



Aerial photos of the Town of Nichols, Marion County, South Carolina

FEMA-4394-DR-SC Incident Strategic Action Plan

As of 11/19/2018

Plan Authorization

This Incident Strategic Action Plan provides overall direction for incident management and specifies milestones and outcomes to achieve. The strategic plan outlines the goals, objectives, and desired end state utilizing survivor centric outcomes and milestones, which enables the Unified Coordination Group to measure progress within the life cycle of the incident and determine completion of the milestones and outcomes. Longer-term goals form the foundation of the strategic plan, describing when the Unified Coordination Group expects Response, Recovery, and Mitigation operations to occur along an incident timeline.

/s/

Kim Stenson
State Coordinating Officer



/s/

Libby Turner
Federal Coordinating Officer



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1 Situation

1.1 Purpose

This Joint State and Federal Incident Strategic Action Plan (ISAP) coordinates State and Federal program deliveries to the State of South Carolina and its citizens. These programs are authorized under the Robert T. Stafford Act, the National Disaster Recovery Framework, and other relevant statutes for response and recovery activities delivered under disaster declaration FEMA-4394-DR-SC.

The ISAP is intended to ensure effective and efficient response to, and recovery from, the effects of Hurricane Florence to support the State and survivors as designated in the Presidential Disaster Declaration. The ISAP is intended for use by Federal, State, County, and local government officials, and other key stakeholders that currently or may have a leadership, management, or coordination role in the recovery process.

This plan is organized around the mission areas of Recovery and Mitigation Core Capabilities (codified in the National Preparedness Goal, 2nd Ed. September 2015) and identifies joint objectives, milestones, key tasks, and desired timeline to achieve the desired end state. The joint objectives and tasks identified in this plan will aid the Unified Coordination Group (UCG) in tracking overall activity, progress, and performance of FEMA-4394-DR-SC.

This plan will outline the operational phases as described in the continuum of recovery support and the National Disaster Recovery Framework; and iterative updates will adjust the plan to reflect current and future organizational and programmatic milestones and objectives.

The ISAP attempts to connect and unify plans that are developed at different times for various purposes, including the FEMA Region IV All Hazards Plan, FEMA Region IV Hurricane Annex, Incident Action Plans, FEMA programmatic management plans and implementation strategies, the Demobilization and Transition Plan, and the Recovery Support Strategy.

The scope of this plan considers the entire lifecycle of the incident, from pre-disaster planning through JFO closure and RSS implementation. Ultimately, the FEMA Region IV Regional Administrator (RA), or designee(s), will assume responsibility for monitoring the plan's completion.

1.2 Background

Hurricane Florence made landfall on September 14 near Wrightsville Beach, North Carolina as a Category 1 hurricane, with sustained winds of 90 mph. Although the storm weakened after making landfall, the forward speed decreased, causing Florence to move very slowly west to southwestward as it produced torrential rainfall over South Carolina. Florence continued weakening while dropping heavy rain, and weakened into a tropical depression on September 16, while located over South Carolina. The state observed historic riverine flooding that impacted communities and infrastructure throughout the Pee Dee and Waccamaw regions.

At the request of the Governor of South Carolina, the President of the United States signed an emergency declaration effective September 10, 2018 authorizing the provision of assistance for emergency protective measures (Category B), limited to direct federal assistance under the Public Assistance program.

The President signed a major disaster declaration on September 16, 2018 designating Public Assistance (assistance for emergency work and the repair or replacement of disaster-damaged facilities) for the following counties: Berkeley, Charleston, Dorchester, Georgetown, Horry, Marion, Orangeburg, and Williamsburg Counties for emergency protective measures (Category B), including direct federal assistance. The incident period ran from 8 September to 8 October 2018.

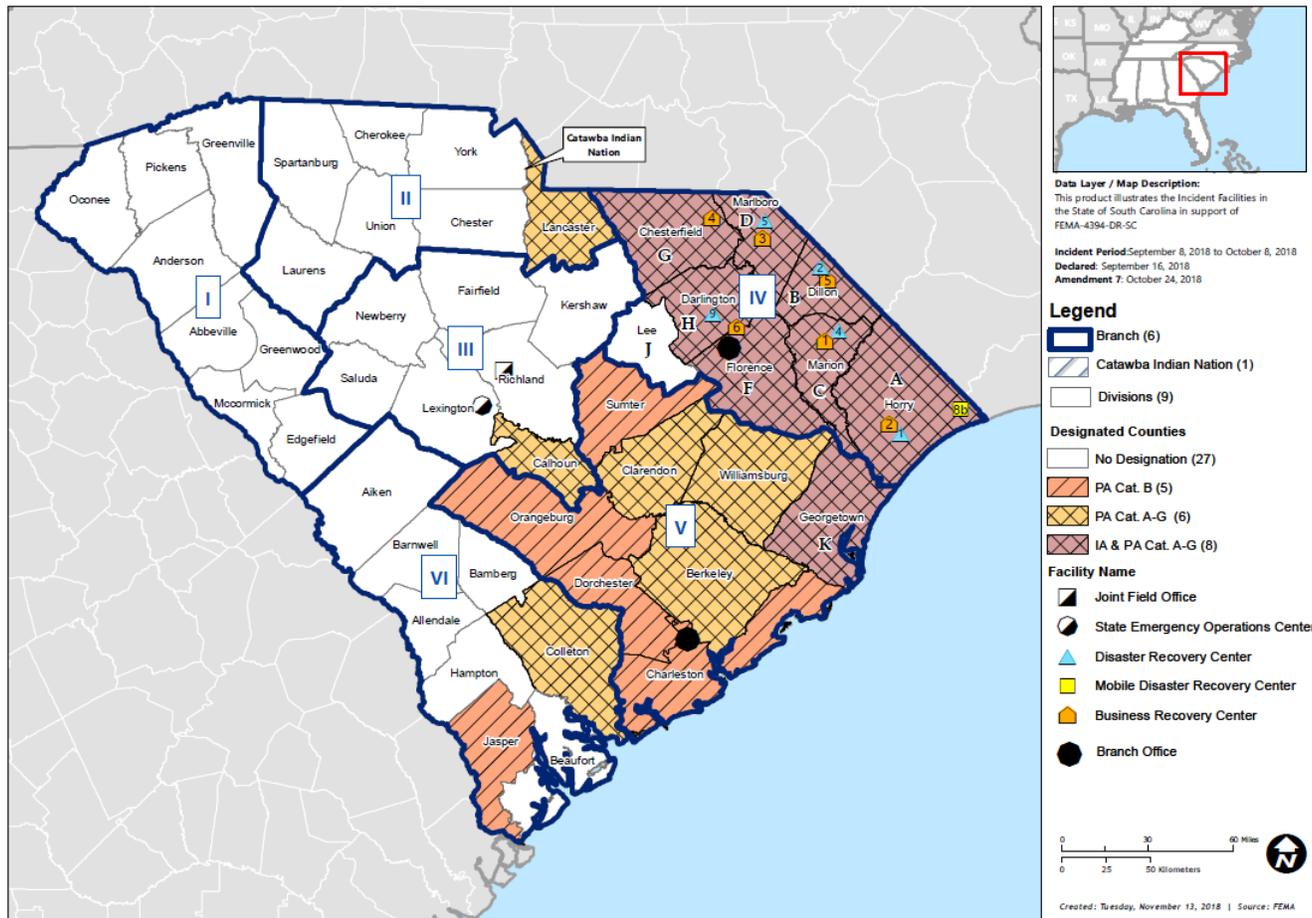
All counties and the Catawba Indian Nation in South Carolina are eligible to apply for assistance in the Hazard Mitigation Grant Program. The following amendments to FEMA-4394-DR-SC disaster declaration have been issued:

- Amendment #1 (9/21/2018): amended to include Individual Assistance for the counties of Dillon, Horry, Marion, and Marlboro and Public Assistance Category B (Emergency Protective Measures) for the counties of Dillon and Marlboro.
- Amendment #2 (9/25/2018): amended to include Individual Assistance for Chesterfield County and Public Assistance Category B (Emergency Protective Measures) for the counties of Chesterfield, Darlington, Florence, and Sumter.
- Amendment #3 (9/26/2018): amended to include Individual Assistance for Georgetown County.
- Amendment #4 (10/02/2018): amended to include Individual Assistance for Darlington and Florence counties.
- Amendment #5 (10/08/2018): amended to close the incident period as of 10/08/2018.
- Amendment #6 (10/16/2018): amended to add Public Assistance Categories A and C-G for counties of Berkeley, Chesterfield, Darlington, Dillon, Florence, Georgetown, Horry, Marion, Marlboro, and Williamsburg. Calhoun, Clarendon, and Lancaster Counties Declared for PA.
- Amendment #7 (10/24/2018): amended to add Jasper County for emergency protective measures (Category B) including Direct Federal Assistance under the Public Assistance program.

1.3 Incident Map

FEMA-4394-DR-SC - Hurricane Florence

Declaration with Incident Facilities for Operational Period 0800 EST 11/14/2018- 0800 EST 11/21/2018



DR-4394 Planning GIS, (13 November 2018, 0700 EDT)

1.4 Planning Assumptions

The following assumptions were identified in the development of this plan and were provided to planning partners to aid in their decision-making process for task and resource identification:

- Public Assistance (PA) staff will utilize the new PA model to the full extent
- A Direct Housing Mission will only be considered if there is a defined and documented need
- Additional added counties will not pose challenges to support
- Voluntary Organizations Active in Disaster (VOAD) will be engaged by Voluntary Agency Liaisons (VALs) for at least one year
- Projects that require a longer time to complete project worksheets, Environmental and Historical Preservation (EHP) review, and obligations will be treated as outliers and not delay the implementation of this plan
- At South Carolina Emergency Management Division's (SCEMD) request and upon approval by the FEMA Region IV Administrator, the current Joint Field Office (JFO) Command and General Staff will assume Incident Management responsibilities for any new incident requiring FEMA support while the JFO is operational
- JFO program elements will implement those actions necessary to close or transfer ongoing activities to the State, FEMA Region IV, or other appropriate departments/agencies
- The JFO facility will be rightsized as missions are complete
- After closure of the JFO, outcomes will require ongoing monitoring by the remaining field staff, SCEMD, and FEMA Region IV
- Recovery technical assistance is available to support community planning and capacity building for the next six months

2 Mission

2.1 Survivor-Centric Outcomes, Milestones, and Indicators

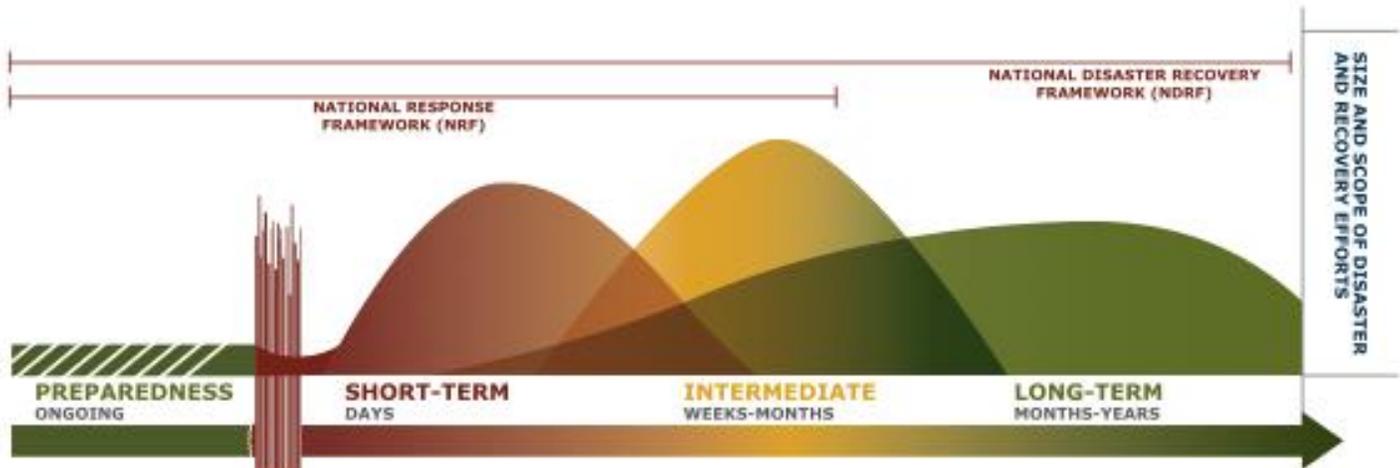
Apply whole-community and multi-agency concepts to achieve survivor-centric outcomes for recovery and mitigation efforts for the state while developing a more resilient culture and preparedness posture to address future threats. Milestones are major actions, activities, programs, and services that, when completed, contribute to the attainment of a Survivor-Centric Outcome.

Key Recovery Focus Areas for all disciplines:

- **Stabilization:** Sustainable health, disability, and social service systems in place.
- **Infrastructure:** Site Inspections of Infrastructure Systems completed, and all specialized projects submitted to Consolidated Resource Center (CRC).
- **Economy:** Affected economy recovered and where applicable resistant to hazards.
- **Housing:** Residents of South Carolina displaced or who incurred damage to their primary residence are returned to their residences with greater resistance to disaster impacts.
- **Preparedness:** Community ability strengthened to prevent, protect against, respond to, recover from, and mitigate threats and hazards of greatest concern.
- **Self-Sustaining:** Improve the community's ability to lead and manage its recovery at the lowest level
- **Natural and Cultural Resources:** Natural and cultural resources (cultural institutions, historical sites, parks, estuaries, and public properties) are restored and preserved, with enhanced sustainability and resilience.

3 Execution

3.1 Operational Phases



The ISAP will encompass a phased multi-discipline recovery operation as identified in the National Disaster Recovery Framework, 2nd Edition (June 2016). To provide greater detail, accountability, and changes in the operational environment through the delivery of the full range of recovery programs the ISAP is organized into three distinct phases.

Short-Term (10/8/18 - 11/30/18): This phase begins with the end of the incident period and life safety response requirements. This focus of this phase is to complete assessments that provide a common understanding of impacts, community needs, resources and capacity to implement recovery at the local level. This phase ends with the completion of the assessments. Key tasks in this phase include:

- Deliver Individual Assistance (IA) Programs
- Disaster Survivor Assistance Operations
- Requests for Public Assistance
- Exploratory Calls
- Recovery Scoping Meetings
- Disaster Recovery Operations
- Long-term Recovery and VOAD
- Interagency Recovery Coordination Mission Scoping Completed
- Initial economic injury assessment
- Submission of State Emergency Work Estimates Category A - Debris Removal and Category B - Emergency Protective Measures
- Floodplain Management and Insurance (FM&I) Staff contact local floodplain managers, offer assistance, and review impacted areas
- Air Operations Mission Assignment with Civil Air Patrol (CAP)

Intermediate (12/1/18 - 1/15/19): This phase focuses on the completion of delivery of individual assistance programs and the continuation of Public Assistance actions for all categories of work. This phase ends with the completion of recovery scoping outreach. Key Tasks in this phase include:

- Closure of Disaster Recovery Centers (DRC)
- Continuation of IA Programs to eligible recipients
- Eligible PA projects formulated at the JFO and submitted through Grants Portal to the Emergency Management Mission Integrated Environment (EMMIE)
- Project(s) at CRC with Scope of Work and Cost development completed in EMMIE
- Hazard Mitigation Outreach based on impact assessments

- Case Management Outreach to inform long-term recovery (Community Development Block Grant – Disaster – CDBG-DR)
- FM&I JFO staff coordinates programmatic priorities with the Region and the State and establish Substantial Damage field tactical efforts
- Interagency Recovery Coordination outreach focused on long-term community recovery and Community Planning and Capacity Building

Long-Term (1/16/19 - JFO Transition to Operational Field Office (OFO) / PA Processing Center): This phase focuses on the continued PA delivery and the identification of Hazard Mitigation Projects to reduce threats and develop and enhance community resiliency. This phase ends with the transition to enduring recovery tasks focused on unmet survivor needs and the transition of remaining PA activities to the OFO/PA Processing Center. Key Tasks in this phase include:

- Completion of CDBG-DR application
- Eligible PA Projects approved in EMMIE and obligated
- Identification of Hazard Mitigation Grant Program Projects
- FM&I transitions Substantial Damage oversight to the Region, and the Region and State continue long-term support
- Interagency Recovery Coordination supports building capacity of Council of Governments and counties within the impacted area to prioritize recovery projects, identify technical assistance and funding resources

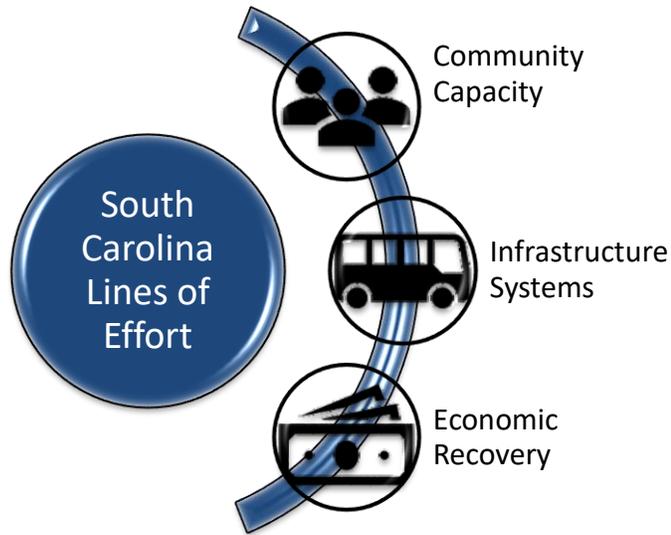
3.2 Concept of Operations

The Concept of Operations describes how FEMA program areas will conduct operations and achieve major objectives in support of disaster recovery activities in order to meet the desired end state, as well as describing South Carolina's priorities of effort and their supporting objectives and tasks that will be undertaken to fulfill their end state. In addition to the objectives, critical milestones/tasks were identified by program areas and are captured in Annex C: Joint Execution Checklist. The Joint Execution Checklist identifies responsible program areas, applicable Core Capabilities, start/end dates, and will serve as a progress tracking tool. To demonstrate alignment and coordination with FEMA strategies and state disaster specific strategies, the Core Capabilities were strategically aligned to the South Carolina Lines of Efforts (LOE) and the FEMA 2018-2022 Strategic Plan Goals and Objectives. Additional annexes and tactical plans may be developed to support the identified tasks in Annex: C to build toward the successful completion of FEMA-4394-DR-SC activities.

Federal assistance programs will remain active throughout the incident lifecycle. As operations right-size, the Federal Coordinating Officer (FCO) and State Coordinating Officer (SCO) will determine the appropriate time for transition to an Operations Field Office.

Upon the conclusion of program mission, and as mutually agreed upon by FCO/SCO/RA, functions will transfer back to SCEMD and Region IV.

The plan describes the coordinated delivery of short-term and intermediate recovery programs to support our impacted citizens and restore critical infrastructure while setting the conditions to transition to long-term recovery over the next six months. The South Carolina Recovery Concept of Operations is built around the following LOE:



Community Capacity: Provide safe and suitable housing, restore disrupted commerce and employment opportunities, conduct comprehensive messaging of recovery strategies, and incorporate Whole Community inclusion into all planning efforts to ensure impacted communities emerge more resilient and comprised of all stakeholders.

Infrastructure Systems: Restore impacted roadways, rails, bridges, water, and waste water facilities

Economic Recovery: Conduct private sector outreach and leverage those capabilities in support of property/home restoration, business and agricultural impact restoration, and incorporation of stakeholders throughout.

Within each of the LOEs, South Carolina has identified the following objectives:

Community Capacity

- Provide safe, suitable housing to impacted residents: Connect VOADs with unmet needs in communities to address housing and/or other shortfalls.
- Deliver disaster unemployment benefits to the impacted workforce and assess and implement as needed alternate employment opportunities (US DOL DWG Grant): Coordinate with Chambers of Commerce and local business and industry leaders to develop immediate and alternate business restoration plans.
- Implement comprehensive and targeted community outreach and messaging campaign and incorporate venues (town halls) to inform affected communities of recovery strategies and gather citizen and jurisdictional concerns.

LOE Infrastructure Systems

- Restore transportation infrastructure network to connect communities with services. Repair and maintain road/rail networks to facilitate rapid restoration of commercial industries and small businesses.
- Restore water and waste water facilities in order to mitigate impediments to life, health, and safety.

LOE Economic Recovery

- Conduct private sector outreach and targeted messaging to connect vendors with affected homeowners and property managers to rebuild and replace housing.
- Coordinate with public and private stakeholders to reconstitute impacted businesses to sustain local commerce.
- Increased capacity of farms and farm-related businesses to sustain and recover from disaster impacts.
- Implement targeted messaging campaign aimed at impacted businesses regarding the Small Business Administration (SBA); message context will describe SBA eligibility by county, types of loans and grant program, application procedures, and planning timelines.

4 Administration

4.1 Administrative Handling Instructions and Plan Management

The ISAP for FEMA-4394-DR-SC will be unclassified and not designated as For Official Use Only (FOUO). The Command and General Staff will review the ISAP on a bi-weekly basis or as deemed necessary by the UCG. The Operations Chief will lead the process, consisting of review and discussion of the status of key tasks, milestones, objectives and resource challenges/issues that are impeding the desired outcome. Any issues or proposed changes affecting the execution of the plan will be presented to the UCG. The completed ISAP and any subsequent version changes will be posted to SCEMD's Palmetto website and FEMA's WebEOC for as long as the document remains operationally valid.

4.2 Plan Maintenance

The ISAP will be reviewed and updated as necessary every 14 days. The Planning Section will establish a standard meeting schedule and secure a standing location for plan review and maintenance. The Planning Section will facilitate the meeting between the FCO, Operations Section Chief, and External Affairs Officer (or their designees from specific programs) who have the authority to make decisions or changes to deadlines and deliverables on behalf of their program or function.

The Planning Support Unit Leader will be responsible for ensuring that the meeting is properly facilitated and that notes are captured. It should be stressed that program leads arrive to the meeting prepared to report and discuss any changes to their portion of the current draft of the ISAP. Report outs should be made by exception only.

Following the meeting, the Planning Support Unit Leader (or designee) will be responsible for filing notes and working with the program leads individually to capture any changes and reflect them in the update to the ISAP. The Planning Support Unit will be responsible for archiving the superseded versions of the ISAP.

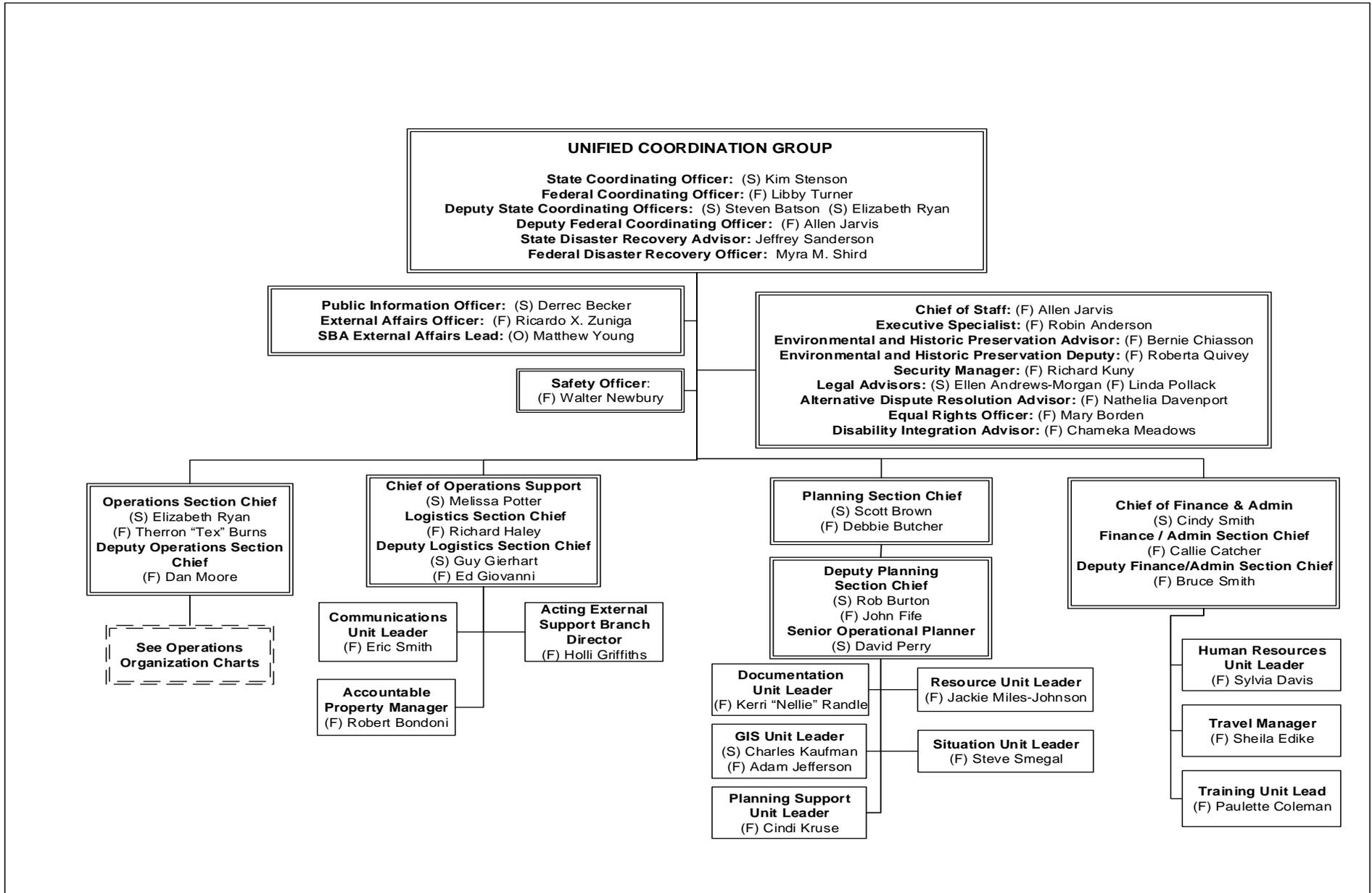
5 Oversight, Coordinating Instructions and Communications

5.1 Oversight and Implementation

The SCO and FCO will provide overall management for FEMA-4394-DR-SC activities through the UCG and the execution of this ISAP.

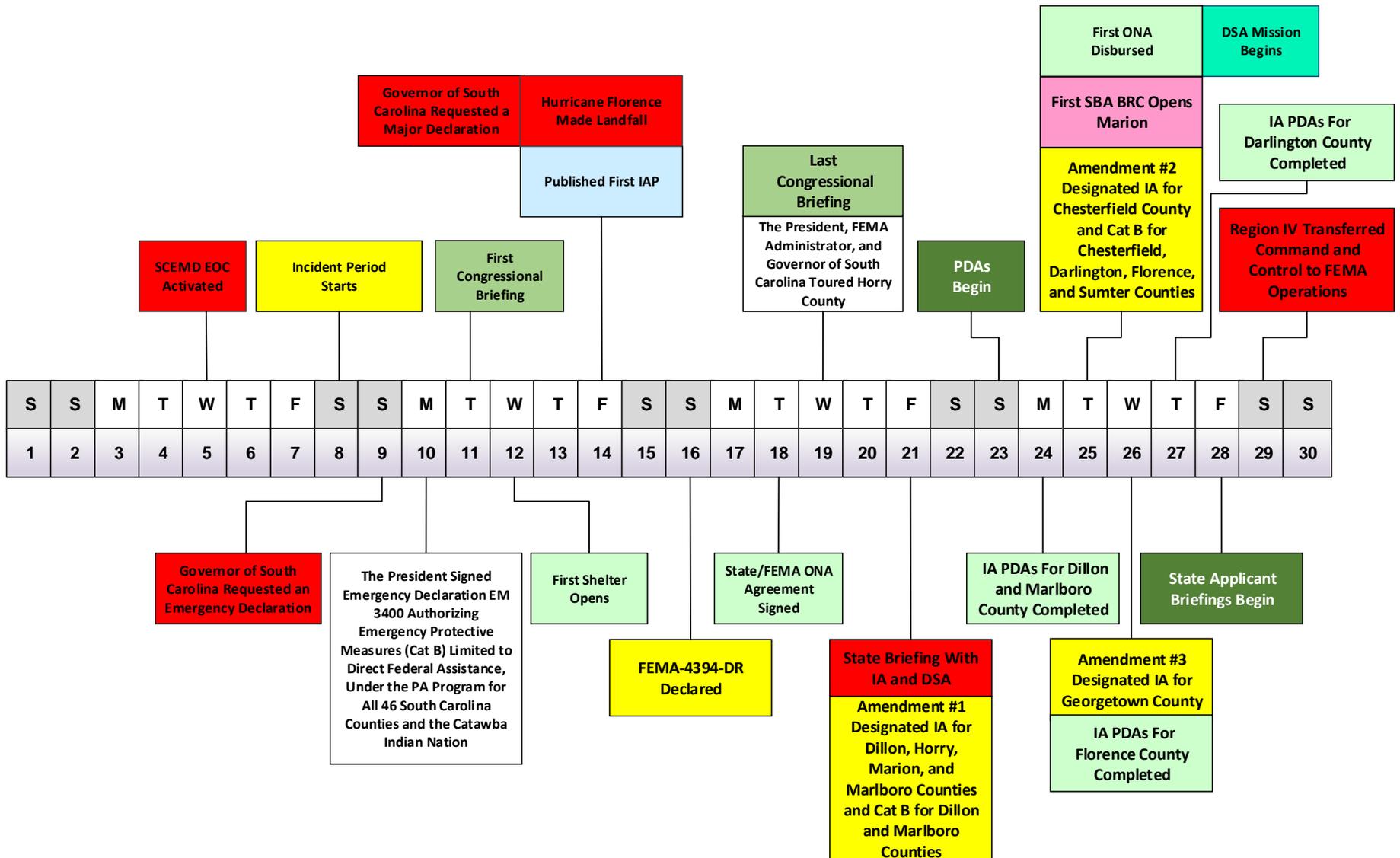
Bi-weekly meetings will be facilitated by the Planning Section to evaluate the implementation of this ISAP. The Operations Section Chief will coordinate and monitor task completion as listed in Annex C.

Annex A: Task Organization

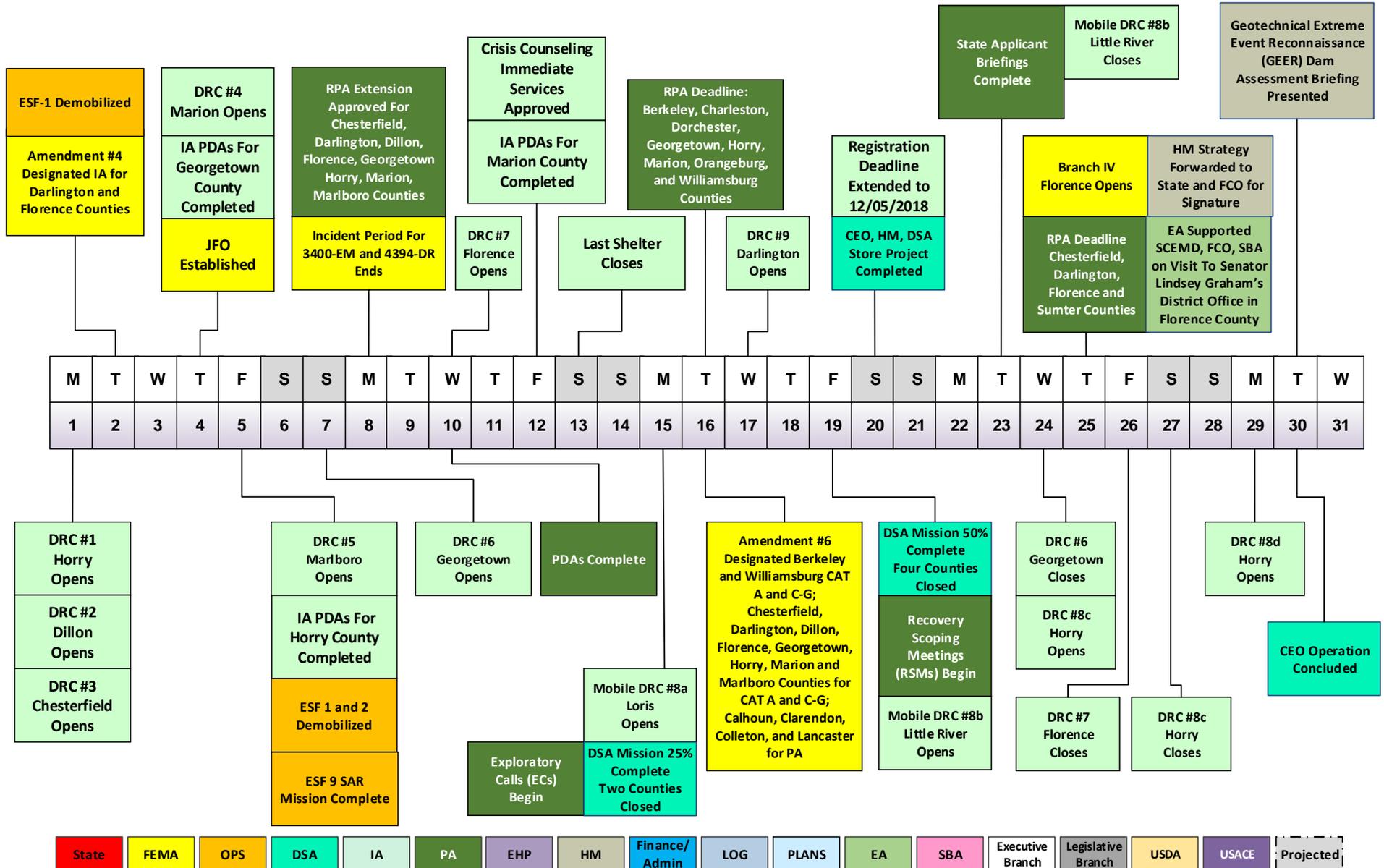


Annex B: Strategic Timeline (as of 11/9/18)

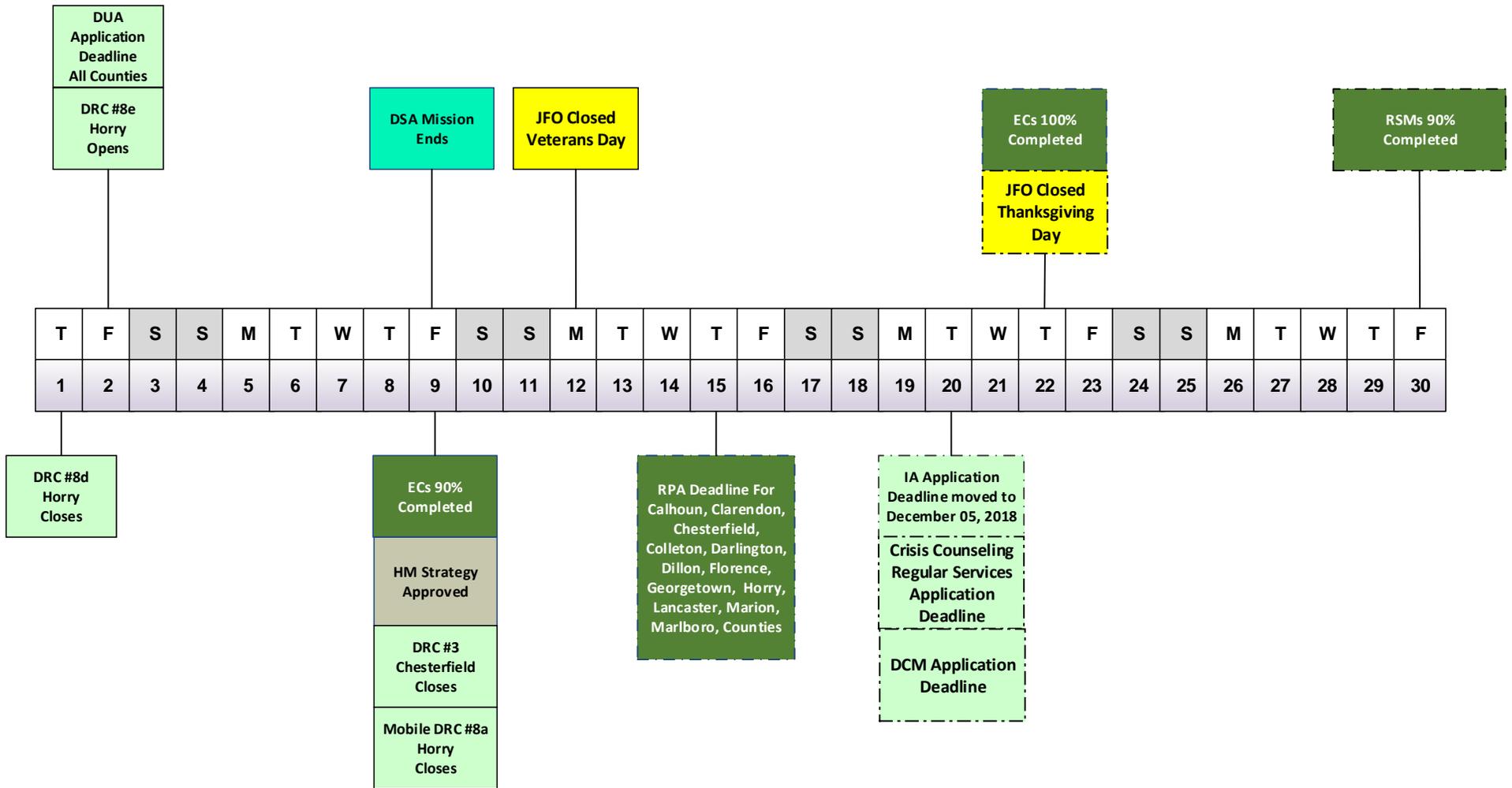
B.1 September 2018



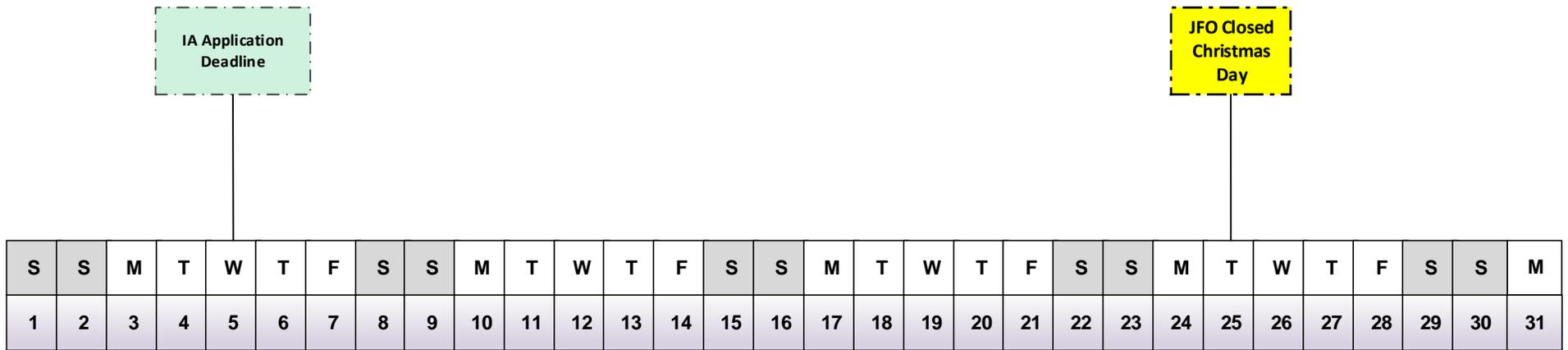
State	FEMA	OPS	DSA	IA	PA	EHP	HM	Finance/ Admin	LOG	PLANS	EA	SBA	Executive Branch	Legislative Branch	USDA	USACE	Projected
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B.3 November 2018



B.4 December 2018



Annex C: Management Plan

FEMA-4394-DR-SC Strategic Plan Alignment Table		Planning	Public Information and Warning	Operational Coordination	Access Control and Identity Verification	Cybersecurity	Logistics & Supply Chain Management	Physical Protective Measures	Community Resilience	Long-term Vulnerability Reduction	Risk and Disaster Resilience	Threats and Hazards Identification	Infrastructure Systems	Critical Transportation	On-Scene Security, Protection, and Law Enforcement	Situational Assessment	Economic Recovery	Health and Social Services	Housing	Natural and Cultural Resources	
SC Line of Effort	Infrastructure Systems																				
	Economic Recovery																				
	Community Capacity																				
FEMA Strategic Plan	Build a Culture of Preparedness																				
	Ready the Nation for Catastrophic Disasters																				
	Reduce the Complexity of FEMA																				
Federal Program Areas	Individual Assistance																				
	Infrastructure Branch																				
	Hazard Mitigation																				
	Disaster Survivor Assistance																				
	Environmental & Historic Preservation																				
	External Affairs																				

C.1 Joint Execution Checklist

Program Area	Core Capability	Task	Recovery Phase	Responsible Party	Start Date	End Date	Current Status
Status of Actions	Complete		Nearing End Date		Encountered Issue/Past Due		
DSA	Situation Assessment	Complete outreach of the most affected to the least affected survivors including the disproportionately impacted survivors in each of the Individual Assistance designated counties.	Short-term	DSA	09/24/2018	11/21/2018	Ongoing
EA	Public Information/ Warning	Proactively communicate, liaise and conduct office visits with elected and appointed government officials; participate in priority events and enlist speakers' bureau assistance for Congressional/IGA-related meeting requests.	Short-term	Congressional/Inter-Governmental Affairs Manager	09/25/2018	12/07/2018	Ongoing
EA	Public Information/ Warning	Respond to media inquiries and rapidly respond to inaccurate or negative media coverage; support opening of all DRCs and Speakers Bureau events; and manage a robust social media strategy.	Short-term	Joint Information Center Manager	10/01/2018	12/07/2018	Outreach and response to media inquiries are ongoing. Survivor centric messaging continues.
EA	Public Information/ Warning	Liaise and conduct outreach with State Private Sector partners for information sharing and to monitor emerging trends and issues.	Short-term	Private Sector Manager	09/26/2018	11/16/2018	Private Sector Activities Transitioned to Region IV
EHP	Natural and Cultural Resources	Targeted completion date of RSM's (provided by PA Leadership) with targeted 100% attendance by EHP.	Short-term	EHP	10/15/2018	11/20/2018	Ongoing
EHP	Natural and Cultural Resources	Site Inspections to be performed in concurrence with remaining RSM's with targeted 25 – 80% attendance by EHP.	Short-term	EHP	10/15/2018	11/20/2018	Ongoing
HM	Public Information/ Warning	Visit local communities to provide information on resources available for individuals impacted by the event.	Short-term	CEO Group Supervisor	10/04/2018	10/30/2018	Completed
HM	Public Information/ Warning	Conduct outreach at local events to provide information on mold remediation and other recovery techniques to survivors.	Short-term	CEO Group Supervisor	10/04/2018	10/30/2018	Completed
HM	Risk and Disaster Resilience Assessment	Assist local communities with conducting substantial damage inspections.	Short-term	FPM&I Group Supervisor	09/26/2018	10/09/2018	Completed 10/09/2018 1034 SDE inspections completed

Program Area	Core Capability	Task	Recovery Phase	Responsible Party	Start Date	End Date	Current Status
Status of Actions	Complete			Nearing End Date		Encountered Issue/Past Due	
HM	Community Resilience	Provide Substantial Damage Estimator (SOE) training to local community officials, including building officials, building inspectors and floodplain administrators.	Short-term	FPM&I Group Supervisor	09/26/2018	10/09/2018	Completed 10/09/2018 Assisted 2 communities
HM	Community Resilience	Provide floodplain management post-disaster technical assistance to NFIP participating communities. (GTA's)	Short-term	FPM&I Group Supervisor	10/02/2018	10/24/2018	Completed 44 communities visited
HM	Operational Coordination	Provide floodplain management guidance to the Housing Task Force to ensure regulations and policies are incorporated into the Temporary Housing Mission.	Short-term	FPM&I Group Supervisor	10/01/2018	11/15/2018	Completed
HM	Community Resilience	Identify and contact NFIP non-participating communities in IA declared counties to encourage enrollment in the NFIP.	Short-term	FPM&I Group Supervisor	10/02/2018	11/15/2018	Completed 3 communities interested 8 non participating visited
HM	Long-term Vulnerability Reduction	Support IRC Place Based Initiative to ensure floodplain management long-term strategies are incorporated in local long-term recovery planning.	Short-term	FPM&I Group Supervisor	10/08/2018	11/15/2019	Completed
HM	Public Information/ Warning	Develop a Flood Insurance Outreach Strategy to assist claims' concerns, encourage the retention of policies, and promote the increase in flood insurance coverage throughout the State.	Short-term	FPM&I Group Supervisor; SC Dept. of Insurance	10/01/2018	10/03/2018	Completed
HM	Public Information/ Warning	Conduct insurance agency outreach visits to raise awareness to increase NFIP penetration in the State.	Short-term	FPM&I Group Supervisor; SC Dept. of Insurance	10/03/2018	11/30/2018	Ongoing – Projected 11/30/2018 Completed 8 counties-Con't. stakeholder opportunity until closeout
HM	Planning	Assessment of State Mitigation plan as to needed update.	Short-term	HMGP Group Supervisor	09/18/2018	10/10/2018	Completed; State Mitigation Plan Update approved 10/10/2018
HM	Threats and Hazards Identification	Dam assessment teams	Short-term	HPA Group Supervisor	09/25/2018	10/01/2018	FIMA HQ sent the Geotechnical Extreme Events Reconnaissance (GEER) team to NC to review effects of Hurricane Florence on Dams. The team also came to SC and assessed dam's impacts.

Joint Incident Strategic Action Plan

FEMA-4394-DR-SC

Program Area	Core Capability	Task	Recovery Phase	Responsible Party	Start Date	End Date	Current Status
Status of Actions	Complete			Nearing End Date		Encountered Issue/Past Due	
HM	Long-term Vulnerability Reduction	Conduct vulnerability assessments utilizing USGS high water marks	Short-term	HPA Group Supervisor FPM&I Group	09/20/2018	10/27/2018	Completed; used in analytics for long-term damage follow up for FM
HM	Planning	Coordination with SHMO and Regional planning staff to determine local mitigation plan status.	Short-term	Region IV HM Planning Section	Ongoing	Ongoing	Done every month, SHMO received First Friday report regarding Plan Status
IA	Health and Social Services	Implement Crisis Counseling Program- Immediate Services Program (ISP)	Short-term	IA	10/04/2018	10/22/2018	Completed. Approved 10/22/18.
IA	Housing	Applicant Services -Targeted outreach to currently inaccessible registrations based on identified need	Short-term	IA	11/05/2018	11/21/2018	Ongoing
IA	Housing	Applicant Services – Targeted outreach to Access and Functional Needs (AFN) registrations based on identified need	Short-term	IA	10/06/2018	11/21/2018	Ongoing
IA	Housing	Applicant Services – Targeted outreach to Wells and Septic Tank registrations based on identified need	Short-term	IA	10/15/2018	11/21/2018	Ongoing
IRC	Community Resilience	Scope IRC mission	Short-term	FDRO	10/02/2018	11/30/2018	
PA	Planning	Amended (State) PA Admin Plan Approved	Short-term	PA		Ongoing	Ongoing
PA	Operational Coordination	Applicant Briefings Completed	Short-term	PA		10/18/2018	Completed
PA	Infrastructure Systems	Initial RPA Submission Deadline	Short-term	PA	10/16/2018	11/16/2018	
PA	Infrastructure Systems	100% of RPAs Entered	Short-term	PA	10/16/2018	11/23/2018	Ongoing
PA	Infrastructure Systems	95% of Exploratory Calls Completed	Short-term	PA	10/15/2018	11/23/2018	Ongoing
PA	Infrastructure Systems	95% of Recovery Scoping Meetings Completed	Short-term	PA	10/22/2018	11/30/2018	Ongoing
State	Economic Recovery	Update business census data and employment data in impacted jurisdictions	Short-term & Intermediate	SC Department of Commerce; SC Dept. of Employment and Workforce	10/08/2018	12/14/2018	Nearing Deadline; DEW pulling monthly unemployment reports by county; Commerce polling local Chambers and reviewing SBA loan data
State	Economic Recovery	Conduct localized job fairs and retail planning meetings; coordinate with	Short-term, Intermediate, & Long-term	SC Department of Commerce; SC Dept. of Employment and Workforce	09/21/2018	03/15/2019	Complete – Job fair held for Horry/Georgetown (10/24/18); DEW reports most returned to

Joint Incident Strategic Action Plan

FEMA-4394-DR-SC

Program Area	Core Capability	Task	Recovery Phase	Responsible Party	Start Date	End Date	Current Status
Status of Actions	Complete			Nearing End Date		Encountered Issue/Past Due	
		Chambers of Commerce to identify and communicate employment opportunities					work; Ongoing SC Works messaging of job opportunities
State	Economic Recovery	Coordinate establishment of fixed and/or mobile Business Recovery Centers to provide information and assistance to aid small businesses in the recovery process	Short-term & Intermediate	SC Department of Commerce; SC Dept. of Employment and Workforce; SC Department of Insurance	09/21/2018	10/31/2018	Complete
State	Economic Recovery	Provide employment and commerce representation in Business Recovery Centers	Short-term & Intermediate	SC Department of Commerce; SC Dept. of Employment and Workforce; SC Department of Insurance	09/21/2018	10/31/2018	Complete
State	Economic Recovery	Identify businesses/industries impacted and lost revenue/lost jobs projections for impacted communities	Short-term & Intermediate	SC Department of Commerce; SC Dept. of Employment and Workforce; Clemson University Livestock and Poultry Health	10/08/2018	11/30/2018	Ongoing
State	Economic Recovery	Expedite unemployment benefits to disaster affected citizens	Short-term & Intermediate	SC Dept. of Employment and Workforce	09/21/2018	10/31/2018	Complete – Last day for DUA assistance (10/24/18)
State	Economic Recovery	Implement dislocated worker grant for support to affected counties	Short-term, Intermediate, & Long-term	SC Dept. of Employment and Workforce & SCEMD	09/21/2018	03/15/2019	Ongoing
State	Infrastructure Systems	Identify damaged transportation infrastructure	Short-term, Intermediate, & Long-term	SC Dept. of Transportation	09/8/2018	10/15/2018	Complete
State	Infrastructure Systems	Develop/publish road & rail repair timeline and report milestones	Short-term, Intermediate, & Long-term	SC Dept. of Transportation	09/16/2018	11/30/2018	Ongoing
State	Housing	Convene Housing Solutions Task Force	Short-term	SC State Housing Finance and Development Authority	09/12/2018	09/12/2018	Complete
State	Public Information/ Warning	Coordinate & implement messaging campaign to inform citizens of health service provisions, housing solutions, employment, and business disaster support service assistance within affected communities	Short-term, Intermediate, & Long-term	SCEMD; SC Dept. of Health and Environmental Control; SC Dept. of Health and Human Services; SC Department of Commerce; SC Dept. of Employment and Workforce; SC Dept. of Insurance	09/8/2018	03/15/2019	Ongoing
State	Operational Coordination	Convene the South Carolina Recovery Task Force; establish meeting rhythm and deliverables for member/stakeholder organizations	Short-term, Intermediate, & Long-term	South Carolina Emergency Management Division	09/8/2018	03/15/19	Ongoing
EA	Public Information/ Warning	Coordinate and integrate survivor-centric messaging with the State; develop messaging and products based on	Intermediate	Planning and Products Manager	09/16/2018	12/7/2018	Ongoing coordination, integration of survivor centric

Joint Incident Strategic Action Plan

FEMA-4394-DR-SC

Program Area	Core Capability	Task	Recovery Phase	Responsible Party	Start Date	End Date	Current Status
Status of Actions	Complete		Nearing End Date		Encountered Issue/Past Due		
		survivor needs that can be used across many channels of communication; disseminate accurate, actionable and accessible information.					messaging across all channels of communication.
HM	Community Resilience	Provide information to support resilience in the process of rebuilding	Intermediate	CEO Group Supervisor	10/1/2018	12/5/2018	Ongoing through DRCs until closed
HM	Public Information/ Warning	Coordinate with the General Adjustors (GA) in the Flood Response Offices (FRO) to resolve claims issues with policy holders.	Intermediate	FPM&I Group Supervisor; SC Dept. of Insurance	10/1/2018	12/30/2018	FRO still open in NC serving SC also
HM	Planning	Identification of potential planning projects for local communities.	Intermediate	State	09/16/2018	Ongoing	Ongoing
IA	Housing	DRC - Open and Close DRCs to meet the needs of the State	Intermediate	IA	10/01/2018	Ongoing	One mobile and five fixed DRCs open. Peak of one mobile and eight fixed DRCs open.
IA	Health and Social Services	Deliver Disaster Legal Services (DLS) Program	Intermediate	IA	09/26/2018	TBD	Ongoing
IA	Economic Recovery	SBA Business Recovery Centers (BRC) Open	Intermediate	IA	09/25/2018	TBD	Ongoing (Marion County)
IA	VAL	CNCS – AmeriCorps Mission Assignment for Muck and Gut	Intermediate	IA	10/06/2018	12/15/2018	Approved. Work is ongoing.
IRC	Community Resilience	Conduct outreach focused on CPCB	Intermediate	FDRO	12/01/2018	01/15/2019	Ongoing
OPS	Critical Transportation	Support State and FCO with Air Operations to declared counties.	Intermediate	Operations	09/12/2018	12/07/2018	Ongoing
OPS	Operational Coordination	Manage Approved Mission Assignments: a. AmeriCorps doing the Muck and Gut in several counties.	Intermediate	Operations	09/28/2018	12/21/2018	The Mission Assignment for the AmeriCorps Team is for 90 days.
PA	Infrastructure Systems	85% of Site Inspections Completed	Intermediate	PA	10/30/2018	12/21/2018	Ongoing
PA	Infrastructure Systems	50% Completed/Documented Work Projects to CRC	Intermediate	PA		01/14/2019	Ongoing
State	Infrastructure Systems	Develop project worksheets for all identified transportation infrastructure projects	Intermediate & Long-term	SC Dept. of Transportation	09/16/2018	12/14/2018	Ongoing
State	Housing	Plan strategies for Partner Engagement in Developing Collaborative housing solutions	Intermediate	SC State Housing Finance and Development Authority	10/24/2018	03/15/2019	Ongoing

Joint Incident Strategic Action Plan

FEMA-4394-DR-SC

Program Area	Core Capability	Task	Recovery Phase	Responsible Party	Start Date	End Date	Current Status
Status of Actions	Complete			Nearing End Date		Encountered Issue/Past Due	
HM	Long-term Vulnerability Reduction	Assist communities in the development of a long-term Substantial Damage plan to ensure NFIP compliance requirements are met and assist with options to assure resilient reconstruction.	Long-term	FPM&I Group Supervisor; SC Dept. of Insurance	11/15/2018	11/15/2020	Ongoing Phase II started 37 communities will be included in Phase II
HM	Operational Coordination	Provide technical assistance in project development as requested by State.	Long-term	HMGP Group Supervisor & Region	09/18/2018	03/31/2019	Pending; will be performed upon State request.
HM	Infrastructure Systems (Recovery)	Analyze performance of previous mitigation projects funded through the Hazard Mitigation Assistance (HMA) grants.	Long-term	HPA Group Supervisor	09/29/2018	01/30/2019	Reviewing mitigation projects to determine if a loss avoidance study can be completed. Due to data limitations the full study will not be completed at this time, but data will be provided to the State to show savings because of mitigation projects. Being completed at Region.
HM	Infrastructure Systems (Recovery)	Coordinate with Public Assistance (PA) to provide and advocate for Section 406 mitigation opportunities on all appropriate PA projects.	Long-term	HPA Group Supervisor		02/03/2019	Ongoing into 2019: 1) ECS for SA 93% completed, 2) RSMs to discuss 406 MIT opportunities 32% completed, (3) beginning site inspections
HM	Planning	Review identified mitigation strategies in local HM Plans for possible 404 projects.	Long-term	Planning Group Supervisor	09/16/2018	09/16/2019	Pending; State assessing. FEMA will assist State upon request
HM	Long-term Vulnerability Reduction	Deliver HM trainings to the State, and Local officials, to build HM knowledge base	Long-term	Region IV HMGP Group Supervisor- HPA Group	10/10/2018	03/31/2019	Coordinating with State to determine course schedule and audience
IA	Economic Recovery	Provide Disaster Unemployment Assistance (DUA)	Long-term	IA	09/24/2018	04/06/2019	Ongoing. 26 weeks max benefits from county declared date, ending Saturday of week
IA	Housing	Implement Individuals and Households Program (IHP), including Housing Assistance (HA) and Other Needs Assistance (ONA)	Long-term	IA	09/24/2018	03/21/2020	Ongoing (start + 18 mos.)
IRC	Community Resilience	County/COG recovery priorities identified and documented	Long-term	FDRO	01/16/2019	02/16/2019	
IRC	Community Resilience	Conduct partnership development with counties/COGs	Long-term	FDRO	02/17/2019	03/16/2019	
IRC	Community Resilience	Hold partnership roundtable	Long-term	FDRO	02/17/2019	02/17/2019	
IRC	Community Resilience	Develop transitional materials for COGs and support COGs in LDRM hiring process	Long-term	FDRO	03/16/2019	04/16/2019	

Program Area	Core Capability	Task	Recovery Phase	Responsible Party	Start Date	End Date	Current Status
Status of Actions	Complete		Nearing End Date		Encountered Issue/Past Due		
PA	Infrastructure Systems	95% of Site Inspections Completed	Long-term	PA		01/25/2019	Ongoing
PA	Infrastructure Systems	95% Completed/Documented Work Projects to CRC	Long-term	PA	11/02/2018	03/08/2019	Ongoing
PA	Infrastructure Systems	100% of Projects Obligated in EMMIE	Long-term	PA	11/16/2018	09/18/2019	Ongoing

Annex D: Staffing Projections

WEEKLY STAFFING PROJECTIONS REPORTED FROM PROGRAM AREA												Report Date
Projections	11/16/2018											
	10/13/2018	10/20/2018	10/27/2018	11/3/2018	11/10/2018	11/17/2018	11/24/2018	12/1/2018	12/8/2018	12/15/2018	12/22/2018	12/29/2018
ALTERNATIVE DISPUTE RESOLUTION	2	2	2	2	2	2	2	1	1	1	1	1
DISABILITY INTEGRATION	3	3	3	3	3	2	2	2	2	2	2	2
DISASTER SURVIVOR ASSISTANCE	74	39	18	7	3	2	0	0	0	0	0	0
ENVIRON HISTORIC PRESERVATION	17	17	17	17	17	17	15	16	16	16	16	16
EQUAL RIGHTS	2	2	2	2	1	1	1	2	2	2	2	2
EXTERNAL AFFAIRS	24	23	20	18	14	13	13	10	10	0	0	0
FIELD LEADERSHIP	5	5	5	5	5	5	5	5	5	5	5	4
FINANCE	7	8	6	6	6	6	6	6	6	6	6	6
HUMAN RESOURCES	14	7	7	7	7	5	5	4	4	4	4	4
INDIVIDUAL ASSISTANCE	96	81	77	70	61	58	34	30	25	6	6	0
INFORMATION TECHNOLOGY	18	17	16	15	15	13	12	12	12	12	12	12
INFRASTRUCTURE	0	45	50	49	73	75	73	74	74	74	74	74
LEGAL AFFAIRS	3	3	2	1	1	1	1	1	1	1	1	1
LOGISTICS	20	21	22	22	20	20	21	21	19	19	19	19
MITIGATION	52	52	48	34	31	29	26	20	20	18	13	13
OPERATIONS	0	8	8	7	6	6	5	6	6	4	4	4
PLANNING	17	13	12	11	10	8	7	6	6	6	4	4
SAFETY	5	5	5	5	5	4	4	3	3	3	3	3
SECURITY	5	5	3	3	4	4	3	3	3	2	2	2
TRAINING	1	1	1	1	1	1	1	1	1	1	1	1
Grand Total	365	357	324	285	285	272	236	223	216	182	175	168

Annex E: Program Transitional Coordination

Section	CONTACTS AND TRANSITION ACTIONS		
	Transition Date are TBD – Regional Contacts to be Verified		
	Pre-Closure Points of Contact	Region IV/HQ Points of Contact	Comments
FCO	Libby Turner 678-491-0412	FEMA RIV Gracia Szczech 940-898-5104	Transition Date: Date TBD
External Affairs	Ricardo X. Zuniga 571-431-8403	FEMA RIV Mary Hudak 770-220-5226	Transition Date: Date TBD
Safety	Walter Newbury 225-916-0052	FEMA HQ Lamar Turner 202-646-3344	Transition Date: Date TBD
Security	Richard Kuny 703-547-7498	FEMA RIV Anthony Perales 404-909-1779	Transition Date: Date TBD
Operations	Therron “Tex” Burns 940-898-7319	FEMA RIV Scott Soracco 202-809-5885	Transition Date: Date TBD
Infrastructure	Robert Ferguson 202-288-5854	FEMA RIV Saidat Thomas 770-220-5248	Transition Date: Date TBD
Individual Assistance	Christy Grant 206-465-2862	FEMA RIV Tarsha Monk 404-309-6129	Transition Date: Date TBD
IRC	Myra Shird 202-740-2343		Transition Date: Date TBD
EHP	Bernadette Chiasson 202-805-6734	FEMA RIV Stephanie Madson 404-561-9503	Transition Date: Date TBD

Section	CONTACTS AND TRANSITION ACTIONS		
	Transition Date are TBD – Regional Contacts to be Verified		
	Pre-Closure Points of Contact	Region IV/HQ Points of Contact	Comments
Mitigation	Patricia Beck 202-255-4873	FEMA RIV Jesse Munoz 770-220-5212	Transition Date: Date TBD
Planning	Deborah Butcher 202-805-6679	FEMA RIV Lora Goza 770-220-5589	Transition Date: Date TBD
Logistics	Keith Campbell 202-322-5117	FEMA RIV Kertz Hare 770-220-53333	Transition Date: Date TBD
Finance and Administration	Callie Catcher 202-549-3235	FEMA RIV Merle Harmon 770-220-5634	Transition Date: Date TBD

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