



Chatham County Disaster Recovery Plan

Recovery Base Plan

SEPTEMBER 2015

CHATHAM COUNTY DISASTER RECOVERY PLAN

SIGNATURE OF ADOPTION

This document was adopted in accordance with federal, state, and local guidelines regarding disaster recovery and coordination practices. The document was developed to ensure safe and methodical recovery from incidents affecting populations in Chatham County. By signature, the entities below accept this document as a standard practice for disaster recovery coordination.

_____ Date _____
Chairman, Chatham County Board of Commissioners

_____ Date _____
Mayor, City of Bloomingdale

_____ Date _____
Mayor, Garden City

_____ Date _____
Mayor, City of Pooler

_____ Date _____
Mayor, City of Port Wentworth

_____ Date _____
Mayor, City of Savannah

_____ Date _____
Mayor, Town of Thunderbolt

_____ Date _____
Mayor, City of Tybee Island

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RECORD OF CHANGES

Change Number	Section	Date of Change	Individual Making Change	Description of Change

CHAPTER I - INTRODUCTION

This Chatham County Disaster Recovery Plan (DRP) is developed for use by local governments, and partners in the public, private, and nonprofit sectors to facilitate recovery from emergencies causing significant impact to infrastructure, housing, the economy, and the health, social, cultural, historic and environmental framework of the community. This Recovery Plan is an all-hazards document to establish a comprehensive plan for managing recovery efforts within the municipal and county governments located in Chatham County. For the purposes of this Recovery Plan, the definition of “recovery” aligns with the National Disaster Recovery Framework’s (NDRF) definition, described as:

Those 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.

This plan is designed to identify potential actions required and the assistance necessary to support the recovery of the municipal and county governments located in Chatham County when a disaster occurs requiring long-term recovery of the County, its agencies, and/or municipalities. It includes Recovery Support Function (RSF) Annexes to facilitate an efficient recovery organization and operation.

Response and recovery operations will begin and end at the local government level. This plan recognizes local governments are primarily responsible for response and recovery operations, and recovery will occur at the direction of the local community. Local governments have the capability and responsibility to conduct and support recovery operations following a disaster or emergency, and at the core of the recovery effort is the preparation and planning implemented by the local community itself. County assistance shall be provided upon request when the overall need exceeds the capability of local government. State assistance shall be provided upon the request of County government. Federal assistance is supplemental to and requested by the State.

The Plan is compatible and aligns with the principles established in the Georgia Disaster Recovery and Redevelopment Plan (GDRRP) and the NDRF. Where discrepancies in the GDRRP and NDRF exist, Chatham County’s DRP aligns with the GDRRP and then the NDRF.

The Recovery Plan is designed to accomplish:

- A timely restoration, strengthening, and revitalization of critical infrastructure and housing;
- The resumption of a sustainable economy; and
- The long-term recovery of key health, social, cultural, historic, and environmental components of Chatham County.

This plan is only a starting point; it illustrates how assistance will be coordinated at the county and local level, but ultimately, the strength of a community's recovery is directly correlated to the recovery planning conducted in each jurisdiction before an incident occurs.

This document augments the Chatham County Emergency Operations Plan (EOP) by outlining the responsibilities and actions of government agencies and other public and private entities involved in disaster recovery. It is supplemented by the Chatham County Redevelopment Plan (Redevelopment Plan), which guides planning, action, and decision making during the long-term recovery period. The Redevelopment Plan also details actions possibly taken place before a disaster to speed redevelopment.

PURPOSE

The Recovery Plan provides the framework for Chatham County Emergency Management Agency (CEMA) in coordination with local, state, federal government agencies, and non-governmental organizations to coordinate the federal, state, local, and private sector recovery from the long-term consequences of a disaster affecting part or all of Chatham County. The purpose of the Recovery Plan is two-fold: 1) to outline a framework potentially used to assist communities in rebuilding after a disaster while increasing the communities' ability to recover from future disasters, and 2) to provide the coordination necessary for the County and local governments to itself recover.

The goal of recovery is to return populations, infrastructure, and natural and cultural resources to pre-disaster or better conditions as quickly as possible following a disaster.

This Recovery Plan provides organizations involved in recovery with resources and operational guidance to recover from emergencies causing significant impact to infrastructure, housing, the economy, and the health, social, cultural, historic and environmental framework of the community.

This Recovery Plan will outline partners' activities and organization to promote recovery from an incident. Activities required to respond to an incident are identified in local government EOPs as well as the County EOP.

SCOPE

This plan provides guidance to Chatham County, its municipal jurisdictions, and partners in the public, private, and nonprofit sectors, following major and catastrophic disasters. It identifies tasks for key agencies and organizations, as well as for coordinating and supporting agencies in RSF roles. This plan should be used as a guiding document during the recovery phase of an event, and includes considers for preparedness actions to support that recovery. Response phase activities are identified and outlined in the county and local EOPs.

The Recovery Plan is not a tactical plan or field manual. By focusing on strategic levels, this plan provides a flexible and scalable framework for organization and provides decision-making tools that may be effectively deployed against unknown and unpredictable threats.

This plan intentionally does not provide specific or qualitative thresholds for activation or demobilization of organizational structures and/or processes described herein. Such determinations are left to the judgment of government leaders, based on the capability to manage disaster recovery at a given time.

APPLICABILITY

The concepts and principles of the Recovery Plan may apply to any incident, whether natural or human-caused, which may have recovery consequences, whether or not it results in a Presidential Disaster Declaration or Governor’s State of Emergency. In addition, it is important to recognize not all of the plan’s elements will be activated for every incident.

DISASTER RECOVERY PROCESS

The recovery process is best described as a sequence of interdependent and often concurrent activities progressively advancing a community toward a successful recovery. Decisions made and priorities set early in the recovery process, by a community, will have a positive cascading effect on the nature and speed of the recovery progress. In fact, decisions made before a disaster can also positively impact recovery. Figure 1 below indicates how preparedness, response, and recovery functions are related.

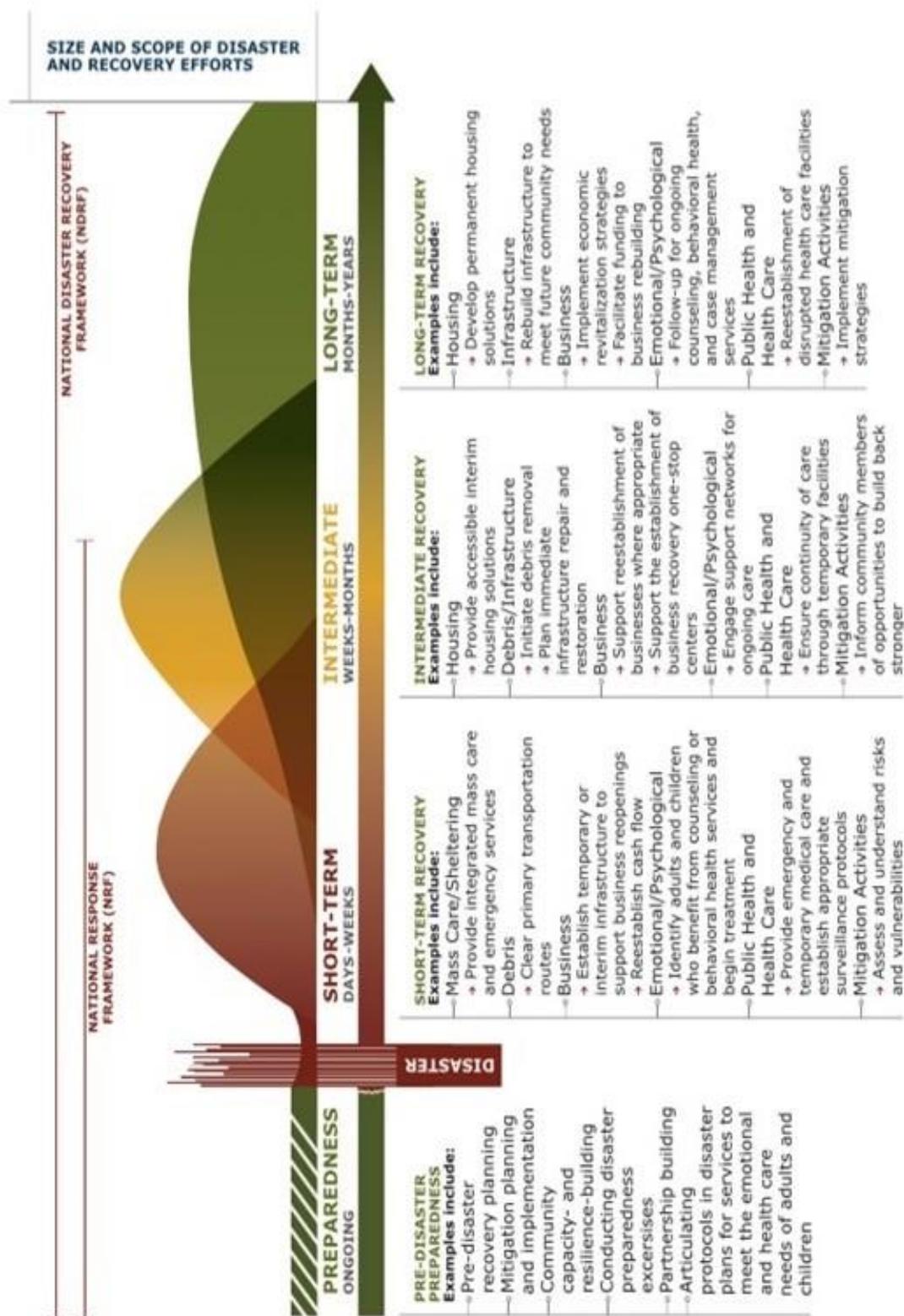


Figure 1: Recovery Continuum

RESPONSE TO RECOVERY TRANSITION

- A) The transition from response to recovery is a gradual process, the pace and timing of which will depend on the circumstances. As response activities diminish, recovery activities will increase.
- B) If the scope of the disaster dictates, a Recovery Committee will be established to manage recovery operations. The EOC Manager and Planning Section Chief will assess the need for a separate recovery organization based on the impacts of the incident, in collaboration with the other ESFs, and will make a recommendation to the CEMA Director to activate the Recovery Plan. The CEMA Director will then make a recommendation to the Command Policy Group (CPG) who will activate the Recovery Plan.

	Response	Short-Term Recovery	Intermediate-Term Recovery	Long-Term Recovery
Incident Contained	No	Mostly or Completely	Yes	Yes
Life Safety Issues	Yes	In some areas	No	No
Overall Goals	Contain the incident to protect life-safety and property	Provide support to people and businesses impacted by the disaster	Transition to self-sufficient, sustainable, and functional state	Restoration of services returning the community a pre-disaster, or better, condition
Duration After Incident	A few days, at most a few weeks	Days to weeks	Weeks to months	Months to years

Table 1. Response vs. Recovery Comparison

RECOVERY TIMEFRAMES

- A) Since emergency management is a cycle, there will be overlap between response and recovery operations. Additionally, recovery operations for multiple events may take place simultaneously.
- B) Recovery includes short-term, intermediate-term, and long-term phases.
 - i. Short-term recovery concerns include managing and containing immediate impacts of an event on community systems and beginning to return these systems back to operating standards.
 - ii. Intermediate-term recovery involves returning individuals and families, critical infrastructure, and essential government or commercial services back to a functional state, although not necessarily to a pre-disaster state.
 - iii. Long-term recovery works to return to “near normal” conditions after a disaster or emergency, including restoring economic activity and rebuilding community facilities and housing. Long-term recovery can take several months or years.

DISASTER RECOVERY GOALS

PRE-DISASTER GOALS

The following are goals guiding ongoing pre-disaster activities intended to result in the development of a full recovery readiness capability. Each goal is mapped to the appropriate section of the Recovery Plan.

Goal	Description
<p>Be prepared and proactive.</p>	<p>Establish and maintain an inventory of critical capabilities, assets, and resources (including local and County government, partners, and stakeholders).</p>
	<p>Identify appropriate legal authorities, triggers, and safeguards, such that critical governmental and non-governmental functions and activities can be executed with maximum efficiency.</p>
	<p>Educate elected officials and policy makers on priorities and decision-making processes which support transparent and credible allocation of resources.</p>
	<p>Establish relationships with public and private stakeholders who are key to the recovery process.</p>
	<p>Establish and maintain an understanding of state and federal recovery funding resources.</p>
	<p>Pre-identify resources, providers, and restoration and reconstruction priorities.</p>
	<p>Identify codes and ordinances relevant to recovery, and uncover gaps and needs.</p>
<p>Coordinate with local jurisdictions.</p>	<p>Ensure the County is coordinating with local jurisdictions and recovery planning is synchronized. The County will support planning efforts in local jurisdictions.</p>
<p>Establish and maintain the County’s leadership role.</p>	<p>The County will be responsible for defining and executing its own recovery and will establish its leadership role in such a way it can integrate into federal, state, local, and regional recovery efforts and access external funding streams.</p>
<p>Leverage existing relationships with</p>	<p>The private and nonprofit stakeholders are critical in acquiring, managing, and distributing resources, advancing economic recovery and development, and</p>

Goal	Description
<p>private and nonprofit sectors.</p>	<p>supporting other key disaster recovery functions. Some of these roles will be consistent with day-to-day activities and responsibilities and others may make contributions and out of the ordinary commitments. The County will provide leadership and participate to match needs to providers and to reduce resource overlaps and gaps.</p>
<p>Promote legitimacy and credibility.</p>	<p>To be effective, post-disaster recovery implementation must be characterized by transparency, community participation, and intense stakeholder outreach and involvement. Community partners are crucial to ensuring two-way information both prior to and after a disaster, and they are also in a position to “champion” elements of recovery. These community partners help to balance long-term community gains through economic development, mitigation, and social and cultural enhancements with the short-term well-being of residents.</p>
<p>Focus on fairness.</p>	<p>Individuals and organizations with the slimmest reserves prior to the disaster in terms of preparedness, income, and/or capital reserves, as well as social and organizational networks will be the most vulnerable after a disaster. The County is committed to pre- and post-disaster recovery work and intends to fairly and transparently resolve competing, legitimate interests among diverse community organizations and economic drivers.</p>
<p>Build on existing deliberative plans and asset identification/prioritization.</p>	<p>To ensure legitimacy of prioritization, resource allocation, and program management, the pre- and post-disaster decision making will be based on existing deliberative plans and policies whenever possible.</p>
<p>Ensure sufficient financial reserves.</p>	<p>Disasters often place immediate financial pressures on affected areas. Not all costs will be reimbursed and when they are, there is a very lengthy delay. For this reason, the availability of sufficient financial resources, be it in the form of budgeted reserves or the pre-event establishment of emergency lines of credit, will be extremely important.</p>

POST-DISASTER GOALS

The following are post-disaster operational goals intended to guide the leadership, coordination, and implementation of recovery measures.

Goal	Description
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Goal	Description
<p>Provide effective command and coordination.</p>	<p>The Recovery Plan will guide the establishment and continuity of coordinated, effective, flexible, scalable, and responsive command and coordination. An organized transition of command structures from response to recovery will allow emergency management functions to evolve smoothly and for recovery work to begin even while the basic life-safety, incident stabilization, and immediate property protection issues are still being addressed.</p> <p>During recovery, the expertise of planners, engineers, and financial professionals in fields such as land use, economic development, transportation, storm water management, capital projects, etc. will become increasingly important, and the roles of first responders revert back to their day-to-day functions.</p>
<p>Maximize funding opportunities.</p>	<p>Recovery leadership will work to leverage state and federal recovery technical and financial assistance, as well as identify and pursue additional sources of recovery funding and financing.</p>
<p>Communicate effectively.</p>	<p>The County will strive to communicate useful, practical, relevant, accurate, and timely information regarding services and resources to impacted communities and residents. Public communication should be coordinated with local jurisdictions and with the State and Federal Governments, through the Joint Field Office (JFO), when established.</p>
<p>Promote mitigation and foster resilient redevelopment and construction.</p>	<p>The County and local jurisdictions will use education, incentives, and regulation to reduce community vulnerability to various hazards by fostering more resilient land use patterns and building practices while deferring to existing deliberative plans such as EOPs and Hazard Mitigation Plans and leveraging existing programs.</p>

Goal	Description
<p>Maintain and enhance the County's economic base.</p>	<p>Maintenance and/or restoration of the economic base is vital to the local economic health. This focus includes business continuity, maintenance of business-critical infrastructure systems, supply chains, and social services, and proactive business, recruitment and retention strategies by recognizing new markets, new expertise, and new opportunities will be created by crises. Such efforts will extend beyond the economic sector, involving “catalyst” projects designed to simultaneously advance social, environmental, cultural, and economic recovery goals</p> <p>Businesses and employers will have varying levels of operational capability after a disaster. Concerted efforts will be made by local leadership to retain core businesses and to support their recovery. After a disaster, the local and County governments will support area businesses by clearing obstacles to recovery, including assisting in facilitating staffing, supporting relocation if needed, and helping to resolve supply-chain issues.</p> <p>The private sector will play a critical role in maintaining public confidence after a disaster. When the private sector is resilient in restoring employment, critical services, and normal day-to-day economic functioning, the community recovers more quickly. This translates into jobs retention and tax-base recovery. Communities where public private partnerships have been at the forefront of recovery planning, the public has been more optimistic about the community's ability to recover.</p>
<p>Sustain social and human services, public safety, and health services.</p>	<p>Local governments, working with private and nonprofit partners, will work to provide and/or restore basic services needed to sustain the community. The County, through the Long-Term Recovery Committee (Recovery Committee), will provide support and coordinate unmet needs and other ongoing needs remaining from the response phase.</p>
<p>Provide and/or ensure quality housing.</p>	<p>Strive to ensure residents are able to continue living in settings which are:</p> <ul style="list-style-type: none"> ● Safe, sanitary, and secure; ● Affordable at levels comparable to resident's pre-disaster housing; ● Integrated with the rest of the community; ● Accessible to public services and transportation; and ● Compliant with applicable regulations and standards

Goal	Description
<p>Sustain lifelines and restore infrastructure and public facilities.</p>	<p>Facilitate continuity of lifeline utilities and services and infrastructure restoration. According to the standard federal definition, critical infrastructure refers to “those physical and cyber-based systems essential to the minimal operations of the economy and government” (PDD-63). These include, but may not be limited to:</p> <ul style="list-style-type: none"> • Food • Water • Power • Wastewater and sewage • Transportation • Fuel • Communications systems (IT/telecom) • Solid waste removal <p>Restoration and reconstruction of public facilities needed for maintenance of lifelines and basic public services will likely be required as well as maintaining operations related to debris clearance and disposal.</p>

CHAPTER II – SITUATION AND ASSUMPTIONS

SITUATION

Disaster recovery typically occurs in phases, with initial efforts dedicated to helping those affected meet immediate needs for housing, food, and water (see *Figure 1*). As homes and businesses are repaired, people return to work and communities continue with cleanup and rebuilding efforts. Depending on the magnitude of disaster, many government agencies, volunteer organizations, and private sector companies cooperate to provide assistance and support. Regardless of a disaster's size, some individuals, families, and communities will be hit harder than others. They may need specialized assistance and additional time to recover, as well as a more formalized structure to support them in the process. This may be especially true for individuals with functional medical needs who were impacted by the disaster and rely on activities of daily living support systems. Specialized assistance may be needed to address unique needs not satisfied by routine disaster assistance programs. It may also be required for complex restoration or rebuilding challenges. Long-term community recovery addresses these ongoing needs by taking a whole community, long-term view of critical recovery needs, and coordinating the mobilization of resources at the federal, state, county, and community levels, as required.

ASSUMPTIONS

- 1) Large- and small-scale disasters will occur in Chatham County. The Recovery Plan will be activated as a response to any disaster within the County requiring a long-term community recovery. Damage from this type of incident may be localized or widespread, and will cause the disruption of normal life support systems as well as regional economic, physical, and social infrastructures.
- 2) Activation of the Recovery Plan assumes other response and short-term recovery operations are already underway guided by the National Response Framework (NRF) as well as the EOP and associated ESFs. Recovery activities may occur while response activities are still ongoing.
- 3) Volunteer organizations active in the County and in the surrounding area will implement disaster relief programs.
- 4) Local jurisdictions will have primary responsibility for recovery operations; County agencies and partners will provide support and expertise as needed. Prior to or concurrent

with activation and implementation of this Plan, local government emergency response and recovery plans will be activated, where relevant and appropriate.

5) CEMA will coordinate with local jurisdictions following a Declaration of Local Emergency. CEMA will provide recovery support and coordination to local governments and County agencies, who will also be recovering from the major disaster. Continuity of Operations (COOP) Plans will guide agency recovery. Chatham County and affected local governments will implement their EOP, COOP, and Continuity of Government (COG) Plans. Emergency response and continuity of essential functions will be provided to the greatest degree possible.

6) The Recovery Plan, in part, or in whole, can be activated during disaster conditions. The Chairman of the Chatham County Commission and the Director of CEMA will decide when it becomes necessary to activate the Recovery Plan. Recovery for some small disasters will not require the County's official activation of the Recovery Plan but will still use it as guidance.

7) In most situations, the Recovery Plan will be activated with a Declaration of Local Recovery. However, the Recovery Plan may be used to guide recovery actions that are not officially activated with a Declaration of Local Recovery.

8) The Recovery Plan is a flexible document designed to accommodate recovery from many types of disasters that have the potential to harm Chatham County. The plan will be implemented by local governments based on the recovery needs presented by each disaster.

9) Federal assistance may be required to effectively respond to and recover from a disaster. The President of the United States may declare a major disaster or emergency, and federal assistance may become available to supplement state and local operations. These recovery programs, such as the Federal Emergency Management Agency (FEMA) Public Assistance (PA), Individual Assistance (IA), Hazard Mitigation Grant Program (HMGP), the Department of Housing and Urban Development (HUD) Community Development Block Grant-Disaster Recovery (CDBG-DR), Natural Resources Conservation Service (NRCS) Emergency Watershed Protection Program, and Federal Transit Authority (FTA) and Federal Highways Administration (FHWA) Emergency Relief programs, will function concurrently.

10) State assistance may also be required to effectively respond to and recover from a disaster.

11) Chatham County and its local jurisdictions have adopted the National Incident Management System (NIMS) approach and guidance. As such, the County will incorporate the elements outlined in NIMS that are required to efficiently manage emergencies and disasters involving, local, state, and federal response agencies. The Federal Government places criteria for emergency plans to comply with Homeland Security Presidential Directive #5 (HSPD-5). For additional information on NIMS and the Incident Command System (ICS), refer to the Chatham County and local EOPs.

12) Chatham County has adopted the GDRRP, which is based on the NDRF.

12) Additional assumptions may be added throughout the recovery planning process.

CHAPTER III – CONCEPTS OF OPERATIONS

OVERVIEW

This plan provides a flexible and scalable framework for organization and decision making before, during and after all-hazards incidents causing a significant impact to infrastructure, housing, the economy, and the health, social, cultural, historic and environmental framework of the community. The Recovery Plan has a myriad of potential options for implementation, depending on the scope and scale of an incident. The Recovery Plan provides some tactical tools for the implementation of recovery programs following emergencies. It is a tool to help guide recovery, throughout the entire process.

RECOVERY ORGANIZATION

Figure 2 outlines the County's organizational structure for managing recovery. Modeled after the ICS, the organization is meant to be scalable, and not all positions, sections, and groups will be activated for every event. Specific roles and responsibilities for each entity are outlined in Section IV.

CHATHAM COUNTY – DISASTER RECOVERY PLAN

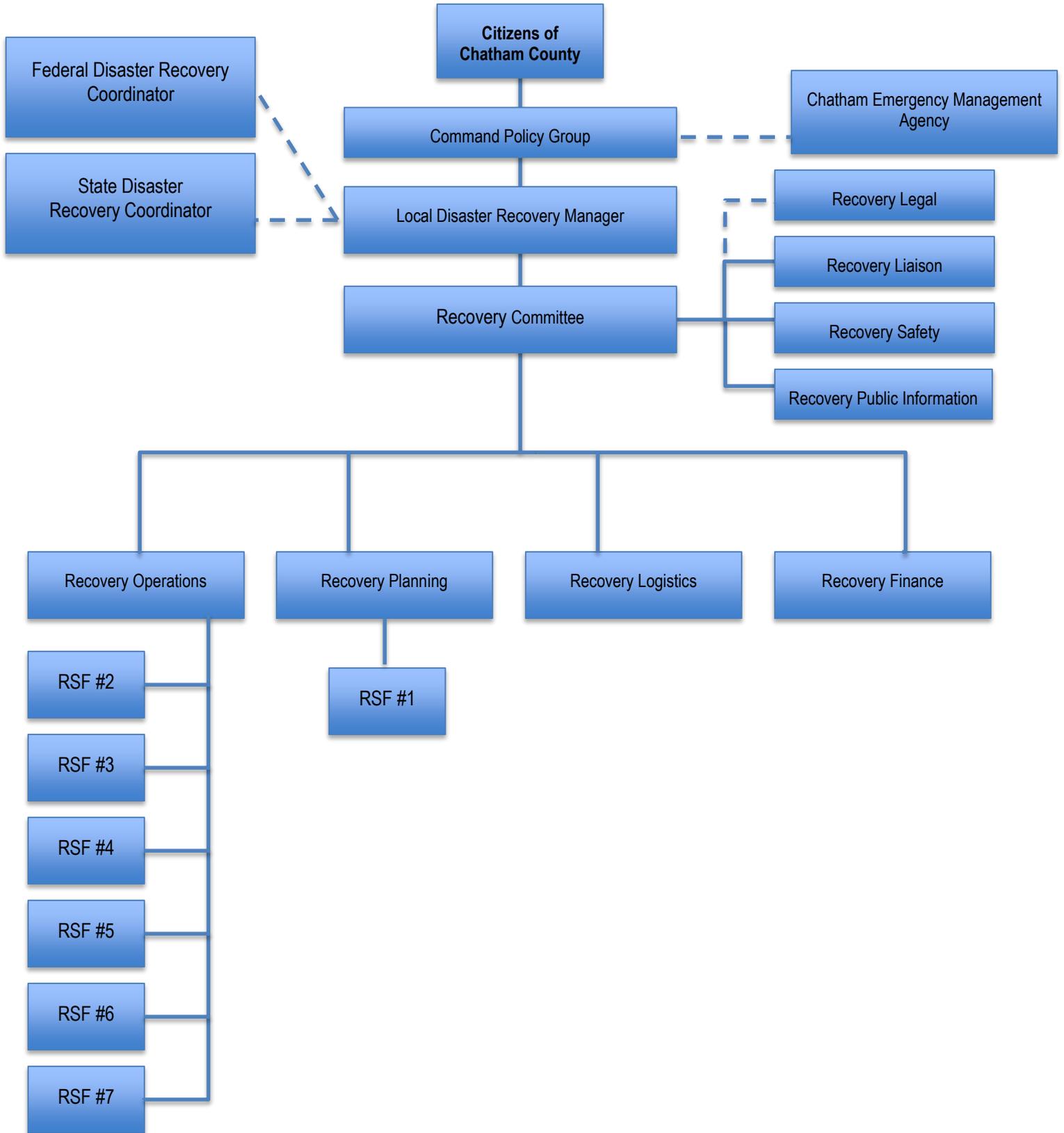


Figure 2. Recovery Organizational Structure.

COMMAND POLICY GROUP

The CPG is comprised of each jurisdictional Chief Elected Official and the CEMA Director. Other personnel may be asked to participate with the CPG on specific matters of concern or action. The CPG focuses on the overall strategy for recovery, recovery priorities, and policy requirements. The decisions made by the CPG will be implemented by the Recovery Committee overseen by the Local Disaster Recovery Manager (LDRM). The meeting schedule of the CPG will be determined by the recovery operation. The CPG is responsible for providing a point of contact for public input on recovery efforts.

LOCAL DISASTER RECOVERY MANAGER

The LDRM serves as the lead for coordination and command of the county-wide recovery efforts. The LDRM, a representative appointed by the CPG, will chair the Recovery Committee and will determine the timeframe for operational periods. The LDRM will request resources as necessary to support recovery efforts. The LDRM will work with *RSF-1: Community Planning and Capacity Building* to set the overall direction and objectives for recovery, review and approve the plans for RSF-2 through RSF-7, and liaise with state and federal officials to identify additional resources necessary to support recovery operations. The CPG may designate the LDRM from current employees of Chatham County or local government, or may hire externally for this position. This individual will be solely dedicated to the recovery effort. The LDRM will not be able to perform duties related to his/her permanent job or home agency (if applicable) until they are released from their role as the LDRM.

The role of the LDRM may be filled by different individuals depending on the needs and expertise required based on the incident. The LDRM should have the following:

- Experience in management of large, complex, inter-departmental projects;
- Knowledge and/or experience in disaster recovery;
- An understanding of emergency operations and ICS;
- An understanding of the NIMS multi-agency coordination (MAC);
- Knowledge of the NRF and NDRF;
- Knowledge of Chatham County and local governments;
- Public relations experience; and
- Subject-matter expertise relevant to the particular recovery issues faced.

The LDRM serves as the primary point of contact for disaster recovery coordination and implementation with the State of Georgia and the Federal Government. The LDRM will liaise directly with the State Disaster Recovery Manager (SDRC) and the Federal Disaster Recovery Manager (FDRC).

RECOVERY COMMITTEE

The Recovery Committee will advise the LDRM during recovery. They will help decide recovery activities, give policy guidance, and help determine priorities during the recovery process. The committee has no authority to speak on behalf of local jurisdictions or the County, to impede funds, or make commitments binding on local jurisdictions or the County. Its purpose will be to provide advice on policy related to the disaster recovery efforts and to coordinate recovery action.

The Recovery Committee should include people from both the public and private sector. Additionally, the committee will have members with relevant professional experience and expertise and include people that geographically represent areas impacted by the disaster. The Recovery Committee members are appointed by the CPG.

RECOVERY LIAISON OFFICER

The Liaison Officer (Liaison) serves as a point of contact for agencies and organizations working with the County during recovery. The Liaison will provide logistical and communications support to coordinate within the County and among the supporting agencies, and recommend courses of action as necessary. At first, the LDRM will likely serve as the Liaison, though he or she may designate a separate Liaison as necessary. The Liaison, like the LDRM, must know the participating regional agencies and organizations that the Recovery Committee will coordinate with during recovery operations.

RECOVERY LEGAL OFFICER

The Legal Officer provides counsel to the Recovery Committee on any legal issues that may arise during recovery operations. The Legal Officer has the ability to develop special legislation or executive orders supporting the overall mission of the Recovery Committee. The Legal Officer will identify federal, state, county, and municipal ordinances, statutes, or regulations that may impact Recovery Committee goals, objectives, or tactics. The Legal Officer also coordinates with the Recovery Public Information Officer (RPIO) to review Recovery Committee press releases and public statements for legal implications.

RECOVERY SAFETY OFFICER

The Safety Officer is responsible for monitoring and assessing hazardous and unsafe working situations, and developing methods for assuring personnel safety. This applies to staff assigned to the recovery organization, including those deployed from external

jurisdictions or private/non-profit organizations. The need for additional units under the command of the Safety Officer may be identified by the LDRM or the Safety Officer.

RECOVERY PUBLIC INFORMATION OFFICER

Upon activation of this Plan, the LDRM may appoint a RPIO. The RPIO should have pre-established relationships with the media and community organizations that the recovery organization must communicate with during recovery. The RPIO serves as the official spokesperson for the county's recovery effort and is responsible for responding to media and general public inquiries regarding the recovery plan and its processes.

RECOVERY OPERATIONS SECTION

The Recovery Operations oversees the execution of the RSF Plans. Recovery Operations will facilitate the collection of resource needs necessary to implement approved recovery projects, and work to fulfill those requests with the Logistics Section and the Recovery Liaison. The Operations Section will ensure approved projects are organized, and resource requests are streamlined.

However, the day-to-day recovery project operations will be managed by specific agencies outlined in each RSF. The leaders of the Operations Section will be chosen from the Coordinating Agencies of the RSFs. Operations Section leaders will have work that directly relates to the incident that occurred.

RECOVERY PLANNING SECTION

The Planning Section oversees the development of the Community Recovery Plan, and may advise the development of local community Recovery Action Plans. The Recovery Planning Section will collect, evaluate, and disseminate critical information about the incident to the LDRM, the Recovery Committee, Chatham County leadership, and the community. RSF-1 will serve as the Recovery Planning Section.

RECOVERY LOGISTICS SECTION

The Logistics Section is responsible for requesting, tracking, and demobilizing support that comes in to facilitate recovery operations. This section will also order resources from outside sources. The Logistics Section provides facilities, transportation, supplies, equipment maintenance and fuel, food services, communications and information technology support, and other services or assets as needed.

RECOVERY FINANCE SECTION

The Finance Section is responsible for tracking and coordinating payment for recovery supplies and services. In addition, the Finance Section will keep expenditure records for federal recovery programs and track recovery staff time sheets. They will ensure that the county receives all federal recovery assistance and reimbursement for which it is eligible. This Section is also responsible for coordinating the pursuit of funding from various federal grant and loan programs, and for managing undesignated, unsolicited donations.

RECOVERY SUPPORT FUNCTIONS AND GROUPS

The RSFs are comprised of different groups of agencies and organizations that will do similar work in recovery. These groups develop plans and policies around to address how recovery efforts may need to be focused, how recovery operations should proceed, and priorities within their functional areas. Once these plans and priorities have been established, RSF-1 will review plans across all functions and allocate resources and priorities across all RSFs to ensure consistency within the recovery effort.

Each RSF has a Coordinating Agency with ongoing responsibilities throughout the preparedness, response, and recovery phases. The Coordinating Agency will ensure communication and coordination occurs for each RSF between coordinating and supporting agencies. The Coordinating Agency will identify recovery needs and coordinate activities and allocate resources. Coordinating Agencies are not expected to have all the necessary assets, expertise, or capabilities internally; however they are responsible for requesting, tasking, and coordinating the activities of supporting agencies to accomplish objectives.

Each RSF includes supporting agencies. These agencies offer specific capabilities or resources available to support the Coordinating Agency in executing Recovery Agency objectives. Supporting agencies may provide information, advice, counsel, operational support, and coordination.

The RSFs, and associated Groups, are as follows:

Recovery Support Function 1: Disaster Recovery and Redevelopment Assistance Coordination and Planning. RSF-1 serves as the ICS equivalent of the Planning Section Chief. The Disaster Recovery and Redevelopment Assistance Coordination and Planning RSF coordinates public, private, and non-profit efforts to establish recovery priorities, adjudicate resources, and ensure buy-in from local leadership. In collaboration with the LDRM, RSF-1 will review and identify strategies to achieve community recovery objectives in the Recovery Plan. This Plan will outline goals, objectives, tactics, authorities, and programs that can be leveraged to

execute strategies following the disaster. RSF-1 will coordinate the resources and priorities of RSF-2 through RSF-7 to facilitate tactical recovery operations and ensure consistency with the Chatham County Recovery Plan. Additionally, RSF-1 supports the development of local community Recovery Action Plans.

Recovery Support Function 2: Economic Development. The Economic Development RSF, RSF-2, coordinates the public, private, and nonprofit efforts to develop and implement programs and policies to sustain, rebuild, and promote business and economic opportunities resulting in an economically resilient county. This includes coordinating the local efforts with the State of Georgia and relevant federal agencies.

Recovery Support Function 3: Health and Social Services. The Health and Social Services RSF, RSF-3, coordinates the public, private, and non-profit efforts to implement programs and policies ensuring adequate delivery of public health, social, education, and human services to individuals and households impacted by disasters. Recovery involves collaboration with emergency management and other community partners to develop efficient processes and advocate for the rebuilding of public health, medical, mental/behavioral, educational, and other social service systems to a level of functioning comparable to pre-incident levels and improved levels, where possible. In some cases, this may include providing services to individuals and households from neighboring jurisdictions displaced to Chatham County.

Recovery Support Function 4: Community Development, Planning, and Housing. The Community Development, Planning, and Housing Recovery Support Function, RSF-4, coordinates the public, private, and non-profit efforts to develop and implement programs and policies promoting, incentivizing, or directly providing for rehabilitation and reconstruction of destroyed and damaged housing, and/or the development of new permanent housing options while adhering to applicable housing laws and regulations. RSF-4 is also responsible for coordinating sheltering efforts during recovery. For both sheltering and housing efforts, this includes coordinating efforts with the State of Georgia and relevant federal agencies.

Recovery Support Function 5: Infrastructure Systems. The Infrastructure Systems RSF, RSF-5, coordinates the public, private, and nonprofit efforts to maintain and restore critical facilities, infrastructure systems, and related services. In the context of this Plan, infrastructure systems refer to utilities, transportation, privately owned telecommunications and other communications, and debris

management. This includes coordinating efforts with the State of Georgia, relevant Federal agencies, and key private sector partners.

Recovery Support Function 6: Natural and Cultural Resources. The Natural and Cultural Resources RSF, RSF-6, coordinates the public, private, and non-profit sector efforts to address long-term environmental and cultural resource recovery needs after large-scale incidents. This includes coordinating efforts with the State of Georgia, relevant federal agencies, and key private sector partners.

Recovery Support Function 7: Chatham Community Organizations Active in Disasters (CCOAD). The CCOAD RSF, RSF-7, coordinates the delivery of scalable recovery assistance by community organizations, nongovernmental partners, and the private sector following disasters having a long-term impact to jurisdictions and populations.

STATE DISASTER RECOVERY COORDINATOR

The SDRC leads disaster recovery for the State. The SDRC will be assigned by the Director of Georgia Emergency Management Agency (GEMA). Depending on the severity of the incident and anticipated scope and duration of disaster recovery efforts, the State Coordinating Officer (SCO) may fulfill the Recovery Coordinator role under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act). However, after large-scale disasters or catastrophic incidents, GEMA will appoint a separate position to ensure recovery activities are well managed while extended response and short-term recovery activities are ongoing.

FEDERAL DISASTER RECOVERY COORDINATOR

After a large-scale disaster or catastrophic incident where a federal role becomes necessary, a FDRC is appointed to facilitate disaster recovery coordination and collaboration between the federal, state, and local governments; the private sector; and voluntary, faith-based, and community organizations. The FDRC partners with and supports the LDRM and the SDRC to facilitate disaster recovery.

RECOVERY SITES AND FACILITIES

- Local Emergency Operations Centers (LEOC):** Local jurisdictions may be managing and coordinating emergency response and short-term recovery operations through their LEOCs.
- Chatham EOC:** The EOC is the initial location activated to support field operations in Chatham County. The EOC is a central facility from which local governments can provide interagency coordination and decision making in support of incident response. The EOC will operate until the incident is stabilized, life-safety concerns are mitigated, and operations have transitioned to focus on long-term recovery.

- ❑ **State Operations Center (SOC):** The SOC is State’s EOC. The SOC is a central facility in Atlanta, which provides interagency coordination and decision making in support of incident response.
- ❑ **Joint Field Office (JFO):** If a Presidential Declaration is received, the Federal Coordinating Officer (FCO) will establish a JFO to coordinate the relief and recovery effort. The JFO will be staffed with representatives from federal agencies having emergency responsibilities as well as state and local officials. If possible, the JFO should be co-located or nearby the County’s Recovery Coordination Center (RCC).
- ❑ **Recovery Coordination Center (RCC):** A RCC may be established during the response phase to begin planning for the recovery process, support damage assessment, ensure documentation of disaster related operations and expenditures, and provide for coordination with GEMA on recovery programs issues and implementation. This facility will be co-located with the Disaster Field Office (DFO).
- ❑ **Disaster Recovery Center (DRC):** Disaster Recovery Centers (DRC) are the mechanism for delivering assistance to disaster survivors. It is a readily accessible facility where disaster survivors can meet face-to-face with representatives of federal, state, county, local, and volunteer agencies. A local jurisdiction and participating agencies will determine if a DRC is needed after localized events requiring community recovery. Under Presidentially Declared Disasters, FEMA may stand up DRCs at the request of and in coordination with the State of Georgia and Chatham County. The facility should always have a local manager staffing the facility, if activated. The facility will be managed by a representative from CEMA and staffed by volunteers from RSF-7 as well as representatives from the coordinating agency and relevant supporting agencies in RSF-3.
- ❑ **Disaster Field Office:** If a Presidential Declaration is received, the Federal Coordinating Officer (FCO) will establish a JFO to coordinate the relief and recovery effort. The JFO will be staffed with representatives from federal agencies having emergency responsibilities as well as state and local officials. If possible, the JFO should be co-located or nearby the County’s Recovery Coordination Center (RCC).
- ❑ **Insurance Assistance Center:** The Georgia Insurance Commissioner has agreed to provide leadership and assistance to assist in recovery operations. A Disaster Advance Team, from the Insurance Commissioner, may be deployed to assess the extent or need for insurance providers to facilitate client interaction. This facility will ensure a facilitated client and provider interaction. This may be co-located with the DRC. The facility should always have a local manager staffing the facility, if activated.
- ❑ **Business Recovery Center (BRC):** BRCs, stood up by the Small Business Administration (SBA), provide key financial and counseling services to businesses impacted by disaster, including information on SBA Disaster Loans. The county may open one or more BRCs to receive requests for recovery assistance from businesses, organizations, or other entities such as public and private universities and healthcare facilities. This may be co-located with the DRC. The facility should always have a local manager staffing the facility, if activated.

RECOVERY OBJECTIVES

The following objectives are intended to provide overall guidance regarding prioritization of actions and investments undertaken to recovery from disasters. These objectives will be addressed in the Community Recovery Plan, as well as individual RAPs. The objectives are

not specific to actual pieces of infrastructure, resource allocation, or policy development. They are intended to help guide such real-world decisions in the wake of a disaster and are directly aligned with the National Preparedness Goal.

1. **Planning.** Engage the whole community in the development of executable strategic, operational, and community-based approaches to meet defined objectives.
2. **Public Information.** Deliver coordinated, prompt, reliable, and actionable information to the community in a way which meets the needs of the whole community to relay information regarding recovery, including assistance available, long-term impacts, and monitoring programs.
3. **Operational Coordination.** Establish and maintain a unified and coordinated operational structure and process which integrates critical stakeholders, provides a path and timeline to achieve recovery objectives, and uses appropriate federal, state, local, and non-governmental assistance and resources.
4. **Economic Recovery.** Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that will result in a sustainable and economically viable community.
5. **Health and Social Services.** Restore and improve health and social services networks and promote the resilience, independence, health (including behavioral health), and well-being of the whole community.
6. **Housing.** Implement housing solutions (short, intermediate, and long-term) effectively supporting the needs of the whole community and contribute to its sustainability and resilience.
7. **Infrastructure.** Restore critical infrastructure functions, minimize health and safety threats, and efficiently revitalize systems and services to support a viable, resilient community.
8. **Natural and Cultural Resources.** Restore and protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions. Preserve, conserve, rehabilitate, and restore resources consistent with post-disaster community priorities and best practices and in compliance with appropriate environmental and historical preservation laws and executive orders.
9. **Community Organizations Active in Disasters.** Restore and improve the provision of community-based, faith-based and volunteer services to the community to meet unmet community needs created by, or exacerbated by, the disaster.

RECOVERY OPERATIONS

Recovery operations are executed in accordance with this Recovery Plan. The plan supplements the county and local EOPs and identifies a range of specific actions for disaster recovery activities.

Following a disaster, when conditions allow, rapid, preliminary, and detailed damage assessments (See EOP Appendix 3-5) must be conducted to determine:

- i. The overall damage to homes and to businesses;
- ii. The overall damage to critical public facilities and services;

- iii. The overall damage to roads, bridges, and transportation networks; and,
- iv. Whether damages are sufficient enough to warrant supplemental state and/or federal disaster assistance. Local governments are responsible for rapid, cursory damage assessments, and state and federal representatives will participate in detailed damage assessments that follow.

Depending on the results of the local damage assessment, the Governor may request a Presidential Disaster Declaration, which may determine the State is eligible for a variety of federal assistance programs. To assist in coordinating these programs, the Governor will appoint a SCO, a Governor's Authorized Representative (GAR), State Hazard Mitigation Officer (SHMO), State Public Assistance Officer (PAO), and State Individual Assistance Officer (IAO). These positions are pre-designated.

The county, in coordination with state and local jurisdictions and the Federal Government, will be responsible for setting the long-term recovery priorities.

If a disaster requires the Recovery Plan to be activated, partner agencies will support recovery operations by coordinating with and supporting local governments. The LDRM will exercise granted authority from the CPG when activated under the EOP. Local officials operating from the EOC or the RCC will have authority to allocate local resources and deploy resources as appropriate.

Chatham County government will likely need staffing, recovery expertise, and other assistance in a disaster. The LDRM, in coordination with county government agency leaders, will determine the staff necessary to restore essential services and conduct recovery operations. They will operate these functions by temporarily reassigning staff members, activating the county's standby recovery contract, using mutual aid, volunteers, and Emergency Management Assistance Compact (EMAC). Some functions may be partially funded through federal and state disaster programs.

State and federal officials will work with local governments and Chatham County agencies in the development and implementation of incident specific long-term recovery plans when requested.

SHORT-TERM RECOVERY OPERATIONS

Short-Term Recovery Operations involve managing and containing immediate impacts of an event on community systems, thereby creating an environment where recovery activities can begin. Stabilization includes such activities as:

- Initial debris management
- Providing essential health and safety services;
- Congregate sheltering or other temporary sheltering solutions. Transitioning individuals and

- households from congregate sheltering solutions to temporary housing solutions;
- Return of medical patients to appropriate facilities in the area;
- Family and pet reunification;
- Damage assessments;
- Restoration of essential infrastructure.

INTERMEDIATE-TERM RECOVERY OPERATIONS

Intermediate-Term Recovery Operations involves returning individuals and families, critical infrastructure, and essential government and commercial services back to a functional state, not necessarily a pre-disaster condition. Intermediate-Term Recovery Operations occur following Short-Term Recovery Operations. Examples include:

- Standing up DRCs;
- Providing individual, family-centered, and culturally appropriate case management;
- Providing accessible interim housing and planning on long-term housing solutions;
- Returning displaced populations, pets, and restoring business operations; and,
- Completing assessments of natural and cultural resources and developing plans for long-term environmental and cultural resource recovery.

LONG-TERM RECOVERY OPERATIONS

Long-term Recovery Operations follows Intermediate-Term Recovery Operations and may continue for months or up to several years. The goal underlying long-term recovery operations is the impacted community moving toward self-sufficiency, sustainability, and resiliency. Long-term recovery operations involve returning individuals and families, critical infrastructure, and essential government or commercial services back to a functional self-sufficient state, not necessarily a pre-disaster condition. Activities may include:

- Providing individual, family centered, and culturally appropriate case management.
- Transitioning individuals and households to long-term, permanent housing solutions.
- Returning displaced populations and businesses to the community.
- Providing job training and workforce assistance to populations in the county.

REDEVELOPMENT

Redevelopment is the phase following Long-Term Recovery that may continue for months or years following a disaster. The goal underlying redevelopment is the comprehensive redevelopment of damaged infrastructure with a focus on sustainability and resilience.

ACTIVATION/DEMOBILIZATION

ACTIVATION

- Once aware that some, if not all of Chatham County communities are affected by a disaster, the CEMA

CHATHAM COUNTY – DISASTER RECOVERY PLAN

Director will coordinate with the CPG to decide whether to activate the Recovery Plan. This may include partial or full activation of the Recovery Plan. The Director will first ensure the immediate emergency situations are addressed as outlined in the EOP.

- As required, the Recovery Plan may activate following the response phase of the incident or while response activities are still underway.
- Once the Recovery Plan is activated, the LDRM and the CPG may activate any or all of the RSFs to return the county to its pre-disaster condition or to its “new normal.”
- As this plan is scalable, following small disasters, and some RSFs may be activated without an activation of the entire Recovery Plan.

DEMOBILIZATION

- The LDRM, in coordination with the CEMA Director and the CPG, determines when to discontinue recovery operations and return to normal operations. This decision should be made considering the completion of intermediate and long-term recovery operations.
- Some RSFs may demobilize before others based on the extent of the disaster.

CHAPTER IV – ROLES & RESPONSIBILITIES

GENERAL ROLES AND RESPONSIBILITIES

INDIVIDUALS AND HOUSEHOLDS

Responsibilities of individuals and households center largely on preparedness in advance of a disaster. Those who prepare reduce personal stress, and they enhance their ability to undertake their own recovery and shape the future of their community's recovery. The extent to which individuals and families adequately prepare for disasters has an impact on the success of the recovery. This includes carrying adequate insurance, maintaining essential levels of supplies, and holding copies of important documents (e.g., medical, home, and car insurance; driver's licenses and identification cards; passports; bank account information, etc.). Resources to help individuals and families prepare are available through websites and publications of various organizations active in disasters, including local, state, and federal agencies.

Pre-Disaster: Plan and be prepared to sustain in the immediate aftermath of a disaster. Chathamemergency.org provides information and resources on actions individuals and households can take to keep safe in emergencies.

Post-Disaster: Maintain awareness of public information on the recovery process to help eliminate confusion and uncertainty.

Resources to help individuals and families prepare are available through websites and publications, including the CEMA website and partner agency websites such as the American Red Cross (ARC) and GEMA.

Individual and Family Pre-Disaster Responsibilities
<input type="checkbox"/> Develop a preparedness and recovery plan specific to the needs of the individual or family. Examples and templates can be found at www.chathamemergency.org or www.ready.gov .
<input type="checkbox"/> Purchase and maintain an adequate and appropriate level of hazard and flood insurance as either a homeowner or renter.
<input type="checkbox"/> Maintain copies of important documents.
<input type="checkbox"/> Mitigate home vulnerabilities, such as hurricane shelters, bracing cripple walls, anchoring bookshelves and other strategies.

Individual and Family Post-Disaster Responsibilities
<ul style="list-style-type: none"><input type="checkbox"/> Implement individual and family recovery plans.<input type="checkbox"/> Reach out to others who may need assistance, including neighbors and family members who have medical functional needs.<input type="checkbox"/> Follow advice and suggestions from local government on immediate life-safety protection and recovery.<input type="checkbox"/> Educate yourself on programs available to support disaster survivors.

LOCAL GOVERNMENTS

The local government has the primary role of planning and managing all aspects of the community’s recovery. Individuals, families, and businesses look to local governments to articulate their recovery needs. Those plans should include a COG and COOP plan. Local government may become overwhelmed and need staffing, recovery expertise, leadership, or other assistance. State and federal officials work with local governments in the development and implementation of their plans and recovery efforts when needed and requested. Local governments also lead the community in preparing hazard mitigation and recovery plans, raising hazard awareness, and educating the public on available tools and resources to enhance future resilience.

Local Government Pre-Disaster Responsibilities
<ul style="list-style-type: none"><input type="checkbox"/> Lead local preparedness, pre-disaster and mitigation planning efforts.<input type="checkbox"/> Pre-identify a structure for managing recovery.<input type="checkbox"/> Establish agreements and mechanisms to address surge capabilities.<input type="checkbox"/> Institute mechanisms for immediate post-disaster damage assessment.<input type="checkbox"/> Ensure compliance with local, state, and federal civil rights obligations.

Local Government Post-Disaster Responsibilities
<ul style="list-style-type: none"><input type="checkbox"/> Organize, develop, implement, and modify recovery, mitigation, and land use plans as necessary.<input type="checkbox"/> Appoint a LDRM.<input type="checkbox"/> Ensure integrated efforts across government offices, the private sector, and the nonprofit sector during the formulation and implementation phase of recovery projects.<input type="checkbox"/> Communicate and coordinate with other levels of government involved in recovery.<input type="checkbox"/> Manage rebuilding so that risk reduction opportunities are optimized and comply with standards for accessible design.<input type="checkbox"/> Develop Recovery Action Plans.<input type="checkbox"/> Assist with PA coordination.<input type="checkbox"/> Coordinate with State and Federal Government partners to initiate activation of DRC’s

STATE GOVERNMENT

The State of Georgia plays a role in coordinating recovery activities which include providing financial and technical support. GEMA assists in the coordination of recovery, setting priorities, and directing assistance where it is needed. The state is a conduit to local governments for key federal recovery assistance programs. In addition to managing federally-provided resources, the State Government may develop programs or secure funding to help finance and implement recovery projects. Additionally, GEMA will play an important role in keeping the public informed through strategic messaging and working with other stakeholders to provide an information distribution process.

State Government Pre-Disaster Responsibilities

- Develop state recovery and mitigation plans, including COOP and COG plans.
- Create and manage requirements and incentives for pre-incident disaster recovery preparedness and planning.
- Identify recovery activities that are either the primary responsibility of State Government or beyond the capabilities and/or authority of local governments.
- Support local area efforts to conduct damage assessments and share information regarding damages.
- Form a state-led disaster housing task force to develop a housing strategy outlining potential approaches to specific disaster impacts.
- Develop a State Recovery Support Function-equivalent recovery framework addressing housing, economic, environmental, infrastructure, health and social service needs, and natural and cultural resources at a minimum.

State Government Post-Disaster Responsibilities

- Implement state recovery and mitigation plan. Activate the SDRC.
- Assess local government recovery needs and capacities for the specific incident and assist local governments and communities with identifying recovery resources.
- Receive, record, and manage federal grant resources, setting appropriate State policies to guide state agency activities as well as inform the applicant of federal funding.
- Develop and implement strategies for raising and leveraging recovery funds through private investments, charitable donations, and state sources.
- Oversee volunteer and donation management and coordinate with Voluntary Agency Liaison Specialists.
- Provide timely and accessible public information and manage expectations.
- Coordinate with State and Federal Government partners to initiate activation of DRCs.

FEDERAL GOVERNMENT

The Federal Government can play a significant facilitative role in community recovery and can leverage needed resources to build and rehabilitate many communities so they are more disaster resistant and resilient. When a disaster occurs exceeding the capacity of local and state resources — or impacts federal property, other areas of primary federal jurisdiction, or national security interests — the Federal Government may use the NDRF to engage necessary and available department and agency capabilities to support local recovery efforts. The Federal Government’s supporting role is especially important during the early weeks after a large-scale disaster or catastrophic incident, when many local and state governments are overwhelmed with response and relief efforts. The duration and extent of federal support is determined in part by the scale and enduring impacts of the disaster.

The Federal Government also plays an important role in providing accessible information to the public and stakeholders involved in recovery, including information about federal grants and loans with potential applications to recovery. In coordination with local and state communicators, the Federal Government is responsible for ensuring information is distributed as well as understood, so the public, Congress, the private sector, and all stakeholders are informed and aware of the process and realistic expectations for recovery. Prior to a disaster, the Federal Government has a responsibility to assist local and state governments to prepare for recovery by providing guidance and tools for planning and preparedness activities. Although disasters and localities vary so widely that most recovery planning must transpire at the local level, some centralized planning and federal guidance or standards are necessary to ensure coordination of outside resources and assistance. Government agencies also play roles as employers and need to have their own plans to protect and assist their employees during emergencies.

Federal Government Responsibilities: The primary role of the federal government is to support state and tribal governments with their responsibilities to manage and lead disaster recovery. When a disaster occurs which exceeds the capacity for local resources the federal government may use the NDRF to engage necessary and available department and agency capabilities to support local recovery efforts.

Federal Government Pre-Disaster Responsibilities

- Develop RSFs.
- Facilitate the sharing and planning best practices and recovery plans adopted by various local and state jurisdictions.

Federal Government Post-Disaster Responsibilities

- Deploy a FDRC and activate and deploy RSFs as necessary.
- Identify how federal programs can effectively address and support recovery needs.
- Ensure transparency and accountability of federal expenditures aiding disaster recovery.
- Support the activation and operation of DRCs.

NON-GOVERNMENTAL AND VOLUNTEER ORGANIZATIONS

The nonprofit sector plays a vital role in the recovery of impacted communities. Nonprofits include voluntary, faith-based, and community organizations; charities; foundations; hospitals; and philanthropic groups; as well as professional associations and academic institutions. The formidable value of the work of these stakeholders resides in community recovery planning, case management services, volunteer coordination, behavioral health and psychological and emotional support, technical and financial support, and housing repair and construction that meets accessibility/universal design standards and project implementation.

Nonprofit sector support is provided by a range of organizations from small locally-based nonprofits to national organizations with extensive experience in disaster recovery. Nonprofits directly supplement and fill gaps where government authority and resources cannot be applied. Resourceful fundraisers, grantors, and investors inject needed financial resources to meet recovery needs and obligations that otherwise are not funded by a government program. Many organizations originate from or stay behind in the impacted community to continue to mobilize support and provide services. Particularly in a large-scale or catastrophic disaster, they play a vital role in the implementation of an inclusive, locally-led recovery organization and process during the transition as federal and state recovery support recede and local leadership and community recovery organizations complete the mission.

Nonprofit organizations are critical for ensuring participation and inclusion of members of the impacted community. Many nonprofits act as advocates for, or assistance providers to, a wide range of members of the community, such as individuals with functional medical needs.

Nonprofit Pre-Disaster Responsibilities
<ul style="list-style-type: none"><input type="checkbox"/> Build relationships with emergency management agency and other recovery officials. Participate in Chatham County Organizations Active in Disasters (CCOAD).<input type="checkbox"/> Provide training related to post-disaster activities in which the agency participates.<input type="checkbox"/> Educate clients on disaster preparedness and mitigation strategies.

Nonprofit Post-Disaster Responsibilities
<ul style="list-style-type: none"><input type="checkbox"/> Deliver recovery resources and support services to vulnerable and underserved groups, individuals, and communities as necessary.<input type="checkbox"/> Communicate and coordinate with the local CCOAD.<input type="checkbox"/> Serve as subject matter experts based on agency experience.<input type="checkbox"/> Coordinate recovery programs (e.g. DRCs) with other entities involved in recovery to ensure unified recovery efforts.<input type="checkbox"/> Research available funding sources and understand the recovery application process.

PRIVATE SECTOR

The private sector also plays a vital role in establishing public confidence immediately after a disaster. When the private sector is operational, the community recovers more quickly by retaining and providing jobs and a stable tax base. If local leadership and the business community work together pre-disaster and develop a conceptual recovery plan, the public is more likely to be optimistic about the community's ability to recover post-disaster. Additionally, the private sector owns and operates the vast majority of critical infrastructure, such as hospitals, electric power, financial, and telecommunications systems. These entities play a major role in the recovery of a community or region as a whole.

As major players in recovery efforts, businesses and critical infrastructure owners and operators have an important responsibility to improve disaster resilience by mitigating risks and increasing disaster preparedness. It is critical for disaster recovery officials to recognize the importance of partnership and create coordination opportunities during pre-disaster planning with private sector leaders. Businesses should adopt and exercise business continuity plans to minimize costly operational disruptions and purchase adequate all-

hazards insurance policies. Businesses with a plan for disruption are less likely to go out of business after a disaster than those without a plan.

Private Sector Pre-Disaster Responsibilities
<ul style="list-style-type: none"><input type="checkbox"/> Develop, test, and implement business continuity and recovery plans.<input type="checkbox"/> Educate and train employees to implement mitigation and preparedness measures consistent with business continuity plans.<input type="checkbox"/> Carry adequate insurance to rebuild damaged facilities and survive disruption of work.

Private Sector Post-Disaster Responsibilities
<ul style="list-style-type: none"><input type="checkbox"/> Implement business continuity plans.<input type="checkbox"/> Support employees impacted by disaster by providing critical information on recovery processes.<input type="checkbox"/> Provide volunteers, leaders, donated commodities and facilities as willing and able.<input type="checkbox"/> Research available funding sources and understand the recovery application process.

SPECIFIC ROLES AND RESPONSIBILITIES

CHAIRMAN OF THE CHATHAM COUNTY COMMISSION

- Implements policies and has the overall responsibility for ensuring disaster recovery operations take place.
- Ensures government departments are meeting with disaster recovery agency of the county.

MUNICIPAL ELECTED OFFICIALS

- Coordinate with county officials on disaster-related issues concerning their municipalities.
- Ensure municipalities provide documentation to the county, when appropriate and needed, to ensure financial support from state and federal agencies.

CEMA DIRECTOR

- Organize, administer, and operate county emergency management operations under the direction and control of the Chairman of the Chatham County Commission and County Manager, or their designee.
- Serve as primary point of contact for disaster recovery preparedness with State and local governments.
- Coordinate development of Recovery Plan and determine necessary training and exercise to enhance jurisdiction preparedness.
- Establish and maintain contacts and networks for disaster recovery resources and support systems.
- Serve as the initial LDRM until one can be appointed by the CPG.

COMMAND POLICY GROUP

- Identify and appoint a LDRM.
- Establish uniform executive-level policies for effective disaster recovery.

- Ensure the LDRM has clear policy direction.
- Obtain briefings from the LDRM and provide information to the public and the media through coordination with the Joint Information System (JIS) / Joint Information Center (JIC).
- Establish the Recovery Committee.
- Accompany important persons and government officials on tours of the disaster area.

LOCAL DISASTER RECOVERY MANAGER

- Manage the Recovery Committee to coordinate the activities of the local recovery-dedicated organizations and initiatives.
- Work with the SDRC to develop a unified strategy and accessible communication strategy.
- Participate in damage and impact assessments with other recovery partners.
- With RSF-1, organize disaster planning processes, including the RAP process.
- Ensure inclusiveness in the community recovery process, including persons with functional medical needs and limited English proficiency.
- Communicate recovery priorities to state and federal governments and other recovery stakeholders and supporters.
- Develop and implement recovery progress measures and communicate adjustments and improvements to applicable stakeholders and authorities.
- Liaise directly with the SDRC and the FDRC as authorized and appropriate.

RECOVERY COMMITTEE

- Recommend and coordinate efforts to return to normal operations.
- Assist in identifying mitigation opportunities and resources.
- Determine activation of recovery functions.
- Establish and maintain coordination with RSF agencies and any other identified partners.
- Identify resource and funding needs, and coordinating with the LDRM, Recovery Liaison and/or RSF-1 to address those needs.
- Address any resource issues, including procurement and developing any mutual aid agreements.
- Provide briefings to the LDRM and RSF-1 on the implementation of recovery objectives.
- With the Recovery Legal Officer, maintain compliance with legal requirements at the local, state, and federal level.
- With the Recovery Safety Officer, ensure the health and safety of recovery staff, including the provision of food, shelter, health and mental health care.

RECOVERY LIAISON

- Work with the Recovery Committee to identify necessary resources and subject matter expertise, and identify partner organizations with the abilities to fulfill these needs.
- Ensure identified resources are provided with infrastructure to support their role, such as work space and communications infrastructure.

RECOVERY SAFETY OFFICER

- Collect and compile as much risk information as possible associated with the execution of recovery operations
- Contribute safety messaging to the Community Recovery Plan and RAPs.
- Ensure there is an established and updated Medical Plan.

RECOVERY PUBLIC INFORMATION OFFICER

- Maintain the appropriate flow of information about the recovery efforts to the media for public dissemination through multiple channels including print, radio, television, email and text, social media, community groups, message boards in public buildings, and other existing resources and communication networks available.
- Identify alternate methods and alternate formats for communication in the event traditional methods are insufficient because of utility outages or the communicated needs of people with special needs and/or disabilities.
- Working with RSF-1 and the other RSFs when necessary, develop a cohesive public communications and messaging plan in the early stages of the recovery effort that will serve as a roadmap for strategic communications between the county and the public.
- Coordinate activities with county and external PIOs.
- Establish a JIC, if needed, and lead its operations.

RECOVERY OPERATIONS SECTION

- Oversee the execution of the RSF Plans.
- Collect resource needs and fulfill those requests with the Logistics Section and the LDRM.

RECOVERY PLANNING SECTION

- As RSF-1 will serve as the Recovery Planning Section, see RSF-1 roles and responsibilities.

RECOVERY LOGISTICS SECTION

- Attain resources necessary for the county to implement recovery.
- Receive, track, assign, and deploy assets to individual projects as defined by the Operations Section.
- Work with the Recovery Liaison to issue credentials to all mobilized personnel, if needed.

RECOVERY FINANCE SECTION

- Track and coordinate payment for recovery supplies and services.
- Maintaining expenditure records for recovery programs.
- Collect recovery staff time sheets.
- Coordinate the pursuit and management of funding from various federal grant and loan programs.
- Collect and coordinate relevant reporting on recovery activities and focusing on recovery financial concerns.
- Manage undesignated, unsolicited financial donations.
- Work with the county to resume competitive bidding, as well as to streamline or fast-track normal procurement procedures may be indicated, including pre-approval for certain measures or activities.

RECOVERY SUPPORT FUNCTIONS

The RSFs and Groups share common roles and responsibilities outside of their functional area, to include:

- Developing pre-disaster relationships within identified Coordinating and Supporting Agencies,

- and identifying additional stakeholders who may play a role in disaster recovery.
- Engaging in pre-disaster preparedness activities including the development of County Assets Inventory, developing plans and procedures, and mutual aid agreements.
- Coordinating situational assessments immediately following the event to assess the resource needs and requirements of the situation.
- Developing recovery plans specific to the needs of the incident, and implementing recovery plans in accordance with countywide priorities.
- Updating county leadership, including the LDRM, on progress made towards achieving recovery objectives, and updating recovery plans accordingly.

STATE DISASTER RECOVERY COORDINATOR

- Provide support for local recovery dedicated organization initiatives.
- Communicate the roles and responsibilities of the state to the local governments.
- Work with local recovery agencies and the LDRM to facilitate the development of a unified and accessible communication strategy.
- Coordinate state, federal, and other funding streams for recovery efforts, and communicate issues and solutions to recovery assistance gaps and overlaps.
- Ensure inclusiveness in the community recovery process, including persons with medical functional needs and limited English proficiency.
- Facilitate the development of State recovery priorities, if needed. Communicate statewide recovery priorities to the FDRC and local jurisdictions.

FEDERAL DISASTER RECOVERY COORDINATOR

- Coordinate supplemental federal disaster assistance available under the Presidential Disaster Declaration (PDD).
- Facilitate disaster recovery coordination and collaboration between the federal, State, and local governments; the private sector; and voluntary, faith-based, and community organizations.
- Partner with and support the LDRM and the SDRC to facilitate disaster recovery in the impacted area.
- Develop a strategic approach for coordinating federal assistance and policies.
- Facilitate federal funding streams and solutions to assistance gaps and overlaps.
- Reinforce the importance of compliance with federal civil rights laws when using federal funds.
- Brief senior level officials in the U.S. Executive Branch and Congress on the pace, challenges and needs of the recovery, and to propose and coordinate solutions.
- Monitor the impacts and results of recovery decisions and evaluate the need for additional assistance and adjustments where necessary and feasible throughout the recovery.

CHAPTER V – POLICIES AND PROCEDURES

1) Recovery operations are handled through local, county, state, and federal agencies in accordance with their statutory authorities or through special task forces established by state and federal officials.

2) Recovery is coordinated and conducted cooperatively with local, county, state and federal officials and with private entities. As a result of a Presidential Disaster Declaration or emergency or major disaster, a JFO with supporting federal personnel may also be activated.

3) A Presidential Disaster Declaration may authorize the following types of disaster relief assistance. See Appendix B – Finance for more detail.

- FEMA Individual Assistance – Supplementary federal assistance provided by FEMA under the Stafford Act to individuals and families adversely affected by a major disaster or emergency. Such assistance may be provided directly by the Federal Government or through State or local governments or disaster relief organizations.
- FEMA Public Assistance – Supplementary federal assistance provided by FEMA under the Stafford Act to State and local governments or certain private, non-profit organizations other than assistance for the direct benefit of families and individuals.
- FEMA Section 404 Hazard Mitigation Grant Program – Supplementary federal assistance provided by FEMA under the Stafford Act to states and local governments to implement long-term hazard mitigation measures after a major disaster declaration.
- HUD Community Development Block Grant—Disaster Recovery – The U.S. Department of Housing and Urban Development provides flexible grants to help cities, counties, and States recover from Presidentially declared disasters, especially in low-income areas, subject to availability of supplemental appropriations.
- Federal Transit Administration Emergency Relief – FTA may provide assistance to public transit operators for protecting, repairing, and/or replacing equipment and facilities which may suffer or have suffered serious damage in an emergency or major disaster.
- Federal Highway Administration Emergency Relief – Assistance for the repair or reconstruction of federal-aid highways and roads on federal lands which have suffered serious damage as a result of (1) natural disasters, or (2) catastrophic failures from an external cause.
- Small Business Administration Disaster Loans – SBA provides low-interest disaster loans to businesses, private non-profit organizations, homeowners, and renters to repair or replace real estate, personal property, machinery and equipment, and inventory and business assets.
- FEMA Community Disaster Loan Program (CDL) – The CDL program provides financial assistance to local governments having difficulty providing government services due to lost tax or other revenue following a disaster.
- U.S. Department of Labor (DOL) National Emergency Grants (NEG) – NEGs temporarily expand the service capacity of Workforce Investment Act Dislocated Worker training and employment

programs at the state and local levels by providing funding assistance in response to large, unexpected economic events causing significant job losses.

- Natural Resources Conservation Service Emergency Watershed Protection Program – The U.S. Department of Agriculture’s NRCS administers the Emergency Watershed Protection Program, which responds to emergencies created by natural disasters. It is not necessary for a national emergency to be declared for an area to be eligible for assistance. The program is designed to help people and conserve natural resources by relieving imminent hazards to life and property caused by floods, fires, windstorms, and other natural occurrences.

CHAPTER VI - PLAN MANAGEMENT AND MAINTENANCE

Chatham Emergency Management Agency has the overall responsibility for emergency planning and coordination of county resources in emergency operations, including recovery. Each department/agency with a designated recovery role is responsible for the development and maintenance of appropriate planning documents addressing responsibilities assigned in this plan including, but not be limited to: Standard Operating Procedures (SOP), implementing procedures, and/or operational guidelines.

CEMA is responsible for the coordination of Recovery Plan activities. These include developing, coordinating, and maintaining the Recovery Plan. Supporting agencies will assist CEMA in planning and execution. (See Chapter IV - Roles & Responsibilities, and each RSF Annex for specific recovery activities.) Coordination with all supporting and other appropriate departments/agencies and organizations will be performed to ensure operational readiness.

The Recovery Plan and supporting documents will be reviewed and updated annually (or as required) to incorporate new directives and changes based on lessons learned from exercises and actual events.

Any department or agency with assigned responsibilities within the Recovery Plan may propose a change to the Plan. CEMA is responsible for coordinating proposed modifications to the Recovery Plan with Coordinating Agencies, Support Agencies, and other stakeholders. CEMA will coordinate review and approval for proposed modifications as required.

After coordination has been accomplished, including receipt of the necessary signed approval supporting the final change language, CEMA will issue an official Notice of Change. The notice will specify the date, number, subject, purpose, background, and action required, and provide the change language on one or more numbered and dated insert pages replacing the modified pages in the Recovery Plan. Once published, the modifications will be considered part of the Recovery Plan for operational purposes pending a formal revision and re-issuance of the entire document.

ACRONYMS AND DEFINITIONS

ARC	American Red Cross
BRC	Business Recovery Center
CCOAD	Chatham County Organizations Active in Disasters
CDBG-DR	Community Development Block Grant – Disaster Recovery
CDL	Community Disaster Loan
C-MIST	Communication, Medical, Independence, Supervision, and Transportation
CCAD	Chatham County Association of the Deaf
CEMA	Chatham Emergency Management Agency
CEPSA	Coastal Empire Polio Survivors Association, Inc.
CFR	Code of Federal Regulations
CIRS	Centralized Interpreter Referral Service
CMS	Consumable Medical Supplies
COG	Continuity of Government
CONOP	Concept of Operations
COOP	Continuity of Operations
CPG	Command Policy Group
DA	Damage Assessment
DAP	Disaster Assistance Period
DFO	Disaster Field Office
DME	Durable Medical Equipment
DNR	Georgia Department of Natural Resources
DOL	Department of Labor
DRC	Disaster Recovery Center
DRP	Disaster Recovery Plan
DRM	Disaster Recovery Manager
DUA	Disaster Unemployment Assistance

EHO	Emergency Housing Officer
EIA	Environmental Impact Assessments
EMAC	Emergency Management Assistance Compact
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESF	Emergency Support Function
FAST	Functional Assessment Service Team
FCO	Federal Coordinating Officer
FDRC	Federal Disaster Recovery Coordinator
FEMA	Federal Emergency Management Agency
FHWA	Federal Highway Administration
FTA	Federal Transit Administration
FOUO	For Official Use Only
GAR	Governor's Authorized Representative
GDRRP	Georgia Disaster Recovery and Redevelopment Plan
GEMA	Georgia Emergency Management Agency
HMPG	Hazard Mitigation Grant Program
HSPD	Homeland Security Presidential Directive
HUD	Housing and Urban Development
HVAC	Heating, Ventilating, and Air Conditioning
IA	Individual Assistance
IAC	Insurance Assistance Center
IAO	Individual Assistance Officer
IAP	Incident Action Planning
ICS	Incident Command System
IDAT	Initial Damage Assessment Teams
IT	Information Technology

CHATHAM COUNTY – DISASTER RECOVERY PLAN

JFO	Joint Field Office
JIC	Joint Information Center
JIS	Joint Information Systems
LDRM	Local Disaster Recovery Manager
LEOC	Local Emergency Operations Center
LTRC	Long-term Community Recovery
MAC	Multi-Agency Coordination
MOA	Memoranda of Agreement
MOU	Memoranda of Understanding
MPC	Chatham County – Savannah Metropolitan Planning Commission
NDRF	National Disaster Recovery Framework
NEG	National Emergency Grants
NIMS	National Incident Management System
NPG	National Preparedness Goal
NRCS	Natural Resources Conservation Service
NRF	National Response Framework
NSS	National Shelter System
PA	Public Assistance
PAO	Public Assistance Officer
PDAT	Preliminary Damage Assessment Teams
PDD	Presidential Disaster Declaration
PIO	Public Information Officer
RAP	Recovery Action Plan
RCC	Recovery Coordination Center
RPIO	Recovery Public Information Officer
RSF	Recovery Support Function
SBA	Small Business Administration
SCFHC	Savannah-Chatham County Fair Housing Council

CHATHAM COUNTY – DISASTER RECOVERY PLAN

SCO	State Coordinating Officer
SDRC	State Disaster Recovery Coordinator
SEDA	Savannah Economic Development Authority
SHER	Savannah Heritage Emergency Response
SHMO	State Hazard Mitigation Officer
SHPO	State Historic Preservation Office
SMART	Smart, Measurable, Actionable, Realistic, Time Based
SOC	State Operations Center
SOP	Standard Operating Procedures
UI	Unemployment Insurance
VOAD	Georgia Voluntary Organizations Active in Disasters

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10. 13 CFR Part 123, Small Business Administration Disaster Loan Program
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12. 44 CFR Part 14, Administration of Grants: Audits of State and Local Governments
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STATE

1. Georgia Emergency Management Act of 1981. As Amended, December 1992
2. Georgia Disaster Recovery and Redevelopment Plan (GDRRP)
3. Georgia Emergency Operations Plan (GEOP)

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APPENDICES

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APPENDIX A – ESTABLISHING A LOCAL DISASTER RECOVERY CENTER

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Establishing A Local Disaster Recovery Center

PURPOSE

This guide was developed with the cooperation of local, state, federal and non-profit partners. It is provided as a reference to assist in the development of one or more resource centers known as local Disaster Recovery Centers (DRCs). This guide may be used as a tool for decision makers when establishing a DRC. This guide may also be incorporated into disaster recovery planning activities such as exercises, drills and training.

For consistency and clarity, this guide is designed to reflect five functions of the National Incident Management System (NIMS) and Incident Command System (ICS). They are:

- Command
- Planning
- Operations
- Logistics
- Finance/Administration.

This is a systems approach that provides common terminology, unity of command, and integrated communications.

This guide is structured into function-specific checklists for DRC activities.

DRC OVERVIEW

DESCRIPTION

The DRC is normally staffed and supported by local, state and federal agencies, as well as non-profit and voluntary organizations. The DRC provides a single facility at which individuals, families and businesses can access available disaster assistance programs and services.

DRCs have proven to significantly contribute to a streamlined recovery process and have been field-tested in numerous disasters and emergency events.

MISSION

To assist communities by providing a centralized location for services and resource referrals for unmet needs following a disaster or significant emergency.

DRC PARTICIPATION

INTRODUCTION

An effective DRC requires the coordination, cooperation, and participation of local, state and federal agencies, as well as non-profit and voluntary organizations. Although private vendors can be beneficial to a community's recovery, vendor participation should be conducted outside of the DRC.

LOCAL GOVERNMENT

Local government officials are responsible for assessing the need for and the establishment of a DRC. Implementation of a DRC should be in coordination with the Georgia Emergency Management Agency (GEMA). The local government is also responsible for coordinating the participation of local government agencies, volunteers, community-based (CBOs) and private non profit (PNPs) organizations.

STATE AGENCIES

GEMA is responsible for coordinating the participation of state and federal agencies in a DRC and providing a GEMA Liaison. In cooperation with local government, GEMA will work with the local government to identify the appropriate number and location(s) of DRCs to be established based on disaster-specific criteria.

FEDERAL AGENCIES

GEMA will also coordinate the participation of any federal agency at a DRC. Examples of federal agency participation may include the Federal Emergency Management Agency (FEMA), U.S. Small Business Administration (SBA), etc.

PNPs, CBOs, AND VOLUNTEER ORGANIZATIONS

PNPs, CBOs and Voluntary Organizations provide a myriad of services to individuals and families and often work together to help address the unmet needs of disaster survivors. The benefit of co-locating these organizations with governmental agencies is to provide individuals and families with as many resources as possible in a centralized location.

OPERATIONAL ROLES AND RESPONSIBILITIES

MANAGER

The DRC Manager is appointed by CEMA and is responsible for the implementation of the day-to-day operations of management, planning, operations, logistics, and finance/administration.

In the event of multiple DRCs, the DRC Managers may periodically consult with each other.

GEMA LIAISON

The GEMA Liaison is appointed by GEMA and will work in partnership with the DRC Manager to help make the DRC successful. Duties may include:

- Coordinating and making recommendations regarding the layout of the DRC and where state and federal agencies will be stationed.
- Identifying and coordinating with the DRC Manager to ensure the appropriate number of outlets and/or extension cords, telephone/fax lines, copy machines, printers, internet access to accommodate program providers are set up.
- Identifying and coordinating with the DRC Manager to ensure there are signs for State and Federal Agency participant's stations.
- Coordinating and making recommendations to ensure adequate signage is placed outside the DRC to easily identify the center for disaster survivors.
- Coordinates with the DRC Manager to ensure adequate notifications and announcements have been made to the public announcing the DRC opening.
- Coordinates with the DRC Manager to obtain daily intake client counts. Pre-identifies with the DRC Manager if they plan to prepare their counts by households or individuals.
- Communicate state agency participation to DRC Manager.
- Communicates state agency daily counts to DRC Manager.
- Coordinates with the DRC Manager a briefing and debriefing for DRC participants.
- Participates in After Action activities.
- Communicates any needs to GEMA.
- Assisting the County Administrator and/or City Manager with "Letters of Appreciation" for all DRC participants.

OPERATING PRINCIPLES

DRC PRINCIPLES

The DRC Manager, the GEMA Liaison, and DRC supporting agencies shall strive to operate each DRC in accordance with the following principles:

- **Mission-Focused:** The day-to-day operations will be consistent with the DRC mission.
- **Scalability:** Develop DRCs that can rapidly and effectively size up or down to meet requirements of the local community.
- **Standardization:** DRCs will be consistently structured and operated throughout the state.
- **Accountability:** DRCs receiving federal and/or state funding may be subject to audit.
- **Interoperability:** Technological systems and tools must be able to operate on different platforms by different agencies represented in the DRC.

COMMAND

GENERAL ACTIVITIES

The Command functional activities provide for overall guidance, decision-making, and supervision of DRC operations. Command functional activities ensure that all operations are in accordance with the DRC mission.

Functional activities to be considered:

- Conducting regular meetings.
- Conducting change of shift briefings as necessary.
- Ensuring media coordinator participates in all phases of DRC operations to ensure the public is kept informed.
- Coordinating DRC closure information with media coordinator as soon as DRC closure date is known.

STAFFING

Functional activities to be considered:

- Ensuring representation of appropriate agencies. Providing adequate training of specific duties to DRC participants, such as intake staff.
- Providing multi-lingual capabilities, as necessary.
- Ensuring adequate staffing of main telephone and reception, if applicable at the DRC.

HEALTH AND SAFETY

Functional activities to be considered:

- Ensuring sufficient number of DRC participants are trained in CPR and first aid.
- Ensuring first aid kits and fire extinguishers are on-site.
- Ensuring the facility has a completed fire inspection certification and site safety plan on record.
- Ensuring that Worker's Compensation information is provided to DRC participants.
- Assessing facility for any potential safety hazards and available emergency exits.
- Ensuring availability of crisis counseling and/or stress debriefing for DRC participants as

needed.

SECURITY

Functional activities to be considered:

- Providing a safe environment for clients and DRC participants during normal operations and after hours by coordinating security operations with local law enforcement.
- Providing locking mechanisms for doors, computer systems, files, etc.

MEDIA

Functional activities to be considered:

- Facilitating public awareness of the opening and closing of the DRC.
- Ensuring responses to press inquiries are coordinated in accordance with media procedures.
- Facilitating DRC visits of elected officials and the press.
- Regularly evaluating public announcements and media releases.
- Including local, state, and federal government public information representatives in appropriate internal briefings.
- Coordinating with DRC Manager to identify any public information issues or media needs.
- Coordinating DRC closure information with DRC Manager as soon as DRC closure date is known.

PLANNING

GENERAL ACTIVITIES

The activities of the Planning function are performed by the local government and GEMA. This includes initial planning, hours, location, etc. The DRC Manager will facilitate these plans and in coordination with the GEMA Liaison, keep all DRC participants updated.

DEACTIVATION

Functional activities to be considered:

- Returning all local supplies, furniture, equipment, etc. to appropriate agencies.
- Ensuring facility cleanup.
- Ensuring facility owner is satisfied with condition of facility post-DRC operation through written agreement.

OPERATIONAL REVIEW

Functional activities to be considered:

- Planning and facilitating final debriefing session with all DRC participants, including a

- review of operational pros and cons.
- The DRC Manager and the GEMA Liaison will coordinate to determine the need for stress debriefing for DRC participants.
- Facilitating stress debriefing with local mental health officials, if necessary.
- Preparing and distributing a report to all participating agencies and organizations. The report should document successful operational procedures and any identified issues that require resolution before a future DRC operation.

OPERATIONS

GENERAL ACTIVITIES

The DRC Manager, the GEMA Liaison, and all DRC participants are responsible for the day-to-day operational activities of providing information and referrals to clients affected by a disaster.

OUTREACH

Functional activities to be considered:

- Establishing and staffing an Intake/Reception Desk to assist incoming clients with resource information.
- Distributing and collecting an Intake Survey Form developed by local government specific to the disaster.
- Distributing local jurisdiction agency information/handouts through the Intake/ Reception Desk.
- Maintaining local, geographic maps depicting disaster impact area.
- Compiling and analyzing visitor intake information as outreach tool to identify target areas for additional outreach activities.
- Outreaching to impacted communities to communicate details of the DRC.

CLIENT APPOINTMENT SYSTEM

After any disaster, there is always the potential for DRC operations to become overwhelmed by the numbers of potential clients. This is especially true during the initial days of the operation. Consideration should be given to establishing a client appointment system to provide the orderly and timely use of DRC resources. In past operations, an appointment system has been successfully implemented to run concurrently with normal DRC operations.

DATA COLLECTION

Functional activities to be considered:

- Compiling DRC service statistics in cooperation with the GEMA Liaison and program providers (i.e., how many people served, what programs were provided, etc.).
- Analyzing daily DRC statistics to assist DRC Manager and GEMA in decision-making and advance planning.
- Using the following forms that may be modified for specific DRC needs. These examples contain the elements that have been found useful for data collection purposes:
 - **Client Sign-in Sheet (Attachment A).** This form to be used at the reception area; information to be used for client triage and incorporated into the Daily Client Summary.
 - **Triage: Client Routing Form (Attachment B).** This form is completed by the registrar to route the clients to appropriate DRC participants. Each DRC participant may suggest additional stations.
 - **Daily Client Summary (Attachment C).** This form assists in determining trends in client flow, hours of operation and necessary schedule changes. The information for this form is obtained from the Client Sign-in Sheet.
 - **Station Tally (Attachment D).** This form is used by DRC participants to track the number of clients interviewed and served. This information is incorporated into the Station Tally Summary.
 - **Weekly Station Summary (Attachment E).** This form assists in determining trends in client flow. The information for this form is obtained from the Station Tally forms.
 - **Client Damage Survey (Attachment F).** This form is a sample and can be revised specific to the event. It may be used to glean information from clients visiting the DRC to identify potential unmet needs. If the client agrees this information can be shared with long term recovery committees to address unmet needs once the DRC closes.

EXIT INTERVIEW

An Exit Interview Form should be developed for distribution to clients. The information may be used to identify specific target areas, systems improvements, etc. The data collected may be used for future planning.

Exit interviews may be conducted to ensure that each DRC client has received necessary and appropriate information and referrals. The Client Routing Form (**Attachment B**) can be used as a basis for this interview. The interview is designed to capture the client's satisfaction of the information provided, including referrals.

FACILITY EVALUATION

Each DRC participant is encouraged to provide a list of any identified facility changes that might improve their customer service capabilities in the future. The DRC Manager will utilize this information for future planning purposes.

LOGISTICS

GENERAL ACTIVITIES

The activities of the Logistics function include the coordination of facilities, services, equipment and supplies in support of the DRC operations. Logistics processes service requests from the DRC Manager, GEMA Liaison and DRC participants.

SITE SELECTION

Considerations should include (see Attachment G for sample DRC floor plan):

- Compatibility with the Office of Safety and Health Assessment (OSHA) and the Americans with Disabilities Act (ADA) requirements including facility size.
- In close proximity to individuals and families affected by the disaster.
- Convenient access to public transportation (e.g., highways, main thoroughfares, mass transit).
- Secured, lighted parking areas and walkways adequate for number of DRC participants and clients.
- In close proximity to available food services (e.g., restaurant, coffee shop).
- Adequate office space for processing applicants and confidential discussions with clients and DRC participants. (See Attachment G for formula for estimating square footage.)
- Sufficient number of telephone and data lines.
- Appropriate lighting, heating, ventilation, electrical, plumbing capabilities and restrooms.
- Availability of adequate janitorial and waste disposal services.

FACILITY EQUIPMENT/SUPPLIES

Considerations should include:

- Access keys for DRC Manager.
- Telephone lines and computer printer(s) and paper.
- One telephone per voice line and backup communication system as necessary.
- Display area/desk for informational pamphlets, brochures, etc.
- One table or desk and at least two chairs per DRC station.
- Additional chairs for client waiting area.
- Two computers with Internet access (one for use by DRC participants and one for client access).
- Photocopier (high speed copier with collating and stapling capabilities).
- Emergency equipment (e.g., fire extinguishers, first aid kits).
- Local public telephone directories.
- Janitorial and office supplies.

IDENTIFICATION AND SIGNS

Considerations should include:

- Agency identification badges worn by all DRC participants.
- DRC signage should be posted for easy identification from public roads.
- Permits necessary for legally posting DRC location.
- Multi-lingual DRC signs.
- Directions to the DRC from public routes.
- Direction of traffic flow within the DRC.
- Posting operational hours and changes, when necessary.

INTERNAL COMMUNICATIONS

Functional activities to be considered:

- Developing and distributing the following telephone directories:
 - Internal DRC participants
 - Emergency numbers for law, fire, ambulance, medical assistance, etc.
 - Information technology support.
- Ensuring DRC participants are provided internal communication capabilities such as computer networking, messaging system, telephone transferring, etc.

FINANCE/ADMINISTRATION

GENERAL ACTIVITIES

The Finance/Administration function includes tracking, analyzing and maintaining records of all financial and cost-accounting data of the DRC.

Accordingly, Finance/Administration should ensure that all cost data is documented and maintained in accordance with local, state and federal requirements and general accounting principles.

ACCOUNTING

Functional activities to be considered:

- Tracking facility costs, such as furniture, janitorial and maintenance services, operational expenses, wages/benefits, supplies, and equipment.
- Providing regular financial status reports to the DRC Manager and coordinate eligible reimbursement with GEMA.

ADMINISTRATION

Functional activities to be considered:

- Maintaining time records for all staff or volunteers
- Maintaining accurate records of all DRC expenses.
- Maintaining any significant historical data of the DRC operations such as staff injuries, media events, etc.

ATTACHMENT A – CLIENT SIGN-IN SHEET

Disaster Recovery Center
Client Sign-In Sheet (Please Print)

Date
Page ____ of ____

	Name	Address	Phone #	Time
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				

ATTACHMENT F – CLIENT DAMAGE SURVEY

Client Damage Survey

(This is not an application for assistance. The purpose of this document is to gather damage information in order to assess the level of assistance.)

Name: _____

Damaged Home Address:

Temporary Mailing Address:

Contact Numbers: (___) _____

(___) _____

Please specify: Homeowner Renter

Primary Residence Rental Property Secondary Residence

If this is your secondary residence, is the property used as a vacation rental? Yes No

Pre-Disaster Estimated Home Value: \$ _____

Briefly Describe Damage (such as, completely destroyed, smoke damage, inaccessible, vehicle loss, etc.):

Insurance Coverage: (such as, Homeowner's Insurance or Rental Insurance)

Was the property insured? _____ *If yes, please answer the following:*

Type of coverage? _____

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Amount of coverage? _____

Does your policy include Additional Living Expenses (ALE)? _____

Please answer the following:

- Was the property used as a home business? Yes No
- Are you unemployed or have you lost your income as a result of this disaster? Yes No

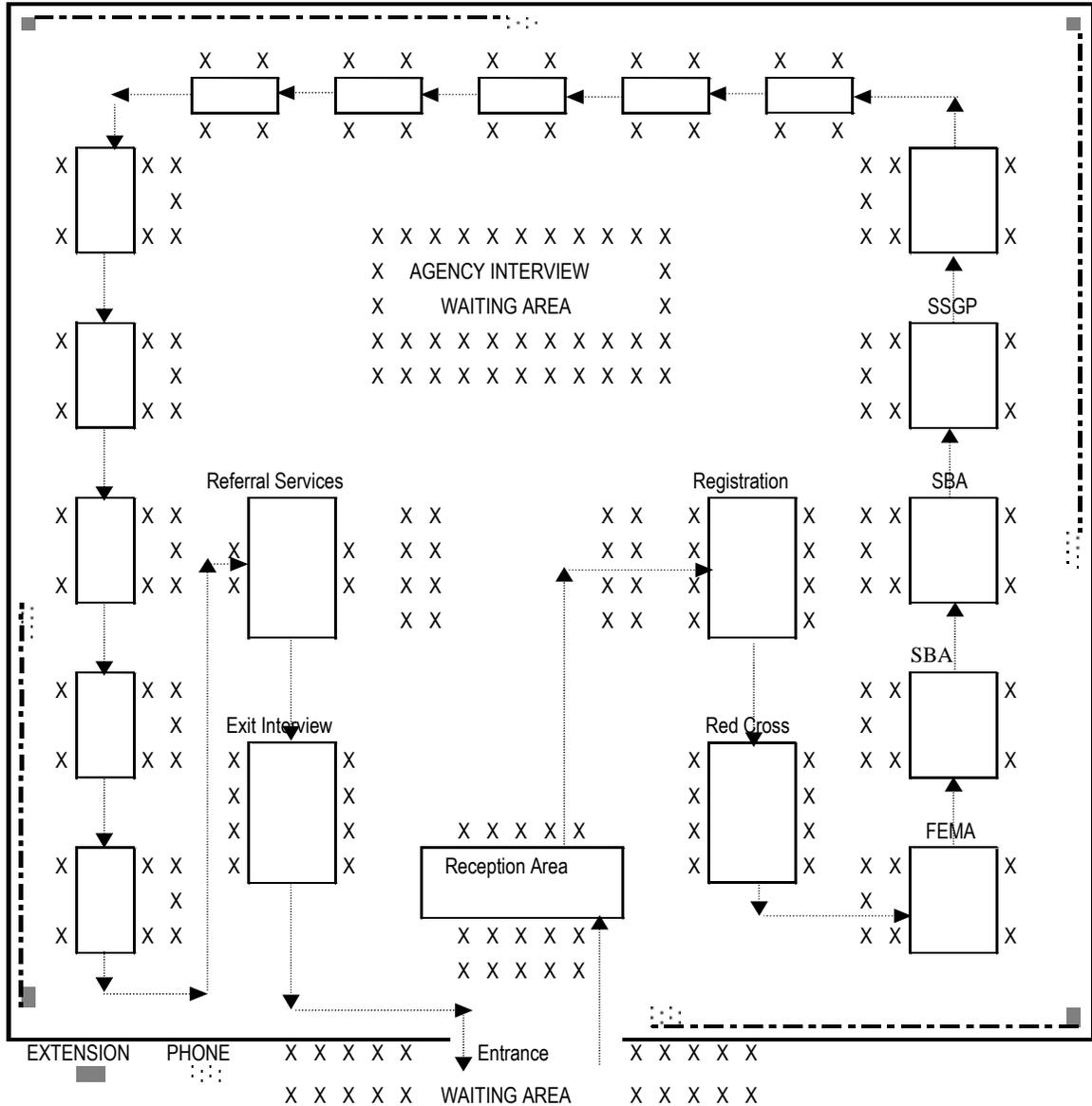
If yes, please explain:

- Have you been able to obtain copies of vital records that may have been destroyed? (i.e., birth certificates, driver's license, vehicle registrations, etc.)
- What is your greatest concern(s) at this time?

- If applicable, would you like to be contacted by non-profit agencies that may assist with Long Term Recovery Efforts? Yes No

ATTACHMENT G – SAMPLE FLOOR PLAN

The diagram below represents floor space of approximately 5,000 square feet (ft²). Blank tables are for additional services.



Formula for estimating square footage:
 150 ft² for each DRC participant PLUS 50 ft² for each client that could be in the DRC at a given time.
 Example: A center to accommodate 10 DRC participants and 30 clients at any given time would require a minimum of 3,000 ft²:
 (150 ft² x 10 DRC participants) + (50 ft² x 30 clients).
 NOTE: DRCs may require more or less square footage based on the size and magnitude of the event. Partitions of some type may be necessary if one table is used to interview more than one client.

APPENDIX B – FINANCE SECTION

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Recovery Finance

Section Annex

INTRODUCTION

The Recovery Finance Section Annex to the Chatham County Disaster Recovery Plan (DRP) serves to identify a range of actions specific to support and coordinate recovery from incidents that have a long-term impact to Chatham County.

The Recovery Finance Section provides partners, nongovernmental organizations, and community organizations with financial guidance necessary to support long-term recovery activities in the aftermath of a disaster or emergency that results in a long-term impact to the community.

Consistent with the DRP, this Annex is a living document. Chatham County Emergency Management Agency (CEMA) acknowledges additional recovery issues will be identified in the future and will be included in revised editions of this document.

PURPOSE

The Recovery Finance Section is responsible for tracking and coordinating payment for recovery supplies and services, maintaining expenditure records for federal recovery programs, tracking of recovery staff time sheets and generally ensuring the county receives all federal recovery assistance and reimbursement for which it is eligible. This Section is also responsible for coordinating the pursuit of funding from various federal grant and loan programs.

SCOPE AND APPLICABILITY

The scope of this Annex is to provide a framework for coordination during recovery. This includes coordination by the Recovery Finance Section with local governments, county agencies, and state and federal partners.

This Annex should be used by local governments, county agencies, and partners in the public, private, and nonprofit sectors.

ASSUMPTIONS

- A. The planning assumptions identified in the base plan will also apply to this Recovery Finance Section Annex.
- B. Agencies and organizations will provide the services identified for this Recovery Section.
- C. The coordinating agency will actively engage the Supporting Agencies in planning, training, and exercises to ensure an effective operation upon activation.

IMPLEMENTATION

- A. Consistent with the DRP, this Annex may be activated in whole, or in part, during disaster conditions as determined by the Chairman of the Chatham County Commission and the Director of CEMA, through the Command Policy Group (CPG).
- B. The Command Policy Group may determine to issue a Declaration of Local Recovery.
- C. In cases where there are long-term or ongoing needs from the public, local governments, or county agencies, and other Recovery Support Functions (RSF) are activated, the Recovery Finance Section may specifically be activated.

CONCEPT OF OPERATIONS

GENERAL

During recovery, CEMA will support the organizational structure to respond to the short and long-term community planning needs as a result of the disaster.

ORGANIZATION

The Recovery Finance Section operates as the Finance and Administration Section of the recovery structure, with no operational groups focused on recovery planning. The Coordinating Agency is CEMA.

This Coordinating Agency, CEMA, will be supplemented by Supporting Agencies. The Recovery Finance Section will work with the Recovery Organization to support decision-making, set recovery financial priorities, and finalize recovery funding plans. Supporting Agencies include RSF and Group leads that will be able to provide information on specific costs, recovery funding, advocate for key recovery programs, and provide high-level subject matter expertise to the Coordinating Agency. Individuals appointed to these roles shall have a level of authority within the organization that allows them to commit resources and personnel.

Recovery Finance Section Organization Chart



	Department/Entity
Coordinating Agency	CEMA
Supporting Agencies	Chatham County Finance Department Local Jurisdictions Georgia Emergency Management Agency Federal Emergency Management Agency United States Small Business Administration

OPERATIONS

Recovery Finance Section services are broken down into three main categories:

- Pre-Event and Preparedness -- Objectives and actions to take place prior to a disaster.
- Short-term Recovery – Objectives and actions to be addressed as quickly as possible after the activation of the Recovery Committee, excluding immediate life safety and property protection actions/objectives. Some of these objectives/actions may start during the response phase, but will transition into short-term recovery.
- Intermediate and Long-term Recovery – Objectives/actions characterized by operations that may provide sustained temporary measures to bridge the gap into permanent solutions, or return life to normal or an improved state.

These objectives are not intended to be inclusive of every objective the Recovery Finance Section may need to establish and complete during recovery. They are instead intended to ensure that key objectives are not overlooked, and to provide this Section a starting-point for the assessment, prioritization, and implementation of recovery operations.

PRE-EVENT AND PREPAREDNESS

The following describes objectives to be addressed by the entities that comprise Recovery Finance Section prior to a disaster. Some of the objectives identified below may be singular actions, while others should be continuously addressed to ensure the county's recovery preparedness.

Understand recovery funding and financing resources. The various sources available to facilitate recovery will vary depending on the type and severity of the incident. In the State of Georgia, the Governor must declare a State of Emergency through an Executive Order in order for impacted Counties and jurisdictions to be eligible for funding from both the State and Federal governments. Once a State of Emergency has been declared, funding through the Federal Government may become available if a Presidential Disaster Declaration is made for the State and impacted Counties and jurisdictions. Funding sources may include:

Federal Emergency Management Agency Public Assistance

FEMA provides assistance for public and select non-profit organizations to rebuild, restore, or repair facilities that were damaged in a disaster. To be eligible, funding must be required as a result of a major disaster event, be located within the designated disaster area, and be the legal responsibility of the eligible applicant. Public Assistance funding is provided in 7 categories:

- Emergency Work:
 - Category A: Debris Removal
 - Category B: Emergency Protective Measures
- Permanent Work:
 - Category C: Roads and Bridges
 - Category D: Water Control Facilities
 - Category E: Buildings and Equipment
 - Category F: Utilities
 - Category G: Parks and Recreational Facilities

FEMA Individual Assistance

FEMA's Individual Assistance Program provides services to individuals and households that are impacted by disasters. These include crisis counseling, disaster unemployment assistance, disaster legal services, and housing assistance.

FEMA Section 404 Hazard Mitigation Grant Program (HGMP)

The HGMP is supplementary federal assistance provided by FEMA under the Stafford Act to states and local governments to implement long-term hazard mitigation measures after a major disaster declaration.

HUD Community Development Block Grants (CDBG)

Following disaster events, Congress may appropriate additional funding for the CDBG and the HOME Program. These funds can be used to rebuild the disaster affected area or to restore community affordable housing.

Federal Transit Administration (FTA) Emergency Relief

FTA may provide assistance to public transit operators for protecting, repairing, and/or replacing equipment and facilities that may suffer or have suffered serious damage in an emergency or major disaster.

Federal Highway Administration (FHWA) Emergency Relief

Assistance for the repair or reconstruction of federal-aid highways and roads on federal lands which have suffered serious damage as a result of (1) natural disasters, or (2) catastrophic failures from an external cause.

Small Business Administration (SBA) Disaster Loans

The Small Business Administration provides disaster loans to homeowners, renters, businesses, and private nonprofit organizations to repair or replace real estate, property,

equipment, inventory and other business assets that have been damaged or destroyed by declared disasters.

FEMA Community Disaster Loan Program

The Community Disaster Loan (CDL) Program provides operational funding to help local governments that have incurred a significant loss in revenue, due to a major disaster, that has or will adversely affect their ability to provide essential municipal services. This program provides low-interest loans to augment the loss of tax-revenues.

U.S. Department of Labor (DOL) National Emergency Grants (NEG)

NEGs temporarily expand the service capacity of Workforce Investment Act Dislocated Worker training and employment programs at the State and local levels by providing funding assistance in response to large, unexpected economic events that cause significant job losses.

Natural Resources Conservation Service (NRCS) Emergency Watershed Protection Program

The U.S. Department of Agriculture's NRCS administers the Emergency Watershed Protection Program, which responds to emergencies created by natural disasters. It is not necessary for a national emergency to be declared for an area to be eligible for assistance. The program is designed to help people and conserve natural resources by relieving imminent hazards to life and property caused by floods, fires, windstorms, and other natural occurrences.

Additional funding sources may be available and should be researched by the Recovery Finance Section.

SHORT-TERM RECOVERY

The following short-term recovery objectives must be addressed as quickly as possible after the activation plan and will likely meet pressing unmet needs of county residents and businesses (excluding immediate life-safety and property-protection objectives). In some cases, objectives identified below may describe elements of functional continuity with response operations identified in the County Emergency Operations Plan (EOP). Therefore, the objectives listed below may begin during the response phase and transition into short-term recovery.

Objectives described below will be the continued responsibility of this RSF into intermediate- and long-term recovery, if necessary.

Identify recovery partnerships. As discussed under the pre-disaster recovery objective “Be familiar with county and regional stakeholder groups,” non-governmental organizations are key to facilitating individual and community recovery. Based on the needs of the incident and the populations impacted, community recovery partners should be identified to participate in the Community Recovery Planning Process – both as a partner to the activated RSFs as well as potentially participating in the Recovery Finance Section. Key partners may also include corporations or businesses actively involved in the community or other “champions” who may have a vested interest in a project or specific recovery activity.

Coordinate with Recovery Support Functions. While recovery planning will occur through RSF-2 through RSF-7, the Recovery Finance Section plays a key role in recovery planning. This group helps set the financial framework and prioritize funding opportunities both within and among the Functions.

Manage undesigned, unsolicited monetary donations. Unsolicited donations are common after a major disaster. The Recovery Finance Section is responsible for managing these funds.

Prepare a community recovery funding strategy. After identifying objectives and goals for recovery, funding sources should be considered during the process of selecting recovery projects.

Sources of funding may include:

- Insurance
- Public Agencies (local, state, federal)
- Non-Profit Organizations
- Private Foundations
- Other organizations or entities

If a disaster declaration is made for the event, federal recovery programs may provide funding for the restoration of certain facilities and infrastructure. As a part of the development of funding strategies for projects, RSF-1 should establish timelines, project milestones, and expectations to ensure projects meet community needs. Hazard Mitigation should also be incorporated.

INTERMEDIATE AND LONG-TERM RECOVERY

The following intermediate and long-term recovery objectives are characterized by operations that may provide sustained temporary measures to bridge the gap into permanent solutions, return life to normal or an improved state, or otherwise support the

objectives of other Recovery Groups. Objectives described under short-term recovery (above) will be the continued responsibility of this Recovery Section into intermediate and long-term recovery, if necessary.

Ensure Recovery Planning Process is consistent with Federal and State Reimbursement Guidelines. As the coordinating entity for recovery planning in Chatham County, the Recovery Finance Section will ensure that Recovery Plans developed by RSF-2 through RSF-7 are consistent with federal and state guidelines and standards for recovery financial reimbursement. Post-event guidance will vary, depending on the impact of the incident in the community and the geographic extent of the event.

Tracking Finances Between and Among Recovery Support Functions. Funding resources, personnel, and in some cases the materiel necessary for a community to recover will be limited following an event. One key role of the Recovery Finance Section will be to track finances between and among the RSFs. Projects that use Public Assistance funding from the Federal Government must adhere to program requirements, which means that repair of some facilities may need to wait for funding to become available. The Recovery Finance Section should track costs, funding streams, donations and time allocated to recovery projects. In-kind donations and volunteer time should also be tracked.

Manage undesignated, unsolicited monetary donations. Unsolicited donations are common after a major disaster. The Recovery Finance Section is responsible for managing these funds.

Monitor long-term funding. Over the long-term, the Recovery Finance Section will be responsible for the oversight of monitoring funding for disaster recovery operations (including, if required, monitoring any contracting support leveraged to manage recovery funding). This includes reviewing reimbursement from eligible activities, tracking projects, ensuring match requirements are met, and monitoring the expenditures for recovery through the Recovery Support Functions.

COMMUNICATIONS

Typically, Recovery Finance Section members will communicate with each other using telephones, text, or email depending on which mode is functioning. To the greatest extent possible, members will leverage established communication mechanisms, including listserv, email groups, and messaging boards to facilitate coordination.

Additionally, existing data management systems will be leveraged to maintain comprehensive situational awareness and management of information regarding community unmet needs.

Messaging to the public regarding financial recovery support will be coordinated with the public information function established to support recovery. This might include coordination with CEMA, including social media.

RESPONSIBILITIES

COORDINATING AGENCY (CEMA)

- A) Notify the LDRM and Recovery Organization of all financial constraints or restrictions during the recovery process.
- B) Serve as the Recovery Finance Section Chief and administrative staff.
- C) Coordinate with all RSF's to track recovery financial information throughout the recovery process.

SUPPORTING AGENCIES

- Provide financial information to the Recovery Finance Section throughout recovery.
- Update on progress of recovery
- Provide estimated and actual costs on recovery projects as early as possible.
- Provide high-level subject matter expertise

DIRECTION, COORDINATION AND CONTROL

To ensure scalability and flexibility in the mobilization of recovery operations, the Recovery Finance Section may be activated (for Incident Command System (ICS) purposes) and be functionally subdivided, at the discretion of the Finance Section Chief, in coordination with the Local Disaster Recovery Manager, as circumstances dictate and consistent with ICS.

ANNEX MANAGEMENT AND MAINTENANCE

CEMA is the executive agent for this Annex, including administration and maintenance. Supporting documents will be updated periodically to incorporate new direction and changes based on lessons learned, exercises, and actual events.

Changes will include additions, supplemental material, and deletions. No proposed change should contradict or override authorities or other plans contained in statute, order, or

regulation. Any department or agency with assigned responsibilities within the Annex may propose a change. CEMA is responsible for coordinating proposed modifications to the Appendices with Coordinating Agencies, Support Agencies, and other stakeholders. SEDA will be the primary organization through which changes will be coordinated. CEMA will coordinate review and approval for proposed modifications as required.

After any coordination is conducted, including approval of final language, CEMA will issue an official Notice of Change. The notice will specify the date, number, subject, purpose, background, and action required, and provide the change language on one or more numbered and dated inserted pages replacing the modified pages in the Annex. Modifications will be considered part of the DRP for operational purposes pending the formal revision and re-issuance of the final Annex. Interim changes can be further modified or updated using the above process.

ATTACHMENTS

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ATTACHMENT 1-1: RECOVERY FINANCE SECTION CHECKLISTS

The Staff Positions Checklists are a tool designed to provide the Recovery leadership and staff with proposed activities to support essential functions during recovery activation. This appendix serves as a point of reference to identify the scope of actions that may occur during recovery operations. The items listed in the checklist should not be considered exhaustive or static.

As the recovery operation evolves, so too will the requirements of the Recovery staff, and additions or modifications to the items outlined below will likely be required. Read entire position checklist before taking any action!

General Responsibilities	Notes
<ul style="list-style-type: none"> <input type="checkbox"/> Overall management of the Section. <input type="checkbox"/> Determine scale and scope of need, and report to LDRM. <input type="checkbox"/> Coordinate with counterpart local, state, and federal RSFs. <input type="checkbox"/> Coordinate with stakeholders in the community on impacts of the disaster on service levels and needs for returning service to acceptable post disaster levels. 	
Activation Phase	Notes
<ul style="list-style-type: none"> <input type="checkbox"/> Assess level of services needed and initiate request for necessary resources. <input type="checkbox"/> Coordinate acquisition of resources with the Recovery Logistics Section. 	
Operational Phase	Notes
<ul style="list-style-type: none"> <input type="checkbox"/> Establish and maintain a position log and other necessary files. <input type="checkbox"/> Facilitate requests for resources as necessary during the recovery period to ensure effectiveness of support activities. Maintain adequate records of financial expenditures and ensure recovery expenses and extensions for services/resources are pre-authorized. <input type="checkbox"/> Prepare and forward situation reports to the Planning Section <input type="checkbox"/> Identify financial-specific recovery issues and coordinate their incorporation into Recovery Action Plans (RAP). <input type="checkbox"/> Ensure proper documentation is completed. <input type="checkbox"/> Actively share information with other sections in the Recovery Organization. 	

<ul style="list-style-type: none"> <input type="checkbox"/> Ensure coordination of all public information releases through the Recovery Public Information Officer in order to keep the public informed of progress through the recovery period as necessary. Refer all contacts with the media to the Recovery Public Information Officer. <input type="checkbox"/> Support the Recovery Operations Section Chief in determining the timelines according to which resources need to be identified so that they can be included in the planning documents, funding cycles, and budget or appropriations requests. <input type="checkbox"/> Identify and track resolution of gaps and conflicts in state and federal funding requirements and recovery assistance programs, as well as recovery programs that support and build community capacity and surge needs for recovery management. <input type="checkbox"/> Support the Recovery Planning Section Chief in the ongoing review, evaluation, and maintenance of the Community Recovery Strategy. Examine and recommend resolutions to specific regulatory or other legislative issues that may impede recovery. 	
<p>Demobilization Phase</p>	<p>Notes</p>
<ul style="list-style-type: none"> <input type="checkbox"/> Collect and store all completed forms and consult with the Documentation Unit (Recovery Planning Section) for appropriate storage location if appropriate. <input type="checkbox"/> Complete personal logs and documentation and forward to the Documentation Unit (Recovery Planning Section). <input type="checkbox"/> Ensure any open actions are assigned to appropriate staff or other Recovery Organization sections for follow up. <input type="checkbox"/> Ensure all functions have been transitioned to their pre-disaster department(s), agency(ies), or activity(ies). 	

APPENDIX C – CEMA CHECKLISTS AND SOPs

The following checklists function as standard operating procedures (SOPs) for CEMA during a recovery. The checklists outline CEMA's operations across each RSF, during each phase of an event.

CEMA Standard Operating Procedures		
RSF #	Pre-Event Phase	Notes
1	<ul style="list-style-type: none"> <input type="checkbox"/> Coordinate proposed modifications to RSF-1 Annex and Appendices with coordinating and support agencies and other stakeholders. <input type="checkbox"/> Issue final notice of change once final language is approved. 	
2	<ul style="list-style-type: none"> <input type="checkbox"/> Coordinate proposed modifications to RSF-2 Annex and Appendices with coordinating and support agencies and other stakeholders. <input type="checkbox"/> Issue final notice of change once final language is approved. <input type="checkbox"/> Employment Recovery Group <ul style="list-style-type: none"> <input type="checkbox"/> In collaboration with the Coordinating Agency, develop a pre-event plan for Disaster Recovery Centers, specifically as it applies to providing resources and information for job placement. <input type="checkbox"/> In collaboration with the Coordinating Agency, support the development of a long-term disaster case management system for Chatham County. <input type="checkbox"/> Business Restoration Recovery Group <ul style="list-style-type: none"> <input type="checkbox"/> In Collaboration with the Coordinating Agency, establish a program and procedures for credentialing key staff (including security managers) from large area employers, recovery essential companies, and major insurers, in order that they be able to enter the impacted area before the general public, facilitating the insurance claims process, and accelerating their ability to reopen. 	
3	<ul style="list-style-type: none"> <input type="checkbox"/> Coordinate proposed modifications to RSF-1 Annex and Appendices with coordinating and support agencies and other stakeholders. <input type="checkbox"/> Issue final notice of change once final language is approved. <input type="checkbox"/> Coordinate with the Chatham County Health Department and Division of Family and Children Services to develop the long-term disaster case management system. 	
4	<ul style="list-style-type: none"> <input type="checkbox"/> Coordinate proposed modifications to RSF-4 Annex and Appendices with coordinating and support agencies and other stakeholders. <input type="checkbox"/> Issue final notice of change once final language is approved. <input type="checkbox"/> With Chatham County Division of Family and Children’s Services and the American Red Cross, develop plans to increase the cadre of trained personnel who can operate in the shelters, including social workers and behavioral health support. <input type="checkbox"/> With the Division of Family and Children’s Services and CCOAD, develop plans to increase the cadre of trained personnel who can operate in the shelters, including social workers and behavioral health support. 	
5	<ul style="list-style-type: none"> <input type="checkbox"/> Coordinate proposed modifications to RSF-5 Annex and Appendices with coordinating and support agencies and other stakeholders. <input type="checkbox"/> Issue final notice of change once final language is approved. 	
6	<ul style="list-style-type: none"> <input type="checkbox"/> Coordinate proposed modifications to RSF-6 Annex and Appendices with coordinating and support agencies and other stakeholders. 	

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	<input type="checkbox"/> Issue final notice of change once final language is approved.	
7	<input type="checkbox"/> Coordinate proposed modifications to RSF-7 Annex and Appendices with coordinating and support agencies and other stakeholders. <input type="checkbox"/> Issue final notice of change once final language is approved.	
RSF #	Activation Phase	Notes
1	<input type="checkbox"/> In coordination with the Command Policy Group and Chairman of the Chatham County Commission, determine the need to activate this RSF.	
2	<input type="checkbox"/> In coordination with the Command Policy Group and Chairman of the Chatham County Commission, determine the need to activate this RSF. <input type="checkbox"/> Notify SEDA when activation of the RCC has occurred.	
3	<input type="checkbox"/> In coordination with the Command Policy Group and Chairman of the Chatham County Commission, determine the need to activate this RSF. <input type="checkbox"/> CEMA will notify the Chatham County Health Department when RSF-3 has been activated. <input type="checkbox"/> CEMA will notify the Chatham County Health Department when activation of the RCC has occurred.	
4	<input type="checkbox"/> In coordination with the Command Policy Group and Chairman of the Chatham County Commission, determine the need to activate this RSF. <input type="checkbox"/> Notify Coordinating Agency when RSF-4 has been activated.	
5	<input type="checkbox"/> In coordination with the Command Policy Group and Chairman of the Chatham County Commission, determine the need to activate this RSF. <input type="checkbox"/> Notify Coordinating Agency of activation of RSF-5.	
6	<input type="checkbox"/> In coordination with the Command Policy Group and Chairman of the Chatham County Commission, determine the need to activate this RSF. <input type="checkbox"/> Notify Coordinating Agency upon activation of RSF-6.	
7	<input type="checkbox"/> In coordination with the Command Policy Group and Chairman of the Chatham County Commission, determine the need to activate this RSF. <input type="checkbox"/> CEMA, via the LDRM, will support notification of the CCOAD Executive Committee in the event of an emergency or disaster. <input type="checkbox"/> CEMA, via the LDRM, will notify the CCOAD Executive Committee when activation of the RCC has occurred. <input type="checkbox"/> CEMA, via the LTRM, will notify CCOAD Agencies when RSF-7 has been activated.	
RSF #	Operations Phase	Notes
1	<input type="checkbox"/> Support the organizational structure to respond to short and long-term community planning needs as a result of the disaster. <input type="checkbox"/> Participate as a member of the Core Team to: <ul style="list-style-type: none"> <input type="checkbox"/> Support decision making <input type="checkbox"/> Set recovery priorities <input type="checkbox"/> Finalize and approve recovery plans <input type="checkbox"/> Coordinate with recovery public information and RSF-1 as necessary, including social media. 	
2	<input type="checkbox"/> Support the organizational structure to respond to short and long-term community planning needs as a result of the disaster. <input type="checkbox"/> Provide guidance and support to SEDA and the four RSF groups,	

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	<p>including staffing support.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Coordinate the efforts of coordinating agencies and supporting organizations to ensure the deployment of available resources from these agencies to the disaster-impacted area, as required. <input type="checkbox"/> Distribute information regarding access to goods and services. <input type="checkbox"/> Coordinate with the private sector to establish recovery services, as possible. <input type="checkbox"/> Coordinate transition from emergency provision of commodities. <input type="checkbox"/> Communicate recovery plans and priorities. <input type="checkbox"/> Coordinate with recovery public information and RSF-1 as necessary, including social media. 	
3	<ul style="list-style-type: none"> <input type="checkbox"/> Support the organizational structure to respond to short and long-term community planning needs as a result of the disaster. <input type="checkbox"/> CEMA will support notification of Community Services agencies in the event of an emergency or disaster. <input type="checkbox"/> CEMA will provide guidance and support to the Social/Human Branch and the Health/Medical Branch, including staffing support. <input type="checkbox"/> Will be the primary support planning for Service and Information Centers, in coordination with Chatham County Health Department and Chatham County Division of Child Support Services. <input type="checkbox"/> Coordinate with the private sector to establish recovery services, as possible. <input type="checkbox"/> Coordinate the return of the impacted Unique Populations. <input type="checkbox"/> Coordinate with recovery public information and RSF-1 as necessary, including social media. 	
4	<ul style="list-style-type: none"> <input type="checkbox"/> Support the organizational structure to respond to short and long-term community planning needs as a result of the disaster. <input type="checkbox"/> Coordinate with recovery public information and RSF-1 as necessary, including social media. <input type="checkbox"/> Support Sheltering Recovery Group. <input type="checkbox"/> Support Intermediate Housing Recovery Group. <input type="checkbox"/> Support Long-Term Housing, Reconstruction, and Relocation Recovery Group. <input type="checkbox"/> Establish and implement consumer-protection and reporting safeguards. 	
5	<ul style="list-style-type: none"> <input type="checkbox"/> Support the organizational structure to respond to short and long-term community planning needs as a result of the disaster. <input type="checkbox"/> Coordinate with recovery public information and RSF-5 as necessary, including social media. <input type="checkbox"/> Participate in Utility Restoration Recovery Group. <input type="checkbox"/> Support Telecom / Communications Recovery Group Coordinating Agency. <input type="checkbox"/> Participate in Transportation Recovery Group. <input type="checkbox"/> Provide public information related to utility service and restoration. <input type="checkbox"/> Provide public information related to transportation service and restoration. <input type="checkbox"/> Provide public information related to debris. 	
6	<ul style="list-style-type: none"> <input type="checkbox"/> Support the organizational structure to respond to short and long-term community planning needs as a result of the disaster. <input type="checkbox"/> Coordinate with recovery public information and RSF-1 as necessary, including social media. 	

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	<input type="checkbox"/> Identify relevant Federal and State programs to facilitate recovery. <input type="checkbox"/> Coordinate efforts with County agencies and federal partners to receive funding for recovery efforts.	
7	<input type="checkbox"/> CEMA will serve as the coordinating agency for RSF-7. <input type="checkbox"/> Support the organizational structure to respond to short and long-term community planning needs as a result of the disaster. <input type="checkbox"/> Coordinate with recovery public information and RSF-1 as necessary, including social media. <input type="checkbox"/> CEMA will provide guidance and support to CCOAD, any activated committees/sub-committees including staffing support. <input type="checkbox"/> CEMA will coordinate the public solicitation of donations. <input type="checkbox"/> CEMA will coordinate resource requests that come from CCOAD to CEMA. This includes coordinating with GEMA for requests that go beyond the capabilities of Chatham County. <input type="checkbox"/> CEMA will identify and oversee DRC operations as outlined in RSF-1.	
RSF #	Demobilization Phase	Notes
1	<input type="checkbox"/> In coordination with the Command Policy Group and Chairman of the Chatham County Commission, determine the need to activate this RSF.	
2	<input type="checkbox"/> In coordination with the Command Policy Group and Chairman of the Chatham County Commission, determine the need to activate this RSF.	
3	<input type="checkbox"/> In coordination with the Command Policy Group and Chairman of the Chatham County Commission, determine the need to activate this RSF.	
4	<input type="checkbox"/> In coordination with the Command Policy Group and Chairman of the Chatham County Commission, determine the need to activate this RSF.	
5	<input type="checkbox"/> In coordination with the Command Policy Group and Chairman of the Chatham County Commission, determine the need to activate this RSF.	
6	<input type="checkbox"/> In coordination with the Command Policy Group and Chairman of the Chatham County Commission, determine the need to activate this RSF.	
7	<input type="checkbox"/> In coordination with the Command Policy Group and Chairman of the Chatham County Commission, determine the need to activate this RSF.	