



Economic Recovery Support Function (RSF)

Field Operations Manual

March 2019



Table of Contents

Table of Figures.....	4
Table of Tables	4
Introduction.....	5
Purpose of the Field Operations Manual	5
Who Should Use This Manual?	5
Applicability and Scope	5
Limitations	6
Relationship to Other Disaster Recovery Documents	6
Key Terms and Roles in Disaster Recovery	7
Declaring a National Disaster and Deploying a Field Team	11
How is a Disaster Declared?	11
A Disaster Is Declared. Then What?.....	11
Is the Same Disaster Recovery Approach Used in Every Disaster?.....	12
The Economic RSF	14
Economic RSF Core Agencies and Roles.....	14
Economic RSF Agencies, Partners, and Stakeholders.....	15
Non-Federal Economic RSF Partners	16
The Role of the Economic RSF Field Coordinator.....	17
Economic RSF Field Team.....	21
Where Does the Field Team Work?	25
Getting Oriented to the JFO.....	25
Organizational and Coordinating Structure at the JFO.....	26
Relationships at the JFO	28
Relationship Between the Economic RSF and the Other RSFs at the JFO	31
What Types of Reports Will a Field Coordinator Need to Complete?.....	34
Accessing and Sharing Documents at the JFO	34
What Else Does the Field Coordinator Need to Know?	36
Key Economic RSF Objectives and Deliverables.....	38
MSA or Economic Impact Assessment	38
RSS or Recovery Options Development.....	41

ECONOMIC RECOVERY SUPPORT FUNCTION
FIELD OPERATIONS MANUAL – MARCH 2019

Recovery Implementation Support	44
Engage with Partners to Support Economic Recovery	46
Tools, Training Resources, and References.....	47
Economic Data and Spatial Analysis Tools.....	47
Training Resources	48
SOPs and Templates	50
Other Important Resources	50
Appendix A: Acronyms	52
Appendix B: Economic RSF Primary and Supporting Agency Information.....	58
Appendix C: Economic RSF Weekly Check-In Template	73

Table of Figures

Figure 1: IRC Structure	12
Figure 2: JFO Structure	26
Figure 3: FDRC and Field Coordinator Comparison	30
Figure 4: Operational Activities Timeline	38

Table of Tables

Table 1: Recovery Guidance Documents	7
Table 2: Economic RSF Agencies and Roles	16
Table 3: The Needs Assessment Process	40
Table 4: The RSS Development Process	42
Table 5: RSS Implementation	45

Introduction

Purpose of the Field Operations Manual

Thank you for stepping forward to be part of the federal government’s Economic Recovery support mission! No matter your current position, serving as the Field Coordinator for the Economic RSF will be like nothing you have done before. Do not expect work as usual.

As the Field Coordinator, you will be asked to work long hours, be available on weekends, and lead a multi-faceted team that will include subject matter experts (SMEs) and members both experienced and new to supporting communities facing major economic disruptions. You will be asked to give guidance and leadership, assess and address the situation at hand, engage partner agencies and other RSF teams, and support the collaboration of an interagency group of SMEs that will focus on how to leverage funding, coordinate technical assistance, and otherwise provide the links to public or private sector resources that will facilitate the economic recovery and heightened resilience of the impacted community.

However, it is **not** your job as Field Coordinator to know it all or do it all. Your job is to be able to figure out who and what is needed to address the challenges at hand. You will be the facilitator who assures the interagency, interdisciplinary team effectively plans and executes successful recovery initiatives and provides the capacity that allows local leaders to support and sustain resilient economic development. It is imperative, therefore, that you are equipped and empowered to execute the responsibilities of this position effectively.

This Economic RSF Field Operations Manual (henceforth referred to as the ‘Manual’) is meant to be a practical tool to help you navigate an assignment that is likely to be one of the most rewarding you will ever undertake. This Manual is meant to promote the consistent application of field operations protocols and best practices across disaster recovery sites.

As the needs for recovery operations change, this document is intended to provide consistency in mission execution. It will be updated following the regular review of after action reports (AARs) and the identification of lessons learned. This document is intended to serve as the basis for deriving future standard operating procedures (SOPs), job aids, and training to support recovery operations. The office of primary responsibility for this document is the Economic Development Administration (EDA). The approval of any changes or updates to this document falls to the Economic RSF National Coordinator.

Who Should Use This Manual?

While written with a focus on the role of the Economic RSF Field Coordinator, this Manual is meant to be a helpful tool for anyone supporting the Economic RSF in the field.

Applicability and Scope

The guidance contained in this Manual applies to all incidents where the National Disaster Recovery Framework is utilized, including Presidentially-declared disasters under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), as well as incidents requiring a coordinated federal response where the Stafford Act does not apply.

The Stafford Act constitutes the statutory authority for most federal disaster response activities, especially as they pertain to Federal Emergency Management Agency (FEMA) involvement. It created the system in place today by which a Presidential disaster declaration or an emergency declaration triggers financial and physical assistance through FEMA. The Stafford Act gives FEMA the responsibility for coordinating government-wide relief efforts.

The President will use the Stafford Act to declare emergencies when state, local, tribal, or territorial (SLTT) efforts need federal assistance to save lives and protect the health and welfare of the people in a community. The declaration is the required catalyst for FEMA to become involved in emergency disaster relief and recovery, to the breadth and scale it determines necessary for disaster recovery.

For more information on The Stafford Act, visit: <https://www.fema.gov/media-library-data/1519395888776-af5f95a1a9237302af7e3fd5b0d07d71/StaffordAct.pdf>

Limitations

While most of this Manual's content is meant to be applicable across all disaster recovery efforts coordinated by FEMA, the application of the guidance and procedures described herein will also be influenced by the unique circumstances of each disaster event and location.

If, upon your deployment to the field, you encounter wide variation or conflict in the practices or procedures outlined in this Manual with instructions you receive on site, please contact the Economic RSF National Coordinator for assistance and clarification.

Relationship to Other Disaster Recovery Documents

This Manual is the latest in a line of documents produced by FEMA, with invaluable input from the Department of Commerce (DOC) – EDA and other supporting agencies, to assist in the delivery of disaster recovery services. Each of the six RSFs will have a Field Operations Manual that corresponds to their relevant disaster recovery support functions and duties.

If you are new to the Economic RSF and disaster recovery in general, it is advised you first become familiar with the two primary documents in disaster recovery: the National Disaster Recovery Framework ([NDRF](#)) and the [Recovery Federal Interagency Operational Plan \(FIOP\)](#). This Manual builds on the information set out in the NDRF and Recovery FIOP, which are referenced throughout.

Table 1: Recovery Guidance Documents

<p>NDRF</p>	<p>The NDRF is a framework to enable effective recovery support for disaster-impacted SLTT jurisdictions. It provides a flexible structure that enables disaster recovery managers to operate in a unified and collaborative manner. It sets out:</p> <ul style="list-style-type: none"> • Roles and responsibilities across organizations prior to disasters; • Guidance for pre- and post-disaster recovery planning; • Coordinating structures that facilitate communication and collaboration among all stakeholders; and • Descriptions of the six RSFs.
<p>Recovery FIOP</p>	<p>The Recovery FIOP provides guidance to implement the NDRF. It describes the concept of operations for integrating and synchronizing existing federal capabilities to support SLTT governments. It sets out:</p> <ul style="list-style-type: none"> • The National Management System; • A concept of operations and recovery mission area core capabilities; and • An organizational structure for disaster recovery.

Key Terms and Roles in Disaster Recovery

You can expect to learn a new vocabulary during your activation and deployment, as FEMA terminology includes many military references and descriptions based on an incident command system (ICS). There are also terms that have a specific meaning under the National Disaster Recovery Framework that you will hear frequently when you arrive at the Joint Field Office (JFO) to begin your assignment. A selection of commonly used terms in disaster recovery is defined below that will aid in your understanding of this Manual.

Disaster: In the context of a FEMA mission that you are being deployed to support, the Stafford Act has a very specific definition for major disasters that trigger a federal response:

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

Disaster Response and Recovery: The organization and management of resources and responsibilities for dealing with the recovery or continuation of vital physical, social, economic, and environmental infrastructure and systems following a natural or human-induced disaster.

Disaster Response: The capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred.

Disaster Recovery: The capabilities necessary to assist communities affected by an incident to recover effectively, including, but not limited to: rebuilding infrastructure systems; providing adequate interim and long-term housing for survivors; restoring health, social, and community services; promoting economic development; and restoring natural and cultural resources.

RSF: Each of the six RSFs include representatives of federal and SLTT agencies or authorities who provide a range of support services in disaster recovery, for a specific disaster recovery sector or issue. The six RSFs are:

- Economic Recovery;
- Infrastructure Systems (IS);
- Housing;
- Health and Social Services (HSS);
- Community Planning and Capacity Building (CPCB); and
- Natural and Cultural Resources (NCR).

Each RSF has a coordinating agency, primary partner agencies, and supporting partner agencies.

Coordinating Agency (DOC/EDA for the Economic RSF): Provides leadership, coordination and oversight for that particular RSF. The coordinating agency ensures ongoing communication and coordination between the primary agencies, supporting organizations, federal agencies, corresponding SLTT authorities, and nonprofit and private sector organizations. Coordination occurs both pre- and post-disaster.

Primary Agency: A federal agency with significant authorities, roles, resources, or capabilities for a particular function within an RSF. Primary agencies orchestrate federal support within their functional area for an affected SLTT jurisdiction and may lead interagency field assessment or support teams as necessary.

Supporting Agencies: Those entities with specific capabilities or resources that support the primary agency in executing the mission of the RSF.

Economic RSF: Integrates the resources and expertise of federal agencies to help SLTT governments and the private sector to sustain and/or revitalize businesses and employment, and develop new economic opportunities that result in sustainable and economically resilient communities after a disaster. The Economic RSF typically works on a range of projects that may include the development of community-wide economic recovery or development plans, strategies for adapting to changed market conditions, injections of needed capital (loans and grants), workforce initiatives to build skills for and secure new jobs, business initiatives to employ workers and generate revenue, entrepreneurial programs to re-open and establish new

businesses to address recovery needs, and management plans that promote the effective use of recovery resources and integrate economic resilience principles.

Emergency Support Functions (ESFs): ESFs are the primary federal coordinating structures for building, sustaining, and delivering response core capabilities. Similar to the RSFs, the ESFs bring together the capabilities of federal departments and agencies and other assets. ESFs are not based on the capabilities of a single department or agency, and the functions for which they are responsible cannot be accomplished by any single department or agency. Instead, federal ESFs are groups of organizations that work together to deliver core capabilities and support an effective response.

JFO: The disaster recovery headquarters (HQ). It is the integrated field office for all federal and SLTT agencies and departments that have been deployed for disaster response and recovery. Members of the ESFs and RSFs typically operate out of the JFO.

National Preparedness System (NPS): Outlines an organized process for everyone in the [whole community](#) to move forward with their preparation activities and achieve the [National Preparedness Goal](#):

“A secure and resilient nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk.”

The NPS encompasses the disaster response and recovery system.

Mission: Five mission areas – Prevention, Protection, Mitigation, Response, and Recovery – organize national preparedness activities and enable integration and coordination across core capabilities. The mission areas are inter-related and require collaboration in order to be effective. The NDRF and FIOP expand more on these relationships, including how mission areas and core capabilities are used to achieve the goal of a secure and resilient nation.

Mission Assignments: The primary mechanisms FEMA has to coordinate federal assistance under the National Response Framework and the NDRF. As part of disaster declarations, FEMA uses mission assignments to task and reimburse other federal departments and agencies to provide direct assistance during emergencies and disasters. A mission assignment is issued by FEMA to direct other federal agencies and components of the United States Department of Homeland Security (DHS) to complete specified tasks in response to a Stafford Act event under the NDRF.

Mission assignments are essential and powerful tools for federal emergency management under the Stafford Act. Mission assignments are distinct because they allow for deployment and assistance from the full range of federal resources to support incident needs. A typical mission assignment identifies a statement of work (SOW), fund citation, points of contact, projected completion “end” date, cost share information, mission assignment type, authorized signatures, date issued, and authorized funding amount.

Note: Mission Assignments are generally issued and obligated in order to make resources available to address estimated immediate mission-critical needs and are frequently

updated. Refer to the link below for more information on mission assignments:
<https://www.fema.gov/media-library/assets/documents/112564>

Recovery Support Function Leadership Group (RSFLG): An interagency body that is convened by FEMA and operates at the HQ level to facilitate information sharing and policy coordination for national recovery activities. It is responsible for identifying and resolving operational and policy issues related to the NDRF and the NPS. While members of the RSFLG are not stationed on the ground in a JFO, JFO leadership will regularly interact with the RSFLG to receive federal interagency guidance and policy recommendations. You may also receive assignments from your National Coordinator while you are deployed that result from discussion with and direction of the RSFLG.

Program Management Office (PMO): Established by the RSFLG, the PMO tracks interagency funds from the time of appropriation to the SLTT jurisdiction through allocation and application to identified projects, providing a vehicle to capture specific outcomes and tell the complete story of federal engagement from response to recovery and demonstrate the accomplishments of the interagency collaboration.

Field Coordinator TIP!

The Economic RSF National Coordinator is your liaison to the national **RSFLG**. You should refer recovery challenges you cannot resolve at the JFO to the National Coordinator. S/he will determine if the challenges should be elevated to the RSFLG for consideration.

Your National Coordinator may also ask you for progress reports to inform discussion at the RSFLG or the PMO.

Declaring a National Disaster and Deploying a Field Team

How is a Disaster Declared?

When a local jurisdiction does not have the resources it needs to respond to a disaster, it turns to the state government for assistance. State governments serve as agents for the local jurisdictions if federal disaster assistance is needed. The state's Governor will declare a state of emergency which activates, among other things, the process for requesting federal assistance. Requests can be made for an "emergency" or "major disaster declaration" under the Stafford Act, or to federal agencies under their own authorities from existing or emergency programs, such as the Small Business Administration (SBA) or the United States Department of Agriculture (USDA). The Stafford Act states in part that:

"All requests for a declaration by the President that a major disaster exists shall be made by the Governor of the affected State."

Refer to this link for more information on disaster declarations: <https://www.fema.gov/disaster-declaration-process>.

A Disaster Is Declared. Then What?

Once the President declares a disaster under the Stafford Act, he or she will appoint a Federal Coordinating Officer (FCO). The FCO has primary responsibility for coordinating federal response and recovery support to the whole community in accordance with the National Response Framework and NDRF. The FCO is responsible for the overall management of the federal response to the incident.

The FCO, FEMA Regional Administrator, or designated lead agency will appoint a Federal Disaster Recovery Coordinator (FDRC). The FDRC is responsible for facilitating recovery coordination and collaboration among the federal interagency, SLTT governments, the private sector, and voluntary, faith-based, and community organizations. The FDRC has the responsibility of establishing an Interagency Recovery Coordination (IRC) structure that is most appropriate to address the recovery issues and needs of SLTT jurisdictions and their respective recovery organizational structures.

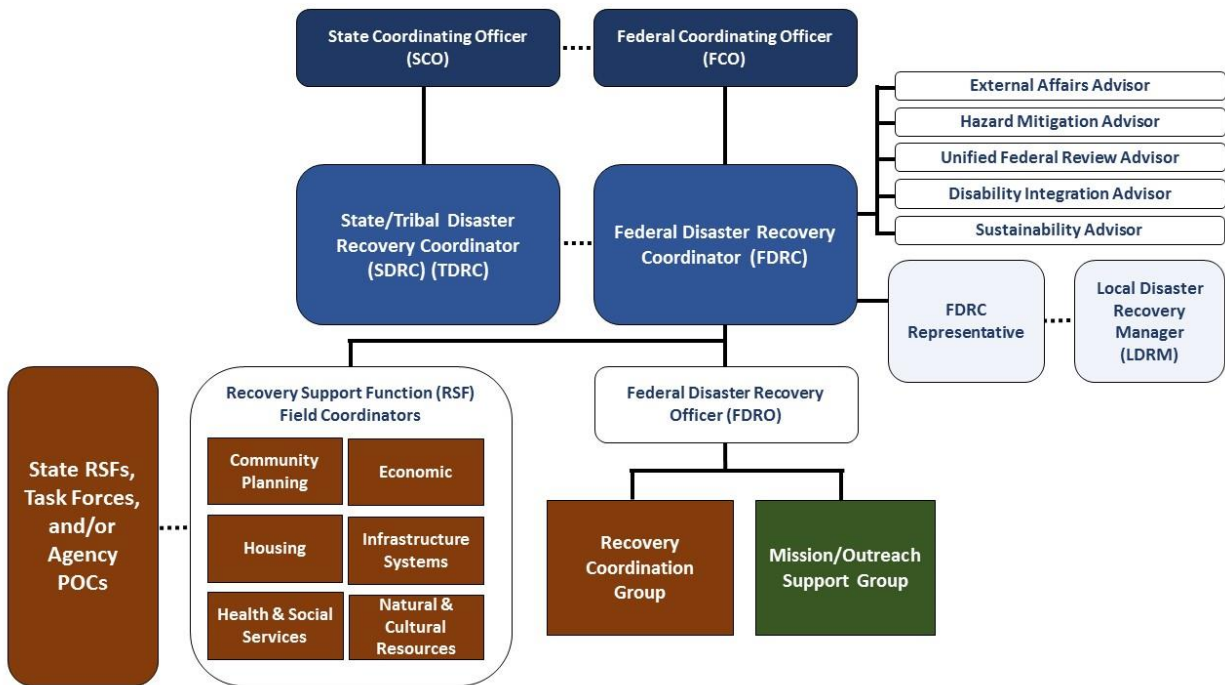
Once the FDRC is activated, the level of support needed and the length of any deployment will vary depending on the scale and scope of disaster impacts and an ongoing assessment of the current capacity of impacted communities to recover. The FDRC may activate all the RSFs in the event of a large-scale or catastrophic incident, or may activate select RSFs when significant impacts to particular sectors of the community are reported. RSF activation will be based on an initial assessment of needs and in consultation with RSF coordinating and primary agencies.

When DOC receives the activation request from the FEMA FDRC, it delegates to EDA the responsibility to carry out the steps necessary to activate and deploy resources to the Economic RSF. This entails the designation of a Field Coordinator who is responsible for the leadership and coordination of federal recovery efforts related to their relevant core capability. The Field

Coordinator is usually deployed and additional staff support may be deployed or remotely engaged to support the specific RSF mission.

The FDRC may also deploy advisors (Mitigation Advisor, External Affairs (EA) Advisor, Disability Integration Advisor, Unified Federal Review (UFR) Advisor) to support opportunities or address challenges that cut across multiple RSFs and federal agencies. Refer to Section III for further detail on these roles.

Figure 1: IRC Structure



Is the Same Disaster Recovery Approach Used in Every Disaster?

Every disaster is different. Depending on the scale and complexity of the disaster, FEMA may modify its approach to disaster recovery. **For context, a small-scale disaster could be equivalent to the Oklahoma tornadoes of 2013; a large-scale disaster could be equivalent to the Colorado flooding of 2013; and a catastrophic disaster could be equivalent to Hurricane Katrina, which struck New Orleans and the surrounding area in 2005.**

Hurricane Maria, which struck Puerto Rico in September 2017, is a good example to further illustrate FEMA’s adaptive approach to disaster recovery. The widespread severity of the disaster impacts, and the complexity and cost of the recovery, required a rethinking of the standard RSF model. FEMA chose to augment the typical six RSFs with several FEMA-led sectors. For example, the IS RSF was parsed into five different sectors: water, energy, transportation, communications/IT, and public buildings. The sector structure enabled heightened focus on specific challenges. As an example, the communications/IT sector and the IS RSF worked to bring the Commonwealth together with federal partners and the private sector to repair

the emergency communications response system collaboratively. The hurricanes in Puerto Rico were the first time that FEMA employed a large-scale sector-based approach. Lessons are being learned to incorporate into operational procedures that will be refined and implemented for disaster recovery moving forward.

The Economic RSF

The RSF model is anchored in the need for strong collaboration across federal, and SLTT organizations. Maintaining active flows of information and communication between agencies enables the identification of recovery needs and the subsequent resolution by a potential resource provider during disaster recovery.

Economic RSF Core Agencies and Roles

EDA – Economic RSF Coordinating Agency

EDA serves as the Coordinating Agency for the Economic RSF on behalf of DOC. EDA provides leadership, coordination, and oversight for primary and supporting agencies that share a role in the provision of grants, loans, trainings, and other economic recovery assistance in disaster-impacted communities and regions. EDA facilitates the timely and effective delivery of federal economic development assistance to support long-term community economic recovery planning, project implementation, redevelopment, and resiliency.

National Coordinator

The Economic RSF National Coordinator is a pivotal member of the Economic RSF team, and is provided by EDA as the Economic RSF Coordinating Agency. The National Coordinator is responsible for coordinating the steady-state and disaster assistance roles of the RSF, and coordinating the overall efforts of primary and supporting agencies in support of the impacted community. The National Coordinator will be your primary point of contact while you are deployed as Field Coordinator. The National Coordinator will provide training, templates for deliverable documents, and other guidance to you before and after you deploy to the JFO. Set aside time to communicate with your National Coordinator on a regular basis, and turn to this individual with concerns, questions, or resource needs.

Examples of activities carried out by the National Coordinator include:

- Establishing mission assignment agreements with FEMA for economic recovery;
- Filling field deployment needs for economic recovery and supporting deployed staff;
- Liaising with other federal RSF agencies to engage resources and answer data requests;
- Maintaining communication regarding the Economic RSF's status and actions;
- Providing resources, background, talking points, and guidance for field teams; and
- Incorporating lessons learned from previous field operations for continuous improvement of rapid, effective economic recovery.

EDA Regional Director and Economic Development Representative (EDR)

When EDA HQ receives a request from FEMA to deploy to a local disaster to coordinate economic recovery activities, the National Coordinator will first turn to the EDA regional office serving the disaster-impacted area for assistance. During a long or especially complex mission

assignment, EDA may draw on staff from other EDA regional offices, EDA HQ, or other DOC bureaus to serve as Field Coordinators for the Economic RSF. Regardless of where the Economic RSF Field Coordinator is drawn from, the regional directors and regional staff that normally serve the disaster-impacted area will continue to play an important role in supporting economic recovery work occurring at the local disaster site. The Regional Director and the regional EDR provide local knowledge, contacts, and insight on economic conditions and recovery issues that are required for effective long-term recovery and economic revitalization. These EDA staff will also be knowledgeable about past and current EDA investments made in the disaster area, and any new funding opportunities that may be available. Similarly, the regional or state liaisons from the primary and supporting partner agencies will be of great assistance in addressing recovery needs with a diversity of programs, funding opportunities, and technical assistance resources. The Field Coordinator should ensure s/he has contact information for these agencies. Representatives from each primary and supporting agency or organization will participate in regular one-on-one or group partner calls arranged either by the Field Coordinator or by the National Coordinator.

Economic RSF Agencies, Partners, and Stakeholders

There are six primary agencies in the Economic RSF, identified in the table below, that work to coordinate and facilitate the delivery of federal resources in the event of a disaster, and seven agencies that serve in a supporting role. Each federal partner agency named as a member of an RSF has an Action Officer (AO) that serves as the primary point of contact to other federal agencies and is the liaison to the RSFLG. During steady-state, AOs advise National Coordinators on policy, joint initiatives, and engagement of their agencies. During disaster recovery, these agencies are on-call to help deliver assistance, whether in the field or remotely.

Field Coordinator TIP!

Once your deployment is confirmed, it is recommended you work with your National Coordinator to **identify the operational contacts** you can reach out to for specific questions, information, and local support. Your National Coordinator may have organized regular meetings with AOs, which you may request to join, or form your own regular means for connecting with local and regional representatives of the Economic RSF partner agencies.

Table 2: Economic RSF Agencies and Roles

Coordinating	<ul style="list-style-type: none"> • DOC - EDA
Primary	<ul style="list-style-type: none"> • USDA • DHS <ul style="list-style-type: none"> • FEMA • United States Department of Labor (DOL) • United States Department of the Treasury • SBA
Supporting Agencies	<ul style="list-style-type: none"> • Corporation for National and Community Service (CNCS) • United States Department of Health and Human Services (HHS) • United States Department of Housing and Urban Development (HUD) • United States Department of the Interior (DOI) • United States Environmental Protection Agency (EPA) • General Services Administration (GSA) • United States Department of State (DOS)

Non-Federal Economic RSF Partners

The NDRF is based on the principle that disaster recovery is supported by federal partners, managed by the state, and implemented locally. Therefore, it’s imperative that the Economic RSF Team and its federal partners engage and coordinate with public and private sector organizations to develop and support recovery strategies. Creating successful connections and alliances will help drive a coordinated recovery strategy that addresses specific recovery needs for the SLTT government(s) and coordinate recovery efforts that optimize skills, resources, local knowledge, and capacity for recovery.

Non-federal partners include SLTT governmental partners, nongovernmental organizations (NGOs), and private sector entities. Non-federal entities are critical partners in disaster recovery and include specific associations and organizations with missions associated with the Economic RSF. Many of these groups will continue to work in the disaster-impacted area long after the federal agencies are packed and gone. Important alliances and partnerships include:

- SLTT Governments
- Economic Development Organizations
- Workforce Development Organizations

- Chambers of Commerce
- Regional Planning Commissions or Councils of Government
- Economic Development Districts (EDDs)
- Development Authorities
- Colleges and Universities
- Utilities
- Financial Institutions
- State Insurance Agencies
- State Taxation and Revenue Agencies
- Elected Officials
- Community Development Organizations (CDOs)
- Planning Organizations
- Critical Infrastructure Owners/Operators

The Role of the Economic RSF Field Coordinator

As Field Coordinator, you are the designated leader that coordinates, facilitates, and implements the mission of the Economic RSF in support of the recovery effort. You will engage federal, SLTT, private, and non-profit partners to help develop and implement recovery strategies with planning and coordination efforts. You will also serve as the primary point of contact at the JFO for communicating the status of these planning and coordination activities under the Economic RSF to JFO leadership and the National Coordinator.

Field Coordinator TIP!

Reassignment of your duties while deployed.

Your deployment must be approved by your supervisor and the Regional Director or other appropriate department chief. While you will maintain your direct reporting requirement, while deployed you will also report to the National Coordinator regarding all matters related to the activities of the Economic RSF. In light of the intense demand of a Field Coordinator's duties, it is advised that your steady-state supervisor re-assign all of your regular duties to other staff while you are deployed.

In the event that you feel you are being asked to do 'double-duty' at the JFO and your home office, you should feel empowered to have a frank conversation with your supervisor about your workload and your need to have your home office duties covered by others. Upon your return to your home agency, you are entitled to a thorough briefing and re-introduction to the work currently in progress, and your role going forward.

As the Field Coordinator, you will be expected to wear many hats. You will be responsible for identifying and reporting the ways in which each of the RSF partner agencies are engaged in recovering the economies of the disaster-impacted areas. You will also be expected to identify

specific funding and technical assistance each partner agency might contribute to projects and other recovery activities planned in the affected communities, as well as facilitating efficient and effective integration of multiple resource streams in support of projects and activities. You will be expected to serve as the primary federal government liaison to SLTT governments, academic institutions, and business and nonprofit organizations for economic recovery. You will also be responsible for coordinating the development of all deliverables for the Economic RSF, including, but not limited to, the Mission Scoping Assessment (MSA) and Recovery Support Strategy (RSS), which are discussed in Section V.

If the mission warrants a larger staff, the Field Coordinator may also be responsible for directing the work of a Deputy Field Coordinator, contract support staff, and potentially other individuals assigned to the Economic RSF in the field, such as FEMA local hires.

Field Coordinator TIP!

To facilitate your multi-faceted coordination roles, you should:

- Become familiar with existing planning documents and economic data on the impacted area in order to be able to assess pre-existing economic conditions, industry trends, challenges, and opportunities.
- Capture and apply available federal preliminary damage assessments (PDAs).
- Ask local partners for economic plans and data sources that can inform the MSA.
- Develop an engagement strategy for public and private sector partners for the development and implementation of the RSS.
- Facilitate regular meetings with federal and SLTT partners to identify recovery roles and resources and identify partners that can deliver funding and technical assistance for recovery projects.
- Request the RSF staffing roster or “Communications Plan” from the FDRC (names and contact information for all relevant RSF staff in the field).
- Request from the National Coordinator a list of contacts and AOs for each primary and supporting agency in the Economic RSF.
- Assemble a contact list for SLTT public sector partner agencies/organizations essential for collaboration and the development and implementation of the RSS.

While on duty at the JFO, the Field Coordinator reports to the following individuals:

- The Economic RSF National Coordinator
- The Home Agency Supervisor(s) – typically from EDA
- Agency Executive Leadership (i.e. Regional Director or Secretary)
- The FDRC

Field Coordinator TIP!

Pre-Deployment

Economic RSF coordination begins before the Field Coordinator arrives on site at the JFO. The National Coordinator will work to ensure the Field Coordinator is looped in early to the existing communications network at the JFO, and any other relevant communications channels related to the disaster. The EDA National Coordinator will request this of the FDRC, and FEMA Mission Support will also be able to assist in securing such information. Among the reports, assessments, and background information that will be helpful to the Field Coordinator prior to and in the early stages of deployment include:

- The AE Report produced by FEMA in the days immediately following the disaster (refer to Section IV for more information);
- All reports submitted by the FEMA EA Private Sector team, from on-site meetings with economic developers, chambers of commerce, academic institutions and other public and private sector partners essential to the execution of the Economic RSF's mission (refer to the next section for more information on the Private Sector Team);
- Daily Situation Reports produced by FEMA to receive on-site at the JFO;
- Daily Media Monitoring reports and other reports outlining the disaster impact distributed by FEMA EA to receive at the JFO; and
- Impact assessments developed by the ESFs operating at the JFO.

As the Field Coordinator, you will be on temporary assignment to the disaster recovery mission. As with other kinds of details, this means you will have multiple reporting responsibilities. Be sure to discuss these reporting responsibilities with your supervisor and the National Coordinator before you deploy to the field so that you are clear and comfortable with these different lines of reporting.

Unless otherwise determined by your home office, you will continue to be under the supervision of your current supervisor, with whom you will continue to interact for the purposes of requesting and approving your time and attendance, travel authorizations and vouchers, performance review and other routine requirements. As the Field Coordinator deployed by DOC, you will be expected to maintain regular communication with the National Coordinator regarding all activities related to carrying out the mission of the Economic RSF. This is likely to include weekly written reports and/or weekly or bi-weekly phone calls. You may also be deployed in a region of the country that is outside the region you regularly serve. In such a case, you may also be asked to communicate your activities to the EDA Regional Director that serves the impacted region. As the representative of the Economic RSF in the JFO, you will also be responsible for following the schedule of meetings, reports, and other deliverables required for the mission by

the FDRC. It is advised that you find ways to meet these expectations in the most efficient manner, such as using one report for both the EDA regional and HQ offices.

Field Coordinators are expected to participate in regularly scheduled one-on-one and RSF Field Coordinator meetings with the FDRC to identify and address challenges and opportunities in carrying out your missions. This may include daily or weekly meetings. While most questions and challenges you have will likely be addressed by the FDRC, you should elevate any that are not to the National Coordinator for resolution.

Field Coordinator TIP!

Deployment Toolkit

The Field Coordinator must complete several administrative steps to assure they will have the necessary equipment, required documentation, administrative support at the home office, and other essential items to successfully execute the mission of the Economic RSF. The deployment toolkit should include:

- Federal ID. This will be required to enter the JFO, which is a FEMA facility.
- Laptop computer with essential agency documents saved on the laptop, such as procedures and protocols, templates, and this Manual.
- Home office IT help desk contact.
- A cell phone. Confirm if your cell phone can be used as a hotspot for WiFi capability.
- Teleconference number to be used for coordination calls with partners and stakeholder organizations.
- Travel Card for charging expenses. Ensure that your card has a sufficient credit limit to accommodate long-term deployments, if relevant.
- Secured lodging, rental car, travel authorization, and travel voucher submission process. Your National Coordinator and/or federal staff currently deployed at the JFO will be able to make recommendations on accommodations.
- A communications protocol that will be followed to maintain regular communications and share critical information with the National Coordinator and the federal partner AOs.

Please make sure to consult your employing agency, whether EDA or other, for all administrative requirements such as timesheets, charge codes, reimbursement procedures, etc. Also ensure that security settings, passwords and related requirements for your agency-issued equipment are up to date, and that you know how to change or update passwords and access other network information while you are deployed.

Economic RSF Field Team

As the Field Coordinator, you will work with a team of individuals to carry out the mission of post-disaster economic recovery. The team may consist of other federal agency (OFA) personnel as well as contractors. Please refer to Appendix B for more detail on the Economic RSF Primary and Supporting Agencies.

In an ideal situation, the team would consist of program specialists from the regional/district offices that serve the declared SLTT jurisdiction in the roles/positions described below. Not all these individuals listed below will be deployed in every disaster situation, but you should feel empowered to draw on the expertise of a colleague who is not on-site at the JFO via their respective regional or HQ office.

Field Coordinator TIP!

The Economic RSF is the **only RSF that does not have a corresponding ESF**. ESFs provide the structure for coordinating federal interagency support immediately following a disaster declaration (e.g. the ‘response’ stage of a disaster). It is therefore incredibly important that you receive a thorough briefing from the FEMA Private Sector Unit about the emergency response activities that have occurred during the response stage, before the Economic RSF was activated. Please ensure you receive this from the FDRC and/or the lead for FEMA Private Sector work.

In the event that you encounter issues in securing assistance from partner agencies, you should raise the issue first with the National Coordinator who may help you in securing resources and assistance.

1. Field Coordinator (typically an EDA or DOC staff member)

The Field Coordinator is typically field-based because of the continual need to engage other federal and regional officials in the work of the RSF.

2. Economic RSF Deputy Field Coordinator

In a large or catastrophic disaster, a Deputy Field Coordinator may be appointed to assist with coordinating, facilitating, and implementing the mission of the Economic RSF in support of the recovery effort.

3. Additional SMEs

The Field Coordinator may draw on the expertise of other DOC SMEs or program managers as appropriate to the disaster situation. Examples include the Bureau of Economic Analysis (impact assessment); National Oceanic and Atmospheric Administration (NOAA) (fisheries declarations); or International Trade Administration (exports, tourism assets). These individuals may be available from their HQ or regional

office and/or you may request that they be assigned to serve on-site at the JFO. Note: other DOC bureau SMEs may be assigned to serve for the Economic RSF and/or may already be on-site serving other RSFs. For example, NOAA may already be on site serving the NCR RSF.

4. Contract Staff

When assembling the Economic RSF team, the National Coordinator may also request additional staffing be added to the FEMA mission assignment by means of contract support. Contractors are vetted and hired by EDA HQ, following the agency's contracting procedures. EDA HQ will establish a scope of work for the contractor. Typically, the contractor provides expertise to develop the MSA and develop and implement the strategies included in the federal RSS. Contractors report to the Field Coordinator, and support the Field Coordinator and economic recovery team in meeting its obligations, and may be based in the field and/or work remotely.

5. FEMA – Recovery Coordination Group (RCG) Liaison

The FEMA RCG Liaison is a FEMA employee based at the JFO and is managed by the FDRC. The RCG Liaison provides a range of support as the first point of contact with the Interagency Coordination Group and the FDRC support team. The liaison assists with logistics support, FEMA reporting requirements, and serves as a point of contact for the Field Coordinator to communicate with other FEMA sections (e.g., Public Assistance (PA), Individual Assistance (IA)).

6. FEMA – Private Sector Unit

As part of ESF 15: External Affairs, the Private Sector Unit is on the ground as part of disaster response to assess impacts to businesses, the workforce, academic institutions, etc. The Private Sector Unit can provide contacts for economic and workforce development organizations, industry groups, chambers of commerce, other business support organizations, and organizations that can provide impact and needs assessments as well as resources for economic recovery.

7. DOL Employment and Training Administration (ETA)

ETA provides resources to SLTT governments to support workforce training, employment, labor market information, and income maintenance services. ETA administers federal government job training and worker dislocation programs, federal grants to states for public employment service programs, and unemployment insurance benefits. ETA is a primary partner agency (which may be HQ- or regionally-based), and its services are primarily provided through state and local workforce development systems.

8. SBA

SBA is a primary partner agency with 68 district offices representing every U.S. state and territory. District offices coordinate programs providing access to capital, contracting

opportunities, and business counseling and technical assistance. When a disaster is declared, additional resources deploy within days to provide direct assistance to affected businesses and individuals. The agency provides loans for homeowners and businesses to repair direct, physical damage. Loans also offset economic injury to businesses that may occur from a loss of customers, supply chain interruptions, and other indirect impacts of the disaster. SBA can play a pivotal role as the Economic RSF liaison to banks and other lenders and can link the RSF to Small Business Development Centers and other business advisory services that can support local business recovery and assistance.

9. U.S. Department of the Treasury

As a primary partner agency, the U.S. Department of the Treasury provides technical and financial assistance. The department provides a link to the Internal Revenue Service (IRS), lending regulatory entities such as the Federal Deposit Insurance Corporation (FDIC), and the Office of the Comptroller of the Currency, which are in close collaboration with the regional Federal Reserve Banks. The department's partners can assist with economic assessment and analysis, support the recovery of, or expansion of, capital resources, and encourage private investment in rebuilding and other recovery initiatives.

10. USDA

USDA is a multifaceted agency that can support the recovery of public infrastructure and community facilities, private agriculture industry assets, and offer rural economic development and business assistance programs. It has a broad reach and direct connection to each state and territory, in addition to connections to academic institutions and other partners at a local level. The department can ground-truth local impact assessments and offer trusted sources to conduct outreach to local businesses and others partners in the impacted communities.

11. HUD – Community Planning and Development

HUD is a supporting organization of the Economic RSF. HUD is the coordinating agency for all housing recovery initiatives, and also provides funding for community and economic recovery through the Community Development Block Grant (CDBG) and Community Development Block Grant – Disaster Recovery (CDBG-DR), which is often appropriated for major disaster events. CDBG-DR funds are awarded to an SLTT governments and can be used for required non-federal matching funds. HUD is the coordinating agency for the Housing RSF and its Field Coordinator will be a housing specialist from HUD. However, the most appropriate HUD liaison to the Economic RSF is a community development specialist from HUD. You should work with the Housing RSF to connect with the community/economic development program manager within the relevant HUD regional office or HQ, depending on which officers will be managing CDBG-DR funds.

12. SLTT representatives that work with economic development agencies, workforce agencies or other designated business/economic support organizations.

You should request a representative(s) be embedded within the Economic RSF or serve on-site at the JFO as part of the SLTT recovery team. However, typically, these SLTT agencies will not be staffed at the JFO but engaged virtually, and regularly, by the Economic RSF. Don't expect the local organizations to know the NDRF structure or the mission and support offered by the Economic RSF team. It's recommended that you provide a briefing for the SLTT leadership on the NDRF and the role of the Economic RSF as early as possible after deployment, and to collaborate closely with economic development, workforce development, and other partners essential to economic recovery throughout the Economic RSF mission.

Field Coordinator TIP!

If you are new to the role of **managing a team**, plan to spend some time at the beginning of your deployment to become acquainted with the other deployed staff and contractors. Understanding their experience and skills will help you to develop a clear division of labor that will allow each member of your team to function most effectively during this assignment. In the field, you may identify key areas of research, information, reports, and other support that can be delegated to the contractors. For example, the Field Coordinator might ask the Deputy Field Coordinator or a staff member to take the lead on preparing progress reports or collecting data to complete the MSA. The Field Coordinator may ask a contractor to assemble reports or case studies of disaster recovery approaches to a specific issue that have been successfully implemented in another community. Contractors can also be asked to cover meetings that the Field Coordinator is unable to attend in person. There are limitations to what contractors can be asked to do, however, so make sure you consult with your National Coordinator and the FDRC.

Where Does the Field Team Work?

Getting Oriented to the JFO

The JFO is a unique work environment. It may be loud, crowded, and buzzing with staff conducting ad hoc meetings and moving about from one section to another. You will likely be introduced to many new faces with unfamiliar titles and roles. Take time to introduce yourself, ask questions, refer back to the organization chart and contact list to stay oriented, and maintain flexibility and patience as you settle into the rhythm of the field environment.

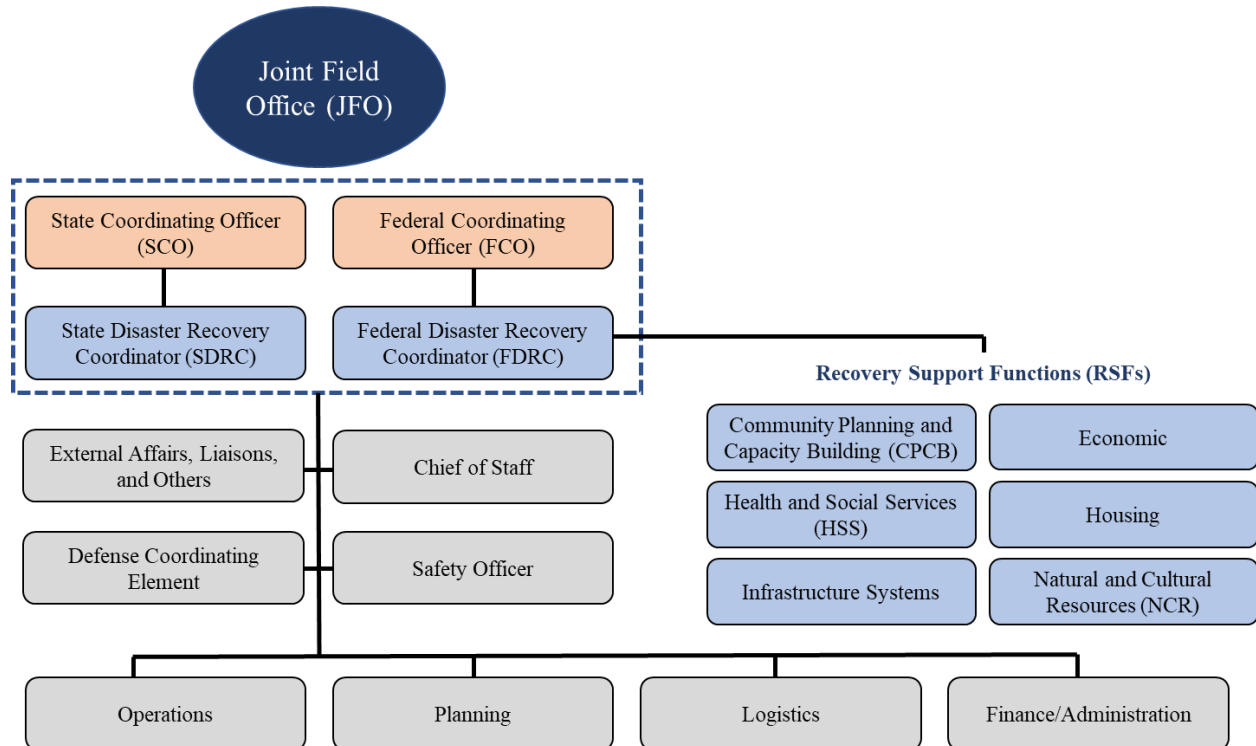
The physical address and directions to the JFO will be provided to you by the National Coordinator before you deploy. JFOs are typically established in facilities that offer large square footage to house hundreds or even thousands of staff, including vacant retail space, unoccupied office buildings, strip malls, or industrial parks. Your work space is likely to be an open office environment that offers little, if any, space for private meetings or telephone calls or even desk space. Depending on the nature of the disaster and stage of local recovery, there may be concerns regarding the availability of water, power, or communications and protocols to ensure everyone's personal safety and security. When you arrive at the JFO, be sure to ask the FDRC or his/her staff about operational or security information you will need to be aware of while working at the JFO location.

Mission Support staff will do the following:

1. Provide introductions to the FDRC, FDRO, and Recovery Coordination Specialist assigned to support the RSF;
2. Obtain information on each staff member's lodging, rental car, phone, email, and emergency contact information for IRC records, and add them to the IRC email distribution list;
3. Provide the FEMA Employee Check-In Form;
4. Provide introductions to the staff from the Accountable Property Office (APO), Human Resources (HR), Travel, and Information Technology (IT); show the locations of restrooms, designated shelter-in-place areas, entrances, and parking areas;
5. Escort staff to Security, if badging is required;
6. Provide a copy of the Accident Report Form for your rental vehicle;
7. Take staff to IT for issuance of your equipment, if required;
8. Take staff to APO for any additional supplies needed;
9. Show staff workstation location;
10. Assist staff with establishing a Max.gov and MAX-TRAX account;
11. Provide copies of or links to the Advance Evaluation (AE), MSA, or RSS, contingent upon the stage of the mission; and
12. Provide a copy of the current staffing and call-down list, with an explanation of how it is performed.

Shortly after your arrival at the JFO, you will receive an orientation from FEMA that includes an introduction to the FDRC, Federal Disaster Recovery Officer (FDRO), other RSF Field Coordinators and staff, FEMA Mission Support staff, and advisors on site. If this does not occur, please request this orientation from FEMA. You should also ask the FEMA teams to brief you on their current activities, observations of economic impact, and local partners they have engaged that may be essential to the Economic RSF mission.

Figure 2: JFO Structure



Organizational and Coordinating Structure at the JFO

Leadership at the JFO

The FCO

The FCO is the senior federal official specifically designated for response to and recovery from emergencies and major disasters. The FCO executes Stafford Act authorities, including the commitment of FEMA resources and the issuance of mission assignments to other federal departments or agencies. The FCO is the primary federal representative for Stafford Act events with whom the State/Tribal/Territorial Coordinating Officer (SCO/TCO) and other SLTT response officials interface to determine the most urgent needs and set objectives for an effective response.

State/Tribe/Territory

The State/Tribe/Territory also appoints a Coordinating Officer (SCO or TCO) with whom the FCO will interact to set objectives for effective disaster recovery activities. The SCO or TCO will direct activities for State/Tribal/Territorial departments and agencies.

The FDRC

The FDRC sits under the FCO. The FDRC is responsible for successful execution of the Operational Coordination Recovery core capability, ensuring that the disaster operation and all involved federal partners effectively support SLTT recovery through coordination and communication processes that facilitate effective information sharing and a joint RSS. The FDRC works closely with SLTT recovery leadership to coordinate interagency support throughout the disaster recovery operation. The FDRC is the lead for the IRC team, which includes all of the RSFs. As Field Coordinator, you will need to be responsive to the FDRC on a daily basis for general RSF direction, ongoing feedback, and recovery process guidance regarding RSF activities.

In a large or catastrophic disaster, a Deputy FDRC may be appointed by the FDRC to assist with the management of the recovery operation or to provide targeted support when an operational objective requires the singular attention of an FDRC.

The FDRO

The FDRO is the FDRC's chief operations officer, responsible for ensuring the successful execution of the operational coordination objective. The FDRO plays a management role that complements the FDRC's leadership role, and will work closely with federal recovery partners to ensure their understanding and execution of their roles and responsibilities during recovery operations. The FDRO may be required to represent the FDRC if the situation warrants.

Field Coordinator TIP!

Communication is paramount at the JFO. Consult with other Field Coordinators as you **develop your outreach plan**. For example, if you plan to meet with a regional stakeholder or local government official to discuss infrastructure needs related to an economic development project, you may want to invite the IS RSF Field Coordinator to attend the meeting.

As you develop and implement your outreach and engagement plan for the Economic RSF, you should consult FEMA leadership at the JFO about any protocols regarding external stakeholder engagement. For example, in some JFOs, FEMA would like to be advised on any meetings the RSFs are having with SLTT elected officials.

Advisors

Special advisors are resources available in the JFO on a case-by-case basis. Examples of Advisors that may be deployed include Mitigation, Sustainability, and Environmental and Historic Preservation (EHP). They generally sit in the same work area in the JFO as the deployed RSF staff to increase their accessibility to Field Coordinators. Economic RSF Field Coordinators may invite these special advisors to meetings with stakeholders or call on them for other advice or assistance related to their specialty area.

Key Advisor roles are described in more detail below.

The mission of the **Mitigation Advisor** is to explore, inform, and facilitate mitigation opportunities across RSFs, in support of community recovery, and to create a dynamic environment that encourages innovation and integrates mitigation into the whole community recovery. The Mitigation Advisor works with the various SLTT agencies, federal partners, and RSFs during steady-state to build a robust collaborative environment and gather regional knowledge of mitigation opportunities. The Mitigation Advisor's steady-state work contributes to the integration of partners and stakeholders working toward strategic changes for long-term recovery following a disaster event. Deployed upon appointment of the FDRC, the Mitigation Advisor gathers initial impact information, suggests opportunities for mitigation efforts to the FDRC, and advises the FDRC on the regional context of the disaster as it relates to risk reduction and community resiliency.

The **EHP/UFR Advisors** are responsible for identifying opportunities for coordination among RSFs related to environmental or historical preservation. They will work closely with the RSFs, SLTT governments, and federal agencies. The UFR Advisor provides expertise for the implementation of the UFR process and determines the specific tools and mechanisms required to further EHP compliance for the specific disaster event.

The **EA Advisor** is appointed to provide recovery-related information to affected audiences, like the private sector, the local population, the media, and SLTT governments.

The **Sustainability Advisor** will advise the FDRC, RSFs, and federal and SLTT partners on sustainable communities, climate change adaptation, green and energy efficient growth, materials and products for recovery planning, development, and construction.

The **Office of Disability Integration and Coordination** leads FEMA's commitment to achieving whole community emergency management, inclusive of individuals with access and functional needs such as those with disabilities, by providing guidance, tools, methods and strategies to establish equal physical, program, and effective communication access.

Relationships at the JFO

Relationship Between the FDRC and the Economic RSF Field Coordinator

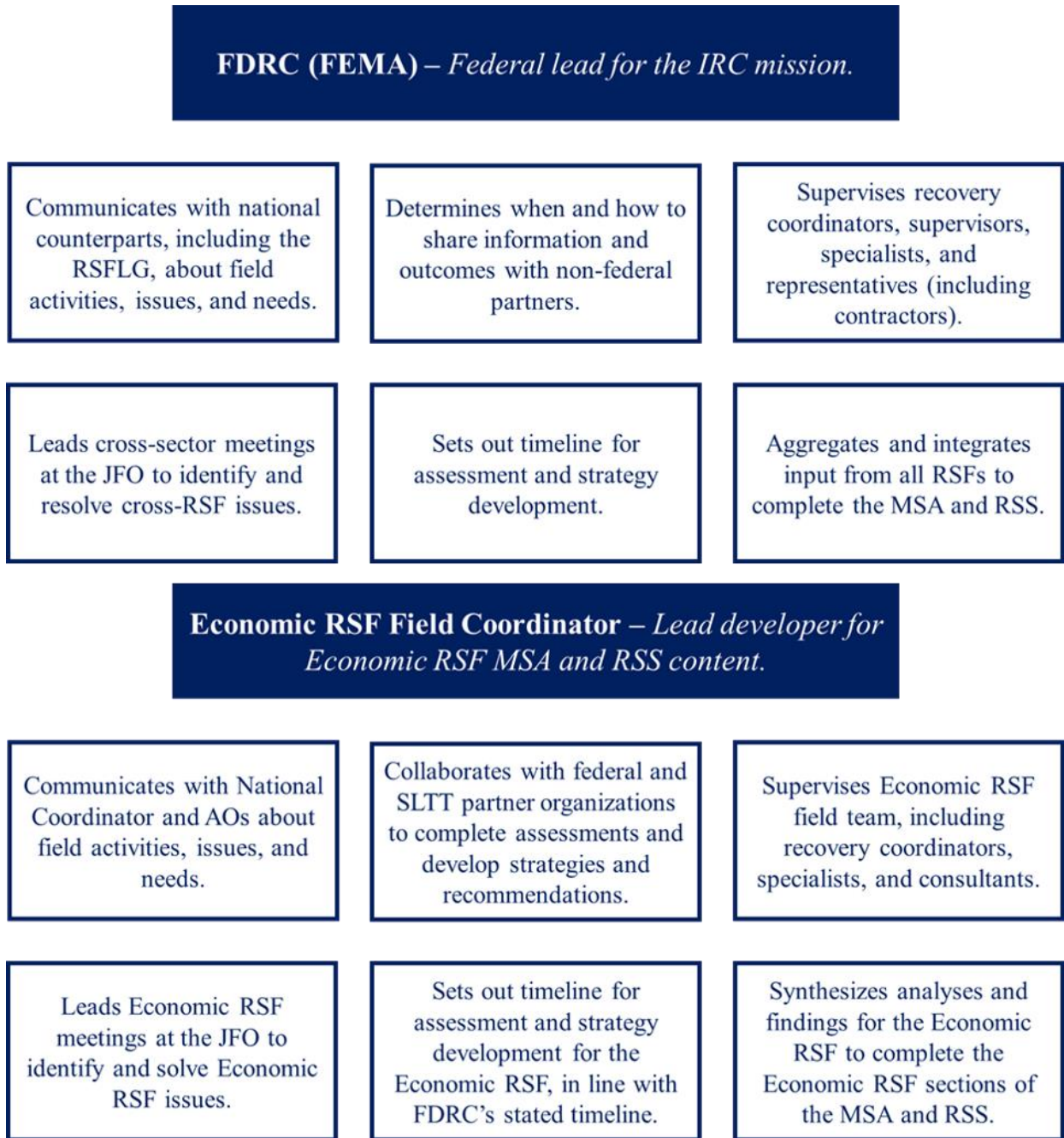
The FDRC acts as the conductor of all operations at the JFO, while the Economic RSF Field Coordinator coordinates the more specific work of the Economic RSF. The diagram below

shows a sample of the roles and responsibilities of the FDRC and Economic RSF Field Coordinator at the JFO.

Field Coordinator TIP!

For any conflicts or tensions that arise within the Economic RSF team, with contractors, or with FEMA employees, it is recommended you first consult the National Coordinator for advice.

Figure 3: FDRC and Field Coordinator Comparison



Relationship Between the Economic RSF and the Other RSFs at the JFO

Given that many issues related to infrastructure, health, housing, community planning and capacity building, and natural resources also impact an area's economy, the Economic RSF should anticipate working closely to coordinate activities with the other RSFs. For example, a healthy economy depends on the repair and recovery of infrastructure such as damaged roads, ports, utilities, and other critical facilities (IS RSF). A disaster may have damaged natural assets such as forests or beaches (NCR RSF) that are critical for commercial industry or tourism economies. The event may have disrupted health care systems (HSS RSF), and may present a need to support dislocated health workers. Damaged housing (Housing RSF) can create a need for more construction training facilities, programs, and business assistance services to assist local contractors in preparing for new opportunities.

Likewise, local organizations may pursue financial or technical assistance to support large projects such as damaged airports, universities, or utility systems from multiple federal agencies such as FEMA, USDA, EDA, the United States Department of Transportation (DOT), the Federal Aviation Administration (FAA), the United States Department of Energy (DOE), and others that cross over several RSFs. Such projects are likely to require an interagency review to guard against duplication of federal funding, and/or to coordinate environmental and other federal reviews. As the Economic RSF Field Coordinator, you will benefit from discussing such projects with the UFR Advisor, Hazard Mitigation Advisor, Sustainability Advisor and/or other cross-cutting positions that may be part of the IRC team.

For these reasons, it is vitally important that the work of the Economic RSF is coordinated with the activities of the other RSFs. To determine which other RSFs or federal advisors may be beneficial to engage, one good method is to inform RSF colleagues about projects that you may be working on during routine IRC coordination meetings or, if urgent, by informing the FDRC or his/her designee about the opportunity to coordinate resources across sectors. In some JFOs, it may be effective to form working groups around large-scale projects or issues where multiple RSFs can meet daily or weekly at the JFO to report on activities and update each other on relevant progress. If these kinds of coordination meetings and routines have not been established, the Field Coordinator can initiate such working groups, or develop another means for regular consultation with other RSFs on projects that cut across multiple RSFs.

It is important to note an agency may lead one RSF and also play a supporting role in a second RSF. You may meet agency officials at the JFO who are supporting one of the RSFs, while their agency is also one of the supporting agencies for the Economic RSF. This individual may be able to put you in touch with colleagues from their agency or valuable resources that can help you in your mission of economic recovery.

Field Coordinators should have a basic understanding of FEMA programs, especially Public Assistance, and the most commonly applied programs from other agencies that directly support steady-state economic, business, or workforce development in communities and programs designed especially to address disaster impacts and provide funding and technical assistance to accelerate recovery and integrate resilience in impacted communities. The Economic RSF should track the amount of funding, the geographic disbursement of the federal programs, and the

number of individuals or businesses that receive assistance to help tell the story of the economic impact and track the progress of recovery. Among the programs the Field Coordinator should track are the following:

- SBA’s Disaster Assistance Programs;
- USDA’s Disaster Assistance Programs;
- DOL’s Dislocated Worker Grant; and
- FEMA’s Disaster Unemployment Program.

BLUETide Initiative Example

The BLUETide Initiative is a programmatic approach to leverage Puerto Rico’s ocean economy and also enhance its resilience. Although funding is required to jumpstart BLUETide, it can endure, as no additional incentives are needed to leverage Puerto Rico’s ocean assets. (For background purposes, a great deal of Puerto Rico’s modern economic history has been dictated by a series of federal incentives that have come and gone over the years.) BLUETide has been praised by FEMA leadership as a good example of a cross-sector approach to recovery.

Field Coordinator TIP!

Terms You'll Encounter in the JFO

Activation: When a federal agency is asked to provide support to an actual or potential disaster incident from their primary work location (i.e., participate in information sharing teleconferences, video teleconferences, and email communication).

Deployment: When a Federal agency recovery asset is asked to mobilize to the field (in most cases a JFO) to provide support to an actual or potential disaster incident in support of an FDRC-RSF operation.

Rotation: Occasionally, staff assigned to a disaster recovery mission may leave for short periods of time, which are called “rotations.” Generally, this indicates staff will be returning to their recovery role after this break, but may not be available for a specified period of time.

Demobilize: This indicates a staff person’s assignment to the field is ending. When you hear this term, be sure to ask who the new staff person is that will be arriving to carry on the recovery tasks, such as a new person who may be taking over as Hazard Mitigation Advisor or Field Coordinator for a particular RSF. Anticipate staff changes, and be ready to quickly bring new colleagues up to speed so you can continue collaborations on key initiatives.

Call Down: On a disaster recovery mission, the safety and security of the federal team members is always a priority. There may be occasions when FEMA needs to reach all of the deployed staff quickly to impart information about inclement weather, logistics, or other changing situations. A contact list will be generated, and individuals will be assigned responsibility to “call down” to the people listed below their name until all members of the mission are contacted. Be sure to keep your contact information up to date so you can be reached in the event of a “call down.”

Stand-Up: These are generally quick meetings held frequently to ensure all members of the mission are informed about upcoming events, meetings, and other information. These meetings may be “all hands,” meaning all staff are expected to be present, or they may be for a smaller set of staff. Don’t hesitate to ask which meetings you are expected to attend on a daily, weekly, or other basis.

What Types of Reports Will a Field Coordinator Need to Complete?

As the Field Coordinator, you will be expected to contribute to or generate standalone reports on a consistent basis. Updates are an important part of tracking recovery, and a useful tool in managing funds, contractors, and other metrics that, when compiled, provide a more complete picture of how recovery is progressing.

FEMA-specific reports are likely to be managed or overseen by the FDRC. Part of your onboarding at the JFO with the FDRC should include the types and frequency of reports, templates, and general expectations around reporting.

In addition to reports FEMA may request, the Economic RSF will also likely be requested to submit a weekly report to the National Coordinator and the regional director at EDA. In some very high-profile disasters, updates may be requested by agency senior leadership, even on a daily basis, which likely would transition to weekly. See Appendix C for a reporting template. For information on other Economic RSF deliverables, please refer to Section V.

Accessing and Sharing Documents at the JFO

Once settled into the JFO, you will need to become familiar with the programs and tools used to track, monitor, and oversee progress on the recovery efforts. Below is an overview of several systems you can expect to encounter. Before you deploy to the field, take time to establish a Max.gov account using your federal email address, and familiarize yourself with the basic functions of at least one other collaborative workspace tool, such as Microsoft Office's OneDrive and OneNote applications.

Note, however, that some of the systems used in the JFO for document sharing are accessible only by FEMA personnel, so RSF staff may need to discuss with the FDRC how best to provide updates and input from the Economic RSF to various JFO deliverables, such as the MSA, RSS, project lists, routine reports, and other information. You may refer to Section V for more information on tools, resources, and references.

Max.gov is an information platform that allows federal and non-federal partners to share information and resources. It is a resource at the national level as well as for individual disaster operations. The RSFLG IRC Dashboard, which is the specific Max.gov site used by IRC partners, was launched in September 2016 and has since been utilized in multiple disaster operations. The homepage has an interagency calendar and links to other parts of the site. Other pages include a national page for each RSF, pages for active and past disaster operations, and a document library with important records including AE Reports, MSA and RSS documents.

- To register for a MAX Account, click "Register Now" located on the [MAX Homepage](#).
- All new users must complete the [New User Registration Form](#).
- After you fill out the form you will receive an email containing the next steps in completing your registration.
- Once your registration is complete, you will receive an automated email confirming the creation of your MAX Account and instructions for creating your password.

- **Non-federal partners** need to be sponsored by the group administrator to register for an account.

MAX-TRAX is a collaborative, web-based platform for capturing recovery issues, strategies, and actions, and tracking workflows during disaster operations. This tool enables users to have greater visibility on recovery actions, to organize work, assign tasks, and track progress. When staff demobilize and new staff arrive, having recovery issues, strategies, and actions documented enables better continuity. This platform also features a knowledge base and reporting capabilities. The first step in accessing this platform is to have a Max.gov account. Once you have a Max.gov account, email traxsupport@max.gov to request access to MAX-TRAX.

MAX-TRAX -
<https://trax.max.gov>
Service Desk/Help Center -
<https://trax.max.gov/serviceDesk>
Email - traxsupport@max.gov

MAX-TRAX has a [Service Desk & Help Center](#) to assist all users with the following:

- Help - Get assistance for general MAX-TRAX problems and questions;
- Suggestions and Feedback - Submit your suggestions or feedback about MAX-TRAX to better meet your needs;
- Request Access - Request a new account to access a MAX-TRAX project; and
- Search the IRC knowledge base.

WebEOC: WebEOC is an extensive disaster management system for federal agency resources, operations, planning, and finance. It provides real-time information to authorized users by automating the paper processes already in place to effectively manage incident information. Permissions are customized by administrators and based on incidents and positions. Common functions include, but are not limited to, FEMA and OFA personnel and resource requests for response and recovery. FEMA is authorized by the Stafford Act to request OFA personnel and resources through Mission Assignments.

OFA personnel, including Field Coordinators, need to be familiar with WebEOC to manage the required period of performance (POP), funding, and SOW program deliverables. Upon expiration of required resources, additional requests may be made to extend POP or funding, as long as the SOW remains the same. Should the SOW have changes, a new mission assignment is required for consideration. Mission assignment extensions require an updated expenditures report and a new program cost burn rate along with the proposed POP dates.

Deployment Tracking System (DTS) Responder or DTS Deployer: DTS Responder is the staff-level information system for disaster responder staff to manage individual deployment information. The responder's profile information includes deployed position, disaster location, deployment order, training, lodging, daily accountability, and other information. DTS Deployer is the managing system for all responder staff and all disasters.

The **Geospatial & Data Analytics Cell (GDAC)** within the IRC compiles maps and data that are useful to the RSFs in their recovery efforts and generation of deliverables. FEMA's

Geographic Information Systems (GIS) specialists analyze data across disciplines and coordinate with data professionals in other federal agencies to capture pre-existing conditions and disaster impacts and inform post-disaster recovery. GDAC creates maps, charts, and reports, which may inform how recovery will be shaped, as well as describe the cumulative impacts of a disaster.

What Else Does the Field Coordinator Need to Know?

What are the Typical Hours for a Field Coordinator?

Field Coordinators are typically required to be present at the JFO full-time, but may work remotely intermittently. However, it is considered essential that the Field Coordinator be available, in person or through teleconference, to participate in all meetings called by the FDRC and in regular meetings with other RSFs to discuss cross-cutting recovery challenges and support initiatives. Under many circumstances, JFO staff work long hours, which may mean working 12-hour days, seven days a week in the initial weeks of launching the mission. Discuss the expectations with your supervisor before you deploy and determine how to request overtime pay, if applicable.

Required JFO Meetings

There are regular meetings at the JFO that require Economic RSF participation, including a daily or weekly stand-up meeting to allow the FDRC and RSF leads to share current activities and other critical information, and weekly one-on-one or group senior leadership briefings during which each RSF Field Coordinator is expected to share challenges or opportunities to support local partners with the FDRC.

Field Coordinators will also want to hold periodic meetings with the other RSFs to understand better their priorities and opportunities to collaborate on cross-cutting initiatives. The Economic RSF should also be represented at any public meetings or local partner planning meetings related to economic recovery, job retention and creation, and other discussion topics critical to economic recovery and resilience for the impacted region.

Field Coordinator TIP!

Please remember – if you would like **assistance from a federal agency** that you do not see at the JFO, or is assigned to another RSF, please alert your National Coordinator. The National Coordinator's job is to ensure you have the support and help you need to successfully carry out your mission, and can help secure assistance from other federal agencies that are considered support agencies for economic recovery. This includes other DOC Bureaus.

Self-Care at the JFO

JFOs are often noisy, bustling, chaotic organizations, especially early on in a large disaster. Added to this environment is your living situation: sometimes for a large disaster, there is a strain on the number and location of hotel rooms available, due to displaced residents and incoming disaster workers such as yourself. It will be easy to become wrapped up in the fast pace and long hours of disaster recovery at the JFO, so in order to stay healthy it is important that you look after yourself! The following tips and techniques are simple steps anyone needing to manage stress can incorporate into their busy schedules.

Take time for yourself: Having a calm, peaceful setting can help you relax and reset for the day ahead. Playing soft music or finding a comfortable place to rest is encouraged. Let people around you know you need time to yourself and ask not to be interrupted.

Relax and breathe: Mindful breathing is a way to help you relax and clear your mind. Breathing exercises can be done anywhere, anytime, and require no special equipment.

Writing, journaling, drawing: Whatever your preference is, putting your thoughts on paper can help clear your mind and help you de-stress.

Share with others: Sometimes, it can be helpful to share your thoughts, feelings, concerns, and questions with others. For some people, talking through issues is a form of stress relief in itself. It can help to know you aren't alone in your thoughts and feelings.

Acknowledge stress: After a traumatic event, physical or emotional reactions are common. Reactions may appear shortly after the event or some time later. Examples are fear, sadness, shock, confusion, oversensitivity, or anxiety. Behavioral changes might be withdrawal, loss of appetite, or emotional outbursts. Consider how you've been feeling or acting, and seek out professional assistance when necessary.

Identify your personal stress management techniques: Think about an extremely stressful situation from the past. What did you do that made you feel better? Some people like to sit on the beach, take a walk in the woods, go fishing, or sing. Others exercise, read, cook, or write. Find what works for you.

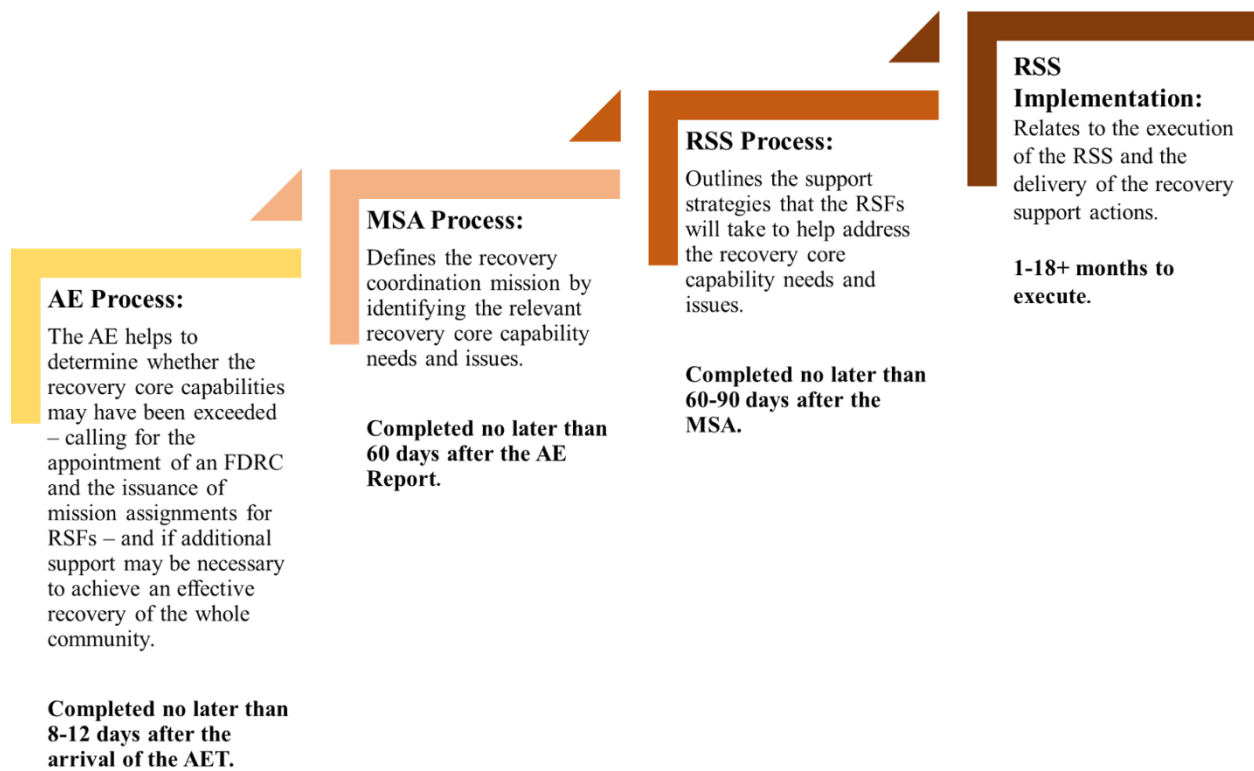
Attend to your physical well-being: Self-care when you aren't under stress can be just as important. General good health and a balanced lifestyle will help with personal resilience. Eat a well-balanced diet, exercise, drink plenty of water, and get enough sleep.

Key Economic RSF Objectives and Deliverables

The Economic RSF, as well as every other RSF, has three key operational activities. These are to produce a needs assessment, develop options to address recovery needs, and develop and help to implement a strategy to support recovery. These activities are captured in three deliverables: the MSA, the RSS, and the Implementation/Transition Plan.

If you arrive in the JFO and find that these processes have been renamed and modified to meet mission needs, do not hesitate to ask the FDRC for guidance in how best to map your responsibilities to the modified deliverables.

Figure 4: Operational Activities Timeline



MSA or Economic Impact Assessment

The MSA describes the pre-existing economic conditions of the area affected and assesses near-term impacts (within approximately the next two years) of the disaster event. The assessment is developed by gathering national and local data, primarily from data sources such as www.statsamerica.org, which provides comprehensive data on business and industry by county, and www.bls.gov, which provides quarterly labor and employment reports.

While the MSA should include all available quantitative data, it should also include the anecdotal and other information gathered through your collaboration with other federal and local partners. While the composition of the SLTT government, private sector, and non-profit partners

will vary from location to location, there are some suggested steps that will assist any Economic RSF Field Coordinator in establishing local partner connections and collaboration.

If all/part of the impacted area is covered by an EDA-sponsored EDD, the Field Coordinator should contact EDD leadership as soon as possible. EDDs are typically linked to a number of quasi-governmental, regional planning organizations called Regional Planning Councils or Councils of Government. Because the councils are formed through formal alliances of a group of municipal, county, and other local jurisdictions, they are instrumental in understanding the regional conditions and in delivering support for economic, infrastructure, and social systems recovery. Assuming there is an EDD in the region, the EDD staff will be required by EDA to produce a Comprehensive Economic Development Strategy (CEDS) for the region. The CEDS can be the best initial guide to explain the existing economic conditions, workforce and industry trends, and challenges and opportunities facing the region before the economic disruption occurred.

Because the economy is inextricably tied to all sectors of the community, the Economic RSF should work with a broad scope of public and private sector organizations including government, industry organizations, workforce development organizations, and academic institutions. For instance, the Field Coordinator should scan the higher education institutions that serve the impacted regions and engage with program directors that work with cooperative extension services, entrepreneurship development, economic research, and specific industry sector development.

EDA should notify the Field Coordinator if there is an EDA-sponsored University Center providing technical assistance and supporting the economic development of the distressed areas of the impacted region. The University Centers can offer particular opportunities for the Economic RSF engagement in capacity building and recovery. For instance, after Hurricane Maria struck Puerto Rico in 2017, the Economic RSF there partnered with the University of Puerto Rico – Mayaguez to deliver a series of grant writing workshops in advance of the federal recovery funding.

Of course, the Economic RSF's work should be aligned with all economic and workforce development organizations tasked with carrying on the steady-state programs offered by the SLTT governments. Therefore, one of your first calls should be to the agencies or partnerships tasked with these duties. Usually, these organizations will be named the Commerce/Economic Development agency. If possible, request if a staffer can be embedded within the Economic RSF in the JFO, as that will expedite communication and facilitate collaboration between the federal and SLTT organizations supporting economic recovery.

In addition, you should collaborate closely with the SLTT Labor Department and Workforce Investment/Development Boards. This contact should be coordinated with the DOL Employment Training Administration, which is a primary partner agency of the Economic RSF. Field coordinators should have a basic understanding of federal workforce development programs such as the Workforce Investment Opportunity Act ([WIOA](#)) and how the programs are managed at the SLTT level.

The table below captures the steps of the needs assessment process. Some of these steps will be managed by the Economic RSF and some will be directed by partners.

Table 3: The Needs Assessment Process

Needs Assessment	Objectives
<p><i>Establish the Pre-Existing Economic Conditions That Will Have Direct Bearing on the Type and Extent of the Economic Recovery</i></p>	<ul style="list-style-type: none"> • Assess the disaster’s direct and indirect impacts on the affected communities. • Analyze the long-term economic implications of the impacts on the tax base, employment, and other indicators of economic health. • Survey the direct impacts on critical infrastructure and their economic consequences. • Analyze pre-existing demographic and economic conditions, primary economic driver industries, recent economic trends, and workforce skills gaps.
<p><i>Engage the RSF’s Federal Partners to Assess Pre-Existing Conditions</i></p>	<ul style="list-style-type: none"> • Collect baseline economic and demographic data from the Census Bureau, DOL, and other agencies. • Identify local economic, housing, and individual industry trends through state and regional partners, including the State Department of Economic Development, the Regional Planning Councils, and EDDs/regional workforce organizations (including information in the CEDS). • Collaborate with federal partner departments and agencies to identify the existing projects and programs that have received federal assistance in the affected communities and their current spending plans. • Examine the alignment of economic recovery planning efforts with other community planning efforts. • Coordinate with SLTT partner agencies (e.g., USDA-Farm Service Agency (FSA) with county extension services) to identify existing industry trends, workforce skills, and other information in order to identify opportunities for federal assistance to support economic recovery.

Needs Assessment	Objectives
<p><i>Assess Near-Term Impacts (within approximately the next two years)</i></p>	<ul style="list-style-type: none"> • Conduct a post-disaster economic impact and risk assessment that will lay out the degree of direct and indirect impact to local businesses, industry sectors, individual workers, and infrastructure. • Identify the challenges likely to impede the financial recovery of individuals and businesses (e.g., insurance coverage, access to other capital, loss of customers/market). • Identify workforce displacement and re-employment challenges (e.g., business closures, skills gaps, and lack of transferable skills for recovery jobs) and long-term implications (approximately 3–10 years). • Assess expected effects on local government revenue streams (e.g., sales tax, property tax, and credit rates on bond issues). • Consider positive economic contributions that will result as federal funds are spent in local municipalities and within the region. • Address workforce needs and consider post-disaster labor demand and supply needs, including program retention, temporary employment, displaced employees, and unemployment. Disaster-related unemployment can also create workforce retraining opportunities.

Note: In some disaster locations, data collection may be a challenge. This may be due to the disruption of data systems or facilities, staff capacity in local organizations that manage these data, or for other reasons. Field Coordinators will work with the data they are able to obtain and report data limitations and challenges to the National Coordinator and FEMA partners. Tools, references, and resources are provided in the next section.

RSS or Recovery Options Development

The findings of the MSA should be validated through discussion with SLTT and federal public and private sector organizations familiar with the pre-disaster and post-disaster economic conditions. The partner input can be gathered through listening sessions, community meetings, business and employment surveys, and one-on-one meetings with public and private sector organizations representing economic recovery interests.

Field Coordinators should capture the information, data, and anecdotal information provided though the outreach process to develop a set of strategies and options for economic recovery and

identify federal funding programs and other resources to support these options. The strategies should be based on qualitative and quantitative data gathered as part of an economic impact analysis that includes an assessment of the disaster’s impact on local jobs and economic activity and the indicators (e.g., local government revenue losses) of both short-term and likely long-term effects on commerce and the overall sustainability of the community. With local public and private sector consultation, the Economic RSF will present a series of recommended actions that will help return the local economy to steady-state. The implementation of these recommendations will occur through the capabilities of the private and government sectors. Therefore, it is vitally important that the RSS be developed in partnership with SLTT government and private stakeholders to reflect local recovery priorities and to ensure future implementation of the recommendations by those sectors. The RSS may take the form of a narrative report accompanied by a large table (or matrix) that is updated periodically.

It will be important for the economic recovery team to familiarize itself with other state, regional, or local planning efforts being undertaken in the disaster area, and opportunities to align and/or inform the RSS process. For example, has the state initiated a disaster recovery, resilience or adaptation planning process? Do any individual municipalities in the region have resilience or recovery plans? Has the region prepared a CEDS to facilitate the receipt of EDA funding, or are they currently working on a CEDS update? Which state and local agencies are involved with relevant planning efforts?

As the Economic RSF Field Coordinator, you will benefit from talking to the CPCB RSF for additional insight into complementary or parallel planning processes, and where there may be opportunities to learn from these processes.

The table below captures the steps of the RSS process. Some of these steps will be managed by the Economic RSF and some will be directed by partners.

Table 4: The RSS Development Process

RSS Development	Objectives
<i>Baseline Economic Information and Industry Impact Analysis</i>	The Economic RSF will use the baseline economic information and economic impact analysis to develop options that can be used to facilitate solutions to address recovery needs. The RSF team may have to identify or adapt existing programs or create new ones. This means coordinating among federal agencies/programs as well as with SLTT partners in the public, non-profit, and private sectors.

ECONOMIC RECOVERY SUPPORT FUNCTION
 FIELD OPERATIONS MANUAL – MARCH 2019

RSS Development	Objectives
<p><i>Facilitate Public and Private Sector Collaboration</i></p>	<p>Since the goal of the RSF is to leverage and maximize the impact of federal assistance, when developing options, it is crucial to assess their applicability, availability, and affordability. The Economic RSF facilitates public and private sector collaboration to support SLTT partners in identifying recovery options and determining which options best suit the recovery scenario, whether they are readily available or require a long-term approach.</p>
<p><i>Specific Needs and Issues</i></p>	<p>Disaster-impacted economies present numerous issues to be addressed along a timeline from response, to short-term, intermediate, and long-term recovery. The Economic RSF should view these phases of recovery as opportunities to prioritize assistance efforts that address immediate needs first and layer the recovery support based on the evolution that repairing, rebuilding, and re-employment of displaced workers requires. The Economic RSF must therefore focus on active information sharing, leveraging existing partnerships, and identifying resources to rebuild. Some of the needs and issues that typically arise along the economic recovery timeline are the following:</p> <ul style="list-style-type: none"> • Infrastructure damage disrupts supply chains for major employers and/or impedes the movement of essential goods and services to address the critical needs of the affected community. • Small businesses lack the capital or other resources to reopen their doors and re-employ their workers. • There is no business response team or other organizational structure responsible for assessing and addressing the impact on businesses, the workforce and industry sectors. Many communities have no plan to deploy assistance such as business recovery centers, business-to-business assistance, or identifying temporary commercial facilities for displaced businesses. • A majority of small businesses are uninsured or underinsured. • A need to promote information sharing with business communities and facilitate the timely disbursement of financial assistance and resources.

Some examples of collaboration include:

- EDA and USDA Rural Development (RD) collaboration on public infrastructure projects in steady-state periods. During post-disaster, the two agencies will work together to assess the impact on existing projects, including major public works projects, and determine ways to integrate resiliency measures as part of project recovery.
- Following Hurricane Sandy, the Economic RSF (DOC and SBA) worked with government and private sector partners in New York and New Jersey to organize procurement summits that allowed businesses throughout the region to learn how to sell products and services to government entities and major industries.
- To enable business resumption, SBA Disaster Loans have provided loans for businesses with property damages and economic injury, plus technical assistance and counseling to small business owners and entrepreneurs. SBA also promotes small business capital access programs through loans and investments aimed at helping restore and sustain businesses.

Recovery Implementation Support

EDA and the Economic RSF will support the community in implementing economic recovery recommendations through effective handover to local communities. This may include helping to plan a series of long-term recovery workshops to connect community stakeholders with partners and SLTT agencies and resources. For example, in both Florida and Texas, EDA, in conjunction with its federal and state partners and the relevant councils of government, organized several regional economic recovery and resilience workshops. In Texas, some 320 local officials and stakeholders joined multiple state and federal agencies in roundtable discussions aimed at helping local communities solve economic recovery problems in the eight Hurricane Harvey impacted regions.

Throughout the implementation period, the Economic RSF strategy incorporates the economic and development goals of the impacted communities and includes actions that can be taken to integrate capacity building and economic resilience in economic development and other planning processes. It also captures opportunities to test suggested strategies through pilot programs or sector initiatives.

In some cases, such as during the 2017 Hurricane Season, Congress appropriates disaster supplemental funding to support relief, recovery, and resilience activities. The implementation stage of economic recovery activities for a disaster may involve communicating with SLTT representatives about available funding and helping to match up projects and initiatives with appropriate funding streams.

The table below captures the steps of the implementation process. Some of these steps will be managed by the Economic RSF and some will be directed by partners.

Table 5: RSS Implementation

Recovery Planning and Implementation	Objectives
<p><i>Support the Impacted States and Localities</i></p>	<p>The Economic RSF will support the impacted SLTT jurisdictions to develop their recovery plans and ability to implement them. The recovery plans should capture and prioritize recovery needs and explain how they will apply the options most applicable, affordable, and available. Implementation capabilities include SLTT organizational, legal, financial, and technical abilities to execute the recovery plans.</p>
<p><i>Engage with Federal Partners to Support Economic Recovery</i></p>	<p>Recovery planning and implementation requires the field team to engage with its federal partners to support economic recovery by providing program and technical support from regional or HQ locations. It is dependent upon departments and agencies implementing their existing authorities to support recovery. The economic recovery strategies developed by the field team and their partners will articulate a recovery plan to address the major economic impacts identified in the MSA.</p> <p>The Economic RSF engages with their steady-state economic development and workforce development partners to identify, develop, and deliver actionable and achievable strategies that will address recovery needs and integrate resilience in SLTT economies. Examples are:</p> <ul style="list-style-type: none"> • EDA has worked with SLTT partners to develop economic and recovery workshops that deliver economic recovery and resilience principles and best practices to local economic developers, emergency managers, and other leaders (e.g., South Carolina and Florida). • EDA and partner agencies collaborated with state partners to create the Louisiana Supply Chain/Transportation Council. The creation of the Louisiana Supply Chain/Transportation Council was formalized by the Louisiana State Legislature.

Recovery Planning and Implementation	Objectives
<p><i>Support the Implementation of Recovery Initiatives, and Work with Local Communities</i></p>	<p>The Economic RSF does not end its role with the development of the RSS or after the Field Coordinator and the field team have demobilized. Through its regional EDA offices and its usual collaboration with its partner agencies in steady-state periods, it supports the implementation of recovery initiatives and works with local communities with the purpose of integrating economic resiliency measures in economic development projects and programs, and integrating sustainable economic resilience principles throughout community planning.</p> <p>The Economic RSF partners will oversee the implementation of recovery projects and programs through their regional offices that serve the impacted area.</p>

Data sources that may assist with the preparation of the deliverables are provided in the next section.

Engage with Partners to Support Economic Recovery

Once the RSS has been completed and accepted for implementation by the SLTT government(s), the Economic RSF will support the ability of impacted regions to implement the recovery projects and related actions.

Recovery implementation requires the Economic RSF to engage with federal partners to support economic recovery by providing funding and technical support for strategic planning and implementation project priorities identified under the RSS. It is dependent upon federal agencies implementing their existing authorities to support recovery.

Tools, Training Resources, and References

This section provides important links to tools, resources, directories, and best practices that will assist field staff with executing effective disaster recovery work. It is important to leverage training and resources that help identify opportunities and effectively facilitate information sharing in order to support community disaster recovery. Trainings help provide overall operating principles, linkages to key players, and coordination structures that guide and support federal disaster recovery efforts. Tools such as Max Analytics can be used to analyze and visualize data from Max Collect (accessed through www.max.gov) and other data sources. Max Analytics has an easy-to-use interface to develop queries and has the ability to publish information in multiple formats including spreadsheets, PDFs, and other web dashboards.

Economic Data and Spatial Analysis Tools

There are a number of tools that will assist field staff in the key operational activities, including spatial analysis/mapping and economic analysis tools.

Tools and Resources:

- [U.S. Cluster Mapping Data Tools \(PDF\)](#) - These tools are designed to store, retrieve, manage and analyze all types of geographic and spatial analysis. The use of this software helps produce maps and other graphic displays of geographic information for analysis and presentation.
- [EDA Stats America: Data and analysis tools to support regional competitiveness in a knowledge-based economy \(PDF\)](#).
- National Association of Development Organizations (NADO) Disaster Resilience: includes resources on pre-disaster mitigation and post-disaster response and recovery. <https://www.nado.org/category/resources/disaster-recovery/>
- EDA partnered with the International Economic Development Council (IEDC) to produce a suite of economic recovery informational tools, which can be found at RestoreYourEconomy.org. Examples include:
 - [Leadership in Times of Crisis toolkit](#) for resources and information, as well as links to recovery information.
 - A webinar recording on [prioritizing economic recovery after a major disaster](#) features efforts after the Joplin tornado and Jefferson Parish's recovery from Katrina.
 - A webinar recording on [securing capital for recovery and redevelopment](#) is available for listening on RestoreYourEconomy.org.
 - A webinar recording on [building organizational capacity in rural areas](#) features economic recovery efforts in communities impacted by Hurricane Katrina, the BP oil spill, and an EF-3 tornado.

- [\(NADO\) Issue brief summarizes recent research and practice on economic and community resiliency, including a potential framework for regional development organizations to use in preparing and responding to economic shocks \(PDF\)](#).
- EDA-Supported Disaster Recovery Reports
- [Economic Resiliency Review for Colorado Following the Sept. 2013 Floods \(PDF\)](#)
- [Economic Resilience Strategy Report for Oklahoma Following the May 2013 Tornadoes \(PDF\)](#)
- SLTT Resources
- [Effective Coordination of Recovery Resources for State, Tribal, Territorial and Local Incidents \(max.gov\)](#)
- [The Long-Term Community Recovery Planning Process: A Self-Help Guide \(max.gov\)](#)

Best Practices:

Best practices and lessons learned can improve the performance and efficiency of disaster recovery efforts in specific areas.

- Leadership in a Time of Crisis: A Toolkit for Economic Recovery and Resiliency. <http://restoreyoureconomy.org/toolkit/>
- [Recovery Lessons Learned and Information Sharing: FEMA’s national online network for the exchange of ideas surrounding the Disaster Recovery Community \(PDF\)](#)
- Case Studies: The Role of Public-Private Partnership in Economic Recovery and Economic Resiliency. EDA Economic Adjustment Assistance Project No. 08-06-05058 http://restoreyoureconomy.org/wp-content/uploads/2017/09/Public_Private_Partnership_Paper.pdf

Training Resources

FEMA Pre-Deployment Training:

The following are recommended prior to any deployment.

- IS-2900 NDRF Overview, available online at: <https://training.fema.gov/is/courseoverview.aspx?code=IS-2900>

FEMA trainings required and available for all RSF field staff:

- RSFLG IRC Training – Max Community Training (Accessed through Max.gov):
 - E0209 State Recovery Planning and Coordination (July 23-26, 2018)
 - E0089 NDRF Leadership Workshop: Drought, Rural, and Agricultural Focus (June 20-August 2, 2018)

- 24/7 Training: NDRF Overview, AE, MSA, RSF Just-in-Time Training (in development)
- E0210 Recovery from Disaster: The Local Community Roles (August 27 – 30, 2018)

Economic RSF Specific Training (Plan for Developing a Training Program):

Members of a deployed Economic RSF field team should have the training and experience to feel comfortable undertaking the required tasks of disaster recovery. Currently, some of that training is delivered as an orientation at the JFO or by a fellow Field Coordinator, who may have arrived at the JFO earlier.

EDA has also prepared some training materials, a website, and staff webinars (<https://www.eda.gov/programs/disaster-recovery/>). However, a comprehensive training will be developed to adequately prepare cadre members to successfully perform the roles and responsibilities required under the Economic RSF in upcoming months. The information listed below provides examples of content that can be leveraged for the development of training courses.

- In 2016, FEMA’s National Training and Education Division (NTED) awarded a grant to the National Center for Disaster Preparedness (NCDP) at Columbia University for the development and delivery of economic recovery training for SLTT leaders. (<https://www.fema.gov/continuing-training-grants> and www.max.gov).
- DOC/EDA, in partnership with the Delta Regional Authority (DRA), provided grant funding to the IEDC to develop and execute economic recovery and economic resiliency planning workshops. <https://www.eda.gov/programs/disaster-recovery/>
- EDA has engaged a contractor to develop an economic recovery and resiliency course to be delivered to Economic RSF Field Coordinators and regional representatives of the primary and supporting partner agencies. An example of this is the 2014 EDA Resilience in Economic Development Planning for Colorado Flooding: DR 4145; https://www.eda.gov/files/about/disaster-recovery/EDA_CO-Economic-Resilience-Planning_Oct2014.pdf
- In January 2017, the Economic RSF hosted its first Agriculture, Business, and Community (ABC) Forum in Louisiana, and in March 2017 the RSF supported the Kitschier-Delta Regional Planning and Development District, Imperial Calcasieu Planning and Development Commission and Louisiana Economic Development at the Resources for Louisiana’s Resources Summit. Resources from this work can be found here: <https://community.max.gov/display/CrossAgencyExternal/DR-4277-LA+RSF%3A+Economic+Recovery>

Description of Economic RSF Training in Development:

- 24/7 Training
- Economic RSF Supplement to the Just-In-Time Training (in development)

Links to Additional Optional Training:

- Restore Your Economy 2017 Webinar Series. <http://restoreyoureconomy.org/toolkit/>
- FEMA Emergency Management Institute (EMI) – Independent Study IS Program (<https://training.fema.gov/emi.aspx>)
- National Prevention Framework, An Introduction (IS-2500, IS-2600)
- FEMA Safety Orientation (IS – 35.18)
- Preparing for Federal Disaster Operations –FEMA Response Partners (IS -102.c)
- The Role of Voluntary Organizations in Emergency Management e.g. VOADS (IS – 288.a)
- Emergency Preparedness for Federal Employees (IS – 450)
- Improving Preparedness and Resilience through Public and Private Partnerships (IS – 662)
- Emergency Management for Senior Officials such as National Coordinators (IS–908)
- Retail Security Awareness: Understanding the Hidden Hazards (IS-912)
 - The targeted audience for this training is retail managers, loss prevention specialists, risk management specialists, product managers, sales associates, and others involved in retail operations.

SOPs and Templates

- MSA SOP (max.gov)
- RSS SOP (max.gov)
- AE SOP (max.gov)

Other Important Resources

FEMA Disaster Recovery Plans

- National Disaster Recovery Framework, online at https://www.fema.gov/media-librarydata/1466014998123-4bec8550930f774269e0c5968b120ba2/National_Disaster_Recovery_Framework2nd.pdf
- Recovery FIOP, focusing on Annex D: Economic, available online at https://www.fema.gov/media-library-data/1471451918443-dbbb91fec8ffd1c59fd79f02be5afddd/Recovery_FIOP_2nd.pdf

Interagency Resources

- *Resilience in Economic Development Planning*: This report was prepared by EDA with assistance from FEMA through the Economic RSF under the NDRF:

https://www.eda.gov/files/about/disaster-recovery/EDA_CO-Economic-Resilience-Planning_Oct2014.pdf

Agency Directories and Contact Information

- State Emergency Management Agencies Directory (<https://www.fema.gov/emergency-management-agencies>)
- National Voluntary Organizations Active in Disasters (NVOAD) (<https://www.nvoad.org/voad-members/>)
- RestoreYourEconomy.org: Funded by EDA, RestoreYourEconomy.org provides resources and best practice information for public and private stakeholders seeking to rebuild their local economies after a disaster, as well as assisting the business community in preparing for a disaster. <http://restoreyoureconomy.org/>

Appendix A: Acronyms

AAR	After Action Report
ABC	Agriculture, Business, and Community
APO	Accountable Property Office
AE	Advance Evaluation
AIP	Approved Insurance Provider
AO	Action Officer
B&I	Business & Industry
CBDO	Community Based Development Organization
CDBG	Community Development Block Grant
CDBG-DR	Community Development Block Grant – Disaster Recovery
CDFI	Community Development Financial Institutions
CDO	Community Development Organization
CEDS	Comprehensive Economic Development Strategy
CI	Commercial/Industrial
CNCS	Corporation for National and Community Service
CPCB	Community Planning and Capacity Building
CPRC	Conflict Prevention and Resolution Centers
CWSRF	Clean Water State Revolving Fund
DHS	United States Department of Homeland Security
DMG	Disaster Management Group
DOC	United States Department of Commerce

ECONOMIC RECOVERY SUPPORT FUNCTION
FIELD OPERATIONS MANUAL – MARCH 2019

DOE	United States Department of Energy
DOI	United States Department of the Interior
DOL	United States Department of Labor
DOS	United States Department of State
DOT	United States Department of Transportation
DRA	Delta Regional Authority
DTS	Deployment Tracking System
DUA	Disaster Unemployment Assistance
DWSRF	Drinking Water State Revolving Fund
EA	External Affairs
EDA	Economic Development Administration
EDD	Economic Development District
EDR	Economic Development Representative
EHP	Environmental and Historic Preservation
EMI	Emergency Management Institute
EPA	United States Environmental Protection Agency
ESF	Emergency Support Function
ETA	Employment and Training Administration
FAA	Federal Aviation Administration
FCO	Federal Coordinating Officer
FDIC	Federal Deposit Insurance Corporation
FDRC	Federal Disaster Recovery Coordinator
FDRO	Federal Disaster Recovery Officer

ECONOMIC RECOVERY SUPPORT FUNCTION
FIELD OPERATIONS MANUAL – MARCH 2019

FEMA	Federal Emergency Management Agency
FIOP	Federal Interagency Operational Plan
FMP	Office of Field Policy and Management
FSA	Farm Service Agency
FTE	Full Time Equivalent
GDAC	Geospatial & Data Analytics Cell
GIS	Geographic Information Systems
GSA	General Services Administration
HHS	United States Department of Health and Human Services
HIA	Health Impact Assessment
HQ	Headquarters
HR	Human Resources
HSS	Health and Social Services
HUD	United States Department of Housing and Urban Development
IA	Individual Assistance
ICS	Incident Command System
IEDC	International Economic Development Council
IRC	Interagency Recovery Coordination
IRP	Intermediary Relending Program
IRS	Internal Revenue Service
IS	Infrastructure Systems
ISP	Incident Strategic Plan
IT	Information Technology

ECONOMIC RECOVERY SUPPORT FUNCTION
FIELD OPERATIONS MANUAL – MARCH 2019

JFO	Joint Field Office
LFLP	Local Foods Local Places
LMI	Low-Moderate Income
MSA	Mission Scoping Assessment
NADO	National Association of Development Organizations
NCDP	National Center for Disaster Preparedness
NCR	Natural and Cultural Resources
NDRF	National Disaster Recovery Framework
NDWG	National Dislocated Worker Grant
NGO	Nongovernmental Organization
NOAA	National Oceanic and Atmospheric Administration
NPS	National Preparedness System
NTED	National Training and Education Division
NVOAD	National Voluntary Organizations Active in Disaster
OA	Office of Administration
ODMNS	Office of Disaster Management and National Security
OFA	Other Federal Agency
ORD	Office of Research and Development
PA	Public Assistance
PDA	Preliminary Damage Assessment
PD&R	Office of Policy Development and Research
PMO	Program Management Office
POP	Period of Performance

ECONOMIC RECOVERY SUPPORT FUNCTION
FIELD OPERATIONS MANUAL – MARCH 2019

RBDG	Rural Business Development Grant
RBIP	Rural Business Investment Program
RBS	Rural Business and Cooperative Services
RCG	Recovery Coordination Group
RD	Rural Development
REDLG	Rural Economic Development Loan and Grant
RMA	Risk Management Agency
RMAP	Rural Microentrepreneur Assistance Program
RME	Risk Management Education
RSF	Recovery Support Function
RSFLG	Recovery Support Function Leadership Group
RSS	Recovery Support Strategy
SBA	Small Business Administration
SCO	State Coordinating Officer
SLTT	State, Local, Tribal, Territorial
SME	Subject Matter Expert
SOP	Standard Operating Procedure
SOW	Statement of Work
TCO	Tribal/Territorial Coordinating Officer
UC	Unemployment Compensation
UFR	Unified Federal Review
UI	Unemployment Insurance
USDA	United States Department of Agriculture

ECONOMIC RECOVERY SUPPORT FUNCTION
FIELD OPERATIONS MANUAL – MARCH 2019

VAPG	Value Added Producer Grant
WIOA	Workforce Investment Opportunity Act

Appendix B: Economic RSF Primary and Supporting Agency Information

DOL – ETA

DOL – ETA
As a Primary or Coordinating Agency in the Economic RSF, what is the primary connection of your agency (either during steady-state or recovery missions) with supporting economic or workforce development in communities, and economic or workforce recovery following a major economic disruption?
As a primary agency in the Economic RSF, the DOL/ETA has developed a mature organizational structure and processes to support workforce recovery efforts throughout the nation. DOL/ETA is funded to support workforce development efforts nationwide and has identified applicable waivers and alternatives to expand support, if needed. DOL has significant experience, working in collaboration with our state and local workforce system partners, in making substantial contributions for workforce development in response to national emergencies and natural disasters. At the heart of the system are over 2,400 American Job Centers which represent a well-established community-based resource able to respond to emergencies now and into the future.
What are the major program areas of the department or agency that support economic, business, or workforce development? (For example, SBA has loan guarantee programs during steady-state and disaster loan programs for physical damage or economic injury following a disaster).
DOL/ETA awards WIOA grants to US states and territories, including funds for Rapid Response that are quite flexible and may be used for layoff aversion as well as to collaborate with FEMA and other job providers on recruiting, hiring, training, and on-the-job-training.
Are there specific units of your department or affiliated agencies/organizations within your department that directly support business or economic recovery (for example, the Department of Treasury is affiliated with the FDIC)?
ETA is the agency in DOL with primary responsibility for economic recovery/workforce development, and the Office of Workforce Investment, the Office of Unemployment Insurance, and the Office of Grants Management are the specific units that directly support workforce recovery.
Based on your department or agency's experience supporting disaster recovery, what are the three to five programs (funding or technical assistance) most often/typically engaged to support economic, business or workforce recovery. (e.g. USDA-Rural Development's Rural

DOL – ETA

Broadband Access Loan and Loan Guarantee; Rural Business Investment Program; and Rural Economic Development Loan & Grant Program). Are relevant programs delivered out of HQ or regionally? If assistance is delivered from a regional office, please provide the departments and/or a link to the appropriate regional contacts for relevant disaster recovery programs.

NATIONAL DISLOCATED WORKER GRANTS (NDWG)

National Dislocated Worker Grants (NDWG) are discretionary awards by the Secretary of Labor that provide funding assistance to assist with clean-up and other activities under emergencies and major disasters which are declared eligible for public assistance by FEMA, emergency or disaster situations of national significance that could result in a potentially large loss of employment, as declared or otherwise recognized by a federal agency, or circumstances where a substantial number of individuals, defined as 50 or more, relocate to another area from a disaster area. These funds can support Disaster Relief Employment in temporary positions to clean-up damaged and destroyed structures, facilities, and lands located within the disaster area and in offshore areas related to the emergency or disaster; and to distribute food, clothing, and other humanitarian assistance for disaster victims. NDWG funds can also support employment and training services for those who are unlikely to return to their prior employment.

UNEMPLOYMENT INSURANCE PROGRAMS

ETA has oversight responsibility for Unemployment Compensation (UC) Programs that provide temporary income support to unemployed individuals, including federal employees and ex-service members.

Unemployment Insurance (UI) is a permanent program that provides temporary income support to eligible individuals who are unemployed through no fault of their own, who are able and available for work, and meet the eligibility requirements of the applicable state UI law. During a disaster, ETA supports state efforts to administer the program in accordance with state and federal UI laws. When needed, ETA will also help coordinate assistance from other states in supporting continued availability of UI benefits when a state's physical capacity to operate the program is impacted by a major disaster.

DISASTER UNEMPLOYMENT ASSISTANCE (DUA) GRANTS:

ETA has oversight responsibility for the DUA permanent program, which provides assistance to eligible individuals suffering the loss or interruption of their employment or self-employment that has been their principal source of income and livelihood. Upon a Presidential declaration of a major disaster that includes individual assistance, ETA works with states to seek funding from FEMA to support payment of DUA benefits to those individuals who do not qualify for regular unemployment benefits and are unemployed as a direct result of the disaster. ETA provides assistance, as needed, to states to make

DOL – ETA

announcements about the availability of DUA and how and where disaster victims may apply for assistance.

RAPID RESPONSE

Rapid Response is a pro-active, business-focused, and flexible strategy designed to respond to layoffs and plant closings by quickly coordinating services and providing immediate aid to companies and their affected workers. Rapid Response is carried out by states and local workforce development agencies in partnership with local American Job Centers. Many services are available through American Job Centers, from resume and interview workshops, career counseling, and job searching to re-skilling, skills upgrading, and job training. Rapid Response teams traditionally work with employers and any employee representatives to quickly maximize public and private resources to minimize disruptions associated with job loss by providing customized services on-site at an affected company, assisting companies and workers through the painful transitions associated with job loss.

EPA

EPA
<p>As a Primary or Coordinating Agency in the Economic RSF, what is the primary connection of your agency (either during steady-state or recovery missions) with supporting economic or workforce development in communities, and economic or workforce recovery following a major economic disruption?</p>
<p>The EPA helps protect the natural resources and human capital essential for economic recovery and growth. For example, the agency’s State Revolving Loan Fund programs help fund critical waste and drinking water infrastructure; the Brownfields program provides grants and technical assistance to support economic redevelopment, environmental workforce development, and job training; and various EPA programs contribute to sustainability and economic development planning support.</p> <p>EPA’s regulatory programs coordinate with other federal oversight agencies through the UFR process, which is critical to the timely planning of infrastructure and other disaster recovery projects. EPA’s research programs provide the essential data communities need to make sound economic decisions after a disaster.</p>
<p>What are the major program areas of the department or agency that support economic, business, or workforce development? (For example, SBA has loan guarantee programs during steady-state and disaster loan programs for physical damage or economic injury following a disaster).</p>
<p>The major EPA programs that directly support economic development and growth are the:</p> <ol style="list-style-type: none">1) Clean Water and Drinking Water State Revolving Funds (CWSRF/DWSRF) Programs, that provide low cost loans to fund wastewater and drinking water facilities;2) Brownfields Program, which provides funding for the assessment and clean-up of contaminated sites, environmental job training, redevelopment, and land revitalization programs;3) EPA Office of Research and Development (ORD) that funds and conducts environmental research; and4) EPA Office of Community Revitalization, which provides tools that can support economic revitalization after a disaster.
<p>Are there specific units of your department or affiliated agencies/organizations within your department that directly support business or economic recovery (for example, the Department of Treasury is affiliated with the FDIC)?</p>

EPA

The major EPA programs that directly support economic recovery and growth are the CWSRF and DWSRF, which provide low-cost loans to fund wastewater and drinking water facilities (for Hurricane Sandy, CWSRF and DWSRF loans were subsidized and required to be for resilience efforts). The Brownfields Program provides grants and technical assistance for the assessment and clean-up of brownfield sites as well as environmental workforce development and job training grants.

Through the RePower America Initiative, EPA and DOE/NREL support renewable energy development on current and formerly contaminated lands, landfills, and mine sites when such development is aligned with the community's vision for the site. The Office of Community Revitalization's Local Foods Local Places (LFLP) tool provides technical assistance to communities to help them identify how they can create economic development opportunities using locally produced food. ORD's NREL has provided research support (Full-Time Equivalent (FTE) and \$) for community Health Impact Assessments (HIAs) and Ecosystem Services Assessment projects.

Based on your department or agency's experience supporting disaster recovery, what are the three to five programs (funding or technical assistance) most often/typically engaged to support economic, business or workforce recovery? (e.g. USDA-Rural Development's Rural Broadband Access Loan and Loan Guarantee; Rural Business Investment Program; and Rural Economic Development Loan & Grant Program.) Are relevant programs delivered out of HQ or regionally? If assistance is delivered from a regional office, please provide the departments and/or a link to the appropriate regional contacts for relevant disaster recovery programs.

EPA recovery support is carried out by the regions with support from the various HQ offices as appropriate. Working together, EPA provides funding and technical assistance for economic development through the: CWSRF, DWSRF, Brownfields program, Repower America programs, and with the Community Revitalization/Smart Growth technical assistance tools, including LFLP, Fuel Waivers under the Clean Air Act, the Conflict Prevention and Resolution Centers (CPRC) technical assistance, and the EPA ORD's Ecosystem Services Assessment research.

In addition, EPA regulatory programs work through the UFR process to coordinate the required regulatory oversight of recovery and mitigation projects. Supporting this process helps the timely completion of recovery projects in ways that protect natural resources and the environment.

HUD

HUD
<p>As a Primary or Coordinating Agency in the Economic RSF, what is the primary connection of your agency (either during steady-state or recovery missions) with supporting economic or workforce development in communities, and economic or workforce recovery following a major economic disruption?</p>
<p>HUD offers the CDBG Program, the Section 108 Loan Grant Program, assistance with community economic development and neighborhood revitalization for Community Based Development Organizations (CBDOs), and technical training and assistance to businesses following a major economic disruption.</p>
<p>What are the major program areas of the department or agency that support economic, business or workforce development? (For example, SBA has loan guarantee programs during steady-state and disaster loan programs for physical damage or economic injury following a disaster).</p>
<p>1. CDBG Program – CDBG funds may be used to:</p> <ul style="list-style-type: none">• Undertake economic development activities such as: acquiring, constructing, reconstructing, rehabilitating, or installing commercial or industrial buildings, structures, or other real property equipment and improvements;• Assist a private or for-profit business through grants, loans, loan guarantees, and technical assistance; and• Provide economic development services in connection with otherwise eligible CDBG economic development activities. <p>The Section 108 Loan Guarantee Program is a significant resource that can be used to create community and economic development projects. It is a loan guarantee program that enables CDBG grantees to borrow up to five times their annual entitlement grant. Communities can finance: operating costs for businesses and developers from micro-loan funds and Fortune 500 companies; machinery, equipment, and working capital; and leasehold improvements, furniture, and fixtures.</p> <p>2. Economic Development undertaken by CBDOs to assist in neighborhood revitalization, community economic development, or energy conservation projects.</p> <p>3. Technical assistance and training to businesses on business planning or accounting. This may be undertaken by a microenterprise owner, public service, or by a CBDO as part of an eligible project.</p>

HUD

4. Microenterprise development – to foster the development, support, and expansion of microenterprise businesses (5 or fewer employees).
5. Commercial rehabilitation – activities designed to bring commercial structures up to code or improve their facades.
6. Public facilities and improvements that support economic development endeavors such as off-site water, sewer, roads, drainage, railroad spurs, and other types of public facilities or improvements.
7. Job training that involves providing skill-building classes to employees or potential employees and can be an important part of an economic program.

Are there specific units of your department or affiliated agencies/organizations within your department that directly support business or economic recovery (for example, the Department of Treasury is affiliated with the FDIC)?

- Office of Block Grant Assistance
- Disaster Management Group (DMG)
- Office of Field Policy and Management (FMP)
- Office of Disaster Management and National Security(ODMNS) / Office of Administration (OA)
- Office of Policy Development and Research (PD&R)

Refer to <https://www.hud.gov/sites/documents/HUDDISASTEROPSFAQS.PDF> for more information.

Based on your department or agency's experience supporting disaster recovery, what are the three to five programs (funding or technical assistance) most often/typically engaged to support economic, business, or workforce recovery? (e.g. USDA-Rural Development's Rural Broadband Access Loan and Loan Guarantee; Rural Business Investment Program; and Rural Economic Development Loan & Grant Program) Are relevant programs delivered out of HQ or regionally? If assistance is delivered from a regional office, please provide the departments and/or a link to the appropriate regional contacts for relevant disaster recovery programs.

HUD offers the CDBG program, the Section 108 Loan Grant Program, assistance with community economic development and neighborhood revitalization for CBDOs, and technical training and assistance to businesses following a major economic disruption.

List of National Objective options related to economic development:

- Rehabilitation of Publicly or Privately-Owned Commercial/Industrial (CI) Properties
- CI Land Acquisition/Disposition
- CI Infrastructure Development

HUD

- CI Building Acquisition, Construction Rehabilitation
- Other Commercial/Industrial Improvements
- Economic Development Direct Financial Assistance to For-Profits
- Economic Development Technical Assistance
- Micro-Enterprise Assistance

Economic activities that benefit a Low-Moderate Income (LMI) area may qualify under the Area Benefit category of the LMI benefit national objective.

Economic development objectives such as commercial rehabilitation which aid in the prevention or elimination of slums or blight in a designated area may qualify under the Area Slum/Blight national objective.

SBA

SBA
As a Primary or Coordinating Agency in the Economic RSF, what is the primary connection of your agency (either during steady-state or recovery missions) with supporting economic or workforce development in communities, and economic or workforce recovery following a major economic disruption?
The mission of SBA is to maintain and strengthen the nation’s economy by enabling the establishment and vitality of small business and by assisting in the economic recovery of communities after disasters. While providing capital for housing recovery, SBA focuses on empowering American small businesses with access to capital, contract opportunities, and business counseling and technical assistance.
What are the major program areas of the department or agency that supports economic, business or workforce development? (For example, SBA has loan guarantee programs for steady-state and disaster loan programs for physical damage or economic injury following a disaster).
SBA views recovery as a cycle. Capital, in the form of direct disaster loans, is available to homeowners, renters, businesses of all sizes, and private nonprofits. At the same time, SBA reaches out to other federal agencies to ensure the engagement of small businesses, especially ones in impacted communities, in the process of rebuilding and recovering. Through business counseling and technical assistance, SBA helps small businesses accommodate the post-disaster new normal. The recovery cycle closes when the final steps in small business recovery are financed using bank loans guaranteed by SBA and other agency investment options.
Are there specific units of your department or affiliated agencies/organizations within your department that directly support business or economic recovery (for example, the U.S. Department of the Treasury is affiliated with the FDIC)?
Multiple offices in SBA support long-term disaster recovery, sometimes through affiliated entities. The Office of Disaster Assistance supports the direct disaster loan program (physical and economic injury). The Office of Government Contracting and Business Development links small businesses with contracting options through the 8(a) program and others. The Office of Entrepreneurial Development supports business counseling and technical assistance through resource partners (Small Business Development Centers, Women’s Business Centers, Veterans Business Outreach Centers, and SCORE chapters). The Office of Capital Access manages

SBA

guarantee programs with a network of financial institutions to provide long-term capital.

Based on your department or agency's experience supporting disaster recovery, what are the three to five programs (funding or technical assistance) most often/typically engaged to support economic, business, or workforce recovery? (e.g. USDA-Rural Development's Rural Broadband Access Loan and Loan Guarantee; Rural Business Investment Program; and Rural Economic Development Loan & Grant Program) Are relevant programs delivered out of HQ or regionally? If assistance is delivered from a regional office, please provide the departments and/or a link to the appropriate regional contacts for relevant disaster recovery programs.

The services outlined above are all linked at the local level to “SBA’s face of disaster recovery,” the local District Director. SBA maintains 68 district offices around the U.S. Each state has at least one district office.

Treasury

Treasury
As a Primary or Coordinating Agency in the Economic RSF, what is the primary connection of your agency (either during steady-state or recovery missions) with supporting economic or workforce development in communities, and economic or workforce recovery following a major economic disruption?
Two of the Treasury’s mission essential functions are national economic policy, including economic stability and economic development, and government fiscal operations, including operational support for disbursing and accounting for federal relief programs and grant in aid programs generally.
What are the major program areas of the department or agency that support economic, business, or workforce development? (For example, SBA has loan guarantee programs during steady-state and disaster loan programs for physical damage or economic injury following a disaster).
Major program areas include: tax policy, which is a primary tool of economic and workforce development; community development financing; financial stability and financial sector resilience; federal liaison to state and local governments on fiscal matters; and economic policy development.
Are there specific units of your department or affiliated agencies/organizations within your department that directly support business or economic recovery (for example, the Department of Treasury is affiliated with the FDIC)?
Bureaus and offices that support business or economic recovery include: the Office of Small Business, Community Development, and Housing Policy; the Community Development Financial Institutions Fund; the Office of Tax Policy; the Office of State and Local Finance; the Office of Economic Policy; the Office of Financial Institutions; the Office of Financial Markets; the Fiscal Service; and the Federal Financing Bank.
Based on your department or agency's experience supporting disaster recovery, what are the three to five programs (funding or technical assistance) most often/typically engaged to support economic, business or workforce recovery? (e.g. USDA-Rural Development's Rural Broadband Access Loan and Loan Guarantee; Rural Business Investment Program; and Rural Economic Development Loan & Grant Program). Are relevant programs delivered out of HQ or regionally? If assistance is delivered from a regional office, please provide the departments and/or a link to the appropriate regional contacts for relevant disaster recovery programs.

Treasury

- Tax Policy: tax incentives, tax credits, and other tax provisions for economic development.
- Community Development Financial Institutions (CDFI) Fund: loans, loan guarantees, grants, and tax credits for community development.
- The Federal Financing Bank: rural and affordable housing loans in support of program agencies offering 100 percent guarantees (such as the Rural Utilities Service).

USDA

USDA

As a Primary or Coordinating Agency in the Economic RSF, what is the primary connection of your agency (either during steady-state or recovery missions) with supporting economic or workforce development in communities, and economic or workforce recovery following a major economic disruption?

USDA Rural Development (RD) has financing programs supporting a holistic approach to economic development. RD programs can be used for the planning and implementation of infrastructure development (for water, telecom, and electric projects, as well as community facilities) and housing development. The agency also has programs supporting business and entrepreneurship growth in rural communities. The programs can be used to provide training and technical assistance to build the capacity of rural communities, as well as directly finance implementation of the projects.

USDA Risk Management Agency (RMA) oversees and develops federal crop insurance products for America's farmers and ranchers. Approved Insurance Providers (AIP) sell and service federal crop insurance policies in every state and Puerto Rico through a public-private partnership with RMA. AIPs operate under a reinsurance agreement with RMA and share in a part of the risks associated with catastrophic losses due to major weather events.

Refer also to <https://www.usda.gov/topics/disaster>.

What are the major program areas of the department or agency that support economic, business or workforce development? (For example, SBA has loan guarantee programs during steady-state and disaster loan programs for physical damage or economic injury following a disaster).

Rural Development:

- Rural Business and Cooperative Services (RBS) is the program area within RD supporting business development in rural communities.
- Through its Business Programs, RD helps provide much-needed capital in rural areas, often in partnership with private-sector lenders and community-based organizations. The capital may be in the form of loan guarantees, direct loans or grants to individuals, rural businesses, cooperatives, farmers and ranchers, public bodies, non-profit corporations, Native American Tribes and private companies. Through its Cooperative Programs, RD promotes the understanding and use of the cooperative form of business. USDA RD helps rural residents form new cooperatives and improve the operations of existing ones through education, research, technical assistance, publications, and funding.

USDA

Risk Management Agency:

- Risk Management Education (RME) seeks to educate farmers, ranchers, and producers with real-time crop insurance program information and risk management tools through effective partnerships and outreach.
- RME works with private partners to assist producers, especially limited resource, socially disadvantaged and other traditionally under-served farmers and ranchers, in effectively managing long-term risks and challenges. Through these partnerships, producers learn about crop insurance and other farm safety net tools in order to make the best risk management decisions for their agricultural operations.
- RME manages the cooperative agreements for the Risk Management Education Partnership Program and the Crop Insurance Education in Targeted States Program.

Farm Loan Programs -- Operating Loans

- Loans funds for the purchase of feed, seed, equipment, and other supplies.

Are there specific units of your department or affiliated agencies/organizations within your department that directly support business or economic recovery (For example, the Department of Treasury is affiliated with the FDIC)?

Risk Management Agency

Following a natural disaster, RMA's Insurance Services and Product Management areas work closely with AIPs that sell and service crop insurance policies to ensure enough loss adjusters are available to process claims in impacted areas as quickly as possible.

Farm Loan Programs – Farm Ownership Loans

Loan funds for capital expenditures, such as to rebuild a barn or shed that may have been destroyed.

Based on your department or agency's experience supporting disaster recovery, what are the three to five programs (funding or technical assistance) most often/typically engaged to support economic, business or workforce recovery? (e.g. USDA-Rural Development's Rural Broadband Access Loan and Loan Guarantee; Rural Business Investment Program; and Rural Economic Development Loan & Grant Program). Are relevant programs delivered out of HQ or regionally? If assistance is delivered from a regional office, please provide the departments and/or a link to the appropriate regional contacts for relevant disaster recovery programs.

Rural Development

The following programs support business growth in rural communities:

- Business and Industry Loan Guarantees (B&I)
- Intermediary Relending Program (IRP)

USDA

- Rural Business Development Grants (RBDG)
- Rural Business Investment Program (RBIP)
- Rural Economic Development Loan and Grant (REDLG)
- Rural Microentrepreneur Assistance Program (RMAP)
- Value Added Producer Grants (VAPG)
- Rural Energy for America Program Renewable Energy Systems & Energy Efficiency Improvement Loans & Grants
- Advanced Biofuel Payment Program
- Biorefinery, Renewable Chemical, and Biobased Product Manufacturing Assistance Program
- Repowering Assistance Program

Risk Management Agency:

Privately owned AIPs sell and service federal crop insurance policies in every state and in Puerto Rico. Producers contact their insurance agent when filing claims.

Farm Loan Programs--Primary Loan Servicing

For existing borrowers who may become delinquent on their loans, there are options to assist financially distressed borrowers, such as loan restructures.

Appendix C: Economic RSF Weekly Check-In Template



TOPIC	Economic Recovery Weekly Status Report
PREPARED BY	
JOINT RECOVERY OFFICE	
REPORTING PERIOD	
SUBMISSION DATE	9

ECONOMIC RECOVERY SUPPORT FUNCTION
FIELD OPERATIONS MANUAL – MARCH 2019

ERSF PRIMARY PARTNER AGENCIES	AGENCY ERSF POC NAME	ACTIVE AS OF	JFO ON-SITE?	
D.FCO/FDRC DHS-FEMA			<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
DOC			<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
SBA			<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
USDA			<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
DHS FEMA			<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
DOL			<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Treasury			<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
SUPPORTING ORGANIZATIONS	AGENCY ERSF POC NAME	ACTIVE AS OF	JFO ON-SITE?	
Office of Insular Affairs			<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
HHS			<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
HUD			<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Interior			<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
EPA			<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

Corporation for National and Community Service			<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
State Department			<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
GSA			<input type="checkbox"/> Yes	<input type="checkbox"/> No
Infrastructure USACE			<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Mitigation Advisor DHS-FEMA			<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
UFR Advisor			<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Philanthropic Advisor			<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

ERSF Milestone Status Update

1. Mission Scoping Assessment (MSA) / Incident Strategic Plan (ISP)

Completion Deadline:

2. Recovery Support Strategy Matrix (RSS Matrix) – Specific to USVI, Matrix does not contain an RSS narrative

Completion Deadline:

3. Reporting Period Accomplishments:

Notable interactions with key stakeholders and other colleagues involved in recovery efforts are summarized below:

4. Reporting Period Risks and Unresolved Delays