KITSAP COUNTY
WASHINGTON

DEPARTMENT OF
EMERGENCY
MANAGEMENT

COMPREHENSIVE
DISASTER
RECOVERY PLAN

December 2003
# KITSAP COUNTY DISASTER RECOVERY PLAN

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Introduction

Purpose & Objectives

Purpose

This plan identifies the roles, responsibilities, and tasks associated with the nine functions typically performed in all disaster recovery operations. It also provides checklists, ordinances and other aids for recovery teams.

Objectives

The objectives of this plan are:

- To increase awareness among local governments in Kitsap County of the issues involved in disaster recovery.
- To provide explanations of roles and responsibilities.
- To provide guidelines for disaster recovery operations.

Planning Goals

Emphasizes Local Responsibilities

The disaster that affects a community may or may not result in a Presidential disaster declaration. Therefore, this plan emphasizes local responsibilities for recovery, which exist with or without outside assistance.

Identifies Key Responsibilities & Tasks

It's assumed that individuals on the local disaster recovery team know how to perform their everyday jobs; therefore, this plan identifies key responsibilities and tasks to be performed in the post disaster setting that may differ from these everyday tasks.

Connectivity with Other Phases (Preparedness, Response, Mitigation)

Although this plan deals with recovery, it is an extension of the Kitsap County Comprehensive Emergency Management and Hazard Mitigation plans.
KITSAP COUNTY DISASTER RECOVERY PLAN

Recovery Overview

Recovery Plan Definition

Recovery is a complex and long-term process that involves a range of activities and many participants. Recovery begins shortly after the disaster event occurs and can continue for many years. It involves short-term restoration of essential community functions as well as long-term rebuilding. It incorporates mitigation of hazards as the restoration and rebuilding take place.

The substance of this Recovery Plan has mainly to do with how to get financial, organizational, and human resources focused on both short-term and long-term needs, based on locally defined priorities. Recovery actions involve:

- Analyze post-disaster conditions and opportunities for restoring the community to pre-disaster condition or better.
- Identify needs and priorities in repairing and restoring essential facilities for short-term functioning of the community.
- Initiate hazard abatement (short-term) and mitigation (long-term).
- Initiate housing recovery (temporary and long-term).
- Identify the methodology for local business recovery and temporary business resumption.
- Provide support for essential economic facility recovery (e.g., ports, highways, and railways).
- Maximize available State and Federal assistance.

Process of Recovery

The process of recovery has to do with the way the community organizes itself to make decisions, set priorities, and work with affected subgroups of the populations and important stakeholders. The recovery process involves:

- Strategies to plan for recovery of hard-hit individual areas while allowing "normal" functions to continue in unaffected areas.
- Strategies for community participation and investment of stakeholders.
- How to reorganize the bureaucracy and policy-adoption process for recovery.
Roles and Responsibilities

Local government has the primary responsibility for protection of life and property.

Often, a disaster may not require State or Federal assistance.

State or Federal assistance may be provided when a disaster's effects go beyond what State and local resources can handle.

Plan for unmet needs, regardless of State or Federal assistance provided.
**Disaster Sequence of Events**

1. **Disaster Occurs**
2. Use own forces to respond to occurrences
3. Complete initial damage assessment
4. Report situation to State Emergency Management
5. Proclaim local emergency
6. Request mutual aid
   - Use Federal assistance available under statutory authority (without Governor’s proclamation or Presidential declaration)
   - Mutual aid from other local governments
7. If needed, request Governor’s proclamation of State of Emergency
8. If needed, request Presidential Determination of Emergency or Major Disaster Declaration
9. State and Federal Disaster Recovery Programs supported by mitigation objectives
10. Unmet needs

**Use State assistance available under statutory authority**

**Use Federal assistance available under statutory authority**

**Recovery Task Force Unmet Needs Committee**

**Updated December 2003**

Kitsap County and Cities Disaster Recovery Plan
Recovery Issues

Aside from the procedural issues involved in recovery, fundamental changes do occur in the way local governments operate as they go through the recovery process. These changes are:

- Increased public information to address the needs of citizens and coordinate information with other government and private interests.
- Changing Federal rules and response criteria.
- Implement goals, priorities & plans established before the disaster occurs.
- Need for increased coordination & cooperation within local government and between local, County, State, and Federal Governments in order to solve problems and share resources.
- Need for stress management at all levels of government.
- Implementation of hazard mitigation measures.
- Organize continuity of local government in order to provide adequate staffing and resources, expedite decision-making, and streamline procedures for recovery.

Functional Positions of Responsibility

Community Leadership

Provide a vision of recovery for Kitsap County, and provide staff encouragement and support to ensure that Kitsap County recovers as quickly and completely as possible.

Administration

Cite laws affecting recovery and examine critical areas and ordinances for legal issues.

Emergency Management

Coordinate disaster recovery activities among the other members of local government.

Health & Safety

Identify threats to public health and safety and provide remedies for them.

Public Works

Manage, operate, and maintain the recovery of community infrastructure.

Building Inspection

Determine whether the repair or reconstruction of damaged structures will be permitted and under what conditions.
Planning & Community Development

Develop recommendations for the social, economic, and environmental framework of the community.

Public Information

Provide information to citizens, businesses, and organizations concerning disaster recovery operations and progress.

Unmet Needs Management

Establish a system for providing recovery needs not addressed by traditional Federal, State, and private disaster assistance programs.

Functional Checklists

How Checklists Are Used

How well a community organizes and focuses on priorities determines recovery success. In the Recovery Plan, tasking for agencies, departments, and organizations within Kitsap County is specified in checklists headed with each of the nine Functional Positions of Responsibility listed above. Each checklist is divided into 4 sections: GOAL, PLAN, TACTIC, and RESPONSIBILITY.

The GOAL is the general focus all responsible entities strive to achieve. The PLAN breaks the GOAL down into milestones that the responsible entities attain collectively. TACTICS are the specific tasks required to be completed in order for the PLAN to be executed. The TACTICS have been assigned as tasking guidelines to agencies, departments, and organizations within Kitsap County. The RESPONSIBILITY for carrying out the TACTIC falls on key elements within each agency, department, or organization that have been identified through prior internal processes and organizational discussions.

The Functional Checklists are designed with a built-in flexibility, which allows them to be used for nearly any extraordinary event that culminates into a disaster. Each event may require that further definition or clarification be applied to any or all of the checklist sections, depending on recovery needs and availability of resources.

The overall maintenance of the Functional Checklists is coordinated by the Department of Emergency Management, which relies upon input and feedback from each of the agencies, departments, and organizations charged with the responsibility for carrying out the tactics. Periodic meetings should be scheduled with this goal as a priority in the agenda in order to ensure that the Recovery Plan is kept current and up-to-date. An excellent opportunity for scheduling these meetings occurs shortly after an event or exercise has required the use of the Recovery Plan. Input and feedback gathered in "lessons learned" sessions are extremely useful tools for adjusting the Plan.

Disaster Recovery Plan Validation Checklist

Once the Recovery Plan is implemented, a validation mechanism must be available for use when conducting periodic reviews of portions of or the entire Plan. The following Disaster Recovery Plan Validation Checklist is designed to be just that mechanism. Scheduled periodic audits of the Plan using this checklist as a guide shall be conducted by the Department of Emergency Management to validate its applicability.
## Disaster Recovery Plan Validation Checklist

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<tr>
<th>Identify and define recovery activities.</th>
<th>Describe the organizational structure for recovery operations.</th>
<th>List recovery activities assigned to each unit or section of the organizational structure.</th>
<th>Liaison with Private Sector</th>
<th>Seek sources of financial assistance</th>
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<td>□ Short-term Recovery</td>
<td>□ Incident Command System</td>
<td>□ Individual Assistance</td>
<td>□ Assess usable business locations, establishments</td>
<td>□ Assist return of existing businesses</td>
</tr>
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<td>□ Long-term Recovery</td>
<td>□ Incident Management System</td>
<td>□ Public Assistance</td>
<td>□ Identify government/private assistance to aid impacted businesses</td>
<td>□ Attract new businesses</td>
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<tr>
<td></td>
<td>□ Other</td>
<td>□ Hazard Mitigation</td>
<td>□ Determine new types of construction to use in repairing and rebuilding damaged firms</td>
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<tr>
<td></td>
<td>□ Disaster recovery coordination and other functions</td>
<td>□ Liaison with Voluntary Agencies</td>
<td>□ Identify building and construction issues</td>
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<td>□ Compliance with revised building codes</td>
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<td>□ Compliance with construction standards to comply with future disaster assistance criteria from Federal/State agencies.</td>
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<td><strong>Analyze major employers’ likelihood of return, when, and at what capacity</strong></td>
<td><strong>Plan for economic base and job generation activities</strong></td>
<td><strong>Include Public Information and Outreach</strong></td>
<td><strong>Establish information hotline</strong></td>
<td><strong>Special events</strong></td>
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<td>□ Tourist/visitor facilities</td>
<td>□ Appoint Economic Recovery Coordinator</td>
<td>□ Chambers of Commerce</td>
<td>□ Debris removal information</td>
<td>□ Take-a-break events</td>
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<td>□ Hospitals and Medical Centers</td>
<td>□ Determine need for emergency loan program</td>
<td>□ Homeowners associations</td>
<td>□ Contractor fraud</td>
<td>□ Children oriented activities</td>
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<td>□ Banking/financial institutions</td>
<td>□ Implement emergency loan program</td>
<td>□ Business organizations</td>
<td>□ Insurance problems</td>
<td>□ Anniversary celebration</td>
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<td>□ Agricultural, ornamental nursery products</td>
<td>□ Form or activate local economic development authority</td>
<td>□ Civic organizations</td>
<td>□ Housing needs</td>
<td>□ Ground breaking ceremonies</td>
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<tr>
<td>□ Commercial, retail establishments</td>
<td>□ Participate in rebuilding efforts</td>
<td>□ New groups/councils</td>
<td>□ FEMA issues</td>
<td>□ Media relations</td>
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<td>□ Other major employers</td>
<td>□ If necessary, seek consultant and other specialists to assist in pursuing Federal and other assistance sources to small businesses</td>
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<td>□ Permits and inspections</td>
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<td>□ Abandoned homes</td>
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<td>□ Business assistance</td>
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<td>□ Conduct community forums and workshops</td>
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<td>□ Recovery forums</td>
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<td>□ Hazard preparedness workshops</td>
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<td>□ Town hall meetings</td>
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<td>□ Housing opportunity/re-housing workshops</td>
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<td>□ Prepare/distribute newsletter or news articles</td>
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<td>Speaking engagements</td>
<td>Special needs populations</td>
<td>Address Safety and Security Concerns</td>
<td>Include debris management issues</td>
<td>Assess Public Health Needs</td>
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<td>County commission/city council meetings</td>
<td>Social service agencies, Outreach to elderly and people with disabilities, Ethnic populations and language barriers</td>
<td>Curfew, Re-entry, Hazardous materials, Arson control, Traffic control, Occupational Safety and Health regulations</td>
<td>Removal, Storage, Reduction, Disposal</td>
<td>Water quality and supply, Waste water disposal, Animal control, Vector control, Immunization, Testing</td>
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<th>Identify issues and priorities for restoration of essential services</th>
<th>Identify potential transportation issues</th>
<th>Address building inspection</th>
<th>Establish policy/program on abandoned and unsafe structures</th>
<th>Implement established building permit process</th>
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<td>Electricity</td>
<td>Roadways, Bridges, Ferries, Roadway lighting, Traffic signals, Waterway management, Conduct procedures for conducting damage assessment, Preliminary damage assessment, Disaster survey reports</td>
<td>Increase staff levels, Establish “fast track” permitting/process, Open satellite zoning service offices, Examine/revise building codes and standards to meet established requirements regarding resistance to damage, Enforce codes and standards for new residential and business units to be constructed, Establish/Implement program on non-conforming</td>
<td>Clean, secure, demolition program, Code enforcement sweeps, Identify and evaluate alternative types of construction, License and monitor building contractors conducting both repair work and new construction</td>
<td>Initial building moratorium, Damaged structure moratorium, Emergency permitting system, Permitting temporary structures</td>
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<td>Gas</td>
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<tr>
<th>Determine how construction fraud will be handled</th>
<th>Determine mitigation measures to take or to comply with Federal, State, or local law during reconstruction</th>
<th>Include recovery planning</th>
<th>Examine/revise existing plans or initiate redevelopment plans for badly damaged areas of the community</th>
<th>Recovery databases &amp; environmental</th>
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<td>Construction fraud task force</td>
<td>Revised building code, Build-back policy, Mobile home construction standards</td>
<td>Establish redevelopment priorities</td>
<td>Neighborhood redevelopment plans, Regional redevelopment plans, Tourist attraction recovery plan</td>
<td>Geographic information systems, Mapping, Identify environmental issues and requirements, Identify air quality issues</td>
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<td>Determine if/how volunteers may be used to augment contractors in rebuilding residents having no insurance coverage or are underinsured</td>
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Functional Checklists

- Community Leadership
- Administration
- Emergency Management
- Health & Safety
- Public Works
- Building Inspection
- Planning & Community Development
- Public Information
- Unmet Needs Mgmt
<table>
<thead>
<tr>
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<th>PLAN</th>
<th>TACTIC</th>
<th>RESPONSIBILITY</th>
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<tr>
<td>Establish and Reassess Recovery Goals &amp; Priorities</td>
<td>Maintain the health, safety &amp; security of population.</td>
<td>Restrict or deny access to damaged areas for a period of time because of no services, dangerous debris, hazardous materials, and unsafe conditions for citizens.</td>
<td>Emergency Management</td>
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<td>Require curfews.</td>
<td>Emergency Management</td>
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<td>Delay or prohibit reconstruction for health and safety reasons or mitigation purposes (decisions on more stringent building codes, buy-outs, etc.).</td>
<td>Emergency Management</td>
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<td>Obtain required additional resources for law enforcement, fire safety, public health services, curfews, re-entry points, and water testing.</td>
<td>Emergency Management at request of Elected Public Officials</td>
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<td>Communicate and enforce debris removal and disposal priorities and procedures.</td>
<td>Community Development and Public Health</td>
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<td>Meet requirements for special needs citizens (senior citizens, disabled persons, etc.).</td>
<td>Public Health</td>
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<td></td>
<td>Restore critical facilities and utilities.</td>
<td>Participate in planning, policy making, and procedure development for restoration of electric, gas, water, and sewer utilities.</td>
<td>Elected public Officials. Public &amp; Private Utilities</td>
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<td>Obtain additional personnel to maintain routine services while emergency repairs and restoration are taking place.</td>
<td>Public &amp; Private Utilities</td>
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<td>Establish temporary facilities (housing and sanitation), for the short-term.</td>
<td>Housing Authority, Kitsap Mental Health</td>
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<td></td>
<td>Resume business and economic activity.</td>
<td>Address public health, safety, and security concerns with business and industry interests to gain their understanding and support.</td>
<td>Business Leaders in coordination with Law Enforcement</td>
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<td>Communicate public sector recovery priorities to the private sector.</td>
<td>Elected Public Officials &amp; Public Information Officer</td>
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<td>Pre-qualify and coordinate private sector resources and volunteers with government functions such as public works and building inspection to assist in recovery operations.</td>
<td>Public Works. (Emergency Management coordinates volunteers)</td>
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## Recovery Checklist for Community Leadership

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</table>
| Establish and Reassess Recovery Goals & Priorities | Establish public and private sector priorities and guidelines. | - Develop new ordinances and policies for reconstruction, especially for hazardous areas (elevations, setbacks, etc.).  
- Identify mitigation options and priorities.  
- Facilitate and organize community involvement in education about reconstruction issues. | Elected Public Officials  
Emergency Mgmt  
Community Development |
| | Community representation internal to local government. | - Mediate disputes and conflicts between local government departments or community organizations and interests, and other local, State, or Federal agencies.  
- Encourage community organizations to work toward local recovery goals and priorities.  
- Host VIPs who visit the community to observe recovery efforts and progress with recovery operations.  
- Lobby for resources and mutual aid agreements (technical assistance, personnel, equipment, supplies, and funding) from government, private, and nonprofit sources in coordination with and in support of the recovery staff. | Elected Public Officials  
Emergency Mgmt & Emergency Mgmt Council  
Emergency Mgmt & Emergency Mgmt Council  
Emergency Mgmt Council |
### Recovery Checklist for Community Leadership

<table>
<thead>
<tr>
<th>GOAL</th>
<th>PLAN</th>
<th>TACTIC</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communicate externally.</td>
<td><strong>Target citizens and outside entities.</strong></td>
<td>☐ Keep the public and local government informed about changes in recovery issues and progress.</td>
<td>Emergency Management</td>
</tr>
<tr>
<td></td>
<td>☐ Keep the private sector informed about recovery issues and progress by participating in and speaking at organization meetings.</td>
<td></td>
<td>Emergency Management</td>
</tr>
<tr>
<td></td>
<td>☐ Give periodic briefings, news releases, and interviews to the media about recovery issues and progress.</td>
<td>☑ Identify a staff member who is comfortable with the media and appoint them as spokesperson.</td>
<td>Emergency Mgmt Council, City Managers, City Councils</td>
</tr>
<tr>
<td></td>
<td>☑ Ensure that local emergency operations plans contain policies and procedures for media, contacts, locations, and protocols.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Observe and respond to symptoms of stress within the community.</td>
<td>☐ Organize mental health providers into community watch teams in order to detect debilitating symptoms of stress in the affected communities</td>
<td></td>
<td>Kitsap Mental Health</td>
</tr>
<tr>
<td></td>
<td>☐ Coordinate mental health providers to offer Critical Incident Stress Debriefings and follow-up treatment</td>
<td></td>
<td>Public Health, Emergency Mgmt, Local Emergency Planning Committee</td>
</tr>
</tbody>
</table>
## Recovery Checklist for Community Leadership

<table>
<thead>
<tr>
<th>GOAL</th>
<th>PLAN</th>
<th>TACTIC</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communicate internally</td>
<td>Observe and respond to symptoms of stress within the staff.</td>
<td>Symptoms include:  &lt;ul&gt;&lt;li&gt;Conflict and arguments within the staff or community over recovery issues.&lt;/li&gt;&lt;li&gt;Fatigue, absenteeism, or illness for prolonged periods of time, or with increased frequency.&lt;/li&gt;&lt;li&gt;Emotional stress, anger, or discomfort within the staff or community when discussing disaster events.&lt;/li&gt;&lt;li&gt;Anxiety due to uncertainty about the future.&lt;/li&gt;&lt;/ul&gt;</td>
<td>Each Dept. to appoint a Human Resource person</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Seek assistance from public health agencies, mental health agencies, or other organizations offering these services.</td>
<td>Emergency Mgmt, Public Health, Kitsap Mental Health</td>
</tr>
<tr>
<td>Recognize achievements of staff and volunteers.</td>
<td>Recognize achievements verbally, in personal letters, community newsletters, or public announcements, or at annual recognition events.</td>
<td>Emergency Mgmt Council</td>
<td></td>
</tr>
<tr>
<td>Act on long-term recovery</td>
<td>Adopt building permit requirements and procedures for areas considered to be vulnerable to natural hazards.  &lt;ul&gt;&lt;li&gt;Identify historic structures and adopt ordinances, policies, or procedures for their reconstruction, relocation, or demolition after a disaster.&lt;/li&gt;&lt;li&gt;Adopt ordinances for assessing building damage, identifying hazards of occupancy, dangerous building designations, and limiting access to buildings as needed.&lt;/li&gt;&lt;li&gt;Adopt ordinances for processing and issuing post-disaster building permits.&lt;/li&gt;&lt;/ul&gt;</td>
<td>County Commissioners and City Councils</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Comprehensive Emergency Mgmt Plan and local Emergency Operations Plans</td>
<td>County Commissioners and City Councils</td>
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<td>County Commissioners and City Councils</td>
<td>County Commissioners and City Councils</td>
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<td></td>
<td>County Commissioners and City Councils</td>
<td>County Commissioners and City Councils</td>
</tr>
</tbody>
</table>
KITSAP COUNTY, WASHINGTON

Disaster Declaration

Before the Board of County Commissioners of Kitsap County, Washington

In the matter of ____________________________________________________________

Declaring a Disaster, RESOLUTION NUMBER _____________________________

WHEREAS, the Kitsap County Department of Emergency Management has reported to the Chairperson of the Board of County Commissioners, beginning ______________ (date), ____________________ (conditions) have caused a disaster by creating extensive damages in parts of Kitsap County; and

WHEREAS, extensive damage has occurred and is still occurring to ____________________________ (county, city, other) roads and bridges, private roads, homes, business and farm lands; and

WHEREAS, persons and property are and will be damaged unless further efforts are taken to reduce the threat to life and property; and

WHEREAS, there is an emergency present which necessitates activation of the Kitsap County Comprehensive Emergency Plan and utilization of emergency powers granted pursuant to RCW 38.15 and County Ordinance No. 109; therefore,

BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS:

SECTION 1

That it is hereby declared that there is an emergency/disaster due to the conditions in Kitsap County; therefore, designated departments are authorized to enter into contracts and incur obligations necessary to combat such emergency to protect the health and safety of persons and property, and provide emergency assistance to the victims of such disaster.

SECTION 2

Each designated department is authorized to exercise the powers vested under SECTION 1 of this resolution in the light of the demands of an extreme emergency situation without regard to time consuming procedures and formalities prescribed by law (excepting mandatory constitutional requirements).

DATED this _______ day of ____________, ______._

BOARD OF COUNTY COMMISSIONERS OF
KITSAP COUNTY, WASHINGTON

ATTEST:

Chairperson

Commissioner

Commissioner

FC 1 Addendum 1
CITY

Disaster Declaration

Before the City Council of the City of __________________, Washington

In the matter of (________________________________________________________________________)

Declaring a Disaster, RESOLUTION NUMBER _________________________

WHEREAS, the _________________________Department reported to the City Council of the City of _________________________, beginning ______________ (date), ____________________ (conditions) have caused a disaster by creating extensive damages in parts of the City of _________________________; and

WHEREAS, extensive damage has occurred and is still occurring to ____________________________________________ (city, other) roads and bridges, private roads, homes, business and farm lands; and

WHEREAS, persons and property are and will be damaged unless further efforts are taken to reduce the threat to life and property; and

WHEREAS, there is an emergency present which necessitates activation of City of _________________________ Emergency Plan and utilization of emergency powers granted pursuant to RCW 38.15 and City Ordinance No. ____________; therefore,

BE IT RESOLVED BY THE CITY COUNCIL:

SECTION 1

That it is hereby declared that there is an emergency/disaster due to the conditions in the City of _________________________; therefore, designated departments are authorized to enter into contracts and incur obligations necessary to combat such emergency to protect the health and safety of persons and property, and provide emergency assistance to the victims of such disaster.

SECTION 2

Each designated department is authorized to exercise the powers vested under SECTION 1 of this resolution in the light of the demands of an extreme emergency situation without regard to time consuming procedures and formalities prescribed by law (excepting mandatory constitutional requirements).

DATED this ________ day of _____________, ____________.

CITY COUNCIL of the CITY OF _________________________

ATTEST:

President of the City Council

Council Member

City Clerk

Council Member
KITSAP COUNTY, WASHINGTON
Disaster Declaration Termination

Before the Board of County Commissioners of Kitsap County, Washington
In the matter of (________________________________________________________________________)
RESOLUTION NUMBER _________________________, Disaster Declaration

WHEREAS, the Kitsap County Board of County Commissioners has declared an emergency/disaster, due to conditions in Kitsap County on ____________(date), and

WHEREAS, a determination has been made that conditions no longer constitute a state of emergency/disaster; therefore,

BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS:

That the heretofore stated emergency/disaster declaration is terminated.

DATED this ________ day of _____________, ________.

BOARD OF COUNTY COMMISSIONERS OF
KITSAP COUNTY, WASHINGTON

ATTEST:

______________________
Chairperson

______________________
Clerk of the Board

______________________
Commissioner

______________________
Commissioner
CITY
Disaster Declaration Termination

Before the City Council of the City of ______________________, Washington
In the matter of (__________________________________________)

RESOLUTION NUMBER _______________________, Disaster Declaration

WHEREAS, the City Council of the City of ____________________ has declared an emergency/disaster, due to conditions in the City of __________________ on __________(date), and

WHEREAS, a determination has been made that conditions no longer constitute a state of emergency/disaster; therefore,

BE IT RESOLVED BY THE CITY COUNCIL:
That the heretofore stated emergency/disaster declaration is terminated.

DATED this ________ day of ____________, ________.

CITY COUNCIL of the CITY OF _________________

ATTEST:

President of the City Council

Council Member

Council Member

City Clerk

Council Member
## Recovery Checklist for Administration

<table>
<thead>
<tr>
<th>GOAL</th>
<th>PLAN</th>
<th>TACTIC</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recovery ordinances</td>
<td>Review ordinances for consistency with Federal, State and local requirements.</td>
<td>City, County Prosecutor’s Office</td>
<td></td>
</tr>
<tr>
<td>Address local responsibilities and authorities.</td>
<td>Review local responsibilities and authorities to be sure they address recovery issues including: ✓ Emergency declarations ✓ Line of succession ✓ Mutual aid ✓ Social controls (curfews) ✓ Price controls (price gouging)</td>
<td>Emergency Mgmt. City &amp; County Prosecutor</td>
<td></td>
</tr>
<tr>
<td>Ensure equity of services.</td>
<td>Monitor equity of service to ensure that all citizens have access to the necessary assistance for which they may be qualified.</td>
<td>Human Rights Council, Local Emergency Planning Committee</td>
<td></td>
</tr>
</tbody>
</table>

**Address Legal Issues** - Legal counsel may be required to review and approved proposed actions before they are adopted.
## Recovery Checklist for Administration

<table>
<thead>
<tr>
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<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expect certain costs.</td>
<td>☐ Expenses not eligible for reimbursement under State and Federal programs.</td>
<td>☐ Cost-sharing for Federal grants, such as Hazard Mitigation Grant Program.</td>
<td>☐ Local share acquisition and relocation costs for damaged and destroyed properties.</td>
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<tr>
<td>Implement an auditing program.</td>
<td>☐ Financial donations.</td>
<td>☐ Emergency procurement guidelines.</td>
<td>☐ Recovery accounting and record keeping systems, including personnel time and attendance, contract work, equipment, supplies, and other expenditures.</td>
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</tbody>
</table>

**Establish Local Financial Responsibilities** - The local government share of recovery costs is established by State law.
## Recovery Checklist for Administration

<table>
<thead>
<tr>
<th>GOAL</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Key tasks for administrators.</td>
<td>Ensure that administrators are familiar with their recovery responsibilities.</td>
<td>Meet with department administrations and other team leaders to identify documentation requirements, procedures, and formats.</td>
<td>Emergency Mgmt, Recovery Team</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Brief local response and recovery teams and all departments on documentation requirements, procedures, and formats.</td>
<td>Emergency Mgmt, Recovery Team</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Review documentation early on in the process to catch errors or inadequacies.</td>
<td>Emergency Mgmt, Recovery Team</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Throughout recovery operations, maintain project files and other documentation of recovery activities and costs.</td>
<td>Emergency Mgmt, Recovery Team</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Be aware of audit and documentation requirements.</td>
<td>Emergency Mgmt, Recovery Team</td>
</tr>
<tr>
<td>Staffing and Personnel Needs</td>
<td>Anticipate personnel support requirements.</td>
<td>Identify staffing needs from each department involved in response and recovery operations.</td>
<td>Department Heads</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Identify alternative sources for staff, including mutual aid agreements, contracts, and volunteers.</td>
<td>Emergency Mgmt, Recovery Team</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Request assistant through the State emergency management agency if alternative staff resources fail to materialize during disaster response and recovery.</td>
<td>Emergency Mgmt</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Recognize signs of stress among staff, and make arrangements for stress management or crisis counseling for them.</td>
<td>Department Heads</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Establish worker disaster assignments and overtime/compensatory time policies.</td>
<td>Emergency Mgmt, Emergency Mgmt Council</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Make arrangements for sufficient staffing to allow rotation during disasters and to avoid extensive hours on duty.</td>
<td>Department Heads</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Train permanent and volunteer staff in their disaster assignments.</td>
<td>Emergency Mgmt</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Recognize all staff for their contributions with events, certificates, and other means.</td>
<td>Emergency Mgmt Council</td>
</tr>
</tbody>
</table>

**FC 2-3**
<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Audits</td>
<td>OMB Circular A-128; 44 CFR 14</td>
<td>OMB Circular A-133</td>
<td>OMB Circular A-133</td>
<td>OMB Circular A-133</td>
<td>(intentionally left blank)</td>
</tr>
</tbody>
</table>
ACCOUNTING FOR PROJECT COSTS

☐ Separate disaster-related activities from normal activities.
☐ Designate a person to coordinate accumulation of records.
☐ Capture Force Account labor hours, rates, work locations, and description of work performed.
☐ Capture rented equipment cost and location.
☐ Capture equipment damaged or destroyed by inventory number, location, and costs to repair or replace.
☐ Capture contracted construction services and costs by site.
☐ Capture technical consultant service costs and specific purposes of work performed.
☐ Document and describe fringe benefit rates.

☐ Do not co-mingle disasters
☐ Capture specific accounting by DSR and site.
☐ Capture Force Account equipment hours, rates, and locations.
☐ Capture Force Account material used from storage, its costs, location, and project.
☐ Capture vendor services or materials acquired under purchase orders or contracts.
☐ Capture insurance settlements and other credits (salvage, rebates, etc.) reported by project.
☐ Document and describe nonproductive labor costs (sick leave, vacation, etc.).

DOCUMENTING PROJECT COSTS

☐ Prepare detailed discussion of the damage and what was done or needs to be done at the site.
☐ List damaged and destroyed equipment.
☐ Keep equipment usage records.
☐ Prepare materials usage records.
☐ Prepare explanation of how contract was executed and the procurement method used.
☐ Document authorizations to perform work by department head, legislative authority, or executive authority.
☐ Document insurance information, settlements, and appeals information.

☐ Take photographs of the site before work begins, during, and after completed.
☐ Prepare Force Account labor summaries backed up by detail labor runs and time sheets.
☐ Log vendor purchase orders, invoices, and payments. Keep copies.
☐ Record contracts, invoices, and payments by contractors.
☐ Prepare explanation if price was not competitively determined.
☐ File correspondence with grantee and/or FEMA.
☐ File copies of police, fire, and medical dispatch logs.
☐ File final inspection reports.
KITSAP COUNTY, WASHINGTON
Ordinances and Notices Checklist

☐ Curfew Ordinance (specifying times, areas, special circumstances, and penalties for violations)

☐ Relocation & Acquisition Notice (for those residents displaced by damage or destruction)

☐ Public Nuisance Emergency Orders (vehicle removal, property access, etc.)

☐ Pay and Compensation for Working During Emergencies or Disasters Notice

☐ Price Gouging Ordinance (for merchants taking advantage of emergencies by increasing prices for essential goods)

☐ Emergency Rules for Operation of Local Governments (could be a compilation of some of the above ordinances and notices)
Disaster Documentation Package

Checklist

This checklist is designed to help keep track of response plan, damage, and financial details during the entire recovery phase. Documentation must begin as soon as the disaster occurs.

*Do not wait for the Damage Survey Report (DSR) to be written and approved before starting the documentation process.*

Documentation package includes:

- Dates and times
  - Incident beginning
  - When each responder was notified and on scene
  - Of all news releases and Emergency Alert System messages
  - Of each injury, loss of life, and loss of property
  - Of mitigation actions and recommendations
  - Of personnel-hours expended and disaster-related expenses
- Time and description of each response action
- Date, time, and response action for each request for assistance.
- Audio and video tapes and pictures of disasters
- Dates, times and transcripts for all news briefings
- Damage data and subsequent spreadsheets
- Damage survey efforts
- Personnel rosters
- Situation reports
- Event logs
- Photographs
- Invoices
- Daily activity reports
- Materials from stock
- Rental and lease agreements
- Contract documents
- Insurance information
- Approved Damage Survey Reports (DSRs)
The table below lists categories and examples of allowable and unallowable costs under FEMA's disaster assistance programs. This is not an all-inclusive list, however. Refer to OMB Circular A-87 for more information.

<table>
<thead>
<tr>
<th>Cost Category</th>
<th>Examples</th>
<th>Notes/Restrictions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising</td>
<td>♦ Radio, television, &amp; newspaper ads</td>
<td>When incurred for:</td>
</tr>
<tr>
<td></td>
<td>♦ Direct mail campaigns</td>
<td>♦ Recruitment of personnel</td>
</tr>
<tr>
<td></td>
<td></td>
<td>♦ Procurement of goods &amp; services</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Advertising costs are not allowable if incurred solely to promote the governmental unit.</td>
</tr>
<tr>
<td>Public Relations</td>
<td>Activities directed toward:</td>
<td>When:</td>
</tr>
<tr>
<td></td>
<td>♦ Maintaining the image of the governmental unit</td>
<td>♦ Incurred to communicate with the public &amp; press pertaining to the specific program</td>
</tr>
<tr>
<td></td>
<td>♦ Promoting understanding and favorable relations with the public</td>
<td>♦ Necessary to conduct general liaison with the news media &amp; governmental public affairs officers to keep public informed</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Public relations costs are not allowable if incurred solely to promote the governmental unit.</td>
</tr>
<tr>
<td>Alcoholic Beverages</td>
<td></td>
<td>Not allowable</td>
</tr>
<tr>
<td>Audit Services</td>
<td>♦ Case or project reviews</td>
<td>Provided that the audits:</td>
</tr>
<tr>
<td></td>
<td>♦ Project inspections</td>
<td>♦ Comply with the provisions of the Single Audit Act (OMB Circular A-128); or</td>
</tr>
<tr>
<td></td>
<td></td>
<td>♦ Have otherwise been required and/or approved by FEMA</td>
</tr>
<tr>
<td>Bad Debts</td>
<td>♦ Uncollectible funds</td>
<td>Losses arising from uncollectible amounts and other claims, and related costs, are not allowable.</td>
</tr>
<tr>
<td>Bonding Costs</td>
<td>♦ Costs associated with attaining surety bonds for employees and officials</td>
<td>Provided that bonding is in accordance with sound business practices.</td>
</tr>
<tr>
<td>Budgeting</td>
<td>♦ Development</td>
<td>Allowable</td>
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<tr>
<td></td>
<td>♦ Preparation</td>
<td></td>
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<td></td>
<td>♦ Presentation</td>
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<td></td>
<td>♦ Execution</td>
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</tr>
<tr>
<td>Communications</td>
<td>♦ Telephone</td>
<td>Allowable</td>
</tr>
<tr>
<td></td>
<td>♦ Mail &amp; messenger service</td>
<td></td>
</tr>
<tr>
<td>Compensation for Personnel</td>
<td>♦ Wages &amp; salaries</td>
<td>Provided that compensation is reasonable for the services provided.</td>
</tr>
<tr>
<td></td>
<td>♦ Fringe benefits</td>
<td></td>
</tr>
<tr>
<td>Donated Services</td>
<td>Volunteered time by:</td>
<td>♦ The value of donated services is not allowable either as a direct or indirect cost.</td>
</tr>
<tr>
<td></td>
<td>♦ Technical personnel</td>
<td>♦ The value of donated services may be sued to meet cost-sharing or matching requirements.</td>
</tr>
<tr>
<td></td>
<td>♦ Consultants</td>
<td></td>
</tr>
<tr>
<td></td>
<td>♦ Skilled and unskilled labor</td>
<td></td>
</tr>
<tr>
<td>Legal Expenses</td>
<td>♦ Professional and/or support staff time,</td>
<td>♦ Legal expenses required for program administration are allowable.</td>
</tr>
<tr>
<td></td>
<td>♦ Filing fees</td>
<td>♦ Legal expenses for prosecution of claims against the Federal Government are not allowable.</td>
</tr>
<tr>
<td>Disbursing Services</td>
<td>Costs associated with the accounts payable functions</td>
<td>Allowable</td>
</tr>
</tbody>
</table>
## ALLOWABLE COST TABLE

<table>
<thead>
<tr>
<th>Cost Category</th>
<th>Examples</th>
<th>Notes/Restrictions</th>
</tr>
</thead>
</table>
| Equipment and Other Capital Expenditures | ♦ The net invoice price of equipment, including modifications, attachments, or accessories.  
♦ Ancillary charges, including taxes and freight. | For nonexpendable items of equipment having:  
♦ A useful life of more than 1 year.  
♦ An acquisition cost of $5000 or more.  
Items of equipment with an acquisition cost of less than $5000 are considered supplies. |
| General Government Expenses         | ♦ Salaries and expenses of the Office of the Governor and/or State legislatures, tribal councils, or other governmental bodies.  
♦ Costs associated with governmental services normally provided to the general public (e.g. fire and police). | Normally not allowable                                                                |
| Maintenance, Operation, & Repairs   | ♦ Utilities  
♦ Insurance  
♦ Security  
♦ Janitorial services  
♦ Equipment repairs | Allowable if they:  
♦ Keep property in efficient operating condition  
♦ Do not add to the permanent value of property  
♦ Are not included in rental charges for space |
| Materials & Supplies                | ♦ Stationery  
♦ General office supplies  
♦ Equipment with an acquisition cost of less than $5000 | Allowable after deducting:  
♦ Cash and/or trade discounts  
♦ Rebates  
♦ Other allowances |
| Motor Pools                         | Vehicle:  
♦ Maintenance  
♦ Inspection  
♦ Repair services | Allowable if charged to the program at a mileage or fixed rate. |
| Training                            | Employee training and development | Allowable to the extent that the training is required for program operation. |
| Travel                              | ♦ Transportation  
♦ Lodging  
♦ Subsistence | Provided that:  
♦ Employees are traveling on official business  
♦ The costs do not exceed the amount normally allowed by the agency in its regular operations. |
Work can be accomplished by contract or by force account, or sometimes by a combination of the two.

**Force Account Work**

**Definition:**

Force account work is work accomplished by the county's own people, using county equipment or equipment leased by the county, and using materials the county has taken from stock or has purchased. Force account work should be documented on the Daily Activity Report or on forms similar to those attached.

**Documentation includes:**

- Copies of DSRs
- Copy of Daily Activity Reports for each day that labor, equipment, or material was expended
- Appropriate extracts for payrolls
- Schedule of equipment used
- Invoices, warrants, and checks issued and paid for materials and supplies used

**Contract Work**

**Definition:**

Contract work is work completed by contractors hired to repair or assist in repairing damages caused by the disaster.

**Documentation includes:**

- Copy of DSRs
- Copies of request for bids
- Bid documents
- Copies of all correspondence requesting changes
- Copies of correspondence with State and Federal agencies regarding the project
- Authorization to proceed with contract
- Invoices
- Warrants authorizing check issuance
- Copies of checks issued for payment
- Copies of final inspection or acceptance reports
<table>
<thead>
<tr>
<th>DATE</th>
<th>HOURS</th>
<th>TOTAL HOURS</th>
<th>RATE</th>
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**LOCATION**

**TYPE OF EQUIPMENT**

**FEMA EQ. NUMBER**

**MAKE AND MODEL APPROPRIATE**

**CERTIFY THAT THE ABOVE INFORMATION WAS TRANSFERRED FROM DAILY LOGS OR OTHER DOCUMENTS THAT ARE AVAILABLE FOR AUDIT.
# FORCE ACCOUNT SUMMARY RECORD

**FEMA-**

**APPLICANT NAME:**

**ID:**

**LOCATION**

**Page** of **page(s)**

**Time Period** to **19**

**Job Site Number:**

## DATE/HOURS WORKED EACH DAY

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<th>JOB CLASS</th>
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**TOTAL WAGES**

## EQUIPMENT RATES

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<th>DATE</th>
<th>HOURS</th>
<th>TOTAL HOURS</th>
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**TOTAL EQUIPMENT**

## MATERIALS/DESCRIPTION

<table>
<thead>
<tr>
<th>VENDOR</th>
<th>MATERIALS/DESCRIPTION</th>
<th>DATE BOUGHT</th>
<th>DATE USED</th>
<th>INFO FROM INVOICE</th>
<th>STOCK</th>
<th>QUAN</th>
<th>UNIT PRICE</th>
<th>TOTAL COST</th>
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**TOTAL MATERIALS**

**SITE TOTAL**

I CERTIFY THAT THE ABOVE INFORMATION WAS OBTAINED FROM STOCK RECORDS OR OTHER DOCUMENTS THAT ARE AVAILABLE FOR AUDIT

CERTIFIED BY: ________________________________  TITLE: __________________________
## Rented Equipment Record

<table>
<thead>
<tr>
<th>Type of Equipment</th>
<th>Date Hours Used</th>
<th>Rate Per Hour with Operator</th>
<th>Rate Per Hour without Operator</th>
<th>Total Cost</th>
<th>Vendor</th>
<th>Invoice No</th>
<th>Date &amp; Amount</th>
<th>Check No</th>
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I certify that the above information was transcribed from daily logs or other documents that are available for audit.

Certified by: ___________________________  Title: ___________________________
## Recovery Checklist for Emergency Management

<table>
<thead>
<tr>
<th>GOAL</th>
<th>PLAN</th>
<th>TACTIC</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
</table>
| **Damage Assessment** | Determine capability to recover and identifying any outside assistance that may be required. | - Obtain and use formats approved by the State Emergency Management Agency.  
- Distribute forms to members of the local damage assessment team and explain procedures.  
- Train local teams on damage assessment  
- Provide staff resources to assist with damage assessment.  
- Compile damage information by sector, type, or project, as required.  
- Work closely with FEMA Primary Damage Assessment (PDA) teams if they have been assigned to your area.  
- Submit damage assessments to the State.  
- Participate on local damage survey teams. | For all of these tasks, Emergency Mgmt coordinates with Public Works, Community Development, and Fire Agencies |
| **Support of Community Leadership** | Provide involvement and support elected officials. | - Brief public officials, including fire commissioners, on the status of recovery operations and outlook for the immediate future.  
- Serve as a local resource and authority on State and Federal disaster recovery assistance programs.  
- Serve as liaison to outside agencies on specific issues requested by the community leadership.  
- Hold morning and evening briefings with agency directors to keep them informed of current activities and problems. | Emergency Mgmt |
| **Resource Management** | **Resource Acquisition** | - Request specific resources from outside sources.  
- Accept donated goods from outside sources.  
- Contract for needed goods and services.  
- Exercise mutual aid agreements. | Emergency Mgmt  
Unmet Needs Committee  
Emergency Mgmt  
Emergency Mgmt |
# Recovery Checklist for Emergency Management

<table>
<thead>
<tr>
<th>GOAL</th>
<th>PLAN</th>
<th>TACTIC</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resource Management</td>
<td>Resource Distribution</td>
<td>Assign and train a donations coordinator</td>
<td>Emergency Mgmt</td>
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<td>Identify staff shortages</td>
<td>Emergency Mgmt</td>
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<td>Request State or Federal resources</td>
<td>Emergency Mgmt</td>
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<td>Assess the community's resource needs (personnel, equipment, supplies, technical assistance), specifying:</td>
<td>Emergency Mgmt</td>
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<td>✓ What is needed and its priority?</td>
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<td></td>
<td>✓ How much is needed?</td>
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<td>✓ When it is needed?</td>
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<td>✓ Where it is needed?</td>
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<td>Channel request for resources through State emergency management system.</td>
<td>Emergency Mgmt</td>
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<td>Request or accept donated goods</td>
<td>Emergency Mgmt</td>
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<td>Request financial donations and specify community organizations to receive them to avoid unwanted types of private donations.</td>
<td>Emergency Mgmt</td>
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<td>Develop public service announcements.</td>
<td>Emergency Mgmt</td>
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<td>Contract for goods and services.</td>
<td>Emergency Mgmt</td>
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<td>Consider developing contingency contracts with private vendors for specified supplies and equipment where appropriate</td>
<td>Risk Mgmt</td>
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<td>Develop mutual aid agreements with other jurisdictions</td>
<td>Emergency Mgmt</td>
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<td>Establish a system of identifying outside contractors, insurance agents, volunteers, and others who will be working within the community on a temporary basis.</td>
<td>Emergency Mgmt</td>
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<td></td>
<td></td>
<td>Resource distribution</td>
<td>Emergency Mgmt</td>
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<td></td>
<td>Establish an Unmet Needs Committee.</td>
<td>Emergency Mgmt</td>
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<td>Develop a distribution plan for resources provided by State and Federal government and the private sector.</td>
<td>Emergency Mgmt, Unmet Needs Committee</td>
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</tbody>
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FC 3-2
<table>
<thead>
<tr>
<th>Goal</th>
<th>Plan</th>
<th>Tactic</th>
<th>Responsibility</th>
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<tbody>
<tr>
<td><strong>Resource Management</strong>&lt;br&gt;Include special needs populations in resource distribution plans.</td>
<td></td>
<td>Emergency Mgmt</td>
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<tr>
<td><strong>Liaison with State and Federal agencies</strong>&lt;br&gt;Establish points of contact at the State and Federal agency level who may be able to assist in solving problems.&lt;br&gt;Identify solutions to problems in coordination.</td>
<td></td>
<td>Emergency Mgmt</td>
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<tr>
<td><strong>Recovery Task Force</strong>&lt;br&gt;Begin meeting immediately after an in-depth community-wide damage assessment.&lt;br&gt;Review damage reports and other analyses of post-disaster circumstances, compare these circumstances with mitigation opportunities, and identify areas for post-disaster development changes.&lt;br&gt;Initiate recommendations for enactment, repeal, or extension of emergency ordinances, moratoriums, and resolutions.&lt;br&gt;Recommend and implement an economic recovery program focusing on local community needs.&lt;br&gt;Recommend zoning changes in damaged areas, if necessary.&lt;br&gt;Recommend land areas and land-use types that will receive priority in the recovery and reconstruction process.&lt;br&gt;Recommend procedural changes for non-vital regulations and development standards to reduce reconstruction time.&lt;br&gt;Initiate recommendations for relocation and acquisition of property in damaged areas.&lt;br&gt;Initiate a property owner notification program to inform nonresident property owners of damages incurred to their property and any post-disaster requirements or restrictions imposed by local authorities.</td>
<td></td>
<td>Emergency Mgmt&lt;br&gt;Public Works, Community Development, City/County Administrators&lt;br&gt;Emergency Mgmt, City/County Administrators&lt;br&gt;Economic Development Council&lt;br&gt;Community Development&lt;br&gt;Community Development&lt;br&gt;Emergency Mgmt, Community Development&lt;br&gt;Emergency Mgmt, Community Development</td>
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## Recovery Checklist for Emergency Management

<table>
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<td>Recovery Task Force</td>
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<tr>
<td>Recovery Task Force Membership</td>
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### Recovery Task Force

- Evaluate damaged public facilities and formulate reconstruction, mitigation, or replacement recommendations.
- Participate in the preparation of community redevelopment plan.
- Make recommendations for new ordinances, plans, codes, or standards to assist in recovery from future disasters.
- Identify funding sources for mitigation and recovery projects, including State and Federal assistance programs, private sector funding, and public donations.

### Recovery Task Force Membership

- Disaster Recovery Coordinator
- Economic Recovery Coordinator
- Hazard Mitigation Coordinator
- Chairperson
- Representatives from:
  - Local manager or administrator
  - Public information officer
  - Attorney
  - Public safety representatives (Law Enforcement, Fire, EMS)
  - Community services representative
  - Community development representative
  - Public works representative
  - Human services representative
  - Utilities representative
  - Finance representative
  - Visitor and convention bureau representative
  - Port authority representative
  - Planning department representative
  - Business community representative
  - Red Cross Representative
  - Community Food Bank Representative
  - Primary community groups
  - School district representative
  - Others filling key roles in the local community

### The Emergency Mgmt Council shall name individuals to fulfill the responsibilities of membership on the Disaster Recovery Task Force. It is recommended that this responsibility be fulfilled annually.

- Emergency Mgmt
- Economic Development Council Chair
- Emergency Mgmt
- Emergency Mgmt Council Chair

**Emergency Mgmt, Public Works, Community Development**

**Emergency Mgmt, Community Development**

**Emergency Mgmt, Community Development, City Administrators**

**Emergency Mgmt**
**Planning.** The Recovery Task Force meets on a continuing, and regularly scheduled basis to discuss its specific roles and responsibilities. The discussions include, but are not limited to, preparing a redevelopment plan for the County, developing procedures to carry out the County’s build-back policy, developing policies for redeveloping land areas that have sustained repeated damages, developing priorities for relocating and acquiring damaged property, establishing special committees and subcommittees with the task force to deal with specific issues during the recovery process, establishing criteria to determine reconstruction and rebuilding priorities, developing procedures that promote the mitigation of future disaster damage through activities carried out during recovery and reconstruction, and recommending changes to the County Comprehensive Emergency Management Plan.

**Activation & Duration.** For post-disaster responsibilities, the recovery task force shall be activated and mobilized upon the request by the Emergency Management Council that the Governor declare Kitsap County a disaster area. In the event of a disaster, the recovery task force shall be activated and mobilized for a minimum period of 60 days following the request to the Governor from the Emergency Management Council to declare Kitsap County a disaster area. The activation of the task force may be repealed or extended upon resolution by the Emergency Management Council.

**Responsibilities.** The recovery task force shall be responsible for advising the Emergency Management Council on a wide range of post-disaster recovery, reconstruction, and mitigation issues. The recovery task force shall receive and review damage reports and other analyses of post-disaster circumstances and compare them with mitigation opportunities identified prior to the disaster and discern appropriate areas for post-disaster change and innovation.

The recovery task force may recommend any changes in the Comprehensive Plan, development standards, zoning regulations, setback, density, open space, buffering and elevation requirements, building codes, or any other ordinances which seems necessary or advisable to prevent a recurrence of damages.

The recovery task force may also undertake a similar process for non-mitigation local objectives and opportunities. The task force may recommend for the Emergency Management Council consideration, the following opportunities:

- Enhancement of local recreational and open space opportunities.
- Enhancement of public access to estuaries, rivers, and beaches.
- Enhancement and restoration of local natural ecosystems.
- Reduction of traffic congestion, noise, and other transportation-related problems.
- Enhancement of the long-term economic vitality of the local commercial and industrial base.
Composition.

The recovery task force will be composed of the individuals or designees that reflect a broad based representation of community interests and shall be appointed annually by the Emergency Management Council. The recovery task force shall consist of, but not be limited to:

- County Administrator - Chairperson
- County Attorney
- County Community Services Director
- County Public Works Director
- County Department of Emergency Management
- County Visitor & Convention Bureau Director
- County Consolidated Housing Director
- Representatives of the Business Community
- City of Port Orchard
- City of Poulsbo
- County Fire Chiefs’ Association President
- County Health Officer
- Military Representative
- County Public Information Officer
- County Sheriff
- County Community Development Director
- County Human Services Director
- County Administrative Services Director
- County Port Authority Director
- Local Planning Agency Member
- City of Bremerton
- City of Bainbridge Island
- County School District Liaison
- Area Agency for the Aging Director
- Other representatives as appointed by the Emergency Management Council or the Recovery Task Force

Recovery Task Force Checklist.

- Initiate recommendations for the enactment, repeal, or extension of emergency ordinances and resolutions for consideration.
- Review the nature of damages, identify, and evaluate alternate program objectives for repairs and reconstruction, and formulate recommendations to guide community recovery.
- Formulate special committees and sub-committees as the situation warrants.
- Recommend and implement an economic recovery program focusing on rapid recovery of essential businesses.
- Recommend rezoning changes in areas of damage when deemed appropriate.
- Set a calendar of milestones for recovery tasks.
- Recommend the repeal or extension of moratoriums.
- Recommend other representatives as appointed by the Emergency Management Council or the Recovery Task Force.
- Recommend blanket reductions in non-vital zoning regulations and development standards to minimize the need for individual variances or compliance determinations prior to reconstruction.
- Recommend procedures to document actual uses, densities, and intensities and compliance with regulations in effect at the time of construction, through such means as photographs, diagrams, plans, affidavits, permits, appraisals, tax records, etc.
Recovery Task Force Checklist (continued)

- Evaluate hazards and the effectiveness of mitigation policies and recommend the amendment of policies.
- Initiate recommendations for relocation and acquisition of property.
- Participate in Federal and State hazard mitigation planning.
- Participate in the preparation of a redevelopment plan in conjunction with other Federal, State, and local emergency officials.
- Recommend land areas for the redevelopment of land-uses that sustained repeated damages.
- Initiate a property owner notification program, basically to inform non-resident property owners of damages incurred to their property; and post-disaster conditions and requirements imposed by the County.
- Initiate hazard mitigation projects or recommended programs for consideration of State and Federal funding.
- Review emergency actions and recommend amendments to Kitsap County’s Comprehensive Emergency Management Plan and Hazard Mitigation Plan.

Disaster Recovery Coordinator Checklist

- Determine the types of assistance available to the County and the types of assistance most needed.
- Provide local assistance to facilitate Federal and State disaster assistance programs.
- Inform the community of types of disaster assistance available.
- Assist in the local coordination of Federal and State disaster recovery efforts.
- Act as facilitator in securing Federal or State disaster assistance.
- Perform other duties as directed by the Recovery Task Force or the Emergency Management Council.
**Economic Recovery Coordinator Checklist.**

- Determine the potential or actual impacts to the local economy and determine short-term and long-term strategies for consideration.
- Act as facilitator in disseminating accurate information to and from the business community.
- Perform other duties as directed by the Recovery Task Force or the Emergency Management Council.
- Assist in the local coordination of Federal and State economic recovery efforts.
- Inform the business community of the type of disaster assistance available.

**Hazard Mitigation Coordinator Checklist.**

- Determine the types of hazard mitigation assistance or funding available to Kitsap County and the types of assistance most needed.
- Provide local assistance to facilitate Federal and State hazard mitigation assistance programs.
- Perform other duties as directed by the Recovery Task Force or the Emergency Management Council.
- Assist in the local coordination of Federal and State hazard mitigation efforts.
- Act as facilitator in securing Federal and State hazard mitigation funding for local hazard mitigation projects.
Dos & Don'ts of Damage Assessment

The following is a list of things damage assessment teams and officials should and should not do during the damage assessment process:

**DO**

*Prepare Maps Detailing Areas of Damage* -- Separate maps showing private and public sector damages should be prepared. This will assist federal and state assessment teams in locating damages. It also provides local officials with the entire picture of how much, and where, damage has occurred.

*Maintain Detailed Records* -- of labor, equipment, and supply costs from the outset of the disaster. This will ensure that if federal assistance is provided, all eligible costs will be considered.

*Provide Budget Information* -- Accurate and complete budget information is critical to making a competent decision when assessing the ability of a community to deal with and recover from a disaster. Both annual and maintenance budgets for the fiscal year should be provided.

*Review Insurance Coverage* -- Insurance coverage is always considered when determining the amount of assistance needed. If the facility is not covered, the amount of assistance will be reduced by the amount of coverage which could have been provided.

**DON'T**

*Inflate Costs & Figures* -- Inflating costs and figures to make damages appear greater than they are is the most detrimental action that can be taken. Such an action does not guarantee disaster assistance. It cannot be emphasized enough that only actual damage and reasonable costs be reported.

*Include "Deferred Maintenance" Items* -- It must be emphasized that only disaster-related damages be reported. Chronic problems or those resulting from a lack of maintenance will not be included in any assistance received.

*Forget to Assess Public Damages* -- The victim of a disaster is always the first consideration. But damages to roads, and public buildings and facilities may also have occurred. It's critical to receiving Public Assistance declaration to have these assessments along with the damages to private residences and businesses.
## Disaster Assistance Table

*For Individuals and Businesses*

<table>
<thead>
<tr>
<th>Program/Agency</th>
<th>Assistance</th>
<th>Eligibility</th>
<th>Specific Criteria</th>
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<tbody>
<tr>
<td><strong>Emergency Assistance</strong>&lt;br&gt;Coordinated by the American Red Cross and Voluntary Agencies Active in Disasters</td>
<td>Emergency Food, clothing, shelter, and medical assistance.</td>
<td>Available to individuals and families with disaster-related emergency needs.</td>
<td>The American Red Cross makes referrals to church groups and other voluntary agencies.</td>
</tr>
<tr>
<td><strong>Disaster Housing Assistance</strong>&lt;br&gt;Administered and funded by FEMA</td>
<td>Grants for temporary housing or for emergency repairs needed to make a residence livable until more permanent repairs can be made.</td>
<td>Available to homeowners and renters whose permanent homes are uninhabitable because of the disaster.</td>
<td>Housing assistance grants supplement any insurance coverage an individual might have. Grants made to homeowners who can return to their homes by making minimal repairs. Homeowners with more substantial property damage may qualify for short-term rental assistance grants. Extensions may be granted on a case-by-case basis to a maximum of 18 months. Renters may qualify for short-term assistance. Extensions may be granted on a case-by-case basis to a maximum of 18 months.</td>
</tr>
<tr>
<td><strong>Home/Personal Property Disaster Loans</strong>&lt;br&gt;Small Business Administration (SBA)</td>
<td>Low-interest loans for restoring or replacing uninsured or underinsured disaster-damaged real and personal property.</td>
<td>Available to individuals located in counties including in Presidential Disaster Declarations.</td>
<td>Loans limited to amount of uninsured, SBA-verified losses. Maximum loans: $200,000 - real property $40,000 - personal property</td>
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</tbody>
</table>
### Disaster Assistance Table

**For Individuals and Businesses**

<table>
<thead>
<tr>
<th>Program/Agency</th>
<th>Assistance</th>
<th>Eligibility</th>
<th>Specific Criteria</th>
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<tbody>
<tr>
<td>Individual &amp; Family Grant Program</td>
<td>Grants to meet serious disaster-related needs and necessary expenses not covered by insurance or other Federal, State, or voluntary agencies. $201 minimum damage requirement for real and personal property awards.</td>
<td>Available to persons with serious unmet needs who do not qualify for SBA disaster loans.</td>
<td>Maximum grant of up to $13,100 depending on family composition and needs. The average grant is approximately $2000.</td>
</tr>
<tr>
<td>Business Disaster Loans</td>
<td>Loans for the repair or replacement of destroyed or damaged business facilities, inventory, machinery, or equipment not covered by insurance. Economic Injury Disaster Loans also may be available for working capital to assist small businesses during the disaster recovery period.</td>
<td>Available to businesses located in counties declared disaster areas by the President.</td>
<td>$1,500,000 statutory loan limit (i.e., the combined amount of physical damage and economic injury loans cannot exceed $1,500,000.)</td>
</tr>
<tr>
<td>Crisis Counseling</td>
<td>Immediate and regular services to meet mental health needs of those affected by a major disaster, including screening, diagnosis, and counseling techniques, outreach, education service, and public information.</td>
<td>Available to provide supplemental funding to State programs to meet the mental health needs of affected individuals located in the disaster area.</td>
<td>Regular services are provided for up to 9 months after the declaration.</td>
</tr>
<tr>
<td>Tax Assistance</td>
<td>Expedited Federal tax deductions for casualty losses to homes, personal property, or household goods. Assistance and information on State income tax returns can also be obtained from the State Department of Revenue.</td>
<td>Available to individuals and families with disaster-related losses totaling more than 10% of adjusted gross income.</td>
<td>Under certain circumstances a taxpayer may file an amended return during the year of the disaster or for previous years and obtain a tax refund in a matter of weeks.</td>
</tr>
<tr>
<td>Program/Agency</td>
<td>Assistance</td>
<td>Eligibility</td>
<td>Specific Criteria</td>
</tr>
<tr>
<td>---------------</td>
<td>------------</td>
<td>-------------</td>
<td>------------------</td>
</tr>
<tr>
<td>Disaster Unemployment Assistance</td>
<td>Weekly benefits available to individuals out of work as a direct result of the disaster.</td>
<td>Available to all individuals out of work as a direct result of the disaster, including self-employed persons, farm owners, and others not covered under regular unemployment insurance.</td>
<td>Program assistance is available for a maximum of 26 weeks. Proof of income required.</td>
</tr>
<tr>
<td>Farm Service Agency</td>
<td>Emergency loads for physical or production losses. Grants for certain agricultural damage.</td>
<td>Available to farmers who were operating and managing a farm at the time of the disaster.</td>
<td>Loans limited to the amount necessary to compensate for actual losses to essential property and/or production capacity.</td>
</tr>
<tr>
<td>Insurance Information</td>
<td>Assistance and/or counseling regarding ways to obtain copies of lost policies, file claims, or expedite settlements.</td>
<td>Available to individuals and families with disaster-related losses.</td>
<td>N/A</td>
</tr>
<tr>
<td>Legal Assistance</td>
<td>Free legal services for low-income disaster victims.</td>
<td>Available to individuals and families with disaster-related legal issues.</td>
<td>Addresses such issues as replacing legal documents, transferring titles, contracting problems, will probates, insurance problems, and certain landlord-related problems.</td>
</tr>
<tr>
<td>Social Security Benefits</td>
<td>Assistance expediting delivery of checks delayed by the disaster. Assistance in applying for Social Security disability and survivor benefits.</td>
<td>Available to individuals eligible for Social Security.</td>
<td>N/A</td>
</tr>
<tr>
<td>Veterans Benefits</td>
<td>Assistance with information about benefits, pensions, insurance settlements, and VA mortgages.</td>
<td>Available to provide help in applying for VA death benefits, pensions, and adjustments to VA-insured home mortgages.</td>
<td>N/A</td>
</tr>
<tr>
<td>Consumer Services</td>
<td>Counseling on such consumer problems as product shortages, price gouging, and disreputable business practices.</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Aging Services</td>
<td>Such services to the elderly as meals, home care, and transportation.</td>
<td>Individuals age 60 and older.</td>
<td>N/A</td>
</tr>
</tbody>
</table>
DONATIONS MANAGEMENT

Donations Coordination Team

(This diagram depicts the donations management process)

Donations/Offers

1-800# Phone Bank (Donations Coordination Team)

Goods

Donations Database

1-800# FEMA National Donations Coordinator

Services

Voluntary Agencies

Cash

State Fund if Established

Request/Needs

VOLAG/Local Government

Needs Group

Donations Coordination Team

Match

No Match

No Match

Maintain for Future

Refused

Referred
**Disaster Survey Report (DSR) Process**

1. **Applicant Briefing**
2. **Notices of Interest**
   - Submitted by Applicant
3. **Damage Survey Report (DSR)**
   - Prepared by Joint Team
   - Submitted to Disaster Field Office
4. **FEMA/State Review**
   - Technical Review
   - Hazard Mitigation Review
5. **Project Initiation**
   - Funds Obligated
   - Funds Drawn
   - Applicant Notified
6. **Project Monitoring**
   - Inspections
   - Daily Summary Reports
7. **Project Closeout**
8. **FEMA/State Approval**
   - Governor’s Authorizing Representative
   - State Coordinating Officer
   - Federal Coordinating Officer
This checklist is designed to make the process of applying for and receiving disaster assistance as easy as possible.

**Administration**

- Attend applicant briefing
- Submit appeals in a timely manner
- Contact other potential applicants within the County who sustained disaster-related damages/costs and have them contact the State within 30 days from the date the County was declared
- Check on insurance coverage and determine settlement.
- Ensure that an applicant's agent is designated by the County or City
- Submit proof of loss statement and copies of all insurance checks to the State

**Work Monitoring**

- Review each DSR to become familiar with the approved scope of work
- Follow proper bid and contract procedures
- Give appropriate supervisors a copy of each DSR
- Complete work within allowable time periods
- Make approved repairs only
- Request time extension by DSR if needed
- Obtain State and/or FEMA approval before changing the approved scope of work
- Submit a project cost summary for each large DSR that is completed
- Notify the State of significant cost overruns
- Complete the Project Completion Report once all approved work has been completed

**Documentation**

- Maintain a separate folder for each DSR
- Document repair costs at each work site as they occur
- Keep these documents for each DSR done by Force Account:
  - Daily Activity Report for labor, equipment, and materials
  - Delivery tickets
  - Invoices
  - Payroll journals
  - Cancelled checks
  - Daily logs from supervisors
- Keep these documents for each DSR by contract:
  - Bid advertisement
  - Bid summary sheet
  - Contract awarded
  - Invoices
  - Cancelled checks
  - Record of work inspections
Eligibility:

General Requirements

**Ownership** - Damaged facility must be owned by a local government or eligible private nonprofit organization. (For gubernatorial State-only disasters, a local government must own the damaged facility.) When a leased facility is damaged, the lease must specify that the applicant has repair responsibility. Attach a copy of the lease to the DSR.

**Location** - The damaged facility must be located within the designated area.

**Time of Damage** - The damage must have been caused by the disaster and not have been preexisting.

**Cost Minimum** - Each damaged site must exceed $1,000 in repair cost.

**Facility Use** - At the time it was damaged the facility must have been in active use, not vacant, unoccupied, or abandoned.

**General Insurance** - Disaster repair costs covered by insurance are not eligible. Total repair costs will be reduced by the amount of insurance coverage. Deductible and depreciation are eligible.

**Flood Insurance** - Flood damages to an insurable structure that occur within the 100-year zone are reduced by the amount of flood insurance coverage, or by the maximum amount of coverage that would have been available if insured.

**Insurance Commitment** - General hazard insurance commitment is required equal to the amount of damages when repair costs exceed $10,000.

**Other Federal Agencies** - Damage is not eligible for FEMA funding when under other Federal programs.

**Maintenance** - Normal or heavy maintenance, such as potholes, routine filling of ditches, and minor gravel replacement is not eligible.

**Negligence** - Damage caused by negligence of the applicant is not eligible.
Eligibility

General Requirements (continued)

Categories of Work Eligible for Public Assistance:

A. Debris Removal  
B. Emergency Protective Measures  
C. Road Systems  
D. Water Control Facilities  
E. Public Buildings and Equipment  
F. Public Utilities  
G. Parks, Recreational, and Other

**Labor Eligibility, Categories A & B** - Regular hours (straight time) worked by in-house (force account) laborers are not eligible for reimbursement in categories A (debris removal) or B (emergency protective actions). Overtime hours expended on these two categories are eligible.
CATEGORIES OF WORK

Category A: Debris Removal

**Debris on Public Property**- Eligible for removal.

**Debris on Private Property**- Eligible for removal if it presents a safety or health hazard (such as fire or insect infestation) to the public or if it has been placed beside the curb. Ineligible under most conditions. Normally requires owner to move debris to a designated area.

**Debris on Roads**- Eligible for removal if FHWA is not active early in disaster.

**Garbage Pickup**- Cutoff date is at the end of the Period of Incidence. After that date, only that volume of material that exceeds the average garbage pickup volumes will be eligible. Only storm-generated debris is eligible. Routine garbage pickup is not eligible.

**Idle Equipment Time**- Idle or standby time is not eligible. Total equipment hours should be compared to available personnel hours and material to be used. Delete any excess equipment and equipment time.

**Foreman and Supervisors**- Both are eligible in a small work force actively engaged in field operations. Commissioners, mayors, department directors, chiefs, and administrative personnel are usually not eligible.

**High-Paid Personnel**- Specialists such as electricians should not be paid to remove debris. Their hours can be used with an average pay rate of all other workers expected to be performing that type work.

**Overtime**- Eligible as required if it is an established applicant policy.

**Compensatory Time**- If compensatory time is usually given in place of overtime, then that policy stands and overtime is not eligible. Compensatory time is eligible at regular rates, but it must be a part of the official timekeeping system.

**Mechanics**- Time is not eligible because equipment rates include maintenance costs.

**Tree Stumps, Stump Grinding, and Root Systems**- The removal of stumps and root systems is not eligible unless they are uprooted.
Category A: Debris Removal (Continued)

**Right of Entry or Right of Way** - A right of entry or right of way agreement must be signed before debris is taken from private property.


**Removal of Emergency Levees** - These costs are eligible only when the levees are removed to open roads or when in the public interest.

**Trees** - Standing dead or dying trees and trimming of trees is not eligible.
CATEGORIES OF WORK

Category B: Emergency Protective Measures

**Emergency Protective Levees**—These levees are eligible when built to protect life and property. Work by individuals to protect their own homes is not eligible.

**Sandbagging and Emergency Pumping**—This expense is eligible. Bags furnished by the Corps of Engineers at a price are reimbursable. Pumping of private property is eligible only if pumping is widespread.

**Safety Barricades and Signs**—This equipment and time is eligible. If the equipment is reusable, then salvage should be taken.

**Health and Safety Hazards**—Removal of health and safety hazards is eligible. Items include draining trapped water, pumping basements, and providing emergency access to private homes. Vector control must be pre-approved by the Federal Health Service and FEMA.

**Temporary Repairs**—Emergency work such as road detour at damage location, emergency repair to levees, temporary roof repairs to public buildings, rental of temporary facilities for public employees, and bypass at sewer breaks is eligible. Most temporary repair costs in Categories C through G will be included with permanent work.

**Fixed Pumps**—Costs of fixed-pump operations (labor, pumps, power) are eligible. Emergency pumping status will cease at flood stage. Repair of damages to such facilities will be under Category D. Do not deduct 3-year average costs.

**Personnel Time**—Overtime and compensatory time is eligible for police, firefighters, and sheriffs. Overtime is eligible if compensatory time is not an established policy. Personnel are eligible if involved directly in disaster operations in the field. Personnel not directly involved in disaster operations are ineligible. Volunteer labor is not eligible. Reserves are eligible if established policy is to pay them (regular and OT are eligible). Fringe benefits on force account labor are eligible. NOTE: REGULAR TIME IS NO LONGER ELIGIBLE IN CATEGORY B EMERGENCY PROTECTIVE MEASURES.

**Food and Shelter**—Eligible under the new amendments when provided by the subgrantee for disaster victims.

**Idle Equipment Time**—Not eligible. Actual working time of equipment is what counts and not that it was sitting at a job site all day. Add equipment hours and compare to personnel hours and amount of repair to be accomplished.
Category B: Emergency Protective Measures (Continued)

**Vehicle Damage** - Vehicles damaged or destroyed during search and rescue are eligible for repairs. Repairs necessitated by extraordinary use in search and rescue and flood fighting are eligible.
CATEGORIES OF WORK

Category C: Road Systems

**Repairs and Replacements**- The damage must be directly related to the disaster. It cannot be a pre-existing condition nor caused by an event after the official period of incidence.

**Road Repairs**- On gravel roads, the base need not be damaged to be eligible for major gravel replacement. Loss of gravel must be evident. Potholes and rutted surfaces are not eligible.

**Maintenance**- Routine and heavy maintenance is not eligible. Potholes and surface ruts are maintenance items, which are not eligible.

**Paving**- Loss of paved surface is eligible. Alligatored surface is a sign of normal deterioration and is not eligible.

**Standards**- Bridge and road standards that have been formally adopted and are in practice, or adopted and placed in effect prior to project approval by the applicant, are eligible. The standards must apply to work accomplished with applicant funds and not limited to that work receiving State and/or Federal aid. Attach copy of standards and council meeting minutes approving the standards to DSR. Applicant has up to the time FEMA comes in to adopt a standard.

**Necessary Facilities**- To be eligible, facilities must be functional prior to the disaster and necessary to the community and local government.

**On-System Facilities**- Facilities funded by other Federal agencies, such as the Federal Highway Administration, are not eligible.

**Aesthetics**- Aesthetic features are not eligible if they have no functional value,

**Scheduled Replacement**- Facilities are not eligible if scheduled for replacement within the next 24 months.

**Culvert Washouts**- Replace in-kind. Cleaning is routine maintenance.
Category D: Water Control Facilities

**Levees and Dams**- Inspectors write the DSR, not the applicants. Reviewers will check with the Corps of Engineers and the Soil Conservation Service. If the damage falls within their authority, it is not eligible.

**Drainage Channels**- Restore to pre-flood hydraulic capacity. The COE may be involved in some flood channels (not eligible). Man-made channels must show evidence of routine maintenance. Include appropriate statements with DSR.

**Natural Streams**- Only debris that is foreign to that stream and constitutes an immediate threat to life and property is eligible. Usually, silt, sand, and boulders are not eligible. Debris near bridges may be cleared upstream for 200 feet and downstream for 100 feet. Debris removal is Category A.

**Seeding and Sod**- Seeding is to be used in disturbed areas only. Sod is to be used only in areas subject to severe erosion that have been disturbed.

**Silt**- Amounts of silt in catch basins and channels should be reduced by an amount that would ordinarily be expected since the last maintenance. A reservoir with a remaining capacity that is several times the amount of debris that could be expected as a result of a major storm is not eligible for silt removal. If 75 percent of a catch basin remains available, cleaning is not eligible.
CATEGORIES OF WORK

Category E: Public Buildings and Equipment

**Restoration**- Buildings are to be restored to pre-disaster design capacity in accordance with present codes and standards.

**Use and Occupancy**- The building must be in use prior to the disaster. If only part of the building was occupied at the time of the disaster, then replacement will be made at the reduced size.

**Extensive Damages**- Repairs are eligible only when the building is structurally sound and feasible to repair. If it is not, the building should be replaced.

**Insurance**- Inquire as to insurance presently in force. Insurance coverage pays first. Deductibles and deprecations are eligible. If repair costs exceed $10,000, a general hazard Insurance commitment will be required equal to the amount of damages. Repair costs for flood damages occurring to buildings and/or contents within the 100-year flood zone will be reduced by the amount of flood insurance coverage or the maximum amount that would have been available if insured. Each structure is considered to be an independent project.

**Relocation**- If the building is totally destroyed by a flood, then relocation from the flood plain must be studied.

**Equipment**- Office equipment and furniture should be replaced with used or surplus. Repair if feasible.

**Supplies**- Consumable supplies will be replaced to pre-disaster quantities.

**Vehicles**- Prepare one DSR for each damaged vehicle. Special equipment such as two-way radios is eligible. Blue Book prices should be used and salvage taken. Check for comprehensive insurance,

**Grounds**- A separate DSR is to be made for damage to the grounds around a building.

**Cleaning**- For buildings with light damaged, cleaning and painting are eligible.

**Worship Facilities**- Buildings that are used primarily for worship purposes are not eligible.
Category F: Public Utilities

**Electrical** - Restore to pre-disaster condition in the most economical manner. Extra pole structures are sometimes necessary to restore the function when erosion has destroyed stream banks and ground clearance has to be maintained over long distances.

**Sewer Collapse** - Ground subsidence should be obvious. Minimum repair should be estimated.

**TV Inspection** - Limited TV inspection is eligible when damage is apparent. Use of TV inspection to search for problems is not eligible. **TV inspection must be approved in advance by RD/DRM.**

**Cleaning** - Cleaning of sewer lines is eligible only when necessary to restore adequate functioning of the system in specific reaches.

**Revenues** - Loss of revenues is not eligible. Added costs or charges for providing regular utility services are not eligible.
Category G: Parks, Recreational, and Other

**Damage Estimates** - Each specific structure or damaged site within a facility should have its own DSR. Do not lump together several facilities onto one DSR.

**Beaches** - To be eligible, a beach must have been improved and regularly maintained prior to the disaster. Include documentation with DSR. Permanent restoration of the sand on natural beaches is not eligible.
In order to expedite the damage survey process, complete the checklist below before the State or Federal inspectors arrive.

☐ Mark the location of each damage site on a suitable map and develop a route of travel to each site.

☐ Segregate damage and work activities into the seven categories (A-G). (All damage sites should be identified before the inspectors arrive.)

☐ Ensure that the person designated to accompany the survey team is knowledgeable of the repairs already made and the location of all other damage sites that need to be repaired.

☐ Have photographs, site sketches, or drawings of each damage site available for the inspectors (especially where work has already been performed).

☐ Compile a detailed breakdown of labor (including fringe benefits), equipment, and material costs for each location where work has been completed or is in progress.

☐ Provide Force Account equipment use in a manner compatible with the FEMA Schedule of Equipment Rates.

☐ Keep damaged equipment and parts for review and inspection by the survey team.

☐ List equipment, materials, or inventory lost as a result of the disaster.

☐ Provide copies of estimates, bids, purchase orders, invoices, inventory records, or other sustaining evidence to verify loss values or replacement costs.

☐ Prepare descriptions of which sites will be repaired by contract and which will be repaired by force account. (If contractor’s estimate/bid has been received, have it available for the inspectors.)

☐ If damaged facilities are to be restored in accordance with adopted codes or standards different from original construction, provide inspectors with copies of appropriate standards.

☐ Provide inspectors with policy information on insurance coverage and any proceeds received or anticipated.

☐ Notify the State as soon as possible, but no later than 60 days from the date of the initial inspection, of any additional damage that has been identified.

☐ Be aware that a statement of non-concurrence must be attached to any DSR in which the local representative does not agree with the proposed scope of work.
## Recovery Checklist for Health & Safety

<table>
<thead>
<tr>
<th>GOAL</th>
<th>PLAN</th>
<th>TACTIC</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
</table>
| Supporting Community Leadership | Provide Health & Safety professionals to be involved in and support local governments. | - Provide information about health and safety issues.  
- Provide recommendations for resolution of these issues.  
- Support community leadership in public meetings, press conferences, and other media events. | American Red Cross  
Public Health  
EMS Council |
| Technical Assistance | Provide Health & Safety professionals for technical assistance in recovery operations. | - Debris clearance and disposal  
- Air quality  
- Water quality  
- Hazardous materials cleanup  
- Sewage and contamination  
- Animal control  
- Unsafe buildings  
- Mutual aid and health inspectors | Public Health & Public Works  
PSAPCA  
Public Works, Water Districts  
State Department of Ecology  
Waste Water Districts  
Animal Control, Police  
Community Development  
Emergency Mgmt |
| Assisting in Damage Assessment | PDA and DSR teams may require the assistance of health and safety officials in order to assess public health and safety threats dealing with | - Potable water, wastewater, and solid waste disposal.  
- Health threats in damaged homes and other buildings.  
- Health threats from vector-borne diseases. | Health Districts, Public Works  
Community Development  
Community Development |
| Identify Hazardous Sites and Conditions | Provide Health & Safety Inspectors | - Home and workplace inspection to determine risk of contamination.  
- Inspection of other sites where vector-borne diseases may develop, such as areas where debris, sewage, and contaminated water have collected.  
- Bacteria testing | Community Development  
Public Health  
Public Health |
| Emergency Management | Provide Health & Safety professionals to support emergency management operations. | - Issues involving widespread contaminated food and water.  
- Sewage disposal. | Public Health  
Public Works, Sewage Waste Water Districts & Public Health |
# Recovery Checklist for Health & Safety

<table>
<thead>
<tr>
<th>GOAL</th>
<th>PLAN</th>
<th>TACTIC</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Management</td>
<td>☑ Debris removal and disposal.</td>
<td>Public Works and Public Health</td>
<td></td>
</tr>
<tr>
<td></td>
<td>☑ Acquisition of testing for wells and other inspections.</td>
<td>Public Works and Public Health</td>
<td></td>
</tr>
<tr>
<td></td>
<td>☑ Staffing of health professionals and disaster recovery centers.</td>
<td>American Red Cross, Departments of Health</td>
<td></td>
</tr>
<tr>
<td></td>
<td>☑ Provide Health &amp; Safety professionals to offer direction and information to the community.</td>
<td>Emergency Mgmt</td>
<td></td>
</tr>
<tr>
<td></td>
<td>☑ How to clean up damaged structures.</td>
<td>Public Health</td>
<td></td>
</tr>
<tr>
<td></td>
<td>☑ Notices about public health and safety threats.</td>
<td>Public Health, Fire Departments, &amp; American Red Cross</td>
<td></td>
</tr>
<tr>
<td></td>
<td>☑ Notices about availability of services such as:</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>✓ First aid</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>✓ Inoculations</td>
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<tr>
<td></td>
<td>✓ Crisis counseling</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>✓ Drug &amp; alcohol abuse counseling</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>✓ Other health assistance</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Household cleaners help remove dirt. Disinfectants help stop the growth of disease-causing microorganisms carried in floodwater.

Powdered or liquid cleaners and disinfectants are more practical and much less expensive than aerosol products, since large areas will probably need to be cleaned.

Buy cleaners and disinfectants in the largest sizes available to reduce their cost. Farm supply, hardware, wallpaper, and paint stores often have these products in gallon or pound containers.

All products are not suited for all uses. Before using any cleaner or disinfectant, refer to its label for specific directions or precautions. Make sure the product will do the job you want it to do.

Many household cleaners and disinfectants are harsh on hands and may burn the eyes. Protect your hands with waterproof gloves. Avoid contact with eyes. If you splash or spill any product on your skin, wash it off immediately.

**Cleaners & Disinfectants**

<table>
<thead>
<tr>
<th>Type of Cleaner</th>
<th>Uses</th>
<th>Precautions</th>
<th>Additional Suggestions</th>
</tr>
</thead>
<tbody>
<tr>
<td>All purpose detergents</td>
<td>Moderately or heavily soiled washable colorfast textiles. On furniture and appliance surfaces. Painted walls and woodwork and wallpaper. Floors, rugs, and carpets.</td>
<td>Do not use on wool, silk, or fabric containing these fiber blends.</td>
<td>Rinse well to remove suds.</td>
</tr>
<tr>
<td>Enzyme products</td>
<td>Helpful on tough stains, ground-in dirt, and grass stains, restoring whiteness to fabrics.</td>
<td>The use of chlorine bleach will inactivate enzymatic action when both products are used.</td>
<td></td>
</tr>
<tr>
<td>Liquid household cleaners. Powdered household cleaner.</td>
<td>Removes mud, silt, and greasy deposits from hard surfaces such as painted walls, floors, woodwork, and porcelain.</td>
<td>Dilute with water as directed on container for specific uses.</td>
<td></td>
</tr>
<tr>
<td>Household ammonia</td>
<td>Hard surfaces: windows, walls, woodwork, floors, tile, and porcelain.</td>
<td>Dilute in water. Do not get into eyes. May irritate skin. Do not combine with chlorine bleach.</td>
<td></td>
</tr>
<tr>
<td>Tri-sodium phosphate (TSP)</td>
<td>Wood walls, woodwork, and floors.</td>
<td>Powder. Dilute in water. Do not get into eyes. May irritate skin. Do not combine with chlorine bleach.</td>
<td>For mildew removal, combine 8 to 10 tablespoons of TSP and 1 gallon of water.</td>
</tr>
<tr>
<td>Customary (available in janitorial, dairy, and poultry supply houses)</td>
<td>Laundry-safe for all fibers. Helpful in removing musty odors on floors and walls.</td>
<td>May cause some color change.</td>
<td>Add at beginning of rinse cycle.</td>
</tr>
<tr>
<td>Pine oil disinfectants</td>
<td>Laundry-safe for washable clothing.</td>
<td>Do not use on wool or silk. Pine odor will linger on these fabrics.</td>
<td>Add before putting clothes in machine, or dilute in 1 quart of water.</td>
</tr>
<tr>
<td>Liquid chlorine disinfectants (bleach)</td>
<td>Use as rinse on carpets and furniture or in laundry to disinfect or to control mold. Follow instructions for use with colored fabrics.</td>
<td>Do not combine with ammonia. Follow instructions. Bleach can ruin many items. Do not use in rinse water. Do not use on aluminum or on linoleum.</td>
<td>Add bleach before putting clothes in washer or dilute with 1 quart of water.</td>
</tr>
<tr>
<td>Phenolic disinfectants.</td>
<td>Laundry-safe for washables. Bathrooms, plastic, or ceramic tile floor.</td>
<td>Do not use on wool or silk.</td>
<td>Add in wash or rinse cycle.</td>
</tr>
</tbody>
</table>
Wells

Wells will probably not be damaged structurally from floods, but they may become contaminated by silt, raw sewage, oil, and disease organisms found in flood water. If your well has been flooded, the well and the entire water system should be cleaned and disinfected.

First, remove silt and debris from the well and examine casing, motors, and pumps, piping, electrical and other system components for damage. Consult a serviceman if the damage is extensive or if you are unable to determine the extent of damage or unable to perform the necessary repairs.

**To Disinfect the Well:**

1. Pump the water until it is clear.
2. Scrub and disinfect the pump room and wash all equipment, including piping, pumps, and pressure tanks with at least a 2% chlorine solution. (Laundry bleach, such as Clorox or Purex, is usually 5% or more chlorine, so mixing 1 gallon of bleach with 1 1/2 gallons of water will produce the 2% solution.
3. Remove the well seal or plug at the top of the casing. Shock-chlorinate the well with 3 pints of 5.25% chlorine per 100 gallons of water in the well. Be sure chlorine is the only active ingredient. You will need to calculate the volume of the water in the well to obtain the correct amount of chlorine mixture needed. Let stand for at least 4 hours.
4. Disconnect charcoal filters and begin pumping the chlorinated water through the entire water system. Open one faucet at a time until there is a strong chlorine odor at each faucet. Close the faucet and leave the chlorine in the piping at least 2 hours, and preferably overnight. (The longer the chlorine stays in the system, the better the disinfecting.)
5. After the water system has been chlorinated the proper amount of time, pump and flush the system until the taste and odor of chlorine are no longer present. Use an outside faucet for flushing the system first to avoid overloading the septic system.
6. Finally, have the water tested for bacteria. Boil or treat all drinking water and cooking water until the test indicates that the water is safe for all purposes. It may be necessary to re-chlorinate the well if bacteria are still present. Retest every 1 to 2 weeks until 2 consecutive tests indicate the water is safe.

Cisterns

Flooded cisterns should first be pumped dry, using an auxiliary pump. Do not pump water through the piping system. After pumping dry, wash down the walls, ceiling, and floor with clean water and pump out the dirty water. Next, check the cistern walls, ceiling and floor for cracks where ground water could come in.

The cistern interior should be disinfected using a solution of 1 quart of liquid household bleach to 3 gallons of water. The chlorine solution can be applied using a sprayer or scrubbing with a stiff broom. Pump out the disinfecting solution that collects in the bottom of the cistern.

Also, before using the piping system, it should be decontaminated. Disinfect the piping system following the same procedure used for wells.

Finally, fill the cistern with water for use and have it tested. The water should have a chlorine taste for a while, but it should be safe for all purposes. Drinking water should be treated or boiled until the water is tested and found safe to drink.
Septic Tank Failures

Many septic tank systems at individual properties have been flooded. Most of these systems will remain inoperable until floodwaters recede and the ground where the sewage is absorbed becomes somewhat dry. Some of these systems may be so damaged that repairs will be required before they will work again.

One big problem with a septic tank that doesn't work is the release of untreated sewage onto the top of the ground or into stagnant pools left behind by flooding. The pooled sewage from these tanks can be a significant health hazard. The other big problem is the backup of sewage into the building, caused by a blockage that results from the damaged tank system or piping.

Recommendations to the Public

♦ Avoid using the house plumbing system if the septic tank or the lateral field is still under water.

♦ Do not use the plumbing system if sewage is backing up into the house.

♦ Carefully investigate the cause of sewage backups. Check the septic tank to see if it has shifted, or if the grease layer in the top of the tank has blocked the inlet or outlet pipes. Any of the sewage pipes either leading to the septic tanks or the lateral field may have become broken or filled with silt.

♦ Try to minimize the amount of mud entering the plumbing system. Mud will fill the septic tank and can cause the lateral field to become clogged.

♦ Individual lagoons that have silted in or have been physically damaged should be repaired as soon as possible before long-term use is resumed.

♦ Contact your local county sanitation service for assistance with repairs or construction of new septic tank systems.

♦ Avoid contact with the sewage from the septic tank systems that aren't working. Raw sewage is a public health problem and can contain diseases.
WELL VOLUME ESTIMATION

In order to know how much chlorine to put into your well to shock chlorinate it you must first have a reasonably accurate estimate of the amount of water that is in the well. There are several ways to do this. First you can calculate the volume in cubic feet and multiply by 7.48, or you can use the following chart to determine the volume of water per foot of depth and multiply by the depth.

An example of how to do this is: the well is 36" (3') in diameter and the depth of water is 40 feet. How much water is in the well?

Solution: From the table, a 3' diameter well has 52.87 gallons per foot of depth. Multiply this by the depth of water (40'). The well has 2115 gallons of water in it.

\[
52.87 \times 40 = 2114.8 \text{ gallons}
\]

Table 1

<table>
<thead>
<tr>
<th>Well Diameter in Inches</th>
<th>Gallons per Foot of Depth</th>
<th>Well Diameter in Feet</th>
<th>Gallons per Foot of Depth</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>0.163</td>
<td>1</td>
<td>5.87</td>
</tr>
<tr>
<td>3</td>
<td>0.367</td>
<td>2</td>
<td>23.50</td>
</tr>
<tr>
<td>4</td>
<td>0.653</td>
<td>3</td>
<td>52.87</td>
</tr>
<tr>
<td>5</td>
<td>1.02</td>
<td>4</td>
<td>94.00</td>
</tr>
<tr>
<td>6</td>
<td>1.47</td>
<td>5</td>
<td>146.87</td>
</tr>
<tr>
<td>8</td>
<td>2.61</td>
<td>6</td>
<td>287.86</td>
</tr>
<tr>
<td>10</td>
<td>4.08</td>
<td>9</td>
<td>475.86</td>
</tr>
</tbody>
</table>

After determining the volume in the well that must be treated, you need to determine the amount of chlorine that must be added. To do this you need to take the amount of water and find a source of chlorine. The source of chlorine will determine how much material you need to put into the well. The following table shows the amounts and the different sources of chlorine.

Table 2

<table>
<thead>
<tr>
<th>Type of Carrier</th>
<th>Amount to Add</th>
</tr>
</thead>
<tbody>
<tr>
<td>5% chlorine bleach</td>
<td>3 pints per 100 gallons of water</td>
</tr>
<tr>
<td>12% - 17% chlorine solution</td>
<td>1 pint per 100 gallons of water</td>
</tr>
<tr>
<td>25% - 30% chlorine powder</td>
<td>2/3 pound per 100 gallons of water</td>
</tr>
<tr>
<td>65-75% chlorine powder or tablets</td>
<td>1/4 pound per 100 gallons of water</td>
</tr>
</tbody>
</table>
## Recovery Checklist for Public Works

<table>
<thead>
<tr>
<th>GOAL</th>
<th>PLAN</th>
<th>TACTIC</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Support Community Leadership</strong></td>
<td>Provide technical support to community leaders during recovery operations.</td>
<td>◼ Identify recovery priorities and goals. ◼ Provide cost estimates for infrastructure repairs, including mitigation. ◼ Maintain credible information regarding status of infrastructure recovery. ◼ Coordinate plans of interdependent infrastructure service providers. ◼ Participate in media events and meetings. ◼ Provide technical advice and information to support recovery operations. ◼ Raise and advocate infrastructure issues.</td>
<td>Public Works Community Development Public Works Public Works Public Works Public Works</td>
</tr>
<tr>
<td><strong>Provide Public Information</strong></td>
<td>Provide input to public announcements and brochures, participation in media events, support during public meetings, and interaction with other members of the recovery team.</td>
<td>◼ Participate in community meetings to acquire and disseminate information on public works issues. ◼ Develop information for public notices regarding: ◼ Water purification ◼ Garbage collection ◼ Debris removal ◼ Resource availability (water, ice, generators, fuel) ◼ Contracting procedures for private and public information ◼ Transportation closures, rerouting, and re-openings</td>
<td>Public Works Public Works with Power Utilities, Sanitation Services</td>
</tr>
</tbody>
</table>
## Recovery Checklist for Public Works

<table>
<thead>
<tr>
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<th>RESPONSIBILITY</th>
</tr>
</thead>
</table>
| Provide Public Information | ✓ Power restoration  
✓ Status of closure, repair, and re-opening of public buildings  
✓ Dangerous areas | | |
| Support Emergency Management | Provide expertise, support, and technical assistance to Kitsap County Department of Emergency Management. | ✓ Identify public works priorities.  
✓ Develop recommendations for staff and equipment needed to support recovery activities.  
✓ Identify local, State, and Federal regulations, policies, and guidelines involving public works.  
✓ Participate on damage assessment teams.  
✓ Participate on DSR teams.  
✓ Document staff, equipment, supplies, and other costs required for recovery.  
✓ Provide technical assistance in identifying hazard mitigation opportunities.  
✓ Participate in disaster critiques and follow up remedial actions. | Public Works  
Public Works  
Public Works  
Public Works  
Public Works  
Public Works  
Public Works  
Public Works |
| Damage Assessments | Provide representatives to initial damage assessment teams. | ✓ Participate in windshield surveys.  
✓ Identify vulnerabilities of and damage to the infrastructure.  
✓ Analyze social and economic impacts of damages to infrastructure systems and subsystems.  
✓ Assist in developing estimates of damage costs.  
✓ Assist in prioritizing initial damage repair. | Public Works  
Public Works  
Public Works, Economic Development Council  
Public Works, Community Development  
Public Works |
| | Provide expertise to preliminary damage assessment teams. | ✓ Quantify and provide detailed descriptions of infrastructure damage. | Public Works, Community Development |
| | Represent the community on DSR teams. | ✓ Identify and quantify infrastructure damage that may be eligible under FEMA Public Assistance program. | Public Works, Emergency Mgmt |

FC 5-2
## Recovery Checklist for Public Works

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<th>GOAL</th>
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</tr>
</thead>
</table>
| Repair Damaged Public Facilities and Utilities | Repair and restore electrical utilities. | - Inspect and evaluate facility condition.  
- Eliminate potentially hazardous conditions.  
- Clean up or repair transmission and other utility lines.  
- Repair substations.  
- Restore generation facilities.  
- Repair and restore regulator stations and storage facilities.  
- Correct problems with property service lines.  
- Re-establish temporary service capabilities.  
- Provide emergency power to critical facilities.  
- Identify and locate utility lines and systems.  
- Monitor gas lines for explosions and other secondary effects. | All of these tasks completed by Electrical and Gas Utilities in coordination with Public Works |
| Repair and restore water systems. | - Coordinate with private providers for service restoration.  
- Inspect and evaluate facility condition.  
- Eliminate or isolate hazardous conditions.  
- Repair breaks and leaks.  
- Test water quality and report results to the public and the Health Departments.  
- Clean and purify water supplies, including wells.  
- Correct problems with property service lines.  
- Terminate service to demolish buildings or those where re-occupancy will be delayed.  
- Install supplementary or temporary sources such as wells or tankers.  
- Organize emergency water and ice distribution as required.  
- Apply mitigation measures in restoring facilities. | All of these tasks completed by Water & Sewer Districts in coordination with Public Works |
# Recovery Checklist for Public Works

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<thead>
<tr>
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<th>PLAN</th>
<th>TACTIC</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Repair Damaged Public Facilities and Utilities</td>
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<tr>
<td>Repair and restore sewers and wastewater treatment systems.</td>
<td></td>
<td></td>
<td>Public Works</td>
</tr>
<tr>
<td></td>
<td>🔹 Inspect and evaluate facility condition.</td>
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<tr>
<td></td>
<td>🔹 Remove debris from storm drains.</td>
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<tr>
<td></td>
<td>🔹 Prioritize repairs on public health outcomes.</td>
<td></td>
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<tr>
<td></td>
<td>🔹 Repair leaks, overflows, and collapsed pipes.</td>
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<tr>
<td></td>
<td>🔹 Repair sewer lines and lift stations.</td>
<td></td>
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<td></td>
<td>🔹 Clean up overflow areas.</td>
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<tr>
<td></td>
<td>🔹 Clean up and repair treatment facilities.</td>
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<tr>
<td></td>
<td>🔹 Provide temporary or emergency collection, treatment, and disposal systems.</td>
<td></td>
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<tr>
<td></td>
<td>🔹 Cap service to demolished buildings or those where re-occupancy will be delayed.</td>
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<td></td>
<td>🔹 Apply mitigation measures.</td>
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<tr>
<td>Repair and restore transportation systems.</td>
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<td></td>
<td>Public Works</td>
</tr>
<tr>
<td></td>
<td>🔹 Set priorities for restoration of systems.</td>
<td></td>
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<tr>
<td></td>
<td>🔹 Inspect highways, rails, roads, streets, signs, lighting, ports, bridges, and sidewalks for damage.</td>
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<tr>
<td></td>
<td>🔹 Repair damaged structures.</td>
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<tr>
<td></td>
<td>🔹 Clean streets.</td>
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<td></td>
<td>🔹 Maintain roadblocks.</td>
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<td></td>
<td>🔹 Re-establish operations and communications facilities.</td>
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<td></td>
<td>🔹 Repair ancillary facilities.</td>
<td></td>
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<td></td>
<td>🔹 Repair and replace traffic control systems and signs.</td>
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<td></td>
<td>🔹 Repair or replace roads and pedestrian sidewalks.</td>
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<tr>
<td></td>
<td>🔹 Establish short-term and long-term detours and signage.</td>
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<tr>
<td></td>
<td>🔹 Coordinate with State DOT and transit authorities on functional responsibilities and reimbursement for work done.</td>
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</tr>
</tbody>
</table>
# Recovery Checklist for Public Works

<table>
<thead>
<tr>
<th>GOAL</th>
<th>PLAN</th>
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<th>RESPONSIBILITY</th>
</tr>
</thead>
</table>
| **Repair Damaged Public Facilities and Utilities** | Provide flood control, drainage, and restoration of irrigation systems. | - Inspect flood control, drainage, and irrigation systems for damage.  
- Prioritize repairs on public health outcomes.  
- Repair leaks and collapsed pipes and inlets.  
- Clear debris from blocked pipes and inlets.  
- Provide alternative drainage as necessary.  
- Clear debris from streambeds.  
- Develop and maintain flood control and mediation systems.  
- Install sandbags and dikes.  
- Monitor water and storm drainage facilities for possible damage or collapse. | All of these tasks down as a coordinated effort between Public Works and Sewer/Wastewater Districts. |
| **Repair and restore public buildings** | Repair and restore public buildings. | - Inspect schools, hospitals, libraries, police stations, parking facilities, shelters, fire stations, and jails for damage.  
- Restore usability of partially affected buildings.  
- Locate and obtain alternate spaces for uninhabitable buildings.  
- Oversee construction of parking facilities, trailer parks, and expedient shelters.  
- Erect temporary buildings and install temporary roofing at critical facilities.  
- Oversee demolition of destroyed and substantially damaged buildings.  
- Identify and upgrade shelters.  
- Ensure custodial service for operating public buildings. | Community Development  
Public Works, Facilities Maintenance  
Community Development, Consolidated Housing Authority  
Community Development, Parks & Recreation, Consolidated Housing Authority, Facilities Maintenance  
Public Works, Parks & Recreation, Consolidated Housing Authority, Facilities Maintenance  
Community Development  
Community Development  
Facilities Maintenance |
| **Repair or restore parks and recreation facilities.** | Repair or restore parks and recreation facilities. | - Inspect parks, playgrounds, stadiums, and other recreation facilities for damage.  
- Repair damaged facilities.  
- Identify staging areas and debris retention. | Parks & Recreation  
Parks & Recreation  
Parks & Recreation, Public Works |
### Recovery Checklist for Public Works

<table>
<thead>
<tr>
<th>GOAL</th>
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</tr>
</thead>
</table>
| Debris clearance and removal | Control debris in areas that have significant impact on recovery activities. | - Remove debris from public right-of-ways.  
- Remove debris from other public property.  
- Coordinate or assist in removal of debris from private property.  
- Establish disposal sites.  
- Provide input for contracted disposal, including burning.  
- Deal with hazardous materials disposal requirements.  
- Provide assistance in cleanup of hazardous waste spills.  
- Provide for increased garbage volume and construction debris. | Public Works  
Public Works  
Public Works, Public Health  
Public Works  
Local Emergency Planning Committee  
Local Emergency Planning Committee  
Public Works |
| Prepare a disaster debris management plan. | Consider mutual aid arrangements.  
- Implement recycling programs.  
- Update the community’s solid waste program.  
- Prepare a communications strategy.  
- Prepare for increased outreach and enforcement.  
- Identify equipment and supplies that crews will need.  
- Select collection and storage sites.  
- Segregate hazardous waste.  
- Prepare contracts.  
- Plan for FEMA and State reimbursement. | Public Works  
Public Works, Sanitation Services  
Public Works, Sanitation Services  
Public Works  
Public Works, Community Development  
Public Works, Sanitation Services  
Public Works, Community Development, Sanitation Services  
Public Works, Sanitation Services  
Public Works  
Emergency Mgmt, Public Works |
| Critical Tasking | Consider these tasks in overall recovery planning and operations. | - Define and quantify total requirements with regard to infrastructure.  
- Establish priorities for construction assets.  
- Establish policies for removal of unsafe privately owned and public structures.  
- Identify public works assets, systems, and subsystems for recovery resource priority. | Public Works, Community Development  
Public Works  
Public Works, Community Development  
Public Works |

**FC 5-6**
The following is a checklist for developing a contract for debris removal between the County and a contractor:

- Agreement Between Parties
- Scope of Work
- Schedule of Work
- Contract Price
- Payment Terms
- Contractor's Obligation
- County's Obligations
- Insurance
- Signature Block for Contractor and County
- Keep track of equipment and manpower hourly rates showing equipment description, rate per hours, and number available.
# Recovery Checklist for Building Inspection

<table>
<thead>
<tr>
<th>GOAL</th>
<th>PLAN</th>
<th>TACTIC</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support Community Leadership and City/County Coordination</td>
<td>1. Provide technical assistance to community leaders during recovery operations.</td>
<td>1. Identify recovery priorities and goals. 2. Provide information regarding status of inspections and reconstruction issues. 3. Participate in media events and meetings. 4. Provide technical information to support lobbying efforts. 5. Accompany community leaders on VIP visits.</td>
<td>Community Development</td>
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<td>Community Development</td>
</tr>
<tr>
<td></td>
<td>Provide technical support for recovery legislation.</td>
<td>1. Establish post-disaster permit system 2. Establish policies for level of inspection required.</td>
<td>Community Development</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3. Define &quot;habitability&quot;. 4. Establish conditions for access to damaged structures. 5. Establish placarding and labeling program for structures.</td>
<td>Community Development</td>
</tr>
<tr>
<td></td>
<td></td>
<td>6. Implement property owner request for inspection program. 7. Conduct initial assessments. 8. Conduct detailed damage assessments. 9. Facilitate emergency repairs and shoring.</td>
<td>Community Development</td>
</tr>
<tr>
<td></td>
<td></td>
<td>10. Establish policies and procedures for registering contractors, inspectors, and volunteers. 11. Establish policies and procedures for occupation of site.</td>
<td>Community Development</td>
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<td>Community Development</td>
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<td>Community Development</td>
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<tr>
<td>GOAL</td>
<td>PLAN</td>
<td>TACTIC</td>
<td>RESPONSIBILITY</td>
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<tr>
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<td>----------------</td>
</tr>
</tbody>
</table>
| Support Community Leadership and City/County Coordination | Provide technical support for recovery legislation. | ✓ Establish policies and procedures for the review of building plans and issuance of permits.  
✓ Emergency repairs  
✓ Minor repairs  
✓ Major repairs  
✓ Required permits  
✓ Required plans and plan reviews  
✓ Applicable zoning, building code, and handicapped accessibility requirements  
✓ Demolition agreements  
✓ Overdue repairs  
✓ Asbestos abatement  
✓ Advise and assist in the development of ordinances for special districts and uses.  
✓ Handicapped access  
✓ Historic preservation  
✓ Upgrade to current codes  
✓ Advise leadership and administration of means and methods to strengthen codes and ordinances to assist mitigation efforts.  
✓ Establish a system of pre-event inventory  
✓ Vulnerable structures  
✓ Priority structures  
✓ Historic structures  
✓ Establish mutual aid agreements for assistance with post-disaster permits and plan review. | Community Development  
Community Development  
Community Development  
Community Development |
## Recovery Checklist for Building Inspection

<table>
<thead>
<tr>
<th>GOAL</th>
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<th>TACTIC</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Damage Assessment</strong></td>
<td></td>
<td>- Identify damage to homes, businesses, and public structures.</td>
<td>Public Works, Community Development and Emergency Management</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Participate on PDA teams to identify and quantify damage to homes, businesses, and other private structures.</td>
<td>Public Works, Community Development and Emergency Management</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Provide documentation and data on recovery/reconstruction costs.</td>
<td>Public Works, Community Development and Emergency Management</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Create and maintain a damaged structure inventory or database.</td>
<td>Community Development and Emergency Management</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Inspect damaged homes, businesses, and other private structures.</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Initiate inspection request system for homeowners or business owners.</td>
<td>Community Development and Emergency Management</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Inspect damaged homes and businesses and make determinations about habitability.</td>
<td>Community Development and Emergency Management</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Place placards or labels on damaged structures and notify owners and occupants of conditions and restrictions for occupancy and repairs.</td>
<td>Community Development and Emergency Management</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Inspect repairs and reconstruction to ensure compliance with local codes and ordinances.</td>
<td>Community Development and Emergency Management</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Coordinate inspections with utility service providers to ensure compliance with local codes and ordinances.</td>
<td>Community Development</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Coordinate mutual aid inspections.</td>
<td>Public Works, Community Development and Emergency Management</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Issue building permits.</strong></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>- Determine whether permits will be issued in a central office, on site, or both.</td>
<td>Community Development</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Predetermine the fee structure or waiver of permit fees.</td>
<td>Community Development</td>
</tr>
<tr>
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<td>- Determine whether “one-stop” combined permits or separate permits will be required.</td>
<td>Community Development</td>
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<tr>
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<td>- Determine conditions under which permits will be issued.</td>
<td>Community Development</td>
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<tr>
<td></td>
<td></td>
<td>✓ Special requirements for handicapped, historical preservation, upgrades to current codes.</td>
<td>Community Development</td>
</tr>
</tbody>
</table>
## Recovery Checklist for Building Inspection

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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Develop brochures, fliers, and other information on building topics and coordinate distribution.</td>
<td>□ Who to contact □ Meaning of the placards □ How to find a contractor □ How to obtain permits □ Who are the inspectors</td>
<td>Emergency Mgmt</td>
</tr>
<tr>
<td></td>
<td>Use other forms of the media to keep the public informed.</td>
<td>□ Respond to telephone, correspondence, and in-person requests for technical assistance. □ Provide staff locations for dissemination of public information. □ Share public information with other departments and internal staff members. □ Review any jurisdictional policies on working with the media. □ Train designated media liaison to ensure familiarity with policies, procedures, and other types of information. □ Document all information shared with the media and distribute it to the disaster response management team. □ Arrange the purchase of newspaper advertising space for information to be distributed without editorial review.</td>
<td>Emergency Mgmt</td>
</tr>
</tbody>
</table>
## Recovery Checklist for Building Inspection

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</tr>
</thead>
</table>
| Support Emergency Management | Coordinate Building Inspection recovery program through Emergency Management. | - Identify issues that require outside assistance.  
  - Need for additional inspectors  
  - Need for technical assistance on health and safety regulations and environmental regulations  
  - Additional staffing needs  
  - Identify hazard mitigation opportunities.  
  - Nonstructural techniques  
  - Structural techniques  
  - Relocation priorities  
  - Provide technical information such as construction, building code enforcement, and health and safety codes.  
  - Provide support for communications systems.  
  - Provide support for transportation systems.  
  - Provide support for office equipment. | Public Works, Community Development, Emergency Mgmt  
Emergency Mgmt Council  
Community Development  
Public Works, Emergency Mgmt  
Public Works, Emergency Mgmt, Kitsap Transit  
Emergency Mgmt |

| Document recovery activities. | - Document costs, personnel and staff efforts.  
- Document damage repair costs, damage types and locations.  
- Document inspection requests, assessments, permits, inspections, and occupancy. | All Departments  
All Departments  
All Departments |
SUBSTANTIAL DAMAGE: Pre-FIRM buildings must be elevated if damaged by any cause for which repair costs are 50% or more of the value of the building. This is a "hidden cost" that actually reduces the value of the structure. Most homeowners never know about this until it happens to them. Ask Saga Bay, Florida! Damage can occur from flooding, fire, earthquake, wind, or man. This applies to all buildings in a flood hazard area, regardless if the building has flood insurance.

The costs to repair must be calculated for full repair to "before-damage" condition, even if the owner elects to do less. The total costs to repair include both structural and finish materials and labor.

SUBSTANTIAL IMPROVEMENT: When a Pre-FIRM building is proposed to be remodeled, renovated, rehabilitated, added to, or in any way improved, the proposed modifications must be evaluated for "substantial improvement." If the total costs of improvement are 50% or more of the building value, the building must be elevated, etc., just like "substantial damage." "Total costs" means all structural costs, as well as all finish materials, built-in appliances, hardware, in addition to profit and overhead. The substantial improvement rule is a hidden potential cost that the buyer needs to be aware of.

BUILDING VALUE: Building value equals market value of structure only. Land and exterior improvements are excluded, e.g., swimming pool, pool enclosure, landscaping, paving, etc. Market value = assessed value or properly-depreciated appraised building value. The assessed value may be adjusted upward to reflect the market more accurately, Replacement cost can only be used if properly depreciated. Certified appraisals must be based on the comparable sales method. The land value must be deducted and it must be equal to or greater than that established by the County Assessor. The building value must be fairly depreciated to reflect the age of the building and the deterioration of building components.

COSTS TO BE INCLUDED: The construction costs to be calculated for both substantial damage and improvement include both structural and finish labor and materials. This includes lighting fixtures, built-in appliances, interior moldings, paneling, tiling, wall-to-wall carpet over sub-flooring, built-in cabinets, etc. The cost to demolish undamaged building components must be established and included. Overhead and profit are also included, but not the cost of permits. Many of these costs are not normally calculated for purposes of a building permit, nor are they regulated as part of the Building Code. But they must be calculated for compliance with The 50% Rule. (See attached lists.)

WHEN MAPS ARE REVISED: Substantial Damage and Substantial Improvement can affect Post-FIRM buildings, too! If the FIRMs are revised, and the flood elevations increase, many Post-FIRM buildings may be affected. The 50% Rule applies to them now as well! So, check the FIRMS, find out what flood elevation was in effect when the building was constructed, and what it is today. All additions to a Post-FIRM structure must be elevated to or above the current Base Flood Elevation (BFE), whether they are substantial or not.

CUMULATIVE COSTS: Substantial Damage and Substantial Improvement are subject to "cumulative" clauses in many community ordinances. FEMA generally requires that all separate permits for the same structure within a 1-2 year period are a single improvement and/or repair. This period runs from the date of final inspection or Certificate of Occupancy, not from the date the building permit was issued. Some communities require 5, 10, 50, Years, or the life of the structure. Check it out first. NOTE: The State of Florida requires a minimum 5-year cumulative period in the Coastal Building Zone, including all FEMA V-Zones and most barrier islands.
PARTICIPATING IN DAMAGE ASSESSMENT

Structure identified for evaluation

Rapid evaluation by evaluator

- Apparently Okay
  - Post "Safe For Occupancy"
- Needs Repair
  - Post "Habitable"
- Questionable
  - Post "Limited Entry"
- Obviously Unsafe
  - Post "Keep Out"

If applicable

Post "Utility Services"

Detailed evaluation by registered engineer evaluator

- Safe, but may need repairs
  - Post "Habitable"
- Questionable
  - Post "Limited Entry"
- Unsafe, must be repaired or removed
  - Post "Keep Out"

Engineering evaluation by owner

- Safe, but may need repairs
  - Post "Habitable"
- Unsafe, must be removed or repaired
  - Post "Keep Out"

FC6 Addendum 2
## Recovery Checklist for Planning & Community Development

<table>
<thead>
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<th>GOAL</th>
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</table>
| Community Leadership | Provide technical support to community leaders. | ✓ Identify recovery priorities and goals and define alternatives.  
✓ Work with affected client groups to identify recovery needs and issues.  
✓ Provide information regarding status of planning and zoning issues and recovery options, strategies, and priorities.  
✓ Participate in media events and public meetings.  
✓ Provide technical information to support lobbying efforts.  
✓ Accompany community leaders on VIP visits.  
✓ Identify and pursue recovery assistance possibilities.  
✓ Provide technical advice on planning, zoning, redevelopment, and mitigation issues.  
✓ Help formulate and implement policies for disbursement of locally received relief funds.  
✓ Provide support for public and private sector collaboration on recovery issues. | Emergency Mgmt, Community Development  
Emergency Mgmt, Community Development  
Community Development  
Emergency Mgmt, Community Development  
Community Development  
Community Development  
Emergency mgmt, Community Development  
Community Development |
| Land-Use and Recovery Plans and Analyses | Review key components of the recovery planning process. | ✓ Analyze viability or applicability of existing plans for post-disaster recovery.  
✓ Recommend appropriate approaches and processes for recovery planning and coordinating intergovernmental and interagency efforts.  
✓ Recommend policies that promote long-term recovery and mitigation.  
✓ Identify programs and funding for long-term recovery. | Community Development  
Community Development  
Community Development  
Community Development |

FC 7-1
# Recovery Checklist for Planning & Community Development

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| Recovery Legislation | Provide recommendations on codes and ordinances. | ✓ Develop codes and ordinances for reconstruction of nonconforming buildings.  
✓ Make provisions for temporary moratoria for building permits, if necessary.  
✓ Develop standards for reconstruction of damaged or demolished structures.  
✓ Develop mitigation levels for reconstruction.  
✓ Provide guidance for acquisition and relocation of damaged structures.  
✓ Develop National Flood Insurance Program and environmental ordinances.  
✓ Develop guidelines for using redevelopment funds or other financial tools.  
✓ Provide input for and support special State legislation to facilitate recovery.  
✓ Provide input for and support special local measures to facilitate recovery.  
✓ Provide support for public and private sector collaboration on recovery issues. | All tasks the responsibility of Community Development |
| Damage Assessment and Situation Analysis | Identify unique resources that can be used in damage assessment. | ✓ Use geographic information system (GIS) software to create community base maps for use by damage assessment teams.  
✓ Prepare statistical summaries of damage data obtained by damage assessment teams.  
✓ Use the internet to gather information about storm warnings, river gauges, and other weather information.  
✓ Use GIS or other software to prepare damage survey maps that describe utility, infrastructure, housing, and business sector damage.  
✓ Analyze implications of damage for recovery planning. | Community Development  
Community Development  
Emergency Mgmt, Community Development  
Emergency Mgmt, Community Development, Public Works  
Emergency Mgmt, Community Development |
## Recovery Checklist for Planning & Community Development

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| **Building Proposals and Permits** | Coordinate with the building inspection department in permit and site review for reconstruction and other building issues. | ✓ Check for mitigation compliance for repairs and reconstruction of damaged structures located in hazard zones.  
✓ Make determinations whether properties are located in flood hazard areas or other hazard areas.  
✓ Check for compliance on nonconforming issues.  
✓ Make determinations on substantial damage.  
✓ Identify requirements and sources of technical assistance for historic preservation and ADA requirements in building repairs and reconstruction. | All tasks the responsibility of Community Development |
| **Economic Recovery** | Develop economic recovery and long-term revitalization programs. | ✓ Place moratoria on rebuilding and development pending studies of alternatives for land use and zoning.  
✓ Create redevelopment plans using public stimulus to promote private redevelopment.  
✓ Establish special districts (historic, economic, etc.).  
✓ Formulate plans for short-term business resumption.  
✓ Encourage and assist private sector planning for protection of vital business records.  
✓ Work with business organizations to identify post-disaster roles and relationships.  
✓ Identify public and private sector post-disaster assistance programs that may be used for economic recovery.  
✓ Identify economic resources most critical to long-term economic recovery.  
✓ Identify ways that existing housing programs can be refocused for recovery.  
✓ Coordinate interdepartmental and interagency planning for economic recovery. | All tasks the responsibility of Community Development |
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<tr>
<td>Public Information</td>
<td>Develop an aggressive program to meet the challenge of keeping the public informed of long-term decisions affecting recovery issues.</td>
<td>✑ Establish a process for involving citizen and business interest groups in the planning process.</td>
<td>Community Development</td>
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<td>✑ Decide which special districts should be represented on future hazard mitigation planning teams.</td>
<td>✑ Hold public meetings to explain mitigation and redevelopment plans, activities, and priorities.</td>
<td>Emergency Mgmt, Community Development</td>
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<td>✑ Participate in Disaster Relief Committees (DRCs) to provide information and technical assistance on mitigation and reconstruction issues.</td>
<td>✑ Develop and distribute brochures, fliers, and public information releases in coordination with the designated Public Information Officer.</td>
<td>Community Development</td>
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<td>✑ Work with specific client groups or individuals who are most affected by the disaster.</td>
<td>✑ Emergency Mgmt, Community Development</td>
<td>Emergency Mgmt, Community Development</td>
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## Recovery Checklist for Public Information

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<td>Media Information</td>
<td>Use mass media to reach the public in large geographical areas.</td>
<td>Designate a senior official able to speak for community leaders and all other agencies involved in the response/recovery.</td>
<td>Coordination between Emergency Management Council and the Public Information Task Force</td>
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<td>Ensure accuracy of information released to the media.</td>
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<td>Designate at least two backup people if prime individual is unavailable.</td>
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<td>Evaluate media status to ensure the capabilities of major outlets to reach the public are not adversely affected.</td>
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<td>Identify alternate sources of public information.</td>
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<td>Monitor media activities and messages.</td>
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<td>Designate a single media center close enough to the incident site to be convenient but far enough away that their attempts to cover the incident do not hamper response operations.</td>
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<tr>
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<td>Establish news media update and access policy.</td>
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<td>Ensure information is also provided to other persons who may need to communicate with the public.</td>
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<tr>
<td>Establish and maintain good media relationships.</td>
<td>Establish relationships before a disaster occurs.</td>
<td>Coordination between Emergency Management Council and the Public Information Task Force</td>
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<td>During early recovery stages, hold frequent briefings or press conferences.</td>
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<td>Be available and visible to the press as much as possible.</td>
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<td>Establish good intra and inter-governmental relations to present a unified picture to the press of recovery operations.</td>
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<td>Include media in post-disaster.</td>
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<td>Proactively provide information in order to avoid the perception that information is being withheld.</td>
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### Recovery Checklist for Public Information

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</table>
| Media Information | Develop policies to support public information. | ☑ Plan a series of articles in community newspapers or items on talk shows, each devoted to disaster recovery topics.  
☑ Ask local newspapers to publish a list of recovery resource phone numbers and addresses. | Coordination between Emergency Management Council and the Public Information Task Force |
| | Offer various methods of distribution of information. | ☑ Provide access to videotape of damage to property owners.  
☑ Use billboards and posters.  
☑ Publish weekly newsletters.  
☑ Establish a community recovery web site.  
☑ Set up special population information centers.  
☑ Write press releases.  
☑ Use the Public Broadcasting System.  
☑ Conduct briefings at public shelters. | Coordination between Emergency Management Council and the Public Information Task Force |
| Direct Information | Develop alternatives to the electronic media for use when power has failed or when long-term recovery causes media to lose interest. | ☑ Establish information hotlines and help-lines.  
☑ Use staff and volunteers to distribute newsletters and fliers.  
☑ Establish a recovery information center and coordinate with local and state emergency management.  
☑ Emphasize the 72-hour self-help rule.  
☑ Establish a central point of contact to coordinate information flow and help ensure accuracy. | Coordination between Emergency Management Council and the Public Information Task Force |
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| Direct Information | Create a Joint information Center (JIC) to coordinate data and information. | - Use the JIC as a site to conduct media briefings.  
- Develop background information to assist the media in keeping the recovery in perspective.  
- Assign qualified, articulate spokespersons.  
- Make experts available for interviews.  
- Coordinate a prompt transfer of information from the field.  
- Release information onto official news routes using approved standard procedures.  
- Develop steps necessary to meet media demands.  
- Minimize possibility of releasing conflicting information.  
- Establish rumor control center. | Coordination between Emergency Management Council and the Public Information Task Force |
| Develop a Joint Information System to provide timely, accurate, and appropriate information. | - Develop rumor control procedures.  
- Provide a single point of contact to the public.  
- Answer media inquiries.  
- Arrange news conferences.  
- Write news releases, advisories, statements and speeches.  
- Provide office support to officials.  
- Publish newsletters and bulletins.  
- Publish hotline telephone list.  
- Provide background information. | Coordination between Emergency Management Council and the Public Information Task Force |
Day-to-Day PIO
EMERGENCY INFORMATION SYSTEM

1. The Joint Information Center should operate 24 hours a day, 7 days a week until the crisis and recovery are under control and media demands die down considerably.

2. There should be two 12-hour shifts and the following teams should be assembled at all times:
   - Media Relations Team (on-site and phone interviews, news releases, emergency broadcasts, and news conferences).
   - Phone Bank Team (to answer and direct public inquiries).
   - Publishing Team (community newspaper and hotline phone book).
   - Office Support Team (call in shift changes, check on families of staff, monitor health and well-being of staff, operate copy and fax machines, proofread and produce final drafts for news releases and advisories).

3. PIOs should carefully monitor decisions made by officials, giving advice and warning about public and media reactions.

4. The Media Relations Team should constantly keep in touch with on-site media to make sure needs are being met (this includes coffee, tents, electrical outlets, and phones).

5. Regular news conferences should be encouraged. It is up to the Joint Information Center to insist that these take place with regularity to keep officials talking to the people.

6. The Phone Book Team must monitor public phone calls for areas of misunderstanding and panic. These deficiencies should be passed on to the Media Relations Team, which can respond with news advisories to fill in the blanks for citizens.

7. PIOs should check with their agencies regularly for updates that can be put into news release form.

8. Publishing staff should regularly huddle with medical, legal, State, County, Local, and FEMA officials to determine the appropriate information to put in the community newspaper. They are also in charge of distribution through libraries, fire stations, and so on.
DOs and DON'Ts in DEALING WITH THE MEDIA

Communications and Operations Go Hand-in-Hand!!

**DO**
- Be accessible
- Have the latest information
- Maintain a fact sheet
- Try to anticipate questions
- Be genuine
- Tell what you are going to do
- Rehearse (if possible)
- Have a positive message in every answer
- Bridge over to what you want to say
- Always tell the truth

**DON'T**
- Assume "they" are out to get you
- Use "No Comment"
- Go "Off The Record"
- Speculate
- Estimate activity
- Characterize people
- Give another agency's response
- Place blame
- Permit rumors to go unchallenged
- Try humor
- Give in to instant interviews unless you are REAL SURE of the facts
- Lie

Make sure that every message gets across the points that:

*We ARE coping with the disaster and WE WILL SURVIVE!*
Guidelines for
RESPONDING TO CITIZENS

BE TOLERANT  
Recognize that this population is pretty unstable at this point because of physical dislocation, loss of property, devastation of their neighborhoods and general emotional trauma. This is a major loss and people have to go through a process in dealing with it. Oftentimes, the anger and the outrage are the only ways they can deal with the tragedy. Expecting that people will listen to reason is unrealistic. Don’t expect to be able to persuade them. Many of them are holding onto anything they have. Their involvement and membership in neighborhood associations, for example, may be the only "home" they have and the only place they have to channel their energies, anger, etc. They will probably be firmly ensconced in their positions and not easily persuaded otherwise. Trying to expand their understanding of what's going on may not be well received.

BE SENSITIVE  
Convey that you are listening, that you care about their concerns, their situation; that the County cares about their situation.

Understand and acknowledge the enormity, the magnitude of their loss. If you cannot empathize, at least have respect for their situation.

BE CALM  
Try to step back from any emotions that get stirred up for you if they are going to get in the way of your ability to listen and to hear. Slow your own emotional processes down. Do not display your anger. But it’s okay to acknowledge frustration in wanting to be helpful in an incredibly difficult situation.

BE APPRECIATIVE  
Convey that you/we/the County are trying very hard to manage through a monumental task and to be responsive to people.

Convey you/we are glad they called/came in/came to the meeting. Do they have any suggestions that would help us work better with them?
## Guidelines for RESPONDING TO CITIZENS

| BE UNDERSTANDING | Try to understand what the other person may be experiencing by tapping into what you've experienced similarly -- i.e., what it feels like to be devastated by major loss. You don't need to say, "I know just how you feel..." that diminishes and minimizes the other person's experience. But it is important to make (for yourself) a connection to your own experience if it's related. |
| ACCEPT RESPONSIBILITY | Don't point fingers of blame or pass the buck to others, other departments, or the head of government. Acknowledge and accept responsibility to try to resolve an issue or make an appropriate referral. Acknowledge that we know some things may have slipped through the cracks. Convey to them that we genuinely want to know if there are things we can do to be more responsive and helpful. |
| TAKE CARE OF YOURSELF | You will need all your resources, stamina, energy, emotional center. Pay attention to your own needs. |
| LEARN FROM THIS EXPERIENCE | To the extent you can, take notes about what you observe. It will be very helpful when we debrief to have your comments about situations and issues that needed to be handled more effectively. |
| ACKNOWLEDGE OTHERS | Be supportive of your co-workers who may need assistance or just a "listening ear". Maintain perspective about the crisis. It's okay also to find humor and laughter in the midst of confusion and chaos. Take the work seriously but don't take yourself too seriously. |
Goals of the
EMERGENCY INFORMATION SYSTEM

- Provide reporters with enough confirmed information to avoid rumor reporting that can instill fear and panic.

- Free up elected and appointed officials from media demands so they can make crucial decisions.

- Provide the public with one contact base for all departments, governments, medical facilities, and public utilities.

- Answer media calls and requests on special hotlines.

- PIOs can act as spokespersons to reporters who stake out government offices where decisions are being made.

- Set up news conferences, prepare executives, and notify the media.

- Write news releases, advisories, statements, and speeches.

- Publish a community newsletter with survival and technical information the public will need to recover.

- Publish a "Need Help?" hotline phone book for the public and media.

- Take calls from the public and refer them to the agency that can provide help.

- Write and execute emergency broadcast messages.

- Provide background information to reporters (gathered and compiled prior to crises).

- Provide rumor and damage control.
## Recovery Checklist for Unmet Needs Management

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| **Unmet Needs for cases when Governmental Assistance is not available or inadequate** | Establish an Unmet Needs Committee to promote cooperation and coordination among local, state, federal, and voluntary agencies to address recovery needs of individuals and families. | ❑ Use existing community organizations as the basis for membership on the Unmet Needs Committee.  
❑ Local volunteer organizations  
❑ American Red Cross  
❑ United Way  
❑ Interfaith groups  
❑ Salvation Army  
❑ Activate committee in cases where multiple relief agencies are participating in recovery.  
❑ Participating member organizations develop criteria for resource provision. | **Emergency Mgmt**  
Emergency Management Council  
Unmet Needs Committee |

Develop Unmet Needs Committee process.

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<th>ACTION</th>
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<td>Convene and facilitate weekly meetings of the committee.</td>
<td>All tasks responsibility of Unmet Needs Committee</td>
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Unmet Needs Committee

Process Flow Chart

Disaster Victim

- Needs met by insurance or other service agencies?
  - Yes
  - No

- Needs met by FEMA?
  - Yes
  - No

Local Committee processes and screens

- Needs met by local committee?
  - Yes
  - No

Regional Task Force State Agency Referral

- Needs met at regional level?
  - Yes
  - No

Referred to State Level

Coordination of Local, Regional, & State Resources to meet needs

Needs Met