

ECONOMIC AND COMMUNITY RECOVERY

Capability Definition

Economic and Community Recovery is the capability to implement short- and long-term recovery and mitigation processes after an incident. This will include identifying the extent of damage caused by an incident, conducting thorough post-event assessments and determining and providing the support needed for recovery and restoration activities to minimize future loss from a similar event.

Outcome

Economic impact is estimated, priorities are set for recovery activities, business disruption is minimized and returned to operation, and individuals and families are provided with appropriate levels and types of relief with minimal delay.

Relationship to National Response Plan Emergency Support Function (ESF)/Annex

This capability supports the following Emergency Support Functions (ESFs):

ESF#6: Mass Care, Housing, and Human Services

ESF#14: Long-Term Community Recovery and Mitigation

Preparedness Tasks and Measures/Metrics

Activity: Develop and Maintain Plans, Procedures, Programs and Systems	
Critical Tasks	
Rec.C3a 1.1.1	Develop resumption, restoration, and recovery plans
Rec.C3a 1.4	Coordinate recovery and mitigation planning
Preparedness Measures	Metrics
Resumption, restoration and recovery plans in place	Yes/No
Recovery and mitigation planning efforts are coordinated with existing or ongoing Continuity of Operations Plan (COOP)	Yes/No
Private sector and voluntary agency input are reflected in planning process	Yes/No
Appropriate insurance coverage policies exist	Yes/No
Each functional area has qualified personnel	Yes/No
Protocols are in place for locating and recalling staff during recovery process	Yes/No
Continuity of Operations Plans (COOP) are in place	Yes/No
Debris management priorities have been established, to include improving restoration of key community functions and critical infrastructures	Yes/No

Activity: Develop and Maintain Training and Exercise Programs

Critical Tasks

Rec.C3a 2.1.1	Develop and conduct training in stabilization and recovery	
Rec.C3a 2.2.1	Exercise recovery plans	
Preparedness Measures		Metric
Personnel are trained in stabilization and recovery plans		Yes/No
Recovery Plans are exercised		Yes/No

Performance Tasks and Measures/Metrics

Activity: *Direct Economic and Community Recovery Operations*

Definition: Command and control economic and community recovery operations, facilitate prioritization of economic assistance for businesses, individuals, and governments, and ensure that both monetary and non-monetary assistance relief is provided to minimize the negative economic effects of the incident.

Critical Tasks

Rec.C3a 3.4	Coordinate regional and State support for community recovery and rehabilitation services
Rec.C3a 3.2	Prioritize recovery sequence for economic and community recovery
Rec.C3a 3.3	Coordinate the request for State/Federal aid
Rec.C3a 3.6	Establish long-term recovery goals
Rec.C3a 3.7	Establish long-term recovery goals for economic and community recovery

Performance Measures

Metric

Time in which a recovery plan is implemented	Less than 48 hours following need to activate plan
Time in which debris management strategies are implemented	Beginning immediately and continuing
Time to assess and implement appropriate changes to codes and code enforcement	Beginning immediately and continuing
Time to coordinate efforts with nonprofit sector and relief NGOs	Within two days following an event and continuing
Time for jurisdiction to estimate the social and economic consequences of an event in the affected area	Less than 7 days
Meetings with private industries and NGOs on long-term community recovery begin within 30 days of incident	Yes/No
Mitigation plan is implemented	Yes/No
Time to refine estimates of social and economic consequences of an event in affected area	0 to 30 days
Time to implement property damage mitigation initiatives	Beginning within 90 days and continuing
Time to coordinate efforts with other levels of government	1 to 3 years after the event
Time to gauge effectiveness of previous recovery planning and mitigation efforts	1 to 3 years after the event

Activity: *Activate Economic and Community Recovery*

Definition: Alert recovery program staff of need for services, conduct notification, dispatch, and other staff mobilization activities as necessary to begin recovery activities.

Critical Tasks

Rec.C3a 4.2	Establish community recovery assistance programs	
Rec.C3a 4.1	Conduct dispatch and notification for economic and community recovery personnel.	
Rec.C3a 4.1.1	Mobilize requests for technical experts to assist in recovery efforts.	
Rec.C3a 4.3	Implement Federal assistance programs	
Rec.C3a 4.4	Implement State, regional, tribal, and local assistance and recovery plans	
Rec.C3a 4.2.3	Implement private-sector recovery, local assistance, and recovery and mitigation plans	
Performance Measures		Metric
Percentage of notified personnel who report		100%

Activity: *Assess and Prioritize Recovery Needs*

Definition: Assess economic recession in order to prioritize monetary and non-monetary relief.

Critical Tasks

Rec.C3a 5.1	Conduct post-event assessment and planning to effect successful long-term recovery, including the mitigation of damages from future disasters	
Rec.C3a 5.2	Assess the situation and forecast economic needs for victims	
Performance Measures		Metric
Time in which 50 percent of impacted individuals and business will be registered for disaster assistance		Within 60 days of assistance being available

Activity: *Provide Monetary Relief*

Definition: Provide funding to damaged or impacted entities in advance of necessary recovery expenditures or to reimburse entities.

Critical Tasks

Rec.C3a 6.1	Assess business recovery needs
Rec.C3a 6.1.1	Provide disaster loans for business
Rec.C3a 6.3.2	Provide disaster loans for individuals
Rec.C3a 6.3	Operate individual assistance programs
Rec.C3a 6.2	Provide economic stabilization, community recovery, and mitigation support and/or financial restitution to key service sectors (e.g., medical, financial, public health and safety)
Rec.C3a 6.4	Notify appropriate authorities of disaster relief reimbursement vehicles

Rec.C3a 6.3.3	Provide financial counseling	
Rec.C3a 6.5	Process entity restitution/reimbursement claims	
Performance Measures		Metric
Unmet economic needs have been identified		Yes/No
Time to activate process to manage claims		As early as 1 week for individual claims and as long as 1 year plus for government-to-government assistance
Time to provide Federal disaster assistance grants to affected individuals		Within 2 weeks of registration
Time to provide Federal disaster assistance loans to individuals and businesses		Within 30 days of application
Time in which Federal grant funds are obligated for 50 percent of FEMA's Public Assistance applications		Within 1 year
Time in which Federal grant funds are obligated for 75 percent of FEMA's Public Assistance applications		Within 2 years
Time in which Federal grant funds are obligated for 90 percent of FEMA's Public Assistance applications		Within 3 years
Time in which Federal grant funds are obligated for 95 percent of FEMA's Public Assistance applications		Within 4 years
Time in which Federal grant funds are obligated for 100 percent of FEMA's Public Assistance applications		Within 5 years
Time to provide fair market value indemnity to owners of destroyed animals and materials		Within 72 hours of destruction

Activity: *Provide Non-Monetary Relief*

Definition: Provide direct assistance in the form of equipment, facilities, supplies, staff, technical assistance, and other material resource support to meet recovery needs of affected entities.

Critical Tasks

Rec.C3a 7.2	Participate in and facilitate recovery activities related to public works and engineering	
Rec.C3a 7.1	Assess and quantify projected housing needs	
Rec.C3a 7.1.1	Develop preliminary temporary housing plan	
Res.C3a 7.4	Provide temporary housing	
Rec.C3a 7.3	Provide family support services	
Performance Measures		Metric
Unmet social needs have been identified		Yes/No
Time for initiation of non-monetary forms of disaster assistance (e.g., crisis counseling, disaster legal services) to individuals and businesses		Within 7 days
Time in which persons in temporary housing/interim shelters will be relocated to long		Within 30 to 90 days

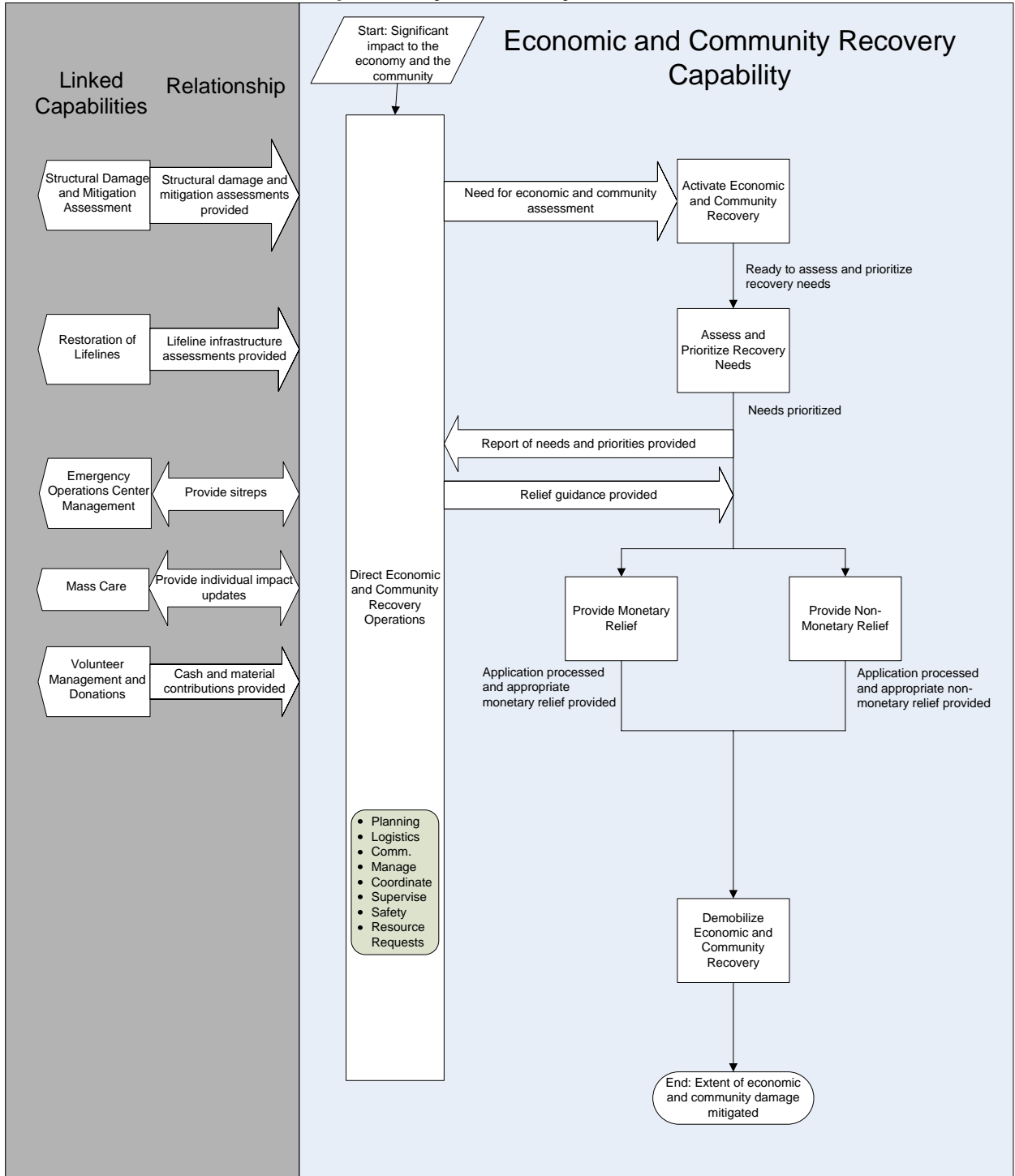
term housing	
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Activity: <i>Demobilize Economic and Community Recovery</i>	
Definition: Account for all assets utilized and safely return them to their original locations and functions.	
Critical Tasks	
Rec.C3a 8.1	Develop a demobilization plan for economic and community recovery
Rec.C3a 8.2	Restore economic and community recovery personnel and equipment to normal operations
Rec.C3a 8.3	Complete appropriate economic and community recovery documentation
Performance Measures	Metric
Personnel and equipment are returned to normal operations	Yes/No
All appropriate documentation has been completed	Yes/No

Linked Capabilities

Linked Capability	Relationship
Structural Damage and Mitigation Assessment	Structural Damage and Mitigation Assessment provides a damage assessment to Economic and Community Recovery.
Restoration of Lifelines	Restoration of Lifelines provides lifeline infrastructure assessments to Economic and Community Recovery.
Emergency Operations Center Management	Emergency Operations Center Management and Economic and Community Recovery both contribute to situation reports.
Mass Care	Mass Care and Economic and Community Recovery share individual assistance updates.
Volunteer Management and Donations	Volunteer Management and Donations provides cash and material contributions for distribution during the recovery phase of the incident.

Capability Activity Process Flow



Capability Element Description Details

Capability Elements	Components and Description
Community Planning and Development Officer	Coordinate economic recovery and mitigation plan
Damage Assessment Officer	Assess damages to publicly and privately owned facilities
Loan Officers	Process SBA applications in 60 days
Finance Officer	Compile and administer financial assistance requests and applications
Economic Impact Community Representatives Team	Assess the economic impact to private business; includes business leaders (industry/major employers); Chambers of Commerce and business associations; local trade organizations, and local professional associations.
Essential Service Representatives Team	Assess impact to essential service infrastructure and basic service distribution systems. Comprises 20 members, including representatives from water and wastewater, public health and sanitation, utilities, transportation, hospital, police, fire and EMS, communications, debris removal and disposal
Insurance Community Inspectors	Manage insurance claims processing
Private sector and utility system representatives	Manage repair and reconstruction of disaster damage
Personnel from individual assistance and public assistance programs	Implement disaster assistance programs to include registration of applicants, inspection of disaster damages, and processing applications
Volunteer Organizations Active in Disasters (VOADs)	

Planning Assumptions

General

- Although applicable to several of the 15 National Planning Scenarios, the capability planning factors were developed from an in-depth analysis of the major earthquake scenario. Other scenarios were reviewed to identify required adjustments or additions to the planning factors and national targets.
- Federal funding to State and local governments is dependent upon Presidential Disaster Declaration.
- This capability focuses on the recovery of a particular community (public infrastructure, individual housing, businesses, etc); it does not address recovery of a large economic sector.
- Due to the disruption of local and regional transportation systems, alternative methods of distribution and transportation will need to be identified and/or implemented (based on historical information, shows that for every 1 home destroyed, 10 will be damaged).
- Multiple hazardous materials issues will need to be addressed.
- Assume all displaced families will require some form of government sheltering and housing assistance.
- Level of losses may result in multiple bankruptcies. (Based upon historical data and the severe economic impact scenarios, certain entities will be unable to overcome financial losses. Governments as well as business may face bankruptcy.)

- The resource component is time sensitive since pre-event implementation of effective recovery and mitigation planning efforts will impact response to community needs.
- The resource package may be called to operate for years after the incident.

Scenario-Specific

- 300,000 homes have been destroyed; there are 1,400 deaths; 18,000 hospitalizations, 150,000 buildings destroyed and 1 million buildings damaged. 250,000 individuals seek shelter in safe areas and over 250,000 people self-evacuate the area.
- The wide dispersal of disaster victims will complicate the Federal Government assistance eligibility and delivery processes for extended temporary housing, tracking, and need for registering the diseased, ill, injured, and exposed
- Of the 1 million buildings moderately damaged, 200,000 were commercial buildings and 100,000 were public buildings. Of these, 1,000 were large office buildings, they were partially collapsed. (Estimates based on trends from previous disasters).

Planning Factors from an In-Depth Analysis of a Scenario with Significant Demand for the Capability (Earthquake)

Resource Organization	Estimated Capacity	Scenario Requirement Values	Quantity of Resources Needed
Community Planning and Development Officer		One per jurisdiction	
Damage Assessment Officer	Average of 5 inspections per day – home/business	3.3 million homes inspected 500,000 businesses inspected	5,000 inspectors to process work over a period of 6 months
Finance Officer	Up to 30,000 electronically processed claims per day. (Federal Emergency Management Agency (FEMA) only, and only those claims that are auto-determined) Small Business Administration (SBA) loan officer can process an average of 5 applications per day	1.85 million applicants in 60 days 1 million applications received in 60 days by SBA	One finance officer (FEMA only- with adequate support staff) completes applications in 60 days 1,000 loan officers to process SBA applications in 60 days
Economic Impact Community Representatives: <ul style="list-style-type: none"> ▪ Business leaders (industry/major employers) ▪ Chambers of Commerce and 	One team can estimate the economic impact of the disaster. Size of team contingent on disaster variables	The number on each team will vary by jurisdiction	Teams will be needed by level of government

Resource Organization	Estimated Capacity	Scenario Requirement Values	Quantity of Resources Needed
business associations. <ul style="list-style-type: none"> ▪ Local trade organizations and professional association membership 			
Essential services representatives: <ul style="list-style-type: none"> ▪ Water and wastewater ▪ Public health and sanitation ▪ Utilities ▪ Transportation, and hospital ▪ Police ▪ Fire and Emergency Medical Service (EMS) ▪ Communications ▪ Debris removal and disposal 	One team serves to liaison with key community functions in one jurisdiction	Ongoing	One team per jurisdiction
Insurance community	Average of 4 inspections per day – residential and commercial	185,000 (5% of total damaged properties) have earthquake insurance	260 inspectors over 6 months
Volunteer Organizations Active in Disasters (VOADs) and non-governmental organizations (NGOs)	Elastic – surge capacity to fit specific needs		VOAD Coordinator and coordinated assistance mechanism/system
Private sector, including construction, building supplies, transportation assets	Capacity is contingent on availability of repair and reconstruction contractors and building supplies		
Personnel to implement disaster assistance programs.	Agencies gear up and gear down based on workload requirements		Estimated personnel requirements would roughly equal triple the 2004 hurricane season staff level. (e.g., SBA level was 2800)

Approaches for Large-Scale Events

- For temporary housing, potential exists to use tents, dorms, ships, train cars, terminals, temporary relocation sites, military facilities, and converted commercial space instead of mobile homes and trailers. Access to essential services (food, transportation, health care, etc) must accompany housing resource.
- Modes of delivery of assistance awards may vary, ranging from new expedited processes to alternative distribution methods.
- For temporary provisions, “Comfort Kits” may need to be instituted as a substitute for immediate award of disaster assistance.
- To foster communication, every neighbor tells a neighbor. Set up centralized information dissemination posts (e.g. at 7/11 stores).

National Targets and Assigned Levels

Responsible	Element Resource Unit	Type of Element	Number of Units	Unit Measure (number per x)	Capability Activity supported by Element
<i>Note: Many of the staff “pools” identified below will be generated in response to a specific incident by assembling governmental and contract staff from various locations; they are not dedicated, standing organizations.</i>					
All levels	Community Planning and Development Officer	Personnel	1	Per jurisdiction	Assess and Prioritize Recovery Needs
National/Regional	Damage Assessment Officer	Personnel	5,000	Per incident	Assess and Prioritize Recovery Needs
FEMA	Finance Officer	Personnel	1	Per incident	Provide Monetary Relief Provide Non-Monetary Relief
Federal	Technical support and computer infrastructure	Equipment	1	Per FEMA finance officer	Provide Monetary Relief Provide Non-Monetary Relief
National/Regional	Loan Officers	Resource Organization	1,000	Per incident	Provide Monetary Relief
Local	Economic Impact Community Representatives		10	Per coordination team	Assess and Prioritize Recovery Needs
Local	Essential Services Representatives Team	Non-NIMS Resource Organization	1	Per jurisdiction	Assess and Prioritize Recovery Needs

Responsible	Element Resource Unit	Type of Element	Number of Units	Unit Measure (number per x)	Capability Activity supported by Element
Federal/State/Local	Insurance Community Inspectors	Personnel	260	Per incident	Assess and Prioritize Recovery Needs
Federal/State/Local	Volunteer Organizations Active in Disasters (VOADs) and Nongovernmental organizations (NGOs)	Personnel, Equipment	Elastic – Surge capacity to fit specific needs	Dependent upon incident	Assess and Prioritize Recovery Needs Provide Monetary Relief Provide Non-Monetary Relief
Federal/State/Local	Private sector, including construction, building supplies, transportation assets	Personnel, Equipment	Capacity is contingent on availability of repair and reconstruction contractors and building supplies	Dependent upon incident	Assess and Prioritize Recovery Needs
National/Regional	Personnel to implement disaster assistance programs	Personnel	30,000	Per incident	Provide Monetary Relief Provide Non-Monetary Relief

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