on immediate, emergency, lifesaving medical services and more on long-term restoration of community health-service needs. In the aftermath of a large-scale disaster, hospitals, nursing homes, dialysis centers, mental-health clinics and other service providers may be damaged or destroyed. Disasters inherently drive the need for an increased level-of-service due to environmental and mental stresses, as well as community hazards post-disaster. Without adequate provision of health and medical services within the community, long-term sustainability is not viable. This Unit will support the recovery and redevelopment of health and human services throughout the County by identifying gaps in service availability; monitoring the needs of special populations; and coordinating special assistance with partner organizations.

Lead	Agency	Responsibilities
Lead	Palm Beach County Health Department	<ul style="list-style-type: none"> • Coordinate Unit personnel and staff the Recovery Operations Center under the direction of the Recovery Steering Committee • Notify support agency personnel to report to the Recovery Operations Center if additional support is needed to implement recovery actions, as directed by the Recovery Steering Committee • Disseminate and coordinate information, resources, and capabilities among local, State, Federal, private, and nonprofit organizations supporting Unit activities • Maintain status and resource information related to activities within the Recovery Operations Centers and the field • Forward requests for additional resource needs to the Recovery Steering Committee • Serve as the primary point of communication, coordination, and conflict resolution among all public, private, and nonprofit health care provider organizations in the community • Identify, coordinate and implement the Unit specific recovery goals and objectives, as outlined in the Recovery Operations Plan and internal plans, policies and procedures • Coordinate with the health care community and facilities to verify operational capability, plans for future reconstruction, and ongoing medical staffing support needs • Monitor the safety of the community potable water, and

Support		<p>functioning sanitation system</p> <ul style="list-style-type: none"> • Establish vector controls throughout the recovery phase • Obtain and compile reports on the medical, mental health, pharmaceutical, and other needs of persons with special needs in the community, including special transportation needs, specialized equipment, supplies, and services • Coordinate with the regulatory agencies to ensure that basic health care is available within the County by ensuring that applicable health care facilities and functions meet compliance • Properly document all recover-related costs, including personnel hours, equipment purchase and usage, and supplies, in accordance with internal financial tracking policies
Support	Agency for Health Care Administration	<ul style="list-style-type: none"> • Monitor the operational status of health care facilities within the community • Report expected service outages and community health care service shortfalls
Support	Palm Tran	<ul style="list-style-type: none"> • Provide ongoing special transit services to persons requiring assistance
Support	Palm Beach County Medical Society	<ul style="list-style-type: none"> • Support the provision of medical personnel to support post-disaster operation of medical facilities
Support	Health Care Emergency Response Coalition	To Be Determined
Support	Health and Medical Service Providers	<ul style="list-style-type: none"> • Restore health care facilities and replace equipment • Report extended service outages to lead agency

Unmet Needs Unit (Unit): This Unit ensures an organized, efficient, and effective recovery effort in the aftermath of a disaster by promoting cooperation and coordination among local, State, Federal, and volunteer agencies, to address those needs of individuals and families that have not been met through traditional means. The services provided include emergency home repair, debris removal, and other need assistance.

	Agency	Responsibilities
Lead	Disaster Recovery Coalition	<ul style="list-style-type: none"> • Coordinate Unit personnel and staff the Recovery Operations Center under the direction of the Recovery Steering Committee • Notify support agency personnel to report to the Recovery Operations Center if additional support is needed to implement recovery actions, as directed by the Recovery Steering Committee • Disseminate and coordinate information, resources, and capabilities among local, State, Federal, private, and nonprofit organizations supporting Unit activities • Maintain status and resource information related to activities within the Recovery Operations Centers and the field

Support		<ul style="list-style-type: none"> • Forward requests for additional resource needs to the Recovery Steering Committee • Serve as the primary point of communication, coordination, and conflict resolution among all public, private, and nonprofit organizations supporting this Unit • Identify, coordinate and implement the Unit specific recovery goals and objectives as outlined in the Recovery Operations Plan and internal plans, policies and procedures • Remain the primary point of: coordination: information among unmet needs support agencies on the status of an incident; information on community restoration; available community resources; and, status of unmet community needs • Coordinate with the Case Management Unit to identify any unmet needs remaining in the community • Assist in the prioritization of requests for resources • Coordinate with other community-based organizations to provide food, potable water, clothing, shelter, mass care and other basic needs, as required, to disaster survivors • Coordinate with the Housing Unit and other social service agencies to secure suitable emergency/temporary housing for individuals at mass-care sites • Properly document all recover-related costs, including personnel hours, equipment purchase and usage, and supplies, in accordance with internal financial tracking policies
Support	Human Services Division	<ul style="list-style-type: none"> • Support all communications with clients through the case-management system • Communicate resource availability to survivors based on their recovery plan • Provide technical assistance to the Disaster Recovery Coalition and attend meetings as requested • Provide referrals to clients based on available community resources

Case Management Unit (Unit): This Unit will manage the process of organizing and providing a timely, coordinated approach to assess disaster-related needs including health care, and mental health and human services needs that were caused or exacerbated by the event and which may adversely impact an individual or family’s recovery if not addressed. The Unit will facilitate the delivery of appropriate resources and services, work with clients to implement a recovery plan, and advocate for the clients’ needs to assist them in returning to a pre-disaster status, while respecting human dignity. This is facilitated through the provision of a single point of contact for disaster assistance applicants who need a wide variety of services that may be provided by many different organizations. If necessary, this Unit will help transition the client with pre-existing needs to existing case- management providers after the disaster-related needs, including rebuilding and reconstruction needs, are addressed.

Lead	Agency	Responsibilities
	Human Services Division	<ul style="list-style-type: none"> • Coordinate Unit personnel and staff the Recovery Operations Center under the direction of the Recovery Steering Committee • Notify support-agency personnel to report to the Recovery Operations Center if additional support is needed to implement recovery actions, as directed by the Recovery Steering Committee • Disseminate and coordinate information, resources, and capabilities among local, State, Federal, private, and nonprofit organizations supporting Unit activities • Maintain status and resource information related to activities within the Recovery Operations Centers and the field • Forward requests for additional resource needs to the Recovery Steering Committee • Serve as the primary point of communication, coordination, and conflict resolution among all public, private, and nonprofit organizations supporting this Unit • Identify, coordinate and implement the Unit-specific recovery goals and objectives as outlined in the Recovery Operations Plan and internal plans, policies and procedures • Screen disaster survivors for disaster-related needs • Interview the disaster survivor using the accepted case file form which requests in-depth information about the client, their loss, recovery support received, and personal resources that can be applied to their needs • Verify the survivor’s needs based upon client-intake forms • Develop a recovery plan with the survivor, detailing their personal recovery strategies from the impact of the disaster, and identifying gaps between the survivor’s resources and resource shortfalls necessary for the survivor to reach self sufficiency • Address survivor needs identified in the survivor’s recovery plan by identifying resources to meet those needs within the community
Support	Disaster Recovery Coalition Partner Agencies	<ul style="list-style-type: none"> • Coordinate with all partner agencies to identify community resources for addressing unmet community needs • Coordinate with the Palm Beach County Health Department and other regulatory agencies to ensure that basic health care is available to the citizens within the county • Coordinate with the Greater Palm Beach Area Chapter - American Red Cross and other community-based organizations to provide food, potable water, clothing, shelter, mass care and other basic needs • Assist the Greater Palm Beach Area Chapter - American Red Cross with inquiries and registration services to reunite families, or to respond to inquiries from relatives or friends • Coordinate with the Animal Care and Control Division to ensure

		the care and shelter of animals displaced or put at risk as a result of the disaster
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Economic Redevelopment Unit (Unit): This Unit supports the long-term economic viability of the community. All possible strategies should be explored, including those for keeping small businesses afloat until adequate financial assistance is available; retention of core businesses; assistance in the coordination of the preparation, response, and recovery processes for business and industry; and responding to the immediate and long-term recovery needs of businesses affected by a disaster. This Unit will coordinate the ongoing operations of Business Recovery Centers and facilitate community awareness of Small Business Administration loans and other financial-assistance programs.

	Agency	Responsibilities
Lead	Economic Development Office	<ul style="list-style-type: none"> Coordinate Unit personnel and staff the Recovery Operations Center under the direction of the Recovery Steering Committee Notify support agency personnel to report to the Recovery Operations Center if additional support is needed to implement recovery actions, as directed by the Recovery Steering Committee Disseminate and coordinate information, resources, and capabilities among local, State, Federal, private, and nonprofit organizations supporting Unit activities Maintain status and resource information related to activities within the Recovery Operations Centers and the field Forward requests for additional resource needs to the Recovery Steering Committee Serve as the primary point of communication, coordination, and conflict resolution among all public, private, and nonprofit organizations supporting this Unit Identify, coordinate and implement the Unit-specific recovery goals and objectives as outlined in the Recovery Operations Plan

Support		<p>and internal plans, policies and procedures</p> <ul style="list-style-type: none"> • Identify, coordinate and implement the Business Recovery Centers as outlined in the Business Recovery Standard Operating Procedure ⁷ • Disseminate and coordinate information, resources, and capabilities within public and private-sector organizations in order to enhance business disaster preparedness, response, recovery, and mitigation • Serve as the primary communication and coordination link with State and Federal private-sector and business-related governmental partners • Assist with business preparedness, business continuity decisions, and business recovery efforts • Coordinate business-related recovery assistance • Answer inquiries and provide status reports from the business community • Prepare and distribute business-specific reports • Update on an ongoing basis, post-event business status and damage-assessment information • Advise the Steering Committee and State business-relevant agencies of economic-redevelopment efforts • Assist in the coordination and communication of policies and decisions • Represent business interests in establishing priorities relevant to recovery and economic redevelopment activities • Compile and log information related to business operational status, especially when businesses: become operational; are unable to operate; are likely to relocate out of the county; and, are destroyed
	Business Development Board	<ul style="list-style-type: none"> • Upon request of the lead agency, staff the Recovery Operations Center • Provide information, resources, and capabilities to enhance business disaster recovery efforts • Assist with business preparedness, continuity decisions, and recovery efforts • Coordinate business-related recovery assistance • Answer inquiries and provide status reports from the business community • Support Business Redevelopment Centers as detailed in the Business Redevelopment Center Standard Operating Procedure
	Private Sector Organizations	<ul style="list-style-type: none"> • Provide information on capabilities to support community recovery efforts • Develop business-continuity plans to enhance business resilience
	Municipal Chambers of	<ul style="list-style-type: none"> • Provide information, resources, and capabilities to enhance

⁷ Procedure under development at the writing of this plan.

Support	Commerce	<p>business disaster-recovery efforts</p> <ul style="list-style-type: none"> • Assist with business preparedness, continuity decisions, and recovery efforts • Coordinate business-related recovery assistance • Answer inquiries and provide status reports from the business community
	Workforce Alliance	<ul style="list-style-type: none"> • Upon request of the lead agency, staff the Recovery Operations Center • Provide information, resources, and capabilities to enhance business disaster-recovery efforts, and support workforce retention and workforce-training efforts
	Small Business Development Centers	<ul style="list-style-type: none"> • Upon request of the lead agency, staff the Recovery Operations Center • Provide information, resources, and capabilities to enhance small-business disaster-recovery efforts • Support financing and incentive options to retain small businesses; retrain small businesses; and support business retention • Assist with business preparedness, continuity decisions, and recovery efforts • Coordinate business-related recovery assistance • Answer inquiries and provide status reports from the business community
	Economic Council of Palm Beach County, Inc.	<ul style="list-style-type: none"> • Upon request of the lead agency, staff the Recovery Operations Center • Provide information, resources, and capabilities to enhance business disaster-recovery efforts • Assist with business preparedness, continuity decisions, and recovery efforts • Coordinate business-related recovery assistance • Answer inquiries and provide status reports from the business community

Environmental Preservation and Restoration Unit^(Unit): This Unit coordinates the myriad of environmental challenges facing the natural systems in post-disaster scenarios. There is no single entity on the local level of government that has the resources or technical expertise to prevent, remediate, or restore damaged coastal, surface water, groundwater, and water-vulnerable ecosystems and habitat, and protected species, among others. Pollution will occur as a result of disaster impacts such as shoreline erosion, damaged systems causing debris in waterways, or exposed household hazardous wastes. The impacts may also be caused by direct action of response and recovery workers damaging fragile ecosystems during debris-removal activities, or endangerment of protected species during reconstruction efforts. This Unit should work diligently to not only take reactive measures where environmental issues exist, but should work with community stakeholders and environmental groups to implement proactive strategies and actions that will preserve important environmental resources.

	Agency	Responsibilities
	Lead	Environment Resources Management Department
Support	United States Fish and Wildlife Service	<ul style="list-style-type: none"> • Monitor sensitive habitats and coordinate findings with lead agency • Monitor water quality and quantity in the Loxahatchee National Wildlife Refuge

	<ul style="list-style-type: none"> • Monitor environmental status in wildlife management areas • Discourage actions of recovery workers damaging fragile ecosystems during debris-removal activities, or endangerment of protected species during reconstruction efforts
United States Army Corps of Engineers	<ul style="list-style-type: none"> • Support the development of structural solutions to ongoing environmental degradation
National Marine Fisheries Service	<ul style="list-style-type: none"> • Monitor sensitive marine habitats and support solutions to ongoing environmental degradation
Florida Department of Environmental Protection	<ul style="list-style-type: none"> • Monitor sensitive habitats and support solutions to ongoing environmental degradation • Assess, seek funding, and develop specific strategies to remediate coastal shoreline and dune restoration • Conduct environmental cleanup of hazardous materials spills and contamination • Monitor water quality and sample reefs
South Florida Water Management District and Water Control Districts	<ul style="list-style-type: none"> • Monitor sensitive marine habitats and support solutions to ongoing environmental degradation • Monitor water quality and water quantity in waters under the jurisdiction of the Water Control District • Conduct clean-up of water systems which are contaminated by debris and other contaminants
Florida Fish and Wildlife Conservation Commission	<ul style="list-style-type: none"> • Monitor sensitive marine habitats and support solutions to ongoing environmental degradation
Florida Inland Navigation District	<ul style="list-style-type: none"> • Monitor water quality of water ways under the jurisdiction of the District
South Florida Water Management District	<ul style="list-style-type: none"> • Sample water quality in all water bodies under District jurisdiction • Sample groundwater supplies for saltwater intrusion • Monitor environmental contaminants in surface and groundwater systems and storm-water treatment areas
Parks and Recreation Department	<ul style="list-style-type: none"> • Monitor sensitive marine habitats and support solutions to ongoing environmental degradation
Palm Beach County Health Department	<ul style="list-style-type: none"> • Monitor air quality through monitoring stations • Monitor safety of drinking-water supplies • Sample beaches for sewage contamination • Execute and disseminate public health-warning and protective-action recommendations
Planning, Zoning and Building Department	<ul style="list-style-type: none"> • The County archeologist will support all recovery activities which involve historic sites and structure

Permanent Housing Unit ^(Unit): This Unit will support all solutions to restoring permanent housing to survivors in temporary or transitional housing. Additionally, it will coordinate with other agencies, organizations, and stakeholders who may be able to find creative solutions to challenges, such as shortages of contractors and supplies; coordinate with public housing and other residential construction efforts; and coordinate the distribution of financial opportunities from public, private, and nonprofit sources that could support residential reconstruction efforts.

		Agency	Responsibilities
Lead		Housing and Community Development Department	<ul style="list-style-type: none"> • Coordinate Unit personnel and staff the Recovery Operations Center under the direction of the Recovery Steering Committee • Notify support agency personnel to report to the Recovery Operations Center if additional support is needed to implement recovery actions, as directed by the Recovery Steering Committee • Disseminate and coordinate information, resources, and capabilities among local, State, Federal, private, and nonprofit organizations supporting Unit activities • Maintain status and resource information related to activities within the Recovery Operations Centers and the field • Forward requests for additional resource needs to the Recovery Steering Committee • Serve as the primary point of communication, coordination, and conflict resolution among all public, private, and nonprofit organizations supporting this Unit • Maintain daily communication with the Housing Solutions Center at the Disaster/Joint Field Office • Identify, coordinate and implement the Unit specific recovery goals and objectives as outlined in the Recovery Operations Plan and internal plans, policies and procedures • Identify creative solutions to restore permanent housing to survivors who are currently in temporary or transitional housing • Coordinate with other agencies, organizations, and stakeholders who may be able to provide resources and creative solutions, such as vacant housing projects, vacant property, donations of construction materials and labor, or conversion of other properties to affordable housing • Working with State, Federal, and private-sector organizations, identify solutions for shortages of contractors and construction supplies • Coordinate with public housing and other residential construction efforts • Coordinate the distribution of information for financial opportunities from public, private, and nonprofit sources that could support residential reconstruction efforts • Properly document all recover-related costs, including personnel hours, equipment purchase and usage, and supplies, in accordance with internal financial tracking policies
	Support		Planning, Zoning and Building Department

Support		<ul style="list-style-type: none"> • Support the identification of creative housing solutions including the use of approved Planned Unit Developments which have not yet been constructed • Monitor and support the development of affordable housing, and avoidance of post-disaster blight • Find creative solutions for use of State, Federal, private and other funds to support permanent housing solutions, such as Community Development Block Grants
	Disaster Recovery Coalition	<ul style="list-style-type: none"> • Support case-management efforts that link families with unmet permanent housing needs to permanent housing solutions • Identify community resources to support the construction and reconstruction of permanent housing through such organizations as Habitat for Humanity, Christian Contractors Association, and others
	Private-Sector Organizations	<ul style="list-style-type: none"> • Identify and maximize private-sector partners to donate construction supplies and materials, equipment, labor, or technical assistance in support of permanent housing • Provide incentives and marketing of promotional opportunities to economic redevelopment while simultaneously promoting permanent housing solutions
	Non-Governmental Organizations	<ul style="list-style-type: none"> • Identify and maximize partnerships with non-government organizations to donate funds, construction supplies and materials, equipment, labor, and technical assistance in support of permanent housing

Logistics Section

This Section is dedicated to meeting the temporary and transitional needs of disaster survivors during long-term recovery.

Disaster Operations Center and Disaster Recovery Centers Unit ^(Unit): This Unit supports the identification, implementation operation, management, and logistical needs of the Disaster Operations Center and the Disaster Recovery Centers on behalf of unincorporated Palm Beach County and all impacted municipal jurisdictions. Disaster Recovery Centers provide survivors guidance and assistance in the aftermath of a disaster. In a disaster of significant size, declared counties will normally have one or more Disaster Recovery Centers established, responsibility for which is jointly shared by the State Emergency Response Team, Federal Emergency Management Agency and the impacted local jurisdictions coordinated by the local County Recovery Operations Center. To the extent practicable, the centers are staffed by representatives from each State, Federal and local program which has a responsibility to provide services to survivors. This Unit is responsible for developing the coordinated demobilization plan that transfers all response functions, resources, and personnel under the direct supervision of the Emergency Operations Center. The plan must account for all resources obtained through the Emergency Operations Center and determine the need to either demobilize the resources, or transfer their assignment to the Recovery Operations Center, if continued functions are

necessary. The goal of the transition planning unit at the Emergency Operations Centers was to deactivate as many response functions as possible. They will continue this function until it is complete. If necessary, they may transfer personnel to the Recovery Operations Center to finalize response demobilization activities.

	Agency	Responsibilities
Lead	Public Safety Department, Emergency Management Division	<ul style="list-style-type: none"> • Coordinate Unit personnel and staff the Recovery Operations Center under the direction of the Recovery Steering Committee • Notify support agency personnel to report to the Recovery Operations Center if additional support is needed to implement recover actions, as directed by the Recovery Steering Committee • Disseminate and coordinate information, resources, and capabilities among local, State, Federal, private, and nonprofit organizations supporting Unit activities • Maintain status and resource information related to activities within the Recovery Operations Centers and the field • Forward requests for additional resource needs to the Recovery Steering Committee • Serve as the primary point of communication, coordination, and conflict resolution among all public, private, and nonprofit organizations supporting this Unit • Identify, coordinate and implement the Unit-specific recovery goals and objectives as outlined in the Recovery Operations Plan and internal plans, policies and procedures • Monitor Emergency Operations Center demobilization efforts and ensure effective transition to the Recovery Operations Center • Identify facilities and siting criteria for Disaster Recovery Centers and the Recovery Operations Center • Maintain a list of pre-identified facilities that may service as centers and which meet State and Federal requirements • Coordinate with the Florida Division of Emergency Management on the activation, equipping and operation of sites in the post-disaster environment • Coordinate with municipalities on the staffing and operations of centers within municipal jurisdictions • Ensure that all Disaster Recovery Center and Disaster Operations Center resources and expenses are tracked and returned or released at the time of Disaster Recovery Center closure
Support	Facilities Development and Operations Department	<ul style="list-style-type: none"> • Identify facilities which may serve as recovery facilities • Conduct assessment of facilities based upon siting criteria • Support the activation and operation of centers in the post-disaster environment
	State Emergency Response Team and Federal Emergency	<ul style="list-style-type: none"> • Coordinate, activate, staff, equip, and provide compensation for activities related to the recovery-support facilities, including the Recovery Operations Center and the Disaster Recovery Center

Lead	Management Agency	<ul style="list-style-type: none"> • Monitor status and provide information related to recovery activities
	Municipalities	<ul style="list-style-type: none"> • Identify potential facilities which may be used as Disaster Recovery Centers within the municipal boundaries • Provide personnel to staff the facilities, and equipment if available onsite • Support media and public information releases related to the activation and operation of the centers
	Planning, Zoning and Building Department	<ul style="list-style-type: none"> • Provide staff to support the centers and provide information related to reconstruction, permitting, and mitigation
	Disaster Recovery Coalition	<ul style="list-style-type: none"> • Provide personnel to support the unmet needs registration and case-management process • Properly document all recover-related costs, including personnel hours, equipment purchase and usage, and supplies, in accordance with internal financial tracking policies

Volunteer and Donations Management Unit ^(Unit): This Unit coordinates disaster volunteer management and Volunteer Reception Centers. Through five programs, local Volunteer Centers and emergency response agencies recruit and train volunteers to help lessen the effects of disasters and enhance the community’s capacity to respond. This Unit will also assist in providing for the needs of volunteer groups that enter the impacted areas to provide emergency home repair, debris removal, and other need assistance. The Unit will ensure that volunteer hours are properly tracked to provide matching funds for appropriate Federal funding mechanisms. The Volunteer Reception Center will provide training and solicit affiliated and spontaneous unaffiliated volunteers through United Way of Palm Beach County for the Volunteer Reception Center. The Unit will manage donated goods and services to include financial resources through Gulfstream Goodwill Industries. Detailed roles and responsibilities for staff and volunteer personnel in ordering, mobilizing, dispatching, and tracking, recovering and demobilizing resources, may be referenced in the Palm Beach County Volunteer and Donations Management Coordinating Procedure. The organizational structure of United Way of Palm Beach County and Gulfstream Goodwill Industries is outlined in this coordinating procedure to further support the Palm Beach County Comprehensive Emergency Management Plan.

Lead	Agency	Responsibilities
Lead	United Way of Palm Beach County	<ul style="list-style-type: none"> • Coordinate Unit personnel and staff the Recovery Operations Center under the direction of the Recovery Steering Committee • Notify support-agency personnel to report to the Recovery Operations Center if additional support is needed to implement recovery actions, as directed by the Recovery Steering Committee • Disseminate and coordinate information, resources, and capabilities among local, State, Federal, private, and nonprofit organizations supporting Unit activities • Maintain status and resource information related to activities within the Recovery Operations Centers, the Volunteer Reception

		<p>Center, donations warehouses and other recovery field operations supporting the volunteers and donations mission</p> <ul style="list-style-type: none"> • Forward requests for additional resource needs to the Recovery Steering Committee • Serve as the primary point of communication, coordination, and conflict resolution among all public, private, and nonprofit organizations supporting this Unit • Identify, coordinate and implement the Unit-specific recovery goals and objectives as outlined in the Recovery Operations Plan and internal plans, policies and procedures • Identify the need for volunteers to support the recovery effort and identify necessary skills and capabilities needed to perform tasks • Coordinate the identification, activation, staffing, management, operations, and demobilization of the Volunteer Reception Centers • Facilitate the matching of donated goods and services with all organizations requiring additional resource support • Working through the Public Education and Information Unit, support the distribution of public information and news releases to the media to encourage the public to contribute cash donations to established, recognized disaster-relief organizations • Accept cash donations on behalf of the United Way of Palm Beach County and Gulfstream Goodwill Industries designated by Memorandums of Understanding as the Volunteer and Donation Unit • Establish a central phone number to respond to inquiries concerning donations, working with Palm Beach County's 2-1-1 • Properly document all recover-related costs, including personnel and volunteer hours, equipment purchase and usage, and supplies, in accordance with internal financial tracking policies
	Gulfstream Goodwill Industries, Inc.	<ul style="list-style-type: none"> • Provide staffing upon request of the lead agency to support recovery operations at the Recovery Operations Center • Support the lead agency in coordinating recovery actions in support of recovery operations • Support the identification and management of resources for the survivors, volunteers and emergency organizations in recovery • Work closely with Volunteer Florida's Emergency Management • Coordinate with Regional Relief Center and report inventory of donated warehouse items • Compile accurate volunteer and donations statistics and information for the Recovery Operations Center
	2-1-1 Collaborative	<ul style="list-style-type: none"> • When requested by the County and agreed upon by a 2-1-1 collaborative, establish a central phone number to respond to inquiries concerning donations; manage a computer database for documenting donated resources; and, share donations information with all participating agencies
	Palm Beach County Health Department	<ul style="list-style-type: none"> • Coordinate medical and public health volunteer efforts with local

Support		<p>agencies and voluntary organizations involved in relief efforts</p> <ul style="list-style-type: none"> • Activate, assign, credential and track volunteers with these specialized skills
	Disaster Recovery Coalition	<ul style="list-style-type: none"> • Serve as liaison supporting the volunteer and donations management mission • Ensure coordination of the emergency home-repair mission • Maintain financial documentation regarding volunteers and donations management activities • Pursue grants supporting the volunteer and donations management • Serve as Coalition liaison to the Volunteer Center of United Way of Palm Beach County • Provide information on repair opportunities for volunteers and assist Case/Volunteer Coordinator • Maintain status information of number of repair projects, volunteers, and volunteer hours • Ensure that critical information is effectively communicated to the executive leadership team • Accept cash donations on behalf of the United Way of Palm Beach County and Gulfstream Goodwill Industries, designated by a Memorandum of Understanding as the Volunteer and Donation Unit

Disaster Disaster Housing Unit (Temporary and Transitional) (Unit): This Unit coordinates post-disaster plans and strategies for temporary and transitional housing to provide safe, sanitary, timely and temporary/transitional housing solutions for displaced survivors. This Unit will assist families during their transition into temporary or transitional housing while their homes are being rebuilt, or new, permanent homes can be located. The Unit may advocate for temporary or transitional housing options, such as vacant apartments, big box structures, cruise ships, vacant mobile homes, vacant season units, etc. This Unit may coordinate with the Joint Disaster Housing Task Force at the Joint/Disaster Field Office to provide temporary housing options, such as mobile units (travel trailers or mobile homes). The group site alternative is a “last resort” option and will only be employed if no other existing temporary or transitional units are available. This Unit will also coordinate the necessary wrap-around services associated with all interim housing solutions, including transportation, document replacement, health and mental health services, childcare, and others needed to support transition to permanent housing. It is important to note that this Unit does not deal with the construction and support needed for PERMANENT housing solutions and community redevelopment.

Lead	Agency	Responsibilities
	Housing and Community Development Department	<ul style="list-style-type: none"> • Coordinate Unit personnel and staff the Recovery Operations Center under the direction of the Recovery Steering Committee • Notify support-agency personnel to report to the Recovery Operations Center if additional support is needed to implement recover actions, as directed by the Recovery Steering Committee

	<ul style="list-style-type: none">• Disseminate and coordinate information, resources, and capabilities among local, State, Federal, private, and nonprofit organizations supporting Unit activities• Maintain status and resource information related to activities within the Recovery Operations Centers and the field• Forward requests for additional resource needs to the Recovery Steering Committee• Serve as the primary point of communication, coordination, and conflict resolution among all public, private, and nonprofit organizations supporting this Unit• Identify, coordinate and implement the Unit-specific recovery goals and objectives as outlined in the Recovery Operations Plan and the Disaster Housing Plan, and internal plans, policies and procedures• Monitor incoming damage-assessment reports, and estimate number of displaced residents in the unincorporated county and all municipal jurisdiction within the county• Implement the Blue-Roof mission and the emergency repair mission if resources continue to be needed in the recovery environment• Collect and maintain information on available existing vacant housing units, including hotel/motel units, rental apartments, seasonal units, commercial property, public housing, colleges and universities, and make this information available to human service agencies, the Joint Disaster Housing Task Force and Joint Disaster Housing Solutions Center, the Planning Unit, municipal jurisdictions, the Disaster Recovery Coalition, and other agencies and organizations seeking to support the disaster housing mission• Contact municipal building departments to request information on condemned housing units within their jurisdictions if such information is not already available through the efforts of the Damage Assessment Unit• Coordinate the inspection of potential temporary housing sites and, if necessary, include on-site flooding, damage to on-site infrastructure, damage to on-site facilities, extent of site debris presence, and accessibility to the site• Coordinate with representatives of the Facilities Development and Operations Department, the Public Safety Department Emergency Management Division, the Florida Division of Emergency Management, and the Federal Emergency Management Agency, to select a temporary housing site(s) based on estimates of households left homeless, the location(s) of the displaced population, the condition of the potential sites, and the type(s) of temporary housing that will be provided• Coordinate with the State Emergency Response Team, the Federal Emergency Management Agency, and local agencies to direct temporary housing resources to the optimal site(s)• Coordinate with the County Planning, Zoning and Building
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		<p>Department and those of municipal jurisdictions; the Palm Beach County Health Department, County and municipal jurisdictions' Fire Rescue departments to expedite permitting, to ensure all life-safety inspections are completed in a timely manner and that all local, State, and Federal permitting and regulatory requirements are met. The Municipal Coordination Unit of the Planning Section may be instrumental in supporting this extensive coordination and information exchange mission</p> <ul style="list-style-type: none"> • Coordinate with the Public Information Officers (County, State, and the Federal Emergency Management Agency), on media releases advising the public of temporary housing information • Properly document all recover-related costs, including personnel hours, equipment purchase and usage, and supplies, in accordance with internal financial tracking policies • Coordinate with the Disaster Recovery Coalition, the Case Management Unit, the Unmet Needs Unit, and the Health and Medical Services Unit to ensure that the additional service needs of displaced survivors in interim housing situations are being addressed, and that an exit strategy is being coordinated as soon as possible
Support	Facilities Development & Operations Department	<ul style="list-style-type: none"> • Perform a basic inspection of potential temporary housing sites, if necessary • Conditions to be assessed will include on-site flooding, damage to on-site infrastructure, damage to on-site facilities, extent of debris presence at the site, and accessibility to the site • Coordinate the ongoing logistical needs at temporary group sites
	Planning, Zoning and Building Department	<ul style="list-style-type: none"> • Perform a basic inspection of potential temporary housing sites • Support Blue Roof implementation mission in accordance with standard operating guidelines if necessary during recovery • Support the permitting needs associated with the temporary housing mission at existing Recreational Vehicle Parks, Mobile Home Parks, mobile units on private lots, and new group sites throughout the county • Evaluate permitted Planned Unit Developments for use as temporary group sites • Consider implementation of an expedited permitting process, if necessary, to support the disaster housing mission
	Parks and Recreation Department	<ul style="list-style-type: none"> • Perform a basic inspection of potential temporary housing sites at facilities owned or operated by the County Parks and Recreation Department, including on-site flooding, damage to on-site infrastructure, damage to on-site facilities, extent of debris presence at the site, and site accessibility
	PalmTran	<ul style="list-style-type: none"> • Coordinate transportation of evacuees to temporary and alternate housing sites in the event that alternative housing must be designated for impacted victims
	Municipalities	<ul style="list-style-type: none"> • Coordinate with the Recovery Operations Centers' Disaster Housing Unit on the estimated numbers of displaced persons and

		<p>the estimated number of temporary housing units needed</p> <ul style="list-style-type: none"> • Collect and maintain information on available, existing, vacant housing units, including both hotel/motel units and rental apartments, and make this information available to the Recovery Operations Center and the Damage Assessment Unit • Document and provide information on housing units condemned within the municipality • Perform a basic inspection of potential temporary housing sites, including damage to on-site infrastructure, damage to on-site facilities, extent of debris presence at the site, and site accessibility
	Community Services Division	<ul style="list-style-type: none"> • Gather applications from persons in need of housing assistance • Assist with the placement of people in hotels in conjunction with the Housing and Community Development Department
	Disaster Recovery Coalition	<ul style="list-style-type: none"> • Identify, track, and coordinate case management activities to address unmet housing needs in the community • Support the development of a disaster housing exit strategy for all displaced survivors • Support the provision of human services (wrap-around services) at all disaster housing group sites, which may include the provision of job referral services, medical and mental health services, day care for dependents and children, replacement of essential items such as furniture and clothing, and others as identified during the case-management process

Table 1: Overview of Organizational Functions by Section

Role and Description	Lead	Support
Planning Section		
<p>Public Education and Information Unit: Coordinate the release of all recovery public information in conjunction with the Recovery Steering Committee, municipalities, State and Federal partner agencies.</p>	Public Affairs Department	Public Information Officers Cooperative Public Information Officers Public Affairs at the Disaster/Joint Field Office
<p>Recovery Documentation Unit: Compile and store official documents, correspondence, Geographic Information System information, and other incident documentation to support reimbursement activities, auditing activities, and historical research.</p>	Public Safety Department, Emergency Management Division	Planning, Zoning and Building Department County Attorney’s Office Public Affairs Department Information Systems Services Department
<p>Damage Assessment/Infrastructure Restoration Monitoring Unit: Provide ongoing monitoring and updates of initial damage-assessment information, and maintain status of critical facilities and infrastructure restoration efforts via reports, maps, and other electronic images. Monitor and track ongoing debris-management activities.</p>	Public Safety Department, Emergency Management Division	Planning, Zoning and Building Department Facilities Development and Operations Department Engineering and Public Works Department Water Utilities Department Solid Waste Authority Florida Power and Light Company Parks and Recreation Department Airport Department Port Authority Environmental Resources Management Department Municipalities Special Districts
<p>After-Action Reports and Corrective-Action Unit: Monitor and document the successes and shortfalls of the response and recovery operations in the aftermath of the disaster. In order to ensure that lessons are learned from past mistakes and that improvements may be achieved over time, this Unit is responsible for identifying post-disaster resource and programmatic shortfalls. This Unit will ultimately document recommendations which will</p>	Post-Disaster Redevelopment Steering Committee	Recovery Operations Center Section Chiefs Public Safety Department, Emergency Management Division

**Palm Beach County
Disaster Recovery Plan**

Role and Description	Lead	Support
enhance emergency operations capability through a strategic evaluation and long-term improvement program.		
Mitigation Coordination Unit: Coordinate the assessment and evaluation of countywide mitigation opportunities among public, private and nonprofit stakeholders, as detailed in the Local Mitigation Strategy.	Local Mitigation Strategy Steering Committee	Municipalities and Special Districts Public Safety Department, Emergency Management Division
Recovery Planning Unit: Facilitate the development of and document the County's disaster-recovery strategies, and support integration across plans, policies, procedures, and jurisdictions on behalf of the Recovery Steering Committee.	Recovery Steering Committee	Housing and Community Development Department Treasure Coast Regional Planning Council Metropolitan Planning Organization Public Safety Department, Emergency Management Division Disaster Recovery Coalition
Municipal Coordination Unit: Provide technical assistance, resources and support to municipal jurisdictions during recovery.	Palm Beach County League of Cities, Inc.	City Managers Association Municipalities Public Safety Department, Emergency Management Division
Finance and Administration Section		
Financial Administration Unit: Support countywide financial and budgetary funding decisions on behalf of the Palm Beach County Board of County Commissioners.	Office of Financial Management and Budget	All County Departments Municipal League Economic Development Office
Grants Administration Unit: Establish an information clearinghouse to track available grants.	Office of Financial Management and Budget	All County Departments Economic Development Office Legislative Affairs Department Housing & Community Development Department Palm Beach County League of Cities, Inc. Private -Sector Organizations

Role and Description	Lead	Support
<p>Federal Reimbursement Coordination Unit: Oversee the project identification, estimation, contractor selection, reconstruction, document submission, and conflict resolution of all Federal Emergency Management Agency-related financial matters.</p>	<p>Public Safety Department</p>	<p>Office of Financial Management and Budget Purchasing Department All Federal Emergency Management Agency-eligible applicants</p>
Operations Section		
<p>Facility Reconstruction Unit: Coordinate the permanent repair and reconstruction of government-owned facilities, and educational and cultural facilities. Provide technical assistance and support to partner agencies and municipalities.</p>	<p>Facilities Development and Operations Department</p>	<p>Engineering and Public Works Department Solid Waste Authority Parks and Recreation Department Airport Department Port Authority Environmental Resources Management Department Historic Preservation Society School District of Palm Beach County Municipalities Special Districts Local Mitigation Strategy Steering Committee Constitutional Officers</p>
<p>Infrastructure Restoration Unit: Coordinate and monitor the permanent reconstruction of all publicly-owned infrastructure, including transportation infrastructure, water, and wastewater, and storm-water utilities. Provide technical assistance and support to partner agencies and municipalities.</p>	<p>Engineering and Public Works Department</p>	<p>Water Utilities Department Water Control Districts South Florida Water Management District Florida, Power and Light Company Municipalities and Special Districts Florida Department of Transportation</p>

**Palm Beach County
Disaster Recovery Plan**

Role and Description	Lead	Support
		School District of Palm Beach County Local Mitigation Strategy Steering Committee Palm Tran
Debris Management Unit: Manage permanent debris removal activities as detailed in the Debris Management Plan.	Solid Waste Authority	Municipalities and Special Districts Engineering and Public Works Department School District of Palm Beach County
Planning and Land Use Unit: Support community redevelopment efforts through visioning and community planning, expedited permitting, mitigation, enforcement activities, and community involvement.	Planning, Zoning and Building Department	Municipal Planning Department Treasure Coast Regional Planning Council Community Redevelopment Agencies
Health & Medical Services Unit: Support the provision of health and mental health services during the immediate and long-term recovery phase; identify gaps in service availability; monitor the needs of special populations; and, coordinate special assistance with partner organizations.	Palm Beach County Health Department	Agency for Health Care Administration Palm Tran Palm Beach County Medical Society Health Care Emergency Response Coalition Emergency Medical Services (EMS) Committee and Providers Health and Medical Service Providers
Case Management Unit: Manage tracking system to identify families with unmet needs, and pool available resources to meet the needs.	Human Services Division	Disaster Recovery Coalition Partner Agencies
Unmet Needs Unit: Ensure an organized, efficient, and effective response effort in the aftermath of a disaster by promoting cooperation and coordination among local, State, Federal, and voluntary agencies to address those needs of individuals and families that have not been met through traditional means. Also assist in providing for the needs of volunteer groups that enter the impacted area to provide emergency home repair, debris removal, and other needs assistance.	Disaster Recovery Coalition	Human Services Division

Role and Description	Lead	Support
<p>Economic Redevelopment Unit: Support long-term economic redevelopment through coordination and cooperation with private-sector partners.</p>	<p>Economic Development Office</p>	<p>Chambers of Commerce Workforce Alliance Business Development Board Private-Sector Organizations Small Business Development Center Economic Council of Palm Beach County, Inc.</p>
<p>Permanent Housing Unit: Support all creative solutions that would bring permanent housing to survivors who are currently in temporary or transitional housing.</p>	<p>Housing and Community Development Department</p>	<p>Planning, Zoning and Building Department (PZB) Private Sector Organizations Disaster Recovery Coalition Non Governmental Organizations</p>
<p>Environmental Preservation and Restoration Unit: Coordinate immediate coastal and aquatic pollution prevention, remediation and begin environmental restoration activities; prevent and remediate water contamination; identify and monitor vulnerable ecosystems and habitat; remediate contamination; and, begin restoration and preservation activities.</p>	<p>Environmental Resources Management Department</p>	<p>US Fish and Wildlife Service US Army Corps of Engineers National Fisheries Services Florida Department of Environmental Protection South Florida Water Management District Palm Beach County Water Control Districts Florida Fish and Wildlife Conservation Commission Palm Beach County Health Department Florida Inland Navigation District Parks and Recreation Department</p>
Logistics Section		
<p>Recovery Operations Center and Disaster Recovery Center Unit: Coordinate the transfer from the response phase activities at the Emergency Operations Center to the recovery phase at the Recovery Operations Center. Support implementation of Disaster Recovery Centers (DRCs).</p>	<p>Public Safety Department, Division of Emergency Management</p>	<p>Facilities Development and Operations Department Federal Emergency Management Agency State Emergency Response Team Planning, Zoning and Building Department</p>

Role and Description	Lead	Support
		Disaster Recovery Coalition
<p>Disaster Housing (Temporary/Transitional) Unit: Coordinate the post-disaster housing strategy to provide safe, sanitary, timely and temporary/transitional housing solutions for displaced survivors;</p> <p><i>NOTE: This Unit does not focus on the construction and support needed for PERMANENT housing solutions. Refer to the Operations Section for all actions which permanently restore the community.</i></p>	Housing and Community Development Department	Facilities Development and Operations Department Planning, Zoning & Building Department Parks and Recreation Department Municipalities Community Services Division Disaster Recovery Coalition Palm Tran
<p>Volunteer and Donations Management Unit: Coordinate Disaster Volunteer Management, including Operation Step Up, and Volunteer Reception Centers (VRCs) in support of all recovery operations.</p>	United Way of Palm Beach County	Gulfstream Goodwill Disaster Recovery Coalition 2-1-1 Collaborative Palm Beach County Health Department

County Departments

The County Administrator has executive responsibility for directing the more than thirty departments, divisions and offices which provide residents with needed services and programs before, during, and after a large-scale disaster. The focus of operations shifts significantly from the response phase to the recovery and long-term recovery phase. The County Administrator delegates policy administration to the Deputy County Administrator to direct recovery operations. This Plan details this shift in responsibility and the mechanisms for coordinating the transitioning from response to recovery. The following section provides details regarding the assigned roles and responsibilities of each County department and division, and those of supporting organizations.

Constitutional Officers

Constitutional officers and members of the Judiciary (judges) are the only Palm Beach County government officials, other than County Commissioners, who are elected by voters and represent the entire County. The elected constitutional officers perform mission-essential functions in the aftermath of large-scale disasters, which are detailed in their Continuity of Operations Plans. Constitutional officers establish independent operating budgets and must independently manage their overall recovery and financial obligations. The public agents under the authority of the Board of County Commissioners may not directly manage the essential

functions or responsibilities of independently elected constitutional officers. The Facilities Development and Operations Department manages the assessment, emergency repair, and permanent reconstruction of all County facilities, including those of the constitutional officers. All public organizations recognize the importance of effective communication between the County recovery effort and the actions of the constitutional officers in order to serve the public efficiently and cost effectively. Currently there are seven Palm Beach County constitutional officers:

- Clerk and Comptroller
- Property Appraiser
- Public Defender
- Sheriff's Office
- State Attorney
- Supervisor of Elections
- Tax Collector

Municipalities

Unlike other counties within the State of Florida, Palm Beach County must ensure a robust ability to communicate and coordinate with all of the thirty-eight (38) municipal jurisdictions. While municipalities carry a large responsibility to manage and implement their own recovery systems in the aftermath of a disaster, the County is likely to provide support, technical assistance, and ensure ongoing communication and coordination with State and Federal partners. The Recovery Operations Center, working through the Municipal Coordination Unit, will maintain ongoing communication with the municipalities to facilitate inter-jurisdictional coordination on all recovery and redevelopment issues. The challenge lies in the diversity of disciplines which must be engaged during the recovery and long-term recovery phase. As detailed in the Overview Section, the city manager within each jurisdiction will designate an appropriate contact person to ensure that the interests of the municipality are represented at the Recovery Operations Center. During the response phase, municipal coordination is conducted through a single municipal point of contact at the designated regional Emergency Operating Area. This response phase point of contact is predominately a representative from the first response sector, such as fire rescue, law enforcement and/or public works. A municipal first-response representative may not be able to adequately address the broad diversity and complexity of technical issues which must be addressed in the recovery phase which will range from residential reconstruction and permitting issues, to transportation and infrastructure restoration issues, and the provision of long-term human support services, among others. Figure 2: *Interdisciplinary Coordination with Municipalities During Recovery*, further illustrates the diversity of functional issues which must be addressed and coordinated between the County and municipalities during the recovery phase. Effective municipal decision-making mandates integrated coordination among the following areas:

Figure 2: Interdisciplinary Coordination with Municipalities During Recovery



Special Taxing Districts

A similar level of communication and coordination is also required with the special districts throughout the county, including water control districts, fire districts, the port, airports and others. While the Board of County Commissioners may have limited authority over these entities or their budgets, the lines of communication must be well established and understood by all eligible applicants in the post-disaster environment. A detailed list of all districts may be found in the Comprehensive Emergency Management Plan. Following is an abbreviated list of special taxing districts in Palm Beach County:

- School District of Palm Beach County
- South Florida Water Management District
- Children’s Services Council
- Palm Beach County Health Care District
- Library District
- Port of Palm Beach District
- Water control, drainage and inlet districts

Non-Governmental Organizations

Most communication with these faith-based and volunteer organizations during recovery operations will occur through the Disaster Recovery Coalition. This coalition will be activated in the immediate recovery phase and will remain active as long as there are unmet community

needs. The Disaster Recovery Coalition will assign personnel to a multitude of units within the Recovery Operations Center, including the Case Management Unit, the Unmet Needs Unit, and Volunteer and Donations Management. The individuals assigned to each of these Units within the Recovery Operations Center will ensure that all human service recovery efforts are coordinated with the overall community redevelopment effort. Proper tracking of all volunteer hours is important to document involvement and maximize potential in-kind matching requirements.

Private, nonprofit organizations may qualify for Federal reimbursement according to Title 44 of the Code of Federal Regulations (44 CFR) Part 206. These private nonprofit organizations or institutions that own or operate facilities that are open to the general public and that provide any of the following services, otherwise performed by a government agency, may be eligible for reimbursement:

- Education
- Systems of energy, communication, water supply, sewage collection and treatment, or similar public service facilities
- Emergency fire protection, ambulance, rescue, and similar emergency services; medical hospital, outpatient facility, rehabilitation facility, or facility for long-term care for mental or physical injury or disease; custodial care, homes for the elderly and similar facilities that provide institutional care for persons who require close supervision, but do not require day-to-day medical care
- Essential governmental services, museums, zoos, community centers, libraries, homeless shelters, senior citizen centers, rehabilitation facilities, shelter workshops and facilities that provide health and safety services of a governmental nature
- Low-income housing, alcohol and drug rehabilitation, programs for battered spouses, transportation to medical facilities, and food programs

Private Sector

The primary mechanism for coordination with the private sector during the recovery phase is through the Business and Industry Unit (Unit) which works closely with the County's Economic Redevelopment Office, the Business Development Board, the Private-Public Partnership and other business related organizations. Later sections of this Plan detail the recovery concepts of this Unit. Additional information may be referenced in the Planning Section Coordinating Procedures and the Business and Industry Unit Standard Operating Guideline.

State Agencies

The Deputy County Administrator has the primary responsibility to coordinate all recovery activities with the State level agencies, Federal agencies, and non-governmental organizations. The Joint/Disaster Field Office is designated as the primary point of coordination for State and Federal Disaster Assistance programs as detailed in the State of Florida's Comprehensive Emergency Management Plan. The Florida Division of Emergency Management will liaise with the County on local issues and will provide technical assistance to local governments in the coordination requirements with the Federal Emergency Management Agency. The State Emergency Response Team will deploy a Recovery Liaison to all impacted Emergency Operations Centers, who will likely relocate to the Recovery Operations Center once it is activated. The State Emergency Response Team Recovery Liaison will act as principal coordinating representative for providing a broad range of technical assistance and available resources needed to support

recovery operations. A number of other liaisons may also be requested from State agencies to provide technical assistance and resources. The immediate recovery activities will focus on damage assessment, the applicants briefing, emergency debris clearance and removal, and disaster housing activities. As recovery moves into the long-term recovery phase, a full range of State agencies may support local recovery operations in the permanent restoration of infrastructure, facilities, and the environment, such as the Florida Department of Transportation, the Florida Department of Environmental Protection, the South Florida Water Management District, and others. These agencies will eventually revert to coordinating with local counterparts that have established relationships through daily operations.

- **State Coordinating Officer:** The Governor or Governor's Authorized Representative (GAR) will appoint a State Coordinating Officer (SCO) who will be assigned to the Federal Joint/Disaster Field Office and will be responsible for coordinating State emergency-response activities on a daily basis. The State Coordinating Officer will report to the Governor's Authorized Representative.

Federal Agencies

Numerous agencies on the Federal level of government provide support to State and local governments once a Federal disaster declaration is issued. State and Federal agencies and organizations coordinate recovery activities through the Joint/Disaster Field Office, which is discussed in further detail in the Concept of Recovery Operations section. Numerous Federal assistance programs are activated when local resources have been exhausted and become invaluable in the recovery process.

- **Principal Federal Official (PFO):** The Secretary of Homeland Security may elect to designate a single individual to serve as his or her primary representative to ensure consistency of Federal support as well as the overall effectiveness of Federal incident management. When appointed, such an individual serves in the field as the Principal Federal Official for the incident. The Secretary of Homeland Security will only appoint a Principal Federal Official for catastrophic or unusually complex incidents that require extraordinary coordination. When appointed, the Principal Federal Official interfaces with Federal, State, tribal, and local jurisdictional officials regarding the overall Federal incident management strategy, and acts as the primary Federal spokesperson for coordinated media and public communications. The Principal Federal Official, when assigned, does not direct the incident command structure, does he/she have directive authority over the Federal Coordinating Officer, Senior Federal Law Enforcement Official, or other Federal and State officials.
- **Federal Coordinating Officer:** The Director of the Federal Emergency Management Agency will appoint a Federal Coordinating Officer who will be responsible for coordinating all supplemental Federal Disaster Assistance available under the President's declaration. The Federal Coordinating Officer's primary mission is to coordinate the timely delivery of Federal assistance to State and local governments, individual survivors and the private sector. The responsibilities of the Federal Coordinating Officer also include coordination of public information, Congressional and community liaison, outreach activities, and establishment of a Federal Joint/Disaster Field Office.
- **Federal Emergency Management Agency's Advanced Emergency Response Team:** An

advance element of the Emergency Response Team is the initial group to respond to the State Emergency Operations Center and serves as the nucleus for the full Emergency Response Team. The Emergency Response Team is headed by a team leader from the Federal Emergency Management Agency, and is composed of the Federal Emergency Management Agency program and support staff, and representatives from selected Federal agencies. Members of the Emergency Response Team may deploy to impacted County Emergency Operations Centers to work directly with the County to obtain information on the impacts of the emergency, and to begin to identify specific requirements for Federal assistance. Other members of the Emergency Response Team will deploy directly to the most affected areas to identify an appropriate location for the Federal Joint/Disaster Field Office; to establish communications; and to set up operations in the field.

- Federal Emergency Management Agency's Emergency Response Team – National (ERT-N): This team is composed of a cadre of highly-qualified and experienced professionals who serve as the initial disaster management team, providing assistance to an impacted Region to coordinate the full range of Federal response and recovery operations in large, complex events, Weapons of Mass Destruction/terrorist events, or incidents of national significance. Currently, there are two teams that are deployed at the discretion of the Federal Emergency Management Agency Response Division Director in coordination with the Federal Emergency Management Agency Regional Director of the impacted Region. Each Federal Emergency Management Agency Emergency Response Team - National team consists of 32 members. The Federal Emergency Management Agency Emergency Response Team - National establishes operations at the Joint/Disaster Field Office. Regional personnel are integrated with the Federal Emergency Management Agency Emergency Response Team - National to form one unified Emergency Response Team. The full Emergency Response Team will be headed by the Federal Coordinating Officer. The Emergency Response Team is composed of the Federal Coordinating Officer, Federal Emergency Management Agency program and support staff, and representatives from each of the fifteen (15) Federal Emergency Support Functions.

National Incident Management System (NIMS)

The organizational structure during recovery is built upon differing operating principles than those of the response environment. During the immediate response phase, the National Incident Management System mandates clear chain of command and limited span of control in order to rapidly and decisively implement life-saving decisions. However, the recovery environment requires collaborative, integrated, decision-making, public participation, and long-term consensus building. It is this inherent evolution in the changing decision making needs from response to recovery that mandates a revised organizational framework evident in the recovery organizational chart of this Plan. In order to effectively transition from the Emergency Operations Center to the Recovery Operations Center, this plan details which departments and agencies must come to the forefront in driving decisions and long-term community recovery.

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CONCEPT OF RECOVERY OPERATIONS

The concept of recovery operations that will be used to administer recovery activities in Palm Beach County is detailed in this chapter, inclusive of the organizations, and direction and control of key recovery personnel. The Palm Beach County disaster recovery operations are managed primarily in four phases, described in detail below, include: the Preparation Phase, the Recovery Activation Phase, the Short-Term Recovery Phase, and the Long-Term Recovery Phase. There is no clear delineation when one phase ends and the next phase begins since many of the activities are activated during the preparation and response phases but continue into the short- and long-term recovery phases, such as public information and human needs services provision. Figures four (4) and five (5) were developed to illustrate this gradual transition of actions during each phase. Other actions will only occur in the aftermath of a large-scale disaster, but may not be required in the aftermath of small-scale events, such as infrastructure restoration or Recovery Operations Center activation. Figure 5: *Time-Phased Actions in Recovery*, is a graphical depiction of the actions which occur over time. This figure attempts to provide a general classification of when specific actions may be occurring. The following paragraphs will further incorporate the discussion of general actions which occur during these phases.

Preparation Phase

The Preparation Phase is designed to ensure operational readiness among the personnel, processes, and systems required to drive response and recovery operations. In Figure 4, the actions which occur during the Preparation Phase are illustrated in blue. Preparation activities are conducted prior to a disaster and include personnel and community stakeholders who have roles and responsibilities in the recovery phase, as outlined in the organizational structure section of this Plan. Preparation actions include plan and procedure development, personnel training, and the conduction of recovery drills and recovery exercises. Plan development activities may include update and maintenance of the Disaster Recovery Plan, operational procedures and guidelines, contact lists, and job aids to support recovery operations. Training and exercise activities should incorporate a comprehensive training program to ensure that recovery personnel are able to perform their assigned duties. The lead agencies should conduct routine training for all supporting agencies in order to ensure that lead and support staff are prepared to operate the Recovery Operations Center and field recovery sites. Workshops, tabletop, functional, and full-scale exercises may also be conducted to test the operational readiness of the personnel, equipment, and facility. For additional information on training and exercises, see the Training and Exercise Section of this Plan. During this phase, all organizations are also engaged in mitigation and prevention activities to lessen the impact of future disasters. For additional information on mitigation activities, see the Local Mitigation Strategy. This document also incorporates impact-assessment and initial-damage-assessment related activities in the preparation phase because it is necessary to continually maintain an operational foundation, to maintain accurate data of existing conditions, an operational Geographic Information System database, and interconnectivity to electronic linkages to other systems, such as the Property Appraiser Database and WebEOC[®]. Once the emergency or disaster occurs, the preparation phase comes to an end. It is then time to implement the plans, policies, procedures, training, and testing which has been conducted during non-disaster times.

Recovery Activation Phase

The Recovery Activation Phase marks the transition from response to recovery, and in Palm Beach County, it is generally triggered by the Applicants' Briefing. In Figure 4, the actions which occur in the Recovery Activation Phase are illustrated in red. With the activation of the Recovery Operations Center, the Joint/Disaster Field Office⁸ and other vital recovery facilities, decision-making demands an integrated, comprehensive framework, made possible through this Plan. The organization chart in Figure three (3) details the operational components at the Emergency Operations Center that will begin to demobilize, while recovery components take on a heightened role of importance. The response units which will deactivate at the end of the response phase are shown in a gray-shaded box. The units which will remain active and/or will transform to a broader post-disaster recovery role remain fully colored. The new Recovery Operations Center Organizational Chart is detailed in Figure 1. While there is no clear line of differentiation between the Response Phase and the Recovery Phase, there are general activities which begin to occur in recovery that signify a gradual de-escalation of the response phase. When life-saving response operations are concluding, community recovery and redevelopment decisions begin to dominate the focus of all organizations, agencies, and community stakeholders. Command, control, and resource coordination transitions to serve extended disaster survivor needs, to engage in redevelopment and reconstruction activities; and to coordinate with Federal and State governments to manage disaster assistance. A transition of leadership to the recovery organizational framework is necessary to facilitate interdisciplinary coordination of redevelopment issues, the expanded engagement of stakeholders, and public participation in the redevelopment decision-making environment. The Emergency Operations Center's Emergency Services Branch, Human Services Branch, and Emergency Operating Areas deactivate immediate, life-saving response units, while simultaneously refocusing the activities of other units to support long-term, community recovery efforts. This transition is illustrated in Figure 3. Following is a brief overview of this organizational transition from response to recovery.

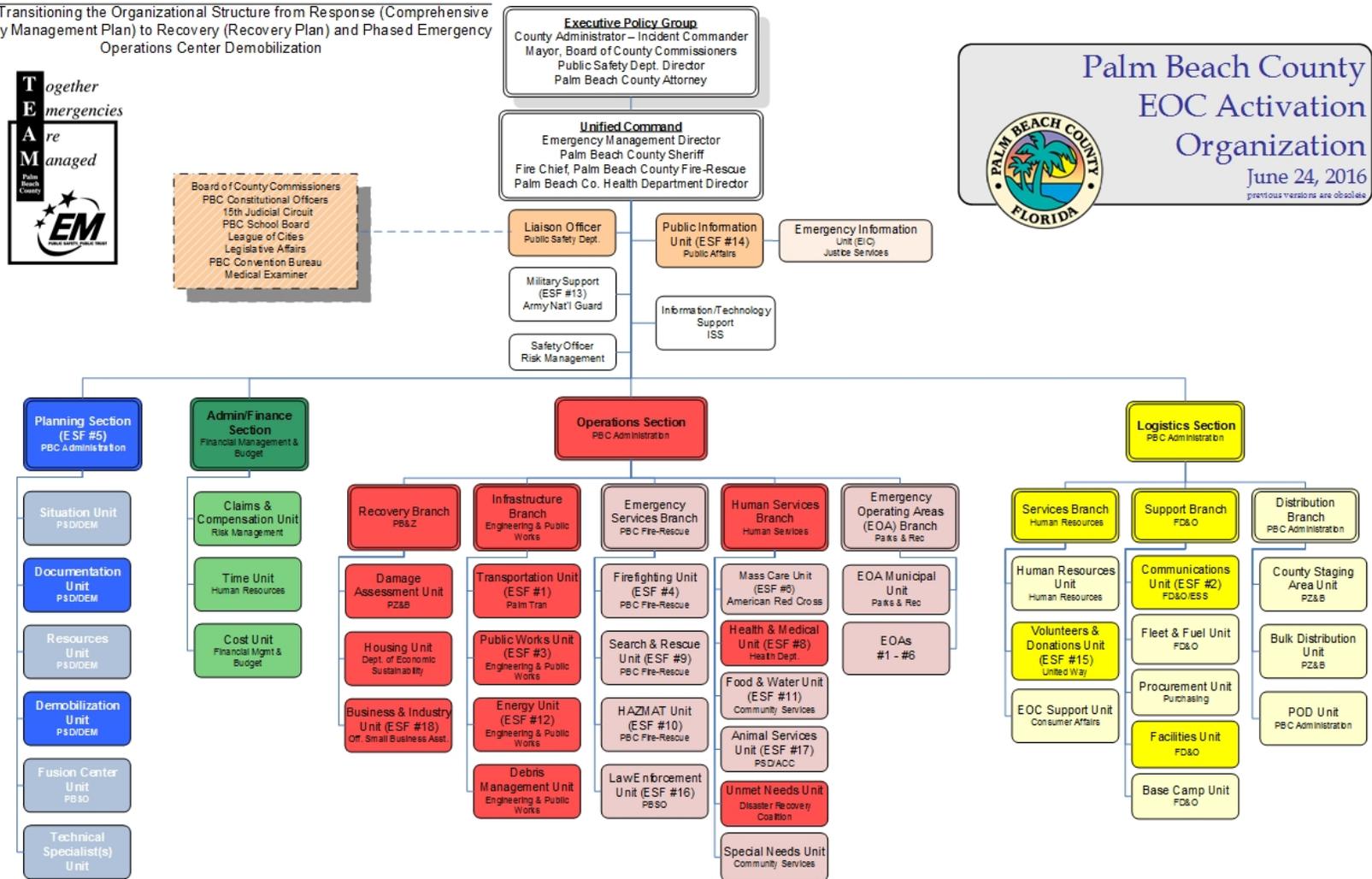
Human Services Branch: Within the Human Services Branch, the mass care, food and water, animal services, and special needs units no longer remain as independently staffed and supported units. In the Emergency Operations Center, these units primarily supported the immediate survival needs within the impacted areas. In recovery, the focus of human services shifts to the longer sustainability of impacted families as they repair their homes and lives. During this phase they require additional community support services, such as replacement of documents, interim housing, public transportation to schools and work, furniture, and mental-health services, among many other human services as illustrated in Figure 3.

Emergency Services Branch: Most units within the Emergency Services Branch (see Comprehensive Emergency Management Plan and internal plans and procedures) are gradually deactivated, allowing the personnel to return to their daily response duties as illustrated in Figure 3. While the Emergency Services Branch will continue to support ongoing recovery functions, these personnel must begin to refocus their efforts on daily operations and will not continue to fully staff the Recovery Operations Center, unless called upon by the Recovery Steering Committee to address ongoing emergency services issues. The Emergency Operating Areas, which are designed to primarily support response operations, are also gradually deactivated as the responders complete actions associated with the immediate response phase.

⁸ Reference the Glossary for an explanation of this term and its hyphenated usage in this document.

Figure 3: Transitioning the Organizational Structure from Response (Comprehensive Emergency Management Plan) to Recovery (Recovery Plan) and Phased Emergency Operations Center Demobilization

Figure 3: Transitioning the Organizational Structure from Response (Comprehensive Emergency Management Plan) to Recovery (Recovery Plan) and Phased Emergency Operations Center Demobilization



Logistics Branch: Within the Logistics Section, the roles related to emergency logistical support of response operations decrease. The need for rapid augmentation of human resources, expedited purchasing procedures, emergency fleet and fuel supplies, and bulk distribution of life saving food and water, will gradually wane as normal supply lines and distribution systems are reestablished within the impacted community. During the recovery phase, the role of the Logistics Section shifts to support the displaced survivors as they try to transition back to community normalcy. The incident facilities which were mobilized during the response phase, under the authority of the Comprehensive Emergency Management Plan, will be gradually demobilized, including emergency evacuation shelters, field command posts, points of distribution, and logistics staging areas. During the recovery phase, the Logistics Section will, therefore, refocus its efforts on sustaining disaster survivors exhibiting unmet needs, such as the provision of interim housing, enhanced transportation services, in addition to medical- and mental-health support.

Finance and Administration Branch: During recovery, the Finance and Administration Section will refocus its efforts on facilitating Federal financial reimbursement and insurance compensation. Within the Finance and Administration Section, the County's routine systems related to purchasing, contract negotiations, budget, and accounting will return to normal operating procedures. All of the County departments will gradually transition back to standard operating procedures with the cessation of the local State of Emergency.⁹ These routine operating procedures ensure that appropriate checks and balances are in place to maintain legally-required fair practices, public accountability, and security. The priority restoration of critical governmental services will be based primarily upon internal Continuity of Operations Plans.

Recovery Operations Center

When the disaster is of sufficient scope and magnitude to require the activation of the Disaster Recovery Plan and ultimately the Post Disaster Redevelopment Plan, the County leadership may choose to activate the Recovery Operations Center for the long-term coordination of stakeholders. Activation of this center allows the Emergency Operations Center to maintain operational readiness for future disasters. The Recovery Operations Center provides the ability for recovery organizations to engage in uninterrupted, integrated planning, and long-term coordination of resources and personnel, while maintaining centralized control of post-disaster redevelopment operations. The Recovery Operations Center will augment and decrease the personnel required to support recovery operations. A catastrophic-level disaster will require the coordination of all local, State, and Federal stakeholders, while a lesser disaster may require only specific recovery components to address community recovery needs.

The Recovery Operations Center is activated by the County Administrator and is managed by the Recovery Steering Committee. The Recovery Operations Center will be activated at a site determined available and appropriate by the Director of the Facilities Development and Operations Department. This Department will locate an appropriate facility, and the Public Safety Department, Emergency Management Division will provide logistical support. The Recovery Operations Center siting should be tasked through the Standard Operating Procedure

⁹ If necessary, the Recovery Steering Committee, through the approval of the Board of County Commissioners, may extend the State of Emergency to address various financial, administrative, and legal matters in the post-disaster environment. For additional information seek legal counsel for advice.

of the Logistics Section Coordinating Procedures. Based upon the incident-specific organization chart, personnel support needs may range between 50-150 persons. Staffing schedules will be set by the Recovery Steering Committee and will be based upon the need for ongoing coordination. Staff may be activated on a 24-hour basis, or may convene on a daily basis, based on need. The use of alternate communications to employ virtual interdepartmental, inter-jurisdictional, and intergovernmental coordination will be maximized when possible.¹⁰

Coordination: Joint Disaster Field Office (State/Federal Coordination)

The Joint/Disaster Field Office is a temporary Federal multi-agency coordination center. It is established locally to facilitate field-level, domestic, incident-management activities. The Joint/Disaster Field Office provides a central location for coordination of Federal, State, local, non-governmental and private sector organizations. The Recovery Operations Center will coordinate all activities with State and Federal recovery personnel at the Joint/Disaster Field Office. The Recovery Steering Committee, through the Deputy County Administrator, will serve as the liaison to the State Recovery Staff and will provide for local liaison if necessary. The Municipal Coordination Unit will coordinate recovery activities with the municipalities.

The bulk of Federal recovery field operations during a declared event are coordinated through this facility. Unlike the State Emergency Operations Center, the Joint/Disaster Field Office facility is determined by, and under the authority of, the Federal Emergency Management Agency. The Joint/Disaster Field Office will be staffed with representatives from Federal agencies having emergency responsibilities, and may be co-located with the office of the State Coordinating Officer. Joint/Disaster Field Office site selection will be made by the Federal Coordinating Officer and the State Division of Emergency Management director. State Emergency Response Team personnel work alongside their Federal Emergency Management Agency counterparts to achieve mutual objectives. For additional information, see the State's Recovery Operations for the Joint/Disaster Field Office Standard Operating Guidelines.

The organizational structure for recovery is under the leadership of the State Coordinating Officer who is appointed by the governor. Within the State of Florida, the State Coordinating Officer has historically been the State director of Emergency Management. Once a Federal disaster declaration has been issued, the State Coordinating Officer consults with a Federal Coordinating Officer. During a recovery operation, the State Coordinating Officer usually appoints a Deputy State Coordinating Officer who represents him/her at the Joint/Disaster Field Office. The Deputy State Coordinating Officer is responsible for the establishment and management of State operations in the Joint/Disaster Field Office, and coordination between State and Federal programs. The Deputy State Coordinating Officer serves as the Disaster Recovery Manager and is responsible for all State recovery operations in the Joint Field Office. The Recovery Manager is focused on the provisions of specific programs that fall in two general categories: Human Services/Individual Assistance and Requests for Public Assistance.

Under the Deputy State Coordinating Officer, there are six functional officers. The six officers oversee Finance and Logistics, Administrative Support, Disaster Recovery, State Hazard

¹⁰ A detailed Standard Operating Guideline has not yet been developed by Palm Beach County and should include additional siting and functional details such as technology requirements, staff support, possible locations, parking arrangements, traffic management, etc.

Mitigation, National Flood Insurance, and External Affairs.

- The Finance and Logistics Officer assists the Deputy State Coordinating Officer in all matters pertaining to finance, personnel and logistics in the field.
- The Administrative Support Officer is responsible to the Deputy State Coordinating Officer for all administrative support functions not specifically the responsibility of the Finance and Logistics Officer, such as creating and maintaining a schedule of events, key due dates, a Suspense Log, and providing clerical assistance.
- The Individual Assistant Officer coordinates all State Individual Assistance activities, and the Public Assistance Officer coordinates all State Public Assistance activities, emanating from the Joint Field Office.
- The State Hazard Mitigation Officer coordinates all phases of the State Hazard Mitigation 404 Program.
- The National Flood Insurance Program Coordinator coordinates all State Flood Insurance activities.
- The External Affairs Officer reports all communications regarding the overall management of the emergency, Joint Field Office Operations, and local issues. The Public Affairs Officer also coordinates with the Federal Emergency Management Agency if a Joint Information Center is established. The Congressional Affairs Coordinator reports directly to the External Affairs Officer, and is the primary point of contact for congressional and legislative inquiries.

Short-term Recovery Phase

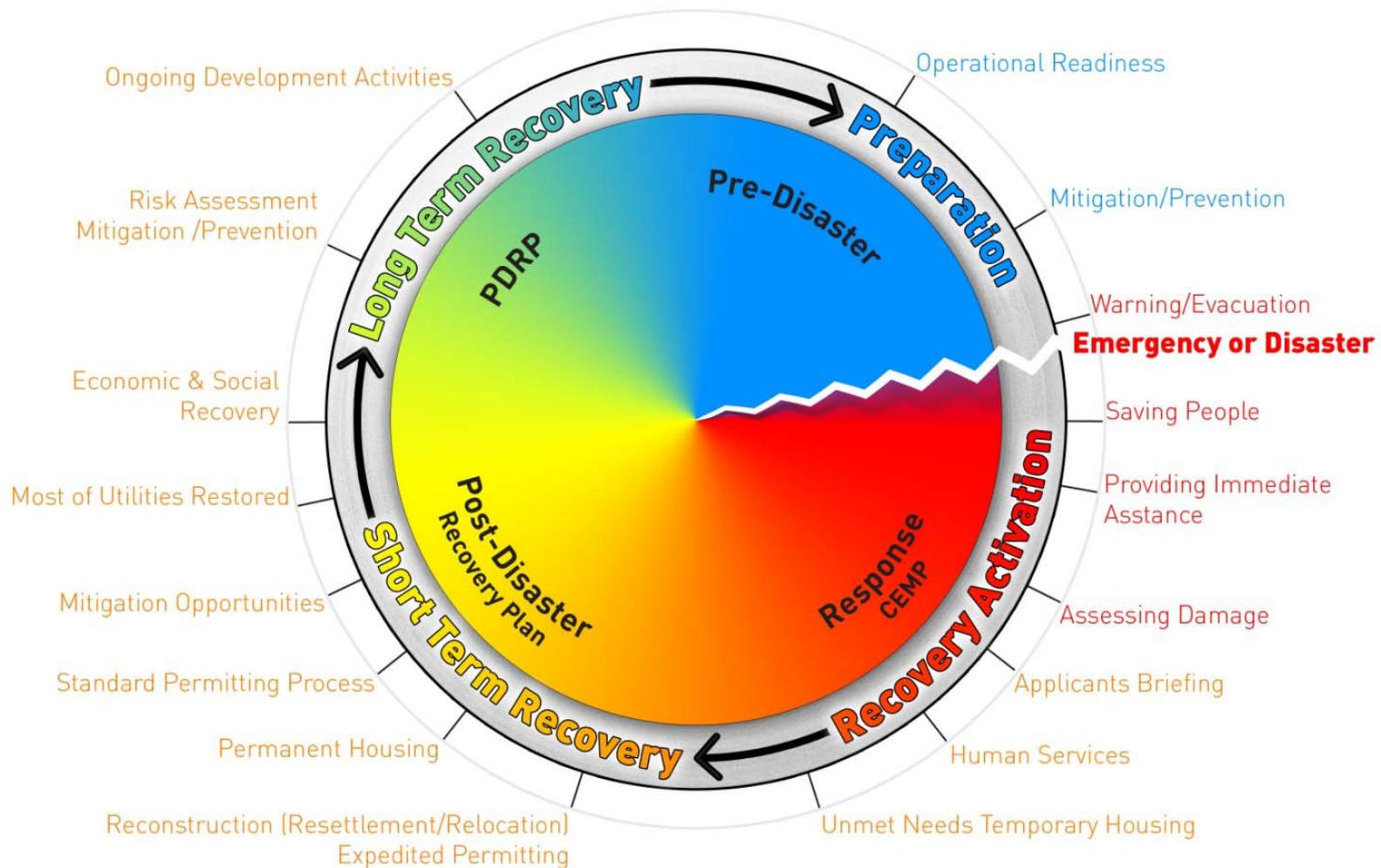
Short-term recovery is the critical time period when life-saving activities have ceased, but many survivors remain in a state of uncertainty and transition. While the transition from response to recovery is gradual and not clearly delineated, there are a number of priority activities which signal the predominance of recover-related activities. In Figure 4, the actions which occur in the Short-Term Recovery Phase are illustrated in a gradual transition to yellow. During short-term recovery, the goal is to reopen habitable areas by remediating any unsafe conditions, such as severely damaged infrastructure, hazardous materials, downed power lines, or unstable structures. Search and rescue operations are ceasing and live recovery chances are minimal. Debris removal teams have at least completed emergency clearance of roadways to open one lane. However, permanent debris-removal activities will be ongoing throughout recovery and redevelopment. Power restoration efforts should be steadily progressing and critical facilities should be operational. The human service goal is to identify survivors with long-term displacement needs and move them from emergency and transitional shelters to more appropriate and sustainable temporary housing solutions, such as rental properties and mobile housing units. Enhanced transportation services may be required to return evacuees from emergency shelters to alternate locations, such as interim housing, places of employment, schools, etc. Persons with special medical, physical, and/or mental health needs may require additional assistance, such as transportation. During the Short-Term Recovery Phase, the Recovery Operations Center will seek to deactivate most immediate short-term life supporting systems which may no longer be essential such as shelters, mobile feeding sites, comfort stations, and mutual aid support crews. Key priorities for short-term recovery include: restoring government service, repairing public

facilities and infrastructure, providing short-term assistance to individuals and families, helping residents resume basic, routine activities, restoration of essential goods and services, providing emergency housing, and identifying immediate emergency funds for individuals, businesses and the government, such as bridge loans.

Long-Term Recovery Phase Through Activation of the Post-Disaster Redevelopment Plan

This phase is focused on long-term community recovery and redevelopment. In Figure 4, the actions which occur in Long-Term Recovery Phase are illustrated in green. Recovery actions will increasingly be guided by the Post Disaster Redevelopment Plan as permanent community redevelopment decisions, economic redevelopment, and mitigation options having long-term implications are evaluated. Activities during the Long-Term Recovery Phase focus on more permanent, sustainable solutions; reconstruction of the community's destroyed or damaged physical features; a return to viability through the repair or restoration of the social, economic and political processes; institutions and relationships damaged by the disaster; and exploitation of opportunities to rebuild better, stronger and smarter. A disaster event, while tragic, also presents a window of opportunity for strengthening communities and working toward disaster resilience. The Recovery Operations Center will remain active as long as the processes, systems, and decision-making structures are needed to ensure continuing, integrated, participatory, consensus building. The Recovery Operations Center should enhance coordination opportunities and not become an obstacle in decision-making. The Recovery Steering Committee will transition to the Post-Disaster Redevelopment Steering Committee, and implement the policies detailed in the Post Disaster Redevelopment Plan .

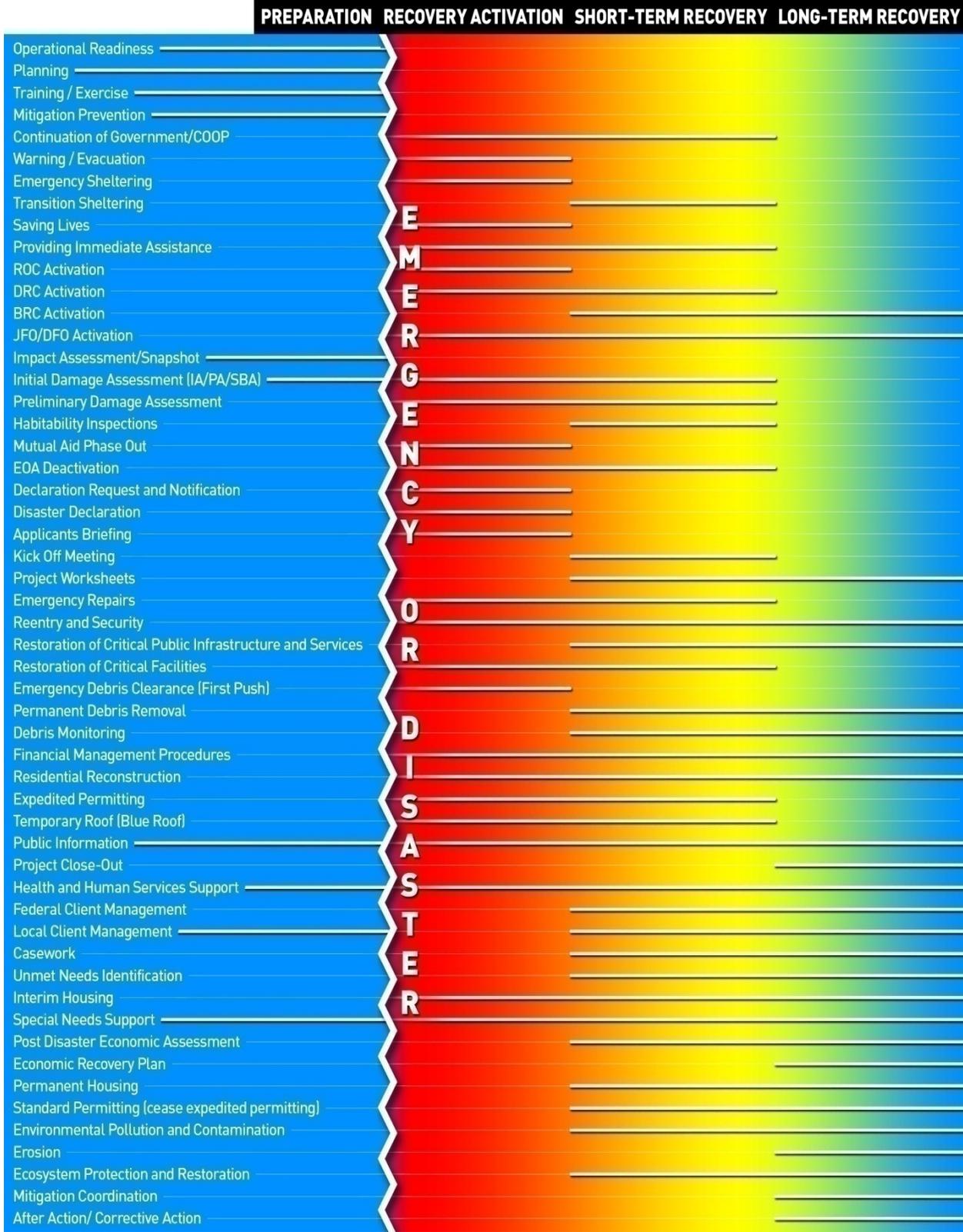
Figure 4: Post-Disaster Redevelopment Phases and Major Actions



Federal Disaster Declaration Process. In order to receive a Federal disaster declaration under the Stafford Act, the following steps must be conducted. Each step is addressed in detail in an upcoming section of this Plan. Following is a brief overview:

1. **Local State of Emergency Declaration:** The process for issuing a local state of emergency is outlined in the Palm Beach County Comprehensive Emergency Management Plan. A local state of emergency may be issued at any time deemed necessary by the executive leadership, as detailed in the Comprehensive Emergency Management Plan. However, in order to receive recovery assistance from a higher level of government (State and Federal), a local state of emergency must be declared by Palm Beach County.
2. **Rapid Impact Assessment and Initial Damage Assessment:** Palm Beach County assesses the impacts of the disaster as detailed in the Rapid Impact Assessment and Initial Damage Assessment. These assessments provide an initial overview of the type and extent of the damage and include inputs from municipalities, special districts and other eligible entities within the County. The initial assessment is transmitted to the State Emergency Operations Center by any of the following means, based upon availability of communications technology: an electronic situation report, the electronic mission-tracking system, conference call, and/or direct communication with the State Emergency Response Team Liaison.
3. **State of Emergency Declaration by the Governor:** When deemed appropriate, the Governor of the State of Florida will issue an executive order or proclamation in support of the County's request for assistance. This will provide the authority to activate State emergency response resources to assist the County's efforts.
4. **Preliminary Damage Assessment:** The State Emergency Response Team and the Federal Emergency Management Agency will initiate a damage assessment with Palm Beach County as detailed in the section below, in order to document the severity of the impact and to justify the need to pursue a request for a Presidential Declaration. When the damage is of such magnitude and severity that it would appear a declaration is imminent, this assessment may not be necessary.
5. **Emergency Declaration Request and Notification:** When the minimum thresholds have been exceeded for a Presidential Disaster Declaration, the Governor requests a Federal Disaster Declaration, in writing to the President, through the Federal Emergency Management Agency's Region IV Headquarters in Atlanta, Georgia. If the Federal Emergency Management Agency concurs with the request, it is sent to the President who determines whether the request will be approved or rejected. Approval may be for any or all of the three primary categories of Federal Disaster Assistance that are made available through the Stafford Act: Request for Public Assistance, the Individual and Household Program, and Small Business Administration loans. The response is transmitted back to the Governor through the Federal Emergency Management Agency's Region IV Headquarters. Once the State Emergency Operations Center receives the official notification, it will notify each of the counties within the State of Florida. It is the responsibility of the County Emergency Operations Center to notify all municipal jurisdictions and special districts within the County of the Federal Disaster Declaration.

Figure 5: Time-Phased Actions in Recovery



OPERATIONAL FUNCTIONS

Continuation of Government

Lines of Authority

The Palm Beach County Board of County Commissioners is the elected governing body of the County. Policy decisions guiding recovery actions are delegated to the Recovery Steering Committee under the direct authority of the Deputy County Administrator. The operational implementation of recovery actions is the responsibility of the recovery personnel within the Recovery Operations Center, as detailed in the Organizational Section of this Plan. The department directors are designated the responsibility of implementing the roles and responsibilities detailed in this Plan, or to officially delegate responsibility to their authorized representative. Each department and constitutional office is highly encouraged to maintain a Continuity of Operations Plan which details specific lines of authority for departmental mission essential functions. The delegation of authority can include objectives, priorities, expectations, constraints, and other guidelines necessary to perform their roles and responsibilities within the Recovery Operations Center.

Continuity of Operations Plans Integration

Each Department and Constitutional Office within Palm Beach County is highly encouraged to develop a Continuity of Operations Plan. These plans should be developed in compliance with the State of Florida Continuity of Operations Plans Guidelines, and with the recently implemented Federal guidelines. The Continuity of Operations Plan should delineate mission-essential functions of each of the governmental bodies, and identify specific procedures and processes to ensure that these mission essential functions can continue to be performed in the aftermath of a disaster.¹¹

Mutual Aid Resources Phase Out

Mutual aid resources are deployed to an impacted county to primarily support immediate life-safety resource needs. Mutual aid resources are requested from non-impacted jurisdictions, State agencies, and special districts to support the impacted regions. With the activation of the Recovery Operations Center, the majority of all immediate life safety, mutual aid resources supporting the County's response efforts should be demobilized. On a case-by-case basis, mutual-aid resources may remain active within the County during recovery operations, but should be reassigned under the supervision of the Recovery Operations Center and continue to be monitored, tracked, and documented for reimbursement. According to Palm Beach County Policies and Procedures Manual CW-F-061, all mutual-aid requests and deployments of County resources to another county or area of the State should be made by or through the activated State Emergency Operations Center and approved by the County's Emergency Management director.

¹¹ At the writing of this document, departmental specific Continuity of Operations Plans was not available for review and incorporation.

Emergency Operating Areas Deactivation

During the response phase of the disaster, Palm Beach County may establish up to six (6) Emergency Operating Areas that are distributed geographically throughout the county. The role of the Emergency Operating Areas is to provide communication and resource coordination between the Emergency Operations Center, municipalities, other governmental agencies, nonprofit organizations, and the public, as referenced in the Comprehensive Emergency Management Plan and detailed in the *Emergency Operating Area Standard Operating Guide*. Emergency Operating Areas are established to improve local response to impacted areas and to coordinate the expeditious restoration of roads, communications, emergency services, security, utilities, and transportation, while addressing critical community service needs. Palm Beach County Emergency Operating Areas are essentially field command posts under the direction and control of the Emergency Operations Center, under an overall Area Command structure. During the recovery and long-term recovery phase of the disaster, it becomes necessary to expand the number of agencies who actively participate in the integrated and complex decision-making process. No longer should a single point-of-contact, limited span-of-control, or strict chain-of-command guide decision-making. Discipline-specific, technical discussions, public involvement, political debate, and long-term visioning dominate post-disaster redevelopment discussions. The Emergency Operating Areas are not designed to support the recovery and long-term recovery environment and, therefore, should be demobilized as soon as response activities are complete. Communication and coordination with the municipal jurisdictions will be conducted through the individual units of the Recovery Operations Center.

Assessments of Disaster Impacts

Timely and accurate assessment of the disaster impacts throughout the community is essential for determining the extent and magnitude of the disaster impact, and to provide supporting information for disaster assistance. The assessment will also support the need for external resources, and will identify priority areas for resource distribution throughout the impacted county, and among municipal jurisdictions. There are three primary assessments conducted in the immediate aftermath of a disaster, including a Rapid Impact Assessment (Windshield), an initial-damage assessment, and a preliminary-damage assessment. The scope and timing of each of these assessments will vary, dependent on the type of disaster, the severity and magnitude of the disaster impacts, and available resources to conduct the assessment. Following is a brief description of each assessment process. Additional information related to damage assessment may be located in the Palm Beach County Operations Section Coordinating Procedure; the Planning, Zoning and Building Department's internal procedures, and the Comprehensive Emergency Management Plan. Figure 6: *Palm Beach County Damage Assessment Process* illustrates each of the assessments, and the primary agency responsible for the coordination of each component. Each municipal jurisdiction in Palm Beach County is responsible for the assessment of homes, businesses, and infrastructure within their municipal jurisdiction. Each municipal jurisdiction is highly encouraged to develop internal procedures and processes to complete the initial and preliminary damage-assessment processes, and to ensure that staff is prepared to implement these procedures in the aftermath of a disaster.

Rapid Impact Assessment (Windshield)

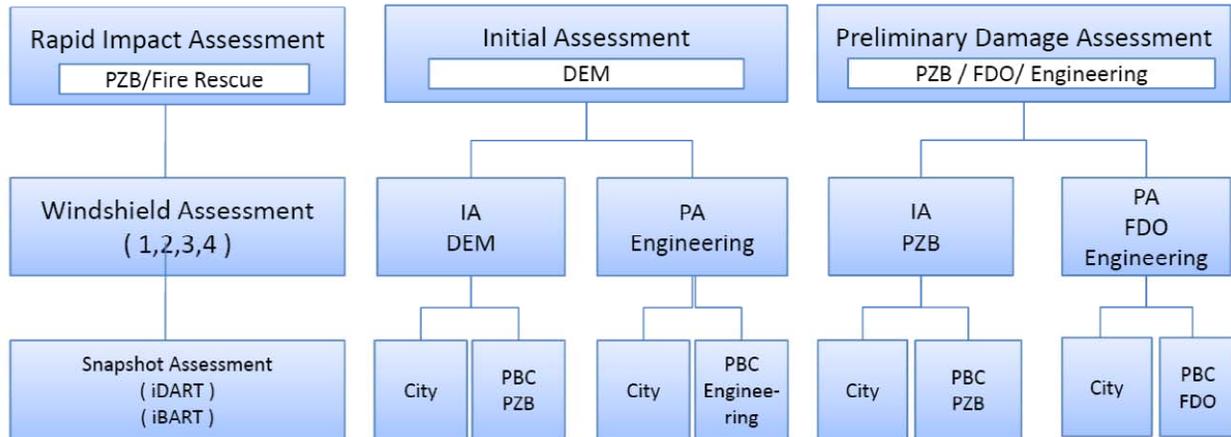
The Palm Beach County Rapid Impact Assessment (Windshield) is the initial evaluation (i.e., initial safety and damage assessment), which is conducted in the aftermath of a large-scale disaster, to provide an overall, assessment of disaster impacts to geographic areas within the county. This assessment is not designed to meet Federal Emergency Management Agency requirements for Federal Disaster Assistance verification. The Planning, Zoning, and Building Department coordinate this stage of the assessment process. The Rapid-Impact Assessment (Windshield) provides early information on the extent of damages. This information is important to ensure that the allocation of limited resources may be prioritized to the most severely impacted regions within the county. The goal is to obtain timely, uniform, and consistent data on a broad regional basis. The County will use the data collected to develop an immediate, color-coded, countywide impact map. Contributing agencies can access this geographical information through a secure Web site. Personnel from municipal fire departments, County Fire-Rescue and the County's Planning, Zoning and Building Department will all contribute to the Rapid-Impact Assessment (Windshield). The survey includes more than one hundred predetermined reporting sites throughout the county. Immediately following the cessation of an event, the Fire Rescue Service personnel will conduct their jurisdictional surveys. Planning, Zoning and Building Department staff will report to their predetermined sites. Damage data will be reported in a standard numeric reporting format for flood and wind damage. Number values have been determined for different levels of damage. Photographs of building damage are compared to the actual damage, and the corresponding number is assigned. Definitions for flooding and wind damage are compared to the actual damage, and a corresponding number is assigned. The assigned numeric range for damage is one (1) through four (4). One represents a low level of damage, and four indicates extensive damage.

Initial Damage Assessment

The Initial Damage Assessment (IDA) process will provide supporting information for requesting a Presidentially-declared disaster. The goal of this assessment is to determine the magnitude and severity of damage to homes, businesses, and publically-owned buildings and infrastructure. This assessment must be conducted by the County, municipal jurisdictions, and special districts within the county. The initial point of coordination between County/State/Federal agencies is the County Emergency Management director, who will redirect the Request for Public Assistance Preliminary Damage-Assessment Coordination to the Facilities Development and Operations director, and the Individual Assistance Assessment coordination to the director of the Planning, Zoning and Building Department. The damage-assessment team members will be notified by their direct supervisors, with instructions to report to work prior to the disaster impact. Damage-assessment personnel can only complete their assessment when conditions allow safe movement through streets, and during daylight hours. Damage assessment procedures mandate automatic recall of all assigned personnel during a major or catastrophic incident. Initial damage-assessment areas shall be guided by the Rapid Impact (Windshield) Assessment and identified on maps produced by the Geographic Information System. The Initial Damage Assessment should be completed as rapidly as is safely feasible. For a listing and inventory of vehicles, maps, tools, inventory of personnel, data, equipment and vehicles including the data-of-last revision, reference the damage assessment procedures. All municipal jurisdictions and independent taxing districts are responsible for conducting their own initial

damage assessments. Each jurisdiction must designate an individual to enter their damage assessment data directly into the Palm Beach County WebEOC® Damage Assessment Program and/or the Planning, Zoning and Building Department’s Damage Assessment application.¹²

Figure 6: Palm Beach County Damage Assessment Process



IA > Individual Assistance, Homes & Businesses
PA > Public Assistance, Infrastructure & Facilities

Initial Damage Assessment for Public Assistance: According to Palm Beach County Policies and Procedures, CW-F-061, and the Operations Section Coordinating Procedures, immediately following a disaster, the Emergency Management Division will request each County department, municipal departments, and special districts whose facilities, operations, or infrastructure have been damaged by a disaster to perform an Initial Damage Assessment and complete an *Initial Damage Assessment –Request for Public Assistance* form for their department or agency (see Appendix for forms). The damage assessments will be completed based up on facility type as detailed in each department’s damage-assessment procedures, not on geographic assignments. Mapping of the damaged infrastructure throughout the county will be conducted by the Damage Assessment and Infrastructure Monitoring Unit in the Planning Section of the Recovery Operations Section. Initial damage assessments will be conducted in compliance with Federal Emergency Management Agency requirements. The forms in Appendix 2 include the Federal and State required forms which will be employed during the Initial Damage-Assessment Process. Criteria for assessment will reflect the State and Federal requirements.

A description of the damage, and an estimated repair or replacement cost, must be developed for each of the following categories and reported on the most recent Federal Emergency Management Agency approved forms:

- Category A: Debris Clearance
- Category B: Emergency Protective Measures

¹² At the writing of this plan, the integration of these two applications remains under development. The Division of Emergency Management is communicating with the Planning, Zoning and Building Department to identify opportunities to transfer data between the two applications. It is unclear if this data exchange will be possible.

- Category C: Road Systems
- Category D: Water Control Facilities
- Category E: Buildings and Equipment
- Category F: Public Utility Systems
- Category G: Other

The Initial Damage Assessment data for public infrastructure, from both the unincorporated county areas and all jurisdictions within the county, will be collected, reviewed, compiled and summarized by the Department of Engineering and Public Works. If necessary, the lead agency may request assistance from the Facilities Development and Operations Department, which will assign an individual to assist with quality control of building assessments that were submitted by the municipal jurisdictions. Damage assessment team members have been pre-assigned by each responsible department. These teams will be re-confirmed in advance of a notice event. A representative from the State Department of Transportation may assist Palm Beach County in the initial determination of damage to roads, bridges, culverts, structures and other infrastructure. The damage assessment forms have been included in the Appendix of this Plan. Once the data has been reviewed and approved by the Department of Engineering and Public Works, the damage assessment summary for Public Assistance is forwarded to the Division of Emergency Management for submission of all compiled data to the State Emergency Operations Center.

Initial Damage Assessment for Individual Assistance: The Planning, Zoning and Building Department's Procedure and the Operations Section Coordinating Procedure details the Initial Damage Assessment Process for Individual Assistance for Palm Beach County. The Initial Damage Assessment (IDA) provides a detailed accounting for the total number of homes and businesses with structural damage within three categories: minor, major, or destroyed. This assessment is conducted by field personnel from the County's Code Enforcement Division and building inspectors who visually inspect the exterior of a structure to determine its level of damage. The County Code Enforcement Division officers and building inspectors will use the Disaster Assessment application to collect the damage levels of none, minor, major and destroyed on all county residential and non-residential structures. Initial Damage Assessment roles and responsibilities are detailed in the Planning, Zoning and Building Department's Damage Assessment Procedures. Damage assessment team members have been pre-assigned and are detailed in the operational procedures. All municipalities and special districts are responsible for conducting their own initial damage assessment for Individual Assistance and are requested to enter the data on the Damage Assessment Board of WebEOC[®] or within the Planning, Zoning and Building Department *Damage Assessment Application*. Each of the municipalities will provide damage assessment reports for their communities.

Habitability Inspections: Before electric power can be restored to a damaged structure, a Habitability Assessment Inspection must be performed. These inspections provide information to determine if structures are safe. Habitability Inspections are a more precise assessment process and, therefore, require more time. These assessments are completed by County licensed staff or licensed¹³ staff from other jurisdictions that may support the County through mutual aid

¹³ Note that habitability inspections must be conducted by persons who are licensed to enforce building codes within Palm Beach County.

agreements. After the Habitability Inspection is completed a placard stating the condition and habitability of the structure is posted at the site. This information is tracked for future permitting purposes. There are three (3) possible status results of the Habitability Inspection: 1) Habitable, No Restrictions, 2) Repairs Needed, and 3) Unsafe – Do Not Occupy, Enter at Your Own Risk.

Damage Assessment Compilation: The Department of Public Safety, Division of Emergency Management’s representative, who will initially be located at the Emergency Operations Center and relocate to the Recovery Operations Center once activated, will compile the completed damage assessment report for submission to the State Emergency Operations Center. The complete damage assessment report will include damage assessment data for Public Assistance and Individual Assistance from the incorporated County, all municipal jurisdictions, and special districts. The Damage Assessment Unit (see the Palm Beach County Comprehensive Emergency Management Plan) at the Emergency Operations Center will consolidate the reports from the Individual Assessment of homes and businesses, and will provide information to the Steering Committee on what type of assistance should be requested based on the impact of the disaster. If it is determined that the County may be eligible for State and Federal disaster assistance, then the County should proceed with requesting that a Preliminary Damage Assessment be conducted. The letter will be submitted as soon as the preliminary determination of the extent of damages is made.¹⁴ The letter should include the following:

- Demonstrate that the situation is of such severity and magnitude that effective response is beyond the capability of the County.
- Demonstrate that supplemental Federal assistance is necessary to save lives and to protect property, public health and safety, or to lessen or avert further threat from the emergency.
- Furnish information on the extent and nature of County and municipal resources which have been or will be used to alleviate the impacts of the disaster.
- Certify that the County, municipal governments, and special districts will bear their proportionate share of the costs to implement Federal disaster assistance programs.
- Include an estimate of the extent and nature of Federal assistance required for each of the impacted areas.
- Confirm that appropriate actions have been taken under State law, including the execution of the County's Comprehensive Emergency Management Plan.
- Identify the County Coordinating Officer in the event the request is honored. The County Coordinating Officer will be the Finance Administrator of the Department of Public Safety. The County Coordinating Officer becomes the County official who then coordinates State and Federal disaster assistance efforts in conjunction with the County.

Catastrophe Exemption: In the rare event of a catastrophic emergency, where the magnitude and severity of damage is expected to be extreme and there is an immediate need for supplemental Federal assistance, the Executive Policy Group or their designee may initiate an expedited request for a Presidential Disaster Declaration. The request will not include specific estimates of damage and the amount of Federal assistance necessary. This request will, however,

¹⁴ All activities related to the damage assessment process will initially be under the direction and control of the Impact Branch in the Emergency Operations Center. Once the Recovery Operations Center is activated, most damage assessment activities should be drawing to a conclusion. Ongoing updates of damages, impacts, restoration and redevelopment activities will be conducted at the Recovery Operations Center.

outline the anticipated impacts of the emergency. This will likely occur in the immediate disaster aftermath before the Recovery Operations Center is activated.

Preliminary Damage Assessment: If requested by State or Federal authorities, the Preliminary Damage Assessment is completed by the municipalities, Palm Beach County, the State of Florida, and if requested and approved, the Federal Emergency Management Agency. This phase serves as confirmation of the Initial Damage Assessment reports compiled by local officials. The Preliminary Damage Assessment process is used to determine if the impacts from a disaster warrant a Presidential Declaration. Two separate Preliminary Damage Assessments are conducted after a large-scale disaster: assessments for Individual Assistance eligibility, and assessments for Requests for Public Assistance eligibility. A threshold of destroyed, uninsured homes must be exceeded for a County (generally 200+ homes) that experienced a disaster to be eligible for Individual Assistance. There is also a State threshold that must be met (generally 800 destroyed homes) for consideration of an Individual Assistance Presidential Declaration. The Small Business Administration disaster assistance to uninsured or under insured businesses and homeowners is in the form of loans administered by the Small Business Administration.

Assessing Economic Impact: Businesses are vulnerable to disasters in terms of both physical damage and economic injury, such as business interruption. Palm Beach County will perform an economic impact assessment to evaluate both physical damage (properties, inventory, etc.) and economic damage to industry and the local economy. The Planning Zoning and Building Department will assess structural damage to all businesses in unincorporated Palm Beach County in accordance with the department's internal procedures (Initial Impact Assessment Procedure). Each municipal jurisdiction is responsible for assessing the economic impact within their jurisdiction and providing this information to the Emergency Operations Center, or the Recovery Operations Center if activated. A more detailed economic analysis will be conducted by the Economic Redevelopment Unit in the Recovery Operations Center. To the extent possible, the Economic Impact Assessment should measure the following economic impacts:

- Tax revenue loss (sales, property, and employment)
- Job loss
- Loss of wages
- Business closures and interruption (loss of productivity)
- Damage to infrastructure supporting the economic sector
- Damage to property (commercial, industrial, residential)
- Damage to natural resources (which have an impact on local industries)

The goal is to work closely with the business community which must substantiate losses, estimate the extent of closure, and provide information on supplies. Another source of information may come through the financial and insurance sector as they provide bridge loans, business interruption compensation, and other financial support. An evaluation of the local tax revenue streams may further support the economic analysis. A rapid evaluation of the economic sector is perhaps the greatest challenge in the immediate assessment process due to the interconnectivity of the various business sectors and the dependence on external variables, such as return of tourism confidence and travel to the impacted area, to reinvigorate the tourism sector. Vital information will be collected from both the public and businesses sectors. The County's Business Development Board will provide support.

Emergency Declaration Request and Notification

Once a disaster has occurred, and the State has declared a State of Emergency, the State will evaluate the recovery capabilities of the State and local governments. If it is determined that the damage is beyond their recovery capability, the Governor of the State of Florida will normally send a request letter to the President, directed through the regional director of the appropriate Federal Emergency Management Agency region. The President then makes the decision whether or not to declare a major disaster or emergency. Requests for Federal Disaster Assistance will be predicated on the requirements outlined in the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 93-288, as amended). After the initial damage assessment is reported to the State Emergency Operations Center, a joint local/State preliminary damage assessment may be scheduled that could include the Federal Emergency Management Agency. This damage assessment validates the local data and is the basis for requesting a Presidential Disaster Declaration. Another Federal agency that may participate in the assessment process is the Small Business Administration. This process is described in 44 CFR, Part 206, Subpart B - The Declaration Process and other Federal and State policies and procedures. Information related to eligibility thresholds may be located at the following Web site: [Florida Public Assistance \(www.floridapa.org\)](http://www.floridapa.org).

After a presidential declaration has been made, the Federal Emergency Management Agency will designate the area eligible for assistance and announce the types of assistance available. The Federal Emergency Management Agency provides supplemental assistance for State and local government recovery expenses, and the Federal share will always be at least 75 percent of the eligible costs. The Federal Emergency Management Agency will notify the State Emergency Operation Center, which notifies the County Emergency Management director. The director will notify all affected municipalities and all other applicants who may be eligible for Federal Disaster Assistance. The Public Information Officer, in coordination with the Executive Policy Group, will coordinate the notification of the media and public through media briefings and press releases.

Non-Declared Disasters: Response, recovery and redevelopment of a community is first and foremost the responsibility of local governments regardless of the scale or magnitude of the disaster. Palm Beach County and the municipal jurisdictions within it have a significant internal response capability for a wide range of disasters. The leadership of Palm Beach County is committed to responding with all available resources to meet the needs of disaster survivors regardless of size, scale, or ability to receive Federal assistance through a Federal disaster declaration. The threshold to trigger the need for external assistance from neighboring jurisdictions, the State, or Federal level of government is high. Regardless of a presidential disaster declaration, Palm Beach County will implement response and recovery protocols to save lives, protect property, and meet the needs of disaster survivors in the aftermath of a disaster.

County Coordinating Officer: According to Palm Beach County Policies and Procedures Manual CW-F-061 the County Coordinating Agent¹⁵ is the primary County contact person to coordinate financial reimbursement activities with the Federal Emergency Management Agency and the Florida Division of Emergency Management representatives. As specified in the Disaster

¹⁵ The County Coordinating Agent serves as the Designated Agent, the Applicant's Agent and the Public Assistance Officer.

Relief Funding Agreement (i.e. grant document), this individual is responsible for executing all documents associated with the disaster reimbursement process, including requests for reimbursement, necessary certifications, required periodic reporting, project time extensions, and other supplementary documentation. In order to effectively coordinate countywide disaster reimbursement activities, provide periodic management status reporting, and ensure compliance with Federal and State requirements, it is essential that all Project Worksheet-related communications and/or requests be funneled through the Public Safety Department's County Coordinating Officer.¹⁶

Applicants' Briefing: Immediately after a Federal Disaster Declaration, the Department of Public Safety designates the Applicant's Agent, which Palm Beach County calls the County Coordinating Officer in accordance with Palm Beach County Policies and Procedures Manual CW-F-061. This individual will, in accordance with established procedures and checklists, contact all Palm Beach County eligible applicants to attend the briefing. The County Coordinating Officer will develop notification materials for circulation to all local, State, and Federal stakeholders, and ensure compliance with all Florida Sunshine Law regulations and records retention requirements. The County Coordinating Officer will ensure that all public meetings are properly advertised in accordance with State and local policies and procedures. The Applicants Briefing may be conducted at numerous locations throughout the County based upon operational needs. The County Coordinating Officer has pre-identified a number of sites which may be used to conduct this meeting. During this briefing, eligible applicants receive information related to the Request for Public Assistance process, including application procedures, funding eligibility and administrative requirements. At the Applicants' Briefing, each potentially eligible jurisdiction will be asked to complete a *Request for Public Assistance* form. The Applicants' Briefing will likely be coordinated through the Emergency Operations Center during the end of the response phase and prior to activation of the Recovery Operations Center. Generally, the Applicants' Briefing marks the beginning of the recovery phase. It is important to note, however, that a Federal disaster declaration may be declared separately for Individual Assistance and for Public Assistance. The Applicants' Briefing is only conducted for a Public Assistance declaration. The Department of Public Safety will coordinate technical assistance, notification, and training to County departments, municipal partners, partner-agency representatives, appropriate not-for-profit entities, and special taxing district personnel. The following will be relayed to these entities:

- Notifying the Applicants' Briefing to appropriate agencies;
- Supplying interested parties with technical assistance as necessary;
- Coordinating recovery reimbursement training when appropriate and assisting in the resolution problems that may arise;
- Notifying the Local Mitigation Strategy Steering Committee of available mitigation funds, and implementing Local Mitigation Strategy Program requirements.

Request for Public Assistance: Completion of the *Request for Public Assistance* form, which includes points of contact, is the first required step for receiving Federal Disaster Assistance. The Department of Public Safety Financial Manager is the County Coordinating Officer, and also serves as the Public Assistance Coordinator (PAC) for the Palm Beach County Board of County

¹⁶ The County Coordinating Agent serves as the Designated Agent, the Applicant's Agent and the Public Assistance Officer.

Commissioners. Each of the thirty-eight municipal jurisdictions, local taxing districts, and other eligible entities within Palm Beach County file as independent applicants. A Public Assistance Coordinator must be designated for each independent applicant and is responsible for filing the *Request for Public Assistance* on behalf of their own jurisdiction.

Kickoff Meeting: A Kickoff Meeting is conducted with eligible applicants individually (municipality, county, special district), to identify damages and begin project formulations. The Department of Public Safety’s County Coordinating Officer¹⁷ for Palm Beach County will invite all departmental financial coordinators, responsible for cost tracking and financial reimbursement for their department, to attend the Palm Beach County Kickoff Meeting.¹⁸ At this meeting, the applicants will receive complete instructions on the Public Assistance Program, and subsequent technical assistance is provided to all applicants. Each eligible applicant signs a *Disaster Relief Funding Agreement* with the State of Florida to provide reimbursement for uninsured damage losses. The following issues will be discussed at the Kickoff Meeting, along with a series of supporting documents which will be provided to the attendees:

- Fact Sheet
- New Public Assistance Program, Emergency Program, or Fire Suppression Program Guidance, as applicable
- Reimbursement Documentation Information
- *Request for Public Assistance* form with a private non-profit program
- Hazard Mitigation Handout
- Eligibility Criteria
- *Project Worksheet Flow Chart*

Additional information forms, and guidance related to the Kickoff Meeting may be located at www.floridapa.org.

Each municipal jurisdiction and independent taxing authority will conduct their own Kickoff Meeting directly with the Florida Division of Emergency Management and the Federal Emergency Management Agency. The County will not be involved or coordinate these activities unless the municipalities directly request County involvement or support.

Statewide Mutual Aid Compensation: Florida Statute Section 252.38(3) authorizes political subdivisions to enter into Mutual Aid Agreements, allowing entities to assist others during emergencies by providing needed resources, i.e. personnel, property or equipment. For additional information and requirements related to requesting mutual aid assistance, reference the Comprehensive Emergency Management Plan.

The party providing mutual aid assistance (Assister) may claim reimbursement of expenses from the party requesting assistance (Requester) consistent with the reimbursement guidelines of the Federal Emergency Management Agency’s Disaster Assistance Policy 9523.6 (Mutual Aid). Mutual Aid claims should be submitted to the requesting party.

The departments within Palm Beach County that request mutual aid assistance will be

¹⁷ The County Coordinating Agent serves as the Designated Agent, the Applicant’s Agent and the Public Assistance Officer.

¹⁸ Each municipal jurisdiction and special district will conduct their own kickoff meeting.

responsible for receiving, verifying, and documenting Statewide Mutual Aid Agreement claims, for missions that were directly requested for the assisting agency, without State Emergency Operations Center mission assignment. The cost of this aid, as provided by one of the Statewide Mutual Aid Agreement signatory participants, may be reimbursable under the Federal Public Assistance Program in a declared event. The responsible County department must submit the claim to the Federal Emergency Management Agency and notify the County's Coordinating Officer.¹⁹

If a State Emergency Response Team was the requestor for assistance, on behalf of Palm Beach County through the State Emergency Operations Center Mission Assignment, then the mutual aid reimbursement claim may be submitted to that State Emergency Response Team agency. Addresses to submit claims to the State Emergency Response Team will be posted on the Florida Division of Emergency Management's Web site at [Florida Public Assistance \(www.floridapa.org\)](http://www.floridapa.org) for each event.

Following is additional guidance for inclusion in the Statewide Mutual Aid Agreement compensation claim, which is submitted by the assister to the requestor.

1. Transmittal Letter. The Assister may submit a transmittal letter or employ the statewide *Mutual Aid Agreement Claim Form* which may be located at www.floridapa.org. The narrative in the Transmittal Letter or the content of the *Invoice Form* must incorporate the following information:
 - The Statewide Mutual Aid Agreement request, including applicable State Emergency Operations Center Mission Number(s)
 - The types of employees that responded (police, fire, public works, etc)
 - The timeframe of Statewide Mutual Aid Agreement services provided
 - The statewide Mutual Aid Agreement services rendered as emergency protective measures for the public safety/health, or for protection of improved property
 - The Declared Disaster areas (County or municipality) in which the Statewide Mutual Aid Assistance services were provided
2. Cost Summary. A *Total Actual Costs Summary* (Work Completed To-Date) must be included, which also provides claimed expenses itemized in the following categories as applicable:
 - Labor Summary: Labor includes separate fringe benefits rates for *Regular Time and Overtime Pay Labor Summary*. List the personnel for regular and overtime hours worked each day, for a total number of hours, for costs to be extended at the appropriate regular-time or overtime pay rate. The appropriate fringe benefit rate may be applied to the total regular time and the total overtime costs as per the *Fringe Benefit Rate Determination Sheet*. Additional information related to eligible labor costs may be located at the Federal Emergency Management Agency Recovery Policy 9525.7 (Labor Costs-Emergency Work).
 - Equipment Summary: List equipment rates at the Federal Emergency Management Agency equipment rates or established claimant rates, if less than the Federal Emergency Management Agency Equipment Rate Schedule. List the various units of

¹⁹ The County Coordinating Agent serves as the Designated Agent, the Applicant's Agent and the Public Assistance Officer.

claimant-owned equipment for the hours used each day for a total number of hours of use, to be extended at the appropriate equipment rate. The Federal Emergency Management Agency Equipment Rate Schedule is available at the [Federal Emergency Management Agency\(www.fema.gov\)](http://www.fema.gov) Web site. Eligibility of equipment/supplies that are purchased in order to perform the mission is governed by Federal Emergency Management Agency Policy Directive 9525.12 (available at the Federal Emergency Management Agency's Web site or [Florida Public Assistance \(www.floridapa.org\)](http://www.floridapa.org)). In general, those items of equipment and supplies that cost under \$5,000 are eligible to claim. Items of equipment worth more than \$5,000, and residual unused supplies in excess of \$5,000 after the disaster work is completed, will require adjustment from eligible acquisition cost.

- **Materials Expense Summary.** List consumed materials and supplies that were consumed by the claimant in the emergency response operations, whether inventory items or items purchased for the emergency, at the quantities and unit prices extended for the materials consumed.
- **Contract/Rental Expense Summary:** Contract/rental services in support of the emergency response, listing each contractor or rental vendor, with description of the services/rentals provided.
- **Travel Expense Summary:** List travel costs (employee reimbursements, direct-paid lodging, meals, and miscellaneous expenses), reimbursed to each claimant employee, or paid directly by the claimant for transportation, meals, and/or lodging for claimant personnel or volunteers.

Supporting documentation such as time sheets, equipment logs, purchase orders, invoices, etc., should be attached to the relevant expense summaries and kept on file by the Statewide Mutual Aid Agreement Claimant for at least five years. Additional information may be located at [Florida Public Assistance \(www.floridapa.org\)](http://www.floridapa.org).

Municipal Coordination: In accordance with Federal Emergency Management Agency regulations and detailed in Palm Beach County Policies and Procedures Manual CW-F-061, each municipality and special district within Palm Beach County is required to prepare its own set of Project Worksheet (PW) documents to request Federal financial reimbursement. After a Federal Disaster Declaration for Public Assistance is issued, each jurisdiction (eligible applicant) must designate a Municipal Coordinating Officer who also serves as the Applicant's Agent, the Public Assistance Coordinator, or the Designated Agent, in accordance with internal procedures. Each jurisdiction may independently determine which person has the prerequisite skills and capabilities to best perform the task of Municipal Coordinating Officer (or preferred title, see above). The position requires an understanding of the Federal Public Assistance Program and requirements, local purchasing and contracting processes, ability to track and document disaster-related expenses, and authority to negotiate with the State and Federal representatives supplying Federal disaster assistance. This individual will, in accordance with established procedures and checklists, attend the Applicants' Briefing, manage the application procedures, and all administrative requirements associated with the Federal Public Assistance Program. At the Applicants' Briefing, each jurisdiction will be asked to complete a *Request for Public Assistance Form* and schedule a Kickoff Meeting. The Applicant's Agent for the municipal jurisdiction should maintain ongoing communication with the County's Applicant Agent, and coordinate with all municipal agencies and organizations engaged in the response and recovery effort. The

Applicant's Agent will have custodial responsibility for disaster related records or oversee the management of records in accordance with local policies and procedures.

Restoration of Critical Facilities and Infrastructure

Palm Beach County's extensive infrastructure and facilities are under the administrative purview of numerous entities. The majority of the County-owned facilities are managed by the Facilities Development and Operations Department. The majority of the infrastructure is managed by the Engineering and Public Works Department and the Water Utilities Department.

In general, the primary entities which may be engaged in the emergency repair and permanent restoration of County-owned facilities, technologies, equipment and systems include:

- Airports Department
- Engineering and Public Works Department
- Environmental Resources Management Department
- Facilities Development and Operations Department
- Fire Rescue Department
- Information Systems Services Department
- Palm Beach County Sheriff's Office
- Park and Recreation Department
- Solid Waste Authority
- Water Utilities Department
- Palm Tran

The recovery framework must comprehensively integrate and coordinate the: assessment, emergency repair, and estimate the permanent repair and restoration of all of these vital systems to ensure maximum post-disaster financial compensation from all available public and private sources. Each department owning or maintaining infrastructure and/or facilities must maintain a process to assess the damage to public infrastructure, structures, facilities, and equipment from a critical incident or disaster. The assessment will include an estimate of the type and the extent of damages, including probable costs. This process is essential in determining the magnitude and severity of the disaster impact and eligibility of Federal Emergency Management Agency disaster relief funding under the Public Assistance Program, and financial reimbursement through the Risk Management Department. This process will also provide the ability to prioritize emergency repairs in the post-disaster environment, and begin the long-term estimation, repair and permanent reconstruction planning process. Details related to permanent repairs and redevelopment are discussed in a greater detail in the Post Disaster Redevelopment Plan .



Assessment Identification and Prioritization: The emergency restoration of critical facilities and infrastructure is a vital step in community recovery. Continuity of operations plans should be in place for all mission essential functions associated with all critical facilities.

The Facilities Development and Operations Department maintains all County owned facilities and will prioritize assessment, emergency repair, and permanent repair functions in accordance with their internal procedures. The following list identifies priority critical-facility categories:

- Public Safety Facilities
- Priority Governmental Facilities
- Educational Facilities
- Health and Medical Care Facilities
- Public Transit Facilities

Emergency Repair Process: In the aftermath of a large scale disaster, the immediate emergency repair of critical infrastructure components, facilities, and equipment must be essential to the preservation of life, safety, and continuation of essential government services. Emergency repairs must prevent further damage to an eligible facility. In order to be eligible for Federal reimbursement, all emergency repairs must meet requirements specified in the Robert T. Stafford Act, under the provision for protective measures (Category B of the Public Assistance Program). For a detailed description of eligible work, see the Federal Emergency Management Agency Guidance under Category B Protective Measures. All other repairs which do not fit this immediate life-safety definition must be conducted under the Stafford Act requirements of “Permanent Repair.”

The Infrastructure Reconstruction Unit) and the Facility Reconstruction Unit are responsible for completing the emergency repairs for facilities and infrastructure systems which were likely begun during the immediate response phase at the Emergency Operations Center. Field teams will continually assess infrastructure and facility conditions, and report the status to the Recovery Operations Center. The department directors will prioritize the emergency repairs of critical facilities. A follow-up repair team will be deployed to each of the facilities which were identified as damaged during the initial damage assessment process, and will detail the necessary repairs.

Priority emergency repairs may include any of the following:

- Temporary roof protection on habitable buildings to avoid any additional damage
- Emergency measures at vital traffic intersections
- Emergency restoration of priority street lights
- Safety repairs to minimally damaged bridges
- Emergency restoration of roadways
- Remediation of flooding and drainage problems

The department directors will prioritize the facilities for emergency repairs, and will identify a contractor, in accordance with internal operating procedures. The department directors or designees will issue emergency work directives to complete the mission, to include the detailed scope of work and location. The damage of all County-owned facilities and infrastructure should be photographed prior to repair. All official documents and photographs should be archived in accordance with internal procedures.

Insurance

The Stafford Act, in certain circumstances, requires applicants to carry property insurance for those facilities and equipment that are readily insurable. Most Public Assistance Grants will not be processed until insurance coordination with the appropriate carrier has been completed. The Palm Beach County Risk Management Department, and municipal risk managers, must ensure efficient processing of insurance documents in accordance with their internal operating procedures and policies. In the aftermath of the disaster, authority must be provided to release insurance information to the Federal Emergency Management Agency. The Federal Emergency Management Agency will obtain copies of the declaration page of necessary documents of all policies currently in force, all endorsements, any special Florida exclusions limiting coverage, notice of loss, proof of loss, and Statement(s) of Loss. Upon full insurance recovery, the Federal Emergency Management Agency will provide reimbursement in accordance with the Stafford Act. At the time of *Project Worksheet* development, the inspection team will verify whether damaged facilities are listed on the insurance coverage property schedule, and will verify insurance proceeds.

Project Worksheets

In compliance with County procedures, the Department of Public Safety has the responsibility to coordinate with all departments under the authority of the Board of County Commissioners to compile *Project Worksheets* with the Federal Emergency Management Agency, and conduct ongoing coordination to ensure full reimbursement. The County must submit, within the designated application period, a “List of Projects” to be reviewed for Federal Public Assistance. For each damaged site and project, this list should identify the following:

- The disaster assistance category
- Site location
- Description of the damage
- Scope of work necessary to repair, replace or restore projects to pre-disaster conditions

Damage survey and inspection teams, comprised of County, State and Federal engineers, planners and architects, will review each project and activity on the *List of Projects*. The Public Assistance Officer will coordinate with the Facilities Development and Operations Department to arrange the survey and inspection schedules, ensure participation by appropriate officials, and ensure that necessary records and documentation are available. The inspection team will prepare *Project Worksheets* for each project, identifying activity descriptions, scopes of work and cost estimates. Each County department and subordinate divisions will provide a point of contact to the Facilities Development and Operations Department, contribute to the list of damaged sites, and document emergency work performed. Each point-of-contact must accompany the Public Assistance Officer and/or Project Officers for site damage surveys, coordinate field inspections of recovery work, provide cost breakdowns, and document completed work. A *Project Worksheet* must be prepared for each site and in each Disaster Public Assistance Category in excess of \$1,000. Each *Project Worksheet* undergoes two levels of review before approval by the Federal Coordinating Officer. This approval must occur within 45 days of the date of first inspection. The first review, performed jointly by the State/Federal damage survey and inspection team, is for concurrence on the *Project Worksheet*. If State and Federal inspectors

concur, the *Project Worksheet* goes to the Federal Coordinating Officer for approval. If there is a disagreement on the *Project Worksheet*, it is returned to the applicant for resolution of the discrepancy. The second review, conducted by Federal Emergency Management Agency staff, is done before final approval of the Federal Coordinating Officer. If the *Project Worksheet* is approved, it is forwarded to the Federal Coordinating Officer for approval. If there is a discrepancy, it is returned to the survey and inspection team for resolution of the discrepancy. Any changes made to a *Project Worksheet* during any stage of the review process will be returned to the Palm Beach County Coordinating Officer, who will then have an opportunity to review the change, concur or not concur and attach any additional documentation or statements to support the survey and inspection team's position.

Project Worksheets for Small Projects: Small projects are defined by a cost threshold which is set by the Federal Emergency Management Agency in the Federal Register Notice for each Federal fiscal year (as required by the Stafford Act, P.L. 93-288). For small projects, payment of the Federal and State share is based on the estimate in the *Project Worksheet* and not the actual expenses. Small projects receive the entire Federal and State share of the obligated amount. For small projects that are submitted within 30 days of the Kickoff Meeting, the State and Federal Public Assistance Coordinators will validate, by a random sampling, small projects for review and independent development of cost estimates. If the sampling verifies accurate estimating, then all of the submitted small projects are recommended for approval. If the applicant (County/municipality/special district) is unable to submit their *Small Projects Worksheets* within thirty (30) days of the Kickoff Meeting, then the Public Assistance Coordinators will verify all small projects before recommending approval. *Small Project Worksheets* for emergency or restoration work, with actual cost documentation, may be separated from the Small Project Validation Process. These projects may be recommended directly for approval on the basis of actual cost documentation which was provided with the *Project Worksheet*.

Cost Estimation: Each department within Palm Beach County that maintains public facilities or equipment will determine the best method to calculate the damages and associated repair costs. The Federal Emergency Management Agency recommends the estimation models to determine the repair costs, which are based upon the size and scope of the overall project. Small projects may be estimated through the use of Cost Codes which is detailed below in Method 1. For larger projects, responsible departments may choose to employ established project cost estimation programs or procedures, which are detailed in Method 2 below, or the department may employ actual proposals from vendors. Each of these methods for small projects is explained below:

- **Method 1 Cost Codes.** In order to estimate project costs through the use of Federal Emergency Management Agency Cost Codes, the anticipated line item of work would be incorporated for each task. This method of project cost estimation does not typically include all types of work necessary for project completion; nor is it necessarily current or representative in the unit costs for the line items of work quantities anticipated. These cost codes were developed by the Federal Emergency Management Agency to make cost estimates by Category of Restoration Work, and are not generally applicable to emergency work. Categories of Restoration Work, which include Categories C through Category G, were devised by the Federal Emergency Management Agency for the purpose of easing the project cost-estimation process. Under the new Public Assistance Program, it is no longer necessary to restrict work of one category to a *Project*

Worksheet. However, the Cost Codes by Category are still useful, in the absence of one of the following better methods, for project cost estimation.

- **Method 2 Cost Estimation Program.** An Applicant may have an established project cost estimation program or procedure for the purposes of budgeting project costs. If the applicant has such an established method for project cost estimation, such project cost estimates are permissible for use for the writing of Project Worksheets.
- **Method 3 Actual Vendor Proposal.** Reasonable bids, quotations, or proposals by two or more contractors or vendors for project completion may also be acceptable.

Changes in Scope of Work and Costs for Small Projects. Cost overruns are not handled on a project-by-project basis; rather, the applicant may request supplemental funding for a net cost overrun on all small projects by submitting an appeal through the State of Florida to the Federal Emergency Management Agency. An appeal should be submitted only when the total costs for all small projects significantly exceed the total cost approved for all small projects. The appeal must be submitted within 60 days of the completion of all of that applicant's small projects. The appeal must include documentation of actual costs of all of the projects, including projects with underruns, as well as those with overruns. Except when an appeal is to be submitted, cost documentation for small projects does not need to be submitted to the Federal Emergency Management Agency, but should be retained for three years after final completion. The State need only certify that all work was completed in accordance with the approved Project Worksheets.

Project Worksheets for Large Projects: Large projects are defined by a cost threshold set in the same Federal Register Notice that sets the small-project threshold. The Federal and State shares are paid out as a reimbursement of documented expenses.

For significant large projects of complexity, the Federal Emergency Management Agency's Cost Estimating Format (CEF) may be used for better estimation of project costs. The Cost Estimating Format requires a clear definition of the project scope of work for estimating the base costs, incidental construction costs, construction cost contingencies, contractor's overhead and profit, cost escalations over the life of the project, fees for necessary reviews and permits, a reserve for eligible change orders and unforeseen conditions, project management, and project engineering and design costs. The Cost Estimating Format does not limit the cost eligibility for the project as the project grant will be adjusted to actual costs at Final Inspection. The Cost Estimating Format may be expected to provide a higher and more accurate project cost estimate, as it allows for consideration of project-related costs that are not normally considered in the use of the other cost estimate methods.

Pre-Inspection Preparation. The field inspections for Palm Beach County owned facilities and property are coordinated through the Facility Reconstruction Unit of the Operations Section. The field inspections for infrastructure are coordinated through the Infrastructure Restoration Unit of the Operations Section. The goal is to conduct inspections with the most efficient use of time by Federal, State, and County representatives. An insurance adjuster may be assigned to conduct initial or subsequent inspections where insurance coverage may be available for the *Project Worksheet* Scope of Work. It may also be necessary to include technical experts in the inspection process if the facilities and/or infrastructure reconstruction involves historic structures and places, floodplains, or incorporate hazard mitigation issues. The State and Federal inspection team will seek to provide at least a five-day notice prior to the scheduled inspections. A list of

the required documents should be mailed or faxed to the Recovery Operations Center in advance of the inspection to facilitate the process.

Initial Inspection by the Federal/State/Local Inspection Team: The goal of the onsite inspection is to cost estimate all large projects and validate twenty (20) percent of the proposed small projects. The damages are evaluated in relationship to each Federal Public Assistance category of damage. The field inspection team will complete a sketch of the project and incorporate project measurements. The inspectors will also document specific damages and conditions, and will photograph the project site. The inspector may also request additional information and documents that may be necessary to facilitate development of the *Project Worksheet*. The team should also identify possible hazard mitigation improvements in the restoration of damaged facilities. Once the *Project Worksheet* is complete, the local, State and Federal inspection team members review and sign the original *Project Worksheet* and add any necessary supporting documentation.

Special Considerations in Project Reconstruction: The funding of reconstruction through the Federal Public Assistance Program may be impacted by a number of special considerations which may impact the type, location, and methods of reconstruction. Following is a list of potential obstacles and opportunities which should be considered by the Infrastructure Restoration Unit and the Facility Reconstruction Unit at the Recovery Operations Center when assessing, prioritizing and evaluating reconstruction projects:

- **Mitigation in floodplains or wetlands:** Flood mitigation measures that avoid or minimize environmental harm within Palm Beach County's floodplains and wetlands should be evaluated. A map of the Palm Beach County flood zones is available at <http://www.pbcgov.com/pzb/maps/pdfs/floodzones.pdf>. Projects within these vulnerable areas may require an Environmental Impact Statement. Mitigation and other considerations detailed in the Environmental Impact Statement may be eligible for funding by the Federal Emergency Management Agency or the State. Any action taken in a floodplain or wetlands, the provisions of 44 Code of Federal Regulations, Part 10 are supplemental to Executive Order 11988, Floodplain Management and Executive Order 11990, Protection of Wetlands.
- **Historic Properties:** The Environmental Preservation and Restoration Unit and the County archeologist (in coordination with municipalities, if required) are responsible for assessment, evaluation and restoration of historic sites in the aftermath of a disaster. A member of this Unit should participate in the environmental assessment for any projects in Palm Beach County listed on, or eligible for, the National Register of Historic Places. Palm Beach County registered sites may be found at:
<http://www.nationalregisterofhistoricplaces.com/fl/Palm+Beach/state.html>.
- Assessment should be coordinated with the historical review required by 36 Code of Federal Regulations, Part 60, 61, 65, 68, 79 and 800 and 48 FR 190, Part IV. The Archeological and Historic Preservation Act may also impact these projects.
- Other Federal environmental laws may impact recovery projects in the aftermath of a disaster. The Environmental Preservation and Restoration Unit should monitor the application and impact of these regulatory policies including:

- Endangered Species Act and 50 Code of Federal Regulations, Part 402
- The Wild and Scenic Rivers Act and 36 Code of Federal Regulations Part 297, Subpart A24
- The Fish and Wildlife Coordination Act
- Coastal Zone Management Act and 15 Code of Federal Regulations, Parts 923 and 930
- Coastal Barriers Resources Act and 44 Code of Federal Regulations 206, Subpart J

Hazard Mitigation Strategies During Reconstruction. The Palm Beach County Infrastructure Restoration and Facility Reconstruction Units will initiate and encourage meaningful actions to reduce or eliminate the long-term risk to human life and property from natural hazards throughout the post-disaster recovery and reconstruction process. Under Section 406 of the Stafford Act, the Federal Emergency Management Agency may pre-approve hazard mitigation improvements of one hundred (100) percent of the damage costs. In order to be considered for hazard mitigation funding, the following steps should be conducted during the initial *Project Worksheet* development process:

- Identify methods to rebuild which eliminate or substantially reduce future damages
- Evaluate potential mitigation alternatives
- Prepare narrative summary as part of the site report
- Review mitigation measures versus repetitive damage cycle
- Analyze the protected facility/materials and estimated value
- Collect and prepare data to demonstrate and/or support development of a cost benefit ratio
- Assist in verifying feasibility

The County will incorporate these mechanisms to ensure that vital mitigation measures can be applied to minimize future impacts. The County also maintains a list of mitigation projects that have been proven to show benefit in the ability to withstand or expedite recovery from natural disasters. This *Project Priority List* is maintained within the Local Mitigation Strategy and incorporates projects for all jurisdictions within the county. There is a post-disaster procedure to update this list in the aftermath of a disaster which may be referenced in the Local Mitigation Strategy. In the event of funding eligibility, either pre-disaster or post-disaster, this prioritized list of projects should guide project selection criteria. The list of mitigation projects should also be maintained in the County's Capital Improvement Plan so that it will also be evaluated for local funding opportunities. It is important that all departments consider the implications of incorporating hazard mitigation strategies within the reconstruction process.

Changes in Scope of Work and Costs for Large Projects. During the performance of work on a project, hidden damage, additional work that is necessary to properly complete the project, or certain costs that are higher than those used to make the original estimate for the *Project Worksheet* may be discovered. Delays in the work schedule also may increase costs. For large projects, when a change in scope or a need for additional funding is discovered, the County should notify the State as soon as possible. The assumption should not be made that such costs can be reported at the end of the project and that the additional funds will be approved automatically. The request should contain justification for the eligibility of the additional work or costs. If additional damage to the facility is involved, it may be necessary to show how that

damage is disaster-related. The State will forward requests to the Federal Emergency Management Agency with a written recommendation. To determine eligibility, the Federal Emergency Management Agency and the State, in cooperation with the local representatives, may conduct a site visit. The Federal Emergency Management Agency will render a decision and notify the State either with an amended *Project Worksheet* for additional funding, or a written denial of the request.

Progress Reports: The status of all projects must be reported to the Florida Division of Emergency Management in a *Progress Report* on a quarterly basis. The report will include information on the amount of money provided to the County, the amount still due to the County, time extensions, appeals, percentage of completion, and remarks. The latest versions of all Florida Public Assistance related documents, guidance and forms may be located at www.floridapa.org.

Obligation Funds

The *Project Worksheets* are validated, and when approved, funds are obligated to the State by the Federal Emergency Management Agency. The Federal Emergency Management Agency notifies the State of the approved amount, and the funds are electronically available to the designated State account for payment to the County, municipalities or special districts.

Appeals

The appeals process is the opportunity for applicants to request reconsideration of decisions regarding the provision of assistance. There are two levels of appeal. The first level appeal is to the Federal Emergency Management Agency Region 4 Director. The second level appeal is to the Assistant Director at Federal Emergency Management Agency Headquarters.

- Applicants must file an appeal with the State of Florida within 60 days of receipt of a notice for the action that is being appealed.
- Applicants must provide documentation to support the appeal. This documentation should explain why the applicant believes the original determination is wrong and the amount of adjustment being requested.
- The State will review the appeal documentation and request additional information if necessary. The State will then prepare a written recommendation on the merits of the appeal and forward that recommendation to the Federal Emergency Management Agency within 60 days of its receipt of the appeal letter, or receipt of additional information that it had requested.
- The regional director will review the first appeal within 90 days and will take one of two actions: render a decision on the appeal and inform the State of the decision; or, request additional information from the applicant.
- Normally, the applicant will have 60 days to provide any additional information, and the director will provide a decision on the appeal within 90 days of receipt of the information.
- If the appeal is granted, the regional director will take appropriate action, such as approving additional funding or sending a project officer to meet with the applicant to determine additional eligible funding.
- If an appeal is denied by the regional director, the applicant may submit a second appeal

to the assistant director of the Federal Emergency Management Agency. The applicant must submit the appeal to the State within 60 days of receiving the regional director's decision.

- If the assistant director of the Federal Emergency Management Agency denies the appeal, a third and final appeal may be made to the Federal Emergency Management Agency director within 60 days after receipt of the Assistant Director's denial. The Federal Emergency Management Agency Director has 90 days in which to make a decision on the appeal or to request additional information. The director shall notify the Governor's Authorized Representative of the final disposition of the appeal.
- The Department of Public Safety will coordinate all appeals on behalf of all Palm Beach County entities. Each municipality and special district will coordinate their own appeals.

Project Closeout

Project Closeout for Small Projects: When small projects are completed, the local jurisdiction notifies the State by letter, certifying that the projects have been completed in accordance with the approved scope of work. Final closeout is based on the certification of completion.

Project Closeout for Large Projects: To close a large project, the State is notified of completion and a final inspection of the site and the documentation is scheduled to ensure compliance with the scope of work and actual eligible costs. Once compliance and costs have been established by the Federal Emergency Management Agency/State Inspection Team, a *Project Worksheet* version is prepared. When the *Project Worksheet* version is obligated and the applicant (county/municipality/special district) submits a *Request for Reimbursement*, the State forwards the final payment and the project is closed out. If the project is de-obligated or results in an underrun, the applicant (County/municipality/special district) will owe the grantee (State) the overpaid amount before the project can be closed.

Final Inspections

When all *Project Worksheets* in any project application have been completed, a project summary must be submitted by the applicant (County/municipality/special district) to the Public Assistance Office and to the Governor's Authorized Representative (GAR). State and Federal inspectors will conduct a final inspection of the project to verify the project's completion. Final inspection documents will then be prepared and forwarded to the Federal Coordinating Officer for the preparation of any closing documents. A small project will only require *Certification of Completion Form* stating that the work has been completed. Some small projects may be inspected for completion on a random basis.

Other Assistance

Other Assistance programs for individuals, such as the State Housing Initiative Partnership (SHIP) Grant Program and the Community Development Block Grants Program may also be activated to assist those who have been affected.

Reentry and Security

The purpose of a coordinated, phased re-entry process is to protect property and lives within the most severely impacted areas. In the immediate response phase, security forces may establish perimeter control where life safety is severely threatened. While responders are saving lives and utility workers are eliminating life threatening hazards, these areas will remain closed. The goal, however, is to reopen all residential and commercial areas as efficiently as possible in order to allow recovery activities to proceed. It is the Executive Policy Group, in coordination with subject-matter experts, who have the authority to reopen areas during the response phase. As the Recovery Operations Center is activated, this authority shifts to the Recovery Steering Committee. Re-entry policies are further detailed in the Regional Evacuation Coordinating Procedure, the Re-Entry Plan, and the Comprehensive Emergency Management Plan.

According to Palm Beach County Re-Entry Plan, reentry may occur in a series of phases. The first phase, Level I Access, allows for reentry of agencies and groups that play key roles in restoring normal operations after a disaster. They may include search and rescue representatives, infrastructure and utilities repair personnel, and official damage-assessment teams. The second phase, Level II Access, allows for reentry of critical support groups, such as relief workers, health care personnel, and insurance agents, as well as residents and business operators. In order to reduce liability administering reentry, the County should properly warn persons reentering impacted areas, through both written and verbal warnings, about damaged infrastructure, buildings, and roadways. The County, working in coordination with impacted municipal jurisdictions, will have the challenge of identifying and authorizing appropriate personnel for entry during the identified phases. Law enforcement officers may be designated to staff checkpoints during reentry. Returning residents, workers and business owners will be required to show proper identification, including drivers' licenses, company identification cards, or documents showing ownership/rental of a business. In cases where an address on a driver's license does not correspond to the area being entered, other documents, such as utility bills, mortgage deeds, property tax documents, and car registrations, will be accepted at established checkpoints. In addition, law enforcement may set up roadblocks where they are deemed necessary and curfews may be implemented. For additional information, reference the Palm Beach County Reentry Plan.

Debris Management

This Solid Waste Authority Debris Management Plan identifies the actions required to plan for and respond to a natural debris-generating event. The County Road and Bridge Division is responsible for emergency debris clearance from essential transportation routes, based on pre-established priorities identified in the Comprehensive Emergency Management Plan. The County Public Works Unit is also responsible for clearing debris for egress from specified critical facilities in the immediate response phase. The Solid Waste Authority, through Palm Beach County Resolution 2006-003, is responsible for coordinating the permanent removal, storage, recycling, and disposal of all debris deposited along or immediately adjacent to public right-of-ways. The Solid Waste Authority will consult the Engineering and Public Works Department and

private vendor resources insuring efficient debris removal activities.

Emergency Debris Clearance

The Palm Beach County Engineering and Public Works Department, Road and Bridge Division, is responsible for debris clearance immediately following a large-scale disaster in order to prioritize the impacted areas and resource needs. Most emergency debris-clearance activities are conducted during the response phase. Debris clearance from Palm Beach County roadways and Palm Beach County public property will be accomplished using Palm Beach County Engineering and Public Works crews and equipment, mutual aid providers, and private contractor resources. Palm Beach County Engineering and Public Works, Road and Bridge Division's primary mission is to clear debris from at least one lane of all primary and secondary roads to expedite the movement of emergency service vehicles, such as fire, police and medical responders. A listing of critical facilities and a primary road clearance list are included in the Comprehensive Emergency Management Plan. Engineering and Public Works Department Damage Assessment Teams will conduct initial zone by zone windshield surveys to identify the type of debris and to estimate amounts of debris on the roadways. The results of the windshield surveys will also be provided to the Solid Waste Authority's Emergency Operations Center's representative, located at the Emergency and Recovery Operations Centers. Priority for debris clearance will be based upon the following criteria:

1. Extricate people
2. Major flood drainage arteries
3. Egress for fire, police, Emergency Operations Center
4. Communications tower at Forest Hill Boulevard
5. Ingress to hospitals, jail, and special care unit
6. Major traffic routes
7. Egress for Belvedere Road complex for fleet, traffic, road and bridge, and designated remote locations
8. Supply distribution points and mutual aid assembly areas
9. Government facilities
10. Public Safety Department communications towers
11. Greater Palm Beach Area Chapter - American Red Cross risk shelters for general populations and special populations
12. Secondary roads to neighbor collection points
13. Access for utility restoration
14. Neighborhood streets
15. Private property adversely effecting public welfare
16. Recovery incident facilities, including the Recovery Operations Center, Disaster Recovery Centers, and Business Recovery Centers²⁰

Permanent Debris Removal

The Debris Removal Center will coordinate all permanent debris management activities. A liaison will be assigned to the Recovery Operations Center. The general concept of debris removal operations includes multiple, scheduled passes at each critical site, location, or rights-of-

²⁰ Internal procedures from the Division were not available for viewing at the writing of this Plan.

way as directed by the Debris Management Center staff. This manner of scheduling debris removal allows residents to return to their properties and bring debris to the edge of the rights-of-way as property restoration progresses. Palm Beach County has been divided into Debris Zones, as specified in the Solid Waste Authority's Debris Management Plan, to control and expedite debris removal and disposal operations. Each municipality is responsible for coordinating the permanent removal, storage, recycling and disposal of all debris deposited along or immediately adjacent to public rights-of-way in the municipality. The Solid Waste Authority has entered into Inter-local Agreements with municipalities in Palm Beach County to allow for a cooperative effort in the management of disaster debris, and securing reimbursement for eligible debris management costs from appropriate Federal, State and local agencies. The Solid Waste Authority has printed sequentially numbered load tickets and numbered truck placards, available to the municipalities to use at Solid Waste Authority Debris Management Sites. Any municipality choosing to use Solid Waste Authority Debris Management Sites must certify and placard the trucks used by their contractors to haul debris to the debris site. Each load of debris brought to the debris site must be accompanied by a valid and properly completed Solid Waste Authority issued load ticket. For additional procedural details see Solid Waste Authority Debris Management Plan.

Debris Monitoring

Loading Site Monitors will be provided by the Debris Monitoring Consultant. The Loading Site Inspectors will be assigned to each contractor-loading site within designated Debris Zones. The Loading-Site Monitor will initiate the load tickets that verify that the debris being picked up is eligible under the terms of the contract. Debris-Site Monitors will be provided either by the Solid Waste Authority or from other Palm Beach County sources. The Debris-Site Monitors will be stationed at all Debris-Management sites and landfill disposal sites for the purpose of verifying the quantity of material being hauled by the Disaster Debris Removal and Disposal Contractor through the use of load tickets. The Contractor shall construct and maintain inspection towers at each Debris-Management site and landfill disposal site. The Contractor will construct the inspection towers with a floor elevation that affords the Disposal-Site Monitor a complete view of the load bed of each piece of equipment being utilized to haul debris. A Disposal-Site Monitor will be located at each inspection station to verify the load and estimate the volume in cubic yards. The Disposal-Site Monitors will estimate the cubic yards of debris in each truck entering the Contractor's selected Debris-Management sites or landfill disposal sites, and will record the estimated quantity on pre-numbered debris load tickets. The Contractor will only be paid based on the number of cubic yards of material deposited at the disposal site as recorded on the debris load tickets. The Solid Waste Authority will provide pre numbered load tickets to all users of Solid Waste Authority Debris Sites.

Removal from Private Property: According to the Debris Management Plan, debris removal will only be conducted within the public right-of-way. Private property owners, including property-owners associations, are responsible for the removal of their own debris unless advance agreements are in place. However, the Federal Emergency Management Agency's Disaster Assistance Policy, DAP 9523.13 Debris Removal from Private Property, addresses eligibility of debris removal from private property. Debris removal from private property is generally not eligible for Public Assistance Grant funding because it is the responsibility of the individual property owner. If property owners, however, move the disaster-related debris to a public right-

of-way, the local government may be reimbursed for curbside pickup and disposal for a limited period of time. If the debris on private business and residential property is so widespread that public health, safety, or the economic recovery of the community is threatened, the Federal Emergency Management Agency may fund debris removal from private property, but it must be approved in advance by the Federal Emergency Management Agency. Refer to Disaster Assistance Policy, DAP 9523.13 Debris Removal from Private Property, for information on the eligibility of debris removal from private property.

Demolition of Private Structures: Palm Beach County may need to enter private property to demolish private structures made unsafe by disasters, to eliminate immediate threats to life, public health, and safety. The Palm Beach County Planning, Zoning, and Building Department is responsible for conducting habitability assessments and making the determination whether a structure is safe. In some cases, the costs of performing demolition of private structures may be eligible for Public Assistance Grant funding.

The demolition of unsafe privately-owned structures and subsequent removal of demolition debris may be eligible when the following conditions are met:

- The structures were damaged and made unsafe by the declared disaster, and are located in the area of the disaster declaration
- The applicant certifies that the structures are determined to be unsafe and pose an immediate threat to the public
- The applicant has demonstrated that it has legal responsibility to perform the demolition
- A legally authorized official has ordered the demolition of unsafe structures and removal of demolition debris
- The applicant has indemnified the Federal government and its employees, agents, and contractors from any claims arising from the demolition work
- The demolition work is completed within the completion deadlines outlined in 44 Code of Federal Regulations §206.204 for emergency work

Eligible activities include demolition of the facility superstructure, filling in of open below-grade structures (basements, swimming pools), and other activities, including capping of wells and pumping and capping of septic tanks. Ineligible costs associated with the demolition of private structures may include:

- Removal of slabs or foundations, except in very unusual circumstances, such as when disaster-related erosion under slabs on a hillside causes an immediate public health and safety threat
- Removal of pads and driveways

Demolition activities are eligible for permanent work assistance when the work is required in support of eligible repair, replacement, or reconstruction of a project. Refer to Disaster Assistance Policy, DAP 9523.4 Demolition of Private Structures, for information on the eligibility of private-structure demolition. Additional information on debris removal and demolition operations can be found in the Federal Emergency Management Agency 325 Public Assistance Debris Management Guide.

Closeout for Debris Management

The Solid Waste Authority Reimbursement Coordinator will provide for the collection and compilation of all labor, equipment hours, materials/supplies, and expenditures related to disaster response and recovery. The Reimbursement Coordinator will also manage the receipt and submission of all Debris Contractor payables via load tickets and load ticket data base information.

Public Information Coordination for Debris Activities

The Solid Waste Authority Public Information Officer will serve as the liaison to the Recovery Operations Center Public Information Officer. The Recovery Operations Center's Public Information Officer will develop a proactive information management plan. Emphasis will be placed on actions that the public can perform to expedite the cleanup process. Flyers, newspapers, and radio and TV public service announcements should be used to obtain the public's cooperation by separating garbage from storm debris; segregating household hazardous waste; placing disaster debris at the curbside; keeping debris piles away from fire hydrants and valves; reporting locations of illegal dump sites or incidents of illegal dumping, and segregating recyclable materials. Pickup schedules will be disseminated in the local news media, and via the Solid Waste Authority Emergency Information Hotline 561-640-4000.

Financial Management Procedures

Following a Presidential and State disaster declaration, disaster related costs may be eligible for reimbursement by the Federal Emergency Management Agency's Public Assistance Program, detailed in the Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, and Code of Federal Regulations, 44 Code of Federal Regulations, Part 206. The Department of Public Safety is responsible for overall coordination of the County's expenditure reimbursement efforts. Documentation pertaining to a project related financial expenditure should be filed with the corresponding *Project Worksheet* and maintained by each of the County departments as the permanent record of the project. These records become the basis for verification of the accuracy of project cost estimates during validation of small projects, reconciliation of costs for large projects, and audits. Direct and indirect costs incurred in requesting and obtaining Public Assistance through development and approval of *Project Worksheets* will be reimbursed, based on the actual allowable costs incurred, and should be included as an item requested for reimbursement included on each *Project Worksheet*. Administrative costs must be identified and reimbursement requested for each individual *Project Worksheet*.

Palm Beach County Policies and Procedures, CW-F-061 establishes responsibility and detailed procedures in documenting disaster-related expenditures, to facilitate reimbursement from the Federal Government, the State of Florida, and the County's private insurance carriers. During periods of an emergency, each Palm Beach County department and agency is responsible for keeping complete and accurate accounts of all emergency expenditures and obligations, including personnel, material, equipment and contractual costs, to document and facilitate

financial reimbursement. Palm Beach County departments that submit *Project Worksheets* must establish and maintain accurate records of events and expenditures related to disaster recovery work. The information required for documentation describes the “who, what, when, where, why, and how much” for each item of disaster recovery work. The County maintains a financial and record-keeping system to track these elements. This documentation will be used to identify, estimate, validate, fund, track, and audit projects. All of the documentation pertaining to a project should be filed with the corresponding *Project Worksheets* and maintained by the department as the permanent record of the project. These records become the basis for verification of the accuracy of project cost estimates during validation of small projects, reconciliation of costs for large projects, and audits. For additional information see Palm Beach County Policies and Procedures, CW-F-061, the Florida Public Assistance Web site (<http://floridapa.org/>), the Florida Department of Emergency Management Web site www.floridadisaster.org/Recovery/pubs.htm, and the Federal Emergency Management Agency Web site titled “Public Assistance - Interactive Forms Library,” <http://www.fema.gov/government/grant/pa/forms.shtm>.

Federal Document Retention Requirements. The Federal Office of Management and Budget requires that Palm Beach County and all applicants maintain financial and program records on file for three years following final payment. These records may be subject to the provisions of the Single Audit Act. There are time limits established for the completion of eligible work. These are set by regulation, and are measured from the declaration date of the major disaster or emergency. The initial deadlines are established according to the type of work. The completion deadlines are generally six (6) months for debris management activities and emergency work. The deadline for permanent repairs is eighteen (18) months. The State may grant extensions, and commonly will do so, as long as the extensions are justified. For debris clearance and emergency protective measures, an additional six months may be granted. For permanent restoration work, an additional 30 months may be granted. Justification for extensions should be based on extenuating circumstances or unusual project requirements beyond the control of the applicant. The Federal Emergency Management Agency may review the State’s actions on time extensions on a periodic basis to ensure compliance with the regulations.

Insurance Reimbursement

The County’s Risk Management Department is responsible for overall coordination of the County’s expenditure-reimbursement efforts, from the County’s private insurance carriers or the self-insurance funds. According to Federal Emergency Management Agency guidelines, and detailed in Palm Beach County Policies and Procedures Manual CW-F-061, the local government must obtain “reasonably available, adequate and necessary” insurance for the types of hazard for which a disaster might be declared. The Federal Emergency Management Agency will only reimburse the local jurisdiction to the extent that insurance fails to pay for damages sustained. For each *Project Worksheet* (PW) submitted to the Federal Emergency Management Agency, the County must indicate if insurance coverage is applicable. For those *Project Worksheets* indicating insurance applicability, the Federal Emergency Management Agency will typically adjust (i.e., reduce) the claim by the estimated amount of private insurance recovery. When the actual final insurance recovery settlement is received in-full, the Federal Emergency Management Agency will again adjust the *Project Worksheet* claim to reflect actual recovery versus the initial amount estimated. Therefore, it is imperative that County departments and

agencies submit any disaster-related insurance claims (*Property and Liability Incident Forms*) to the Risk Management Department for processing as soon as practicable after the disaster passes. *Property and Liability Incident Forms* can be found on the Palm Beach County intranet Web site listed under “Forms” and then “Risk Management.”

Contingency Fund

The County maintains a contingency reserve of up to \$29 million. In the event of a disaster, Palm Beach County has this fund available to support a variety of post-disaster expenditures. The funding level for this reserve is established annually by the Board of County Commissioners.

Grants Coordination

The administration of grants is governed by Palm Beach County Policies and Procedures Manual CW-F-003. Under this policy, County Departments are responsible for identifying grant opportunities and preparing grant applications for new sources of revenue applicable to programs under their jurisdiction. All County departments are encouraged to support the identification of available funds from external sources, including grant opportunities. All Departments with financial staff should consider augmenting staff temporarily to support grant-related activities in the aftermath of a disaster. Other disaster-related grant programs that may become available post-disaster include, but are not limited to:

- Community Disaster Loan Program: Provides funds to any eligible jurisdiction in a designated disaster area that has suffered a substantial loss of tax and other revenue.
- Fire Management Assistance Grant Program: Assistance for the mitigation, management, and control of fires on publicly- or privately-owned forests or grasslands, which threaten such destruction as would constitute a major disaster.
- Hazard Mitigation Grant Program: Provides grants to States and local governments to implement long-term hazard mitigation measures after a major disaster declaration.
- Reimbursement for Firefighting on Federal Property: Provides reimbursement only for direct costs and losses over and above normal operating costs for fighting fire on property owned by the Federal government.
- Public Assistance Grant Program: Provides mitigation funding to damaged public facilities after a major disaster declaration.

Audits

Public assistance grant recipients are required to comply with the provisions set forth under the Single Audit Act of 1984(Act) (Public Law 98-502), as amended in 1996. The Act requires grant recipients expending \$500,000 or more in Federal funds in a fiscal year, ending after December 31, 2008, to perform a single audit. Even though a single audit must be performed, grant recipients also are subject to additional audits by the Federal Emergency Management Agency, the County’s Office of the Inspector General, and State auditors for items not covered by the single audit. Specific documentation and procedures are based on the requirements of the Federal Office of Management and Budget whereby grant recipients must maintain financial and program records for three years following final payment.

Residential Reconstruction

Permitting and Inspections

Palm Beach County Ordinance 2003-050 provides for the temporary suspension of building and development permits in the unincorporated areas of the County after declaration of the County as a disaster area, or declaration of a Local State of Emergency. The temporary suspension includes suspension of development orders and permits, variance and zoning requests, and construction or re-construction permits. Emergency repairs and minor damage repairs are allowed, and no building inspections shall be conducted. Article XII. Post-Disaster Temporary Permit Suspension Ordinance Sec. 7-401. Title. (Ord. No. 03-050, § I, 9-23-03) states that a post-disaster temporary permit suspension shall be in effect upon the occurrence of one or more of the following events:

- The County is struck by a hurricane or other coastal storm hazards as determined by the National Weather Service and twenty (20) percent or more of the structures in the unincorporated County, as determined by the building official, are destroyed or substantially damaged by a hurricane or other coastal storm hazards; or
- A Local State of Emergency may be declared by the Governor of the State of Florida, or the Palm Beach County Board of County Commissioners in accordance with procedures outlined in the Comprehensive Emergency Management Plan. The declaration of a Local State of Emergency will transpire according to the Leadership Line of Succession, which is as follows: Board of County Commissioners Chair, Vice-Chair, County Administrator or designee. The President of the United States, in accordance with procedures established in the Robert T. Stafford Act, may declare a Federal disaster area.
- The suspension shall begin immediately upon the declaration of the disaster area and/or State of Emergency for the County. The suspension shall apply in the unincorporated area of the County, and any jurisdiction for which the County issues building permits and/or inspections, and shall remain in effect until ended, pursuant to the provisions of this article.
- While the suspension is in effect, no development orders or development permits, as defined by the Unified Land Development Code of Palm Beach County or the Florida Building Code, shall be accepted, processed or issued; no variances shall be approved; and, no re-zonings or other zoning requests shall be approved. Building permits shall be temporarily suspended, and no construction or reconstruction requiring permit approval may be undertaken, except for emergency repairs or minor damage repairs. No building inspections shall be conducted. Government entities may apply for building permits for permanent repair of public facilities experiencing damage or which create a threat to the health, safety and welfare of the public. Demolition permits may be issued for substantially damaged structures which are determined by the building official to pose an immediate threat to residents if collapse of the structure occurs.
- The suspension shall be lifted according to the following schedule:
- In the event that the number of building permits for damaged property is such that building and other permitting processes may proceed, the Executive Director of the

Planning, Zoning and Building Department may lift the suspension at any time and prioritize the damage permits, while allowing other permits to also be processed as time permits. This shall only occur upon approval of the County Administrator and after written notification to the chair of the Board of County Commissioners.

- Thirty (30) days after the Board of County Commissioners lift the Local State of Emergency, building permits may be applied for all buildings or other facilities that were damaged or substantially damaged.
- Forty-five (45) days after the Board of County Commissioners lifts the Local State of Emergency, previously approved and pending development orders, permits and review procedures will revert to their pre-disaster status.

Upon lifting of suspension, the County reserves the right to inspect or re-inspect any and all building permit work in place, or which occurs in accordance with an existing building permit, to verify that the work in place was not damaged during the storm event or emergency. In the event that the County determines that the building permit work in place was damaged during the storm event or emergency, or suspects that damage was incurred, the property owner/permit holder shall be responsible for rework, removal, retesting, and uncovering work to facilitate inspection, so that compliance with the building permit documents and the building code can be ensured.

This emergency permitting suspension is only applicable to the unincorporated County. Municipal jurisdictions are responsible for the implementation of local independent jurisdictional reconstruction and temporary permitting policies and services. All municipal jurisdictions with independent permitting authority must consider development and implementation of their own permitting suspensions.

Non-Conforming Uses

Chapter F-Nonconformities, Section 1.G in the Land Development Code addresses non-conforming uses, structures, and conditions under which they may be rebuilt. Based upon the classification of the non-conforming use (minor or major), they may not exceed the allowable maximum percentage of any single improvement classification. The post-disaster environment provides an opportunity to correct nonconformance and bring these areas into compliance with the current regulations in the Land Development Code, which are consistent with the larger vision regarding the development of the area. In non-disaster scenarios, issues involving the restoration or discontinuation of nonconforming uses arise on a case-by-case basis. However, major disasters can create hundreds, perhaps thousands, of nonconforming uses almost immediately. This results in increased workload on the Planning Division. Advance planning to enforce non-conforming use standards is important. Reference the Post Disaster Redevelopment Plan for additional details.

Permanent Housing Construction

As the community situation stabilizes, homes are rebuilt, and infrastructure is restored, it is vital to quickly support the transition, preferably within an 18-month timeframe. Efforts should be made to discourage attitudes of permanency within temporary housing arrangements. Temporary sites located outside of settled areas shifts settlement patterns, weakening the value of existing facilities and requiring new transportation services or new facilities. The Department of Housing

and Community Development is charged with working with the State and Federal Joint/Disaster Field Office/Housing Information Center and Housing Solutions Center to transition survivors back to permanent housing. The Federal Disaster Housing Strategy identifies a long list of Federal programs, such as Community Development Block Grants, which may be available to local jurisdictions to support permanent reconstruction efforts. The Long-Term Recovery Coalition may provide essential linkage to manage the pool of clients, and ensure they are receiving appropriate assistance. Reference the Post Disaster Redevelopment Plan for additional details.

Health and Human Services Support

In recovery, the focus should begin to shift from immediate emergency lifesaving needs of food, water, sanitation, and clean up kits to survivor self-sustainability. Restoration of community services, supplies, vendors, and utilities should begin to drive the economic engine. There will still be a need to support some mass-care needs. These recovery and redevelopment support services will be monitored primarily by the Health and Medical Services Unit throughout the County, to identify ongoing gaps in service availability; to monitor the needs of special populations; to coordinate special assistance with the Long-Term Recovery Coalition; and, to respond to requests in support of unmet needs.

Disaster Recovery Centers

Disaster Recovery Centers are temporary facilities located in or near the impacted area where survivors can obtain disaster-related information, and human service agency providers can also collect information related to community unmet needs. The centers are staffed with specialists from the Federal Emergency Management Agency, the State Emergency Response Team, the U.S. Small Business Administration, and a variety of disaster recovery representatives from local and volunteer agencies. Disaster Recovery Centers provide guidance regarding disaster recovery, clarification of written correspondence received from provider agencies, housing assistance and rental resource information, and general recovery information. Disaster Recovery Centers also provide referrals to agencies that may provide further assistance, and provide status information on applications being processed by the Federal Emergency Management Agency and the Small Business Administration. The Florida Division of Emergency Management's Bureau of Recovery will be responsible for managing the participation of State Emergency Response Team member agencies and coordination with Federal agency representatives.

Following is an overview of the services provided by the State of Florida:²¹

- The Department of Children and Families will provide information related to food stamp replacement and crisis counseling.
- The Agency for Workforce Innovation will provide job-placement and training referrals.
- The Department of Elder Affairs will connect elderly residents to appropriate assistance.

²¹ Note: This is not a complete list of services, but is representative of the types of services provided by each of the agencies. For additional information regarding services provided by the State of Florida, reference the State Comprehensive Emergency Management Plan, and the State's website at www.floridadisaster.org.

- The Department of Veterans Affairs will provide information on benefits, pensions, insurance settlements and Veterans Administration mortgages.
- The Division of Emergency Management, Bureau of Mitigation will provide information on the National Flood Insurance Program to mitigate against future losses.
- The Division's Bureau of Recovery will conduct a State Housing Survey to identify present housing needs in the affected areas.
- The Department of Highway Safety and Motor Vehicles will establish mobile facilities to provide replacement drivers' licenses, identification cards, motor vehicle tag services, voter registration cards, organ-donation designations, and emergency contact registration.
- The Department of Agriculture will provide information about loan programs to assist eligible farmers, ranchers, and aquaculture operators in returning their operations to a financially sound basis in the aftermath of a disaster.
- The Department of Financial Services will provide information about Federal and State assistance programs, including insurance awareness.

Following is a list of services provided by the Federal Government:

- The Federal Emergency Management Agency Applicant Services will provide assistance in one-on-one registration, and will address any questions or concerns.
- The Small Business Administration will provide information on low-interest home, personal property, and business loans for restoring or replacing uninsured or underinsured, disaster-damaged, real and personal property for individuals or businesses.
- The Federal Emergency Management Agency Mitigation will provide information on the National Flood Insurance Program (NFIP) and how to mitigate against future losses.
- Tax Assistance will assist with expedited Federal or State tax deduction for casualty losses to homes, personal property or household goods.
- The Young Lawyers Association will provide free legal services for low-income disaster survivors.
- The Social Security Administration will assist in expediting delivery of checks delayed by the disaster, and with applying for Social Security disability and survivor benefits.

Following is a list of services to be provided by Palm Beach County and local partners:

- The Palm Beach County Health Department will provide health safety information and water test kits.
- Local utilities will provide information related to restoration of services.
- Local building and permit office will provide information related to building and remodeling projects when permits are necessary. Based upon the location of the center, building and permitting may be under the authority of the County or municipality. Permitting procedures may vary among jurisdictions. In selected cases, the impacted jurisdiction may choose to expedite their permit process and/or issue field permits at the Disaster Recovery Centers.
- Local Community Emergency Response Teams will provide support in education for survivors on disaster preparedness within the impacted community.
- The County Disaster Recovery Coalition may provide vouchers for clothing, referrals and household items.
- The Greater Palm Beach Area Chapter - American Red Cross may provide feeding and

hydration, flood cleanup materials and gather information on specific needs of the impacted community.

- The Salvation Army may provide food, water, shelter referrals, clothing, and assistance in replacement of household necessities.
- The Palm Beach County Disaster Recovery Coalition, when possible, will provide staff to support the Disaster Recovery Centers. This function will eventually be transitioned to external teams, such as members of Project Hope, if activated. The Project Hope teams will continue to complete the *Initial Disaster Emergency Needs Assessment Form*, which will be collected daily by personnel from the County's Disaster Recovery Coalition. Volunteers will be positioned next to the Federal Emergency Management Agency registration tables, and will conduct initial emergency intakes on individuals and families registering for Federal Emergency Management Agency or Greater Palm Beach Area Chapter - American Red Cross assistance.

Activation: The process of establishing a Disaster Recovery Center is initiated from the Recovery Steering Committee at the Recovery Operation Center, to the State Coordinating Officer at the State Emergency Operations Center. The State Coordinating Officer will forward the recommendation to the Federal Coordinating Officer on the number, type (fixed or mobile), and location of possible Disaster Recovery Sites to be activated in Palm Beach County. The goal is to provide sufficient locations to adequately serve all impacted survivors in the County. In Palm Beach County this will be a challenge due to the sheer geographic size of the County, and the total and the large number (38) of municipal jurisdictions who demand their own facility and services within their municipal boundaries. The facility, and equipment such as tables and chairs, are provided by the County and will be coordinated through the Facilities Development and Operations Department. Supervision is provided by Joint State and the Federal Emergency Management Agency Managers. Equipment such as copiers, phones and fax machines are provided by the Federal Emergency Management Agency. Where the Federal Emergency Management Agency and the Florida Division of Emergency Management disagree on the need for a fixed site Disaster Recovery Center, the Florida Division of Emergency Management may proceed to open the facility jointly with the County, and operate independently of the Federal Emergency Management Agency.

The Recovery Operations Center and Disaster Recovery Center Unit, working through the Recovery Operations Center, will contact the following agencies with instructions to report to the Disaster Recovery Centers. Palm Beach County may also choose to employ their automated system:

- The Palm Beach County Health Department
- Local utilities representatives
- Local building and permit offices (county and/or municipal)
- Local Community Emergency Response Teams
- The Disaster Recovery Coalition
- The Greater Palm Beach Area Chapter - American Red Cross
- The Salvation Army

Requirements: The location of Disaster Recovery Centers within the damaged area will be selected by the Facilities Development and Operations Department Director for areas within the

unincorporated County. The Recovery Operations Center and Disaster Recovery Center Unit will coordinate directly with municipal jurisdictions to identify appropriate sites to serve municipal needs. The following are guidelines for determining suitable locations for a Disaster Recovery Center:

- Minimum of 5,000 square feet of floor space
- Waiting area capable of accommodating 100 people
- Access for persons with physical handicaps, hearing impairment, or visual disabilities
- Separate areas for child care, crisis counseling, and first aid
- Adequate parking
- Locations near public transportation systems
- Adequate utilities and communications
- Adequate restrooms and janitorial services

Preliminary disaster recovery sites have been preselected and are detailed in the Palm Beach County Operation Section Coordinating Procedures. These facilities were selected based upon the guidance detailed in the State of Florida, Division of Emergency Management, Bureau of Recovery and Mitigation, Standard Operating Procedure/Guideline, Disaster Recovery Center. Palm Beach County has identified publically-owned, fixed facilities. The Palm Beach County Comprehensive Emergency Management Plan currently lists the following locations as potential Disaster Recovery Center sites:

- City of Belle Glade's Municipal Complex
- Town of Jupiter's Community Center
- City of West Palm Beach's Gaines Park
- Village of Wellington's Community Center
- City of Boynton Beach's Civic Center
- City of Boca Raton's Sugar Sands Park

In the aftermath of a disaster, the Recovery Operations Center and Disaster Recovery Center Unit will first evaluate these preselected sites, but may choose alternate sites if they do not meet community needs, are not located in appropriate locations to serve the impacted communities, or have been damaged by the disaster. To the extent possible, proposed sites will be located at well-known, easily-recognized facilities that are in close proximity to the affected area. If necessary, the Recovery Operations Center may also identify privately-owned or nonprofit facilities such as churches, community centers or other sites which can provide sufficient space, access, sanitation facilities, and parking. Access for persons with disabilities is required.

Palm Beach County, in coordination with its municipal partners, will provide tables, chairs, and signage at the Disaster Recovery Centers. Equipment such as copiers, phones, and Internet access is provided by the Federal Emergency Management Agency, working in coordination with the State Emergency Response Team. If no fixed facilities are available, temporary mobile units or large, fully-equipped, climate-controlled tents may be provided by the State Emergency Response Team to serve Palm Beach County. The Federal Emergency Management Agency Individual Assistance, Safety, Security, and Logistics work jointly with the State Emergency Response Team representative and the Palm Beach County representative to confirm and inspect locations for Disaster Recovery Centers. The Federal Emergency Management Agency may

execute a Memorandum of Understanding, Use Agreement, or other appropriate document, with the property owner or designee, to clarify the legal terms and conditions for use of the facility.

Once sites and locations have been confirmed, State and Federal public information officers will prepare coordinated press releases to advise disaster victims of the location of the centers and assistance available. Hours of operation and duration will be dependent on the severity of the disaster and the needs of the disaster victims. During catastrophic events, centers may operate for several weeks, at least 12 hours per day, seven days per week. In general, the hours of operations will be made jointly by the County, the Disaster Recovery Center Coordinator, and the Incident Assessment Officer.

Health and Medical Services

The provision of health, medical and mental health services during the immediate and long-term recovery phase may remain critical. Long-term restoration of community health services including hospitals, nursing homes, dialysis centers, mental health clinics and other service providers may be damaged or discontinued. Disasters inherently drive the need for an increased level of service due to environmental and mental stresses, as well as community hazards post-disaster. Without adequate provision of health and medical services within the community, long-term sustainability is not viable. Recovery and redevelopment of health and human services must be closely monitored, and gaps in service identified. Monitoring the needs of special populations is also vital in the recovery process, particularly individuals with mobility and transportation limitations. The Palm Beach County Health Department, working in close coordination with the Long-Term Recovery Coalition, will identify special assistance needs and will coordinate with all public, private and nonprofit organizations to provide needed health and medical support.

Crisis Counseling: The Disaster Relief Act (Public Law 93-288, Section 413) authorizes a program of crisis counseling for survivors of major disasters through grant support for direct services to disaster survivors, as well as training in disaster crisis counseling for crisis workers. This program was developed in cooperation with the U.S. Federal Emergency Management Agency, which provides funding for its support. Disasters produce a variety of emotional and mental health disturbances which, if untreated, may become long-term and debilitating. Crisis counseling programs funded under Section 413 are designed to provide timely relief and to prevent long-term problems from developing.

Federal Client Management and Teleregistration

The Federal Emergency Management Agency requires all impacted homeowners and renters to register with the Federal Emergency Management Agency's Disaster Assistance Program. This can be accomplished online at www.disasterassistance.gov or by calling the Federal Emergency Management Agency's toll-free registration and helpline at 800-621-FEMA (3362), or TTY 800-462-7585, for those with a speech or hearing impairment. Impacted residents may also receive registration assistance at Disaster Recovery Centers once they have activated. Personnel are available to provide technical assistance, and phone banks may be made available for areas with destroyed communications.

The Federal Emergency Management Agency will not disclose registration information to State or local government agencies due to privacy concerns. Only non-specific, consolidated registration data will be provided by geographic region. For information regarding Federal

eligibility requirements and Federal programs, see the Authorities and References Section of this Plan, the National Response Framework, or Federal Emergency Management Agency Publication 545: Help After a Disaster (July 2008).

Community Relations Team

This is a public-relations function involving information collection and dissemination, which is used to notify individuals within the impacted communities about disaster assistance programs and other relevant information. This is accomplished primarily through joint efforts between the United States Department of Homeland Security, State and local Community Human Needs-Assessment Teams. These teams canvas neighborhoods in the impacted areas, contact survivors directly, and meet with local officials and the leaders of the community-based organizations to establish networks that can help in providing assistance in the affected counties.

The key role of community relations is to deliver disaster recovery information to disaster victims in an effective and expedient manner. This is accomplished by distributing disaster assistance information by all means available, including media (radio, television and newspaper), word-of-mouth, flyers, and others.

The Federal Emergency Management Agency deploys field community relations teams to impacted areas in the aftermath of a disaster. The Federal team members primarily encourage survivors to register for Federal Disaster Assistance by canvassing local neighborhoods, attending community outreach activities and town meetings, and by engaging community leaders. Palm Beach County and the Florida Division of Emergency Management will also join the Federal partners to expand the role of the community relations team to not only disseminate Federal Disaster Assistance information, but to also include State and local disaster assistance information and opportunities. When Federal, State, and local team members work together, relations teams may serve public relations functions involving information collection and dissemination. They may collect information of unmet needs in the field. The teams may contact survivors directly, meeting with local officials and the leaders of the community-based organizations to establish networks that can help in providing assistance in the affected jurisdictions. These teams will coordinate with municipal leaders when deploying to these jurisdictions. More information is available in the *Community Relations Team Standard Operating Guideline*.²²

The County Community Relations coordinator will be responsible for the following activities:

- Assemble personnel to perform community relations activities. If possible, personnel will receive community relations training, which may be conducted by the Florida Division of Emergency Management.
- Based on needs assessment and damage-assessment surveys, the coordinator should determine areas that will be targeted for community relations activities. The needs assessment will be used to determine priority neighborhoods for community relations activities.
- Identify, maintain, and distribute the equipment, supplies, and materials for community-relations personnel, which include vehicles, maps, administrative supplies, forms,

²² This guideline currently has not been developed.

communications, and emergency contacts.

- Develop lists of key community personnel that should be contacted to assist in information distribution to disaster victims.
- Develop lists of outlets that can be used to distribute disaster-related information, e.g. civic associations, churches, business associations, public-safety organizations (police and fire), post offices, businesses (e.g. convenience stores, restaurants, malls, grocery stores, banks, etc.), housing facilities (apartments, mobile home parks, etc.) social service organizations, etc.
- Community-relations teams should consider any special factors relating to areas targeted for community relations activities. For example, materials to be distributed may be needed in Spanish for neighborhoods with Spanish-speaking residents. Also, when senior citizens are involved, it may be advisable to assign personnel from organizations which provide services to elders, such as Meals On Wheels, home healthcare service providers, paratransit service providers, and elder-affairs organizations.

Local Client Management

As detailed in the Human Services Division Procedure Chapter 2, Section 2-6-2-10, and Chapter 13, Disaster Preparedness and Recovery, the Human Services Division is responsible for case management of those individuals/families in need of recovery assistance post-disaster. These individuals/families may be referred by the Palm Beach County Disaster Recovery Coalition, post-disaster outreach entities and/or self-referred. All cases are managed in the Coordinated Assistance Network Client Management System. The Coordinated Assistance Network serves as an interagency portal which enables collaboration between partner organizations, providing disaster case-management services and minimizing duplication of services. *The Case Management System/Unmet Needs Sequence of Delivery Flowchart*²³ outlines long-term recovery functional tasks related to case management. It details the process for review of cases, conformation of assistance received from the Federal Emergency Management Agency, and government agencies, assessment of victims' personal resources, and available community social services, faith-based organizations and other voluntary agencies. For additional information, review the *Disaster Recovery Coalitions Disaster Case-Management Coordination/Disaster Repair and Rebuild Standard Operating Procedure/Guideline*.

Local Eligibility: Victims do not necessarily have to suffer damage to their primary dwelling to receive assistance from the Disaster Recovery Coalition. The *Sequence of Delivery Flowchart*²⁴ details case-management processes based on unmet needs for those not requiring construction, as well as survivors that have unmet needs that also require construction or rebuilding. If rebuilding or construction is required, the Disaster Recovery Coalition will provide disaster case management as outlined in the Construction Management/Coordination subsection of the *Sequence of Delivery Flowchart*.

Applications Process: Persons exhibiting unmet needs will register with the County's Human Services Division. The Human Services Division is required to perform post-disaster field

²³ Refer to the Disaster Recovery Coalition, Inc.'s "Case Management in Long Term Recovery Overview" document.

²⁴ Refer to the Disaster Recovery Coalition, Inc.'s "Case Management in Long Term Recovery Overview" document.

assessments and outreach services for persons exhibiting unmet needs. The teams determine unmet needs based upon assessments of the residents' stated and observed needs. While the Emergency Operating Areas remain activated, Human Service teams are assigned to each of the six County Emergency Operation Areas and coordinate with the Emergency Operating Area Coordinators on their field activities. Information related to requests for funding will be summarized and presented to the Palm Beach County Disaster Recovery Coalition (Coalition) Executive Committee for approval. The division provides assistance, advocacy, and follow-up services to individuals/families with the filing of a claim through their personal insurance carrier, the Federal Emergency Management Agency, the Housing and Community Development Department and other available resources that may be available at the time to assist with necessary repairs. The individuals/families will be contacted to ensure that identified repair work has been completed and certified as completed by the contractor. For additional details regarding the application process, reference the Division of Human Services Procedure Manual, Chapter 2 and Chapter 11.

Casework Management

Currently, the Palm Beach County Human Services Division is responsible for case management, which begins with the unmet needs process. The integration and flow between the Case Management System and unmet needs is detailed in the Disaster Recovery Coalition's *Sequence of Delivery Flowchart*, which is located in the Disaster Recovery Coalition's *Case Management Long-Term Recovery Overview* document. Casework management is a method of providing services whereby the case manager assesses the needs of the survivor, and develops a Disaster Recovery Plan with the survivor to address those needs. Casework management involves both the survivor and the resources. It may involve a wide range of agencies. A disaster-caused serious unmet need is something the survivors cannot meet for themselves.

The Palm Beach County Disaster Recovery Coalition is responsible for identifying resources for unmet needs of County residents. Many survivors will require additional support in the aftermath of the disaster because they may not qualify for Federal assistance through the Individual Assistance Program, are underinsured, or have other unmet needs which are prohibiting them from transitioning back to an independent living status. The County and various non-governmental disaster recovery agencies will attempt to provide assistance. Eligibility is determined on an individual basis through case management services.

The Human Services Division oversees and manages cases for individuals/families that are seeking home repair assistance not covered by insurance, the Federal Emergency Management Agency, or other sources. Individuals seeking case management assistance may contact the Human Services Division directly or may be referred by the Palm Beach County Disaster Recovery Coalition. The Disaster Recovery Coalition will coordinate with the Palm Beach County League of Cities to ensure that the municipal unmet needs are addressed and prioritized. The Coalition promotes cooperation and coordination among local, State, Federal, voluntary agencies, business, and industry to address the preparedness and unmet recovery and mitigation needs within Palm Beach County. The Coalition consists of forty-plus community leaders, nonprofit organizations, businesses, government, and interfaith groups that work together and combine resources in support of short-term and long-term recovery and redevelopment

operations. Reference the Disaster Recovery Coalition *Standard Operating Guideline* and the Post Disaster Redevelopment Plan.

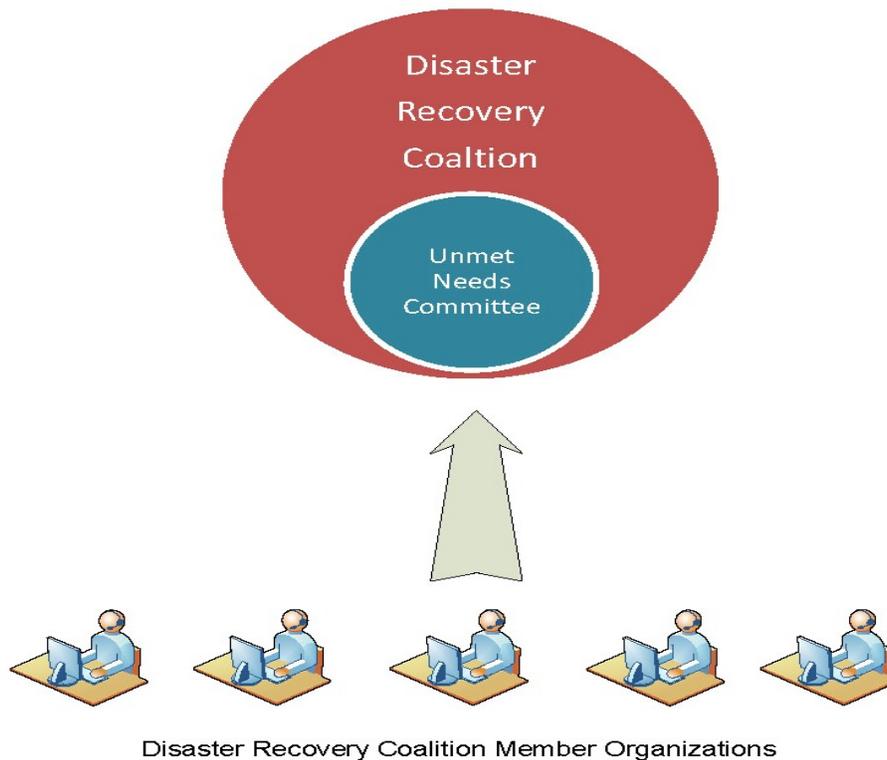
Unmet Needs Identification

The Palm Beach County Disaster Recovery Coalition is a collaborative effort between the government and the private nonprofit community to identify and resolve emergency and long-term, disaster-related unmet needs which cannot be met by traditional resources. Volunteer organizations, interfaith groups, social service organizations, community action agencies and locally based State agencies come together to define a complete assistance package for those impacted by the disaster. The primary function of the Disaster Recovery Coalition and the subset group of the Unmet Needs Committee is to coordinate and access resources at the local level, and to utilize the organizational structure of local member agencies to access non-local resources. The Disaster Recovery Coalition and the Unmet Needs Committee seeks to maximize existing resources, assure appropriate allocation of resources, and avoid duplication of services to survivors.

The director of the Disaster Recovery Coalition activates the Disaster Recovery Coalition within approximately seven days of the disaster to begin the process of identifying and fulfilling unmet needs. Partner agencies, including direct service agencies, share their unmet needs information among the Coalition membership. During the initial meeting, the Disaster Recovery Coalition leadership evaluates resources which are immediately available from among the member organizations. The Disaster Recovery Coalition will coordinate the immediate allocation of these available resources. Resource shortfalls will be summarized in an *Unmet Needs Report* for public outreach through non-governmental organizations, faith-based organizations, and others. This information is also disseminated to the Public Education and Information Unit for distribution to media partners.

The Disaster Recovery Coalition member agencies collectively are the supporting agencies that provide for the coordination of unmet needs. The Palm Beach County Disaster Recovery Coalition supports the coordination of meeting unmet needs; and, the Unmet Needs Committee, as a subset of the Disaster Recovery Coalition, supports the case-management portion of this process. The various Disaster Recovery Coalition member agencies serve as the points of data collection throughout the community. These member agencies then funnel this information to the Unmet Needs Committee, which in turn is ultimately coordinated by the Disaster Recovery Coalition (See Figure 7).

Figure 7: Disaster Recovery Coalition Member Organization



The Unmet Needs Committee may also provide an avenue for referral of recovery assistance, which may include any of the following:

- Utility deposits, rental assistance, and essential furniture replacement
- Emergency protection, repair and reconstruction of homes
- Building supplies and volunteer labor
- Crisis counseling seminars for clergy and caseworkers
- Advocacy, work crews and phone bank volunteers
- Community volunteer assistance
- Liability/government coordination
- Insurance for non-affiliated organizations
- Fund disbursement, tracking and accounting
- Maintaining accounting ledgers for tax and auditing purposes
- Coordinating outside funding assistance
- Casework management and review
- Salvation Army/Greater Palm Beach Area Chapter – American Red Cross/Funded caseworker
- Provide individual follow through until closeout

Special Populations

Special-Needs populations are those that require assistance for their medical, mental, or

psychological disabilities in the recovery environment. This is a much more expansive population subgroup than those individuals registered as having Special Needs in the Special Needs database. When evaluating and designing recovery solutions, the Recovery Operations Center must consider the availability of handicap accessible facilities and services, transportation support, and additional human service support. The large aging, yet independently living, population in Palm Beach County will pose numerous challenges to reach long-term self sustainability after a large-scale disaster. The Health and Medical Unit is charged with incorporating the needs of Special-Needs population in the recovery decision-making process.

Public Information

In the recovery phase, the Public Education and Information Unit (Unit) will begin to work with a larger number of partner agencies. The emphasis in recovery will be to target specific populations either due to their geographic location in high impact areas, or due to some other special requirements or needs. The public outreach and education components at the Recovery Operations Center may work more actively with existing community groups, such as neighborhood associations, condominium associations, community advocacy groups, and educational institutions to develop long-term visions for community redevelopment, to build consensus, to identify the preferences of special populations, and to guide public decision-making throughout the recovery process. This Unit will collect, compile, distribute, and coordinate recover-related public information through all available public, private, nonprofit, electronic, and community-based means. They will coordinate information releases from the Recovery Steering Committee, the Disaster Recovery Coalition, municipal jurisdictions and State and Federal partner agencies to ensure that a unified message is maintained throughout all phases of the recovery process.

This Unit will also coordinate community-relations activities which primarily notifies individuals within the impacted communities about available disaster assistance programs. Combined local, State, and Federal teams canvas neighborhoods in the impacted areas, contact survivors directly and meet with local officials and the leaders of the community-based organizations, to establish networks that can help in providing assistance in the affected counties. For additional information related to the purpose and function of the Community Relations Teams, reference the Health and Human Services Section of this document and the Community Relations Team Standard Operating Guideline.²⁵

Providing ongoing information and public education to survivors in the impacted area can pose a challenge. The Public Education and Information Unit will work with the electronic and print media outlets that continue to operate in the post-disaster environment. The Recovery Operations Center will also maintain extensive information on Palm Beach County's Internet Web site at www.pbcgov.com. However, due to the potential lack of communications and power infrastructure, members of the Recovery Operations Center may need to rely upon face-to-face communications with many portions of the community. These face to face communications may be conducted through public meetings at town halls, community centers, neighborhood associations, churches, community service and social clubs, and gatherings, among others. Based upon the recovery issue requiring dissemination, the Public Education and Outreach Unit will work with the members of the Recovery Operations Center to identify the most appropriate

²⁵ This guideline currently has not been developed.

means to reach survivors, special populations, special interest groups, dislocated populations, and geographic regions of concern.

As during the response phase of the disaster, it will continue to be important to monitor public perception and rumors which circulate in the community in the aftermath of the disaster. The Public Education and Information Unit will monitor media information, community rumors, compliant lines, and reports from other members of the Recovery Operations Center to identify sources of community unrest, misinformation, and political controversy which could disrupt long-term community recovery. The goal of public information and education efforts is to focus outreach and education topics to include general community redevelopment priorities and public input opportunities.

Public Safety Messages

Reentry and Security: Continued public outreach and education efforts will support the reentry and security objectives which remain problematic during the recovery phase. Unlike the response phase, the goal during recovery is to reach displaced survivors with accurate and timely information on the status of restoration efforts within residential areas and neighborhoods. Particularly in the aftermath of major disasters, evacuees may be located in areas outside of the local media market. Reentry and security messages, therefore, must be accessible by these populations through alternate public outreach means. Reliance on Web site, social media, and external media markets will take on added importance.

Protective Actions: In the recovery phase of the disaster, protective action messages become somewhat less critical as evacuation, shelter-in-place, and quarantine orders become less frequent. The emphasis in recovery will remain on reentry orders as areas are made safe, structures are secured, infrastructure is re-established, and debris clearance activities progress. In the recovery phase, the reentry decisions may become more challenging, as the consequences of long-term redevelopment are reevaluated. Community benefits to alter infrastructure systems to mitigate against future impacts, considerations to decrease densities in vulnerable areas, or decisions to rebuild areas stronger and smarter, may delay the ability for individuals and businesses to return to their homes.

Public Health and Safety: The emphasis on public health and safety will remain a priority for public information releases in the recovery phase of a disaster. While the community begins to rebuild and reestablish community services, survivors will continue to face a variety of hazards in their homes, businesses, and surrounding community. Public safety messages will be issued in coordination with the Palm Beach County Health Department on the proper identification of unsafe food, storage and consumption of food, and drinking water safety. Messages may also continue to focus on safety associated with utility services restoration.

During recovery from such disasters as hurricanes and floods, longer-term contamination issues may also begin to arise, such as wellwater safety from livestock waste, human sewage, chemicals, and other contaminants, which can lead to illness when used for drinking, bathing, and other hygiene activities. The rural communities of Palm Beach County also operate to a great extent on septic systems, which will remain inoperable during periods of prolonged standing water. Good basic personal hygiene and hand washing should continue to be emphasized to avoid the spread of illness and disease. Waterborne diseases are caused by organisms that are

directly spread through water. Water-related illnesses can be acquired due to a lack of water for good hygiene, lack of sanitation, or increasing insect populations that breed in water and then spread disease. Disaster Supplies Kits (Hygiene Supplies) may be available to survivors in addition to a public message to emphasize that their use in recovery is essential.

In Florida, dangers may also be posed by wild or stray animals, rodents, snakes, gators, and mosquitoes. During prolonged flooding situations, mosquitoes can spread diseases, such as West Nile virus or dengue fever, which may become an issue during prolonged incidents. The Recovery Operations Center's Public Education and Information Unit, under the leadership of the Public Affairs Department, and in close coordination with the Palm Beach County Health Department, will work with local, State, and Federal partners, as well as private-sector media partners to ensure public safety messages reach threatened survivors during the recovery phase.

Special Needs: Special Needs Populations in the post-disaster environment may include special services to support disabilities in this difficult environment. Low income populations who lack resources to attain self sustainability will also require target referrals and information. Work with agencies such as the Agency for Health Care Administration, the Elder Affairs Department and the Disaster Recovery Coalition to identify those individuals and develop mechanisms to reach them and to provide education and information on available assistance also may be beneficial.

Permitting, Contractor, and Reconstruction Issues: The Public Education and Information Unit will also coordinate the dissemination of a variety of permitting and reconstruction issues such as the expedited permitting process, residential hazard mitigation opportunities, and licensing of contractors. The challenge in Palm Beach County will be to communicate the differing requirements, timelines, and procedures for each of the jurisdictions within the County. Each municipal jurisdiction will likely have differing permitting standards, requirements, and application procedures. The Public Education and Information Unit will coordinate with the Public Information Officers from each of the municipalities to clarify these differences and to update the County Web site. These activities may also support broader visioning of neighborhood redevelopment efforts through town meetings, charrettes, community workshops, and similar citizen engagement activities. The Public Education and Information Unit will coordinate with the Planning, Zoning, and Building Department personnel to develop appropriate public information messages.

Temporary Roofing Program (Blue Roof)

The Temporary Roofing Program is primarily a response mission and is under the authority, initially, of the Emergency Operations Center Logistics Branch prior to activation of the Recovery Operations Center. Under this program, the U.S. Army Corps of Engineers provides temporary roof coverings (i.e., blue tarps) to cover damaged roofs of private homes. In order for this mission to be effective, it must be conducted in the immediate aftermath of a disaster to protect residential structures from additional damage. The temporary roof coverings are applied directly to damaged roofs by the U.S. Army Corps of Engineers contracted personnel. For additional information related to the Temporary Roofing Program, reference the Palm Beach County Comprehensive Emergency Management Plan.

Palm Beach County Emergency Repair Program (Program)

The Disaster Recovery Coalition administers the local Disaster Repair and Rebuild Program

through their Case Management system. This Program includes securing estimates for repairs, managing completion of repairs, and entering accurate information into the Coordinated Assistance Network (CAN). For additional information, review the Disaster Recovery Coalitions Disaster Case Management Coordination/Disaster Repair and Rebuild Standard Operating Procedure/Guideline.

Disaster Housing

The Palm Beach County Temporary Housing Plan for Disaster Events details the processes, systems, and concepts associated with transitional, interim, and permanent housing strategies in the aftermath of a disaster. The Comprehensive Emergency Management Plan details the emergency short-term shelter strategy for the County in the Operations Section, which is also summarized below. Following is a brief summary of each phase of the emergency shelter and disaster housing phases, which is also depicted in Figure 8. For additional information, reference the documents above.

Figure 8: Disaster Housing Phases



Source: Statewide Disaster Housing Planning Initiative (20101), Florida Division of Emergency Management

Short-Term Emergency Shelters

In disasters with advance notice, such as hurricanes, or in the aftermath of disasters impacting residential structures, vulnerable populations may seek temporary refuge at an emergency shelter. An emergency shelter provides disaster survivors with a temporary safe refuge and basic life-sustaining services. The Emergency Shelter Strategy is detailed in the Operations Section of the Comprehensive Emergency Management Plan.

A variety of shelter options are available to accommodate disaster survivors needing temporary shelter. Shelters may be classified into seven (7) primary categories:

1. Hurricane Risk Shelters
2. Non-Risk, All-Hazards Shelters
3. Host Shelters
4. Refuges of Last Resort
5. Special Needs Shelters

6. Shelters for Families of Emergency Workers
7. Pet Friendly Shelters

Hurricane Evacuation Risk Shelters. Palm Beach County, in cooperation with the Greater Palm Beach Area Chapter - American Red Cross (ARC), operates hurricane evacuation/risk shelters throughout the County, primarily during the immediate response phase. All hurricane evacuation risk shelters meet Greater Palm Beach Area Chapter - American Red Cross 4496 design standards to withstand hurricane force winds, including window strength and protection, wind and debris exposure, and storm surge inundation. Shelter capacity is continuing to expand as new high schools and select middle schools are built to Greater Palm Beach Area Chapter - American Red Cross 4496 standards, and Enhanced Hurricane Protection Areas Standards. The Palm Beach County Board of County Commissioners has a contract with the Palm Beach County School District to allow usage of their facilities for sheltering activities. Additional information related to the management of these shelters may be found in the *Hazards-Specific Hurricane Annex* and the Greater Palm Beach Area Chapter - American Red Cross Disaster Response Plan. The goal is to rapidly deactivate hurricane evacuation risk shelters in the immediate aftermath of disasters and to relocate disaster survivors to alternate locations if they cannot return home. Transitioning hurricane evacuation risk shelters, as quickly as possible after the immediate risk has passed, will allow students to return to schools, parents to return to work, and the community to rebuild.

Non-Risk, All-Hazards Shelters. The Greater Palm Beach Area Chapter - American Red Cross will also shelter disaster survivors who are left homeless due to non-tropical, weather-related disaster events threatening their neighborhood. Under these circumstances, a designated shelter (i.e., community center, church, or other public facility) will be activated primarily during the response and short-term recovery phase. The selected shelter will be located in close proximity to the affected area. Since no wind loading requirements are necessary for these shelters, a wide variety of structures are suitable. The responsibility for operating and staffing shelters in Palm Beach County is delegated to the Greater Palm Beach Area Chapter - American Red Cross. Reference the Comprehensive Emergency Management Plan and the Greater Palm Beach Area Chapter - American Red Cross Disaster Response Plan for additional information.

Host Shelters. Palm Beach County has the capability to provide host shelters for residents of risk counties during large-scale disasters or a radiological event at the Port St. Lucie Nuclear Power Plant. The County has numerous facilities to house large numbers of people. Host shelters do not require wind-load-bearing standards and, therefore, are not subject to the higher structural standard. These host shelters generally meet criteria under Greater Palm Beach Area Chapter - American Red Cross 3031 Guidelines. Upon the request of the Governor of the State of Florida, criteria must be utilized to select an appropriate facility from the list of potential shelters, in order to meet the needs of the evacuating population from nearby counties. Reference the Comprehensive Emergency Management Plan, Greater Palm Beach Area Chapter - American Red Cross Disaster Response Plan, and Palm Beach County Strategic Shelter Plan for additional information related to Host Shelters.

Special Needs Shelters. The Palm Beach County Comprehensive Emergency Management Plan, and the County's Special Needs Shelter Program Standard Operating Procedure, detail the identification, activation, operation, and deactivation of special-needs shelters, which will occur

primarily during the response phase of the disaster. During the recovery phase of the disaster, ongoing shelter, provision and transportation assistance may be necessary to accommodate special-needs populations. The Palm Beach County Health Department, the Division of Human Services, and/or the Florida Department of Family and Children Services (DCF), working in the Recovery Operations Center, will continue to monitor the needs of special populations and work with the health-service providers to identify and place persons requiring additional assistance. These activities will primarily be coordinated through the Health and Medical Services Unit of the Recovery Operations Center, with support from the Unmet Needs Unit.

Shelter for Families of Emergency Workers and Pet-Friendly Shelters. For declared disasters; shelter expenses may be eligible for reimbursement from the Federal Emergency Management Agency under Section 403 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act. The Federal Emergency Management Agency can also provide financial assistance to eligible applicants (County/municipality/special district) for critical disaster-related needs, such as water, food, first aid, prescriptions, infant formula, diapers, personal hygiene items, and fuel for transportation, through Critical Needs Assistance under the Other Needs Assistance provision of the Individual and Household Programs. Reference the Palm Beach County Comprehensive Emergency Management Plan, Operations Section, and the Greater Palm Beach County Area Chapter - American Red Cross's internal procedures.

Transitional Housing

If emergency shelters are overwhelmed, or if the disaster leadership determines that shelter residents and evacuees will not be able to return to their homes for an extended period of time, it may be necessary to activate transitional shelters until more suitable, longer-term housing options are available. Such transitional shelters can be operated in churches, community centers, convention centers, barracks, or similar existing structures. The Federal Emergency Management Agency's Transitional Sheltering Assistance (TSA) Program may approve, fund, and administer the use of hotels and motels as transitional shelters, which is not charged against disaster survivors' maximum amount of Individual and Housing Program financial assistance. The Federal Emergency Management Agency can also provide reimbursement for hotel/motel accommodations to eligible applicants (County/municipality/special district) through the Housing Assistance Program, which is subject to the Individual and Housing Program financial assistance limit.

Interim Housing

The main objective during the interim housing stage is to identify interim housing solutions with the goal of providing safe and functional temporary housing that allows a family to live together, with a reasonable amount of privacy, while meeting the physical accessibility needs of the household. This includes providing essential utilities, and access to areas for food preparation and bath facilities. Interim housing is designed to provide a solution for a period of generally up to eighteen (18) months. Interim housing may include rental properties, seasonal housing units, mobile housing units on private property or group sites, big boxes, cruise ships and others. The Palm Beach County Temporary Housing Plan for Catastrophic Events provides details regarding the Palm Beach County interim housing strategy. Numerous agencies and organizations will support the needs of displaced survivors during the interim housing phase, such as document

replacement, health and mental health services, public transportation, security, waste management, and childcare. The Plan details the required coordination between the Disaster Housing Task Force, municipal partners, and the State/Federal Joint/Disaster Field Office. For details regarding the identification of disaster housing needs, available internal housing resources, disaster housing resource requests and other procedures, reference the Palm Beach County Temporary Housing Plan for Disaster Events.

- **Rental Properties:** The Palm Beach County Temporary Housing Plan for Disaster Events, Appendix 2, lists rental developments in Palm Beach County that will be contacted following a disaster event to generate an inventory of vacant, affordable rental housing units. The listing includes all substantial rental developments with apartment units offered at or below 120 percent of Fair Market Value. Households with limited financial resources generally require greater post disaster assistance, including temporary housing assistance. The Florida East Institute of Real Estate Management Chapter in West Palm Beach will provide assistance by publishing emergency announcements to its membership advising them of need specifics. The South East Florida Apartment Association will assist in announcing housing needs to its membership through its e-mail and FAX announcement system. The Multiple Listing Service of Palm Beach County has some capability to identify listed homes and condominium apartments which are vacant. For additional information, reference the Palm Beach County Temporary Housing Plan for Disaster Events.
- **Hotels and Motels:** Based upon the data of the Temporary Housing Plan for Disaster Events, the Palm Beach County Tourist Development Council reports an inventory of 14,375 hotel and motel units in 139 properties in the County, with an average season (November - April) vacancy rate at 36.7 percent and the average non-season (May - October) vacancy rate at 63.3 percent.
- **Mobile Home/Recreational Vehicle Parks:** The Palm Beach County Temporary Housing Plan for Disaster Events, Appendix 3, lists the mobile home and recreational vehicle parks in Palm Beach County. Maps depicting the locations of these parks may be referenced at the Housing and Community Development Division's office. As of 2006, there were 116 permitted mobile home and recreational vehicle parks located within Palm Beach County, having a total capacity of 16,045 spaces with an approximately seven (7)-percent vacancy rate.
- **Vacant Commercial/Industrial Properties:** Various commercial or industrial structures may be suitable for conversion to temporary housing in a worst-case scenario in which all other temporary housing resources are exhausted. According to the Palm Beach County Temporary Housing Plan for Disaster Events, information on the availability of commercial and industrial sites may be available from a variety of Web sites detailed in the Palm Beach County Temporary Housing Plan for Disaster Events. As part of its economic development function, the Business Development Board of Palm Beach County (BDB) performs research on commercial and industrial properties, and vacant land parcels available for lease or purchase within Palm Beach County. The Realtors Commercial Society of Palm Beach County (RCS) is a professional organization of Commercial Realtors practicing in Palm Beach County. This Society has agreed that in an emergency, it will publish e-mail announcements to all members to announce the

County's requirements for commercial, industrial and land properties.

- **Temporary Group Sites:** The Housing and Community Development Division maintains a list of potential group sites which is incorporated in the Temporary Housing Plan for Disaster Events, which was collected through a survey that was distributed to thirty-eight (38) Palm Beach County municipalities and to the Facilities Development and Operations Department. The following departments reviewed the list and provided recommendations: County Administration, Facilities Development and Operations Department, Planning, Zoning and Building Department, Engineering and Public Works Department, Water Utilities Department, Public Safety Department, Parks and Recreation Department, Palm Beach County Health Department, Solid Waste Authority, and Florida Power and Light Company. The following criteria were used to evaluate the temporary group site locations:
 - Size
 - Topography
 - Existing use of site
 - Site hazards
 - Compatibility with adjacent uses
 - Ownership
 - Accessibility to population centers
 - Accessibility to commercial institutions and services
 - Federal Emergency Management Agency flood hazard zone classification
 - Elevation above sea level
 - Adequacy of ingress/egress
 - Availability/proximity of public water and sewer infrastructure
 - Site preparation requirements

The following potential sites were selected for evaluation post disaster. Based on the magnitude, location, and severity of the impact, the most suitable sites will be selected. The United States Army Corps of Engineers will conduct detailed, onsite evaluations post-disaster to assist in this evaluation:

- Palm Beach Kennel Club, 1111 North Congress Avenue, Unincorporated Palm Beach County
- South Florida Fairgrounds, 9067 Southern Boulevard, Unincorporated Palm Beach County
- John Prince Memorial Park, 2700 6th Avenue South, City of Lake Worth
- DK Arena, 1415 West 45th Street, Town of Mangonia Park
- South County Regional Park, 11500 Yamato Roads, Unincorporated Palm Beach County
- Patch Reef Park, 2000 NW 51st Street, City of Boca Raton
- Jupiter Community Park, 3377 Washington Street, Town of Jupiter
- Lighthouse Park, 500 Coast Guard Way, Town of Jupiter
- South Bay RV Park, 100 Levee Road, City of South Bay

- Palm Beach State College, 1977 College Drive, City of Belle Glade
- Glades Pioneer Park, 866 South State Road 715, Unincorporated Palm Beach County

Permanent Housing

The goal of the Disaster Housing Program is to transition residents back to permanent housing as quickly and efficiently as possible. The Palm Beach County Post Disaster Redevelopment Plan details the County's strategy related to the identification and coordination of permanent housing strategies.

Economic Redevelopment

The Economic Redevelopment Unit (Unit) is a collaborative effort to ensure that business interests and capabilities are integrated into the emergency management process. The Unit will develop strategies and coordinate access to resources and information in the disaster recovery process. The goal is to enhance the continuity of critical business services, and to sustain the community's economic base and quality of life through improved business preparedness, survival and recovery, and the optimum use of local business and industry resources and capabilities during disaster recovery.

Post-Disaster Economic Analysis

The Economic Redevelopment Unit should conduct a post-disaster economic analysis which includes a detailed evaluation of key industries and anchors, and specific quantitative and qualitative data on how they have been impacted by the disaster. This analysis will provide insight into the current state of the economy; determine whether economic development targets should be re-evaluated; provide an understanding of competitive positioning; and lay the foundation for a long-term economic development strategy for the community.

Economic Redevelopment Plan

The Economic Redevelopment Unit should initiate a post-disaster economic recovery planning process in the aftermath of a large-scale disaster involving business, civic, and community organizations. This process will begin as soon as practicable following the disaster. Economic redevelopment should address such issues as business retention, small business assistance, financial incentives, redevelopment of business centers, and workforce retention and training. The Plan will identify major issues, and suggest strategies and resources to address those issues.

Business Redevelopment Centers

Business Redevelopment Centers offer immediate one-stop recovery assistance to local small businesses. Business Recovery Centers may be activated and implemented in coordination with the Business and Industry Unit, the Business Development Board, the Small Business Development Center Network, and the Public-Private Partnership. The Florida Division of Emergency Management's Emergency Support Function 18 will coordinate the participation of State and Federal business support partners. Business Redevelopment Centers can provide the following services: technical assistance in the application process for federal disaster assistance/loans; applications for local/state bridge loans; information/applications for temporary office space provided by the County; basic office and communications equipment for use;

message board for networking with other businesses and offering/finding services; locations of operational wireless Internet hotspots; access to expert advice on financial and business recovery issues; referrals to organizations and companies within the county that assist small businesses; employee assistance programs such as daycare services; and, financial assistance.

Post-Disaster Business Redevelopment Centers will be established to provide the following services:

- Provide office space as available for other business assistance organizations to meet with clients, receive applications, and distribute information regarding available assistance programs.
- Coordinate and present a workshop for local businesses to inform and educate them on the available types of assistance, and contact information for access.
- Access appropriate databases to provide information on available commercial real estate for businesses needing temporary or long-term facilities.
- Designate as a site for coordinating Emergency Bridge Loans (if applicable).
- Educate local banks on the process, providing the instructions and applications as designated by the State.
- Participating banks will receive completed loan applications from affected businesses and will proceed with due diligence.
- Convene the Approval Committee and coordinate the submission of applications from the banks to the appropriate State-designated fiscal agency.
- Loan closings will be conducted by the participating banks.
- Coordinate with the hospitality industry to promote regional tourism.
- For additional information, reference the *Palm Beach County Business and Industry Standard Operating Guideline*.

The Post Disaster Redevelopment Plan provides guidance for pre-disaster selection of sites, sourcing supplies, and equipment from private sector partners. The Plan also provides guidance for implementation of the Business Redevelopment Centers. The Business and Industry Unit, in collaboration with the County's private-public partnership, the Business Development Board, the Small Business Development Center Network, and other business-related entities may establish one or more Business Recovery Centers in impacted areas. These Centers are one-stop locations where businesses, particularly small businesses, can go for a full range of recovery assistance services. Services can include, but are not limited to, assistance in applying for bridge loans and Small Business Administration loans, business resource/facility sharing possibilities, assistance in locating temporary business space, free access to emergency business communication capabilities, business counseling services, referrals for legal, insurance and real estate services, referrals for employee assistance services (such as day care), workforce information, information about recovery job opportunities, and more. In addition, businesses can post needs for resources and services, or register offers to provide resources and services in support of the recovery effort.

Business Recovery Centers will be staffed by local, regional, State and Federal representatives of business assistance organizations such as the Small Business Development Center Network, the Society of Retired Executives (SCORE), the State of Florida Emergency Support Function 18, Chambers of Commerce, the County's Small Business Assistance Office, and partnering organizations.

Environmental Protection and Restoration

In the recovery phase, environmental issues will be interrelated with most recovery strategies, including economic redevelopment, temporary housing, utility restoration, community redevelopment, and others. Most environmental protection and restoration issues are addressed in the long-term recovery phase, detailed in the Post Disaster Redevelopment Plan . This section addresses those environmental issues which must be implemented in the immediate recovery phase to ensure that environmental impacts are immediately incorporated in the recovery decision-making process, and that priority areas are identified for long-term recovery.

The broad spectrum of environmental issues falls under the authority of numerous local, State, regional, and Federal agencies including the U.S. Environmental Protection Agency, the U.S. Army Corps of Engineers, the U.S. Fish and Wildlife Service, the National Oceanographic and Atmospheric Administration, the Florida Department of Environmental Protection, the Florida Fish and Wildlife Conservation Commission, the South Florida Water Management District, the local, County and State parks departments, the Palm Beach County Health Department, various utility departments and water control districts throughout the County, and others.

Due to the wide array of overlapping authorities, the Environmental Protection and Restoration Unit (Unit), within the Recovery Operations Center, is designated as the center for information collection and coordination. This Unit becomes an information warehouse to maintain situational awareness of the wide range of environmental issues, ongoing actions being taken at various levels of government, and promoting intergovernmental coordination in support of long-term environmental sustainability, public health and safety.

Environmental activities conducted in the immediate recovery phase may fall into one of these action steps: environmental assessment, threat classification and prioritization, hazard remediation, and mitigation. These actions should be conducted across the broad spectrum of environmental issues and coordinated among all regulatory agencies. This Disaster Recovery Plan classifies the environmental issues into three overarching categories: pollution and contamination of natural systems, erosion, and ecosystem protection. The following discussion addresses each of these areas.

Pollution and Contamination of Natural Systems

In the aftermath of a disaster, pollution and contamination may impact land, air, and surface waters such as waterways, canals, and lakes; wellfields and the aquifer; and coastal and estuary systems. Many agencies conduct routine environmental monitoring activities, and have established a baseline monitoring which may be escalated and augmented in the aftermath of a large-scale disaster. While currently few clearly defined triggers exist to delineate expansion of these monitoring activities, agencies are encouraged to establish these triggers, as well as enhance interagency communication and coordination mechanisms for post-disaster situation monitoring.

Land and Soil: Contaminated land may present a hazard to potential users of the land and may affect vegetation. Exposure to contaminants can occur through inhalation of dust or gasses,

contact with soil, or through food grown on the contaminated land. Contaminants and leachates (pollutants draining from the sites in liquid form) can pollute groundwater, rivers or ponds. Some contaminants may be corrosive, and some can pose a risk of explosion or fire. The effects on human health and on the environment will depend on the type and amount of contaminant involved. Impacts on humans range from skin and respiratory irritation to increased incidences of cancer and birth defects. The detection of contaminated land may be aided by historical knowledge of the use or abuse of the land, including structures which may have been located on the land. Lands that are identified as hazardous and/or contaminated sites prior to a disaster, such as Superfund Amendments and Reauthorization Act (SARA) Title III locations, Brownfields identified sites, and Superfund sites, should be closely monitored in the post-disaster environment.²⁶ These locations inherently pose a danger to the community, which could be augmented if high winds or floodwaters distribute the contaminants beyond containment areas.

Environmental contamination may also occur due to household and commercial hazardous chemicals which are inadvertently released. These may be identified by the Solid Waste Authority and other field personnel conducting clean-up activities, or reported to authorities by concerned citizens and/or first responders. Contamination may be reported by responsible parties through the Superfund Amendments and Reauthorization Act Title III, Community Right-to-Know Act requirements, and other regulatory programs. These may primarily be reported through the County Warning Point to the State Warning Point. The Environmental Protection and Restoration Unit will monitor reports of contamination, work with State and Federal agencies to determine the extent and severity of contamination, and coordinate information related to the status of clean-up of hazardous material contamination where it poses a danger to health, safety, or the environment.

Remediation of contaminated soil will involve the treatment of the contaminant in the soil either in-situ or by completely removing the soil and treating it ex-situ. Contaminated lands which are being managed through the Brownfields Program, the Superfund Program, or the Underground Storage Tank Program, will be monitored if dangerous situations occur in the aftermath of a disaster.

Air: Indirect impacts from a major disaster may cause indoor and/or outdoor air pollution which could endanger public health. A major contributor to indoor post-disaster health concerns in Florida is mold, which can quickly escalate to unhealthy levels in a home, business, or public building that has had water inundation. The Palm Beach County Health Department routinely monitors outside air pollution through a series of air monitoring stations throughout the County. These stations monitor particulates from burns, traffic contaminants, airport operations and other sources. These monitoring stations may be a valuable source of information in the post-disaster environment since they provide not only background data, but would also alert authorities to dangerous air contaminants post-disaster. The Environmental Protection and Restoration Unit will coordinate with the Palm Beach County Palm Beach County Health Department to monitor dangerous levels of air contaminants. The Palm Beach County Health Department will determine if protective actions are warranted to notify the Recovery Operations Center of health advisories or other actions being recommended.

²⁶At the writing of this document, it was unclear if any specific post-disaster monitoring activities are identified for these vulnerable locations.

Surface Water: Surface water can facilitate the spread of contaminants that affect the health of animals, aquatic organisms and humans when they ingest or come in contact with contaminated water. Surface water contamination can negatively affect many levels of South Florida's ecosystem. It can impact the health of lower-food-chain organisms and, consequently, the availability of the food supply, and can concentrate contaminants at higher levels up through the food chain. When other animals or humans ingest these organisms, they receive a much higher dose of contamination. It can also impact the health of wetlands and impair their ability to support healthy ecosystems, control flooding, and filter pollutants from storm water runoff. Disasters may contaminate vulnerable surface waters by compromising hazardous materials storage facilities and scattering of contaminated debris. With the County's abundant water bodies, water pollution could be a large-scale problem affecting human health, drinking water safety and threatening animal and plant species. Water contamination may also hinder the ability of the tourism industry to rebound.

In the aftermath of a large-scale disaster which threatens water bodies, such as hurricanes, various agencies will conduct or increase routine surface water sampling operations. The Palm Beach County Environmental Resources Management Department (ERM) monitors the fresh and saltwater quality within estuaries, lakes and canals. Underground and above ground storage tanks may be impacted by high winds and storm surge. In the event that storm surge inundates known storage tanks, the Environmental Resources Management Department will conduct sampling activities at these known sites. Similarly, the South Florida Water Management District will sample for water quality, saltwater intrusion, and contaminants within groundwater systems, canals, and the storm-water treatment areas (STA's) in the 20-mile-bend area. The City of West Palm Beach Utilities Department will monitor the drinking water safety at Clear Lake, Lake Mangonia, and Grassy Waters Preserve. These surface waters supply drinking water and are highly vulnerable to contaminants. Lake Okeechobee is in a similar situation with the South Florida Water Management District monitoring the lake water quantity and quality. The U.S. Fish and Wildlife Service is the lead agency for monitoring water quantity and quality in the Loxahatchee National Wildlife Refuge, and the Fish and Wildlife Commission is responsible for a number of wildlife management areas in the County. The Environmental Protection and Restoration Unit at the Recovery Operations Center will coordinate with these agencies and others to monitor water quality and water quantity issues which may impact drinking water supplies, and other natural systems such as the lakes, estuaries and reefs.

Groundwater: Groundwater contamination occurs when salt or man-made products, such as gasoline, oil, and chemicals, enter the aquifer. Major potential contaminant sources include storm surge, storage tanks (above and below ground), sewage and septic systems, hazardous waste sites, landfills, and the widespread use of fertilizers, pesticides and other chemicals. Surface-water contaminants may also be transferred into the groundwater supplies. A large portion of Palm Beach County's potable water supply is from groundwater sources. If contaminated water is consumed in sufficiently high doses, then health impacts may result in humans and animals. The majority of the water utility systems are interconnected. Therefore, if one wellfield becomes contaminated, it may be possible to shut down that source and supply water from other utilities. However, private wells are on a shallower aquifer, which increases the risk of exposure to contaminated groundwater requiring them to have an alternate water supply. There are a total of 44 wellfields throughout Palm Beach County. The Palm Beach County Health Department

conducts ongoing drinking water monitoring and the Environmental Resource Management Department monitors potential contaminants within wellfields.

Beaches and Estuarine Contamination: Estuarine and beach samples are routinely collected in Palm Beach County by a number of agencies, including the Florida Department of Environmental Protection (DEP), the Division of Coastal and Aquatic Managed Areas (CAMA), and The Nature Conservancy (TNC). The Division of Coastal and Aquatic Managed Areas routinely samples five reef sites in central and southern Palm Beach County, and two estuarine sites in northern Palm Beach County. The Nature Conservancy routinely samples fifteen reef sites throughout the County. After a disaster, additional sampling from the beaches and estuaries may be necessary if significant impacts are expected. The purpose of this sampling is to determine the water contamination and the need for action. Historical data are available to provide background information in the event that the impact of contaminants on specific communities or species must be determined. Water quality and sediment sampling may be conducted by Environmental Resources Management Department staff following a detailed plan.²⁷ Additional sampling efforts may be supported by the Harbor Branch Oceanographic Institute/Florida Atlantic University, the Department of Environmental Protection, and the Palm Beach County Health Department. Potential sewage outfall from the cities of Boca Raton, Boynton Beach, Delray Beach, and Lake Worth (no longer in use), may also potentially contaminate surface and coastal waters. Due to the northward flow of the Gulf Stream, potential sewage contamination from Broward, Miami-Dade and Monroe counties could also impact Palm Beach County waters. The Palm Beach County Health Department is responsible for the sampling of beaches for sewage contamination, and will coordinate with the other county health departments along the coast southward to identify the sources of contamination and to develop a strategy for the protection of public health.

Erosion

Soil erosion is the deterioration of soil by the physical movement of soil particles from a given site. Wind, water, animals, and heavy equipment may contribute to erosion along our beaches and dune systems, along canals and estuarine systems, or along water control structures.

Erosion to Beach and Dune Systems: Wind, waves, and long-shore currents are the driving forces behind coastal erosion. This removal and deposition of sand permanently changes beach shape and structure. Storm surge from coastal storms, such as hurricanes, can cause extensive erosion to the beach and dune systems that provide natural protection from coastal flooding, particularly on the barrier islands. Buildings, roads, seawalls, and other structures are threatened by erosion, requiring immediate emergency shore protection. The most significant areas of beach erosion are the areas south of the stabilized inlets where the natural flow of laterally transported sand has been artificially interrupted. Many areas in Palm Beach County have been the subject of major beach re-nourishment projects sponsored jointly by the County, the Department of Environmental Protection, and the U.S. Army Corps of Engineers. Sea level rise over the coming years will exacerbate beach erosion from coastal storms, increasing the vulnerability of coastal development and damaging the environmental and recreational benefits of the beaches and

²⁷ A detailed plan was developed in response to the 2011 Deepwater Horizon incident which may serve as a model for future events which require an enhanced sampling methodology.

dunes. While there are no specific threat classification schemes, the Department of Environmental Resources Management, in conjunction with the Department of Environmental Protection, will evaluate coastal erosion after disasters. Initial evaluations will be conducted visually and via air over-flights. The loss of beaches will be estimated based upon pre-disaster beach surveys and categorized by the extent of beach loss. This classification will be noted on a map and may be entered in the Geographic Information System. Beaches and dunes with extensive loss of width and elevation impacting infrastructure systems or structures will be prioritized for mitigation action. In cases where immediate action is warranted, the Department of Environmental Resources Management may take emergency measures to protect structures or dunes by the dumping of rock and/or sand. Within long-term recovery (approximately 2-4 months after impact) the Department of Environmental Resources Management will coordinate with the State Department of Environmental Protection on a detailed beach-profile survey, which includes measurements of the elevation of the beach above and below sea level to quantify losses. All agencies should coordinate closely with the Environmental Protection and Restoration Unit on the status of beach erosion emergency actions. The Post Disaster Redevelopment Plan addresses long-term strategies for beach and dune restoration.

Estuarine Shorelines: Land along the Lake Worth Lagoon, the Loxahatchee River, and the Intracoastal Waterway are at risk from erosion and debris accumulation. The Department of Environmental Resources Management is typically involved in monitoring shoreline damage, with support from the Florida Fish and Wildlife Commission. The Loxahatchee River is located within the Jupiter Inlet District, which is the entity responsible for monitoring the inlet's shoreline. In addition to the active monitoring activities conducted by the agencies listed above, estuarine erosion issues may also be discovered by citizens who may contact the various agencies or the Palm Beach County Warning Point. In the event that there are significant issues requiring assistance, such as severe shoreline erosion, abandoned or sunken vessels, debris, or significant water contamination, the water districts may notify the Recovery Operations Center to request technical support and assistance.

Canal Bank or Levee Failure: There are areas in Palm Beach County where canal bank failures could cause or exacerbate flooding during heavy rain events or storms. Palm Beach County is also vulnerable to levee failure around the south and eastern boundaries of the Herbert Hoover Dike surrounding Lake Okeechobee. The U.S. Army Corps of Engineers maintains the levee around Lake Okeechobee and is required to report any significant levee failure issues, undermining, or piping, to the County Warning Point which will notify the Recovery Operations Center, Recovery Steering Committee.

Subsidence: Sinkholes are generally not natural geological occurrences in Palm Beach County. Sinkholes may occur related to the undermining of utility structures such as water mains and roadwork. Palm Beach County also has the prerequisite geological conditions for the development of muckfires in the western portions of the County. Extended, below surface burning may ultimately lead to subsidence, and needs to be monitored.

Ecosystem Protection and Restoration

Vulnerable habitats in Palm Beach County must be protected and restored after a large-scale disaster. This may involve the implementation of actions that encourage the restoration of habitats and ecosystems to their native state. These actions can include the removing and/or inhibiting of non-native growth, restoring forests, protecting areas against heavy machinery, and discouraging harmful actions in the recovery process.

Natural and Artificial Reefs: These natural and manmade systems are a valuable and fragile natural resource off the shores of Palm Beach County. Volunteer networks of recreational and commercial divers assess the reefs to determine damage to corals and sponges, and movement of reefs due to wave action. They will notify the Department of Environmental Resources Management and the Florida Department of Environmental Protection of the impact of the disaster to this natural resource. If grounded ships are continuing to damage the reef, the Department of Environmental Protection may conduct an assessment for impacts, and explore remedial actions such as reattaching corals. Otherwise, there are limited immediate remedial actions which can prevent or restore natural or artificial reefs in the short-term. The Environment Preservation and Restoration Unit will coordinate with the volunteer network, the Florida Department of Environment Protection, and others to identify, map and prioritize known damage to natural and artificial reefs. They will also ensure the proper tracking of all volunteer hours in order to document involvement and maximize potential in-kind matching requirements to support financial reimbursement efforts. The Post Disaster Redevelopment Plan further details the long-term remedial strategies supporting reef restoration efforts.

Natural Areas: Palm Beach County has approximately thirty identified natural areas throughout the County. Within the first week, the South Florida Water Management District, the Environmental Resources Management Department, the Palm Beach County Parks and Recreation Department, the State Fish and Wildlife Commission, the U.S. Fish and Wildlife Service, the City of West Palm Beach, and others will conduct an assessment of natural areas, as well as an evaluation of debris, flood impacts, and damaged water control structures within these areas. Particularly in the aftermath of a disaster, these vacant lands can quickly become target areas for disaster-related recovery and response activities, such as staging areas, debris sites, and temporary housing locations. They will assess the security around these sites in order to stop illegal and hazardous dumping within these natural areas. All of these areas support endangered species, which should also be monitored and protected.

Restoration of Urban Forests: The Environmental Preservation and Restoration Unit (Unit) should include initiatives to restore urban and natural forests which are a valuable asset to the community after a major wind or fire event. The aesthetic quality and climate moderating capacity of the urban areas of the County would be impacted by a massive loss of mature trees. Restoring the urban canopy also will be an important symbol of recovery and return to normalcy for residents and tourists. Though the Federal Emergency Management Agency will rarely provide compensation for trees, other grant programs do pay for tree replacements. Once assessed, the Unit will work with the partners to prioritize any areas which may need emergency remedial actions, and for future long-term management and restoration which may include controlled burns or chipping for downed trees. The Environmental Protection and Restoration Unit will work closely with other units at the Recovery Operations Center to ensure that

environmental concerns are addressed during recovery operations and that environmental interests are balanced.

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PLANNING SUPPORT AND DOCUMENTATION

Demobilization and Transition Planning

The Emergency Operations Center's Demobilization Unit (Unit) is responsible for coordinating the demobilization plans for resources and personnel involved in the incident during the response phase, in the Emergency Operations Center, as detailed in the Planning Section Coordinating Procedure. Response demobilization will make reasonable attempts to ensure the orderly, safe and cost-effective withdrawal of deployed personnel and equipment. The Demobilization Plan encourages the Emergency Operations Center's Resources Unit and Logistics Section to be responsible for accurate information regarding the status of resources implemented within the County; requests for resource releases; and whether such resources have been provided by vendors; contractors; mutual aid; and, State or Federal support. The objective is to complete as much of the response demobilization process as possible prior to the transition to the Recovery Operations Center. This includes the demobilization of the Emergency Operating Areas, response staging areas, Points of Distribution, and Emergency Evacuation Risk Shelters. The demobilization plan will address geographic areas where response activities may continue due to the severity of damage, inability to remediate hazardous situations, and continued need for external resources and mutual aid.

The Logistics Section, Recovery Operations Center and Disaster Recovery Center Unit at the Recovery Operations Center will be responsible for the initial coordination with the Facilities Development and Operations Department to activate the Recovery Operation Center. Planning assumptions delineate an overlap period of three (3) to five (5) days when both the Emergency Operations Center and the Recovery Operations Center may be activated simultaneously during the transition. WebEOC[®] will continue to track the deployment of resources during the recovery phase of the operation. The Recovery Planning Unit of the Planning Section will lead this information coordination effort. For additional information regarding activation of the Recovery Operations Center, reference the Recovery Operations Center Procedure.²⁸

Recovery Documentation

The management of all documents related to disaster recovery will be conducted by the Recovery Documentation Unit (Unit) within the Planning Section of the Recovery Operations Center. This Unit will ensure compliance with the Florida Sunshine Law requirements, Federal Emergency Management auditing requirements, legal justification, audit and regulatory requirements of the State and Federal government agencies, and for historical research purposes. All documents should be collected from all public stakeholders involved in the recovery effort under the jurisdiction of the Palm Beach County Board of County Commissioners. Documents may include correspondence, Geographic Information System information, Recovery Action Plans, *Environmental Assessment Reports*, situation updates,

²⁸ As of the writing of this document, the Recovery Operations Center Standard Operating Guideline remains under development by the Division of Emergency Management personnel.

meeting summaries, public announcements, press releases, financial-related transactions and other incident documentation. Records shall be maintained in compliance with the Florida Public Records Requirements and Standards set forth by Palm Beach County. The Recovery Documentation Unit will maintain electronic files and written documents when legally required.

Damage Assessment/Infrastructure Restoration Monitoring

In the aftermath of a major disaster, the ongoing monitoring, tracking, and communication of the status of vital infrastructure components may become a massive challenge within Palm Beach County and all of its municipal jurisdictions. The Comprehensive Emergency Management Plan, through the electronic Emergency Operations Center tracking system, WebEOC[®], identifies various tools which will be employed during the response phase. Some of these tools may be effectively transferred to the Recovery Operations Center in the aftermath of the disaster. However, during recovery, the volume of information should become more manageable, while the level of detail on various actions and activities may increase. No longer will outage information remain sufficient, but monitoring activities may begin to communicate additional information related to the reason for infrastructure and critical system damage, estimated time for restoration, cost of associated restoration, and other obstacles impacting the recovery operation. The Recovery Operations Center will be deeply engaged in prioritizing permanent repairs and developing strategic plans for larger community reconstruction and redevelopment activities. The ability to provide ongoing monitoring and updates of initial damage assessment information, and to maintain status of critical facilities and infrastructure restoration efforts via reports, maps, and other electronic images to evaluate the status of redevelopment and recovery efforts remain priorities.

After-Action Reports and Corrective Action

In the aftermath of an actual local disaster, large disasters in other areas, or exercises, the Recovery Steering Committee will instigate a review of the Disaster Recovery Plan to evaluate the need to revise recovery plans, policies and procedures. Committed, detailed, and concentrated improvement planning may capture invaluable lessons learned, and may drastically improve recovery capabilities among all members of the recovery team. Large-scale responses generally reveal opportunities to enhance programs, augment resources, and reveal institutional shortfalls. Local governments can benefit from the lessons learned throughout the nation. Similarly, local disasters will point to improvement opportunities. Most local governments have limited opportunities to test their emergency response and recovery plans and procedures and, therefore, must maximize the opportunity to enhance their plans, knowledge, and skills when disasters provide the “opportunity.”

While the evaluation of the Comprehensive Emergency Management Plan and the Emergency Operations Center may be conducted within months of the disaster incident, the evaluation of recovery operations may be delayed for an extended period of time. The magnitude, severity, scale of activation, and challenges faced by the recovery team will dictate if distinct and separate after-action reports will be necessary for response and recovery efforts. The decision

makers must strike a balance between the benefits of immediately documenting observations, experiences, and improvement opportunities, against the operational needs and ongoing efforts requiring the active engagement of vital organizations.

The Recovery Steering Committee and recovery team members should participate in post-disaster evaluations, and solicit feedback from all stakeholders when the Plan is activated. Regardless of the disaster's magnitude and scope, even limited activations can reveal improvement opportunities and advance community awareness. These After-Action Reports will detail an implementation plan which identifies specific action times, responsible organizations, and a timeline for implementation of each action. Recommendations should incorporate Plan/policy enhancements, targeted training needs, resource evaluation, legal and regulatory challenges, and organizational shortfalls. The After-Action Report will follow guidelines detailed in the Planning Section Coordinating Procedure and will be approved by the Recovery Steering Committee.

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MITIGATION COORDINATION

Mission

The mission of the Mitigation Assessment Teams is to evaluate the disaster impacts, assess how structures and infrastructure withstood these impacts, and develop mitigation recommendations to reduce disaster damage in the future. These assessments provide a broader understanding of the effectiveness of building codes and ordinances, construction materials, and enforcement activities. The assessments may also support a greater understanding of flood drainage patterns and effectiveness of modeling within special flood hazard areas. At the Recovery Operations Center, mitigation assessment will be coordinated by the Mitigation Coordination Unit of the Planning Section. Assessment Teams may work in conjunction with the Damage Assessment Team, Infrastructure Restoration Teams, or independently, based on need, time priorities and the availability of State and Federal Mitigation Assessment Team personnel support. Mitigation assessment resources may not be available for all areas within Palm Beach County concurrently, in which case the Recovery Operations Center, Mitigation Coordination Unit will work with the Federal Recovery Liaison to identify priorities, and will request additional resources. The County may be able to draw mutual aid support from neighboring counties, the State Emergency Response Team, the International Code Council and others.

Federal Mitigation Assessment Team

In the event of a natural disaster deemed by the Federal Emergency Management Agency to be of national significance, teams of technical specialists, referred to as Mitigation Assessment Teams (MAT/Team), and may be mobilized by the Federal Emergency Management Agency to work in conjunction with State and local officials. The Teams will conduct on-site qualitative engineering analyses to assess damage to government offices, homes, hospitals, schools, businesses, critical facilities and other structures and infrastructure. The purpose of the assessment would be to determine the causes of structural failures (or successes), and to evaluate the adequacy of local building codes, practices and construction materials for the purpose of improving future performance. The Teams may also review the effectiveness of previous mitigation projects. The County may be expected to provide local Team members and support services.

Mitigation Recommendations

Based on a comprehensive analysis of assessment data compiled in the field, the Teams will prepare recommendations regarding construction codes and standards, building design, and best practices that the County, municipalities therein, and the construction industry can use to reduce future disaster damage. Throughout the process, the Mitigation Assessment Teams will consult with partnering government agencies and supporting private-sector organizations to ensure consensus on each phase of the investigation, including methodology, data collection, and analysis. This will help to ensure that the Mitigation Assessment Teams' final recommendations represent the most current and best available data and technical expertise. The Federal Emergency Management Agency will publish a comprehensive report that provides local decision makers with information and detailed technical recommendations for improving building construction and design, building code policy and enforcement, and mitigation

activities that can limit or eliminate damages in future disasters. These recommendations will be submitted to the Local Mitigation Strategy Steering Committee for improvement of future mitigation strategies, initiatives and projects, and the optimum uses of mitigation assistance funds. Standard Operating Guidelines, job aids, and training programs are needed to effectively implement the concepts detailed in this section. At this writing, Standard Operating Guidelines for mitigation assessment activities were in the early planning stage. The Public Safety Department, Emergency Management Division is in discussions with the Inspections Section of the County's Building Division to lay a foundation for development of a Standard Operating Guideline. Many of the 38 municipalities of the county have their own building departments, officials, and procedures, and will be an integral part of the procedure development process.

Mitigation Fund

Disaster mitigation funding applications to the Federal Emergency Management Agency and the State will be prepared and submitted in accordance with the Local Mitigation Strategy guidelines. The findings of the Mitigation Assessment Teams may strengthen the case for Mitigation Grant Funding.

Mitigation Public Information

Public information will be coordinated through the Public Education and Information Unit of the Planning Section in the Recovery Operations Center. Mitigation recommendations for the public will be augmented by the Mitigation Assessment Teams. Long-term mitigation information will be integrated into a variety of outreach media including media, releases, Local Mitigation Strategy Committee members, Community Rating System outreach activities, public presentations, and presentations at professional conferences, training curricula, and others.

TRAINING AND EXERCISE

This section will detail opportunities to ensure that local stakeholders have the knowledge, skills, and confidence to implement the disaster recovery programs, processes and procedures in the aftermath of a disaster. Once the Disaster Recovery Plan is complete and approved by the executive leadership, the Deputy County Administrator is responsible for ensuring the operational readiness of all internal and external partners through the implementation of the following activities:

Training Program

The Recovery Steering Committee should direct a cyclical, comprehensive training program to maintain knowledge among the Recovery Team members and to ensure that current, new, and back-up personnel understand their assigned recovery roles and responsibilities. The training program should allow personnel to acquire and maintain the necessary knowledge and skills required to employ systems, processes, and technologies. The program should target new employees for immediate orientation and training, particularly those who hold key recovery-related assignments. For employees who may not be under the direct authority of the chief elected officer, such as volunteers, external agencies, and private sector partners, it may be challenging to maintain the necessary recovery skills in addition to the required National Incident Management System training. Co-sponsoring a training day with other partners on various recover-related topics may be an effective strategy, such as the Disaster Recovery Coalition, Debris Management Training, Financial Reimbursement Training, and others. Foster training partners with other groups such as the Post-Disaster Redevelopment Committee, the Local Mitigation Strategy Committee, and/or the Disaster Recovery Coalition.

Exercising the Plan

The Division of Emergency Management will take advantage of ongoing opportunities to test specific operational components of the Disaster Recovery Plan with the goal of implementing continuous improvements to the Recovery Program. The most direct and comprehensive method to test the new Disaster Recovery Plan is to develop a scenario-based exercise. Exercises come in many forms, including drills, table-top, functional and full-scale exercises. Each of these types of exercises has its advantages and challenges.

Integrate with Other Exercises

There are also many opportunities to incorporate the functional responsibilities within the Plan into various training exercises, within the jurisdiction and across disciplines. Many groups, such as the emergency managers, the Local Emergency Planning Committee, the Local Mitigation Strategy Committee, and the Long-Term Recovery Coalition, may conduct routine exercises. Annually, jurisdictions throughout the State participate in the Statewide Hurricane Exercise, local hazardous materials drills, radiological emergency preparedness exercises, and U.S. Department of Homeland Security-based exercises. Consider working with these various

exercise design teams to incorporate a module or message injects related to recovery and other long-term redevelopment activities. This will increase the awareness of the Disaster Recovery Plan across disciplines and among jurisdictions. Refer to the Palm Beach County Multi-Year Comprehensive Training and Exercise Plan for further details. The Recovery Steering Committee will work with the Palm Beach County Emergency Management Division's Training and Exercise coordinator to ensure that recovery specific training and exercises are incorporated into the Multi-Year Training and Exercise Plan.

PLAN MAINTENANCE

To ensure primacy of information, the Disaster Recovery Plan will be reviewed every four (4) years in accordance with *SOG PL-002 - Review and Maintenance of DEM Plans*. Authority for changes to the DRP is delegated to the Director of the Division of Emergency Management who is responsible for the coordination of changes with affected agencies, and after concurrence, may make changes to this Plan. This will ensure that it remains current and compliant with regulatory mandates, exercise findings identified in corrective action plans, and reflect changing conditions within the organizations and external to the organization. The Disaster Recovery Plan should not simply be placed on a shelf and allowed to fade over time. The Recovery Steering Committee should develop a cyclical process to ensure that the Plan remains relevant and current under changing conditions internal and external to the organization. The Recovery Steering Committee may identify opportunities to better integrate Recovery Program objectives into related programs, such as community housing, capital improvements, debris management, emergency management, post-disaster redevelopment planning and economic redevelopment. The Committee may consider maintaining an ongoing implementation matrix to ensure consistency across programs and trigger vital deadlines for funding opportunities.

Monitor Resource Gaps

The Disaster Recovery Plan may be refined as additional resources and information become available. For example, jurisdictions may choose to conduct initial field assessments of facilities to be used as Business Recovery Centers or Disaster Recovery Centers. Grants may become available that allow the purchase of equipment and supplies. These assessments may be conducted by public agency staff, volunteer groups, or nonprofit organizations. The Recovery Steering Committee should continually identify opportunities to fill resource gaps and incorporate applicable information into the Disaster Recovery Plan.

Incorporate Advancements in Data and Technology

Jurisdictions may also have the ability over time to enhance their Geographic Information System (GIS) mapping capabilities, which could enhance the visual aids within the Disaster Recovery Plan. Communities may implement new technologies or enhance existing technologies, such as the electronic client management system, to enhance the coordination of unmet needs or WebEOC[®], to better manage resources.

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GLOSSARY

This glossary provides a list of recovery-related terms and associated definitions which are used in the Disaster Recovery Plan. Additional terms, which are associated primarily with the response phase, may be located in the Palm Beach County Comprehensive Emergency Management Plan.

Applicant

A State agency, local government, Indian Tribe, authorized tribal organization, Alaska Native village or organization and certain Private Nonprofit (PNP) organizations that submit a request for disaster assistance under the presidentially declared major disaster or emergency. The terms “applicant” and “sub-grantee” are often used interchangeably to refer to municipality, County, and special districts applying for disaster assistance under the Stafford Act.

County Coordinating Officer

According to the Palm Beach County Policies and Procedures Manual CW-F-061, the County Coordinating Officer²⁹ is the primary County contact person to coordinate financial reimbursement activities with the Federal Emergency Management Agency and the Florida Division of Emergency Management representatives. As specified in the Disaster Relief Funding Agreement (i.e., grant document), this individual is responsible for executing all documents associated with the disaster-reimbursement process, including requests for reimbursement, necessary certifications, required periodic reporting, project time extensions, and other supplementary documentation.

Applicants’ Briefing

A meeting conducted by a representative of the State for potential Public Assistance applicants. The briefing occurs after an emergency or major disaster has been declared and addresses Public Assistance application procedures, administrative requirements, funding, and program eligibility criteria.

Business Recovery Centers

Business Recovery Centers offer immediate one-stop recovery assistance to local small businesses. Business Recovery Centers may be activated and implemented in coordination with Palm Beach County’s Business and Industry Unit, the Business Development Board, as well as the Public-Private Partnership.

Case Management

This is a system approach to the provision of equitable and timely service to applicants for disaster assistance. Organized around the needs of the applicant, the system consists of a single point of coordination, a team of on-site specialists, and a centralized, automated filing system.

Chief Officials

The Palm Beach County Administrator is the chief official of the community who is charged with authority to implement and administer laws, ordinances, and regulations for the community

²⁹ This position also serves as the Applicant Agent, the Public Assistance Agent, and the designated agent.

as set by the Board of County Commissioners. For additional information of lines of succession, reference the Palm Beach County Comprehensive Emergency Management Plan Lines of Succession.

Closeout

Grant closure occurs when the Federal Emergency Management Agency determines that all applicable administrative actions related to the Public Assistance Program (Program) are complete and all Program funds are reconciled. At this stage, all Public Assistance Program projects have been completed, the State has awarded all grant funds and submitted its final expenditure report to the Federal Emergency Management Agency, and the Federal Emergency Management Agency has adjusted the funding level for the Program as appropriate.

Community Relations

This is a public relations function involving information collection and dissemination, which is used to notify individuals within the impacted communities about disaster assistance programs and other relevant information. This is accomplished primarily through joint efforts between the U.S. Department of Homeland Security, and State and local Community Human Needs Assessment Teams. These Teams canvas neighborhoods in the impacted areas, contact survivors directly, and meet with local officials and the leaders of the community-based organizations to establish networks that can help in providing assistance in the affected counties.

Continuity of Government

This is a plan which details the coordinated effort within government to maintain the ability to perform essential functions during and after a catastrophic emergency.

Continuity of Operations Plan

This is a plan within individual organizations to ensure that primary mission essential functions continue to be performed during a wide range of emergencies.

Critical Facilities

Buildings and other structures and life-line infrastructure deemed necessary by a jurisdiction for response to and recovery from a major or catastrophic disaster.

Damage Assessment

The process used to appraise or determine the number of injuries and deaths, damage to public and private property, and the status of key facilities and services, such as hospitals and other health care facilities, fire and police stations, communications networks, water and sanitation systems, utilities, and transportation networks, resulting from a man-made or natural disaster.

Declarations

There are two types of declarations: Emergency Declarations, and Major Disaster Declarations. Both declaration types authorize the President of the United States to provide Federal Disaster Assistance. However, the cause of the declaration and the type and amount of assistance differ.

Designated Agent

According to Palm Beach County Policies and Procedures Manual CW-F-061, the Designated Agent is referred to as the County Coordinating Officer in Palm Beach County. This position is the primary County contact person to coordinate financial reimbursement activities with the Federal Emergency Management Agency and the Florida Division of Emergency Management representatives. As specified in the Disaster Relief Funding Agreement (i.e., grant document), this individual is responsible for executing all documents associated with the disaster reimbursement process, including requests for reimbursement, necessary certifications, required periodic reporting, project time extensions, and other supplementary documentation.

Disability

This describes a person who has a physical or mental impairment that substantially limits one or more major life activities; a person who has a history or record of such impairment; or a person who is perceived by others as having such an impairment.

Disaster/Joint Field Office

The office established in or near the designated area of a presidentially declared major disaster to support Federal and State response and recovery operations. The Joint Field Office was previously referred to as the Disaster Field Office and, therefore, both terms are used throughout this document interchangeably. The Disaster/Joint Field Offices house the Federal Coordinating Officer and the Emergency Response Team. The Disaster/Joint Field Office may also house the State Coordinating Officer and State-level support staff.

Disaster Recovery Center

Locations established in the impacted area of a presidentially declared major disaster, as soon as practicable, to provide survivors the opportunity to apply in person for assistance and/or obtain information relating to that assistance. Disaster Recovery Centers are staffed by local, State, and Federal agency representatives, as well as staff from volunteer organizations such as the Greater Palm Beach Area Chapter - American Red Cross.

Disaster Recovery Team

An interagency team consisting of the lead representative from each department or agency, assigned primary responsibility for functions at the Recovery Operations Center. The team may be expanded by the Deputy County Administrator to include designated representatives of other departments, agencies, private-sector, and non-governmental agencies.

Emergency

As identified by the Stafford Act, an emergency is "any occasion or instance for which, in the determination of the President, Federal Assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States."

Emergency Operating Areas

Palm Beach County has established six (6) Emergency Operating Areas (EOAs) that are distributed geographically throughout the County. The role of the Emergency Operating Areas is to provide communication and resource coordination between the Emergency Operations Center, municipalities, other governmental agencies, nonprofit organizations, and the Public. The

Emergency Operating Areas integrate Incident Command System/National Incident Management System structures of multiple jurisdictions within the six (6) Emergency Operating Areas of the county.

Emergency Operations Center

The protected site from which State and local civil government officials coordinate, monitor, and direct emergency response activities during an emergency.

Emergency Public Information

Information that is disseminated primarily in anticipation of, during, or after an emergency that relates to the emergency and provides public safety or other information for the general welfare of the public.

Emergency Work

That work which is performed to reduce or eliminate an immediate threat to life, to protect health and safety, and to protect improved property that is threatened in a significant way as a result of a major disaster. Emergency work frequently includes clearance and removal of debris and temporary restoration of essential public facilities and services (Categories A and B).

Executive Orders

Legally binding orders given by the President to Federal Administrative Agencies. Executive Orders are generally used to direct Federal agencies and officials in their execution of congressionally established laws or policies. Executive Orders do not require congressional approval to take effect, but they have the same legal weight as laws passed by Congress.

Expedited Payments

An advance of grants to assist with payment for emergency work after a disaster event. The amount of funding is 50 percent of the Federal share of emergency costs as identified during the Preliminary Damage Assessment. Payment for Category A will be made within 60 days after the estimate was made, and no later than 90 days after the Pre-Application (*Request for Public Assistance*) was submitted.

Facility

Any publicly or Private Nonprofit (PNP)-owned building, works, system, or equipment (built or manufactured), or certain improved and maintained natural features. Land used for agricultural purposes is not a facility.

Federal Emergency Management Agency-State Agreement

This is a formal legal document stating the understandings, commitments, and binding conditions for assistance, applicable as the result of a major disaster or emergency declared by the President.

Force Account

Labor performed by the applicant's employees and applicant-owned equipment, rather than by a contractor.

Governor’s Authorized Representative

The person empowered by the Governor to execute, on behalf of the State, all necessary documents for disaster assistance.

Grantee

The State, in most cases, acts as the grantee for the Public Assistance Program. The grantee is accountable for the use of the funds provided. The terms “grantee” and “State” are often used interchangeably.

Hazard Mitigation

Any action taken to reduce or eliminate the long-term risk to human life and property from hazards. The term is sometimes used in a stricter sense to mean cost-effective measures to reduce the potential for damage to a facility or facilities from a disaster event.

High-Hazard Areas

Geographic locations that, for planning purposes, have been determined through historical experience and vulnerability analysis to be likely to experience the effects of a specific hazard (e.g., hurricane, earthquake, hazardous materials accident, etc.), resulting in vast property damage and loss of life.

Incident Period

This is a time interval which is set by the Federal Emergency Management Agency designating the disaster incident eligibility. No Federal assistance under the Stafford Act shall be approved unless the damage or hardship to be alleviated resulted from the disaster-causing incident, which took place during the incident period or was in anticipation of that incident.

Initial Damage Assessment

The Initial Damage Assessment process will provide supporting information for requesting a presidentially declared disaster. The goal of this assessment is to determine the magnitude and severity of damage to homes, businesses, publically owned buildings and infrastructure. This assessment is conducted by the County, municipal jurisdictions, and special districts within the county.

Interim Housing

The intermediate period of housing assistance that covers the gap between sheltering and the return of disaster victims to permanent housing. Generally, this period may span from the day after the disaster is declared through up to 18 months.

Joint Information Center

A facility established to coordinate all incident-related public information activities during the initial response phase. It is the central point of contact for all news media. Public information officials from all participating agencies co-locate at the Joint Information Center. During the recovery phase, the responsibilities of the Joint Information Center are transferred to the Public Education and Information Unit within the Planning Section.

Kickoff Meeting

This is the initial meeting of an applicant, the State Public Assistance Representative, and the Federal Emergency Management Agency to overview the Federal financial reimbursement process. The applicant (County/municipality) provides a list of damages and receives comprehensive information about the Public Assistance Program and detailed guidance for the applicant's specific circumstances. This is the first step in establishing a partnership among the Federal Emergency Management Agency, the State, and the applicant and is designed to focus on the specific needs of the applicant. The meeting focuses on the eligibility and documentation requirements that are most pertinent to the applicant.

Joint/Disaster Field Office

The office established in or near the designated area of a presidentially declared major disaster to support Federal and State response and recovery operations. The Joint Field Office was previously referred to as the Disaster Field Office and, therefore, both terms are used throughout this document interchangeably. The Disaster/Joint Field Offices house the Federal Coordinating Officer and the Emergency Response Team. The Disaster/Joint Field Office may also house the State Coordinating Officer and State-level support staff.

Large Project

An eligible project, either emergency or permanent work that has a damage dollar value at or above the fiscal year threshold. The threshold is adjusted each fiscal year to account for inflation. Large-project funding is based on documented actual costs.

Lead Coordinating Agency

These organizations provide leadership for the identified functions within each of prescribed organizational units. They are not responsible for implementing all of the roles and responsibilities detailed within the organizational function, but ensure that organizations across all levels of government and among various jurisdictions are communicating and coordinating their assigned roles and responsibilities. Lead coordinating agencies can play an important role in identifying shortfalls in resources, a lack of information coordination, and unmet needs within the community. These agencies monitor ongoing recovery status and seek to identify solutions throughout the recovery process.

Local Government/Jurisdiction/Special District

A county, municipality, town, township, local public authority, school district, special district, intrastate district, regional or interstate government entity, agency or instrumentality of a local government; an Indian tribe or authorized tribal organization, a rural community, an unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Public Law 107-296, 116 Stat. 2135 (2002).

Long-Term Housing

Safe, sanitary, and secure housing that can be sustained without continued disaster-related assistance.

Mutual Aid Agreement

This is an agreement between jurisdictions or agencies to provide services across boundaries in an emergency or major disaster. Such agreements usually provide for reciprocal services or direct payment for services.

Major Disaster

Any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought) or, regardless of cause, any fire, flood, or explosion in any part of the United States that, in the determination of the President, causes damage of sufficient severity and magnitude to warrant major disaster assistance under the Stafford Act to supplement the efforts and available resources of states, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

National Flood Insurance Program

This Federal program was created by an Act of Congress in 1968 that makes flood insurance available in communities that enact satisfactory floodplain management regulations.

National Incident Management System

The National Incident Management System is a structured framework used nationwide for both governmental and nongovernmental agencies to respond to natural disasters and or terrorist attacks at the local, State, and Federal levels of government. It provides a systematic, proactive approach for all organizations to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity. Palm Beach County has adopted this basic framework for use by its emergency response and recovery teams.

Non-governmental Organization

An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of Non-Governmental Organizations include faith-based charity organizations and the Greater Palm Beach Area Chapter - American Red Cross. Non-Governmental Organizations, including volunteer and faith-based groups, provide relief services to sustain life, reduce physical and emotional distress, and promote the recovery of disaster victims. Often these groups provide specialized services that help individuals with disabilities. Non-Governmental Organizations and volunteer organizations play a major role in assisting emergency managers before, during, and after an emergency.

Other Essential Governmental Service Facilities

Facilities within the category may be eligible for financial reimbursement under the Stafford Act. Facilities may include private/nonprofit museums, zoos, performing arts facilities, community arts centers, community centers, libraries, homeless shelters, senior citizen centers, rehabilitation facilities, mass-transit facilities, shelter workshops, and facilities which provide health and safety services of a governmental nature. All such facilities must be open to the general public by the requirements of this category.

Permanent Work

That work which is required to restore a facility, through repairs or replacement, to its pre-disaster design, function, and capacity in accordance with applicable codes and standards.

Preliminary Damage Assessment

A process used to verify the impact and magnitude of the damage and the resulting unmet needs of individuals, businesses, the public sector, and the community as a whole. Information collected during the Initial Damage Assessment are verified by the State and by the Federal Emergency Management Agency to document the recommendation made to the President in response to the Governor’s request for a Federal disaster declaration. Preliminary Damage Assessments are made by at least one State and one Federal representative working with the local government representative familiar with the extent and location of damage in the community (municipality/County/special district).

Private Nonprofit Facilities

Educational, utility, irrigation, emergency, medical, rehabilitation, and temporary or permanent custodial-care facilities and facilities on Indian reservations, as defined by the President. Other Private Nonprofit facilities that provide essential services of a governmental nature are eligible and are listed in this Glossary of Terms under Other Essential Governmental Service Facilities.

Private Nonprofit Organizations

Any non-governmental agency or entity that currently has either an effective ruling letter from the U.S. Internal Revenue Service granting tax exemption or satisfactory evidence from the State that the nonrevenue producing organization or entity is a nonprofit one, organized or operating under State law.

Project Worksheet

Form used to document the location, damage description and dimensions, scope of work, and cost estimate for a project. It is the basis for the grant. The terms “*Project Worksheet*” and “*Subgrant Application*” are often used interchangeably.

Public Assistance

Supplementary Federal assistance provided under the Stafford Act to State, local and Tribal governments or eligible Private Nonprofit Organizations to help them recover from Federally-declared major disasters and emergencies as quickly as possible.

Public Information Officer

This individual is a Federal, State, or local government official responsible for preparing and coordinating the dissemination of emergency public information.

Special Needs Population

A population whose members may have additional needs before, during, and after an incident in functional areas, including but not limited to maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional assistance may include those who have disabilities; who live in institutionalized settings; who are elderly; who

are children; who are from diverse cultures, who have limited English proficiency, or who are non-English-speaking; or who are transportation disadvantaged.

Rapid Impact Assessment (RIA)

The Palm Beach County Rapid Impact Assessment (RIA) is the initial evaluation (Initial Safety and Damage Assessment) which is conducted in the aftermath of a large-scale disaster to provide an overall assessment of disaster impacts to geographic areas within the county. This assessment is not designed to meet the Federal Emergency Management Agency requirements for Federal Disaster Assistance verification.

Recovery

The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, non-governmental, and Public Assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents. (Additionally) The long-term activities, beyond the initial crisis period and emergency response phase of disaster operations that focus on returning all systems in the community to a normal status or to reconstitute these systems to a new condition that is less vulnerable.

Recovery Phases

The concept of recovery operations that will be used to administer recovery activities in Palm Beach County, inclusive of the organizations, and under the direction and control of key recovery personnel. Palm Beach County disaster recovery operations are managed primarily in four phases: the Preparation Phase, the Recovery Activation Phase, the Short-Term Recovery Phase, and the Long-Term Recovery Phase.

Recovery Operations Center

This facility provides a location for recovery personnel and the Recovery Steering Committee to engage in uninterrupted integrated planning, and long-term coordination of resources and personnel, during the recovery phase of a major disaster. When the disaster is of sufficient scope and magnitude, the Recovery Operations Center may be activated to allow the Emergency Operations Center to maintain operational readiness for future disasters.

Recovery Steering Committee

The Recovery Steering Committee is given the authority to provide policy guidance on all recovery activities and to manage the overall recovery operation. The Recovery Steering Committee reports directly to the Palm Beach County Deputy County Administrator.

Resource Management

Those actions taken by a government to identify sources and obtain resources needed to support disaster response activities; coordinate the supply, allocation, distribution, and delivery of resources so that they arrive where and when most needed; and maintain accountability for the resources used.

Request for Public Assistance (RPA)

An applicant's official notification to the Federal Emergency Management Agency of intent to apply for Public Assistance. The form provides general identifying information about the applicant. The terms "Request for Public Assistance" and "Pre-application" are often used interchangeably.

Standard Operating Procedure/Guidelines

These documents provide a set of instructions constituting a directive, covering those features of operations which lend themselves to a definite, step-by-step process of accomplishment. A Standard Operating Procedure is a complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function, or a number of interrelated functions in a uniform manner. Standard Operating Procedures and Guidelines supplement Emergency Operations Plans, such as the Palm Beach County Comprehensive Emergency Management Plan, and the Disaster Recovery Plan.

State Coordinating Officer

The person appointed by the Governor to coordinate State response and recovery activities with the Federal Government through the Federal Coordinating Officer.

State Emergency Response Team

The State Emergency Response Team is composed of agency-appointed Emergency Coordination Officers from State agencies and volunteer and non-governmental organizations that operate under the direction and control of the Governor and State Coordinating Officer. The State Emergency Response Team is grouped into eighteen (18) Emergency Support Functions that will carry out coordination and completion of response and recovery activities in the State Emergency Operations Center during an emergency or disaster. These Emergency Support Functions are grouped by function rather than agency, with each Emergency Support Function headed by a primary State agency and supported by additional State agencies.

Supporting Agencies

Public, private, and non-governmental agencies and organizations that may be able to provide resources, technical assistance, and/or information to support the recovery operations. Supporting agencies are detailed in the organization section of the Disaster Recovery Plan. These agencies and organizations may provide personnel to staff the Recovery Operations Center or they may be able to support recovery operations from remote locations.

Small Project

An eligible project, either emergency or permanent work, that has a damage dollar value below the fiscal year threshold. The threshold is adjusted each fiscal year to account for inflation. Small project funding is based on estimated costs if actual costs are not yet available.

Stafford Act

Robert T. Stafford Major Disaster Relief and Emergency Assistance Act (Stafford Act), PL 100-707, signed into law November 23, 1988; the 1988 law amended the Major Disaster Relief Act

of 1974, PL 93-288. This Act constitutes the statutory authority for most Federal major disaster response activities especially as they pertain to Federal Emergency Management Agency and Federal Emergency Management Agency programs.

State of Florida Administrative Plan

The State is required to develop a State Administrative Plan to administer the Public Assistance Program. The Plan should include the designation of responsibilities for State agencies and include staffing for the Public Assistance Program. An approved State Administrative Plan must be on file with the Federal Emergency Management Agency before grants will be approved for any major disaster. The approved State Administrative Plan should be incorporated into the State's emergency plan.

State Public Assistance (PA) Representative

An applicant's point of contact, designated by the State, who will help the applicant obtain Federal Emergency Management Agency assistance. The terms "State Public Assistant Representative" and "Applicant Liaison" are often used interchangeably.

Unmet Needs

Additional services and support needed by disaster survivors to return to normalcy. The outstanding needs must be directly related to disaster-caused damages and are not obtainable from any traditional disaster aid, including insurance assistance, Federal and State assistance, and personal resources. The goal of the Palm Beach County Disaster Recovery Coalition is to identify, track, and work with non-governmental organizations to fill the unmet needs within the community.

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APPENDICES

1. *Federal Emergency Management Agency Project Worksheet*
2. *Federal Emergency Management Agency Damage Assessment Form for Individual Assistance*
3. *Federal Emergency Management Agency Damage Assessment Form for Public Assistance*
4. *Palm Beach County Cumulative Initial Damage Assessment Form for WebEOC®*
5. Acronyms

Appendix 1: Federal Emergency Management Agency Project Worksheet

FEDERAL EMERGENCY MANAGEMENT AGENCY PROJECT WORKSHEET				O.M.B. No. 3067-0151 Expires April 30, 2001	
PAPERWORK BURDEN DISCLOSURE NOTICE					
Public reporting burden for this form is estimated to average 30 minutes. The burden estimate includes the time for reviewing instructions, searching existing data sources, gathering and maintaining the needed data, and completing and submitting the forms. You are not required to respond to this collection of information unless a valid OMB control number is displayed in the upper right corner of the forms. Send comments regarding the accuracy of the burden estimate and any suggestions for reducing the burden to: Information Collections Management, Federal Emergency Management Agency, 500 C Street, SW, Washington, DC 20472, Paperwork Reduction Project (3067-0151). NOTE: Do not send your completed form to this address.					
DECLARATION NO. FEMA- _____ -DR- _____		PROJECT NO.	FIPS NO.	DATE	CATEGORY
DAMAGED FACILITY			WORK COMPLETE AS OF: _____ : _____ %		
APPLICANT			COUNTY		
LOCATION				LATITUDE	LONGITUDE
DAMAGE DESCRIPTION AND DIMENSIONS					
SCOPE OF WORK					
Does the Scope of Work change the pre-disaster conditions at the site? <input type="checkbox"/> Yes <input type="checkbox"/> No					
Special Considerations issues included? <input type="checkbox"/> Yes <input type="checkbox"/> No Hazard Mitigation proposal included? <input type="checkbox"/> Yes <input type="checkbox"/> No					
Is there insurance coverage on this facility? <input type="checkbox"/> Yes <input type="checkbox"/> No					
PROJECT COST					
ITEM	CODE	NARRATIVE	QUANTITY/UNIT	UNIT PRICE	COST
			/		\$0.00
			/		\$0.00
			/		\$0.00
			/		\$0.00
			/		\$0.00
			/		\$0.00
			/		\$0.00
			/		\$0.00
			/		\$0.00
				TOTAL COST	\$0.00
PREPARED BY:			TITLE:		

FEMA Form 90-91, SEP 98

REPLACES ALL PREVIOUS EDITIONS.

available at: http://www.floridapa.org/_/public/downloads/90_049.pdf

Appendix 3: Federal Emergency Management Agency Damage Assessment Form for Public Assistance

INITIAL DAMAGE ASSESSMENT - PUBLIC ASSISTANCE

(1) DAMAGED ENTITY: _____ (3) POPULATION: _____ (7) INCIDENT (X) _____ (8) ADD'L INFO SOURCE _____ (10) ASSESSMENT TEAM _____ (11) INCIDENT PERIOD _____
 (a) County Government (b) Municipality (4) ANNUAL OP BUDGET: _____ () FLOOD _____ (9) TELEPHONE NUMBER _____ (12) DATE OF SURVEY _____
 (c) Private Non-Profit (d) Indian Tribe (5) OUTSTANDING DEBTS : _____ () HURRICANE _____ () TORNADO _____
 (Specify One) (6) NET BUDGET: _____ () OTHER _____ (Specify) _____ (13) PAGE ____ OF ____

REF NO.	NAME/LOCATION (STREET, SR, X-ROADS, ETC.)	DESCRIPTION OF DAMAGE	CATEGORIES (DOLLARS)							TOTAL ESTIMATED DAMAGES	\$ AMOUNT INSURANCE COVERAGE	TOTAL ESTIMATED UNINS. LOSS	COMMENTS (NOTE ANY IMPACTS DUE TO LOSS)
			A DEBRIS REMOVAL	B PROTECTIVE MEASURES	C ROADS, SIGNS, BRIDGES	D WATER CONTROL	E BLDGS & EQUIP	F PUBLIC UTILITIES	G PARKS&REC & OTHER				
(14)	(15)	(16)	(17)	(18)	(19)	(20)	(21)	(22)	(23)	(24)	(25)	(26)	(27)
TOTALS													

EM 40 (28) TOTAL EST. UNINS. LOSS/POPULATION=\$ ____ / CAPITA
 REV. 7/96 dls (29) TOTAL EST. UNINS. LOSS/NET BUDGETx100= % IMPACT ON BUDGET
 DAPA.LEG.WB2

Appendix 4: Palm Beach County Cumulative Initial Damage Assessment Report for Web EOC

CUMULATIVE INITIAL DAMAGE ASSESSMENT REPORT											
											Return To List
Jurisdiction:		Atlantis									
Date/Time:		08/24/2010 14:22:05									
Prepared By:		John Odell									
Phone Number:		706-823-0911									
Fax Number:											
Email Address:											
Part I : Private Property (Cumulative Damages)											
<u>Property Type</u>	<u># Destroyed</u>	<u># Major Damage</u>	<u># Minor Damage</u>	<u># Affected</u>	<u>Dollar Loss</u>	<u>Flood Insured (%)</u>	<u>Property Insured (%)</u>	<u>Owned (%)</u>	<u>Rental (%)</u>	<u>Secondary (%)</u>	
Single Family Homes	0	0	0	0	\$0	0 %	0 %	0 %	0 %	0 %	
Multi-Family Homes	0	0	0	0	\$0	0 %	0 %	0 %	0 %	0 %	
Mobile Homes	0	0	0	0	\$0	0 %	0 %	0 %	0 %	0 %	
Business / Industry	0	0	0	0	\$0	0 %	0 %	0 %	0 %	0 %	
Non-Profit Orgs	0	0	0	0	\$0	0 %	0 %	0 %	0 %	0 %	
Agricultural	0	0	0	0	\$0	0 %	0 %	0 %	0 %	0 %	
TOTALS	0	0	0	0	\$ 0						
Part II : Public Property (Includes eligible non-profit facilities) (Cumulative Damages)											
<u>Type of Property</u>						<u>Estimated Dollar Loss</u>	<u>Insured (%)</u>				
Category A (Debris Removal)						\$0	0 %				
Category B (Emergency Protective Measures)						\$0	0 %				
Category C (Roads and Bridges)						\$0	0 %				
Category D (Water Control Facilities)						\$0	0 %				
Category E (Public Buildings and Equipment)						\$0	0 %				
Category F (Public Utilities)						\$0	0 %				
Category G (Parks and Recreation Facilities)						\$0	0 %				
Total:						\$0					
Additional Comments:											

Appendix 5: PBC BCC Agenda Item

See next two pages for Board approval documents.

Appendix 6: Acronyms³⁰

AAR	After Action Report
AHCA	Agency Health Care Administration
ALF	Assisted Living Facility
AMR	American Medical Response
ARC	Greater Palm Beach Area Chapter of the American Red Cross
BRC	Business Redevelopment Center
BCC	Palm Beach County Board of County Commissioners
CAN	Coordinated Assistance Network
CAP	Civil Air Patrol
CDBG	Community Development Block Grant
CEMP	Comprehensive Emergency Management Plan
CEOC	County Emergency Operations Center
CERT	Community Emergency Response Team
CFR	Code of Federal Regulations
CISD	Critical Incident Stress Debriefing
COG	Continuity of Government
COOP	Continuity of Operations Plan
CRT	Community Relations Team
CRS	Community Rating System
DART	Disaster Animal Response Team
DEM	Palm Beach County Division of Emergency Management
DEP	Florida Department of Environmental Protection
DFO	Disaster Field Office
DHHS	Department of Health and Human Services
DHS	Department of Homeland Security
DMAT	Disaster Medical Assistance Teams
DMS	Debris Management Sites
DOC	Disaster Operations Center (Red Cross)
DOD	Department of Defense
DOH	Department of Health
DRC	Disaster Recovery Center
ECO	Emergency Coordinating Officer
EIS	Emergency Information System
EMAC	Emergency Management Assistance Compact
EMS	Emergency Medical Services
EO	Executive Order
EOC	Palm Beach County Emergency Operations Center
F-SERT	Forward State Emergency Response Team
FAC	Florida Administrative Code
FCO	Federal Coordinating Officer
FDACS	Florida Department of Agriculture and Consumer Services
FDCF	Florida Department of Children and Families

³⁰ No acronyms are employed in this Disaster Recovery Plan. Only full text and clear language are used in order to avoid confusion through technical jargon. These acronyms are offered simply for reference.

FDEM	Florida Division of Emergency Management
FDEP	Florida Department of Environment Protection
FDLE	Florida Department of Law Enforcement
FDO	Palm Beach County Facilities Development and Operations Department
FDOF	Florida Department of Forestry
FDOT	Florida Department of Transportation
FEMA	Federal Emergency Management Agency
FFCA	Florida Fire Chief's Association
FFWC	Florida Fish and Wildlife Conservation Commission
FIMA	Federal Insurance and Mitigation Administration
FIND	Florida Interfaith Network for Disasters
FLNG	Florida National Guard
FMAP	Flood Mitigation Assistance Program
FOG	Field Operations Guide
FPL	Florida Power & Light Company
FRP	Federal Response Plan
FSA	Farm Service Agency
GAR	Governor's Authorized Representative
GIS	Geographic Information System
HMGP	Hazard Mitigation Grants Program
HSEEP	Homeland Security Exercise Evaluation Program
HSPD	Homeland Security Presidential Directive
HUD	US Department of Housing and Urban Development
IA	Individual Assistance
IAO	Individual Assistance Officer
ICS	Incident Command System
IFAS	Institute of Food and Agricultural Services
IRS	Internal Revenue Service
ISO	Insurance Service Office
IT	Information Technology
JFO	Joint Field Office (same as Disaster Field Office)
JIC	Joint Information Center
LEPC	Local Emergency Planning Committee
LMS	Local Mitigation Strategy
LSA	Logistical Staging Area
MACC	Multi Agency Coordination Center
MOU	Memorandum of Understanding
NFIP	National Flood Insurance Program
NGO	Non Governmental Organization/Non For Profit Organization
NHC	National Hurricane Center
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration
NOI	Notice of Interest
NRP	National Response Plan
NTC	National Tele-registration Center
NWS	National Weather Service

PDA	Preliminary Damage Assessment
PDM	Pre-Disaster Mitigation
PDRP	Post Disaster Redevelopment Plan
PIO	Public Information Officer
POD	Point of Distribution
PSA	Public Service Announcement
PW	Project Worksheet
RACES	Radio Amateur Civil Emergency Services
RD	Federal Emergency Management Agency Regional Director
RIA	Rapid Impact Assessment
RIC	Resident Information Center
ROC	Recovery Operations Center
RPA	Request for Public Assistance
RRT	Rapid Response Team
SBA	Small Business Administration
SCO	State Coordinating Officer
SpNS	Special Needs Shelters
SEOC	State Emergency Operations Center
SERT	State Emergency Response Team
SITREP	Situation Report
SFWMD	South Florida Water Management District
SMAA	Statewide Mutual Aid Agreement
SO	Safety Officer
SOG	Standard Operating Guideline
SOP	Standard Operating Procedure
SWA	Solid Waste Authority
SWP	State Warning Point
UC	Unified Command
USDA	United States Department of Agriculture
VRC	Volunteer Reception Center
VOAD	Voluntary Organizations Active in Disasters
WCD	Water Control Districts