<Jurisdiction>

<RSF Name> Recovery Support Function Annex

Month Year

<Jurisdiction Department/Agency>

*This cover page should be in the same format and template in place for the jurisdiction and/or department/agency*

# RSF Annex Template Structure and Instructions

In each section of the template, there are instructions***,*** sample verbiage, and references to supplemental materials such as job aids that might be helpful in gathering data necessary to develop the RSF annex to a local jurisdiction recovery plan.

*Instructions are in “call out boxes” such as this and guidance is written in italics to distinguish it from other parts of the template. These instructions should not appear in the final plan.*

* Sample verbiage or language is provided to assist in developing the plan. The sample language provided in the template should be **expanded, deleted, or modified** as necessary to fit the needs of the department/agency using the template. This includes tables, charts, checklists, or other tools within the template.
* Areas where it is applicable to insert the jurisdiction or department/agency name are highlighted in red text.
* The RSF annex supplemental materials such as interview questions and job aids were created to help identify information needed in the development of the RSF Annex. They are primarily tools to assist in gathering raw data that should then be summarized for entry into the plan.
* Please customize the template by utilizing appropriate logos or seals and to the normal structure of plans in your jurisdiction.
* Finally, please add acronyms and definitions into the glossary that reflect the relevant terms used by your agency, using the table provided in the plan, and then removing the borders.

# Letter of Agreement/Signature Page

*This section is to provide an overview of the main goals of the document and show that it has senior leader approval for implementation. By dating the annex as well, it provides a reference to the lifespan of the plan for maintenance purposes. This is not mandated and can be tailored to fit whatever you typically do when getting senior leader approval of a plan.*

Certifying agreement to this plan represents a commitment by the leadership of Jurisdiction during disaster recovery efforts. By signing this Letter of Agreement, the <Jurisdiction Department/Agency> agrees to serve as the lead Recovery Support Function (RSF) for <\_\_\_insert RSF\_\_> and agrees to the following, as appropriate:

* Engage in recovery operations including disaster operations defined by this annex and <Jurisdiction> Recovery Plan;
* Support the development of recovery goals and objectives for <Jurisdiction> following a disaster;
* Engage in information and resource sharing to support recovery efforts;
* Engage in planning and preparedness activities to support recovery efforts;
* Support relevant training and participate in exercises; and
* At a minimum, every three years this annex is reviewed to ensure it is maintained and can be utilized to support disaster recovery efforts, in cooperation with the <Jurisdiction> Recovery Plan.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date

Director <Name>

<Jurisdiction> Department of Emergency Management/Services

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date

Director <Name>

<Jurisdiction> Recovery Support Function Lead Department/Agency

# Record of Changes

Updates to the <Jurisdiction> <Insert Recovery Support Function> Annex are documented in the table below.

|  |  |  |  |  |
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| REV # | DATE | NAME OF RECORDER | SECTION(S) CHANGED | DISTRIBUTION (Full/Ltd/No)\* |
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# Primary Agencies

The primary agency responsible for this <Jurisdiction> Recovery Support Function (RSF) is the <Jurisdiction Department>.

# Supporting Departments, Agencies, and Organizations

The following <Jurisdiction> departments/agencies, private sector, non-profit, and/or faith-based partners that support <Jurisdiction RSF Lead Dept./Agency> in <Insert RSF> include but may not be limited to:

* *Dept./Agency*
* *Dept./Agency*
* *Dept./Agency*
* *Dept./Agency*

# Introduction

*This section explains why the department/agency is developing an RSF annex to the jurisdiction recovery plan. It explains the overall purpose of the RSF and the purpose of the plan.*

## Purpose

The <Jurisdiction> <insert RSF> RSF's primary goal is to assist locally-led recovery efforts in the restoration of <mission of RSF> as well as <other activities RSF completes or supports> to promote the recovery, wellbeing, and resiliency of affected individuals in <Jurisdiction>.

The highest priorities for this RSF are the life and health of the people in <Jurisdiction>. Additional goals and responsibilities include restoration of<mission of RSF>, including <other activities>.

## Scope

The <Jurisdiction> RSF Annex is a supporting annex to the <Jurisdiction> Recovery Plan. The identified actions and activities in this Annex are based on existing <Jurisdiction> department/agency statutory authorities. The lead for <Jurisdiction RSF> is responsible for activities and tasks related to the recovery of <insert a function, (i.e., infrastructure, economy, housing, etc.)>. This RSF Annex is activated when the <Jurisdiction> Recovery Plan and <Jurisdiction> Disaster Recovery Manager activates the <Jurisdiction RSF>. This RSF Annex is not intended to supplant existing plans or procedures, nor replace the best judgment of those who are directly handling the recovery of the jurisdiction, following an incident.

*This section details the applicability of this annex to the department/agency and includes information such as the times during which the plan is in effect, its distribution, and the awareness that this plan does not supplant department/agency SOPs and common sense. It also describes generally the agency’s mission and goals of the plan.*

This RSF annex covers the recovery operations of <jurisdiction RSF> to disasters impacting <Jurisdiction> while providing a structure with procedures and guidelines. At no time is this annex intended to inhibit the use of experience and common sense by leadership and staff or <Jurisdiction RSF>department/agency representatives when determining the actions and resources needed to recovery from incidents impacting <Jurisdiction>.

## Assumptions

The following are recognized assumptions of the <Jurisdiction RSF> recovery planning and operations. Note: a full list of assumptions can be found in Section X of the <Jurisdiction> Recovery Plan.

*This section details the assumptions related to recovery operations and the assumed processes that the local jurisdiction will undergo during a disaster recovery. These can be edited, expanded, or deleted if necessary, however the base recovery plan should have more and can be referenced so to not repeat the same material twice.*

* All emergencies and disasters are locally-driven and it is <Jurisdiction>’s role to provide appropriate response and resource support in the form of personnel, resources, technical assistance, and operations coordination, to support the preservation of life and property during incidents in the Jurisdiction.
* <Jurisdiction> has the capability to perform recovery operations following most disasters, and initial recovery operations begin with other <Jurisdiction> departments/agencies working with local emergency management agencies and appropriate State departments/agencies.
* Per the <Jurisdiction> Recovery Plan, <Jurisdiction> will appoint a Local Disaster Recovery Manager (LDRM) to serve as a single point of contact to efficiently and effectively coordinate recovery.
* A RSF can be activated with or without a Presidential Disaster Declaration.
* All existing Jurisdiction and State laws and regulations will play a role in disaster recovery operations.
* Recovery efforts could involve shifting of staff and/or equipment, contracting for additional maintenance and recovery resources, or contracting for alternate service providers.
* This RSF will work closely with other activated RSFs in support of the <Jurisdiction’s> Recovery Plan and recovery objectives.
* Considerations will be made for people with disabilities and others with access and functional needs.
* Recovery is a scalable process, which will scale up or down as needs for resources are identified.

# Objectives

The primary objective of this RSF Annex is to support and supplement the <Jurisdiction> recovery plan and recovery operations for the duration of recovery efforts following a disaster in <Jurisdiction>. This annex provides the overarching short-term, intermediate, and long-term goals and activities of the <Insert RSF> by utilizing the Federal Emergency Management Agency (FEMA) recovery mission area core capability targets as examples and creating achievable recovery objectives. It is understood that as recovery is an evolving process, some objectives may be completed out of order or through the support of other <Jurisdiction> departments and agencies.

*This section details the objectives of this specific RSF annex, including the mission of this RSF and its support of the base recovery plan.*

### Additional Objectives

Additional objectives of this RSF Annex include, but are not limited to:

* Identifying procedures and operations for achieving set recovery milestones, and the restoration of affected <Insert RSF> services;
* Identifying the roles and responsibilities of <Insert RSF> in recovery operations;
* Identifying supporting partners of <Insert RSF> that can support and facilitate the overarching and incident specific recovery objectives of <Insert RSF> .
  + Add additional language about supporting partners, create a collaborative recovery organization

# Concept of Coordination

## <Jurisdiction> Recovery Organization

Figure 1 below details the <Jurisdiction> Recovery Organization. This organization is responsible for leading and supporting the recovery efforts of <Jurisdiction> following a disaster or local incident. This organizational structure is scalable and can be scaled up or down as necessary and appropriate <Jurisdiction> departments and agencies are identified as vital roles in recovery operations.

*This section should be a brief description of the established Recovery Organization outlined in the < Jurisdiction> base Recovery Plan. Information to include in this section is suggested but not limited to:*

* *RSFs and the lead department/agency* 
  + *Including supporting departments/agencies/organizations/groups of the lead RSF*
* *Recovery organization governance structure such as the process for appointing the recovery manager and the reporting structures/methods in place.*
* *Recovery organization communication flow*
* *If this information is covered in the Base Recovery Plan, it is appropriate to refer to that plan as this is an annex to that as well.*

EXAMPLE - Figure 1: <Jurisdiction> Recovery Organization

\*Designated by Jurisdiction Executive

Figure 2 below details the <RSF> and supporting groups (as applicable). The roles and responsibilities of these supporting groups and the <Jurisdiction> department in the lead role are detailed in the <insert> section of this plan.

*This section is optional but serves as a good magnified look at the RSF that this annex applies to. It allows for a clearer organizational structure within the RSF to take place and provides information about the “subgroups” that would be supporting the RSF.*

<Insert magnified area of Recovery Organization for this RSF Annex> - See Economic Recovery Support Function Organization example below

EXAMPLE - Figure 2: <RSF> and Supporting Groups

## Group 1 Narrative (if applicable)

## Group 2 Narrative (if applicable)

## Group 3 Narrative (if applicable)

## State Recovery Organization

The State Recovery Organization can be found in the Recovery Operations Chapter of the State of Maryland’s Consequence Management Operations Plan (CMOP). The recovery chapter of the CMOP describes the roles and responsibilities of State entities within Maryland during disaster recovery operations and outlines processes that are to be followed for all-hazards, State-level disaster recovery efforts. The State Recovery Organization and State RSFs will activate when a local jurisdiction requires additional support for recovery activities from State department/agencies and/or coordination with other local jurisdictions during recovery efforts.

## Coordination with State and Federal Counterparts

To achieve the goals and objectives listed earlier, the <Jurisdiction RSF> lead and supporting agencies will collaborate with State and Federal partners, when appropriate and necessary, and communicate and share information as demonstrated by the graphic below.

**Jurisdiction RSF (lead Department)**

**State RSF**

**(lead State Agency)**

**Federal RSF**

Recovery activities of the <Jurisdiction RSF> will be coordinated at the local level through the <Jurisdiction> Recovery Manager. If recovery activities necessitate State support, these requests, activities, and information will be coordinated through the <Jurisdiction> Recovery Manager and the Maryland Department of Emergency Management (MDEM) State Disaster Recovery Coordinator (SDRC) to the appropriate State RSF. The <Jurisdiction RSF> will oversee the distribution of resources and personnel, if necessary, to support the recovery objectives and tasks assigned to this RSF. <Jurisdiction> department/agency, as the <Jurisdiction RSF> lead, will ensure situational awareness among partners and may bring pertinent partners together on specific issues on an as-needed basis.

1. **<Insert RSF> Recovery Priorities Matrix**

The following matrix provides an overview of the <insert RSF>’s overarching recovery priorities during all disasters. These are not meant to serve as the only recovery priorities of <insert RSF> as every recovery is different and priorities can change; however, these have been identified as the major functions/priorities of <insert RSF> based on its roles and responsibilities to <insert Jurisdiction> and as adopted from the FEMA National Disaster Recovery Framework Second Edition[[1]](#footnote-1) <insert RSF> core capability.

*This section is one method of visually identifying the overarching recovery priorities during all disasters of this RSF. While every disaster is different, these priorities can serve as the building block for what the RSF is setting out to do strategically as a recovery function and help in setting recovery objectives. The following section will detail the short, intermediate, and long term objectives and activities that can meet these priorities.*

***\*These “RSF Recovery Priorities” were adopted from the FEMA National Disaster Recovery Framework and may not be all-encompassing of all of the RSFs in your jurisdiction\****

<EXAMPLE> Table 1: Health and Social Services Recovery Support Function Recovery Priorities

|  |  |
| --- | --- |
| Health and Social Services Recovery Support Function | |
| Definition | Restore and improve health and social services capabilities and networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community. |
| RSF Recovery Priorities | Complete an assessment of community health and social service needs; prioritize these needs based on the whole community’s input and participation in the recovery planning process; and develop a recovery timeline that includes consideration of available human and budgetary resources. |
| Restore health care (including behavioral health), public health, and social services functions. |
| Restore and improve the resilience and sustainability of the health care system and social service capabilities and networks to promote the independence and well-being of community members in accordance with the specified recovery timeline. |
| Implement strategies to protect the health and safety of the public and recovery workers from the effects of a post-disaster environment. |

*\*Adapted from the National Disaster Recovery Framework Core Capability Health and Social Services\**

It is noted that these recovery priorities have supporting short term, intermediate, and long term recovery objectives that may be completed at different times during the recovery process. These supporting objectives also have numerous activities to complete them, that are determined by the <Insert RSF lead department/agency> and supporting partners. These objectives and activities are detailed in the following [Concept of Operations](#_Concept_of_Operations) section of this annex.

# Concept of Operations

The following provide the activities and overarching objectives and activities in the four phases of recovery for <RSF> that support the <RSF> recovery priorities.

*This section and language is example only and should be modified to fit the jurisdiction concept of operations for all the phases of recovery. The staffing, methods of communication and information sharing, and the recovery phases and corresponding objectives and activities are subject to the RSF that this annex is written for. While it is understood that recovery objectives and the activities that support them can change every incident, these objectives and activities should support the above RSF Recovery Priorities. The short, intermediate, and long-term objectives and supporting activities of these RSFs will be developed based on the standard operating procedures and agreed upon roles and responsibilities and operations of each RSF.*

## Transition from Response

The transition from response operations to recovery is a gradual process, the pace and timing of which depends upon the circumstances of the disaster. As response activities diminish, disaster recovery activities naturally begin. During this time period, direction and control of <jurisdiction’s> operations are transferred from the <insert position name of senior Emergency Management Official/Emergency Operations Center (EOC) Commander>, to the appointed Disaster Recovery <Manager/Coordinator> (DRC).

The <Jurisdiction RSF> is activated by any one of the following, but not limited to:

* The <Jurisdiction> Recovery Plan is activated and <insert RSF> is requested for recovery operations;
* The <local elected official> declares a state of emergency and assistance is requested by the appropriate authorities to assist with <insert function> recovery efforts;
* The <Jurisdiction lead department> leadership declares a <insert function> emergency and assistance is requested by the appropriate authorities to assist with recovery efforts; or,
* Recovery assistance is requested by the appropriate authorities to assist with recovery efforts.

The transition from response to recovery can be unclear at times during enhanced operations. In order to ensure an appropriate transition can occur, the following steps may occur as recovery operations begin:

* Completed life safety operations;
* Property conservation needs have been identified and met;
* Preliminary Damage Assessments (PDA) begin;

## Short-Term Recovery

Short-term disaster recovery operations may overlap with response, and generally span the first days or weeks after a disaster; however, there is no pre-determined timeline for short-term disaster recovery. Short-term recovery operations continue to address the health and safety needs of disaster survivors that persist through the end of response operations. Additionally, operations in this phase are characterized by, but not limited to, activities such as restoring basic infrastructure and essential community services.

* Objective: <identified short-term recovery objective from RSF lead>
  + Activities: <activities that may supplement completing the listed short-term recovery objective>

## Intermediate Recovery

Intermediate disaster recovery operations occur when vital services have been restored, and generally span the initial weeks and months after a disaster. Like short-term recovery operations, there is no pre-determined timeline for this phase. Intermediate recovery operations involve, but are not limited to, returning individuals, families, critical infrastructure, and essential government or commercial services to a functional, if not pre-disaster, state. Additionally, intermediate disaster recovery operations are characterized by activities such as strategic planning to achieve permanent recovery measures.

* Objective: <identified intermediate recovery objective from RSF lead>
  + Activities: <activities that may supplement completing the listed short-term recovery objective>

## Long-Term Recovery

Long-term disaster recovery operations involve ongoing recovery projects moving towards self-sufficiency, sustainability, and resilience. These operations generally span the months and years after a disaster. Operations in this phase may involve the completion of a redevelopment and revitalization strategy and scope of work of the impacted communities. Additionally, long-term disaster recovery operations may be characterized by, but may be not limited to, activities such as rebuilding or relocating damaged or destroyed resources.

* Objective: <identified long-term recovery objective from RSF lead>
  + Activities: <activities that may supplement completing the listed short-term recovery objective>

## Projected Staffing for a Full Activation of the RSF

Staffing for this RSF will come primarily from <Lead Jurisdiction Department> with support as needed from supporting departments and agencies. <Lead Jurisdiction Department> leadership will collaborate with the Recovery Manager and other<Jurisdiction Department> leadership to determine the number and type of staff are still needed to complete recovery activities and what, if any, additional support is needed to complete these activities and if this additional support is available locally or requires State and Federal support. Should Maryland Intrastate Emergency Management Assistance Compact (MIEMAC) and/or Emergency Management Assistance Compact (EMAC) requests or other federal support be required, <Lead Jurisdiction Department> will work within the <Jurisdiction> Recovery Organization to submit an appropriate request.

## Communications Strategies

This RSF works in conjunction with other local, state and federal agency plans, and outlines actions and activities to be undertaken during the recovery phases.

The <Jurisdiction RSF> will be the initial point of contact for all <Jurisdiction RSF> recovery activities at the Jurisdiction level and will facilitate regular communication among partners. Communication coordination may occur as a part of regular communication with the <Jurisdiction> Department of Emergency Management/Services and other <Jurisdiction>partners or as needed.

These communication activities will be conducted through the use of landline telephones, Web/email, satellite, mobile and fixed-based communications systems as appropriate. Redundant communications systems are available if needed and plans/protocols are developed for appropriate use. For more information on the types of communication systems available in <Jurisdiction>, see the <Jurisdiction> Emergency Operations Plan (EOP) and/or <Jurisdiction> Recovery Plan.

## Information Reporting Processes

<Jurisdiction RSF Lead Department and Agency> will be responsible for collecting information regarding the recovery objectives and activities of the <Jurisdiction RSF> and reporting to the <Jurisdiction> Recovery Manager on behalf of the < RSF> for all recovery phases.

# Authorities and Policies

*Insert language about the authorities governing the department/agency and purpose for creation. Other information includes references used during development of this plan/annex that were used as best practices or examples.*

* <Jurisdiction> Recovery Plan
* <Jurisdiction> Emergency Operations Plan
* <Jurisdiction> Charter
* FEMA, National Disaster Recovery Framework, September 2011
* FEMA, Recovery Federal Interagency Operational Plan, Annex X:

# Other Supporting Programs

*Insert programs or language that the RSF may know exists in terms of recovery support such as Federal or non-governmental programs*

* Appropriate and applicable Federal Programs
* Non-governmental organizations/programs

# Plan Maintenance and Updates

*Use the typical and agreed upon plan maintenance and update schedule that is internal to the RSF this annex applies to or set forth by the ase Recovery Plan.*

This plan will be reviewed every x years, in keeping with standard plan maintenance schedules and/or the <Jurisdiction> Recovery Plan maintenance schedule, and updated as appropriate. This plan may be updated sooner to include improvements identified during exercises and actual events.

1. FEMA, National Disaster Recovery Framework Second Edition, June 2016. *Core Capabilities*. Pages 24-33. <https://www.fema.gov/emergency-managers/national-preparedness/frameworks/recovery> [↑](#footnote-ref-1)