

DISASTER RECOVERY AND REDEVELOPMENT PLAN

BRUNSWICK-GLYNN COUNTY

*Pre- and Post-Disaster Strategies for Managing
Long-Term Recovery*



Glynn County
GEORGIA

May 2017



This plan was prepared by Hagerty Consulting, Inc. under grant award #NA16N054730007 to the Georgia Department of Natural Resources from the Office for Coastal Management, National Oceanic and Atmospheric Administration. The statements, findings, conclusions, and recommendations are those of the author(s) and do not necessarily reflect the views of Department of Natural Resources, Office for Coastal Management or National Oceanic and Atmospheric Administration.

Foreword

The Glynn County Emergency Management Agency (GCEMA) is continuously striving to improve hurricane preparedness throughout Brunswick-Glynn County. These efforts are outlined in this Disaster Recovery and Redevelopment Plan. This plan incorporates national best practices, guidance from the [Georgia Post-Disaster Recovery and Redevelopment Guide](#), and lessons learned from similar planning initiatives within Georgia's coastal communities.

Threats to the community from natural and manmade hazards continue to increase in frequency and severity, thereby demonstrating the community's need for increased resilience. This need has been acknowledged by the government and public safety and disaster response officials and supported with federal funding. As a result, officials within Brunswick-Glynn County and the State of Georgia are working collaboratively to protect the lives and property of Brunswick-Glynn County residents from all hazards. We can never be over-prepared.

This plan is intended to provide guidance and decision-making tools to support the community's successful recovery from the potentially devastating effects of a disaster.

Comments or questions concerning this plan should be addressed to GCEMA at (912) 554-7735.

Jay Wiggins, GCEMA Director

Adoption Page

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 and redevelopment from incidents affecting populations in Brunswick-Glynn County. By signature, the entities below accept this document as a standard practice for disaster recovery and redevelopment coordination.

Position/Title	Date

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1.0 Introduction

Response, recovery, and redevelopment operations will begin and end at the local level. Local governments are primarily responsible for post-disaster operations, and recovery will occur at the direction of the local community. To effectively navigate the complexities of long-term disaster recovery, Brunswick-Glynn County officials have developed the following plan.

The Brunswick-Glynn County Disaster Recovery and Redevelopment Plan (“DRRP” or “plan”) is a comprehensive, all-hazards plan for managing recovery efforts within Brunswick-Glynn County. The plan is a consolidated reference to guide action and decision-making in order to expedite the county’s recovery process.

For the purpose of this plan, the definition of “recovery” aligns with the National Disaster Recovery Framework’s (NDRF) definition:

Recovery extends beyond simply repairing damaged structures. It also includes the continuation or restoration of services critical to supporting the physical, emotional, and financial well-being of impacted community members. Recovery includes the restoration and strengthening of key systems and resource assets that are critical to the economic stability, vitality, and long-term sustainability of the communities themselves.

Redevelopment is defined in the NDRF as:

Rebuilding degraded, damaged or destroyed social, economic, and physical infrastructure in a community, state, or tribal government to create the foundation for long-term development.¹

This plan acknowledges that a significant emergency or disaster may overwhelm local resources. Assistance may be provided by the state upon the local government’s request. Federal assistance may be supplemental when requested by the state. The plan describes the coordination required to effectively utilize and integrate state and federal assistance.

The ultimate strength of a community’s recovery is correlated to the recovery planning conducted in each jurisdiction prior to the occurrence of an incident. However, the DRRP is intended to serve as a guide for successful community recovery and redevelopment by identifying and consolidating actions and decisions to facilitate and expedite recovery and redevelopment.

1.1 Purpose

The purpose of the Disaster Recovery and Redevelopment Plan is to provide Brunswick-Glynn County with a framework to successfully achieve pre-determined recovery and redevelopment objectives that align with the county’s vision and goals. The plan includes pre-disaster and post-disaster recommendations that are in coordination with local, state, federal government agencies, non-government agencies, and the private sector to help make Brunswick-Glynn County more resilient and prepared.²

¹ This definition is described in the first edition of the NDRF. Redevelopment is not explicitly outlined in the second edition of the NDRF.

² Resilience is defined in the National Preparedness Goal as: “the ability to adapt to changing conditions and withstand and rapidly recover from disruption due to emergencies.”

Without its citizens, businesses, or infrastructure, Brunswick-Glynn County cannot function. The DRRP is intended to protect the plans, policies, and procedures that uphold the county and empower its residents. The primary components of the plan's intent are as follows:

1. Establish strategic and organizational frameworks, roles and responsibilities, and operational tools for Brunswick-Glynn County to organize, manage, and facilitate countywide recovery activities.
2. Secure the future of the county by assessing the existing plan, policies, and procedures to identify gaps between existing capabilities and recovery goals.
3. Enhance the county's resilience by strategically identifying steps Brunswick-Glynn County can take to restore its population, infrastructure, and natural and cultural resources to desired conditions as soon as possible.

The plan will achieve these goals by consolidating relevant information, resources, and tools to guide Brunswick-Glynn County officials through disaster recovery and redevelopment following a catastrophic event.

1.2 Scope and Applicability

The DRRP applies to Brunswick-Glynn County, its municipal jurisdictions, and partners in the public, private, and nonprofit sectors. It identifies tasks for key agencies and organizations, as well as for agencies assigned to Recovery Support Function (RSF) roles.

The DRRP is not a tactical plan or field manual. It provides a scalable and flexible framework for organization and provides decision-making tools that may be effectively deployed against unknown and unpredictable threats.

The concepts and principles of the plan may apply to any incident, whether natural or human-caused, resulting in the need for recovery and/or redevelopment operations. The DRRP may be activated regardless of whether a governor's state of emergency or presidential disaster declaration is issued. Additionally, it is not required that all components of the plan be activated at once; the activation level is subject to change with the severity of the incident.

1.3 Disaster Recovery and Redevelopment Process

Disaster recovery is often described as a gradual sequence of interdependent, and often concurrent, activities that contribute to a community's successful recovery. A community's pre-determined priorities and decisions create cascading effects on the recovery process. For this reason, actions taken prior to a disaster often lead to beneficial impacts on recovery and redevelopment.

1.3.1 *Response to Recovery Transition*

The transition from response to recovery is a gradual process that often overlaps, depending on the incident's circumstances. As the incident progresses, response activities diminish while recovery activities increase.

Based on his or her assessment of the incident and the need for continued recovery operations, the GCEMA director will then activate the plan.

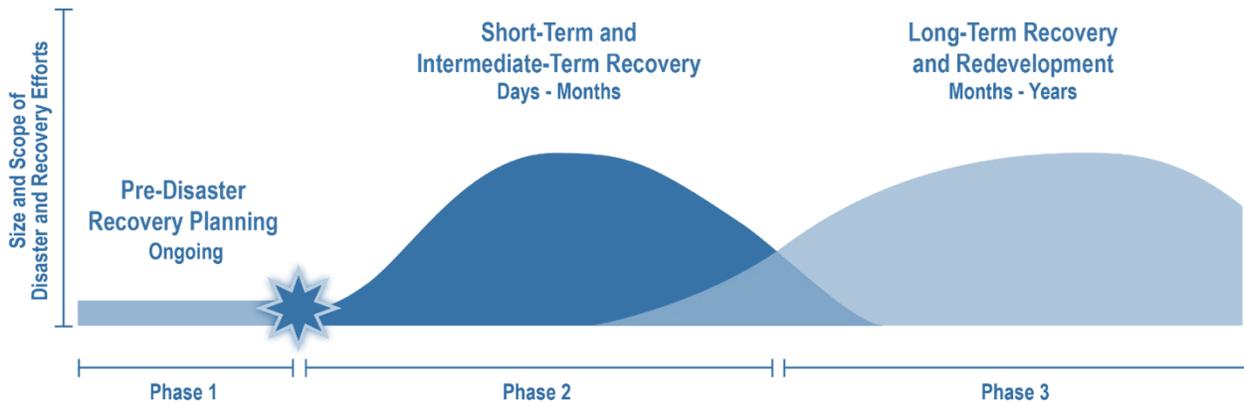
Table 1.3.1: Transition from Response to Recovery

	Response	Short and Intermediate-Term Recovery	Long-Term Recovery and Redevelopment
Incident Contained	No	Mostly or completely	Yes
Overall Goals	Contain the incident to protect life-safety and property	Provide support to people and businesses impacted by the disaster	Restoration of services, returning the community to a pre-disaster, or better, condition
Duration After Incident	A few days, at most a few weeks	Days to months	Months to years

1.3.2 Recovery Timeframe

Recovery is divided into three phases: pre-disaster recovery planning, short-term and intermediate-term recovery, and long-term recovery and redevelopment. **Figure 1.3.2** below illustrates this transition and associated phases:

Figure 1.3.2: Recovery Timeline



Phase 1: Pre-Disaster Recovery Planning

During the pre-disaster recovery planning, or “preparedness” phase, Brunswick-Glynn County will work with community leaders to establish priorities, identify weaknesses, and create a common platform to guide recovery decisions and activities.

Phase 2: Short-Term and Intermediate-Term Recovery

Short-term recovery concerns involve managing and containing immediate impacts of the event on community systems and beginning to return these systems to operational conditions.

Intermediate-term recovery concerns include facilitating re-entry after evacuation, reuniting families within the community, returning critical infrastructure and essential government or commercial services to a functional state.

Short- and intermediate-term recovery operations often overlap, and for the purpose of this plan will be presented together.

Phase 3: Long-Term Recovery and Redevelopment

During the long-term recovery and redevelopment process, it is important for communities to understand that it is not possible to return to a “normal” state. Conditions following a catastrophic event will leave lasting impacts on the community and its citizens. For this reason, the goal of long-term recovery and redevelopment is to return to a “new normal” after a disaster or emergency, including restoring economic activity and rebuilding facilities and housing. Long-term recovery can last several months to years.

It is also important to note that this phase is driven by local government at the direction of community leadership. Long-term recovery and redevelopment will be guided with a vision of sustainability and increased community resilience to decrease the community’s future vulnerability. Accordingly, this process will take years and should be ever-changing to accommodate new ideas and best practices.

2.0 Situation Overview

As of 2015, Brunswick-Glynn County has a population of 83,500 residents. Residents are spread across the county's Golden Isles of Georgia, a collection of five communities, which include St. Simons Island, Sea Island, Little St. Simons Island, Jekyll Island, and Historic Brunswick. The only county seat is within the city of Brunswick.

Brunswick serves a major urban and economic center and is the second-largest urban area on Georgia's coast after Savannah. The port of Brunswick is a vital part of the county's economic activity, acting as the sixth busiest automobile port in the country. Among the Golden Isles, tourism also plays a major part in supporting the local economy with an estimated impact of \$1.1 billion in 2014. Although less economically significant, but still important to the appeal of the area, is the county's shrimping industry. Local shrimpers continue to supply local restaurants and retailers throughout the county and beyond. Glynn County's largest employer is the Federal Law Enforcement Training Center, a large agency of the United States Department of Homeland Security that is located in Glynn County.

The county is also home to a wide range of historic landmarks. Brunswick contains the Brunswick Old Town Historic District, which includes Old Brunswick City Hall, Ritz Theater, Glynn Academy, and the historic Brunswick Courthouse. The rest of the Golden Isles also support culturally rich historic locations, such as A.W. Jones Heritage Center and Fort Frederica National Monument in St. Simons and the Georgia Sea Turtle Center and the National Historic District on Jekyll Island.

2.1 Hazard Profile and Vulnerability Assessment

This section provides an assessment of the potential impact of the various hazards to which Brunswick-Glynn County is vulnerable. The first objective of this section is to identify the natural hazards that could impact the county. The second objective is to identify and analyze the elements within the county that are particularly vulnerable to the identified natural hazards that could impact the breadth and speed of recovery following a disaster. By completing these objectives, Brunswick-Glynn County officials may be better prepared to evaluate and prioritize specific post-disaster recovery and redevelopment actions.

2.1.1 Hazard Risk Overview

Brunswick-Glynn County is vulnerable to a variety of natural and man-made hazards. The county is adjacent to the Atlantic Ocean, which attracts visitors and new residents. A vulnerability assessment conducted in support of the county's hazard mitigation plan identified the following hazards:

- Primary
 - Hurricanes
 - Storm Surge
 - Coastal and Riverine Flooding
 - Sea Level Rise
 - Tornadoes
- Secondary
 - Coastal Erosion
 - Extreme Temperatures

- Drought
- Hazardous Materials Incident
- Major Transportation Incident
- Domestic Terrorism / Civil Disturbances / Weapons of Mass Destruction
- Disease / Pandemic Outbreaks
- Sink Holes
- Dam Failure
- Earthquakes

The results of the vulnerability assessment and its geographic location indicate that Brunswick-Glynn County is extremely susceptible to the impacts of hurricanes, storm surge, coastal and riverine flooding, sea level rise, and tornadoes. These hazards have both short- and long-term implications that could impact the county's ability to recover from disasters and pose challenges to redevelopment and resilience. Due to the likelihood of impact by the county's primary hazards, the potential effects of these hazards have been assessed in the maps and images on the following pages:

- Hurricanes
- Storm Surge
- Coastal and Riverine Flooding
- Sea Level Rise
- Tornadoes

2.1.2 Economic Vulnerability

Restoring the economic engine of the county is essential to the successful redevelopment of the community. It is estimated that anywhere from 25 to 40 percent of small businesses that are impacted by a disaster never reopen. If this were to occur in Brunswick-Glynn County, it could have a major impact on local government and the services it provides to its citizens.

Large businesses are often better able to recover from a disaster due to the larger network of resources available to the business and its thorough preparation for a disaster. This planning is often put in writing in the form of a disaster recovery plan for the business. However, large businesses are not completely immune to the impacts of a catastrophic disaster.

2.1.3 Social Vulnerability

It is well documented that low income, elderly, and alternate language speakers may face a greater vulnerability in the wake of a major disaster and should be considered during the pre-disaster timeframe. The following population segments within Brunswick-Glynn County may be more susceptible to the short and long-term effects of a catastrophic disaster:

- Six percent of the population was under the age of five in 2015.
- Nine percent speak a language other than English at home (aged 5 years and older, 2011-2015).
- 18.2 percent of the population was 65 years old or older in 2015.
- 18.2 percent of people held poverty status.
- The median household income (2011-2015) was \$45,918.

- 17.6 percent of residents are food insecure and live in a food desert. The United States Department of Agriculture (USDA) defines food insecurity as limited or uncertain availability of nutritionally adequate foods or uncertain ability to acquire these foods in socially acceptable ways.
- Brunswick-Glynn County had 62 percent of population age 16 and up in the civilian labor force (2011-2015).

3.0 Planning Assumptions

The following assumptions provide additional context regarding post-disaster recovery and redevelopment expectations:

1. Glynn County will experience large and small-scale disasters. The DRRP will be activated in response to any disaster within the county requiring long-term community recovery and redevelopment, at the direction of the GCEMA Director.
2. Activation of the DRRP assumes other response and short-term recovery operations are already underway as part of the National Response Framework and the county's Emergency Operations Plan (EOP).
3. Response activities may be ongoing while recovery operations are underway.
4. Local jurisdictions will have primary responsibility for recovery operations within their jurisdiction; county agencies and partners will provide support and expertise as needed. Local government response and recovery plans will be activated, where relevant and appropriate, in response to the activation of the DRRP.
5. Glynn County will coordinate with local jurisdictions following DRRP activation. County officials will provide recovery support and coordination to county agencies as necessary.
6. Volunteer organizations within the county will activate their own disaster relief plans, as applicable.
7. The DRRP can be activated in whole or in part during disaster conditions. The director of GCEMA will decide when it becomes necessary to activate the DRRP. Small-scale disasters may not require activation of the DRRP.
8. The DRRP is a flexible document designed to guide recovery actions for a variety of disasters that have the potential to harm Brunswick-Glynn County.
9. State and federal assistance may be required to effectively respond to and recover from a disaster.
 - a. 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.
10. Glynn County will adopt the Georgia Disaster Recovery and Redevelopment Plan, which is based on the NDRF.
11. Glynn 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. For additional information on NIMS and the Incident Command System, refer to Glynn County and local EOPs.
12. GCEMA will engage the Coordinating and Supporting Agencies in planning, training, and exercises to ensure an effective operation upon activation.
13. GCEMA is responsible for maintaining the DRRP, as well as its appendices. The DRRP is a living document and will be revised as needed.

14. Each of the county's jurisdictions is responsible for assessing and managing local policies and procedures, such as land management and zoning, that align with the concepts, vision, and goals described in the county's DRRP.
15. Additional assumptions may be added throughout the recovery planning process.

4.0 Recovery and Redevelopment Vision and Goals

4.1 Vision

Following a disaster, Glynn County will maintain local control over post-disaster recovery and redevelopment operations. During this process, the county will seek state, federal, and private sector support, as needed. The county will incorporate a whole community approach, partnering with community leaders to restore essential functions, rebuild lives, revitalize impacted sectors, and attain self-sufficiency, sustainability, and resilience for the county, its residents, and business.

4.2 Recovery and Redevelopment Goals

4.2.1 *Short-Term and Intermediate Recovery Goals*

This section outlines key short-term and intermediate-term recovery disaster goals for Glynn County.

1. Provide adequate sheltering and temporary housing for all affected county residents.
2. Ensure public safety systems remain operational and effective.
3. Facilitate the safe return of Glynn County residents following an evacuation.
4. Restore critical infrastructure, including communication systems.
5. Plan for long-term recovery and redevelopment.
6. Implement resilient building codes and land use.

4.2.2 *Long-Term Recovery and Redevelopment Goals*

This section outlines key long-term recovery and redevelopment disaster goals for Glynn County.

1. Strengthen the county's economic and industrial base through partnership with the private sector, permanent return of jobs, tourism, and capital investments while also looking for new investment opportunities.
2. Work to establish land use policy changes that will help Glynn County take advantage of the opportunities to change previous development decisions in both pre- and post-disaster timeframes.
3. Develop new, permanent, sustainable, and accessible housing that meet the needs of the community.
4. Determine appropriate placement of critical infrastructure and public facilities to meet community needs and promote resilience from future events.
5. Protect socially and economically vulnerable populations by ensuring a smooth transition of health and social services from short-term recovery operations to long-term redevelopment assistance.
6. Protect, restore, and preserve the unique ecosystems and historical assets of Brunswick-Glynn County to ensure successful redevelopment and preservation of citizens' quality of life.
7. Re-establish tax revenues and other county or jurisdictional income sources.

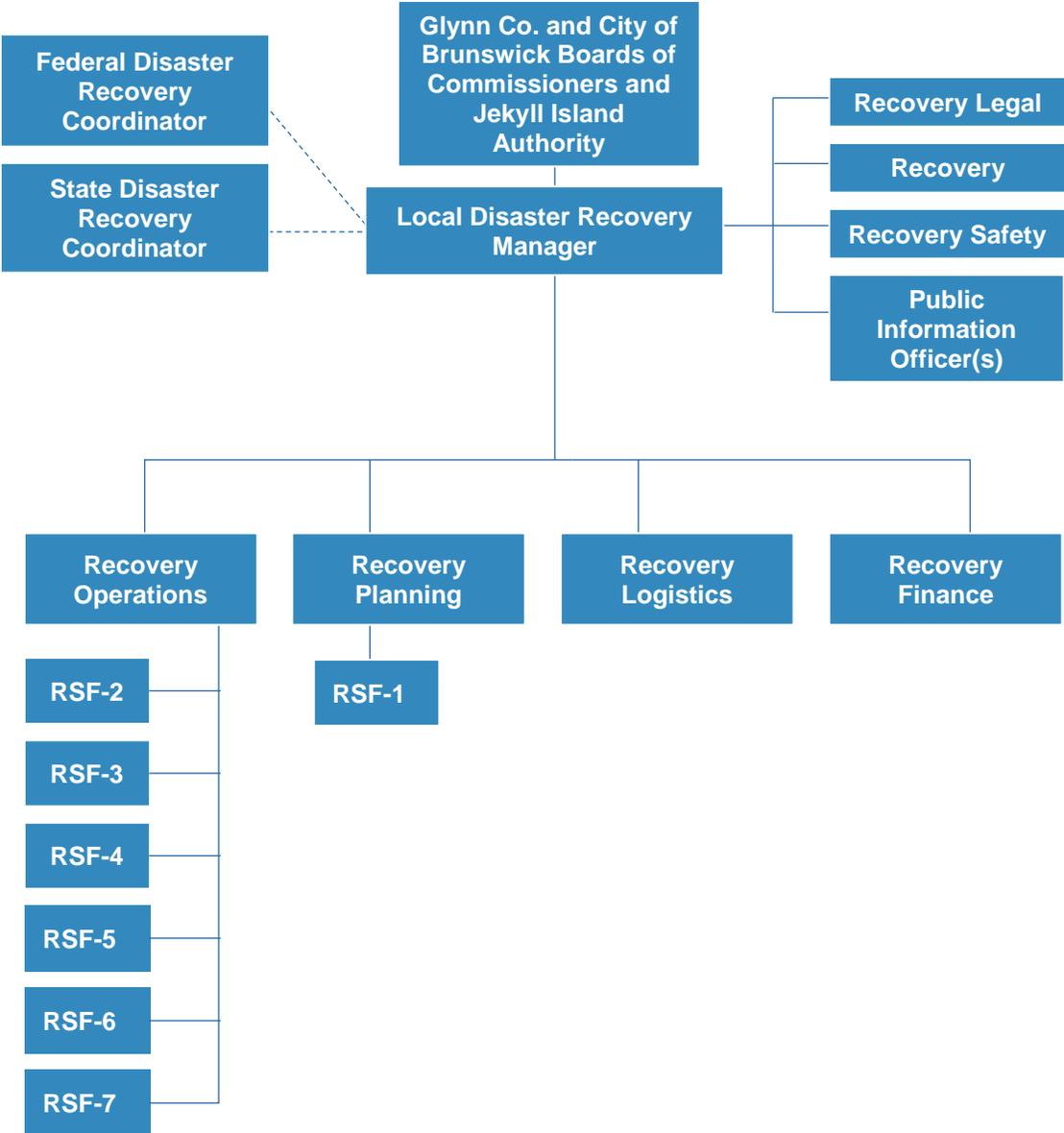
5.0 Roles and Responsibilities

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 character of the community. The DRRP has a myriad of potential options for implementation, depending on the scope and scale of an incident.

5.1 Recovery Organization

Figure 5.1 outlines the county’s organizational structure for managing recovery. The structure is modeled after Incident Command System to be scalable. Not every position, section, and group will be activated for every event. Specific roles and responsibilities are outlined below.

Figure 5.1: Recovery Organization in Brunswick-Glynn County



5.2 Roles and Responsibilities

<i>Role</i>	<i>Responsibilities</i>
Brunswick-Glynn County Board of Commissioners	<ul style="list-style-type: none"> • 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. • Coordinates with county officials on disaster-related issues concerning their municipalities. • Ensures municipalities provide documentation to the county, when appropriate and needed, to ensure financial support from state and federal agencies.
GCEMA Director	<ul style="list-style-type: none"> • Organizes, administers, and operates county emergency management operations under the direction and control of the chairman of the Glynn County Commission and county manager, or their designee. • Serves as primary point of contact for disaster recovery preparedness with State and local governments. • Coordinates development of the DRRP and determines necessary training and exercise to enhance jurisdiction preparedness. • Establishes and maintains contacts and networks for disaster recovery resources and support systems. • Serves as the local disaster recovery manager (LDRM) until one can be appointed. • Ensures the LDRM has clear policy direction. • Obtains briefings from the LDRM and provides information to the public and the media through coordination with the Joint Information System / Joint Information Center.

<i>Role</i>	<i>Responsibilities</i>
Local Disaster Recovery Manager (LDRM)	<ul style="list-style-type: none"> • Serves as the lead for coordination and command of the countywide recovery efforts. • Works with the state disaster recovery coordinator (SDRC) to develop a unified strategy and accessible communication strategy. • Participates in damage and impact assessments with other recovery partners. • With RSF-1, organizes disaster planning processes. • Ensures inclusiveness in the community recovery process, including persons with functional medical needs and limited English proficiency. • Communicates recovery priorities to state and federal governments and other recovery stakeholders and supporters. • Develops and implements recovery progress measures and communicates adjustments and improvements to applicable stakeholders and authorities. • Liaises directly with the SDRC and the federal disaster recovery coordinator as authorized and appropriate. • Requests resources as necessary to support recovery efforts. • Serves as the primary point of contact for disaster recovery coordination and implementation with the State of Georgia and the Federal Government.
Recovery Liaison Officer	<ul style="list-style-type: none"> • Provides logistical and communications support to coordinate within the county and among the supporting agencies, and recommend courses of action as necessary. • Ensures identified resources are provided with infrastructure to support their role, such as work space and communications infrastructure.
Recovery Legal Officer	<ul style="list-style-type: none"> • Provides counsel to RSF-1 and LDRM on any legal issues that may arise during recovery operations. • Able to develop special legislation or executive orders supporting the overall mission of RSF-1 and the LDRM. • Identifies federal, state, county, and municipal ordinances, statutes, or regulations that may impact RSF-1 goals, objectives, or tactics. • Coordinates with public information officer to review press releases and public statements for legal implications.
Recovery Safety Officer	<ul style="list-style-type: none"> • Monitors and assesses hazardous and unsafe working situations, and develops methods for assuring personnel safety. This applies to staff assigned to recovery organization, including those deployed under external jurisdictions or private/non-profit organizations. • May identify the need for additional units under the command of the safety officer or with assistance of the LDRM. • Collects and compiles as much risk information as possible associated with the execution of recovery operations • Ensures there is an established and updated medical plan.

Role	Responsibilities
Public Information Officer(s)	<ul style="list-style-type: none"> • Maintains 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 available resources and communication networks. • Identifies alternate methods and formats for communication in case 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, develops 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. • Coordinates activities with county and external public information officers. • Establishes a Joint Information Center, if needed, and leads its operations. • Serves as the county's spokesperson for recovery efforts. • Responds to media and public inquiries regarding the recovery and redevelopment plan and its processes.
Recovery Operations Section	<ul style="list-style-type: none"> • Oversees the execution of the RSF Plans. • Collects resource needs and fulfills those requests with the Logistics Section and the LDRM. • Ensures that approved plans are organized and resource requests are streamlined.
Recovery Planning Section	<ul style="list-style-type: none"> • As RSF-1 will serve as the Recovery Planning Section, see RSF-1 roles and responsibilities in the RSF-1 appendix.
Recovery Logistics Section	<ul style="list-style-type: none"> • Attains resources necessary for the county to implement recovery. • Receives, tracks, assigns, and deploys assets to individual projects as defined by the Operations Section. • Works with the recovery liaison to issue credentials to all mobilized personnel, if needed.

<i>Role</i>	<i>Responsibilities</i>
<p>Recovery Finance Section</p>	<ul style="list-style-type: none"> • Tracks and coordinates payment for recovery supplies and services. • Maintains expenditure records for recovery programs. • Collects recovery staff time sheets. • Coordinates the pursuit and management of funding from various federal grant and loan programs. • Collects and coordinates relevant reporting on recovery activities, focusing on recovery financial concerns. • Manages undesignedated, unsolicited financial donations. • Works with the county to resume competitive bidding, as well as to streamline or fast-track normal procurement procedures that may be indicated, including pre-approval for certain measures or activities.
<p>Recovery Support Functions</p>	<ul style="list-style-type: none"> • Develops pre-disaster relationships within identified Coordinating and Supporting Agencies, and identifies additional stakeholders who may play a role in disaster recovery, both pre- and post-disaster. • Engages in pre-disaster preparedness activities, including developing a county resource list, plans and procedures, and mutual aid agreements. • Coordinates situational assessments immediately following the event to assess the resource needs and requirements of the situation. • Develops recovery and redevelopment plans specific to the needs of the incident, and implements plans in accordance with countywide priorities. • Updates county leadership, including the LDRM, on progress made towards achieving recovery objectives, and updates recovery plans accordingly.
<p>State Disaster Recovery Coordinator</p>	<ul style="list-style-type: none"> • Provides support for local recovery-dedicated operations. • Communicates the roles and responsibilities of the state to the local governments. • Works with local recovery agencies and the LDRM to facilitate the development of a unified and accessible communication strategy. • Coordinates state, federal, and other funding streams for recovery efforts, and communicates issues and solutions to recovery assistance gaps and overlaps. • Ensures inclusiveness in the community recovery process, including persons with medical functional needs and limited English proficiency. • Facilitates the development of state recovery priorities, if needed. Communicates statewide recovery priorities to the federal disaster recovery coordinator and local jurisdictions.

<i>Role</i>	<i>Responsibilities</i>
<p>Federal Disaster Recovery Coordinator</p>	<ul style="list-style-type: none"> • Coordinates supplemental federal disaster assistance available under the Presidential Disaster Declaration. • Facilitates disaster recovery coordination and collaboration between the federal, state, and local governments; the private sector; and voluntary, faith-based, and community organizations. • Partners with and supports the LDRM and the SDRC to facilitate disaster recovery in the impacted area. • Develops a strategic approach for coordinating federal assistance and policies. • Facilitates federal funding streams and solutions to assistance gaps and overlaps. • Reinforces the importance of compliance with federal civil rights laws when using federal funds. • Briefs senior level officials in the U.S. Executive Branch and Congress on the pace, challenges, and needs of the recovery, and proposes and coordinates solutions for successful recovery and redevelopment. • Monitors the impacts and results of recovery decisions and evaluates the need for additional assistance and adjustments where necessary and feasible throughout the recovery.
<p>Jekyll Island Authority</p>	<ul style="list-style-type: none"> • Assesses and manages local plans and policies that coincide with the recovery and redevelopment plan. • Coordinates with the release of public information through the jurisdiction’s public information officer.
<p>City of Brunswick</p>	<ul style="list-style-type: none"> • Assesses and manages local plans and policies that coincide with the recovery and redevelopment plan. • Coordinates with the release of public information through the jurisdiction’s public information officer.

6.0 Concept of Operations

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 character of the community. The DRRP has a myriad of potential options for implementation, depending on the scope and scale of an incident.

6.1 Recovery Objectives

The following objectives are intended to provide overall guidance regarding prioritization of actions and investments undertaken to recover from disasters. These objectives will be addressed in the Community Recovery Plan. 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 that meets the needs of the whole community and relays 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 that 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 contributing 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. **Volunteer 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.

6.2 Activation/Demobilization

The process of activating and demobilizing the RSFs is described below:

6.2.1 Activation

Once aware that Brunswick-Glynn County communities are affected by a disaster that will require recovery and redevelopment, the LDRM will determine whether to activate the DRRP. The LDRM will notify the Brunswick city manager and the senior director of facilities and public services of Jekyll Island and will ensure the immediate emergency situations are addressed as outlined in the relevant EOP(s). The LDRM may activate the DRRP while response activities are still underway.

Once the DRRP is activated, the LDRM may activate any or all the RSFs to return the county to its pre-disaster condition or to its “new normal.” As this plan is scalable, some RSFs may be activated without an activation of the entire Recovery Plan following small disasters.

The LDRM is responsible for coordinating the activation of recovery and redevelopment ordinances to facilitate recovery and redevelopment operations. This may require coordination with individuals from Jekyll Island and the City of Brunswick.

6.2.2 Demobilization

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

6.3 Recovery Operations

Recovery operations are detailed within each RSF. However, in general, the county’s recovery and redevelopment operations include:

6.3.1 Short-Term and Intermediate Operations

Short-term recovery operations involve managing and containing immediate impacts of an event on community systems, thereby creating an environment where long-term recovery and redevelopment activities can begin. This involves returning individuals and families, critical infrastructure, and essential government and commercial services back to a functional state, but not necessarily a pre-disaster condition, and includes such activities as:

- Initial debris management;
- Providing essential health and safety services;
- Managing congregate sheltering or other temporary housing solutions, including transitioning individuals and households from shelters to temporary housing;
- Return of medical patients to appropriate facilities in the area;
- Returning displaced populations and pets;
- Completing damage assessments;
- Standing up Disaster Recovery Centers; and
- Initial restoration of essential infrastructure.

6.3.2 Long-Term Operations

Long-term recovery and redevelopment operations may continue for months or up to several years. The goal underlying long-term recovery and redevelopment operations is the impacted

community moving toward self-sufficiency, sustainability, and resiliency. These operations involve returning individuals and families, critical infrastructure, and essential government or commercial services back to a functional self-sufficient state, but 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; and
- Providing job training and workforce assistance to populations in the county.

6.3.3 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. Additional guidance about redevelopment is available in Section 9.0.

6.4 Recovery Sites and Facilities

6.4.1 Local Emergency Operations Centers

Local jurisdictions may be managing and coordinating emergency response and short-term recovery operations through their local Emergency Operations Centers (EOCs).

Glynn County EOC

The EOC is the initial location activated to support field operations in Glynn 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.

6.4.2 State Emergency Operations Center

The State Emergency Operations Center is a central facility in Atlanta, which provides interagency coordination and decision making in support of incident response.

6.4.3 Joint Field Office

If a Presidential Declaration is received, the federal coordinating officer (FCO) will establish a Joint Field Office (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 near the county's Recovery Coordination Center.

6.4.4 Recovery Coordination Center

A Recovery Coordination Center 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.

6.4.5 Disaster Recovery Center

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. Additional information about DRCs is available in Appendix D.

6.4.6 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.

6.4.7 Business Recovery Center

Business Recovery Centers, 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 Business Recovery Centers 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.

7.0 Finance Recovery and Redevelopment

Understanding the available tools and programs by which pre-and post-disaster planning issues can be addressed will help stakeholders and the public discuss options regarding financial capacity. Different planning options and techniques include:

- Local reserves, credit, and insurance
- State and federal resources, grants, and loans
- Commercial loans
- Pre-established recovery contracts
- Private, non-profit, and other resources

7.1 Local Reserves, Credit, and Insurance

Establishing reserve funds and maintaining a strong line of credit are important considerations for post disaster planning. Reserve funds will allow the county to borrow from itself to finance operations and rebuild critical facilities until federal reimbursement funds begin to come in. Federal Emergency Management Agency's (FEMA) PA program requires that local governments first pay for critical facility and infrastructure repairs before they can be reimbursed for those expenses. If establishing a healthy local reserve for this contingency is not a viable option, the county may want to explore other options for funding post disaster expenditures.

The insurance industry also has a significant role in post disaster redevelopment. Local businesses and residents rely on the funds made available from private insurance companies. Working with private insurance companies to process and fund claims can be a cumbersome and difficult experience.

Homeowners often do not realize they are underinsured and do not have appropriate coverage until a disaster has occurred and it is too late.

Additionally, many residents will not be able to rebuild or relocate within the county without government assistance. FEMA Individual Assistance (IA) program and SBA loans can provide various forms of assistance, but understanding the process and eligibility requirements can be challenging.

Ongoing education and outreach initiatives to residents, businesses, and elected officials before and after a disaster occurs would be a relatively simple and low cost initiative that could address these deficiencies.

7.2 State and Federal Resources, Grants, and Loans

Funding for post-disaster redevelopment projects is available both before and after a disaster occurs. Regardless of the type or quantity of resources considered for a project, it is important to identify all the potential resources, programs, and stakeholders that may be applicable for use in the post-disaster planning process. Proactive partnering with these funding organizations will provide Brunswick-Glynn County staff with an understanding of the organization's policies, timelines, funding uses and restrictions, types of aid, and recipient and project eligibility.

Many funding programs may have local match requirements, which can include in-kind services. In certain cases, funding organizations might allow waivers of certain criteria or allow creative financing solutions depending on the type or magnitude of the disaster, so it is recommended to ascertain whether these options exist.

There are numerous sources for governmental and non-governmental disaster relief programs and private donations that can support post disaster redevelopment. For example, **Table 7.1** lists available federal fiscal resources.

Brunswick-Glynn County staff should continue to familiarize themselves with potential funding programs, organizations, and requirements. The county should also keep in mind existing staff levels and capabilities and remember that depending on the workload faced following a disaster, extra staff may be needed to help manage grants or loans once received.

Furthermore, the county recommends that each municipality review the pre-disaster funding programs and determine which programs are best suited to their needs (and thus where the municipality will direct their efforts).

Table 7.1: Federal Pre-Disaster Funding Programs

Federal Pre-Disaster Funding Programs	
Program	Program Purpose
Pre-Disaster Mitigation	To assist communities to implement hazard mitigation programs designed to reduce overall risk to the population and structures before the next disaster occurs.
Community Assistance Program State Support Services Element	To ensure that communities participating in the National Flood Insurance Program are achieving flood loss reduction measures consistent with program direction. The Community Assistance Program State Support Service Element is intended to identify, prevent, and resolve floodplain management issues in participating communities before they develop into problems requiring enforcement action.
Community Development Block Grant (CDBG) (also see post-disaster funding)	To provide for long-term needs, such as acquisition, rehabilitation or reconstruction of damaged properties and facilities and redevelopment of disaster-affected areas. Funds may also be used for emergency response activities, such as debris clearance and demolition, extraordinary increases in the level of necessary public services.
Emergency Management Program Assistance	To administer the Emergency Management Preparedness and Assistance Trust Fund. Within this program is the Municipal Grant Program, in which localities can apply for up to \$50,000 worth of grant money. Also included is the Open Competitive Grant Program in which cities, counties, not-for-profits, etc. can apply for up to \$300,000 in grant money.
The Federal Assistance for Beach Renourishment Program	Provides up to 65 percent of the costs to renourish beaches and for up to 50 years of periodic maintenance.
Flood Control Projects	To reduce flood damages through projects not specifically authorized by Congress.
Flood Mitigation Assistance	To fund cost effective measures to states and communities that reduce or eliminate the long-term risk of flood damage to buildings, manufactured homes, and other insurable structures.

Federal Pre-Disaster Funding Programs	
Program	Program Purpose
Flood Plain Management Services	To promote appropriate recognition of flood hazards in land and water use planning and development through the provision of flood and flood plain related data, technical services, and guidance.
Flood Prevention, Emergency Advance Measures	To mitigate, before an event, the potential loss of life and damages to property due to floods.
Grants & Loans for Public Works & Development Facilities	To provide financial assistance for the construction of public facilities needed to initiate and encourage the creation or retention of permanent jobs in the private sector in designated areas where economic growth is lagging.
Hazardous Materials Training Program - Implementation of the Superfund Amendment and Reauthorization Act of 1986	To make funding available to support programs of universities as well as state, local, and tribal governments to improve emergency planning, preparedness, mitigation, response, and recovery capabilities. These programs must provide a special emphasis on emergencies associated with hazardous chemicals.
Insurance Program, National Flood	To enable individuals to purchase insurance against losses from physical damage or loss of buildings and or contents therein caused by floods, mudflow, or flood-related erosion, and to promote wise floodplain management practices in the nation's flood prone areas.
Payments to States In Lieu of Real Estate Taxes	To compensate local taxing units for the loss of taxes from federally acquired lands, 75 percent of all monies received or deposited in the Treasury during any fiscal year for the account of leasing of lands acquired by the United States for flood control, navigation and allied purposes, including the development of hydroelectric power, are paid at the end of each year to the states in which such property is situated.
Protection, Clearing, and Straightening Channels	To restore channels for purposes of navigation or flood control.
Protection of Essential Highways, Highway Bridge Approaches, and Public Works	To provide bank protection of highways, highway bridges, essential public works, churches, hospitals, schools, and other nonprofit public services endangered by flood-caused erosion.
Public Works Impact Projects Program (11.304)	To provide financial assistance in the construction of public facilities to provide immediate useful work to unemployed and underemployed persons in designated project areas.
Snagging and Clearing for Flood Control	To reduce flood damage.

Federal Pre-Disaster Funding Programs	
Program	Program Purpose
CDBG/Entitlement Grants	To develop viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low to moderate-income individuals.
CDBG/State's Program	To develop viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low to moderate-income individuals.
Cora C. Brown Fund	To assist disaster victims with unmet disaster-related needs. When Cora C. Brown of Kansas City, Missouri, died in 1977, she left a portion of her estate to the Federal Government as a special fund to be used solely for the relief of human suffering caused by disasters.
FEMA Community Disaster Loan Program	The Community Disaster Loan 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.
Disaster Emergency Loans – Farmer Programs	To provide financial assistance to eligible applicants to help them overcome the adverse effects of a natural disaster on their farm operations.
Disaster Reserve Assistance	To provide emergency feed assistance to eligible livestock owners in a state, county, or area approved by the secretary or designee, where because of disease, insect infestation, flood, drought, fire, hurricane, earthquake, hail storm, hot weather, cold weather, freeze, snow, ice, and winterkill, or other natural disaster, a livestock emergency has been determined to exist. The program provides assistance to eligible livestock producers for losses of feed grain crops, forage, and grazing.
Economic Injury Disaster Loans	To assist businesses suffering economic injury because of certain presidential, secretary of agriculture, and/or SBA-declared disasters.
Emergency Conservation Program	To enable farmers to perform emergency conservation measures to control wind erosion on farmlands, or to rehabilitate farmlands damaged by wind erosion, floods, hurricanes, or other natural disasters and to carry out emergency water conservation or water enhancing measures during periods of severe drought.
Emergency Operations Flood Response and Post Flood Response	To provide emergency flood response and post flood response assistance as required to supplement state and local efforts and capabilities in time of flood coastal storm.

Federal Pre-Disaster Funding Programs	
Program	Program Purpose
Emergency Shelter Grants Program	To provide financial assistance to renovate or convert buildings for use as emergency shelters for the homeless. Grant funds may also be used to operate the shelter (excluding staff) and pay for certain support services.
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 Emergency Relief	Assistance for the repair or reconstruction of federal-aid highways and roads on federal lands which have suffered serious damage because of (1) natural disasters, or (2) catastrophic failures from an external cause.
Natural Resources Conservation Service Emergency Watershed Protection Program	The U.S. Department of Agriculture's Natural Resources Conservation Service 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, wind-storms, and other natural occurrences.
Federal Emergency Shelter Grants Program for the Homeless	For the provision of emergency shelter and essential support services to the homeless. Funds may be used for structural improvements to shelters, shelter operating expenses, furnishings and equipment, and other services.
Hazard Mitigation Grant Program	To prevent future losses of lives and property due to disaster; to implement state or local hazard mitigation plans; to enable mitigation measures to be implemented during immediate recovery from a disaster; and to provide funding for previously identified mitigation measures to benefit the disaster area.
FEMA Individual Assistance	FEMA's Individual Assistance Program provides services to individuals and households that are impacted by disasters. These services include crisis counseling, disaster unemployment assistance, disaster legal services, and housing assistance.
SBA Disaster Loans	The SBA 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.

Federal Pre-Disaster Funding Programs	
<i>Program</i>	<i>Program Purpose</i>
FEMA PA Program	<p>To provide supplemental assistance to states, local governments, and certain private nonprofit organizations to alleviate suffering and hardship resulting from major disasters or emergencies declared by the president. PA provides funding for the repair, restoration, reconstruction, or replacement of a public facility or infrastructure damaged or destroyed by a disaster. Eligible applicants at the county level include local governments and certain private non-profit organizations. Eligible organizations include educational, emergency, medical, rehabilitation, and temporary or permanent custodial care facilities, utilities, and other facilities that provide essential governmental services to the public. PA funds may not be used when other funding sources are available, such as insurance, to avoid the duplication of benefits.</p> <p>To be eligible, funding must be required because of a major disaster event, be located within the designated disaster area, and be the legal responsibility of the eligible applicant. PA funding is provided in seven categories:</p> <ul style="list-style-type: none"> • Emergency Work: <ul style="list-style-type: none"> ○ Category A: Debris Removal ○ Category B: Emergency Protective Measures • Permanent Work: <ul style="list-style-type: none"> ○ Category C: Roads and Bridges ○ Category D: Water Control Facilities ○ Category E: Buildings and Equipment ○ Category F: Utilities <p>Category G: Parks and Recreational Facilities</p>
U.S. Department of Labor National Emergency Grants	<p>National Emergency Grants 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.</p>

7.3 Commercial Loans

In addition to the various potential funding sources described above, the county may need to pursue commercial loans to cover all the disaster costs. These are most often provided through local banks and/or credit unions that have a stake in the community. Brunswick-Glynn County should consider working with the local banking industry before an event to explore different ways they can work together to further recovery activities following a disaster.

One of the types of assistance that private banks within the county could provide to local businesses following a disaster is the bridge loan program. Bridge loans are short-term loans that

can be used for a variety of purposes, but the primary purpose of these loans in a post disaster environment would be to help the county and/or local businesses recover from the disaster until the county or the local businesses could secure a more permanent source of financing.

7.4 Pre-Established Recovery Contracts

Pre-established contracts are helpful for expediting the goods and services needed for post disaster recovery. These contracts are more readily executed since they have already been reviewed and approved by the applicable jurisdiction's Finance Department. Although FEMA will reimburse local governments for emergency contracts, reimbursements are typically limited to services provided within the first 72 hours of work. There are cases when sole source contracts are utilized, but there are special requirements that must be adhered to per the Code of Federal Regulations (CFR) Section 13.36.

7.5 Private, Non-Profit, and Other Resources

Non-profit organizations and private foundations are potential resources for funding and other partnerships. The Trust for Public Land, Habitat for Humanity, and community foundations are examples of project partners.

Public and private colleges or universities can be valuable resources for projects. Depending on the project, timing, and location, these organizations could provide technical assistance, project management, funding, research, and project development.

Following a major disaster, Brunswick-Glynn County may become inundated with donations from private entities and non-profit organizations. The county, through RSF-7 of its Recovery Plan addresses this, but all the jurisdictions within the county should consider developing a stand-alone donations management plan.

8.0 Capacity Assessment

The purpose of a capacity assessment is to determine the ability of a local jurisdiction to implement a post-disaster redevelopment strategy, and to identify potential opportunities for establishing or enhancing specific recovery/redevelopment policies, programs, or projects.

As in any planning process, it is important to try to establish which goals, objectives, and/or actions of a plan are feasible, based on an understanding of the organizational capacity of those agencies or departments tasked with their implementation. A capacity assessment helps to determine which recovery and/or redevelopment actions are practical and likely to be implemented over time, given a local government’s planning and regulatory framework, level of administrative and technical support, and amount of fiscal resources.

A capacity assessment has two primary components:

1. An inventory of a local jurisdiction’s relevant plans, ordinances, or programs already in place and analysis of their potential impact on post-disaster redevelopment; and
2. An analysis of the jurisdiction’s capacity to carry them out.

Careful examination of local capacity will detect any existing gaps, shortfalls, or weaknesses in ongoing government activities that could hinder proposed recovery/redevelopment activities and possibly impair community recovery/redevelopment efforts. A capacity assessment also highlights the positive steps that have already been taken by the local government to prepare for post-disaster redevelopment, which should continue to be supported and enhanced through future mitigation efforts.

The capacity assessment completed for Brunswick-Glynn County serves as a critical planning step and an integral part of the foundation for designing an effective post disaster redevelopment strategy. It not only helps establish the goals and objectives for the county to pursue under this plan, but also ensures that those goals and objectives are realistically achievable under given local conditions.

8.1 Planning and Regulatory Organizations

The first method in assessing redevelopment capacity began in Brunswick-Glynn County with the identification of planning and regulatory organizations across the county. Within each organization, the lead agency was identified. These findings are shown in **Table 8.1**.

Table 8.1: Table of Planning and Regulatory Organizations

Jurisdiction	Planning Organization
Glynn County	County Commission Metropolitan Planning Organization
Brunswick	City Council Planning and Zoning Department
Country Club Estates	Brunswick City Council Brunswick Planning and Zoning Department
Dock Junction	Brunswick City Council Brunswick Planning and Zoning Department

Jurisdiction	Planning Organization
St. Simons	Town Council
Sterling	Town Council
Jekyll Island	Jekyll Island Authority

8.2 Plans, Ordinances, and Programs

The second method of assessing capacity was the inventory and review of planning documents at county and jurisdictional levels. These documents provide insight into the values, principles, goals, objectives, strategies, processes, and functions of the Brunswick-Glynn County community.

Planning and regulatory capacity is based on the implementation of plans, ordinances and programs that demonstrate a local jurisdiction’s commitment to guiding and managing growth, development, and redevelopment in a responsible manner, while maintaining the general welfare of the community. It includes emergency response and mitigation planning, comprehensive land use planning, and transportation planning. Planning and regulatory capacity also includes the enforcement of zoning or subdivision ordinances and building codes that regulate how land is developed and structures are built, as well as protecting environmental, historic, and cultural resources in the community. Although some conflicts can arise, these planning initiatives generally present significant opportunities to integrate recovery and redevelopment principles and practices into the local decision making process.

This assessment is designed to provide a general overview of the key planning and regulatory tools and programs in place or under development for Brunswick-Glynn County, along with their potential effect on recovery and redevelopment. This information will help identify opportunities to address existing gaps, weaknesses, or conflicts with other initiatives in addition to integrating the implementation of this plan with existing planning mechanisms where appropriate.

Table 8.2 provides a summary of the relevant local plans, ordinances, and programs already in place or under development for Brunswick-Glynn County. Each of these other local plans, ordinances, and programs (identified as “Needs Updating” or “Not Currently Addressed”) should be considered available mechanisms for incorporating certain elements of the Redevelopment Plan. Priority levels for plan implementation— “Immediate” (within 12 months), “Short-Term” (between 13 months and five years), and “Long-Term” (five years or more)—are identified for each outstanding document.

Table 8.2: Table of County Level Plans Applicable to Redevelopment

Plan	In Place, Under Development, Needs Updating, Not Currently Addressed	Immediate, Short- or Long-Term Goal
Redevelopment Plan	Under development	Immediate
Evacuation Re-Entry Plan	Not currently addressed	Short-term
Ordinance to Define “Historic Property”	Not currently addressed	Immediate
Continuity of Operations Plans	Not currently addressed	Long-term

Plan	In Place, Under Development, Needs Updating, Not Currently Addressed	Immediate, Short- or Long-Term Goal
Community Blueprint	In place	N/A
Build-back Standards/ Reconstruction Ordinance	In place	N/A
Comprehensive Land Use Plan	In place	N/A
Flood Mitigation Plan	In place	N/A
Watershed Management Plan	In place	N/A
Open Space Plan	In place	N/A
Greenway Master Plan	In place	N/A
Stormwater Management Plan	In place	N/A
Comprehensive Water Management Plan	In place	N/A
Natural Resource Protection Plan	In place	N/A
Flood Response Plan	In place	N/A
Emergency Operations Plan	In place	N/A
Recovery Plan	In place	N/A
Continuity of Operations Plan	In place	N/A
Evacuation Plan	In place	N/A
Hazard Mitigation Plan	In place	N/A
Disaster Resiliency Plan	In place	N/A
Capital Improvements Plan	In place	N/A
Economic Development Plan	In place	N/A
Historic Preservation Plan	In place	N/A

Plan	In Place, Under Development, Needs Updating, Not Currently Addressed	Immediate, Short- or Long-Term Goal
Zoning Ordinance	In place	N/A
Subdivision Ordinance	In place	N/A
Land Development Code	In place	N/A
Building Code	In place	N/A
Shorefront Recovery and Redevelopment	In place	N/A

8.2.1 Local Plan Integration and Evaluation

An important aspect in determining a community’s capacity to implement a successful post-disaster recovery and redevelopment strategy is to obtain a thorough understanding of the community’s post-disaster recovery and redevelopment-related plans, policies, and programs already in place. This local plan integration analysis describes the process that was conducted to review Brunswick-Glynn County’s plans and associated goals, objectives, and policies that contribute to the county’s ability to implement a post-disaster redevelopment strategy. The analysis also served as a means of identifying existing gaps, shortfalls, or weaknesses, if any, within the county’s regulatory framework that may hinder a successful post-disaster recovery and redevelopment operation. Any identified gaps, shortfalls, or weaknesses can become actions to be implemented in Glynn County’s Post-Disaster Recovery and Redevelopment Strategy.

Glynn County has a solid set of policies, plans, and regulations guiding the actions for disaster mitigation, preparedness, response, and recovery. This conclusion was derived from a comprehensive review and analysis of those policies, plans, and regulations conducted by the consulting team that worked with Glynn County to develop this plan.

In addition to maintenance of the above documents, it is recommended that Glynn County focus on development or completion of:

- *Post Disaster Redevelopment / Reconstruction Ordinance*
- *Disaster Resiliency Plan*

Each of these plans should be developed by incorporating the analysis in this document to ensure other policies or actions do not hinder recovery and redevelopment.

8.3 Administrative and Technical Capacity

The ability of a local government to develop and implement a post-disaster redevelopment strategy through projects, policies, and programs is directly tied to its ability to direct staff time and resources for that purpose. Administrative capacity can be evaluated by determining how post-disaster redevelopment-related activities are assigned to local departments and if there are adequate personnel resources to complete these activities.

The degree of intergovernmental coordination among departments will also affect administrative capacity for the implementation and success of proposed post-disaster redevelopment activities.

Technical capacity can generally be evaluated by assessing the level of knowledge and technical expertise of local government employees, such as personnel skilled in using GIS to analyze and assess community hazard vulnerability.

The Capacity Assessment was used to capture information on administrative and technical capacity through the identification of available staff and personnel resources. **Table 8.3** provides a summary of the results for Glynn County regarding relevant staff and personnel resources. The table indicates whether the given local staff member(s) is maintained through the county’s local government resources.

Table 8.3: Relevant Staff / Personnel Resources

Relevant Staff / Personnel Resources		
Staff / Personnel Resources	Available	Department
Planners with knowledge of land development and land management practices	Yes	Jekyll Island Authority, City of Brunswick, Glynn County Engineering Services, Glynn County Development Authority
Engineers or professionals trained in construction practices related to buildings and/or infrastructure	Yes	Glynn County Development Authority, Jekyll Island Authority, City of Brunswick, Glynn County Engineering Services, Brunswick-Glynn County Joint Water Sewer Commission
Planners or engineers with an understanding of natural and/or human-caused hazards	Yes	Jekyll Island Authority, City of Brunswick, Glynn County Engineering Services, Brunswick-Glynn County Joint Water Sewer Commission, GCEMA
Emergency manager	Yes	GCEMA, Jekyll Island Authority, City of Brunswick, Glynn County Engineering Services, Brunswick-Glynn County Joint Water Sewer Commission
Floodplain manager	Yes	Georgia Department of Natural Resources, Jekyll Island Authority, Glynn County Engineering Services
Land surveyors	Yes	Glynn County Engineering Services, Jekyll Island Authority, City of Brunswick
Planner familiar with the hazards of the community	Yes	GCEMA, Brunswick-Glynn County Joint Water Sewer Commission, Georgia Department of Natural

		Resources, Jekyll Island Authority
Staff with education or expertise to assess the community's vulnerability to hazards	Yes	GCEMA, Brunswick-Glynn County Joint Water Sewer Commission, Georgia Department of Natural Resources, Jekyll Island Authority
Personnel skilled in geographic information systems and/or FEMA's HAZUS program	Yes	Glynn County Engineering Services, Brunswick-Glynn County Joint Water Sewer Commission, Georgia Department of Natural Resources, Glynn County Geographic Information Systems
Resources development staff or grant writers	Yes	Georgia Department of Natural Resources, GCEMA, Glynn County Community Development
Public information officer(s)	Yes	Glynn County, City of Brunswick, Jekyll Island Authority

8.4 Fiscal and Economic Capacity

The ability of a local government to implement a successful post-disaster redevelopment strategy is often closely associated with the amount of money available to implement policies and projects. This may take the form of outside grant funding awards or locally-based revenue and financing. The costs associated with recovery/redevelopment policy and project implementation vary widely. In some cases, policies are tied primarily to staff time or administrative costs associated with the creation and monitoring of a given program. In other cases, direct expenses are linked to actual projects which can require a substantial commitment from local, state, and federal funding sources.

The Capacity Assessment Survey was used to capture information on Glynn County's fiscal capacity through the identification of locally available financial resources.

Table 8.4 provides a summary of the results for Glynn County regarding relevant fiscal resources. The table indicates whether the given fiscal resource is locally available.

Table 8.4: Relevant Fiscal Resources

Relevant Fiscal Resources		
Fiscal Resources	Available	Department
Capital improvement programming	Yes	Glynn County Community Development, Jekyll Island Authority, City of Brunswick
CDBG	Yes	Glynn County Community Development, Glynn County

Relevant Fiscal Resources		
Fiscal Resources	Available	Department
		Development Authority, Glynn County Housing Authority, Jekyll Island Authority, City of Brunswick
Special purpose taxes (or taxing district)	Yes	Glynn County Planning and Zoning City of Brunswick Jekyll Island Authority
Gas/electric utility fees	Yes	Private Utility Companies
Water/sewer fees	Yes	Brunswick-Glynn County Joint Water Sewer Commission, Jekyll Island Authority, City of Brunswick
Stormwater utility fees	Yes	Brunswick-Glynn County Joint Water Sewer Commission, Jekyll Island Authority, City of Brunswick
Development impact fees	Yes	Jekyll Island Authority, City of Brunswick, Glynn County Development Authority
General obligation, revenue, and/or special tax bonds	Yes	Jekyll Island Authority, City of Brunswick, Glynn County Development Authority
Partnering arrangements or intergovernmental agreements	Yes	Jekyll Island Authority, City of Brunswick, Glynn County Board of Commissioners
Tourism taxes or fees (hotel/motel)	Yes	Jekyll Island Authority, City of Brunswick, Glynn County Development Authority

The EOP for Glynn County has a section that briefly addresses growth and development trends. It supplies information on major businesses and manufacturers that influence the county's economy. It also provides information on grants available to the county that may be used at various points throughout the disaster cycle. Glynn County's Disaster Recovery and Redevelopment Plan includes RSF-2: Economic Recovery, which details a strategy to support business recovery.

8.5 Social Services Capacity

Glynn County has designated social services for populations with medical and functional needs, and GCEMA has undergone specific planning to best support these individuals. Without such planning, vulnerable populations can be critically underserved following an emergency or disaster event. There is opportunity to ensure that as the county grows and social services are developed,

the systems created consider future incorporation of services for individuals with medical and functional needs in the wake of emergencies/disasters.

The county has documents from the EOP identifying at-risk populations and an evacuation plan for those with medical and functional needs. These documents will be critical in ensuring life safety in the wake of an event. This demonstrates the commitment of the county to serving those in need, which will be critical in the development of future documents assisting these populations.

9.0 Recommendations

The recommendations that follow may be incorporated into future goals decided upon by the county during necessary revisions of this document. Goals and associated actions are further identified as pre- or post-disaster efforts and priority levels (i.e., “immediate,” or within 12 months, “short-term,” between 13 months and five years, or “long-term,” five years or more) to implement actions are assigned for each goal’s actions.

While the following recommendations are intended for Glynn County, the county’s local jurisdictions are expected to uphold these concepts. Each jurisdiction will be responsible for ensuring that corresponding actions are taken in their own jurisdictions to uphold the vision and goals established in the DRRP.

9.1 Planning, Development, and Housing Recommendations

Work to establish land use policy changes that will help Glynn County take advantage of the opportunities to change previous development decisions in both pre- and post-disaster states, ensure timely provision of temporary housing, and rapid repair and reconstructions of permanent housing that meets needs of all residents’ incomes following a disaster, and plan for the protection and post-disaster recovery and restoration of the unique historical structures of Glynn County to ensure continued protection and preservation.

Table 9.1: Planning, Development, and Housing Recommendations

Action	Pre- or Post-Disaster Action	Immediate, Short- or Long-Term Goal	Priority Level
Create planning/permitting approval process that will expedite approvals for developments that do not increase previously approved densities.	Pre-Disaster	Short-term	Medium
Review current files and document any missing historic structures with detailed descriptions and photographs.	Pre-Disaster	Immediate	Medium
Adopt an emergency/recovery ordinance for expediting the permit process, debris management, right of entry, moratoriums, emergency fee schedules, and other needed recovery actions.	Pre-Disaster	Immediate	High
Develop build-back standards (i.e., regulations that govern reconstruction following disasters and facilitate expeditious reconstruction). Consider proper placement of utilities infrastructure to minimize future disruptions.	Pre-disaster	Immediate	High
Research and record countywide priority redevelopment areas for after a disaster.	Pre-disaster	Immediate	Medium

Action	Pre- or Post-Disaster Action	Immediate, Short- or Long-Term Goal	Priority Level
Implement local Coastal Stormwater Supplement (CSS) low impact development (LID) building and land use incentives (often referred to as Green Infrastructure) using or mimicking natural processes that result in the infiltration, evapotranspiration, or use of stormwater to protect water quality and associated aquatic habitat (e.g., green roofs, rain gardens, rainwater harvesting). Specific CSS guidance can be accessed here: http://epd.georgia.gov/georgia-epd-coastal-stormwater-supplement-stormwater-management-manual	Pre-disaster Post-disaster	Long-term	Medium
Develop Housing Plan that includes discussions of temporary and long-term smaller homes (i.e., tiny houses, reconditioned storage containers).	Pre-disaster	Short-term	Medium
Establish process for rapid permitting (e.g., repair, rebuilding).	Pre-disaster	Immediate	High
Determine pre-approved contractors prior to disaster.	Pre-disaster	Immediate	Medium
Establish guidelines/initiatives for future mitigation in repair/rebuilding processes.	Pre-disaster	Long-term	Medium
Ensure that housing is developed in or around economic activity centers to ease the burden of commuting for citizens and support economic development.	Post-disaster	Long-term	Medium
Ensure that considerations are made for the housing and feeding of critical workers and community members remaining in the recovery area.	Post-disaster	Immediate	High
Enact land use modifications that consider Smart Growth principles during reconstruction, including stormwater management considerations to reduce downstream flooding and/or water quality issues.	Pre-disaster Post-disaster	Short-term	Medium
Develop guidelines for historic property preservation.	Pre-disaster	Short-term	Medium
Establish alternative guidelines for demolition and repair of historic properties.	Pre-disaster	Short-term	Medium
Create guidelines for pre-disaster mitigation of threats to historic structures.	Pre-disaster	Immediate	Medium
Inventory and map all historic properties throughout Glynn County.	Pre-disaster	Immediate	High
Continue the use of historic preservation as an economic driver.	Pre-disaster	Short-term	Medium

Action	Pre- or Post-Disaster Action	Immediate, Short- or Long-Term Goal	Priority Level
Perform a comprehensive inventory of public cemeteries to identify and record the specific locations of plots in the event of severe flooding resulting in disinterment. Develop policies to ensure the swift return of any disinterred corpses to its proper location following a disaster.	Pre-disaster	Immediate	High
Develop requirements for low-lying areas of residence to require the elevation of housing, especially within the City of Brunswick.	Pre-disaster	Short-term	Medium
Develop a post-disaster strategy for directing new development or relocation of businesses to the area surrounding the county airport.	Pre-disaster	Short-term	Medium
Review and update zoning policies to reflect current uses.	Pre-disaster	Immediate	High

9.2 Economic Recommendations

Through partnerships with the private sector, work to ensure the ability of the Glynn County economy to rebound following a disaster, including permanent return of jobs, tourism, and capital investments while looking at new opportunities and investment.

Table 9.2: Economic Recommendations

Action	Pre- or Post-Disaster Action	Immediate, Short- or Long-Term Goal	Priority Level
Establish plan to set up DRCs at locations throughout the county for citizens and homeowners to meet with representatives of FEMA, American Red Cross, SBA, and insurance companies, etc.	Pre-disaster	Short-term	High
Develop plan for communication with and possible relocation of most vulnerable industries/employers and recovery prioritization.	Pre-disaster	Short-term	High
Identify components necessary for workforce retention (e.g., reopening school and childcare, grocery stores and banking).	Pre-disaster	Immediate	High
Explore funding mechanisms to provide more financial support to a more diverse economy and establish action steps that will promote regional innovation so that a disaster does not devastate all sectors of the local economy.	Pre-disaster	Immediate	Medium

Action	Pre- or Post-Disaster Action	Immediate, Short- or Long-Term Goal	Priority Level
Identify and advocate for marginalized or isolated groups (e.g., people experiencing homelessness, individuals with access and functional needs) of populations in the county that may need additional assistance and support before, during, and after a disaster.	Pre-disaster	Immediate	High
Identify and familiarize county staff and other community resources to assist with post-disaster funding requests and administrative procedures.	Pre-disaster	Short-term	Medium
Increase efficiency of permitting and licensing policies for businesses through streamlining procedures, educating about the process, and aligning county and municipality requirements, when possible.	Pre-disaster	Short-term	High
Increase awareness and consider expansion of policy regarding incentives for start-up of small business, as well as incentives for existing business.	Pre-disaster	Short-term	Medium
Coordinate with the Chamber of Commerce before an event to ensure plans are in place to assist the community in recovery efforts after an event.	Pre-disaster	Short-term	High
Contact the SBA and the Small Business Recovery Center post disaster to notify them and find out what recovery products are available for the business community (e.g., Disaster Recovery Loans, Emergency Bridge Loans).	Post-disaster	Immediate	Medium
Apply for marketing grants post disaster to spread the word that the county is open for business and to help with economic diversification.	Post-disaster	Immediate	Medium
Educate the business community regarding all available resources to aid them in their recovery	Post-disaster	Short-term	High
Develop a plan to prioritize reopening the Jekyll Island Convention Center, as it is a prominent economic driver on the island. This effort is specific to Jekyll Island leadership.	Post-disaster	Long-term	High
Develop a communication strategy to notify displaced residents of post-disaster resources and assistance in order to return significant portions of the population.	Pre-disaster Post-disaster	Long-term	High

9.3 Infrastructure and Public Facilities Recommendations

Plan now for post-disaster restoration of infrastructure and public facilities (including upgrading, mitigating, and relocating as needed) based on principles of Smart Growth, as their successful restorations are prerequisites for successful recovery.

Table 9.3: Infrastructure and Public Facilities Recommendations

Action	Pre- or Post-Disaster Action	Immediate, Short- or Long-Term Goal	Priority Level
Communicate with infrastructure and public facilities to develop a plan for expansion efforts that ensure facilities are not within high hazard zones.	Pre-disaster	Long-term	Medium
Ensure there is a public access television channel and radio channel in place before a disaster.	Pre-disaster	Long-term	Medium
Identify priority transportation routes and development plans for repair/mitigation/improvement and ensure that these routes provide access between residential areas and economic activity centers.	Pre-disaster	Long-term	Medium
Ensure communication and planning incorporates power, natural gas, and telecom companies for repair/mitigation/improvement.	Pre-disaster	Long-term	Medium
Develop guidelines for protection of key infrastructure sites from hazards in their current locations (e.g., lift stations, access roads, etc.).	Pre-disaster	Short-term	High
Identify alternate routes for heavy equipment, trucks and those carrying hazardous materials countywide.	Pre-disaster	Short-term	High
Implement local CSS LID/green infrastructure guidelines using or mimicking natural processes that result in the infiltration, evapotranspiration or use of stormwater to protect water quality and associated aquatic habitat (e.g., bioswales/bioretention cells, detention/retention ponds, and porous pavements). Specific CSS guidance can be accessed here: http://epd.georgia.gov/georgia-epd-coastal-stormwater-supplement-stormwater-management-manual	Pre-disaster Post-disaster	Long-term	Medium
Conduct a gap analysis of Glynn County's capacity to carry out plans, ordinances, and programs in place as it relates to the potential impact on post-disaster redevelopment.	Pre-disaster	Short-term	High

Action	Pre- or Post-Disaster Action	Immediate, Short- or Long-Term Goal	Priority Level
Develop a strategy to improve the redundancy and reliability of critical bridges or access points linking the county together. Ensure that the strategy maintains a focus on increased coastal resilience to maximize the return on investment.	Pre-disaster	Long-term	High
Elevate critical infrastructure and surrounding access roads to minimize the impacts of flooding and/or sea level rise.	Pre-disaster	Long-term	High
Establish criteria to evaluate the relocation of public facilities (e.g., parks, athletic fields) if they are destroyed as the result of a disaster.	Pre-disaster	Long-term	Low
Develop a comprehensive strategy for hazard mitigation for the county's water facilities. This effort is currently underway.	Pre-disaster	Short-term	High
Consider the viability of relocating critical IT infrastructure. Develop a strategy to relocate this infrastructure away from the City of Brunswick to the county's police department.	Pre-disaster	Short-term	High

9.4 Health and Social Services Recommendations

Protect socially and economically vulnerable populations by ensuring a smooth transition of health and social services from short-term recovery operations to long-term redevelopment assistance.

Table 9.5: Health and Social Services Recommendations

Action	Pre- or Post-Disaster Action	Immediate, Short- or Long-Term Goal	Priority Level
Increase public/private partnerships for redevelopment. This effort is currently underway.	Pre-disaster	Immediate	High
Develop plan for public transit.	Pre-disaster	Long-term	Medium
Consider movement of vulnerable public safety facilities.	Pre-disaster	Long-term	High
Engage community leaders to communicate directly with marginalized groups to ensure that redevelopment plans meet their needs.	Pre-disaster	Immediate	Medium
Develop a plan to leverage Georgia's Business Ethics Student Training (or similar programs) curriculum in all middle and high schools. Such courses will teach soft skills, communication, and leadership skills to arm	Pre-disaster	Short-term	Medium

Action	Pre- or Post-Disaster Action	Immediate, Short- or Long- Term Goal	Priority Level
students with social skills and improve the county's social resilience.			
Offer budgeting and financial management courses to adults (to familiarize them with financial planning and avoid financial hardship following a disaster).	Pre-disaster	Short-term	Medium
Create parental support groups within community and faith-based organizations.	Pre-disaster	Short-term	Medium
Increase access to crisis services and increase capacity of service providers for those who lack resources.	Pre-disaster	Long-term	High
Increase human resource awareness and health insurance coverage employee training to facilitate a broad understanding about accessing Employee Assistance Program resources.	Pre-disaster	Long-term	Medium
Advocate increased access to health care through a variety of resources.	Pre-disaster	Short-term	High
Explore policy and funding mechanisms to increase access to various "food deserts" (i.e., an area in which it is difficult to buy affordable or good-quality fresh food) on a rotating schedule.	Pre-disaster	Long-term	Medium
Confirm processes are in place to ensure that immediate access to medication refill facilities (such as drug stores) are up and running immediately after an event.	Pre-disaster	Short-term	High
Create a long-term strategy for mosquito management. Consider environmental implications and intended future land uses.	Pre-disaster	Long-term	High

9.5 Environmental Recommendations

Plan for post-disaster protection and restoration of the unique coastal and inland ecosystems of Glynn County to ensure successful long-term recovery and citizens' quality of life.

Table 9.6: Environmental Recommendations

Action	Pre- or Post-Disaster Action	Immediate, Short- or Long- Term Goal	Priority Level
Develop a plan or procedures for beach access via private property in a post-disaster situation that involves/addresses coordination between homeowners and agencies.	Pre-disaster	Short-term	Medium

Action	Pre- or Post-Disaster Action	Immediate, Short- or Long-Term Goal	Priority Level
Develop guidelines for erosion control and preservation across Glynn County.	Pre-disaster	Short-term	Medium
Create ordinances to prevent erosion and support restoration of beaches and dunes.	Pre-disaster	Short-term	Medium
Create ordinances for wetland preservation and restoration.	Pre-disaster	Short-term	Medium
Create ordinances for preservation and restoration of urban forests.	Pre-disaster	Short-term	Medium
Establish guidelines for disaster debris storage, removal, and recycling.	Pre-disaster	Short-term	Medium
Strengthen the planting and tree replacement ordinance to increase green space countywide, fostering Smart Growth and LID principles to provide open space, natural beauty, and critical environmental areas.	Pre-disaster	Short-term	Medium
Update the Open Space Management Plan to aid in the selection of primary redevelopment areas and management of open space within the County.	Pre-disaster	Short-term	Medium
Update the Glynn County Water Management Plan to ensure resiliency of the drinking water, wastewater, and stormwater systems.	Pre-disaster	Short-term	High
Dedicate funding to aid in acquiring properties that are critical to the protection of the county's natural and historic resources.	Pre-disaster	Short-term	High
Ensure countywide sea level rise mapping is completed that indicates the specific areas affected and correlates with the primary redevelopment area selection process.	Pre-disaster	Immediate	Medium
Ensure countywide sea level rise mapping is completed and overlaid with critical facilities (water treatment, schools, hospitals, nursing homes, etc.) for possible relocation or mitigation.	Pre-disaster	Immediate	High
Glynn County must identify or develop programs that could be considered for post-disaster rebuilding alternatives. For example, determine vulnerable or repetitively damaged properties that are high priority for post-disaster acquisition. These programs often take the form of programs intended to acquire land for environmental preservation or roadway construction.	Pre-disaster	Short-term	High

Action	Pre- or Post-Disaster Action	Immediate, Short- or Long-Term Goal	Priority Level
Develop a strategy to convert the low-density area at the north end of St. Simons to green space.	Pre-disaster Post-disaster	Long-term	Medium

9.6 Finance Recommendations

Plan for the protection and redevelopment of tax revenues and other county income sources.

Table 9.8: Finance Recommendations

Action	Pre- or Post-Disaster Action	Immediate, Short- or Long-Term Goal	Priority Level
Establish procedures to coordinate public and private funding to support pre- and post-disaster planning.	Pre-disaster	Immediate	High
Evaluate the unique types and levels of post-disaster assistance and support that may be required for catastrophic hurricanes, tropical storm winds, storm surges, floods, and wildfires.	Pre-disaster	Short-term	Medium
Evaluate the governmental impacts to revenue and services because of catastrophic hurricanes, tropical storm winds, storm surges, floods, and wildfires and determine acceptable and realistic levels of service following these events.	Pre-disaster	Short-term	High
Develop policies to address the unique financial requirements of post-disaster programs.	Pre-disaster	Short-term	High
Incorporate financial strategies into fiscal reporting mechanisms so that post-disaster financial requirements remain a consideration in planning for Glynn County's future.	Pre-disaster	Short-term	Medium
Support blight remediation by creating a revolving fund supported by all municipalities and private funds.	Pre-disaster	Long-term	Medium
In support of Smart Growth principles, make development decisions predictable, fair, and cost effective to the community.	Pre-disaster Post-disaster	Short-term	Medium
Ensure reserve funds are in place for critical facilities and infrastructure rebuild.	Pre-disaster	Long-term	High

10.0 Plan Implementation and Maintenance

Glynn County 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 limited to: standard operating procedures, implementing procedures, and/or operational guidelines.

GCEMA is responsible for the coordination of Recovery and Redevelopment Plan activities. These include developing, coordinating, and maintaining the Recovery and Redevelopment Plan. Supporting Agencies will assist GCEMA in planning and execution. Coordination with all supporting and other appropriate departments/agencies and organizations will be performed to ensure operational readiness.

The Recovery and Redevelopment 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 and Redevelopment Plan may propose a change to the plan. GCEMA is responsible for managing proposed modifications to the plan with Coordinating Agencies, Supporting Agencies, and other stakeholders. GCEMA 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, GCEMA will provide notice to relevant stakeholders. The notice will describe the change and reference the appropriate section of the document. Once published, the modifications will be considered part of the Recovery and Redevelopment Plan for operational purposes, pending a formal revision and re-issuance of the entire document.

Appendix A: Authorities and References

Federal

1. The Robert T. Stafford Disaster Relief and Emergency Assistance Act (P.L.93-288, as amended)
2. The Disaster Mitigation Act of 2000 (P.L. 106-390)
3. The Sandy Recovery Improvement Act of 2013 (P.L. 113-2) (SRIA)
4. The Post-Katrina Emergency Management Reform Act of 2006 (P.L.109-295)
5. National Mitigation Framework, as amended
6. National Prevention Framework, as amended
7. National Protection Framework, as amended
8. National Response Framework, as amended
9. National Disaster Recovery Framework, as amended
10. National Preparedness Goal (NPG), as amended
11. The Single Audit Act of 1984 (P.L. 98-502, as amended)
12. 2 CFR Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (The Super Circular)
13. 13 CFR Part 123, SBA Disaster Loan Program
14. 44 CFR Part 13, Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments
15. 44 CFR Part 14, Administration of Grants: Audits of State and Local Governments
16. 44 CFR Part 206, Federal Disaster Assistance for Disasters Declared on or after November 23, 1988
17. Presidential Decision Directive-63, United States Policy on Protecting America's Critical Infrastructure
18. Homeland Security Presidential Directive-5 – NIMS
19. Homeland Security Presidential Directive-7 – Critical Infrastructure Identification, Prioritization and Protection
20. Homeland Security Presidential Directive-8 – National Preparedness
21. Presidential Policy Directive/PPD-8: National Preparedness
22. Presidential Executive Order 12148 – FEMA
23. ADA Best Practices Tool Kit for State and Local Governments, Chapter 7, Emergency Management under Title II of the ADA (2007), Addenda 1-3, and the Introduction to Appendices 1 and 2 (Attached as Exhibit 1); Titles II, III, and V of the Americans with Disabilities Act of 1990, 42 U.S.C. §§ 12101-12103, 12131-12134, 12181-12188, and 12201-12213, as amended by the ADA Amendments Act of 2008. Nondiscrimination on the Basis of Disability in State and Local Government Services, 28 C.F.R. pt. 35. Nondiscrimination on the Basis of Disability by Public Accommodations and in Commercial Facilities, 28 C.F.R. pt. 36. The Americans with Disabilities Act Title II Technical

Assistance Manual (1993) and Supplement (1994). The Americans with Disabilities Act Title III Technical Assistance Manual (1993) and Supplement (1994).

24. Section 504 of the Rehabilitation Act of 1973, 29 U.S.C. §§ 794, as amended. Enforcement of Nondiscrimination on the Basis of Handicap in Programs or Activities Conducted by the Federal Emergency Management Agency, 44 C.F.R. pt. 16. Enforcement of Nondiscrimination on the Basis of Handicap in Programs or Activities Conducted by the Department of Justice, 28 C.F.R. pt. 39. Nondiscrimination on the Basis of Handicap in Programs or Activities Receiving Federal Financial Assistance, 45 C.F.R. pt. 84 (Department of Health and Human Services). Nondiscrimination on the Basis of Handicap in Programs or Activities Receiving Federal Financial Assistance, 34 C.F.R. pt. 104 (Department of Education). Nondiscrimination Based on Handicap in Federally Assisted Programs and Activities of the Department of Housing and Urban Development, 24 C.F.R. pt. 8.
25. Title VIII of the Civil Rights Act of 1968 ("Fair Housing Act"), as amended, 42 U.S.C. §§ 3601-3631. Discriminatory Conduct Under the Fair Housing Act, 24 C.F.R. pt. 100. x The Architectural Barriers Act of 1968, as amended, 42 U.S.C. §§ 4151-4157. Construction and Alteration of Public Buildings, 41 C.F.R. pt. 101-19
26. Age Discrimination Act of 1975
27. Health Insurance Portability and Accountability Act (HIPAA)
28. Quick Facts – Glynn County, Georgia. United States Census Bureau, 2015

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)
4. Post-Disaster Recovery and Redevelopment Planning, GA Department of Natural Resources
5. Saltwater Management Plan, June 2006
6. Flood Response Toolkit, Georgia Department of Natural Resources, 2015

County

1. Glynn County Comprehensive Land Use Plan, October 2008
2. Glynn County Flood Insurance Study
3. Glynn County Flood Damage Prevention Ordinance
4. Glynn County Stormwater Management Plan
5. Glynn County Comprehensive Water Management Plan, 2000
6. Glynn County EOP, May 2012
7. Glynn County Service Delivery Strategy Plan
8. Glynn County Hurricane Preparedness Plan
9. Glynn County Hazard Mitigation Plan, 2003

10. Glynn County Capital Improvements Plan, October 2011
11. Glynn County Economic Development Plan, 2006
12. Glynn County Historic Preservation Plan, July 2009

Other Guidance

1. Framework for Improving Critical Infrastructure Cybersecurity, National Institute of Standards and Technology (NIST) 2014
2. Digest of Federal Disaster Assistance Programs, FEMA 322
3. Public Assistance Program and Policy Guide (PAPPG), FEMA 104-009-2
4. Comprehensive Preparedness Guide 101, Version 2.0 Developing and Maintaining Emergency Operations Plans, FEMA November 2010
5. Integrating Historic Property and Cultural Resource Considerations into Hazard Mitigation Planning, FEMA 386-6, 200

Appendix B: Acronyms and Definitions

Acronym	Definition
CDBG	Community Development Block Grant
CSS	Coastal Stormwater Supplement
DRC	Disaster Recovery Center
DRRP	Brunswick-Glynn County Disaster Recovery and Redevelopment Plan
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
FCO	Federal Coordinating Officer
FEMA	Federal Emergency Management Agency
FTA	Federal Transit Administration
GCEMA	Glynn County Emergency Management Agency
GEMA	Georgia Emergency Management Agency
JFO	Joint Field Office
LDRM	Local Disaster Recovery Manager
LID	Low Impact Development
NDRF	National Disaster Recovery Framework
NIMS	National Incident Management System
PA	Public Assistance
RSF	Recovery Support Function
SBA	Small Business Administration
SDRC	State Disaster Recovery Coordinator

Appendix C: Public Assistance

1.0 Introduction

1.1 Purpose and Scope

The purpose of this appendix is to describe the overall concept for managing and administering the Public Assistance (PA) Program in Glynn County. This appendix will identify the primary and supporting agencies and their responsibilities relating to the PA Program.

The provisions in this appendix specify how the PA Program will be administered in Glynn County.

1.2 Assumptions

- There will be disasters or emergencies in Glynn County that will surpass the recovery capabilities and resources of local and state agencies.
- Federal assistance will be needed to aid the county in recovery efforts following major disasters and emergencies.
- The PA Program will be needed following a major disaster or emergency to restore the affected local community's infrastructure.
- The Governor of Georgia will be responsible for requesting federal assistance.
- Eligibility for PA will, in part, be determined by whether disaster-related expenses or damages meet pre-determined thresholds, which are updated annually. However, meeting the designated thresholds does not guarantee a declaration. These thresholds are provided in Section 2.4.
- GEMA will be responsible for administering the PA Program in Georgia.
- GCEMA will conduct Initial Damage Assessments with assistance from GEMA before requesting or conducting joint Preliminary Damage Assessments with FEMA.
- GCEMA will work with GEMA to collect, verify, and aggregate damage assessment data.
- Typically following damage assessments and requests from the county, GEMA will conduct joint Preliminary Damage Assessments with pertinent federal and state agencies to verify (or if not already done, identify) the level of damage sustained by individuals, businesses, the public sector, and the community. The formal joint Preliminary Damage Assessment is the basis for the justification of requesting federal assistance.

2.0 Concept of Operations

2.1 General

- Upon a presidential declaration of a major disaster or emergency, GEMA will serve as grantee for any funds provided under the PA Program.
- The PA Program will be administered in accordance with the Public Assistance Program Administrative Plan.

2.2 Notifications

- Upon the president's declaration of a major disaster or emergency, FEMA will notify the governor and appropriate federal agencies.
- The director of GEMA will ensure that Glynn County officials are notified of the presidential declaration of a major disaster or emergency.

2.3 Operational Structure

- The state will designate staff to fulfill key roles during recovery operations. These roles and responsibilities, as they pertain to the PA Program, are discussed in the Georgia Disaster Recovery and Redevelopment Plan.
- County officials are responsible for identifying and working with affected local entities that would benefit from the PA Program.

2.4 Glynn County Public Assistance Thresholds

The following tables list predetermined cost/expense thresholds that must be met to receive a presidential disaster declaration.

Public Assistance Declaration, Statewide (FY17) ³			
	Population	Statewide Per Capita Indicator	Threshold
Statewide Declaration	10,214,860	\$1.41	\$14,402,953
Glynn County Public Assistance Declaration (FY17)			
	Population	Countywide Per Capita Indicator	Threshold
Glynn County	83,579	\$3.61	\$301,720.19

2.5 Federal Coordination

- FEMA will designate a federal coordinating officer (FCO) to oversee federal assistance following a disaster declaration. The FCO will coordinate with the state coordinating officer (SCO) and the Governor’s Authorized Representative to effectively administer federal assistance programs.
- FEMA will set up a Joint Field Office (JFO) within or near the affected areas. The JFO will be used as the coordinating point for all levels of government during recovery efforts.
- In implementing FTA-related assistance following an emergency or major disaster, the FTA will consult with affected transit systems to determine the extent of the damage and eligible costs. If eligible economic recovery costs are identified, and congressional appropriation of funds occurs, FTA will make Emergency Relief (ER) funding available by soliciting requests from affected eligible recipients. Eligible recipients or sub-recipients of FTA ER funds must be in geographic areas for which a presidential disaster declaration or state emergency declaration has been made. FTA ER covers costs associated with emergency operations, emergency protective measures, emergency repairs, and permanent repairs. Unless otherwise stated, applicants are generally expected to match FTA ER program funding. Under certain circumstances, FTA accepts CDBG funds applied to the non-federal share and transportation development credits.

³ Federal thresholds are updated on an annual basis. These values are correct for FY17 only. To obtain updated threshold information, refer to FEMA’s website: <https://www.fema.gov/public-assistance-indicator-and-project-thresholds>.

Appendix D: Establishing a Local Disaster Recovery Center

1.0 Purpose

The purpose of this appendix is to serve as a reference for establishing post-disaster resource DRCs. This appendix will provide direction to decision-makers to effectively support established DRCs within Glynn County.

Organized by the five functions of the National Incident Management System and the Incident Command System, the appendix provides common terminology, unity of command, and integrated communications. The five functions are:

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

2.0 Overview and Mission

The DRC will be staffed and supported by local, state, and federal agencies, as well as non-profit organizations and Volunteer Organizations Active in Disasters (VOADs). By centralizing post-disaster resources in a single location, DRCs contribute to a more efficient recovery process. Establishing a DRC facilitates long-term recovery by streamlining provision of post-disaster services and resource referrals to address unmet needs of the community.

3.0 DRC Participation

An effective DRC requires coordination, cooperation, and participation of local, state, federal agencies, non-profit organizations, and VOADs. Expectations about participation in the DRC are as follows:

- **Local Government Agencies.** Glynn County officials are responsible for coordinating with the FCO and State Coordinating Officer (SCO) to assess the need for establishing a DRC.⁴ Glynn County officials will oversee and coordinate local organizations' participation at the DRC.⁵
- **State Coordinating Officer.** The SCO, likely a representative from GEMA, is responsible for coordinating the participation of state and federal agencies at the DRC. The SCO will work with Glynn County and the FCO to identify the appropriate number, type, and locations of DRCs in the county.
- **Federal Coordinating Officer.** The FCO will determine when to activate a DRC and identify if there are any deficiencies with the utilities, communication systems, and

⁴ This needs assessment will be performed by RSF-1 stakeholders, who will then make a recommendation to the LDRM.

⁵ Any of the Coordinating Agencies or Supporting Agencies identified in the DRRP appendices may be asked to participate at the DRC.

transportation routes in the community where the DRC is to be located. Based on the analysis, the FCO will select the type of facility (i.e., fixed or mobile).⁶

- **Private Nonprofits, Community-Based Organizations, and Volunteer Organizations.** These organizations provide a myriad of services to individuals and families and may collaborate to address the unmet needs of disaster survivors. By co-locating these organizations at the DRC, impacted families have a greater number of resources available in a central location.
- **Private Sector.** Participation by the private sector in recovery can be extremely beneficial to the community. However, private sector participation should be conducted outside of the DRC.

4.0 Operational Roles and Responsibilities

4.1 DRC Manager

The DRC Manager will be appointed by GCEMA and is responsible for daily overseeing (e.g., management, planning, operations, logistics, and finance/administration) of the DRC. Each DRC will have its own manager.

4.2 State Coordinating Officer

Appointed by GEMA, the SCO (or designee) will be responsible for providing guidance and support to the DRC Manager to ensure the success of the DRC. Examples of the SCO's responsibilities include, but are not limited to:

- Providing recommendations regarding the layout of the DRC.
- Reporting needs to state agencies.
- Reporting state agency participation and daily client intake/services rendered to the DRC Manager.
- Assisting the DRC Manager with administrative tasks such as:
 - Estimating the number of required accommodations (e.g., telephones, extension cords, copy machines, printers).
 - Ensuring each station is identified with proper signage.
 - Ensuring the DRC is easily identifiable by posting signage outside.
 - Coordinating with the DRC Manager to ensure the location and hours of the DRC have been communicated to the public.
 - Coordinating with the DRC Manager to determine how to count clients (i.e., as individuals or households).
 - Briefing and debriefing of DRC participants.

4.3 DRC Operating Principles

The DRC Manager, SCO, and supporting agencies will strive to operate each DRC in accordance with the following principles:

⁶ For more information about the FCO's responsibilities as they relate to establishing a DRC, see: <https://www.fema.gov/media-library-data/20130726-1751-25045-1399/disasterrecoverycenters.pdf>.

- **Mission-Focused.** Daily operations will be consistent with the mission established previously in this appendix.
- **Scalability.** Develop DRCs that can rapidly and effectively scale up or down to meet the requirements of the affected 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 the agencies represented in the DRC.

5.0 Command Functional Activities

5.1 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 include:

- 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 informed.
- Coordinating DRC closure information with media coordinator as soon as DRC closure date is known.

5.2 Staffing

Functional activities to be considered include:

- 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 at the DRC, if applicable.

5.3 Health and Safety

Functional activities to be considered include:

- Ensuring enough 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 the facility for any potential safety hazards and available emergency exits.
- Ensuring the availability of crisis counseling and/or stress debriefing for DRC participants as needed.

5.4 Security

Functional activities to be considered include:

- 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.

5.5 Media

Functional activities to be considered include:

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

6.0 Planning

6.1 General Activities

The activities of the Planning function are performed by the local government and the SCO. This includes tasks such as initial planning and determining hours and location. The DRC Manager will facilitate plans in coordination with the SCO and keep all DRC participants updated.

6.2 Deactivation

Functional activities to be considered include:

- Returning all local supplies, furniture, and equipment to appropriate agencies.
- Managing cleanup of the facility.
- Ensuring the facility owner is satisfied with condition of facility post-DRC operation via execution of a written agreement.

6.3 Operational Review

Functional activities to be considered include:

- Planning and facilitating a final debriefing session with all DRC participants, including a review of operational pros and cons.
- Coordination between the DRC manager and the SCO 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.

7.0 Operations

7.1 General Activities

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

7.2 Outreach

Functional activities to be considered include:

- Establishing and staffing an intake/reception desk to assist incoming clients with resource information.
- Distributing and collecting the Client Damage Survey ([Attachment 5](#)).
- 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 a tool to identify target areas for additional outreach activities.
- Outreaching to impacted communities to communicate details of the DRC.

7.3 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 operation. Consideration should be given to establishing a client appointment system to ensure the orderly and timely use of DRC resources.

7.4 Data Collection

Functional activities to be considered include:

- Compiling DRC service statistics in cooperation with the SCO and program providers (e.g., number of people served, programs that were provided).
- Analyzing daily DRC statistics to assist DRC manager and the SCO in decision-making and planning.
- Using the following customizable forms for specific DRC needs. These examples contain the elements that have been found useful for data collection purposes:
 - **Client Sign-in Sheet ([Attachment 1](#))**. This form is to be used at the reception area; information is to be used for client triage and incorporated into the Daily Client Summary.
 - **Client Routing Form ([Attachment 2](#))**. This form is completed by the registrar to route the clients to appropriate DRC participants. Each DRC participant may suggest additional stations.
 - **Client Count Summary ([Attachment 3](#))**. This form assists in determining trends in client flow, hours of operation, and schedule changes. The information for this form is obtained from the Client Sign-in Sheet.
 - **Station Tally Sheet ([Attachment 4](#))**. 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. This form assists in determining trends in client flow.
 - **Client Damage Survey ([Attachment 5](#))**. This form is a sample and can be tailored 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 RSF-1 to address unmet needs once the DRC closes. RSF-1 can also

delegate to RSFs 2-7 to manage unmet needs as needed. GCEMA is responsible for maintaining records and will need to be provided a copy of the information.

7.5 Exit Interview

An exit interview form should be developed for distribution to clients. The information may be used to identify specific target areas or system improvements for use in 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 2) can be used as a basis for this interview. The interview is designed to capture the client's level of satisfaction with the information provided, including referrals.

7.6 Facility Evaluation

Each DRC participant is encouraged to provide a list of any recommendations for future DRC facilities that might improve customer service capabilities. The DRC manager will utilize this information for future planning purposes.

8.0 Logistics

8.1 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.

8.2 Site Selection

Considerations should include (see Attachment 6 for sample DRC floor plan):

- Compatibility with the Occupational Safety and Health Administration (OSHA) and the Americans with Disabilities Act (ADA) requirements, including facility size.
- Near individuals and families affected by the disaster.
- Convenient access to public transportation (e.g., highways, main thoroughfares, mass transit).
- Secured, lighted parking and walkways—sufficient for DRC participants and clients.
- Near 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, and plumbing capabilities, and restrooms.
- Availability of adequate janitorial and waste disposal services.

8.3 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; one for clients).
- 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.

8.4 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 of operational hours—and changes, when necessary.

8.5 Internal Communications

Functional activities to be considered:

- Developing and distributing telephone directories that include the contact information of internal DRC participants as well as law, fire, ambulance, and medical assistance.
- Information technology support.
- Ensuring DRC participants are provided internal communication capabilities (such as computer networking, messaging system, and telephone transferring).

9.0 Finance/Administration

9.1 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 according to local, state, and federal requirements and general accounting principles.

9.2 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 coordinating eligible reimbursement with GEMA.

9.3 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 and media events.

Attachment 2: Client Routing Form

Disaster Recovery Center

Client Routing Form

Client Name:		Date:	
Complete the following questions for every station visited.			
Organization:			
Station Number:			
Answer “yes” or “no” to these questions about the station visited.			
Recommended?		Visited?	
Follow-up Required?		Rcvd Info?	
Provide a summary of any recommended referrals you received at this station:			
Organization:			
Station Number:			
Answer “yes” or “no” to these questions about the station visited.			
Recommended?		Visited?	
Follow-up Required?		Rcvd Info?	
Provide a summary of any recommended referrals you received at this station:			
Organization:			
Station Number:			
Answer “yes” or “no” to these questions about the station visited.			
Recommended?		Visited?	
Follow-up Required?		Rcvd Info?	
Provide a summary of any recommended referrals you received at this station:			

You may visit DRC stations other than those recommended. Use as many forms as necessary. Please return all forms to the receptionist before exiting the DRC.

Attachment 4: Station Tally Sheet

**Disaster Recovery Center
Station Tally Sheet**

Station Number						
Organization						
Date	No. of Clients Served			Daily Total		
Sun.	Mon.	Tues.	Wed.	Thurs.	Fri.	Sat.
Weekly Total						

Attachment 5: Client Damage Survey

**Disaster Recovery Center
Client Damage Survey**

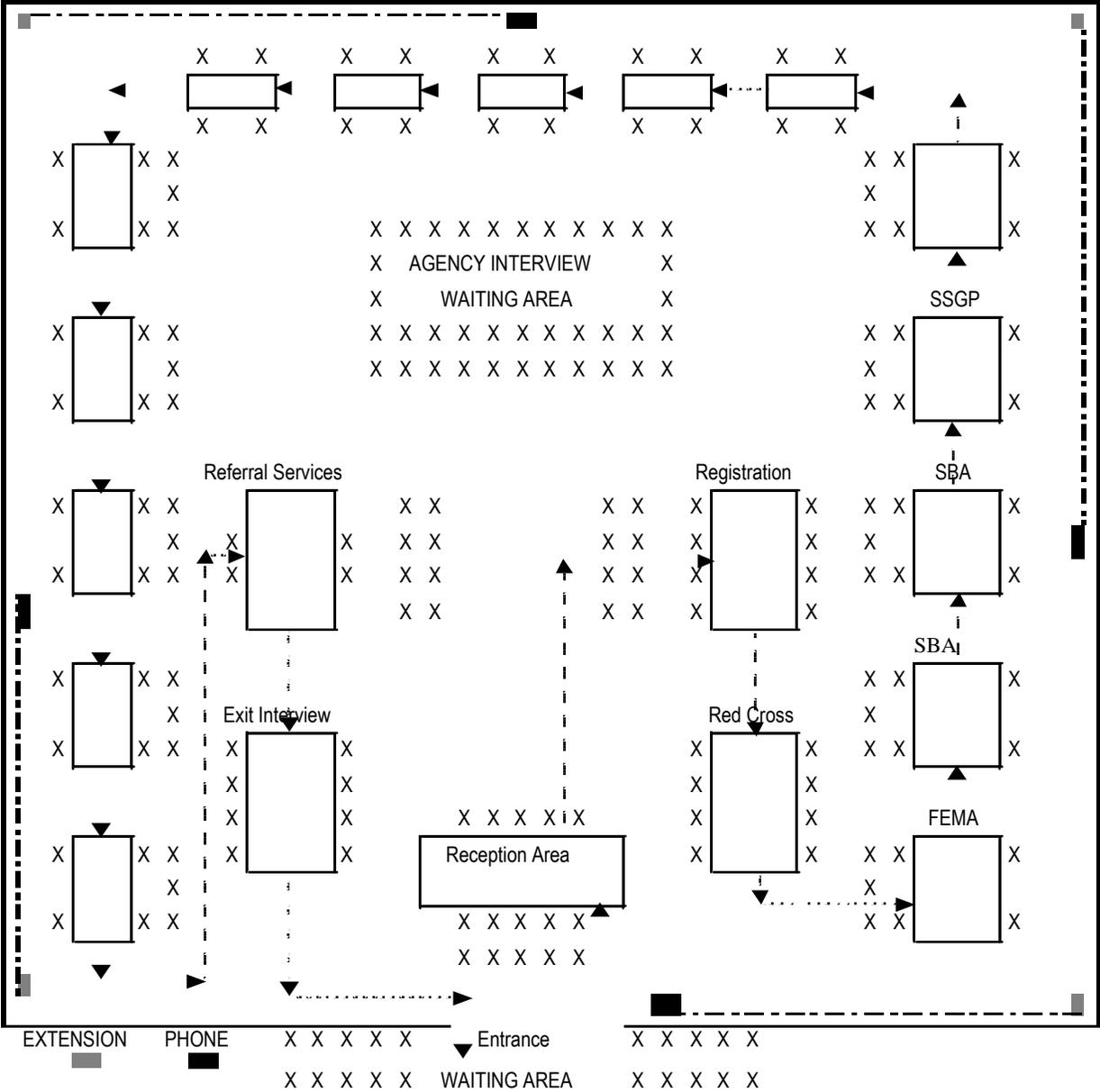
This is not an application for assistance. The purpose of this document is to gather damage information to assess the level of assistance that may be required.

Name		
Contact Number(s)		
Permanent Address	Temporary Mailing Address	
Please specify:	<input type="checkbox"/> Homeowner <input type="checkbox"/> Renter	
Was the damaged property...	<input type="checkbox"/> Rental Property <input type="checkbox"/> Primary Residence <input type="checkbox"/> Secondary Residence	
If this is your secondary residence, is the property used as a vacation rental?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Pre-disaster estimated home value:		
Briefly describe the cause, extent, and nature of damage:		
Was the property insured?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Type of coverage:	<input type="checkbox"/> Homeowner's <input type="checkbox"/> Renter's	
Amount of coverage:		
Does the policy include Additional Living Expenses (ALE)?	<input type="checkbox"/> Yes <input type="checkbox"/> No	

Was the property used as a home business?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are you unemployed or have you lost your income because of this disaster?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If yes, please explain:	
Have you been able to obtain copies of vital records that may have been destroyed (e.g., birth certificates, driver's license, vehicle registration)?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If applicable, would you like to be contacted by non-profit agencies that may assist with Long Term Recovery Efforts?	<input type="checkbox"/> Yes <input type="checkbox"/> No
What is your greatest concern(s) at this time?	

Attachment 6: Sample Floor Plan

The diagram below represents floor space of approximately 5,000 square feet (ft²).



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.

DISASTER RECOVERY AND REDEVELOPMENT PLAN

BRUNSWICK-GLYNN COUNTY

Recovery Support Function Appendices



Glynn County
GEORGIA

May 2017

Appendix E-1: Recovery Support Function 1 – Community Planning

1.0 Introduction

The purpose of this appendix is to provide stakeholders within Recovery Support Function 1 (RSF-1) with operational guidance and tools to support long-term recovery and redevelopment. RSF-1 holds the primary responsibility for establishing recovery priorities, adjudicating resources, and ensuring buy-in from key stakeholders.

1.1 Purpose, Scope, and Applicability

The purpose of this appendix is to outline the roles, responsibilities, and activities of the Coordinating Agency and Supporting Agencies for recovery operations. This appendix will facilitate coordination between the public, private, and non-profit sectors to address long-term resource recovery needs by providing a framework for coordination with local, state, and federal agencies and organizations.

This appendix provides a flexible framework for organizations and decision-making tools to deploy in any incident (natural or human-caused) that may have recovery consequences—whether it results in a Presidential Disaster Declaration or Governor’s State of Emergency or not.

This appendix applies to the designated Coordinating Agency and Supporting Agencies.

2.0 Planning Assumptions

- All planning assumptions and maintenance responsibilities stipulated in the DRRP Base Plan will also apply to this appendix.
- Individuals appointed to act as the Coordinating Agency or as Supporting Agencies will have the level of authority within the organization that allows them to commit resources and personnel to long-term recovery and redevelopment efforts.
- The Coordinating Agency and Supporting Agencies of RSF-1 will:
 - Be familiar with and understand county and regional planning resources.
 - Be familiar with county and regional stakeholder groups.
 - Identify county laws and regulations that may impede recovery and redevelopment.
- Short-Term Recovery Operations (Section 5.2) exclude immediate life-safety and property protection objectives, which are captured in the Glynn County Emergency Operations Plan and will be performed by emergency response personnel during the emergency response phase.

3.0 Community Planning Recovery and Redevelopment Goals

The Coordinating and Supporting agencies of RSF-1 have identified the following goals, which are intended to support the vision and goals of the DRRP and improve recovery and redevelopment operations in the future. The RSF-1 Coordinating Agency is responsible for tracking progress on these goals and providing updates to Glynn County Emergency Management Agency. Note: “Immediate” timeframe is considered zero to 12 months; “Short-Term” is considered 13 months to five years; and “Long-Term” is considered five years or more.

Action	Pre-Disaster / Post-Disaster	Immediate / Short-Term / Long-Term
Coordinate the provision of preparedness planning and technical assistance support to local agencies and organizations with the development of effective recovery plans, ordinances, and policies to achieve the recovery and redevelopment goals outlined in the DRRP.	Pre-Disaster	Long-Term
Ensure that all members of the community are engaged in preparing for and managing long-term recovery by assessing the political, social, and economic equality of the goals and objectives of recovery and redevelopment.	Pre-Disaster Post-Disaster	Immediate Long-Term
Review rules and regulations that may impact post-disaster reconstruction and debris removal. Prepare draft legislative language to suspend rules and regulations post-disaster, should it be desired or required.	Pre-Disaster	Ongoing Short-Term
<p>Identify criteria for prioritizing post-disaster recovery projects. Refer to the vision and goals described in the DRRP, input from the community, and existing strategic plans. Other considerations may include, but are not limited to:</p> <ul style="list-style-type: none"> • Impact to the economy • Number of impacted residents • Available resources • Time constraints • Impact on public health/safety • Unmet needs of the community <p>Make these criteria available to the public to preemptively manage residents' expectations during and after a disaster.</p>	Pre-Disaster	Short-term
Develop a list of priority post-disaster recovery projects and/or actions, including mitigation projects. Coordinate resource and information sharing to support the completion of these efforts.	Post-Disaster	Immediate
Coordinate with Glynn County Emergency Management Agency to capture after-action recommendations and lessons learned.	Post-Disaster	Immediate
Establish mechanisms for tracking recovery progress.	Post-Disaster	Short-Term

Action	Pre-Disaster / Post-Disaster	Immediate / Short-Term / Long-Term
<p>Coordinate the release of public information that is timely, accurate, and consistent across local government agencies. Ensure that:</p> <ul style="list-style-type: none"> • The message content and the platforms used are consistent. • The county’s recovery and redevelopment priorities are communicated to the public, both pre- and post-disaster. <p>Coordinate with other RSFs to determine how public information can be used to support recovery and redevelopment.</p>	<p>Pre-Disaster Post-Disaster</p>	<p>Immediate Short-Term</p>
<p>Coordinate with Glynn County Emergency Management Agency to conduct public meetings and present the concepts described in the DRRP. The purpose of these meetings is to inform Glynn County residents ahead of time of the county’s recovery and redevelopment priorities, obtain their feedback, and modify the DRRP if necessary. If possible, conduct these meetings after a disaster as well, to leverage public interest and political will.</p>	<p>Pre-Disaster</p>	<p>Short-Term</p>
<p>Prior to a disaster, develop build-back standards (i.e., regulations that govern reconstruction following disasters), facilitating expeditious and resilient rebuilding post-disaster. Coordinate with the other RSFs to seek input and approval of these standards.</p>	<p>Pre-Disaster</p>	<p>Short-Term</p>
<p>Research and document which areas of the county should be redeveloped first, in the event of widespread destruction. Develop criteria that can be applied post-disaster to determine the priority redevelopment areas.</p>	<p>Pre-Disaster</p>	<p>Short-Term</p>
<p>Enact land use modifications that consider Smart Growth principles during reconstruction, including storm water management considerations to reduce downstream flooding and/or water quality issues.</p>	<p>Pre-Disaster</p>	<p>Long-Term</p>
<p>Create a planning/permitting approval process that will expedite approvals for developments that do not increase previously approved densities. Explore options for contracting temporary staff in the event of a major disaster to expedite permitting.</p>	<p>Pre-Disaster</p>	<p>Short-Term</p>

4.0 Roles and Responsibilities

The Coordinating Agency for RSF-1 is the Glynn County Sheriff's Office. The Coordinating Agency is responsible for facilitating communication and liaising with the local disaster recovery manager (LDRM) to coordinate planning activities and maintain oversight of long-term recovery operations. Supporting Agencies will provide relevant updates about recovery and redevelopment operations.

Role	Department / Entity
Coordinating Agency	Glynn County Sheriff's Office
Supporting Agencies	Glynn County Board of Commission Glynn County Manager U.S. Coast Guard Station Brunswick U.S. Coast Guard Sector Charleston City of Brunswick Mayor Glynn County Community Development City of Brunswick Police Department Glynn County School System GA Department of Natural Resources City of Brunswick Downtown Development Authority Glynn County Police Department Glynn County GIS City of Brunswick Planning GA Port Authority National Guard Glynn County Airport Commission Federal Law Enforcement Training Center

4.1 Coordinating Agency

The RSF-1 Coordinating Agency's primary responsibilities include:

- Establishing a disaster-specific vision for long-term recovery and redevelopment, which will be captured in a strategic plan created during the short-term recovery phase.
- Convening the RSF-1 Coordination Meeting.
- Monitoring the need for a meeting with the Core Planning Team (all RSF stakeholders) and convene a conference call or meeting, as necessary.
- Adjudicating resource requests between and among RSFs.
- Maintaining strategic oversight of recovery and redevelopment operations.
- Reviewing and relaying requests, informational updates, and recommendations for disaster recovery and redevelopment operations to the LDRM.
- Recommending the activation of RSFs to the LDRM based on the nature and scope of the event.
- Reporting and delivering assignments or requests from the LDRM to RSFs 2-7.
- Collaborate with Glynn County Emergency Management Agency to record recovery and redevelopment operational milestones.

The Coordinating Agencies assigned in the DRRP are as follows:

RSF Number	Name of Coordinating Department / Entity
1 – Community Planning	Glynn County Sheriff’s Office
2 – Economic Redevelopment	Golden Isles Convention and Visitor’s Bureau
3 – Health and Social Services	Glynn County Health Department
4 – Housing	Glynn County Development Review Team
5 – Infrastructure Systems	Jekyll Island Authority / City of Brunswick / Glynn County
6 – Natural and Cultural Resources	Jekyll Island Authority / Glynn County Public Works (Parks Dept.)
7 – Volunteer Organizations Active in Disasters	Glynn County Emergency Management Agency

4.2 Supporting Agencies

Supporting Agencies are responsible for providing the following information and assistance to the Coordinating Agencies to achieve the objectives related to this RSF.

- Provide information on specific impacts.
- Update on progress of recovery planning at an RSF level.
- Provide advocacy for key economic recovery and redevelopment programs.
- Provide high-level subject matter expertise.
- Identify interdependencies between RSFs and strategize about potential resolutions.
- Conduct damage and needs assessments and report the results to the Coordinating Agency.

5.0 Concept of Operations

This appendix provides a flexible framework for organization and decision-making before, during, and after all-hazards incidents causing a significant impact to the community. To accomplish these goals, this appendix provides a strategic framework for coordination as well as tactical tools to achieve the goals and vision described in the DRRP.

RSF-1 agencies will coordinate via in-person or virtual meetings (i.e., teleconferences) to establish recovery priorities and objectives and to report progress on the tasks described in Sections 5.1 and 5.2. The Coordinating Agency will coordinate with both the LDRM and Supporting Agencies to assign responsibility for completion of various recovery and redevelopment actions. Planning and record-keeping will be done in coordination with Glynn County Emergency Management Agency. Attachments 1-3 of this appendix contain operational tools to support this process (see Section 5.4 for more information).

5.1 Short-Term Recovery Operations

The following short-term recovery objectives must be addressed as quickly as possible after the plan is activated to address pressing unmet needs of county residents and businesses. 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.

Evaluate the need for recovery support and recommend the activation of RSFs to the LDRM. The composition of RSF-1 provides for participation of Coordinating Agencies from the other RSFs, which allows for key collaboration in the determination of ongoing resources support needs. During the short-term recovery phase, an assessment of ongoing needs will be conducted that will determine which RSFs and groups within those functions are recommended to the local disaster recovery manager for activation. It is acknowledged that RSFs and groups may be activated and deactivated at different times.

Identify and leverage post-disaster recovery partnerships. Based on the needs of the incident and the populations impacted, community recovery partners should be identified to participate in recovery and redevelopment operations. RSF assignments should be fluid and expand or contract to meet the needs of the community by leveraging interest piqued by the occurrence of a disaster. A catastrophic event may reveal interest from private nonprofits or businesses to engage in local operations.

Develop a strategic plan for recovery and redevelopment. The overarching goals and objectives for recovery will be determined by the vision and goals established by the DRRP and its appendices. For each disaster, RSF-1 will be responsible for developing a strategic document that highlights recovery and redevelopment priorities, specific projects, tactics, potential funding sources, responsibilities, and desired outcomes. The purpose of the plan will be to establish a disaster-specific, long-term vision for recovery and redevelopment within the county that addresses the impacts of the disaster event while incorporating relevant objectives, goals, and planning elements from pre-disaster community planning. During recovery and redevelopment, RSF-1 should strive to support and prioritize efforts that accomplish the following:

- Fill a post-disaster community need
- Provide leveraging for, or linkages to, other projects and funding
- Address physical damage from the disaster
- Encourage private investment
- Have strong community support
- Have access to resources necessary to carry out the project
- Realistically provide for an achievable outcome
- Avert future losses
- Use resources efficiently
- Have net positive community-wide impact

5.2 Intermediate and Long-Term Recovery and Redevelopment Operations

Maintain strategic oversight of recovery and redevelopment objectives. RSFs 2-7 are responsible for developing objectives and action items specific to their goals. RSF-1 is responsible for evaluating and comparing those objectives to identify inefficiencies, interdependencies, and overlapping efforts to maximize the effectiveness of each operational activity. This group will work with RSFs 2-7 to evaluate and prioritize projects within and among the RSFs to ensure that they align with the vision for recovery and redevelopment.

Adjudicate resources between and among RSFs. Funding resources, personnel, and in some cases, the material necessary for a community to recover will be limited following an event. One key role of RSF-1 will be to adjudicate resources between and among the RSFs. This includes prioritizing projects and adjudicating funding as well as personnel. In some cases, the order and priority of projects and resources will be dictated by existing conditions. For example, redevelopment of neighborhood, business, and community infrastructure will not be possible until

utilities, water, and sewage systems are restored in heavily impacted areas. In other cases, the source and availability of funding will influence the priority of projects. Outside of these conditions and constraints, RSF-1 will make recommendations to the LDRM regarding prioritization of resources, projects, and funding.

- **Collaborate with Glynn County Emergency Management Agency to record recovery and redevelopment operational milestones.** Maintaining records of recovery and redevelopment objectives, decisions, and accomplishments will create transparency between federal, state, and local government agencies, as well as Brunswick-Glynn County residents. Following a catastrophic incident, actively maintaining transparency can be an effective tool to balance the public's expectations with achievement of the county's long-term goals and vision. Rather than building back to pre-disaster conditions as expeditiously as possible, the county will leverage the effects of a catastrophic disaster to reconstruct a more resilient, green, and well-planned community. Transparency can help to improve public relations while undertaking some of the more arduous goals outlined in the DRRP.

Glynn County Emergency Management Agency will be responsible for storing the following documents:

- Disaster-specific strategic recovery and redevelopment plan. This includes revised iterations of the planning document as well (created by RSF-1, in coordination with Glynn County Emergency Management Agency).
- Notes from RSF Coordination Meetings, including completed agendas and notes from RSFs 1-7 (created by RSFs 1-7).
- Meeting notes from Core Planning Team conference calls or meetings (created by RSF-1).
- Written requests/instructions between the local disaster recovery manager, RSF-1, and RSFs 2-7 (created by the LDRM and/or RSFs 1-7).
- Public information release requests (generated by RSFs 1-7).
- Resource requests. These will primarily be submitted via WebEOC (generated by the LDRM and/or RSFs 1-7).

RSF-1 is responsible for communicating this process with RSFs 1-7.

5.3 Activation/Demobilization

- Activation:
 - Refer to appropriate RSF appendix of the DRRP.
 - The Coordinating Agency will modify and disseminate pre-scripted activation messaging template to the RSF-1 Supporting Agencies.
 - Notification to Supporting Agencies: Standby
 - Notification to Supporting Agencies: RSF-1 activated
 - The Coordinating Agency will convene the first RSF Coordination Meeting.
- Demobilization
 - Obtain approval from the LDRM to demobilize the RSF.
 - Collect and store all completed forms and consult with Glynn County Emergency Management Agency for appropriate storage location if appropriate.
 - Because Brunswick-Glynn County consists of multiple jurisdictions with varying capabilities, demobilization may not occur at the same time.

5.4 Summary of Operational Tools

RSF-1 Coordination Meeting Agenda

Once RSF-1 has been activated, the Coordinating Agency will convene virtual or in-person meetings to discuss the aspects of recovery and redevelopment operations relevant to the objectives and goals set forth in this appendix.

The Coordinating Agency (or designated Supporting Agency[ies]) will be responsible for distributing and completing the following agenda for each Coordination Meeting that takes place throughout long-term recovery and redevelopment operations. Once completed, copies of this agenda will be provided to Glynn County Emergency Management Agency for record-keeping.

Pre-Scripted Messaging Templates

Each RSF will be provided with pre-scripted messaging templates. These templates will be modified and disseminated by the Coordinating Agency. The messaging templates are intended to facilitate regular and concise communication with Supporting Agencies. There are four templates included, which will accomplish the following:

- Notifying Supporting Agencies to standby for recovery and redevelopment operations
- Activating Supporting Agencies for recovery and redevelopment operations
- Notifying Supporting Agencies of recovery and redevelopment meetings or conference calls
- Explaining the process and deadlines for submitting public information release requests to RSF-1

Execution Checklist

The Execution Checklist is intended to serve as a reference for the RSF-1 Coordinating Agency by listing specific action items that need to be accomplished during recovery and redevelopment operations. The Coordinating Agency may delegate responsibility for completing these tasks to Supporting Agencies, as appropriate.

Attachment 1: RSF-1 Coordination Meeting Agenda

**RECOVERY & REDEVELOPMENT COORDINATION MEETING AGENDA
Brunswick-Glynn County**

Date: _____ Location or Call-in #: _____
Time: _____

1. Introductions and Roll Call

Coordinating Agency	Name: _____ (Glynn Co. Sheriff's Office)
Supporting Agencies	Name/Agency: _____
	Name/Agency: _____

2. Event Details	
<i>Discussion Point</i>	<i>Notes</i>
<p>Are there any requests for information, updates, or recommendations from the local disaster recovery manager (LDRM)?</p> <ul style="list-style-type: none"> • Which Recovery Support Function (RSF) is responsible for completing the action? 	
<p>Are there inactive RSFs that need to be mobilized to assist with recovery and redevelopment?</p> <ul style="list-style-type: none"> • Economic Redevelopment • Health and Social Services • Housing • Infrastructure Systems • Natural and Cultural Resources • Volunteer Organizations 	
<p>Which pieces of available information should be communicated to RSFs 2-7 (if activated) to support their operations?</p>	
<p>Are there emergency ordinances or policies that have been activated (or need to be activated) for this event? Consider policies at each level:</p> <ul style="list-style-type: none"> • Federal • State • Jurisdictional (e.g., Jekyll Island, City of Brunswick) 	
<p>What are the current challenges associated with the event? Consider:</p> <ul style="list-style-type: none"> • Resource shortages • Unmet needs • Lack of infrastructure / supporting systems • Logistical requirements • Lack of information 	
<p>Identify existing resource requests (submitted by Coordinating Agencies of RSFs 1-7 via WebEOC):</p> <ul style="list-style-type: none"> • Within RSF-1 • From RSFs 2-7 	

<i>Discussion Point</i>	<i>Notes</i>
<p>How should the resource requests identified above be prioritized?</p> <ul style="list-style-type: none"> • Ensure that resource requests align with pre-established recovery and redevelopment priorities. • Refer to the vision and goals described in the Disaster Recovery and Redevelopment Plan. 	
<p>What are the RSF's primary objectives at this point?</p> <ul style="list-style-type: none"> • Who is responsible for accomplishing these tasks? 	
<p>What aspects of recovery or redevelopment operations need to be communicated to the public?</p> <ul style="list-style-type: none"> • Who is responsible for crafting the message? • Who is responsible for disseminating the message? • How will the message be delivered? • Are there requests from RSFs 2-7 to issue public information? <ul style="list-style-type: none"> ○ Review and approve public information requests. <p>Note: Messaging may be jurisdiction-dependent.</p>	
<p>What needs to be communicated to the LDRM?</p>	

3. Action Items

<i>Action</i>	<i>Responsible Party</i>	<i>Due Date</i>

4. Next Conference Call / Adjourn

Date: _____ Location or Call-in #: _____

Time: _____

Attachment 2: Pre-Scripted Messaging Templates

Notification to Supporting Agencies: Standby

To be sent by: RSF-1 Coordinating Agency

Community Planning (RSF-1) Supporting Agencies,

You are receiving this email because Brunswick-Glynn County [HAS EXPERIENCED/IS EXPECTED TO EXPERIENCE] a disaster severe enough to warrant the activation of the county's Disaster Recovery and Redevelopment Plan (DRRP).

At this time, no action is required on your part. However, if the DRRP is activated, your Recovery Support Function (RSF) may be activated as well. During recovery and redevelopment operations, you will be expected to coordinate with agencies and organizations within your RSF to accomplish recovery and redevelopment objectives. Some of these objectives are already outlined in the DRRP while others will be communicated or decided at the time of the incident.

Your general responsibilities as a Supporting Agency include:

- Participating in RSF-specific and Core Planning Team (all stakeholders) meetings or conference calls.
- Reporting on the progress of recovery planning and achievement of objectives.
- Providing advocacy for key recovery and redevelopment programs.
- Providing high-level subject matter expertise during planning processes.
- Conducting damage and needs assessments and reporting the results to the Coordinating Agency.
- Sharing information about programs, funding, and projects to support countywide recovery and redevelopment according to the goals and visions outlined in the DRRP.

Glynn County Emergency Management Agency will continue to monitor the event. If the DRRP is activated, you will receive additional correspondence with further instructions. If you have any follow-up questions, you may contact [INSERT CONTACT INFO].

Thank you,
[INSERT AGENCY NAME],
Coordinating Agency for RSF-1

Notification to Supporting Agencies: RSF-1 Activated

To be sent by: RSF-1 Coordinating Agency

Community Planning (RSF-1) Supporting Agencies,

At this time, the Brunswick-Glynn County Disaster Recovery and Redevelopment Plan (DRRP) has been activated. The local disaster recovery manager (LDRM) has subsequently activated RSF-1 to support and coordinate recovery and redevelopment operations.

Due to the severity of [INSERT EVENT NAME], we will be convening a Coordination Meeting to identify unmet needs, resource shortages, and priorities for recovery and redevelopment. **Your role in this process is critical for obtaining clarity about the severity of the disaster and efficiently recovering from [INSERT EVENT NAME].**

Please plan to attend the Coordination Meeting, which will be held from [INSERT TIME] on [INSERT DATE]. You can join the conference call by dialing [INSERT PHONE NUMBER].

If you require additional assistance, please contact [INSERT NAME AND CONTACT INFORMATION].

Thank you,
[INSERT AGENCY NAME],
Coordinating Agency for RSF-1

Notification to Supporting Agencies: Follow-up Coordination Meeting

To be Sent by: RSF-1 Coordinating Agency

Community Planning (RSF-1) Supporting Agencies,

We will be convening a Coordination [CALL/MEETING] to identify unmet needs, resource shortages, and priorities for recovery and redevelopment. **Your role in this process is critical for balancing resource requirements, managing public expectations, and efficiently recovering from [INSERT EVENT NAME].**

Please plan to attend the Coordination [CALL/MEETING], which will be held from [INSERT TIME] on [INSERT DATE]. [IF CONVENING MEETING: The meeting will be held at: INSERT ADDRESS, ROOM NO.]. [IF CONVENING CONFERENCE CALL: You can join the conference call/meeting by dialing: INSERT PHONE NUMBER].

If you require additional assistance, please contact [INSERT NAME AND CONTACT INFORMATION].

Thank you,
[INSERT AGENCY NAME],
Coordinating Agency for RSF-1

Notification to All Coordinating Agencies: Public Information Release Process

To be sent by: RSF-1 Coordinating Agency

Brunswick-Glynn County Coordinating Agencies,

To ensure that public information releases are unified, accurate, and trustworthy, the following process for submitting public information release requests will be followed:

1. Requests for public information releases will be submitted first to your RSF's Coordinating Agency. The Coordinating Agency will review and approve these requests, as well as assign priority, if necessary. Requests should include the following information:
 - a. Name of requesting agency/organization
 - b. Intended audience (e.g., entire county, Jekyll Island, City of Brunswick, government employees)
 - c. Priority level (i.e., low, medium, high)
 - d. Desired method of sharing (e.g., county website, news broadcast, social media post)
 - e. Content of message (including deadlines, locations, contact information, websites, etc.)
2. The Coordinating Agency will submit the approved requests to RSF-1, who will determine a strategy for releasing the information and coordinate with the appropriate jurisdictions' public information officer(s) to release the message.

RSF-1 has established the following public information release schedule. **[INSERT INFORMATION ABOUT THE RELEASE SCHEDULE/DEADLINES]**.

Thank you,
[INSERT AGENCY NAME],
Coordinating Agency for RSF-1

Attachment 3: Execution Checklist

Preparedness Actions (Ongoing)

- Coordinate with Glynn County Emergency Management Agency to initiate regular coordination among the Core Planning Team (all stakeholders) and report progress in achieving Recovery Support Function (RSF) objectives outlined in the Disaster Recovery and Redevelopment Plan. These meetings should be convened biannually, at minimum.
- Assist Glynn County Emergency Management Agency with planning and leading annual training on and exercising of the Disaster Recovery and Redevelopment Plan. This may be accomplished by assisting with event planning, providing space for the event, or developing exercise scenarios.
- Assume ownership of RSF-1 roles and responsibilities. Actively participate in recovery and redevelopment planning and training events and exercises all year.
- Communicate pre-determined recovery and redevelopment priorities with the public. Solicit feedback from the community about these priorities and ensure that necessary revisions to the Disaster Recovery and Redevelopment Plan are made.
- Review and seek comprehension of the recovery and redevelopment goals of each RSF and the vision and goals outlined in the Disaster Recovery and Redevelopment Plan. Identify and highlight potential conflicts for discussion during regular coordination with the Core Planning Team (all stakeholders).

Activation Actions

- Notify RSF-1 Supporting Agencies when the Recovery Planning branch has been activated using the pre-scripted messaging templates in the RSF-1 Appendix.
- Evaluate the need for activation of RSFs 2-7 and make recommendations to the local disaster recovery manager (LDRM).
- Initiate the RSF-1 Coordination Meeting.
- Ensure that pre-determined recovery objectives have been identified and communicated with the public.

Operational Actions

- Moderate discussion and record notes and action items described during the Coordination Meetings.
- Coordinate with Glynn County Emergency Management Agency to establish a process for submitting recovery and redevelopment documentation for secure storage. Communicate processes for transmission and storage of documents to RSFs 2-7.
- Establish a press release schedule. Tailor and disseminate the pre-scripted messaging template to all RSFs. Send reminders as frequently as necessary to ensure proper protocol is upheld.
- Coordinate the release of public information on behalf of all RSFs. Ensure that publicly released messages are not in direct opposition with agencies and/or RSFs.
- Collaborate with the LDRM and RSFs 2-7 to develop a strategic plan for recovery and redevelopment operations. The plan should highlight recovery and redevelopment priorities, specific projects, and desired outcomes and assign responsibility for completion of each project.
- Provide situational reports (verbally or by email) to the LDRM.

Operational Actions

- Review post-disaster recovery and redevelopment actions/projects submitted by RSFs 2-7. Identify overlapping initiatives, funding, and priorities to establish partnerships and strengthen community-wide partnerships (i.e., link efforts from separate silos).
- Follow up with Supporting Agencies to gather information, ensure completion of recovery objectives, or provide relevant progress reports or updates about recovery and redevelopment operations.
- Communicate the importance of documenting decision-making, financial operations, and project-specific details associated with recovery and redevelopment to RSFs 1-7.
- Assign responsibility for operational objectives, as appropriate.
- Review requests for resources, adjudicate conflicting requests, and make recommendations to the LDRM.
- Actively share information with groups within the recovery organizational structure.
- Validate proposed recovery and redevelopment actions with the vision and goals established in the Disaster Recovery and Redevelopment Plan prior to approval. Suggest revisions to the approach, scope of work, timeline, and funding that will align the actions to the Disaster Recovery and Redevelopment Plan.
- Support the LDRM and Core Planning Team (all stakeholders) in determining the timelines by which resources need to be identified so that they can be included in planning documents, funding cycles, and budget or appropriations requests.
- Identify and track resolution of gaps and conflicts in state and federal planning requirements and recovery assistance programs,
- Develop a disaster-specific strategic recovery plan in coordination with Glynn County Emergency Management Agency. Support ongoing review, evaluation, and maintenance of this strategy. Examine and recommend resolutions to issues that may impede recovery within the context of community planning.
- Notify RSF-1 Supporting Agencies of additional Coordination Meetings using the pre-scripted messaging templates in the RSF-1 Appendix.

Demobilization Actions

- Obtain approval from the LDRM to demobilize the RSF.
- Participate in after-action reporting. Provide feedback to support future revisions to the Disaster Recovery and Redevelopment Plan.
- Collect and store all completed forms and consult with Glynn County Emergency Management Agency for appropriate storage location, if appropriate.

Attachment 4: Contact Information

RSF-1 CONTACT INFORMATION Brunswick-Glynn County	
Coordinating Agency	
<p>Name: Ron Corbett Agency: Glynn County Sheriff's Office Phone: (912) 554-7600 Email: rcorbett@glynncounty-ga.gov</p>	
Supporting Agencies	
<p>Name: Aaron Mumford Agency: Glynn County Government Phone: (912) 261-1557 Email: amumford@glynncounty-ga.gov</p>	<p>Name: Alan Ours Agency: Glynn County Manager Phone: (912) 554-7401 Email: aours@glynncounty-ga.gov</p>
<p>Name: Charles Dawson Agency: GEMHSA Phone: (404) 635-7000 Email: charlie.dawson@gema.ga.gov</p>	<p>Name: Howard Mann Agency: Glynn County School System Phone: (912) 267-4100 Email: hmann@glynn.k12.ga.us</p>
<p>Name: Cornell Harvey Agency: City of Brunswick Phone: (912) 571-2218 Email: mayorcharvey@gmail.com</p>	<p>Name: GCEMA Agency: Glynn County Emergency Management Agency Phone: (912) 267-5678 Email: gcema@glynncounty-ga.gov</p>
<p>Name: David Hainley Agency: Glynn County Community Development Department Phone: (912) 554-7428 Email: dhainley@glynncounty-ga.gov</p>	<p>Name: Jennifer Kline Agency: State of Georgia Division of Natural Resources (DNR) Phone: (800) 366-2661 Email: jennifer.kline@dnr.state.ga.us</p>
<p>Name: Jay Wiggins Agency: Glynn County Emergency Management Agency Phone: (912) 267-5678 Email: jwiggins@glynncounty-ga.gov</p>	<p>Name: Richard Strickland Agency: Glynn County Board of Commission Phone: (912) 554-7400 Email: rstrickland@glynncounty-ga.gov</p>
<p>Name: Justin Irwin Agency: US Coast Guard Station Brunswick Phone: (912) 267-7999 Email: justin.b.irwin@uscg.mil</p>	<p>Name: Bren White Daiss Agency: City of Brunswick Planning, Development, Codes Phone: (912) 267-5500 Email: bwhitedaiss@cityofbrunswick-ga.gov</p>
<p>Name: Mathew Hill</p>	<p>Name: Robert Burr Agency: Airport Commission</p>

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<p>Agency: City of Brunswick Downtown Development Authority Phone: (912) 265-4032 Email: mhill@cityofbrunswick-ga.gov</p>	<p>Phone: (912) 265-2070 Email: rburr@flygcairports.com</p>
<p>Name: Matt Doering Agency: Glynn County Police Department Phone: (912) 554-7800 Email: gcpdchief@glynncounty-ga.gov</p>	<p>Name: Artis Morrison Agency: Georgia Ports Authority Phone: (912) 964-3811 Email: amorrison@gaports.com</p>
<p>Name: Robert Nyers Agency: Glynn County GIS Phone: (912) 554-7418 Email: bnyers@glynncounty-ga.gov</p>	<p>Name: Greg Post Agency: City of Brunswick Police Department Phone: (912) 554-7600 Email: gapost@brunswickpolice.org</p>
<p>Name: Stacey Rogers Agency: FLETC Phone: (912) 267-2100 Email: stacey.rogers@fletc.dhs.gov</p>	

Appendix E-2: Recovery Support Function 2 – Economic Recovery

1.0 Introduction

The purpose of this appendix is to provide stakeholders within Recovery Support Function 2 (RSF-2) with operational guidance and tools to support long-term recovery and redevelopment. RSF-2 holds the primary responsibility for coordinating the county’s public, private, and non-profit efforts to develop and implement programs and policies to sustain, rebuild, and promote business and economic opportunities in the county that result in an economically resilient county.

1.1 Purpose, Scope, and Applicability

The purpose of this appendix is to outline the roles, responsibilities, and activities of the Coordinating Agency and Supporting Agencies for recovery operations. This appendix will facilitate coordination between the public, private, and non-profit sectors to address long-term resource recovery needs by providing a framework for coordination with local, state, and federal agencies and organizations.

This appendix provides a flexible framework for organizations and decision-making tools to deploy in any incident (natural or human-caused) that may have recovery consequences—whether it results in a Presidential Disaster Declaration or Governor’s State of Emergency or not.

This appendix applies to the designated Coordinating Agency and Supporting Agencies.

2.0 Planning Assumptions

- All planning assumptions and maintenance responsibilities stipulated in the DRRP Base Plan will also apply to this appendix.
- Individuals appointed to act as the Coordinating Agency or as Supporting Agencies will have the level of authority within the organization that allows them to commit resources and personnel to long-term recovery and redevelopment efforts.
- Short-Term Recovery Operations (Section 5.2) exclude immediate life-safety and property-protection objectives, which are captured in the Glynn County Emergency Operations Plan and will be performed by emergency response personnel during the emergency response phase.

3.0 Economic Recovery and Redevelopment Goals

The Coordinating and Supporting Agencies of RSF-2 have identified the following goals, which are intended to support the vision and goals of the DRRP and improve recovery and redevelopment operations in the future. The RSF-2 Coordinating Agency is responsible for tracking progress on these goals and providing updates to RSF-1. Note: “Immediate” timeframe is considered zero to 12 months; “Short-Term” is considered 13 months to five years; and “Long-Term” is considered five years or more.

Action	Pre-Disaster / Post-Disaster	Immediate / Short-Term / Long-Term
<p>Perform outreach with businesses and organizations to share preparedness tactics and resources, recovery needs, requests for information (e.g., information about post-disaster funding sources for private businesses).</p> <ul style="list-style-type: none"> • Leverage the annual Business Expo to communicate about disaster preparedness and recovery and engage the private sector in planning and recovery. 	Pre-Disaster	Short-Term
<p>Assist with conducting damage and needs assessments to capture the challenges related to economic recovery in affected communities.</p> <ul style="list-style-type: none"> • Identify the major issues that need immediate, short-term, or long-term assistance. 	Post-Disaster	Immediate
<p>Coordinate with the public information officer regarding the release of timely and accurate information between, to, and from RSF-2 agencies.</p>	Pre-Disaster	Short-Term
<p>Encourage the establishment of information networks for businesses (e.g., notices from Golden Isles Convention and Visitor’s Bureau regarding status and hours of operations).</p>	Pre-Disaster	Short-Term
<p>Identify and establish pre-disaster contracts with contractors for local government agencies (e.g., engineering, construction, infrastructure, supplies and materials). Encourage private businesses to do the same.</p>	Pre-Disaster	Immediate
<p>Develop a list of priority post-disaster economic recovery projects, including mitigation projects.</p>	Pre-Disaster	Immediate
<p>Identify or establish economic regulations or policies to protect citizens from price gouging and prioritize use of local businesses after a disaster.</p>	Pre-Disaster	Short-Term
<p>Develop or expand the registry of companies that are open for business to direct investments in local businesses over those from other regions.</p>	Post-Disaster	Short-Term
<p>Effectively communicate re-entry priorities and publicize the critical worker re-entry certificate program.</p>	Pre-Disaster	Ongoing Immediate
<p>Leverage existing networks to communicate that the community is “back online” to tourists, visitors, regional businesses, etc.</p>	Post-Disaster	Short-Term
<p>Prioritize resources and re-entry in manner that is conducive to public safety and the gradual return of business owners to the county.</p>	Post-Disaster	Short-Term

Action	Pre-Disaster / Post-Disaster	Immediate / Short-Term / Long-Term
Prioritize payment for repairs of critical infrastructure and facilities.	Pre-disaster	Immediate
Support blight remediation by creating a revolving fund supported by all municipalities and private funds.	Pre-Disaster	Ongoing Short-Term
Develop policies to address the unique financial requirements of post-disaster programs.	Pre-Disaster	Ongoing Short-Term
Evaluate the unique types and levels of post-disaster assistance and support that may be required for catastrophic hurricanes, tropical storm winds, storm surges, floods, and wildfires.	Pre-Disaster	Short-Term
Establish procedures to coordinate public and private funding to support pre- and post-disaster planning.	Pre-Disaster	Short-Term

4.0 Roles and Responsibilities

The Coordinating Agency for RSF-2 is the Golden Isles Convention and Visitor’s Bureau. The Coordinating Agency is responsible for facilitating communication and liaising with RSF-1 to ensure that operations within RSF-2 adhere to and support the county’s pre-determined goals and the disaster-specific strategic plan.⁷ Supporting Agencies will provide relevant updates about recovery and redevelopment operations to support this coordination.

Role	Department / Entity
Coordinating Agency	Golden Isles Convention and Visitor’s Bureau
Supporting Agencies	Glynn County School System Economic Development Authority GA Port Authority Renessenz/Pinova Sea Island Company Humane Society of South Coastal Georgia Glynn County Emergency Management Agency Glynn County Airport Commission City of Brunswick Downtown Development Authority King & Prince Seafood Brunswick Golden Isles Chamber of Commerce City of Brunswick City Manager’s Office Glynn County Board of Commission Westin Jekyll Island Authority Koch Gulfstream City of Brunswick Planning, Development, Codes

⁷ The disaster-specific strategic plan will be developed by RSF-1. Once it is complete it will be shared with the public and RSFs 2-7.

Role	Department / Entity
	Savannah Food Truck Association

4.1 Coordinating Agency

The RSF-2 Coordinating Agency's primary responsibilities include:

- Planning for, integrating, and monitoring disaster recovery programs relevant to RSF-2 operations after coordinating approval for these programs with RSF-1 and the LDRM.
- Facilitating coordination and communication between Supporting Agencies of RSF-2 and RSF-1.
- Determining disaster-specific recovery and redevelopment operations within RSF-2. (Priorities for the entire event will be determined by RSF-1).
- Advocating for programs, policies, and procedures that will sustain, rebuild, and promote business and economic opportunities in the county.
- Reviewing and relaying requests, informational updates, and recommendations for disaster recovery and redevelopment operations to the RSF-1.
- Reporting and delivering assignments or requests from RSF-1 to RSF-2 Supporting Agencies.
- Reviewing and approving requests to release public information prior to submitting them to RSF-1 for review.
- Assessing the status and needs of businesses in the county and communicating those needs with RSF-1 to help guide recovery and redevelopment operations.

The Coordinating Agencies assigned in the DRRP are as follows:

RSF Number	Name of Coordinating Department / Entity
1 – Community Planning	Glynn County Sheriff's Office
2 – Economic Redevelopment	Golden Isles Convention and Visitor's Bureau
3 – Health and Social Services	Glynn County Health Department
4 – Housing	Glynn County Development Review Team
5 – Infrastructure Systems	Jekyll Island Authority / City of Brunswick / Glynn County
6 – Natural and Cultural Resources	Jekyll Island Authority / Glynn County Public Works (Parks Dept.)
7 – Volunteer Organizations	Glynn County Emergency Management Agency

4.2 Supporting Agencies

Supporting Agencies are responsible for providing the following information and assistance to the Coordinating Agencies to achieve the objectives related to this RSF.

- Provide information on specific impacts.
- Update on progress of recovery planning at an RSF level.
- Provide advocacy for key economic recovery and redevelopment programs.
- Provide high-level subject matter expertise.
- Identify interdependencies between RSFs and strategize about potential resolutions.

- Conduct damage and needs assessments and report the results to the Coordinating Agency.

5.0 Concept of Operations

This appendix provides a flexible framework for organization and decision making before, during, and after all-hazards incidents causing a significant impact to the community. To accomplish these goals, this appendix provides a strategic framework for coordination as well as tactical tools to achieve the goals and vision described in the DRRP.

RSF-2 agencies will coordinate via in-person or virtual meetings (i.e., teleconferences) to establish operational priorities and objectives and to report progress on the tasks described in Sections 5.1 and 5.2. The Coordinating Agency will coordinate with RSF-1 and Supporting Agencies to assign responsibility for completion of various recovery and redevelopment actions. Planning and record-keeping will be coordinated with Glynn County Emergency Management Agency. Attachments 1-3 of this appendix contain operational tools to support this process (see Section 5.4 for more information).

5.1 Short-Term Recovery Operations

Short-term recovery objectives and actions are to be addressed as quickly as possible after the activation of the RSF-2. Some of these objectives/actions may start during the response phase, but will transition into short-term recovery.

Identify essential businesses that should receive priority for post-evacuation re-entry. Coordinate with Glynn County Emergency Management Agency to communicate the availability of the critical worker re-entry program. Businesses that have registered for critical worker re-entry permits are first to re-enter the county following evacuation. These businesses should include those that are necessary for other business to open and the community to recover (e.g., banking system employees, building supplies stores, grocers) as well as those in possession of supplies or chemical that pose a threat to public safety. Identify and report any businesses that should have priority that are unable to obtain necessary permits.

Advocate for and coordinate the provision of workforce needs. Providing local goods and services is critical for recovery and redevelopment, and helps to minimize the long-term economic impacts of a disaster by drawing long-term residents back to the community and restoring the taxpayer base. To support this effort, RSF-2 should advocate for the needs of the workforce returning to the county by considering the following:

- Workforce transportation. If the disaster impacts transportation systems, the Employment Recovery Group will work with RSF-5 to identify interim transportation services.
- Workforce housing. If area housing resources are impacted, major employers (including the county itself) may need to have workforce housing located near or on-site. RSF-2 will collaborate with RSF-4 to establish needs, develop a plan for, and provide temporary housing for employees and their families at or near key major employers, as necessary and possible.
- If social and human services are impacted, major employers (including the county itself) may need to have special provision of some services. In collaboration with RSF-3, the Employment Recovery Group will coordinate provision of other services needed to allow participation in the workforce, including medical care, mental health care, and childcare.

Assess status and needs of businesses in the county. Survey current businesses in the county to determine which are still operating, which had to close, which need help to reopen, and what opportunities exist to support new businesses either in areas that have closed or where there is a specific need. This will include monitoring the following:

- Lending issues (including any credit and lending gaps)
- Insurance issues
- Commercial real estate issues
- Availability of raw materials, supplies, and commodities
- Gaps, challenges, and other issues that may affect business retention and recruitment in Glynn County
- Businesses and sectors at risk for leaving the county.

Communicate recovery and redevelopment priorities. Coordinate with RSF-1 and the public information officer to communicate economic recovery and business restoration priorities to county residents and businesses. It is essential that local businesses understand the recovery objectives that pertain to their individual recovery needs. This ensures that their business restoration and recovery planning takes into consideration realistic planning assumptions related to the restoration of public utilities and other essential support systems.

Provide support for affected businesses and households via Disaster Recovery Centers and Business Recovery Centers. Coordinate with major employers, placement companies, job training companies, and other state and federal partners to provide resources, information, and job placement for disaster impacted households. These services will be provided via Disaster Recovery Centers. Ensure employment resources, information, and placement services are provided at Business Recovery Centers to benefit local businesses affected by the disaster. This includes information on insurance, financing, relocation, employment, and other information that may help county businesses recover. Ensure that Business Recovery Centers are adequately staffed. Provide information regarding SBA and other loan programs/bridge financing for disaster-impacted businesses at Business Recovery Centers.

5.2 Intermediate and Long-Term Recovery Operations

Intermediate and long-term recovery objectives/actions are characterized by operations that may provide sustained temporary measures to bridge gaps, leading to permanent solutions and returning life to normal or even to an improved state.

Promote employment of Glynn County residents and small businesses in recovery efforts. RSF-2 will work with major area employers, and any employers new to the county post-disaster, to promote the hiring of Glynn County residents. Develop a strategy for promoting the concept and collaborate with RSF-1 and the public information officer to release the information.

Identify and promote opportunities for IT or telecom infrastructure upgrades. In collaboration with RSF-5, identify opportunities to upgrade information technology or telecom infrastructure. Conduct outreach to private companies to provide information on upgrading telecommunications infrastructure as part of their individual business recovery.

Identify and promote opportunities for enhanced private sector resiliency. In collaboration with relevant state and federal programs, the RSF-2 will work with businesses, trade groups, and associations to inform and promote resiliency for the private sector.

Develop strategies for retaining local businesses and sectors after a disaster. Survey businesses directly or otherwise impacted by the disaster to assess likely relocations by individual firms or economic sectors and develop strategies to mitigate these events. Work closely with major area companies and employers to meet their post-disaster needs and to provide incentives, where appropriate, to keep them in the county.

5.3 Activation/Demobilization

- Activation:
 - Refer to appropriate RSF Appendix of the DRRP.
 - The Coordinating Agency will modify and disseminate pre-scripted activation messaging template to the RSF-2 Supporting Agencies.
 - Notification to Supporting Agencies: Standby
 - Notification to Supporting Agencies: RSF-2 Activated
 - The Coordinating Agency will convene the first RSF Coordination Meeting.
- Demobilization
 - Obtain approval from the LDRM to demobilize the RSF.
 - Collect and store all completed forms and consult with Glynn County Emergency Management Agency for appropriate storage location if appropriate.
 - Because Brunswick-Glynn County consists of multiple jurisdictions with varying capabilities, demobilization may not occur at the same time.

5.4 Summary of Operational Tools

RSF-2 Coordination Meeting Agenda

Once RSF-2 has been activated, the Coordinating Agency will convene virtual or in-person meetings to discuss the aspects of recovery and redevelopment operations relevant to the objectives and goals set forth in this appendix.

The Coordinating Agency (or designated Supporting Agency[ies]) will be responsible for distributing and completing the following agenda for each Coordination Meeting that takes place throughout long-term recovery and redevelopment operations. Once completed, copies of this agenda will be provided to Glynn County Emergency Management Agency for record-keeping.

Pre-Scripted Messaging Templates

Each RSF will be provided with pre-scripted messaging templates. These templates will be modified and disseminated by the Coordinating Agency. The messaging templates are intended to facilitate regular and concise communication with Supporting Agencies. There are four templates included, which will accomplish the following:

- Notifying Supporting Agencies to standby for recovery and redevelopment operations;
- Activating Supporting Agencies for recovery and redevelopment operations;
- Notifying Supporting Agencies of recovery and redevelopment meetings or conference calls; and
- Explaining the process and deadlines for submitting public information release requests to RSF-1.

Execution Checklist

The Execution Checklist is intended to serve as a reference for the RSF-2 Coordinating Agency by listing specific action items that need to be accomplished during recovery and redevelopment operations. The Coordinating Agency may delegate responsibility for completing these tasks to Supporting Agencies, as appropriate.

Attachment 1: RSF-2 Coordination Meeting Agenda

**RECOVERY AND REDEVELOPMENT COORDINATION MEETING AGENDA
Brunswick-Glynn County**

Date: _____ Location or Call-in #: _____
 Time: _____

1. Introductions and Roll Call

Coordinating Agency	Name: _____ Golden Isles Convention & Visitor’s Bureau (CVB)
Supporting Agencies	Name/Agency: _____
	Name/Agency: _____

2. Event Details	
<i>Discussion Point</i>	<i>Notes</i>
<p>Are there any requests for information, updates, or recommendations from the local disaster recovery manager (LDRM)?</p> <ul style="list-style-type: none"> Which Recovery Support Function (RSF) is responsible for completing the action? 	
<p>Which of the activated RSFs, if any, would benefit from RSF-2 operational knowledge?</p> <ul style="list-style-type: none"> Consider Health and Social Services (RSF-3), Housing (RSF-4), Infrastructure Systems (RSF-5), and Natural and Cultural Resources (RSF-6). 	
<p>What are the current challenges associated with the event? Consider:</p> <ul style="list-style-type: none"> Resource shortages Unmet needs Lack of infrastructure / supporting systems Logistical requirements Lack of information 	
<p>Identify existing resource requests within RSF-2 (submitted by Coordinating Agencies of RSFs 1-7 via WebEOC).</p>	
<p>How should the resource requests identified above be prioritized?</p> <ul style="list-style-type: none"> Ensure that resource requests align with pre-established recovery and redevelopment priorities. Refer to the relevant vision and goals described in the Disaster Recovery and Redevelopment Plan. 	
<p>What are the RSF's primary objectives at this time?</p> <ul style="list-style-type: none"> Who is responsible for accomplishing these tasks? 	
<p>What aspects of recovery/redevelopment operations need to be communicated to the public?</p> <ul style="list-style-type: none"> Coordinating Agency: review and approve public information requests. Deadlines for future requests? <p>Note: Messaging may be jurisdiction-dependent.</p>	
<p>What needs to be communicated to the LDRM?</p>	

3. Action Items

<i>Action</i>	<i>Responsible Party</i>	<i>Due Date</i>

4. Next Conference Call / Adjourn

Date: _____ Location or Call-in #: _____
Time: _____

Attachment 2: Pre-Scripted Messaging Templates

Notification to Supporting Agencies: Standby

To be sent by: RSF-2 Coordinating Agency

Economic Redevelopment (RSF-2) Supporting Agencies,

You are receiving this email because Brunswick-Glynn County [HAS EXPERIENCED/IS EXPECTED TO EXPERIENCE] a disaster severe enough to warrant the activation of the county's Disaster Recovery and Redevelopment Plan (DRRP).

At this time, no action is required on your part. However, if the DRRP is activated, your Recovery Support Function (RSF) may be activated as well. During recovery and redevelopment operations, you will be expected to coordinate with agencies and organizations within your RSF to accomplish recovery and redevelopment objectives. Some of these objectives are already outlined in the DRRP while others will be communicated or decided at the time of the incident.

Your general responsibilities as a Supporting Agency include:

- Participating in RSF-specific and Core Planning Team (all stakeholders) meetings or conference calls.
- Reporting on the progress of recovery planning and achievement of objectives.
- Providing advocacy for key recovery and redevelopment programs.
- Providing high-level subject matter expertise during planning processes.
- Conducting damage and needs assessments and reporting the results to the Coordinating Agency.
- Sharing information about programs, funding, and projects to support countywide recovery and redevelopment according to the goals and visions outlined in the DRRP.

Glynn County Emergency Management Agency will continue to monitor the event. If the DRRP is activated, you will receive additional correspondence with further instructions. If you have any follow-up questions, you may contact [INSERT CONTACT INFO].

Thank you,

[INSERT AGENCY NAME],

Coordinating Agency for RSF-2

Notification to Supporting Agencies: RSF-2 Activated

To be sent by: RSF-2 Coordinating Agency

Economic Redevelopment (RSF-2) Supporting Agencies,

At this time, the Brunswick-Glynn County Disaster Recovery and Redevelopment Plan (DRRP) has been activated. The local disaster recovery manager (LDRM) has subsequently activated RSF-2 to support and coordinate recovery and redevelopment operations.

Due to the severity of [INSERT EVENT NAME], we will be convening a Coordination Meeting to identify unmet needs, resource shortages, and priorities for recovery and redevelopment. **Your role in this process is critical for obtaining clarity about the severity of the disaster and efficiently recovering from [INSERT EVENT NAME].**

Please plan to attend the Coordination Meeting, which will be held from [INSERT TIME] on [INSERT DATE]. You can join the conference call by dialing [INSERT PHONE NUMBER].

If you require additional assistance, please contact [INSERT NAME AND CONTACT INFORMATION].

Thank you,

[INSERT AGENCY NAME],

Coordinating Agency for RSF-2

Notification to Supporting Agencies: Follow-up Coordination Meeting

To be Sent by: RSF-2 Coordinating Agency

Economic Redevelopment (RSF-2) Supporting Agencies,

We will be convening a Coordination [CALL/MEETING] to identify unmet needs, resource shortages, and priorities for recovery and redevelopment. **Your role in this process is critical for balancing resource requirements, managing public expectations, and efficiently recovering from [INSERT EVENT NAME].**

Please plan to attend the Coordination [CALL/MEETING], which will be held from [INSERT TIME] on [INSERT DATE]. [IF CONVENING MEETING: The meeting will be held at: INSERT ADDRESS, ROOM NO.]. [IF CONVENING CONFERENCE CALL: You can join the conference call/meeting by dialing: INSERT PHONE NUMBER].

If you require additional assistance, please contact [INSERT NAME AND CONTACT INFORMATION].

Thank you,

[INSERT AGENCY NAME],

Coordinating Agency for RSF-2

Notification to Supporting Agencies: Public Information Release Process

To be sent by: RSF-2 Coordinating Agency

Economic Redevelopment (RSF-2) Supporting Agencies,

To ensure that public information releases related to RSF-2 operations are unified, accurate, and trustworthy, the following process for submitting public information release requests will be followed:

1. Requests for public information releases will be submitted first to your RSF's Coordinating Agency. The Coordinating Agency will review and approve these requests, as well as assign priority, if necessary. Requests should include the following information:
 - a. Name of requesting agency/organization.
 - b. Intended audience (e.g., entire county, Jekyll Island, City of Brunswick, government employees).
 - c. Priority level (i.e., low, medium, high).
 - d. Desired method of sharing (e.g., county website, news broadcast, social media post).
 - e. Content of message (including deadlines, locations, contact information, websites, etc.).
2. The Coordinating Agency will submit the approved requests to RSF-1, who will determine a strategy for releasing the information and coordinate with the appropriate jurisdictions' public information officer(s) to release the message.

To have your public information release request approved, please submit all requests to [INSERT CONTACT INFORMATION FOR COORDINATING AGENCY] no later than [INSERT DEADLINE]. After reviewing the request, we will forward it to RSF-1 for review and approval. The message will be delivered according to the established press release schedule: [INSERT INFORMATION FROM RSF-1 ABOUT SCHEDULE].

Thank you,

[INSERT AGENCY NAME],

Coordinating Agency for RSF-2

Attachment 3: Execution Checklist

The following checklists are intended to serve as a reference for the RSF-2 Coordinating Agency. However, the Coordinating Agency may delegate responsibility for completing these tasks to Supporting Agencies as appropriate.

Preparedness Actions (Ongoing)
<input type="checkbox"/> Identify and establish agreements with recovery contractors. Contractors may be needed to support economic recovery. Coordinate across RSFs to properly procure (through a full, fair, and open competitive process) stand-by contracts with disaster recovery contractors, if needed.
<input type="checkbox"/> Promote private sector resilience: <ul style="list-style-type: none"> • Identify key private companies, insurers, and lenders. • Encourage businesses to develop partnership assistance networks. • Promote private sector resiliency and continuity through education and outreach. • Encourage the development of business continuity of operations plans. • Encourage resource coordination planning among private companies. • Educate county businesses on insurance benefits and limitations.
<input type="checkbox"/> Assume ownership of RSF-2 roles and responsibilities. Actively participate in recovery and redevelopment planning events year-round.
<input type="checkbox"/> Leverage existing communication networks, events, and publications to improve communication of private sector preparedness and recovery techniques. Specifically, explore opportunities to leverage the annual countywide Business Expo as an opportunity to promote disaster preparedness and recovery techniques or information.
Activation Actions
<input type="checkbox"/> Notify RSF-2 Supporting Agencies about activation using the pre-scripted messaging templates in the RSF-2 Appendix.
<input type="checkbox"/> Initiate the RSF-2 Coordination Meeting.
<input type="checkbox"/> Moderate discussion and recording notes and action items described during the Coordination Meeting.
<input type="checkbox"/> Ensure that pre-determined recovery and redevelopment objectives have been identified and communicated to local businesses.
Operational Actions
<input type="checkbox"/> Moderate discussion and record notes and action items described during the Coordination Meetings.
<input type="checkbox"/> Assign responsibility for collecting and communicating information about pre- and post-disaster funding sources to local businesses.
<input type="checkbox"/> Support the inclusion of employment resources in Disaster Recovery Centers (DRC) and Business Recovery Centers. Determine whether these facilities can be co-located and make a recommendation to RSF-1, if necessary.
<input type="checkbox"/> Support establishment of Business Recovery Centers. The objective of these centers is to provide a “one-stop shop” for businesses impacted by disasters to address issues and access resources, including information regarding insurance, relocation, financing, permitting, and any other issues or unmet needs.

Operational Actions
<input type="checkbox"/> Work with major area employers and any employers new to the county post-disaster to promote the hiring of Glynn County residents. Develop a strategy for promoting the concept and collaborate with RSF-1 and the public information officer to release the information.
<input type="checkbox"/> In collaboration with RSF-5, identify opportunities to upgrade information technology or telecom infrastructure. Conduct outreach to private companies to provide information on upgrading telecommunications infrastructure as part of their individual business recovery.
<input type="checkbox"/> Survey businesses that are directly or otherwise impacted by the disaster to assess likely relocations by individual firms or economic sectors and develop strategies to mitigate these events. Work closely with major area companies and employers to meet their post-disaster needs and to provide incentives, where appropriate, to keep them in the county.
<input type="checkbox"/> Identify essential businesses that should receive priority for re-entry, if they lack access. Coordinate with Glynn County Emergency Management Agency to ensure that these businesses have critical worker re-entry permits. Report updates to RSF-1.
<input type="checkbox"/> Provide input to RSF-1 regarding the disaster-specific strategic plan for recovery and redevelopment operations. RSF-1 will be responsible for developing the plan, but RSF-2 will provide subject matter expertise and insight.
<input type="checkbox"/> Reach out to RSF-1 to establish a process for reporting progress on recovery and redevelopment operations.
<input type="checkbox"/> Assign responsibility for RSF-2 operational objectives, as appropriate.
<input type="checkbox"/> Notify RSF-2 of Coordination Meetings, using pre-scripted messaging templates as many times as necessary.
<input type="checkbox"/> Communicate deadlines and send reminders about requests for public information release requests to Supporting Agencies using pre-scripted communications. Send the reminders as many times as necessary to ensure the protocol is upheld.
Demobilization Actions
<input type="checkbox"/> Obtain approval from the local disaster recovery manager to demobilize the RSF.
<input type="checkbox"/> Participate in after-action reporting. Provide feedback to support future revisions to the Disaster Recovery and Redevelopment Plan.
<input type="checkbox"/> Collect and store all completed forms and consult with Glynn County Emergency Management Agency for appropriate storage location, if appropriate.

Attachment 4: Contact Information

RSF-2 CONTACT INFORMATION Brunswick-Glynn County	
Coordinating Agency	
<p>Name: Scott McQuade Agency: Golden Isles Convention and Visitor's Bureau Phone: (912) 265-0620 Email: scott@goldenisles.com</p>	
Supporting Agencies	
<p>Name: Al Boudreau Agency: Glynn County School System Phone: (912) 267-4100 Email: aboudreau@glynn.k12.ga.us</p>	<p>Name: Alyce Thornhill Agency: EDA Phone: (912) 882-3659 Email: athornhill@georgia.org</p>
<p>Name: Artis Morrison Agency: Georgia Ports Authority Phone: (912) 964-3811 Email: amorrison@gaports.com</p>	<p>Name: Bert Long Agency: Renessenz/Pinova Phone: (912) 265-3550 Email: bert.long@renessenz.com</p>
<p>Name: Beatrice Soler Agency: City of Brunswick Phone: (912) 267-550 Email: bsoler@cityofbrunswick-ga.gov</p>	<p>Name: Jones Hooks Agency: Jekyll Island Authority Phone: (912) 635-4000 Email: jhooks@jekyllisland.com</p>
<p>Name: Bren White Daiss Agency: City of Brunswick Planning, Development, Codes Phone: (912) 267-5500 Email: bwhitedaiss@cityofbrunswick-ga.gov</p>	<p>Name: Jay Wiggins Agency: Glynn County Emergency Management Agency Phone: (912) 267-5678 Email: jwiggins@glynncounty-ga.gov</p>
<p>Name: Carl Alexander Agency: Sea Island Company Phone: (912) 638-3611 Email: carlalexander@seaisland.com</p>	<p>Name: GCEMA Representative Agency: Glynn County Emergency Management Agency Phone: (912) 267-5678 Email: gcema@glynncounty-ga.gov</p>
<p>Name: Connie Bach Agency: Humane Society of South Coastal Georgia Phone: (912) 264-6246 Email: connie@hssc.org</p>	<p>Name: Robert Burr Agency: Airport Commission Phone: (912) 265-2070 Email: rburr@flygairports.com</p>
<p>Name: Josh Cothren Agency: Glynn County Airport Commission Phone: (912) 265-2070</p>	<p>Name: Richard Strickland Agency: Glynn County Board of Commission Phone: (912) 554-7400</p>

BRUNSWICK-GLYNN COUNTY
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Email: jcothren@flygcairports.com	Email: rstrickland@glynncounty-ga.gov
Name: Mathew Hill Agency: City of Brunswick Downtown Development Authority Phone: (912) 265-4032 Email: mhill@cityofbrunswick-ga.gov	Name: Whitney Reader Agency: King & Prince Seafood Phone: (912) 265-5155 Email: wreader@kpseafood.com
Name: Woody Woodside Agency: Brunswick Golden Isles Chamber of Commerce Phone: (912) 265-0620 Email: woodyw@bgicoc.com	Agency: Gulfstream Phone: (912) 267-6300
Agency: Koch Phone: (404) 652-4000	Agency: Westin Phone: (912) 635-4545

Appendix E-3: Recovery Support Function 3 – Health and Social Services

1.0 Introduction

The purpose of this appendix is to provide stakeholders within Recovery Support Function 3 (RSF-3) with operational guidance and tools to support long-term recovery and redevelopment. RSF-3 holds the primary responsibility for coordinating human services and health and medical partners within the county’s public, private, and non-profit efforts to support long-term recovery activities in the aftermath of a disaster or emergency that results in a long-term impact to the community.

1.1 Purpose, Scope, and Applicability

The purpose of this appendix is to outline the roles, responsibilities, and activities of the Coordinating Agency and Supporting Agencies for recovery operations. This appendix will facilitate coordination between the public, private, and non-profit sectors to address long-term resource recovery needs by providing a framework for coordination with local, state, and federal agencies and organizations.

This appendix provides a flexible framework for organizations and decision-making tools to deploy in any incident (natural or human-caused) that may have recovery consequences—whether it results in a Presidential Disaster Declaration or Governor’s State of Emergency or not.

This appendix applies to the designated Coordinating Agency and Supporting Agencies.

2.0 Planning Assumptions

- All planning assumptions and maintenance responsibilities stipulated in the DRRP Base Plan will also apply to this appendix.
- Individuals appointed to act as the Coordinating Agency or as Supporting Agencies will have the level of authority within the organization that allows them to commit resources and personnel to long-term recovery and redevelopment efforts.
- Short-Term Recovery Operations (Section 5.2) exclude immediate life-safety and property-protection objectives, which are captured in the Glynn County Emergency Operations Plan and will be performed by emergency response personnel during the emergency response phase.

3.0 Health and Social Services Recovery and Redevelopment Goals

The Coordinating and Supporting Agencies of RSF-3 have identified the following goals, which are intended to support the vision and goals of the DRRP and improve recovery and redevelopment operations in the future. The RSF-3 Coordinating Agency is responsible for tracking progress on these goals and providing updates to RSF-1. Note: “Immediate” timeframe is considered zero to 12 months; “Short-Term” is considered 13 months to five years; and “Long-Term” is considered five years or more.

Action	Pre-Disaster / Post-Disaster	Immediate / Short-Term / Long-Term
Collect, store, and protect data concerning current condition of health and social services infrastructure.	Pre-Disaster	Short-Term
Develop strategies to address recovery issues for health, behavioral health, and social services—particularly the needs of response and recovery workers, and access and functional needs populations.	Pre-Disaster Post-Disaster	Long-Term
Conduct health and social services damage and needs assessments.	Post-Disaster	Short-Term
Provide technical assistance in the form of impact analyses and support recovery planning for public health, healthcare, and human services infrastructure.	Post-Disaster	Long-Term
Coordinate and leverage applicable federal resources for health and social services.	Post-Disaster	Short-Term
Engage community leaders to communicate directly with marginalized groups to ensure that recovery and redevelopment plans meet their needs.	Pre-Disaster Post-Disaster	Short-Term Long-Term
Offer budgeting and financial management courses to adults to familiarize them with financial planning and avoid financial hardship following a disaster.	Pre-Disaster	Long-Term
Increase access to crisis services and capacity of service providers for those who lack resources.	Pre-Disaster Post-Disaster	Short-Term
Explore policy and funding mechanisms to increase access to produce for various “food deserts” (i.e., areas in which it is difficult to buy affordable or good-quality fresh food) on a rotating schedule.	Pre-Disaster Post-Disaster	Short-Term
Confirm processes are in place to ensure that immediate access to medication refill facilities (such as drug stores) are up and running immediately after an event.	Pre-Disaster Post-Disaster	Short-Term
Perform a comprehensive inventory of public cemeteries to identify and record the specific locations of plots in the event of severe flooding resulting in disinterment. Develop policies to ensure the swift return of any disinterred corpses to its proper location following a disaster.	Pre-Disaster	Short-Term

4.0 Roles and Responsibilities

The Coordinating Agency for RSF-3 is the Glynn County Health Department. The Coordinating Agency is responsible for facilitating communication and liaising with RSF-1 to ensure that operations within RSF-3 adhere to and support the county’s pre-determined goals

and the disaster-specific strategic plan.⁸ Supporting Agencies will provide relevant updates about recovery and redevelopment operations to support this coordination.

Department / Entity	
Coordinating Agency	Glynn County Health Department
Supporting Agencies	Civil Air Patrol College of Coastal Georgia Glynn County Community Development Department Glynn County School System Glynn County Emergency Management Agency Glynn County Community Services GA Department of Public Health (Coastal Health District) Glynn County Public Health American Red Cross Glynn County Department of Family and Children Services Glynn County Fire Department FaithWorks Glynn County Coroner's Office Southeast Georgia Health System Brunswick Campus Hospice of the Golden Isles St. Simons-by-the-Sea Grace House Coastal Community Health Services Brunswick Senior Care Center Magnolia Manor Benchmark Human Services Boys and Girls Clubs Sparrow's Nest Funeral Homes (9) Faith Bridge Glynn County Animal Control City of Brunswick Police Department Glynn County Sheriff's Office Nursing Homes (9) Group Homes (2) Salvation Army Amity House Safe Harbor Humane Society Gateway Behavioral Health Morningstar Children and Family Services, Inc.

⁸ The disaster-specific strategic plan will be developed by RSF-1. Once it is complete it will be shared with the public and RSFs 2-7.

4.1 Coordinating Agency

The RSF-3 Coordinating Agency’s primary responsibilities include:

- Planning for, integrating, and monitoring disaster recovery programs relevant to RSF-2 operations after coordinating approval for these programs with RSF-1 and the local disaster recovery manager (LDRM).
- Facilitating coordination and communication between Supporting Agencies of RSF-3 and RSF-1.
- Determining disaster-specific recovery and redevelopment operations within RSF-3. (Priorities for the entire event will be determined by RSF-1.)
- Advocating for programs, policies, and procedures that will support the provision of health and social services intended to improve the quality of life for Glynn County residents.
- Reviewing and relaying requests, informational updates, and recommendations for disaster recovery and redevelopment operations to the RSF-1.
- Reporting and delivering assignments or requests from RSF-1 to RSF-3 Supporting Agencies.
- Reviewing and approving requests to release public information prior to submitting them to RSF-1 for review.
- Assessing the status and needs of businesses in the county and communicating those needs with RSF-1 to help guide recovery and redevelopment operations.

The Coordinating Agencies assigned in the DRRP are as follows:

RSF Number	Name of Coordinating Department / Entity
1 – Community Planning	Glynn County Sheriff’s Office
2 – Economic Redevelopment	Golden Isles Convention and Visitor’s Bureau
3 – Health and Social Services	Glynn County Health Department
4 – Housing	Glynn County Development Review Team
5 – Infrastructure Systems	Jekyll Island Authority / City of Brunswick / Glynn County
6 – Natural and Cultural Resources	Jekyll Island Authority / Glynn County Public Works (Parks Dept.)
7 – Volunteer Organizations	Glynn County Emergency Management Agency

4.2 Supporting Agencies

Supporting Agencies are responsible for providing the following information and assistance to the Coordinating Agencies to achieve the objectives related to this RSF:

- Provide information on specific impacts.
- Update on progress of recovery planning at an RSF level.
- Provide advocacy for key economic recovery and redevelopment programs.
- Provide high-level subject matter expertise.
- Identify interdependencies between RSFs and strategize about potential resolutions.
- Conduct damage and needs assessments and report the results to the Coordinating Agency.

5.0 Concept of Operations

This appendix provides a flexible framework for organization and decision-making before, during, and after all-hazards incidents causing a significant impact to the community. The appendix provides a strategic framework for coordination as well as tactical tools to achieve the goals and vision described in the DRRP.

RSF-3 agencies will coordinate via in-person or virtual meetings (i.e., teleconferences) to establish operational priorities and objectives and to report progress on the tasks described in Sections 5.1 and 5.2. The Coordinating Agency will coordinate with RSF-1 and Supporting Agencies to assign responsibility for completion of various recovery and redevelopment actions. Planning and record-keeping will be done in coordination with Glynn County Emergency Management Agency. Attachments 1-3 of this appendix contain operational tools to support this process (see Section 5.4 for more information).

5.1 Short-Term Recovery Operations

Short-term recovery objectives and actions are to be addressed as quickly as possible after the activation of the RSF-3. Some of these objectives/actions may start during the response phase, but will transition into short-term recovery.

Coordinate the provision of emergency relief items and basic health and social services.

These provisions may include:

- Sheltering and feeding
- Non-medical mass care services
- Emergency relief items (e.g. potable water, gasoline, heating oil, diapers, milk/formula)
- Crisis counseling (psychological and spiritual)
- Emergency food stamps
- Child protection and adoption
- Care for the elderly
- Job Assistance
- Insurance Assistance
- Education
- Nutrition services
- Childcare services
- Child services information hotline
- Other basic human services as required to provide for unmet needs

Successfully providing these provisions and services will likely require coordination between community organizations, local government, and the private sector. Ensure that staff supporting RSF-3 also have access to these services.

Coordinate family and pet reunification and identification of minors requiring legal guardianship. During a large-scale evacuation, families may become separated and require additional assistance to reconnect once the event has been contained. This reunification process also includes household pets. Depending on the severity of the event, there may be many underage children requiring additional assistance. RSF-3 should identify a strategy not only for reunification, but for identifying and connecting with minors who are orphaned or otherwise separated from their families.

Coordinate the release of timely and accurate public information related to health and social services. Reach out to community organizations and houses of worship to identify potential sources of information related to health and social services, including mental health and spiritual services.

Monitor emergent public health hazards. Treat, record, and reduce transmission of disease or other illnesses. If necessary, work with the CDC to implement or maintain isolation quarantine in response to disease outbreaks resulting from or exacerbated by the disaster. Consider threats caused by the following:

- Animal disease or food supply-chain contamination
- Water system contamination
- Potential failures of public utilities or services such as sewerage or waste removal
- Contact with hazardous wastes that result from the consequences of the disaster
- Disease transmission resulting from sheltering or other conditions in which populations are in close quarters

Ensure the provision of basic health services. RSF-3 will monitor disaster recovery and redevelopment operations to ensure that the following basic health services are provided: access to pharmaceuticals and medical supplies, emergency medical services, water supply protection, food safety, mortuary services, disease surveillance, and disease prevention.

Monitor the safety and security of health facilities and facilities regulated by health facilities. Facilities may include pharmacies, clinics, other facilities providing health services, health department-regulated facilities (e.g., restaurants, schools).

5.2 Intermediate and Long-Term Recovery Operations

Intermediate and long-term recovery objectives/actions are 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.

Facilitate a smooth transition from emergency provision of services to normal operations. RSF-3 will manage transition back to normal provision of health and social services. Part of this process includes caring for ongoing health issues and addressing unmet medical needs.

Approve the reopening of health department-regulated facilities. By conducting reviews of facilities prior to approval, RSF-3 stakeholders may prevent instances of food-borne illnesses or unsafe water supplies.

5.3 Activation/Demobilization

- Activation:
 - Refer to appropriate RSF appendix of the DRRP.
 - The Coordinating Agency will modify and disseminate pre-scripted activation messaging template to the RSF-3 Supporting Agencies.
 - Notification to Supporting Agencies: Standby
 - Notification to Supporting Agencies: RSF-3 Activated
 - The Coordinating Agency will convene the first RSF Coordination Meeting.
- Demobilization
 - Obtain approval from the local disaster recovery manager to demobilize the RSF.
 - Collect and store all completed forms and consult with Glynn County Emergency Management Agency for appropriate storage location if appropriate.
 - Because Brunswick-Glynn County consists of multiple jurisdictions with varying capabilities, demobilization may not occur at the same time.

5.4 Summary of Operational Tools

RSF-3 Coordination Meeting Agenda

Once RSF-3 has been activated, the Coordinating Agency will convene virtual or in-person meetings to discuss the aspects of recovery and redevelopment operations relevant to the objectives and goals set forth in this appendix.

The Coordinating Agency (or designated Supporting Agency[ies]) will be responsible for distributing and completing the following agenda for each Coordination Meeting that takes place throughout long-term recovery and redevelopment operations. Once completed, copies of this agenda will be provided to Glynn County Emergency Management Agency for record-keeping.

Pre-Scripted Messaging Templates

Each RSF will be provided with pre-scripted messaging templates. These templates will be modified and disseminated by the Coordinating Agency. The messaging templates are intended to facilitate regular and concise communication with Supporting Agencies. There are four templates included, which will accomplish the following:

- Notifying Supporting Agencies to standby for recovery and redevelopment operations;
- Activating Supporting Agencies for recovery and redevelopment operations;
- Notifying Supporting Agencies of recovery and redevelopment meetings or conference calls; and
- Explaining the process and deadlines for submitting public information release requests to RSF-1.

Execution Checklist

The Execution Checklist is intended to serve as a reference for the RSF-3 Coordinating Agency by listing specific action items that need to be accomplished during recovery and redevelopment operations. The Coordinating Agency may delegate responsibility for completing these tasks to Supporting Agencies, as appropriate.

Attachment 1: RSF-3 Coordination Meeting Agenda

**RECOVERY AND REDEVELOPMENT COORDINATION MEETING AGENDA
Brunswick-Glynn County**

Date: _____ Location or Call-in #: _____
 Time: _____

1. Introductions and Roll Call

Coordinating Agency	Name: _____ (Glynn Co. Health Dept.)
Supporting Agencies	Name/Agency: _____
	Name/Agency: _____

2. Event Details	
<i>Discussion Point</i>	<i>Notes</i>
<p>Are there any requests for information, updates, or recommendations from the local disaster recovery manager (LDRM)?</p> <ul style="list-style-type: none"> Which Recovery Support Function (RSF) is responsible for completing the action? 	
<p>Which of the activated RSFs, if any, would benefit from RSF-3 operational knowledge?</p>	
<p>What are the current challenges associated with the event? Consider:</p> <ul style="list-style-type: none"> Resource shortages Unmet needs Lack of infrastructure / supporting systems Logistical requirements Lack of information 	
<p>Identify existing resource requests within RSF-2 (submitted by Coordinating Agencies of RSFs 1-7 via WebEOC).</p>	
<p>How should the resource requests identified above be prioritized?</p> <ul style="list-style-type: none"> Ensure that resource requests align with pre-established recovery and redevelopment priorities. Refer to the relevant vision and goals described in the Disaster Recovery and Redevelopment Plan. 	
<p>What are the RSF's primary objectives at this time?</p> <ul style="list-style-type: none"> Who is responsible for accomplishing these tasks? 	
<p>What aspects of recovery or redevelopment operations need to be communicated to the public?</p> <ul style="list-style-type: none"> Coordinating Agency: review and approve public information requests. Deadlines for future requests? <p>Note: Messaging may be jurisdiction-dependent.</p>	
<p>What needs to be communicated to the LDR?</p>	

3. Action Items

<i>Action</i>	<i>Responsible Party</i>	<i>Due Date</i>

4. Next Conference Call / Adjourn

Date: _____ Location or Call-in #: _____
Time: _____

Attachment 2: Pre-Scripted Messaging Templates

Notification to Supporting Agencies: Standby

To be sent by: RSF-3 Coordinating Agency

Health and Social Services (RSF-3) Supporting Agencies,

You are receiving this email because Brunswick-Glynn County [HAS EXPERIENCED/IS EXPECTED TO EXPERIENCE] a disaster severe enough to warrant the activation of the county's Disaster Recovery and Redevelopment Plan (DRRP).

At this time, no action is required on your part. However, if the DRRP is activated, your Recovery Support Function (RSF) may be activated as well. During recovery and redevelopment operations, you will be expected to coordinate with agencies and organizations within your RSF to accomplish recovery and redevelopment objectives. Some of these objectives are already outlined in the DRRP while others will be communicated or decided at the time of the incident.

Your general responsibilities as a Supporting Agency include:

- Participating in RSF-specific and Core Planning Team (all stakeholders) meetings or conference calls.
- Reporting on the progress of recovery planning and achievement of objectives.
- Providing advocacy for key recovery and redevelopment programs.
- Providing high-level subject matter expertise during planning processes.
- Conducting damage and needs assessments and reporting the results to the Coordinating Agency.
- Sharing information about programs, funding, and projects to support countywide recovery and redevelopment according to the goals and visions outlined in the DRRP.

Glynn County Emergency Management Agency will continue to monitor the event. If the DRRP is activated, you will receive additional correspondence with further instructions. If you have any follow-up questions, you may contact [INSERT CONTACT INFO].

Thank you,

[INSERT AGENCY NAME],

Coordinating Agency for RSF-3

Notification to Supporting Agencies: RSF-3 Activated

To be sent by: RSF-3 Coordinating Agency

Health and Social Services (RSF-3) Supporting Agencies,

At this time, the Brunswick-Glynn County Disaster Recovery and Redevelopment Plan (DRRP) has been activated. The local disaster recovery manager (LDRM) has subsequently activated RSF-3 to support and coordinate recovery and redevelopment operations.

Due to the severity of [INSERT EVENT NAME], we will be convening a Coordination Meeting to identify unmet needs, resource shortages, and priorities for recovery and redevelopment. **Your role in this process is critical for obtaining clarity about the severity of the disaster and efficiently recovering from [INSERT EVENT NAME].**

Please plan to attend the Coordination Meeting, which will be held from [INSERT TIME] on [INSERT DATE]. You can join the conference call by dialing [INSERT PHONE NUMBER].

If you require additional assistance, please contact [INSERT NAME AND CONTACT INFORMATION].

Thank you,

[INSERT AGENCY NAME],

Coordinating Agency for RSF-3

Notification to Supporting Agencies: Follow-up Coordination Meeting

To be Sent by: RSF-3 Coordinating Agency

Health and Social Services (RSF-3) Supporting Agencies,

We will be convening a Coordination [CALL/MEETING] to identify unmet needs, resource shortages, and priorities for recovery and redevelopment. **Your role in this process is critical for balancing resource requirements, managing public expectations, and efficiently recovering from [INSERT EVENT NAME].**

Please plan to attend the Coordination [CALL/MEETING], which will be held from [INSERT TIME] on [INSERT DATE]. [IF CONVENING MEETING: The meeting will be held at: INSERT ADDRESS, ROOM NO.]. [IF CONVENING CONFERENCE CALL: You can join the conference call/meeting by dialing: INSERT PHONE NUMBER].

If you require additional assistance, please contact [INSERT NAME AND CONTACT INFORMATION].

Thank you,

[INSERT AGENCY NAME],

Coordinating Agency for RSF-3

Notification to Supporting Agencies: Public Information Release Process

To be sent by: RSF-3 Coordinating Agency

Health and Social Services (RSF-3) Supporting Agencies,

To ensure that public information releases related to RSF-3 operations are unified, accurate, and trustworthy, the following process for submitting public information release requests will be followed:

1. Requests for public information releases will be submitted first to your RSF's Coordinating Agency. The Coordinating Agency will review and approve these requests, as well as assign priority, if necessary. Requests should include the following information:
 - a. Name of requesting agency/organization
 - b. Intended audience (e.g., entire county, Jekyll Island, City of Brunswick, government employees)
 - c. Priority level (i.e., low, medium, high)
 - d. Desired method of sharing (e.g., county website, news broadcast, social media post)
 - e. Content of message (including deadlines, locations, contact information, websites, etc.)
3. The Coordinating Agency will submit the approved requests to RSF-1, which will determine a strategy for releasing the information and coordinate with the appropriate jurisdictions' public information officer(s) to release the message.

To have your public information release request approved, please submit all requests to [INSERT CONTACT INFORMATION FOR COORDINATING AGENCY] no later than [INSERT DEADLINE]. After reviewing the request, we will forward it to RSF-1 for review and approval. The message will be delivered according to the established press release schedule: [INSERT INFORMATION FROM RSF-1 ABOUT SCHEDULE].

Thank you,

[INSERT AGENCY NAME],

Coordinating Agency for RSF-3

Attachment 3: Execution Checklist

Preparedness Actions (Ongoing)
<input type="checkbox"/> Develop strategies to address recovery issues for health, behavioral health, and social services – particularly the needs of response and recovery workers, and access and functional needs populations.
<input type="checkbox"/> Collect, store and protect data concerning current condition of health and social services infrastructure.
<input type="checkbox"/> Develop medical surge logistics plan to accommodate local health department, hospital, and medical facilities capabilities. The plan should include staffing and supply capacity as well as facility capacity (including triage).
<input type="checkbox"/> Develop and maintain a health and social services resource directory.
Activation Actions
<input type="checkbox"/> Notify RSF-3 Supporting Agencies about activation using the pre-scripted messaging templates in the RSF-3 Appendix.
<input type="checkbox"/> Initiate the RSF-3 Coordination Meeting.
<input type="checkbox"/> Moderate discussion and recording notes and action items described during the Coordination Meeting.
<input type="checkbox"/> Ensure that pre-determined recovery and redevelopment objectives have been identified and communicated to local businesses.
Operational Actions
<input type="checkbox"/> Moderate discussion and record notes and action items described during the Coordination Meetings.
<input type="checkbox"/> Conduct health and social services damage and needs assessments.
<input type="checkbox"/> Coordinate with RSF-1 to provide services at Disaster Recovery Centers so that survivors can apply for various types of social and human services, including special needs assistance; case management; crisis counseling; family recovery assistance; child care services; and nutrition.
<input type="checkbox"/> Coordinate family and pet reunification and identification of minors requiring legal guardianship.
<input type="checkbox"/> Monitor and prevent the emergence of public health conditions, diseases, or illnesses by protecting the safety of water and food sources.
<input type="checkbox"/> Facilitate and assist with damage and need assessments to determine which resources, if any, are required to support recovery and redevelopment.
<input type="checkbox"/> Coordinate with Supporting Agencies to establish recovery and redevelopment priorities specific to RSF-3.
<input type="checkbox"/> Manage and adjudicate resource requests within RSF-3 to support long-term recovery and redevelopment.
<input type="checkbox"/> Coordinate with public health agencies to monitor and research latent health issues and protect public health and safety, to the extent possible.
<input type="checkbox"/> Provide input to RSF-1 regarding the disaster-specific strategic plan for recovery and redevelopment operations. RSF-1 will be responsible for developing the plan, but RSF-3 will provide subject matter expertise and insight.

Operational Actions
<input type="checkbox"/> Reach out to RSF-1 to establish a process for reporting progress on recovery and redevelopment operations.
<input type="checkbox"/> Assign responsibility for RSF-3 operational objectives, as appropriate.
<input type="checkbox"/> Notify RSF-3 of Coordination Meetings using pre-scripted messaging templates as many times as necessary.
<input type="checkbox"/> Communicate deadlines and send reminders about requests for public information release requests to Supporting Agencies using pre-scripted communications. Send the reminders as many times as necessary to ensure the protocol is upheld.
Demobilization Actions
<input type="checkbox"/> Obtain approval from the LDRM to demobilize the RSF.
<input type="checkbox"/> Participate in after-action reporting. Provide feedback to support future revisions to the Disaster Recovery and Redevelopment Plan.
<input type="checkbox"/> Collect and store all completed forms and consult with the Recovery Planning Section for appropriate storage location if appropriate.

Attachment 4: Contact Information

RSF-1 CONTACT INFORMATION Brunswick-Glynn County	
Coordinating Agency	
<p>Name: Brant Phelps Agency: Glynn County Health Department Phone: (912) 264-3961 Email: brant.phelps@dph.ga.gov</p>	
Supporting Agencies	
<p>Name: Barbara Meyers Agency: Coastal Community Health Services Phone: (912) 275-8028 Email: bmeyers@coastalehs.org</p>	<p>Name: Bill Cozine Agency: Civil Air Patrol Phone: (770) 428-9031 Email: billfish@comcast.net</p>
<p>Name: Bryan Sipe Agency: College of Coastal Georgia Phone: (912) 279-5700 Email: bsipe@ccga.edu</p>	<p>Name: Butch Gearhart Agency: Hospice of Golden Isles Phone: (912) 265-4735 Email: Butchgearhart@hospice.me</p>
<p>Name: David Hainley Agency: Glynn County Community Development Department Phone: (912) 554-7428 Email: dhainley@glynncounty-ga.gov</p>	<p>Name: Donny Harris Agency: Magnolia Manor Phone: (912) 638-3844 Email: Donharris@magnoliamanor.com</p>
<p>Name: Howard Mann Agency: Glynn County School System Phone: (912) 267-4100 Email: hmann@glynn.k12.ga.us</p>	<p>Name: Jay Wiggins Agency: Glynn County Emergency Management Agency Phone: (912) 267-5678 Email: jwiggins@glynncounty-ga.gov</p>
<p>Name: John Powell Agency: Glynn County Community Services Phone: (912) 554-7736 Email: jrpowell@glynncounty-ga.gov</p>	<p>Name: Karen Andrews Daniel Agency: Brunswick Senior Care Center Phone: (912) 265-8528 Email: karen1@sghs.org</p>
<p>Name: GCEMA Representative</p>	<p>Name: Marc Nen Agency: Coroner</p>

BRUNSWICK-GLYNN COUNTY
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<p>Agency: Glynn County Emergency Management Agency Phone: (912) 267-5678 Email: gcema@glynncounty-ga.gov</p>	<p>Phone: (912) 554-7396 Email: marcnen@glynncounty-ga.gov</p>
<p>Name: MaryJane Hurd Agency: Deputy Coroner Phone: (912) 554-7396 Email: mjhurd@glynncounty-ga.gov</p>	<p>Name: Todd Wyckoff Agency: Georgia Department of Public Health (Coastal Health District) Phone: (912) 262-2300 Email: todd.wyckoff@dph.ga.gov</p>
<p>Name: Connie Bach Agency: Humane Society of South Coastal Georgia Phone: (912) 264-6246 Email: connie@hssc.org</p>	<p>Name: Ron Corbett Agency: Glynn County Sheriff's Office Phone: (912) 554-7600 Email: rcorbett@glynncounty-ga.gov</p>
<p>Name: Matt Doering Agency: Glynn County Police Department Phone: (912) 554-7800 Email: gcpdchief@glynncounty-ga.gov</p>	<p>Agency: Glynn County Department of Family and Children Services Phone: (912) 264-7211</p>
<p>Agency: American Red Cross Phone: (912) 265-1695</p>	<p>Agency: FaithWorks Phone: (912) 261-8512</p>
<p>Agency: Glynn County Fire Department Phone: (912) 554-7779</p>	<p>Agency: St. Simons-by-the-Sea Phone: (800) 821-7224</p>
<p>Agency: Southeast Georgia Health System Brunswick Campus Phone: (912) 446-7000</p>	<p>Agency: Benchmark Human Services Phone: (478) 451-0557</p>
<p>Agency: Grace House Phone: (912) 275-7864</p>	<p>Agency: Sparrow's Nest Phone: (912) 261-8959</p>
<p>Agency: Boys and Girls Clubs Phone: (912) 265-1455</p>	<p>Agency: Faith Bridge Phone: (678) 690-7100</p>
<p>Agency: Glynn County Animal Control Phone: (912) 554-7500</p>	<p>Agency: Salvation Army Phone: (912) 265-9381</p>
<p>Agency: Amity House Phone: (912) 264-4357</p>	<p>Agency: Safe Harbor Phone: (912) 267-6000</p>

Agency: Morningstar Children and Family Services, Inc. Phone: (912) 267-3700	Agency: Gateway Behavioral Health Phone: (866) 557-9955
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Appendix E-4: Recovery Support Function 4 – Housing

1.0 Introduction

The purpose of this appendix is to provide stakeholders within Recovery Support Function 4 (RSF-4) with operational guidance and tools to support long-term recovery and redevelopment. RSF-4 holds the primary responsibility for developing and implementing programs and policies to ensure the provision of housing services by assisting residents of Glynn County who are displaced from their home for an extended period due to a disaster.

1.1 Purpose, Scope, and Applicability

The purpose of this appendix is to outline the roles, responsibilities, and activities of the Coordinating Agency and Supporting Agencies for recovery operations. This appendix will facilitate coordination between the public, private, and non-profit sectors to address long-term resource recovery needs by providing a framework for coordination with local, state, and federal agencies and organizations.

This appendix provides a flexible framework for organizations and decision-making tools to deploy in any incident (natural or human-caused) that may have recovery consequences—whether it results in a Presidential Disaster Declaration or Governor’s State of Emergency or not.

This appendix applies to the designated Coordinating Agency and Supporting Agencies.

2.0 Planning Assumptions

- All planning assumptions and maintenance responsibilities stipulated in the DRRP Base Plan will also apply to this appendix.
- Individuals appointed to act as the Coordinating Agency or as Supporting Agencies will have the level of authority within the organization that allows them to commit resources and personnel to long-term recovery and redevelopment efforts.
- Short-Term Recovery Operations (Section 5.2) exclude immediate life-safety and property-protection objectives, which are captured in the Glynn County Emergency Operations Plan and will be performed by emergency response personnel during the emergency response phase.

3.0 Housing Recovery and Redevelopment Goals

The Coordinating and Supporting Agencies of RSF-4 have identified the following goals, which are intended to support the vision and goals of the DRRP and improve recovery and redevelopment operations in the future. The RSF-4 Coordinating Agency is responsible for tracking progress on these goals and providing updates to RSF-1. Note: “Immediate” timeframe is considered zero to 12 months; “Short-Term” is considered 13 months to 5 years; and “Long-Term” is considered five years or more.

Action	Pre-Disaster/ Post-Disaster	Immediate/Short-Term/ Long-Term
Identify statutory, regulatory, and policy issues that contribute to gaps, inconsistencies, and unmet needs in housing disaster survivors.	Pre-Disaster Post-Disaster	Short-Term

Action	Pre-Disaster/ Post-Disaster	Immediate/Short-Term/ Long-Term
Collect, store, and protect data concerning current stock and condition of housing.	Pre- Disaster	Short-Term
Develop strategies to address interim housing issues. (Interim housing refers to housing that provides a “bridge” between short-term sheltering and long-term reconstruction of permanent housing, allowing residents to resume normal life and economic activity until their homes are rebuilt or relocated.)	Pre-Disaster	Short-Term
Develop event-specific policies, procedures, and programs to implement housing reconstruction and relocation strategies.	Pre-Disaster Post-Disaster	Long-Term
Implement programs to facilitate long-term reconstruction and relocation, including technical assistance and financial tools related to rebuilding in-place and/or permanent relocation, if necessary.	Pre-Disaster	Short-Term
Establish processes for rapid permitting (e.g., repair, rebuilding).	Pre-Disaster Post-Disaster	Short-Term
Determine pre-approved contractors prior to disaster.	Pre-Disaster	Long-Term
Ensure housing is developed in or around economic activity centers to ease the burden of commuting for citizens and support economic development.	Pre-Disaster	Long-Term
Establish guidelines/initiatives for future mitigation in repair/rebuilding processes.	Pre-Disaster	Long-Term
Develop a housing plan that includes discussions of temporary and long-term smaller homes (i.e., tiny houses, reconditioned storage containers).	Pre-Disaster	Short-Term

4.0 Roles and Responsibilities

The Coordinating Agency for RSF-4 is the Glynn County Development Review Team. The Coordinating agency is responsible for facilitating communication and liaising with RSF-1 to ensure that operations within RSF-4 adhere to and support the county’s pre-determined goals and the disaster-specific strategic plan.⁹ Supporting Agencies will provide relevant updates about recovery and redevelopment operations to support this coordination.

⁹ The disaster-specific strategic plan will be developed by RSF-1. Once it is complete it will be shared with the public and RSFs 2-7.

Department / Entity	
Coordinating Agency	Glynn County Development Review Team
Supporting Agencies	Glynn County Building Department GCEMA Glynn County Animal Control Glynn County Fire Department City of Brunswick Fire Department City of Brunswick Housing Authority City of Brunswick Development Review Team American Red Cross Humane Society Home Builders/Developers Associations Savannah Food Truck Association Glynn County GIS City of Brunswick City Neighborhood Planning Assembly College of Coastal Georgia Federal Law Enforcement Training Centers Golden Isles Convention and Visitor's Bureau Habitat for Humanity Building A Better Brunswick Coastal Action Area Agency St. Simons Land Trust Realty Association

4.1 Coordinating Agency

The RSF-4 Coordinating Agency's primary responsibilities include:

- Planning for, integrating, and monitoring disaster recovery programs relevant to RSF-2 operations after coordinating approval for these programs with RSF-1 and the LDRM.
- Facilitating coordination and communication between Supporting Agencies of RSF-2 and RSF-1.
- Determining disaster-specific recovery and redevelopment operations within RSF-4. (Priorities for the entire event will be determined by RSF-1.)
- Advocating for programs, policies, and procedures that will ensure the provision of housing services by assisting residents of Glynn County who are displaced from their home for an extended period due to a disaster.
- Reviewing and relaying requests, informational updates, and recommendations for disaster recovery and redevelopment operations to the RSF-1.
- Reporting and delivering assignments or requests from RSF-1 to RSF-4 Supporting Agencies.
- Reviewing and approving requests to release public information prior to submitting them to RSF-1 for review.
- Assessing the status and needs of businesses in the county and communicating those needs to RSF-1 to help guide recovery and redevelopment operations.

The Coordinating Agencies assigned in the DRRP are as follows:

RSF Number	Name of Coordinating Department / Entity
1 – Community Planning	Glynn County Sheriff’s Office
2 – Economic Redevelopment	Golden Isles Convention and Visitor’s Bureau
3 – Health and Social Services	Glynn County Health Department
4 – Housing	Glynn County Development Review Team
5 – Infrastructure Systems	Jekyll Island Authority / City of Brunswick / Glynn County
6 – Natural and Cultural Resources	Jekyll Island Authority / Glynn County Public Works (Parks Dept.)
7 – Volunteer Organizations	Glynn County Emergency Management Agency

4.2 Supporting agencies

Supporting Agencies are responsible for providing the following information and assistance to the Coordinating Agencies to achieve the objectives related to this RSF:

- Provide information on specific impacts.
- Update on progress of recovery planning at an RSF level.
- Provide advocacy for key economic recovery and redevelopment programs.
- Provide high-level subject matter expertise.
- Identify interdependencies between RSFs and strategize about potential resolutions.
- Conduct damage and needs assessments and report the results to the Coordinating Agency.

5.0 Concept of Operations

This appendix provides a flexible framework for organization and decision-making before, during and after all-hazards incidents causing a significant impact to the community. The appendix provides a strategic framework for coordination as well as tactical tools to achieve the goals and vision described in the DRRP.

RSF-4 agencies will coordinate via in-person or virtual meetings (i.e., teleconferences) to establish operational priorities and objectives and to report progress on the tasks described in Sections 5.1 and 5.2. The Coordinating Agency will coordinate with both RSF-1 and Supporting Agencies to assign responsibility for completion of various recovery and redevelopment actions. Planning and record-keeping will be done in coordination with Glynn County Emergency Management Agency. Attachments 1-3 of this appendix contain operational tools to support this process (see Section 5.4 for more information).

5.1 Short-Term Recovery Operations

Short-term recovery objectives and actions are to be addressed as quickly as possible after the activation of the RSF-4. Some of these objectives/actions may start during the response phase, but will transition into short-term recovery.

Assess and communicate the need for longer term sheltering operations. The Coordinating Agency will assess the need for long-term sheltering. These assessments should be developed in collaboration with the damage assessment process. Using online tools, the need for long-term sheltering should be shared with stakeholders to facilitate long-term shelter planning. RSF-4 is responsible for developing an estimate of the number of displaced households, current sheltering situation, the condition of pre-disaster residences, and an estimate of the duration of each household's displacement. The estimate should also include information such as:

- Location of pre-disaster residence;
- Composition of the household (i.e., one person, four people);
- Current pet population and anticipated pet sheltering needs;
- Ages of household members; and
- Special considerations for the household (e.g., medical needs, access and functional needs).

Manage the transition from sheltering to intermediate or long-term housing. In collaboration with RSF-3 and RSF-5, the Coordinating Agency should facilitate the transition of the impacted population from shelters to intermediate or long-term housing options. As part of this process, RSF-4 is responsible for:

- Coordinating the consolidation of shelters as residents' transition from shelters to longer-term housing solutions.
- Assessing and communicating housing needs and estimated costs to state and federal agencies.
- Beginning implementation of intermediate housing strategies.
- Providing public information related to intermediate housing and consolidation of open shelters.

Establish and implement consumer-protection and reporting safeguards. In coordination with RSF-1, RSF-2, and the public information officer, RSF-4 will provide information to the public regarding complaints related to contractors or other abusive business practices, and where appropriate, will provide those complaints to relevant officials such as the county's legal representation.

5.2 Intermediate and Long-Term Recovery Operations

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 a normal or improved state.

Ensure housing affordability. Coordinate efforts to ensure affordable housing is provided to displaced individuals and households. This may include coordinating the management of U.S. Department of Housing and Urban Development (HUD) affordable housing programs, as well as re-certifications for housing units that were classified as affordable prior to the disaster, but require repairs due to the disaster.

Manage interim housing funding. When utilized as part of the intermediate housing strategy, the Intermediate Housing Recovery Group will administer the flow of federal and other funds. These may include funds from HUD or other financial assistance programs.

Implement programs to facilitate long-term resilient reconstruction and new construction.

In collaboration with the RSF-1 and RSF-5, RSF-4 will support implementation of policies, procedures, and programs to rehabilitate, reconstruct, or relocate permanent housing. In some cases, this may include:

- Providing technical assistance and guidance on financial resources available to individuals and homeowners.
- Managing land bank programs.
- Developing land use strategies to support urban planning initiatives.
- Promoting hazard mitigation and resilience strategies.

Monitor insurance issues. In collaboration with the State of Georgia, RSF-4 will monitor issues related to insurance premiums and coverage. This includes working with private insurers, where necessary, to ensure that rates and coverage allow for housing recovery to be maintained in the county.

Provide public information related to long-term housing. In collaboration with RSF-1 and the public information officer, RSF-4 will provide information to the public regarding long-term housing programs and resources. This information should include:

- Information regarding programs that provide assistance for housing reconstruction and rehabilitation;
- Information regarding changes to community planning and zoning regulations, specifically as it applies to permitting processes and zoning changes;
- Changes to community housing plans; and
- Information regarding the restoration of infrastructure necessary to initiate reconstruction or new home construction.

5.3 Activation/Demobilization

- Activation:
 - Refer to appropriate RSF Appendix of the DRRP.
 - The Coordinating Agency will modify and disseminate pre-scripted activation messaging template to the RSF-4 Supporting Agencies.
 - Notification to Supporting Agencies: Standby
 - Notification to Supporting Agencies: RSF-4 Activated
 - The Coordinating Agency will convene the first RSF Coordination Meeting.
- Demobilization
 - Obtain approval from the LDRM to demobilize the RSF.
 - Collect and store all completed forms and consult with Glynn County Emergency Management Agency for appropriate storage location if appropriate.
 - Because Brunswick-Glynn County consists of multiple jurisdictions with varying capabilities, demobilization may not occur at the same time.

5.4 Summary of Operational Tools

RSF-4 Coordination Meeting Agenda

Once RSF-4 has been activated, the Coordinating Agency will convene virtual or in-person meetings to discuss the aspects of recovery and redevelopment operations relevant to the objectives and goals set forth in this appendix.

The Coordinating Agency (or designated Supporting Agency[ies]) will be responsible for distributing and completing the following agenda for each Coordination Meeting that takes place throughout long-term recovery and redevelopment operations. Once completed, copies of this agenda will be provided to Glynn County Emergency Management Agency for record-keeping.

Pre-Scripted Messaging Templates

Each RSF will be provided with pre-scripted messaging templates. These templates will be modified and disseminated by the Coordinating Agency. The messaging templates are intended to facilitate regular and concise communication with Supporting Agencies. There are four templates included, which will accomplish the following:

- Notifying Supporting Agencies to standby for recovery and redevelopment operations;
- Activating Supporting Agencies for recovery and redevelopment operations;
- Notifying Supporting Agencies of recovery and redevelopment meetings or conference calls; and
- Explaining the process and deadlines for submitting public information release requests to RSF-1.

Execution Checklist

The Execution Checklist is intended to serve as a reference for the RSF-4 Coordinating Agency by listing specific action items that need to be accomplished during recovery and redevelopment operations. The Coordinating Agency may delegate responsibility for completing these tasks to Supporting Agencies, as appropriate.

Attachment 1: RSF-4 Coordination Meeting Agenda

**RECOVERY AND REDEVELOPMENT COORDINATION MEETING AGENDA
Brunswick-Glynn County**

Date: _____ Location or Call-in #: _____
Time: _____

1. Introductions and Roll Call

Coordinating Agency	Name: _____ (Glynn County Development Review Team)
Supporting Agencies	Name/Agency: _____
	Name/Agency: _____

2. Event Details	
<i>Discussion Point</i>	<i>Notes</i>
<p>Are there any requests for information, updates, or recommendations from the local disaster recovery manager (LDRM)?</p> <ul style="list-style-type: none"> Which Recovery Support Function (RSF) is responsible for completing the action? 	
<p>Which of the activated RSFs, if any, would benefit from RSF-4 operational knowledge?</p> <ul style="list-style-type: none"> Consider RSF-2, RSF-3, RSF-5, RSF-7 	
<p>What are the current challenges associated with the event? Consider:</p> <ul style="list-style-type: none"> Resource shortages Unmet needs Lack of infrastructure / supporting systems Logistical requirements Lack of information 	
<p>Identify existing resource requests within RSF-4 (submitted by Coordinating Agencies of RSFs 1-7 via WebEOC).</p>	
<p>How should the resource requests identified above be prioritized?</p> <ul style="list-style-type: none"> Ensure that resource requests align with pre-established recovery and redevelopment priorities. Refer to the relevant vision and goals described in the Disaster Recovery and Redevelopment Plan. 	
<p>What are the RSF's primary objectives at this time?</p> <ul style="list-style-type: none"> Who is responsible for accomplishing these tasks? 	
<p>What aspects of recovery or redevelopment operations need to be communicated to the public?</p> <ul style="list-style-type: none"> Coordinating Agency: review and approve public information requests. Deadlines for future requests? <p>(Note: Messaging may be jurisdiction-dependent.)</p>	
<p>What needs to be communicated to the LDRM?</p>	

3. Action Items		
<i>Action</i>	<i>Responsible Party</i>	<i>Due Date</i>

4. Next Conference Call / Adjourn	
Date: _____	Location or Call-in #: _____
Time: _____	_____

Attachment 2: Pre-Scripted Messaging Templates

Notification to Supporting Agencies: Standby

To be sent by: RSF-4 Coordinating Agency

Economic Redevelopment (RSF-4) Supporting Agencies,

You are receiving this email because Brunswick-Glynn County [HAS EXPERIENCED/IS EXPECTED TO EXPERIENCE] a disaster severe enough to warrant the activation of the county's Disaster Recovery and Redevelopment Plan (DRRP).

At this time, no action is required on your part. However, if the DRRP is activated, your Recovery Support Function (RSF) may be activated as well. During recovery and redevelopment operations, you will be expected to coordinate with agencies and organizations within your RSF to accomplish recovery and redevelopment objectives. Some of these objectives are already outlined in the DRRP while others will be communicated or decided at the time of the incident.

Your general responsibilities as a Supporting Agency include:

- Participating in RSF-specific and Core Planning Team (all stakeholders) meetings or conference calls.
- Reporting on the progress of recovery planning and achievement of objectives.
- Providing advocacy for key recovery and redevelopment programs.
- Providing high-level subject matter expertise during planning processes.
- Conducting damage and needs assessments and reporting the results to the Coordinating Agency.
- Sharing information about programs, funding, and projects to support countywide recovery and redevelopment according to the goals and visions outlined in the DRRP.

Glynn County Emergency Management Agency will continue to monitor the event. If the DRRP is activated, you will receive additional correspondence with further instructions. If you have any follow-up questions, you may contact [INSERT CONTACT INFO].

Thank you,

[INSERT AGENCY NAME],

Coordinating Agency for RSF-4

Notification to Supporting Agencies: RSF-4 Activated

To be sent by: RSF-4 Coordinating Agency

Housing (RSF-4) Supporting Agencies,

At this time, the Brunswick-Glynn County Disaster Recovery and Redevelopment Plan (DRRP) has been activated. The local disaster recovery manager (LDRM) has subsequently activated RSF-2 to support and coordinate recovery and redevelopment operations.

Due to the severity of [INSERT EVENT NAME], we will be convening a Coordination Meeting to identify unmet needs, resource shortages, and priorities for recovery and redevelopment. **Your role in this process is critical for obtaining clarity about the severity of the disaster and efficiently recovering from [INSERT EVENT NAME].**

Please plan to attend the Coordination Meeting, which will be held from [INSERT TIME] on [INSERT DATE]. You can join the conference call by dialing [INSERT PHONE NUMBER].

If you require additional assistance, please contact [INSERT NAME AND CONTACT INFORMATION].

Thank you,

[INSERT AGENCY NAME],

Coordinating Agency for RSF-4

Notification to Supporting Agencies: Follow-up Coordination Meeting

To be Sent by: RSF-4 Coordinating Agency

Housing (RSF-4) Supporting Agencies,

We will be convening a Coordination [CALL/MEETING] to identify unmet needs, resource shortages, and priorities for recovery and redevelopment. **Your role in this process is critical for balancing resource requirements, managing public expectations, and efficiently recovering from [INSERT EVENT NAME].**

Please plan to attend the Coordination [CALL/MEETING], which will be held from [INSERT TIME] on [INSERT DATE]. [IF CONVENING MEETING: The meeting will be held at: INSERT ADDRESS, ROOM NO.]. [IF CONVENING CONFERENCE CALL: You can join the conference call/meeting by dialing: INSERT PHONE NUMBER].

If you require additional assistance, please contact [INSERT NAME AND CONTACT INFORMATION].

Thank you,

[INSERT AGENCY NAME],

Coordinating Agency for RSF-4

Notification to Supporting Agencies: Public Information Release Process

To be sent by: RSF-4 Coordinating Agency

Housing (RSF-4) Supporting Agencies,

To ensure public information releases related to RSF-4 operations are unified, accurate, and trustworthy, the following process for submitting public information release requests will be followed:

1. Requests for public information releases will be submitted first to your RSF's Coordinating Agency. The Coordinating Agency will review and approve these requests, as well as assign priority, if necessary. Requests should include the following information:
 - a. Name of requesting agency/organization.
 - b. Intended audience (e.g., entire county, Jekyll Island, City of Brunswick, government employees).
 - c. Priority level (i.e., low, medium, high).
 - d. Desired method of sharing (e.g., county website, news broadcast, social media post).
 - e. Content of message (be sure to include deadlines, locations, contact information, websites, etc.).
2. The Coordinating Agency will submit the approved requests to RSF-1, who will determine a strategy for releasing the information and coordinate with the appropriate jurisdictions' public information officer(s) to release the message.

To have your public information release request approved, please submit all requests to [INSERT CONTACT INFORMATION FOR COORDINATING AGENCY] no later than [INSERT DEADLINE]. After reviewing the request, we will forward it to RSF-1 for review and approval. The message will be delivered according to the established press release schedule: [INSERT INFORMATION FROM RSF-1 ABOUT SCHEDULE].

Thank you,

[INSERT AGENCY NAME],

Coordinating Agency for RSF-4

Attachment 3: Execution Checklist

Preparedness Actions (Ongoing)
<input type="checkbox"/> Coordinate with RSF-1 to provide support, expertise, and recommendations for achieving long-term modifications to building codes, zoning codes, and post-disaster policies that will facilitate the expeditious recovery and redevelopment of Glynn County.
<input type="checkbox"/> Identify statutory, regulatory, and policy issues that contribute to gaps, inconsistencies, and unmet needs of housing disaster survivors.
<input type="checkbox"/> Develop strategies to address interim housing issues. (Interim housing refers to housing that provides a “bridge” between short-term sheltering and long-term reconstruction of permanent housing, allowing residents to resume normal life and economic activity until their homes are rebuilt or relocated.)
<input type="checkbox"/> Develop a housing plan that includes discussions of temporary and long-term smaller homes (e.g., tiny houses, repurposed storage containers).
Activation Actions
<input type="checkbox"/> Notify RSF-4 Supporting Agencies about activation using the pre-scripted messaging templates in the RSF-2 Appendix.
<input type="checkbox"/> Initiate the RSF-4 Coordination Meeting.
<input type="checkbox"/> Moderate discussion and recording notes and action items described during the Coordination Meeting.
<input type="checkbox"/> Ensure that pre-determined recovery and redevelopment objectives have been identified and communicated to local businesses.
Operational Actions
<input type="checkbox"/> Moderate discussion and record notes and action items described during the Coordination Meetings.
<input type="checkbox"/> Determine a strategy for engaging with members of the public to identify, report, and follow up on legal concerns or abuses regarding reconstruction or rehabilitation of the housing stock.
<input type="checkbox"/> Develop event-specific policies, procedures, and programs to implement housing reconstruction and relocation strategies.
<input type="checkbox"/> Coordinate the activation or establishment of post-disaster building codes and permitting processes that will expedite recovery and redevelopment operations without compromising safety.
<input type="checkbox"/> Coordinate with RSF-1 to provide services at Disaster Recovery Centers so that residents can gain access to housing resources, information, and guidance.
<input type="checkbox"/> Facilitate and assist with damage and needs assessments to determine which resources, if any, are required to support recovery and redevelopment.
<input type="checkbox"/> Coordinate with Supporting Agencies to establish recovery and redevelopment priorities specific to RSF-4.
<input type="checkbox"/> Manage and adjudicate resource requests within RSF-4 to support long-term recovery and redevelopment.

Operational Actions
<input type="checkbox"/> Assess and communicate the need for long-term community housing. Coordinate with other RSFs as needed to develop a strategy for identifying and securing long-term community housing. Assume responsibility for implementing this strategy, including the transition from shelters to long-term housing facilities. Refer to existing planning documents to guide the development of this strategy.
<input type="checkbox"/> Develop a long-term housing redevelopment and relocation strategy to build back housing stock.
<input type="checkbox"/> Provide input to RSF-1 regarding the disaster-specific strategic plan for recovery and redevelopment operations. RSF-1 will be responsible for developing the plan, but RSF-2 will provide subject matter expertise and insight.
<input type="checkbox"/> Reach out to RSF-1 to establish a process for reporting progress on recovery and redevelopment operations.
<input type="checkbox"/> Assign responsibility for RSF-2 operational objectives, as appropriate.
<input type="checkbox"/> Notify RSF-2 of Coordination Meetings using pre-scripted messaging templates as many times as necessary.
<input type="checkbox"/> Communicate deadlines and send reminders about requests for public information release requests to Supporting Agencies using pre-scripted communications. Send the reminders as many times as necessary to ensure the protocol is upheld.
Demobilization Actions
<input type="checkbox"/> Obtain approval from the local disaster recovery manager to demobilize the RSF.
<input type="checkbox"/> Participate in after-action reporting. Provide feedback to support future revisions to the Disaster Recovery and Redevelopment Plan.
<input type="checkbox"/> Collect and store all completed forms and consult with Glynn County Emergency Management Agency for appropriate storage location, if appropriate.

Attachment 4: Contact Information

RSF-4 CONTACT INFORMATION Brunswick-Glynn County	
Coordinating Agency	
Agency: Glynn County Development Review Team Phone: (912) 554-7436	
Supporting Agencies	
Name: Ellis T. Carter, Jr. Agency: Glynn County Building Department Phone: (912) 554-7456 Email: ecarter@glynncounty-ga.gov	Name: Jay Wiggins Agency: Glynn County Emergency Management Agency Phone: (912) 267-5678 Email: jwiggins@glynncounty-ga.gov
Name: Julie Holmes-Taylor Agency: Glynn County Animal Control Phone: (912) 554-7500 Email: jholmes-taylor@glynncounty-ga.gov	Name: GCEMA Representative Agency: Glynn County Emergency Management Agency Phone: (912) 267-5678 Email: gcema@glynncounty-ga.gov
Name: Randolph Jordan Agency: Glynn County Fire Department Phone: (912) 554-7779 Email: rjordan@glynncounty-ga.gov	Name: Randy Mobley Agency: City of Brunswick Fire Department Phone: (912) 267-5550 Email: rmobley@cityofbrunswick-ga.gov
Name: Stacey Rogers Agency: FLETC Phone: (912) 267-2100 Email: stacey.rogers@fletc.dhs.gov	Name: Robert Nyers Agency: Glynn County GIS Phone: (912) 554-7418 Email: bnyers@glynncounty-ga.gov
Name: Connie Bach Agency: Humane Society of South Coastal Georgia Phone: (912) 264-6246 Email: connie@hsscga.org	Name: Bryan Sipe Agency: College of Coastal Georgia Phone: (912) 279-5700 Email: bsipe@ccga.edu
Agency: City of Brunswick Housing Authority Phone: (912) 265-1334	Name: Scott McQuade Agency: Golden Isles Convention and Visitor's Bureau Phone: (912) 265-0620 Email: scott@goldenisles.com
Agency: Savannah Food Truck Association Phone: (706) 319-1919	Agency: City of Brunswick City Neighborhood Planning Assembly Phone: (912) 267-5500

BRUNSWICK-GLYNN COUNTY
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Agency: American Red Cross Phone: (912) 265-1695	Agency: Home Builders/Developers Association Phone: (912) 466-9009
Agency: Habitat for Humanity Phone: (912) 265-7455	Agency: Coastal Action Area Agency Phone: (912) 264-3281
Agency: Building a Better Brunswick Phone: N/A	Agency: St. Simons Land Trust Phone: (912) 638-9109
Agency: Realty Association Phone: (912) 264-2915	

Appendix E-5: Recovery Support Function 5 – Infrastructure Systems

1.0 Introduction

The purpose of this appendix is to provide stakeholders within Recovery Support Function 5 (RSF-5) with operational guidance and tools to support long-term recovery and redevelopment. RSF-5 holds the primary responsibility for coordinating public, private, and non-profit efforts to maintain and restore facilities, infrastructure systems, and related services located in Glynn County.

1.1 Purpose, Scope, and Applicability

The purpose of this appendix is to outline the roles, responsibilities, and activities of the Coordinating Agency and Supporting Agencies for recovery operations. This appendix will facilitate coordination between the public, private, and non-profit sectors to address long-term resource recovery needs by providing a framework for coordination with local, state, and federal agencies and organizations.

This appendix provides a flexible framework for organizations and decision-making tools to deploy in any incident (natural or human-caused) that may have recovery consequences—whether it results in a Presidential Disaster Declaration or Governor’s State of Emergency or not.

This appendix applies to the designated Coordinating Agency and Supporting Agencies.

2.0 Planning Assumptions

- All planning assumptions and maintenance responsibilities stipulated in the DRRP Base Plan will also apply to this appendix.
- Individuals appointed to act as the Coordinating Agency or as Supporting Agencies will have the level of authority within the organization that allows them to commit resources and personnel to long-term recovery and redevelopment efforts.
- Short-Term Recovery Operations (Section 5.2) exclude immediate life-safety and property-protection objectives, which are captured in the Glynn County Emergency Operations Plan and will be performed by emergency response personnel during the emergency response phase.

3.0 Infrastructure Systems Recovery and Development Goals

The Coordinating and Supporting Agencies of RSF-5 have identified the following goals, which are intended to support the vision and goals of the DRRP and improve recovery and redevelopment operations in the future. The RSF-5 Coordinating Agency is responsible for tracking progress on these goals and providing updates to RSF-1. Note: “Immediate” timeframe is considered zero to 12 months; “Short-Term” is considered 13 months to five years; and “Long-Term” is considered five years or more.

Action	Pre-Disaster/ Post-Disaster	Immediate/Short- Term/Long-Term
Collect, store, and protect data concerning current condition of community infrastructure (such as utilities, schools, and public buildings). Understand what data FEMA, state, and private sector relief programs will require to obtain recovery assistance. Designate a location to house this data and person(s) responsible for maintaining it.	Pre-Disaster	Ongoing Short-Term
Develop a list of priority post-disaster recovery projects, including mitigation projects and critical facilities. This list of priorities may change depending on the scope and nature of the incident.	Pre-Disaster Post-Disaster	Immediate
Properly procure, through a full, fair, and open competitive process, stand-by contracts with disaster recovery and debris management contractors (e.g., engineering, construction, infrastructure, supplies and materials).	Pre-Disaster and Post-Disaster	Ongoing Short-Term
Conduct infrastructure damage and needs assessments. Coordinate with GIS as needed.	Post-Disaster	Immediate
Identify priority transportation routes and development plans for repair/mitigation/improvement and ensure that these routes provide access between residential areas and economic activity centers. Explore options for securing Mutual Aid Agreements or Memoranda of Understanding to provide transportation from St. Simons and Jekyll Island to the mainland.	Pre-Disaster	Short-Term
Ensure communication and planning incorporates power, natural gas, and telecom companies for repair, mitigation, and improvement. Strategically pursue opportunities to engage stakeholders in these sectors in planning, response, and recovery.	Pre-Disaster	Long-Term
Communicate with infrastructure and public facilities to develop a plan for expansion efforts that ensures facilities are not within high hazard zones.	Pre-Disaster	Long-Term
Identify alternate routes for heavy equipment, trucks and those carrying hazardous materials countywide. Develop a long-term plan for increasing roadway bridge redundancy to ensure that survivors have access to economic activity centers. Coordinate with Georgia Department of Transportation as needed.	Pre-Disaster Post-Disaster	Long-Term
Develop guidelines for protection of key infrastructure sites from hazards in their current locations (e.g., lift stations, access roads).	Pre-Disaster	Long-Term

Action	Pre-Disaster/ Post-Disaster	Immediate/Short- Term/Long-Term
Revise building and zoning codes regulating the placement and construction of utilities to enhance physical resilience (e.g., regulating placement of utility cables underground, mounting stoplights to poles).	Pre-Disaster Post-Disaster	Long-Term

4.0 Roles and Responsibilities

The Coordinating Agency for RSF-5 is the City of Brunswick/Glynn County/Jekyll Island Authority. The Coordinating Agency is responsible for facilitating communication and liaising with RSF-1 to ensure that operations within RSF-2 adhere to and support the county’s pre-determined goals and the disaster-specific strategic plan.¹⁰ Supporting Agencies will provide relevant updates about recovery and redevelopment operations to support this coordination.

Department / Entity	
Coordinating Agency	City of Brunswick/Glynn County/Jekyll Island Authority
Supporting Agencies	48th Infantry Brigade Combat Team, GA National Guard GA Port Authority Glynn County Public Works Atlanta Gas and Light Georgia Power Jekyll Island Authority City of Brunswick Public Works City of Brunswick - Engineering Glynn County Building Department City of Brunswick Information Technology Department Brunswick-Glynn County Joint Water Sewer Commission Glynn County Emergency Management Agency Glynn County Information Technology Glynn County Airport Commission Georgia Department of Transportation Glynn County Engineering Services Hasty’s Communications East Glynn-Brunswick E911 Comcast AT&T Verizon Southern Link Rural Electric Companies Georgia Department of Corrections Glynn County Department of Health

¹⁰ The disaster-specific strategic plan will be developed by RSF-1. Once it is complete it will be shared with the public and RSFs 2-7.

4.1 Coordinating Agency

The RSF-5 Coordinating Agency’s primary responsibilities include:

- Planning for, integrating, and monitoring disaster recovery programs relevant to RSF-5 operations after coordinating approval for these programs with RSF-1 and the LDRM.
- Facilitating coordination and communication between Supporting Agencies of RSF-5 and RSF-1.
- Determining disaster-specific recovery and redevelopment operations within RSF-5 (priorities for the entire event will be determined by RSF-1).
- Advocating for programs, policies, and procedures that will maintain and restore facilities, infrastructure systems, and related services located in Glynn County.
- Reviewing and relaying requests, informational updates, and recommendations for disaster recovery and redevelopment operations to the RSF-1.
- Reporting and delivering assignments or requests from RSF-1 to RSF-5 Supporting Agencies.
- Reviewing and approving requests to release public information prior to submitting them to RSF-1 for review.
- Assessing the status and needs of businesses in the county and communicating those needs with RSF-1 to help guide recovery and redevelopment operations.

The Coordinating Agencies assigned in the DRRP are as follows:

RSF Number	Name of Coordinating Department / Entity
1 – Community Planning	Glynn County Sheriff’s Office
2 – Economic Redevelopment	Golden Isles Convention and Visitor’s Bureau
3 – Health and Social Services	Glynn County Health Department
4 – Housing	Glynn County Development Review Team
5 – Infrastructure Systems	Jekyll Island Authority / City of Brunswick / Glynn County
6 – Natural and Cultural Resources	Jekyll Island Authority / Glynn County Public Works (Parks Dept.)
7 – Volunteer Organizations	Glynn County Emergency Management Agency

4.2 Supporting Agencies

Supporting Agencies are responsible for providing the following information and assistance to the Coordinating Agencies to achieve the objectives related to this RSF.

- Provide information on specific impacts.
- Update on progress of recovery planning at an RSF level.
- Provide advocacy for key economic recovery and redevelopment programs.
- Provide high-level subject matter expertise.
- Identify interdependencies between RSFs and strategize about potential resolutions.
- Conduct damage and needs assessments and report the results to the Coordinating Agency.

5.0 Concept of Operations

This appendix provides a flexible framework for organization and decision-making before, during, and after all-hazards incidents causing a significant impact to the community. The appendix provides a strategic framework for coordination as well as tactical tools to achieve the goals and vision described in the DRRP.

RSF-5 agencies will coordinate via in-person or virtual meetings (e.g., teleconferences) to establish operational priorities and objectives and to report progress on the tasks described in Sections 5.1 and 5.2. The Coordinating Agency will coordinate with RSF-1 and Supporting Agencies to assign responsibility for completion of various recovery and redevelopment actions. Planning and record-keeping will be done in coordination with Glynn County Emergency Management Agency. Attachments 1-3 of this appendix contain operational tools to support this process (see Section 5.4 for more information).

5.1 Short-Term Recovery Operations

Short-term recovery objectives and actions are to be addressed as quickly as possible after the activation of the RSF-5. Some of these objectives/actions may start during the response phase, but will transition into short-term recovery.

Coordinate critical infrastructure restoration. Assess and prioritize communications, utility, and transportation restoration, then coordinate the restoration or interim provision of infrastructure and services with public and private sector providers. Part of the restoration process also includes:

- Assessing and communicating major or long-term communications, utility, and transportation reconstruction costs.
- Providing public information related to communications, utility, and transportation service and restoration.
- Coordinating the restoration or interim provision of critical and essential communications, utilities, and transportation infrastructure and services.
- Assessing and communicating major or long-term transportation reconstruction costs.
- Providing public information related to transportation service and restoration.
- Identifying priority transportation routes and development plans for repair/mitigation/improvement and ensure that these routes provide access between residential areas and economic activity centers.

Reference and continue to execute debris removal and management, as necessary. Refer to the debris management plans for continued guidance regarding debris removal, management, storage, and disposal operations. Debris removal is typically one of the first major issues that must be addressed in recovery. Large piles of organic and non-organic debris can become public health concerns and once dry, can become a fire threat. It is important that debris is properly and immediately disposed of according to the type of debris being handled, contamination factors, and environmental impacts. RSF-5 will also evaluate debris reduction strategies and coordinate with RSF-1 and the public information officer to release information to the public about debris management. Note that jurisdictions within the county may have different or separate contracts.

5.2 Intermediate and Long-Term Recovery Operations

Intermediate and long-term recovery objectives/actions are 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.

Coordinate the permanent restoration and reconstruction of major infrastructure. Work with public and private sector providers to coordinate and execute the reconstruction of infrastructure. This reconstruction will be consistent with the larger community recovery effort by coordinating

with housing, human services, essential services, and economic recovery priorities. Consideration must be given to using as-built designs (which can accelerate reconstruction by skipping many engineering, planning, and permitting steps) to restore pre-disaster condition, versus taking the opportunity to implement mitigation measures to enhance community resilience. Where possible, RSF-5 will incorporate mitigation activities and rebuild accordingly. This includes:

- Full and permanent restoration of utilities infrastructure.
- Full and permanent restoration of transportation infrastructure.
- Permanent restoration and reconstruction of telecom/communications infrastructure.
- Permanent restoration and reconstruction of government and civic facilities.

Explore options for creating alternative or redundant routes. RSF-5 will collaborate to assess transportation needs and make recommendations to RSF-1, the LDRM, and county leadership to develop or secure redundant transportation routes. This is especially critical as it applies to traveling across waterways. Potential options for waterway travel include:

- Deploying temporary bridges;
- Constructing additional, redundant bridges; or
- Contracting transportation services with existing transportation providers (e.g., ferry boats).

Address permanent debris disposal and site-capacity issues. In the case that local or contracted landfill capacity is exceeded, or if materials to be removed are not allowed or cannot be accommodated by local or contracted landfills or other storage facilities, explore and recommend alternative solutions for storage and disposal of such debris.

5.3 Activation/Demobilization

- Activation:
 - Refer to appropriate RSF Appendix of the DRRP.
 - The Coordinating Agency will modify and disseminate pre-scripted activation messaging template to the RSF-5 Supporting Agencies.
 - Notification to Supporting Agencies: Standby
 - Notification to Supporting Agencies: RSF-5 Activated
 - The Coordinating Agency will convene the first RSF Coordination Meeting.
- Demobilization
 - Obtain approval from the LDRM to demobilize the RSF.
 - Collect and store all completed forms and consult with Glynn County Emergency Management Agency for appropriate storage location if appropriate.
 - Because Brunswick-Glynn County consists of multiple jurisdictions with varying capabilities, demobilization may not occur at the same time.

5.4 Summary of Operational Tools

RSF-2 Coordination Meeting Agenda

Once RSF-2 has been activated, the Coordinating Agency will convene virtual or in-person meetings to discuss the aspects of recovery and redevelopment operations relevant to the objectives and goals set forth in this appendix.

The Coordinating Agency (or designated Supporting Agency[ies]) will be responsible for distributing and completing the following agenda for each Coordination Meeting that takes place throughout long-term recovery and redevelopment operations. Once completed, copies of this agenda will be provided to Glynn County Emergency Management Agency for record-keeping.

Pre-Scripted Messaging Templates

Each RSF will be provided with pre-scripted messaging templates. These templates will be modified and disseminated by the Coordinating Agency. The messaging templates are intended to facilitate regular and concise communication with Supporting Agencies. There are four templates included, which will accomplish the following:

- Notifying Supporting Agencies to standby for recovery and redevelopment operations;
- Activating Supporting Agencies for recovery and redevelopment operations;
- Notifying Supporting Agencies of recovery and redevelopment meetings or conference calls; and
- Explaining the process and deadlines for submitting public information release requests to RSF-1.

Execution Checklist

The Execution Checklist is intended to serve as a reference for the RSF-2 Coordinating Agency by listing specific action items that need to be accomplished during recovery and redevelopment operations. The Coordinating Agency may delegate responsibility for completing these tasks to Supporting Agencies, as appropriate.

Attachment 1: RSF-5 Coordination Meeting Agenda

**RECOVERY AND REDEVELOPMENT COORDINATION MEETING AGENDA
Brunswick-Glynn County**

Date: _____ Location or Call-in #: _____
 Time: _____

1. Introductions and Roll Call

Coordinating Agency	Name: _____ (JIA)
	Name: _____ (Glynn Co.)
	Name: _____ (City of Brunswick)
Supporting Agencies	Name/Agency: _____
	Name/Agency: _____

2. Event Details	
<i>Discussion Point</i>	<i>Notes</i>
<p>Are there any requests for information, updates, or recommendations from the local disaster recovery manager (LDRM)?</p> <ul style="list-style-type: none"> Which Recovery Support Function is responsible for completing the action? 	
<p>Which of the activated RSFs, if any, would benefit from RSF-5 operational knowledge? (Consider Economic Redevelopment (RSF-2), Health and Social Services (RSF-3), Housing (RSF-4), and Natural and Cultural Resources (RSF-6).)</p> <p>Examples: Concerns about unsafe drinking water should be shared with RSF-3. Damages to major commuter roads should be shared with RSF-4. Lack of utilities in major economic areas should be shared with RSF-2.</p>	
<p>What are the current challenges associated with the event? Consider:</p> <ul style="list-style-type: none"> Resource shortages Unmet needs Lack of infrastructure / supporting systems Logistical requirements Lack of information 	
<p>Identify existing resource requests within RSF-5 (submitted by Coordinating Agencies of RSFs 1-7 via WebEOC).</p>	
<p>How should the resource requests identified above be prioritized?</p> <ul style="list-style-type: none"> Ensure that resource requests align with pre-established recovery and redevelopment priorities. Refer to the relevant vision and goals described in the Disaster Recovery and Redevelopment Plan. 	

<i>Discussion Point</i>	<i>Notes</i>	
<p>How will repair of critical infrastructure be prioritized based on the specific needs of this event? Consider the following:</p> <ul style="list-style-type: none"> • Communications • Fuel / power supply / energy • Water supply • Waste water management / sewer • Storm water management • Transportation (e.g., roads, bridges, airports, ports) • Public health facilities • Schools 		
<p>What are the RSF's primary objectives?</p> <ul style="list-style-type: none"> • Who is responsible for accomplishing these tasks? <p>(Example: Restoring major commuter routes to full capacity.)</p>		
<p>What aspects of recovery or redevelopment operations need to be communicated to the public (e.g., functional roadways, updates regarding provision of utilities)?</p> <ul style="list-style-type: none"> • Coordinating Agency: review and approve public information requests. • Deadlines for future requests? <p>Note: Messaging may be jurisdiction-dependent.</p>		
<p>What needs to be communicated to the LDRM? (Note: this may be a request for assistance, information, or resources.)</p>		
3. Action Items		
<i>Action</i>	<i>Responsible Party</i>	<i>Due Date</i>
4. Next Conference Call / Adjourn		
<p>Date: _____ Location or Call-in #: _____</p> <p>Time: _____</p>		

Attachment 2: Pre-Scripted Messaging Templates

Notification to Supporting Agencies: Standby

To be sent by: RSF-5 Coordinating Agency

Infrastructure Systems (RSF-5) Supporting Agencies,

You are receiving this email because Brunswick-Glynn County [HAS EXPERIENCED/IS EXPECTED TO EXPERIENCE] a disaster severe enough to warrant the activation of the county's Disaster Recovery and Redevelopment Plan (DRRP).

At this time, no action is required on your part. However, if the DRRP is activated, your Recovery Support Function (RSF) may be activated as well. During recovery and redevelopment operations, you will be expected to coordinate with agencies and organizations within your RSF to accomplish recovery and redevelopment objectives. Some of these objectives are already outlined in the DRRP while others will be communicated or decided at the time of the incident.

Your general responsibilities as a Supporting Agency include:

- Participating in RSF-specific and Core Planning Team (all stakeholders) meetings or conference calls.
- Reporting on the progress of recovery planning and achievement of objectives.
- Providing advocacy for key recovery and redevelopment programs.
- Providing high-level subject matter expertise during planning processes.
- Conducting damage and needs assessments and report the results to the Coordinating Agency.
- Sharing information about programs, funding, and projects to support countywide recovery and redevelopment according to the goals and visions outlined in the DRRP.

Glynn County Emergency Management Agency will continue to monitor the event. If the DRRP is activated, you will receive additional correspondence with further instructions. If you have any follow-up questions, you may contact [INSERT CONTACT INFO].

Thank you,

[INSERT AGENCY NAME],

Coordinating Agency for RSF-5

Notification to Supporting Agencies: RSF-5 Activated

To be sent by: RSF-5 Coordinating Agency

Infrastructure Systems (RSF-5) Supporting Agencies,

At this time, the Brunswick-Glynn County Disaster Recovery and Redevelopment Plan (DRRP) has been activated. The local disaster recovery manager (LDRM) has subsequently activated RSF-2 to support and coordinate recovery and redevelopment operations.

Due to the severity of [INSERT EVENT NAME], we will be convening a Coordination Meeting to identify unmet needs, resource shortages, and priorities for recovery and redevelopment. **Your role in this process is critical for obtaining clarity about the severity of the disaster and efficiently recovering from [INSERT EVENT NAME].**

Please plan to attend the Coordination Meeting, which will be held from [INSERT TIME] on [INSERT DATE]. You can join the conference call by dialing [INSERT PHONE NUMBER].

If you require additional assistance, please contact [INSERT NAME AND CONTACT INFORMATION].

Thank you,

[INSERT AGENCY NAME],

Coordinating Agency for RSF-5

Notification to Supporting Agencies: Follow-up Coordination Meeting

To be Sent by: RSF-5 Coordinating Agency

Infrastructure Systems (RSF-5) Supporting Agencies,

We will be convening a Coordination [CALL/MEETING] to identify unmet needs, resource shortages, and priorities for recovery and redevelopment. **Your role in this process is critical for balancing resource requirements, managing public expectations, and efficiently recovering from [INSERT EVENT NAME].**

Please plan to attend the Coordination [CALL/MEETING], which will be held from [INSERT TIME] on [INSERT DATE]. [IF CONVENING MEETING: The meeting will be held at: INSERT ADDRESS, ROOM NO.]. [IF CONVENING CONFERENCE CALL: You can join the conference call/meeting by dialing: INSERT PHONE NUMBER].

If you require additional assistance, please contact [INSERT NAME AND CONTACT INFORMATION].

Thank you,

[INSERT AGENCY NAME],

Coordinating Agency for RSF-5

Notification to Supporting Agencies: Public Information Release Process

To be sent by: RSF-5 Coordinating Agency

Infrastructure Systems (RSF-5) Supporting Agencies,

To ensure public information releases related to RSF-5 operations are unified, accurate, and trustworthy, the following process for submitting public information release requests will be followed:

1. Requests for public information releases will be submitted first to your RSF's Coordinating Agency. The Coordinating Agency will review and approve these requests, as well as assign priority, if necessary. Requests should include the following information:
 - a. Name of requesting agency/organization.
 - b. Intended audience (e.g., entire county, Jekyll Island, City of Brunswick, government employees).
 - c. Priority level (i.e., low, medium, high).
 - d. Desired method of sharing (e.g., county website, news broadcast, social media post).
 - e. Content of message (including deadlines, locations, contact information, websites, etc.).
2. The Coordinating Agency will submit the approved requests to RSF-1, who will determine a strategy for releasing the information and coordinate with the appropriate jurisdictions' public information officer(s) to release the message.

To have your public information release request approved, please submit all requests to [INSERT CONTACT INFORMATION FOR COORDINATING AGENCY] no later than [INSERT DEADLINE]. After reviewing the request, we will forward it to RSF-1 for review and approval. The message will be delivered according to the established press release schedule: [INSERT INFORMATION FROM RSF-1 ABOUT SCHEDULE].

Thank you,

[INSERT AGENCY NAME],

Coordinating Agency for RSF-5

Attachment 3: Execution Checklist

Preparedness Actions (Ongoing)
<input type="checkbox"/> Coordinate with RSF-1 to provide support, expertise, and recommendations for achieving long-term modifications to regulations governing infrastructure construction or reconstruction that will enhance the physical resilience of the county's resources.
<input type="checkbox"/> Coordinate inventory and prioritization for critical infrastructure restoration. Provide as much detail as possible in the county's inventory, including photos of pre-disaster conditions. Leverage geographic information systems to achieve this objective.
<input type="checkbox"/> Maintain and update debris removal plans.
<input type="checkbox"/> Review pre-existing contracts and take steps (e.g. modification, termination) to ensure that agencies have contracts that will meet post-disaster needs.
Activation Actions
<input type="checkbox"/> Notify RSF-5 Supporting Agencies about activation using the pre-scripted messaging templates in the RSF-5 Appendix.
<input type="checkbox"/> Initiate the RSF-5 Coordination Meeting.
<input type="checkbox"/> Moderate discussion and recording notes and action items described during the Coordination Meeting.
<input type="checkbox"/> Ensure that pre-determined recovery and redevelopment objectives have been identified and communicated to local businesses.
Operational Actions
<input type="checkbox"/> Moderate discussion and record notes and action items described during the Coordination Meetings.
<input type="checkbox"/> Coordinate the removal and storage/disposal of debris.
<input type="checkbox"/> Ensure that proper procurement practices are adhered to when contracting services to support recovery and redevelopment operations. Note that this may not apply to all jurisdictions.
<input type="checkbox"/> Facilitate and assist with damage and needs assessments to determine which resources, if any, are required to support recovery and redevelopment.
<input type="checkbox"/> Coordinate with Supporting Agencies to establish recovery and redevelopment priorities specific to RSF-5. Coordinate with RSF-1 and Glynn County Emergency Management Agency to track progress of accomplishments.
<input type="checkbox"/> Manage and adjudicate resource requests within RSF-5 to support long-term recovery and redevelopment.
<input type="checkbox"/> Provide input to RSF-1 regarding the disaster-specific strategic plan for recovery and redevelopment operations. RSF-1 will be responsible for developing the plan, but RSF-5 will provide subject matter expertise and insight.

Operational Actions (cont.)
<input type="checkbox"/> Conduct damage and needs assessments to determine the extent of damage as it relates to infrastructure. Communicate unmet needs to RSF-1.
<input type="checkbox"/> Reach out to RSF-1 to establish a process for reporting progress on recovery and redevelopment operations.
<input type="checkbox"/> Assign responsibility for RSF-5 operational objectives, as appropriate.
<input type="checkbox"/> Notify RSF-5 of Coordination Meetings using pre-scripted messaging templates as many times as necessary.
<input type="checkbox"/> Communicate deadlines and send reminders about requests for public information release requests to Supporting Agencies using pre-scripted communications. Send the reminders as many times as necessary to ensure the protocol is upheld.
Demobilization Actions
<input type="checkbox"/> Obtain approval from the LDRM to demobilize the RSF.
<input type="checkbox"/> Participate in after-action reporting. Provide feedback to support future revisions to the Disaster Recovery and Redevelopment Plan.
<input type="checkbox"/> Collect and store all completed forms and consult with Glynn County Emergency Management Agency for appropriate storage location, if appropriate.

Attachment 4: Contact Information

RSF-5 CONTACT INFORMATION Brunswick-Glynn County	
Coordinating Agency	
<p>Name: Rick Charnock/Paul Andrews/Noel Jensen Agency: City of Brunswick Public Works/Glynn County Public Works/Jekyll Island Authority Phone: (912) 635-4000/ (912) 554-7111/ (912) 635-4091 Email: rcharnock@cityofbrunswick-ga.gov/pandrews@glynncounty-ga.gov/njensen@jekyllisland.com</p>	
Supporting Agencies	
<p>Name: Andrew McDonald Agency: 48th IBC, GA National Guard Phone: N/A Email: andrew.mcdonale@us.army.mil</p>	<p>Name: Artis Morrison Agency: Georgia Ports Authority Phone: (912) 964-3811 Email: amorrison@gaports.com</p>
<p>Name: Benjamin Mauney Agency: Glynn County Public Works Phone: (912) 554-7111 Email: bmauney@glynncounty-ga.gov</p>	<p>Name: Bill Murphy Agency: Atlanta Gas and Light Phone: (800) 427-5463 Email: vmurphy@aglresources.com</p>
<p>Name: Carl Paschal Agency: Georgia Power Phone: (888) 660-5890 Email: cepascha@southernco.com</p>	<p>Name: Ellis T. Carter, Jr. Agency: Glynn County Building Department Phone: Email: ecarter@glynncounty-ga.gov</p>
<p>Name: D. Adams Agency: Atlanta Gas and Light Phone: (800) 427-5463 Email: dadams@aglresources.com</p>	<p>Name: Jay Sellers Agency: BGJWSC Phone: (912) 261-7100 Email: jsellers@bgjwsc.org</p>
<p>Name: Gene Rayle Agency: City of Brunswick Information Technology Department Phone: (912) 267-5500 Email: grayle@cityofbrunswick-ga-gov</p>	<p>Name: John Catron Agency: Glynn County Information Technology Phone: (912) 554-7111 Email: jcatron@glynncounty-ga.gov</p>
<p>Name: Jay Wiggins Agency: Glynn County Emergency Management Agency Phone: (912) 267-5678 Email: jwiggins@glynncounty-ga.gov</p>	<p>Name: GCEMA Representative Agency: Glynn County Emergency Management Agency Phone: (912) 267-5678 Email: gcema@glynncounty-ga.gov</p>
<p>Name: Josh Cothren Agency: Glynn County Airport Commission</p>	<p>Name: Paul Andrews Agency: Glynn County Engineering Services</p>

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Phone: (912) 265-2070 Email: jcothren@flygcairports.com	Phone: (912) 554-7492 Email: pandrews@glynncounty-ga.gov
Name: Steve Banister Agency: Hasty's Communications East Phone: (912) 264-2765 Email: sb@hastyseast.com	Name: Steve Usher Agency: Glynn-Brunswick E911 Phone: (912) 554-3645 Email: susher@glynncounty-ga.gov
Name: Michael Carmichael Agency: Georgia Department of Transportation Phone: (404) 631-1990 Email: mcarmichael@dot-ga.gov	Name: Ellis T. Carter, Jr. Agency: Glynn County Building Department Phone: (912) 554-7456 Email: ecarter@glynncounty-ga.gov
Name: City of Brunswick Public Works Phone: (912) 267-5578	Name: City of Brunswick - Engineering Phone: (330) 558-6880
Name: Comcast Phone: (800) 266-2278	Name: AT&T Phone: (912) 264-4800
Name: Verizon Phone: (912) 261-1100	Name: Southern Link Phone: (912) 267-5145
Name: Rural Electric Companies Phone: (912) 462-5131	Name: Georgia Department of Corrections Phone: (404) 656-4661
Name: Glynn County Department of Health Phone: (912) 264-3961	

Appendix E-6: Recovery Support Function 6 – Natural and Cultural Resources

1.0 Introduction

The purpose of this appendix is to provide stakeholders within Recovery Support Function – 6 (RSF-6) with operational guidance and tools to support long-term recovery and redevelopment. RSF-6 holds the primary responsibility for coordinating public, private, and non-profit efforts to maintain and restore natural and cultural resources in Glynn County.

1.1 Purpose, Scope, and Applicability

The purpose of this appendix is to outline the roles, responsibilities, and activities of the Coordinating Agency and Supporting Agencies for recovery operations. This appendix will facilitate coordination between the public, private, and non-profit sectors to address long-term resource recovery needs by providing a framework for coordination with local, state, and federal agencies and organizations.

This appendix provides a flexible framework for organizations and decision-making tools to deploy in any incident (natural or human-caused) that may have recovery consequences—whether it results in a Presidential Disaster Declaration or Governor’s State of Emergency or not.

This appendix applies to the designated Coordinating Agency and Supporting Agencies.

2.0 Planning Assumptions

- All planning assumptions and maintenance responsibilities stipulated in the DRRP Base Plan will also apply to this appendix.
- Individuals appointed to act as the Coordinating Agency or as Supporting Agencies will have the level of authority within the organization that allows them to commit resources and personnel to long-term recovery and redevelopment efforts.
- Short-Term Recovery Operations (Section 5.2) exclude immediate life-safety and property-protection objectives, which are captured in the Glynn County Emergency Operations Plan and will be performed by emergency response personnel during the emergency response phase.

3.0 Natural and Cultural Resources Recovery and Redevelopment Goals

The Coordinating and Supporting Agencies of RSF-6 have identified the following goals, which are intended to support the vision and goals of the DRRP and improve recovery and redevelopment operations in the future. The RSF-6 Coordinating Agency is responsible for tracking progress on these goals and providing updates to RSF-1. Note: “Immediate” timeframe is considered zero to 12 months; “Short-Term” is considered 13 months to 5 years; and “Long-Term” is considered five years or more.

Action	Pre-/Post-Disaster	Immediate/Short-Term/Long-Term
Collect, store, and protect data concerning cultural and natural resources. Understand what data FEMA, state, and private sector relief programs will require to obtain recovery assistance. A Historic Resource Survey is currently in place, but should include photos, elevations, and materials and be updated regularly.	Pre-Disaster	Ongoing Long-Term
Develop a list of priority post-disaster recovery projects including mitigation projects (such as those related to water conveyances, rock abutments, and culverts).	Pre-Disaster	Short-Term
Promote the principles of sustainable and disaster-resistant communities through the protection of natural resources, such as coastal barriers and zones, floodplains, wetlands and other natural resources critical to risk reduction.	Pre-Disaster	Ongoing Long-Term
Coordinate educational and cross-training opportunities for key participants in recovery. Create, encourage, and participate in disaster recovery exercises and training to enhance skills and develop needed techniques.	Pre-Disaster	Immediate
Provide technical assistance and administer funding associated with physical mitigation of new projects against relevant hazards. (Reduce vulnerability to future hazards.)	Pre-Disaster and Post-Disaster	Short-Term
Coordinate with the county's public information officer to communicate personal responsibility for historic properties and provide suggestions for protecting them against disasters.	Pre-Disaster	Short-Term
Coordinate with RSF-3, RSF-5, and RSF-1 to responsibly dispose of construction-related debris and prevent damage to ecosystems.	Pre-Disaster	Short-Term
Develop guidelines for erosion control across the county. Identify guidelines for implementing the county's Coastal Stormwater Supplement.	Pre-Disaster	Ongoing Short-Term
Inventory, map, and maintain current records for all historic properties throughout the county.	Pre-Disaster	Short-Term Long-Term
Perform an inventory of trees in the county and maintain accurate records.	Pre-Disaster	Long-Term
Strengthen the planting and tree replacement ordinance to increase green space countywide, fostering Smart Growth and Low Impact Development principles to provide open space, natural beauty, and critical environmental areas.	Pre-Disaster	Ongoing Long-Term

Action	Pre-/Post-Disaster	Immediate/Short-Term/Long-Term
Identify or develop programs that could be considered for post-disaster rebuilding alternatives. For example, determine vulnerable or repetitively damaged properties that are high priority for post-disaster acquisition. These programs often take the form of programs intended to acquire land for environmental preservation or roadway construction.	Post-Disaster	Ongoing Long-Term
Establish or identify alternative guidelines for demolition or repair of historic properties.	Pre-Disaster	Long-Term
Provide relevant input on the development of policies to ensure the swift return of any disinterred corpses to its proper location following a disaster and efforts to develop a comprehensive inventory of public cemeteries to identify and record the specific locations of plots in the event of severe flooding resulting in disinterment.	Pre-Disaster	Short-Term

4.0 Roles and Responsibilities

The Coordinating Agencies for RSF-6 are the Jekyll Island Authority and Glynn County Public Works (Parks Dept.). The Coordinating Agencies are responsible for facilitating communication and liaising with RSF-1 to ensure that operations within RSF-2 adhere to and support the county’s pre-determined goals and the disaster-specific strategic plan.¹¹ Supporting Agencies will provide relevant updates about recovery and redevelopment operations to support this coordination.

Department / Entity	
Coordinating Agency	Jekyll Island Authority and Glynn County Public Works (Parks Dept.)
Supporting Agencies	Jekyll Island Authority Georgia Sea Grant/UGA Marine Extension Southeast Georgia Health System Glynn County Environmental Coalition Glynn County Emergency Management Agency GA DNR Hofwyl-Broadfield Plantation Brunswick Historic Preservation Board Georgia Forestry Commission Coastal Georgia Historical Society St. Simons Conservation Board Southeast Adventures National Park Service

¹¹ The disaster-specific strategic plan will be developed by RSF-1. Once it is complete it will be shared with the public and RSFs 2-7.

Department / Entity	
	Glynn County Community Development Downtown Squares African American Heritage Coalition

4.1 Coordinating Agency

The RSF-6 Coordinating Agency’s primary responsibilities include:

- Planning for, integrating, and monitoring disaster recovery programs relevant to RSF-6 operations after coordinating approval for these programs with RSF-1 and the local disaster recovery manager (LDRM).
- Facilitating coordination and communication between Supporting Agencies of RSF-6 and RSF-1.
- Determining disaster-specific recovery and redevelopment operations within RSF-6. (Priorities for the entire event will be determined by RSF-1.)
- Advocating for programs, policies, and procedures that will sustain, maintain, and restore natural and cultural resources in Glynn County.
- Reviewing and relaying requests, informational updates, and recommendations for disaster recovery and redevelopment operations to the RSF-1.
- Reporting and delivering assignments or requests from RSF-1 to RSF-6 Supporting Agencies.
- Reviewing and approving requests to release public information prior to submitting them to RSF-1 for review.
- Assessing the status and needs of businesses in the county and communicating those needs with RSF-1 to help guide recovery and redevelopment operations.

The Coordinating Agencies assigned in the DRRP are as follows:

RSF Number	Name of Coordinating Department / Entity
1 – Community Planning	Glynn County Sheriff’s Office
2 – Economic Redevelopment	Golden Isles Convention and Visitor’s Bureau
3 – Health and Social Services	Glynn County Health Department
4 – Housing	Glynn County Development Review Team
5 – Infrastructure Systems	Jekyll Island Authority / City of Brunswick / Glynn County
6 – Natural and Cultural Resources	Jekyll Island Authority / Glynn County Public Works (Parks Dept.)
7 – Volunteer Organizations	Glynn County Emergency Management Agency

4.2 Supporting agencies

Supporting Agencies are responsible for providing the following information and assistance to the Coordinating Agencies to achieve the objectives related to this RSF.

- Provide information on specific impacts.
- Update on progress of recovery planning at an RSF level.
- Provide advocacy for key economic recovery and redevelopment programs.
- Provide high-level subject matter expertise.
- Identify interdependencies between RSFs and strategize about potential resolutions.
- Conduct damage and needs assessments and report the results to the Coordinating Agency.

5.0 Concept of Operations

This appendix provides a flexible framework for organization and decision-making before, during and after all-hazards incidents causing a significant impact to the community. To accomplish these goals, this appendix provides a strategic framework for coordination as well as tactical tools to achieve the goals and vision described in the DRRP.

RSF-6 agencies will coordinate via in-person or virtual meetings (i.e., teleconferences) to establish operational priorities and objectives and to report progress on the tasks described in Sections 5.1 and 5.2. The Coordinating Agency will coordinate with both RSF-1 and Supporting Agencies to assign responsibility for completion of various recovery and redevelopment actions. Planning and record-keeping will be done in coordination with Glynn County Emergency Management Agency. Attachments 1-3 of this appendix contain operational tools to support this process (see Section 5.4 for more information).

5.1 Short-Term Recovery Operations

Conduct damage assessments of area natural and cultural resources. RSF-6 will conduct damage assessments of all area natural resources. This includes assessing the restoration costs for natural resources throughout the county.

Leveraging the inventory of cultural resources developed during the pre-event phase, this assessment should include the condition of cultural resource, necessary measures to mitigate any additional damage, and to the greatest extent possible, a cost estimate for repairing the resource.

These assessments will be done within the scope of each organization's field of expertise, so training to conduct damage and needs assessments should be minimal, if it is required at all.

Monitor environmental issues. Continuously monitor threats to natural and environmental assets or systems. This includes:

- Advocate for recovery actions that conserve, rehabilitate, and restore natural and environmental assets or systems.
- Ensure environmental impact assessments are completed.
- Ensure threatened and endangered species protection.

Ensure permitting processes incorporate considerations for area cultural resources. The Coordinating Agency in coordination with the Supporting Agencies will work with the appropriate organizations to ensure permitting processes incorporate considerations for area cultural resources. To the greatest extent possible, these permitting processes should be identified prior to the event so permitting processes can be expedited following an event.

5.2 Intermediate and Long-Term Recovery Operations

Coordinate efforts with county agencies and federal partners to receive funding for recovery efforts. RSF-6 will coordinate with RSFs 1-7, county agencies, and federal partners to receive funding for recovery efforts. This includes ensuring compliance with federal and state program guidelines, such as FEMA's PA program.

Ensure mitigation measures are considered and integrated. Coordinate with local, state, and federal partners to identify and implement mitigation opportunities regarding Glynn County policies, projects, and priorities. Communicate these priorities and efforts with the community.

Ensure threatened and endangered species protection. Continue protection of federally protected threatened and endangered plant and animal species, with guidance from the Georgia Department of Natural Resources and U.S. Fish and Wildlife.

5.3 Activation/Demobilization

- Activation:
 - Refer to appropriate RSF Appendix of the DRRP.
 - The Coordinating Agency will modify and disseminate pre-scripted activation messaging template to the RSF-6 Supporting Agencies.
 - Notification to Supporting Agencies: Standby
 - Notification to Supporting Agencies: RSF-6 Activated
 - The Coordinating Agency will convene the first RSF Coordination Meeting.
- Demobilization
 - Obtain approval from the LDRM to demobilize the RSF.
 - Collect and store all completed forms and consult with Glynn County Emergency Management Agency for appropriate storage location if appropriate.
 - Because Brunswick-Glynn County consists of multiple jurisdictions with varying capabilities, demobilization may not occur at the same time.

5.4 Summary of Operational Tools

RSF-6 Coordination Meeting Agenda

Once RSF-6 has been activated, the Coordinating Agency will convene virtual or in-person meetings to discuss the aspects of recovery and redevelopment operations relevant to the objectives and goals set forth in this appendix.

The Coordinating Agency (or designated Supporting Agency[ies]) will be responsible for distributing and completing the following agenda for each Coordination Meeting that takes place throughout long-term recovery and redevelopment operations. Once completed, copies of this agenda will be provided to Glynn County Emergency Management Agency for record-keeping.

Pre-Scripted Messaging Templates

Each RSF will be provided with pre-scripted messaging templates. These templates will be modified and disseminated by the Coordinating Agency. The messaging templates are intended to facilitate regular and concise communication with Supporting Agencies. There are four templates included, which will accomplish the following:

- Notifying Supporting Agencies to standby for recovery and redevelopment operations;
- Activating Supporting Agencies for recovery and redevelopment operations;
- Notifying Supporting Agencies of recovery and redevelopment meetings or conference calls; and
- Explaining the process and deadlines for submitting public information release requests to RSF-1.

Execution Checklist

The Execution Checklist is intended to serve as a reference for the RSF-6 Coordinating Agency by listing specific action items that need to be accomplished during recovery and redevelopment operations. The Coordinating Agency may delegate responsibility for completing these tasks to Supporting Agencies, as appropriate.

Attachment 1: RSF-6 Coordination Meeting Agenda

**RECOVERY AND REDEVELOPMENT COORDINATION MEETING AGENDA
Brunswick-Glynn County**

Date: _____ Location or Call-in #: _____
Time: _____

1. Introductions and Roll Call

Coordinating Agency	Name: _____ (JIA)
	Name: _____ (Glynn County DPW)
Supporting Agencies	Name/Agency: _____
	Name/Agency: _____
Name/Agency: _____	

2. Event Details	
<i>Discussion Point</i>	<i>Notes</i>
<p>Are there any requests for information, updates, or recommendations from the local disaster recovery manager (LDRM)?</p> <ul style="list-style-type: none"> Which Recovery Support Function (RSF) is responsible for completing the action? 	
<p>Which of the activated RSFs, if any, would benefit from RSF-6 operational knowledge? Consider:</p> <ul style="list-style-type: none"> Economic Redevelopment (RSF-2), Housing (RSF-4), Infrastructure Systems (RSF-5), Volunteer Organizations (RSF-7). 	
<p>What are the current challenges associated with the event? Consider:</p> <ul style="list-style-type: none"> Resource shortages Unmet needs Lack of infrastructure / supporting systems Logistical requirements Lack of information Lack of access Timeline (limited time for action) 	
<p>Identify existing resource requests within RSF-2 (submitted by Coordinating Agencies of RSFs 1-7 via WebEOC).</p>	
<p>How should the resource requests identified above be prioritized?</p> <ul style="list-style-type: none"> Ensure that resource requests align with pre-established recovery and redevelopment priorities. Refer to the relevant vision and goals described in the Disaster Recovery and Redevelopment Plan. 	
<p>What are the RSF's primary objectives at this time?</p> <ul style="list-style-type: none"> Who is responsible for accomplishing these tasks? 	

<i>Discussion Point</i>	<i>Notes</i>
<p>What aspects of recovery or redevelopment operations need to be communicated to the public?</p> <ul style="list-style-type: none"> • Coordinating Agency: review and approve public information requests. • Deadlines for future requests? • Examples of messaging topics: updates/instructions for marine debris removal. Instructions/safety guidelines for tree removal. <p>Note: Messaging may be jurisdiction-dependent.</p>	
<p>What needs to be communicated to the LDRM?</p>	

3. Action Items

<i>Action</i>	<i>Responsible Party</i>	<i>Due Date</i>

4. Next Conference Call / Adjourn

Date: _____ Location or Call-in #: _____
 Time: _____

Attachment 2: Pre-Scripted Messaging Templates

Notification to Supporting Agencies: Standby

To be sent by: RSF-6 Coordinating Agency

Natural and Cultural Resources (RSF-6) Supporting Agencies,

You are receiving this email because Brunswick-Glynn County [HAS EXPERIENCED/IS EXPECTED TO EXPERIENCE] a disaster severe enough to warrant the activation of the county's Disaster Recovery and Redevelopment Plan (DRRP).

At this time, no action is required on your part. However, if the DRRP is activated, your Recovery Support Function (RSF) may be activated as well. During recovery and redevelopment operations, you will be expected to coordinate with agencies and organizations within your RSF to accomplish recovery and redevelopment objectives. Some of these objectives are already outlined in the DRRP while others will be communicated or decided at the time of the incident.

Your general responsibilities as a Supporting Agency include:

- Participating in RSF-specific and Core Planning Team (all stakeholders) meetings or conference calls.
- Reporting on the progress of recovery planning and achievement of objectives.
- Providing advocacy for key recovery and redevelopment programs.
- Providing high-level subject matter expertise during planning processes.
- Conducting damage and needs assessments and reporting the results to the Coordinating Agency.
- Sharing information about programs, funding, and projects to support countywide recovery and redevelopment according to the goals and visions outlined in the DRRP.

Glynn County Emergency Management Agency will continue to monitor the event. If the DRRP is activated, you will receive additional correspondence with further instructions. If you have any follow-up questions, you may contact [INSERT CONTACT INFO].

Thank you,

[INSERT AGENCY NAME],

Coordinating Agency for RSF-6

Notification to Supporting Agencies: RSF-6 Activated

To be sent by: RSF-6 Coordinating Agency

Natural and Cultural Resources (RSF-6) Supporting Agencies,

At this time, the Brunswick-Glynn County Disaster Recovery and Redevelopment Plan (DRRP) has been activated. The local disaster recovery manager (LDRM) has subsequently activated RSF-6 to support and coordinate recovery and redevelopment operations.

Due to the severity of [INSERT EVENT NAME], we will be convening a Coordination Meeting to identify unmet needs, resource shortages, and priorities for recovery and redevelopment. **Your role in this process is critical for obtaining clarity about the severity of the disaster and efficiently recovering from [INSERT EVENT NAME].**

Please plan to attend the Coordination Meeting, which will be held from [INSERT TIME] on [INSERT DATE]. You can join the conference call by dialing [INSERT PHONE NUMBER].

If you require additional assistance, please contact [INSERT NAME AND CONTACT INFORMATION].

Thank you,

[INSERT AGENCY NAME],

Coordinating Agency for RSF-6

Notification to Supporting Agencies: Follow-up Coordination Meeting

To be Sent by: RSF-6 Coordinating Agency

Natural and Cultural Resources (RSF-6) Supporting Agencies,

We will be convening a Coordination [CALL/MEETING] to identify unmet needs, resource shortages, and priorities for recovery and redevelopment. **Your role in this process is critical for balancing resource requirements, managing public expectations, and efficiently recovering from [INSERT EVENT NAME].**

Please plan to attend the Coordination [CALL/MEETING], which will be held from [INSERT TIME] on [INSERT DATE]. [IF CONVENING MEETING: The meeting will be held at: INSERT ADDRESS, ROOM NO.]. [IF CONVENING CONFERENCE CALL: You can join the conference call/meeting by dialing: INSERT PHONE NUMBER].

If you require additional assistance, please contact [INSERT NAME AND CONTACT INFORMATION].

Thank you,

[INSERT AGENCY NAME],

Coordinating Agency for RSF-6

Notification to Supporting Agencies: Public Information Release Process

To be sent by: RSF-6 Coordinating Agency

Economic Redevelopment (RSF-6) Supporting Agencies,

To ensure public information releases related to RSF-6 operations are unified, accurate, and trustworthy, the following process for submitting public information release requests will be followed:

1. Requests for public information releases will be submitted first to your RSF's Coordinating Agency. The Coordinating Agency will review and approve these requests, as well as assign priority, if necessary. Requests should include the following information:
 - a. Name of requesting agency/organization
 - b. Intended audience (e.g., entire county, Jekyll Island, City of Brunswick, government employees)
 - c. Priority level (i.e., low, medium, high)
 - d. Desired method of sharing (e.g., county website, news broadcast, social media post)
 - e. Content of message (including deadlines, locations, contact information, websites, etc.)
2. The Coordinating Agency will submit the approved requests to RSF-1, who will determine a strategy for releasing the information and coordinate with the appropriate jurisdictions' public information officer(s) to release the message.

To have your public information release request approved, please submit all requests to [INSERT CONTACT INFORMATION FOR COORDINATING AGENCY] no later than [INSERT DEADLINE]. After reviewing the request, we will forward it to RSF-1 for review and approval. The message will be delivered according to the established press release schedule: [INSERT INFORMATION FROM RSF-1 ABOUT SCHEDULE].

Thank you,

[INSERT AGENCY NAME],

Coordinating Agency for RSF-6

Attachment 3: Execution Checklist

Preparedness Actions (Ongoing)
<input type="checkbox"/> Collect, store, and protect data concerning cultural and natural resources. Understand what data FEMA, state, and private sector relief programs will require to obtain recovery assistance.
<input type="checkbox"/> Promote the principles of sustainable and disaster-resistant communities through the protection of natural resources such as coastal barriers and zones, floodplains, wetlands and other natural resources critical to risk reduction.
<input type="checkbox"/> Coordinate educational and cross-training opportunities for key participants in recovery. Create, encourage, and participate in disaster recovery exercises and training to enhance skills and develop needed techniques.
<input type="checkbox"/> Coordinate with the county’s public information officer and Glynn County Emergency Management Agency to communicate personal responsibility for historic properties and provide suggestions for protecting them against disasters.
<input type="checkbox"/> Inventory, map, and maintain current records for all historic properties, cultural resources, and natural resources (specifically trees) throughout the county.
<input type="checkbox"/> Assume ownership of RSF-6 roles and responsibilities. Actively participate in recovery and redevelopment planning events year-round.
Activation Actions
<input type="checkbox"/> Notify RSF-6 Supporting Agencies about activation using the pre-scripted messaging templates in the RSF-6 Appendix.
<input type="checkbox"/> Initiate the RSF-6 Coordination Meeting.
<input type="checkbox"/> Moderate discussion and recording notes and action items described during the Coordination Meeting.
<input type="checkbox"/> Ensure that pre-determined recovery and redevelopment objectives have been identified and communicated to local businesses.
Operational Actions
<input type="checkbox"/> Moderate discussion and record notes and action items described during the Coordination Meetings.
<input type="checkbox"/> Coordinate with RSF-5 and RSF-3 to ensure that reconstruction of infrastructure does not create additional risks to natural and cultural resources (or public health, if related to pest control).
<input type="checkbox"/> Assess and inventory damages to natural and cultural resources after a disaster. Identify the need to bring on additional stakeholders to support recovery and redevelopment operations.
<input type="checkbox"/> Monitor emergent post-disaster environmental issues.
<input type="checkbox"/> Assess and provide recommendations for natural and cultural resource preservation.
<input type="checkbox"/> Coordinate with RSF-1, RSF-4, and RSF-5 to ensure that post-disaster permitting principles uphold preservation concepts and avoid further contributions to the degradation of the community.
<input type="checkbox"/> Review and provide feedback on reconstruction and redevelopment concerns to ensure that mitigation techniques are being upheld.

Operational Actions
<input type="checkbox"/> Provide recommendations that protect the longevity of endangered and protected species. Maintain situational awareness of risks to wildlife and habitat and communicate those concerns to RSF-1.
<input type="checkbox"/> Ensure that operational considerations incorporate concepts associated with tree planting and sustainable land use.
<input type="checkbox"/> Provide input to RSF-1 regarding the disaster-specific strategic plan for recovery and redevelopment operations. RSF-1 will be responsible for developing the plan, but RSF-6 will provide subject matter expertise and insight.
<input type="checkbox"/> Reach out to RSF-1 to establish a process for reporting progress on recovery and redevelopment operations.
<input type="checkbox"/> Assign responsibility for RSF-6 operational objectives, as appropriate.
<input type="checkbox"/> Notify RSF-6 of Coordination Meetings using pre-scripted messaging templates as many times as necessary.
<input type="checkbox"/> Communicate deadlines and send reminders about public information release requests to Supporting Agencies using pre-scripted communications. Send the reminders as many times as necessary to ensure the protocol is upheld.
Demobilization Actions
<input type="checkbox"/> Obtain approval from the LDRM to demobilize the RSF.
<input type="checkbox"/> Participate in after-action reporting. Provide feedback to support future revisions to the Disaster Recovery and Redevelopment Plan.
<input type="checkbox"/> Collect and store all completed forms and consult with Glynn County Emergency Management Agency for appropriate storage location, if appropriate.

Attachment 4: Contact Information

RSF-6 CONTACT INFORMATION Brunswick-Glynn County	
Coordinating Agency	
<p>Name: Ben Carswell Agency: Jekyll Island Authority Phone: (912) 635-4000 Email: jtalab@jekyllisland.com</p>	
<p>Name: Benjamin Mauney Agency: Glynn County Public Works Phone: (912) 554-7111 Email: bmauney@glynncounty-ga.gov</p>	
Supporting Agencies	
<p>Name: Bryan Fluech Agency: Georgia Sea Grant/UGA Marine Extension Phone: (706) 542-6009 Email: fluech@uga.edu</p>	<p>Name: Charlie Wolverton Agency: Southeast Georgia Health System Phone: (912) 446-7000 Email: jwolverton@sghs.org</p>
<p>Name: Daniel Parshley Agency: Glynn County Environmental Coalition Phone: (912) 466-0934 Email: gec@glynnenvironmental.com</p>	<p>Name: Don Gardner Agency: Georgia Sea Grant/UGA Marine Extension Phone: (706) 542-6009 Email: dgardner@glynncounty-ga.gov</p>
<p>Name: Jay Wiggins Agency: Glynn County Emergency Management Agency Phone: (912) 267-5678 Email: jwiggins@glynncounty-ga.gov</p>	<p>Name: Jennifer Kline Agency: State of Georgia Division of Natural Resources (DNR) Phone: (800) 366-2661 Email: jennifer.kline@dnr.state.ga.us</p>
<p>Name: Kate Sabbe Agency: Brunswick Historic Preservation Board Phone: (912) 265-4032 Email: katesabbe@gmail.com</p>	<p>Name: GCEMA Representative Agency: Glynn County Emergency Management Agency Phone: (912) 267-5678 Email: gcema@glynncounty-ga.gov</p>
<p>Name: Mark McClellan Agency: Georgia Forestry Commission Phone: (229) 244-6007 Email: mmcclellan@gfc.state.ga.us</p>	<p>Name: Sandy Jensen Agency: Coastal Georgia Historical Society Phone: (912) 638-4666 Email: sjensen@saintsimonslighthouse.org</p>
<p>Agency: Hofwyl-Broadfield Plantation Phone: (912) 264-7333</p>	<p>Agency: St. Simons Conservation Board Phone: N/A</p>

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Agency: Southeast Adventures Phone: (912) 638-6732	Agency: National Park Service Phone: (404) 730-7911
Agency: Glynn County Community Development Phone: (912) 554-7428	Agency: African American Heritage Coalition Phone: (912) 634-0330

Appendix E-7: Recovery Support Function 7 – Volunteer Organizations Active in Disasters

1.0 Introduction

The purpose of this appendix is to provide stakeholders within Recovery Support Function – 7 (RSF-7) with operational guidance and tools to support long-term recovery and redevelopment.

1.1 Purpose, Scope, and Applicability

The purpose of this appendix is to outline the roles, responsibilities, and activities of the Coordinating Agency and Supporting Agencies for recovery operations. This appendix will facilitate coordination between the public, private, and non-profit sectors to address long-term resource recovery needs by providing a framework for coordination with local, state, and federal agencies and organizations.

This appendix provides a flexible framework for organizations and decision-making tools to deploy in any incident (natural or human-caused) that may have recovery consequences—whether it results in a Presidential Disaster Declaration or Governor’s State of Emergency or not.

This appendix applies to the designated Coordinating Agency and Supporting Agencies.

2.0 Planning Assumptions

- All planning assumptions and maintenance responsibilities stipulated in the DRRP Base Plan will also apply to this appendix.
- Individuals appointed to act as the Coordinating Agency or as Supporting Agencies will have the level of authority within the organization that allows them to commit resources and personnel to long-term recovery and redevelopment efforts.
- Short-Term Recovery Operations (Section 5.2) exclude immediate life-safety and property-protection objectives, which are captured in the Glynn County Emergency Operations Plan and will be performed by emergency response personnel during the emergency response phase.

3.0 Volunteer Organizations Active in Disasters Recovery and Redevelopment Goals

The Coordinating and Supporting Agencies of RSF-7 have identified the following goals, which are intended to support the vision and goals of the DRRP and improve recovery and redevelopment operations in the future. The RSF-7 Coordinating Agency is responsible for tracking progress on these goals and providing updates to RSF-1. Note: “Immediate” timeframe is considered zero to 12 months; “Short-Term” is considered 13 months to five years; and “Long-Term” is considered five years or more.

Action	Pre-Disaster/ Post-Disaster	Immediate/Short-Term/ Long-Term
Identify and inventory resources available to support long-term recovery (e.g., classes, training, interim housing, financing) and communicate strategies to appropriate RSFs.	Pre-Disaster	Short-Term
Consider strategies for incorporating disaster survivors into recovery operations and projects to provide them with a role and voice in community recovery.	Pre-Disaster Post-Disaster	Long-Term
Coordinate with RSF-1 to gain an understanding of emergency operations and better comprehend overlap of public sector and NGO capabilities.	Pre-Disaster Post-Disaster	Short-Term
Coordinate educational and cross-training opportunities for key participants in recovery. Create, encourage, and participate in disaster recovery exercises to enhance skills and develop needed techniques.	Pre-Disaster	Long-Term
Leverage existing networks to provide survivors with resources to replace or purchase large household items that are not covered by insurance or federal programs.	Pre-Disaster Post-Disaster	Short-Term
Review guidelines for popular disaster relief programs (e.g., FEMA Individual Assistance) and understand the types of resources that are not reimbursed or replaced. Use available channels to fill these needs.	Pre-Disaster Post-Disaster	Short-Term
Identify or develop programs that could be considered for post-disaster rebuilding alternatives (e.g., interim housing solutions).	Pre-Disaster	Long-Term
Establish strategies for building trust and interaction with the community to provide feedback on the community's perception of fairness and success of recovery operations.	Pre-Disaster	Short-Term

4.0 Roles and Responsibilities

The Coordinating Agency for RSF-7 is the Glynn County Emergency Management Agency. The Coordinating agency is responsible for facilitating communication and liaising with RSF-1 to ensure that operations within RSF-2 adhere to and support the county's pre-determined goals and the disaster-specific strategic plan.¹² Supporting Agencies will provide relevant updates about recovery and redevelopment operations to support this coordination.

¹² The disaster-specific strategic plan will be developed by RSF-1. Once it is complete it will be shared with the public and RSFs 2-7.

Department / Entity	
Coordinating Agency	Glynn County Emergency Management Agency
Supporting Agencies	City of Brunswick Police Department American Red Cross Faith Based Organizations/Churches Salvation Army Governors' South Atlantic Alliance Sea to Summit Building A Better Brunswick Glynn County Humane Society Glynn County Animal Control Rotary Club Kiwanis Club Savannah Food Truck Association

4.1 Coordinating Agency

The RSF-7 Coordinating Agency's primary responsibilities include:

- Planning for, integrating, and monitoring disaster recovery programs relevant to RSF-7 operations after coordinating approval for these programs with RSF-1 and the local disaster recovery manager (LDRM).
- Facilitating coordination and communication between Supporting Agencies of RSF-7 and RSF-1.
- Determining disaster-specific recovery and redevelopment operations within RSF-7. (Priorities for the entire event will be determined by RSF-1.)
- Advocating for programs, policies, and procedures that will sustain, rebuild, and promote business and economic opportunities in the county.
- Reviewing and relaying requests, informational updates, and recommendations for disaster recovery and redevelopment operations to the RSF-1.
- Reporting and delivering assignments or requests from RSF-1 to RSF-7 Supporting Agencies.
- Reviewing and approving requests to release public information prior to submitting them to RSF-1 for review.
- Assessing the status and needs of businesses in the county and communicating those needs with RSF-1 to help guide recovery and redevelopment operations.

The Coordinating Agencies assigned in the DRRP are as follows:

RSF Number	Name of Coordinating Department / Entity
1 – Community Planning	Glynn County Sheriff’s Office
2 – Economic Redevelopment	Golden Isles Convention and Visitor’s Bureau
3 – Health and Social Services	Glynn County Health Department
4 – Housing	Glynn County Development Review Team
5 – Infrastructure Systems	Jekyll Island Authority / City of Brunswick / Glynn County
6 – Natural and Cultural Resources	Jekyll Island Authority / Glynn County Public Works (Parks Dept.)
7 – Volunteer Organizations	Glynn County Emergency Management Agency

4.2 Supporting Agencies

Supporting Agencies are responsible for providing information and assistance to the Coordinating Agencies to achieve the objectives related to this RSF.

- Provide information on specific impacts.
- Update on progress of recovery planning at an RSF level.
- Provide advocacy for key economic recovery and redevelopment programs.
- Provide high-level subject matter expertise.
- Identify interdependencies between RSFs and strategize about potential resolutions.
- Conduct damage and needs assessments and report the results to the Coordinating Agency.

5.0 Concept of Operations

This appendix provides a flexible framework for organization and decision-making before, during and after all-hazards incidents causing a significant impact to the community. The appendix provides a strategic framework for coordination as well as tactical tools to achieve the goals and vision described in the DRRP.

RSF-7 agencies will coordinate via in-person or virtual meetings (i.e., teleconferences) to establish operational priorities and objectives and to report progress on the tasks described in Sections 5.1 and 5.2. The Coordinating Agency will coordinate with RSF-1 and Supporting Agencies to assign responsibility for completion of various recovery and redevelopment actions. Planning and record-keeping will be done in coordination with Glynn County Emergency Management Agency. Attachments 1-3 of this appendix contain operational tools to support this process (see Section 5.4 for more information).

5.1 Short-Term Recovery Operations

Understand the Presence of Unmet Needs in a Community. RSF-7 is responsible for determining unmet need in the community. This assessment may note a shortage of resources currently available (e.g., lack of space in public shelters, lack of long-term housing) and will communicate these shortages to RSF-1. RSF-7 may be requested to provide resources or collaborate with other RSFs to meet these shortages, depending on the organizations’ capabilities.

Manage donations. Provide a process that organizes the giving, receiving and distribution of solicited and unsolicited donations. This team may be triggered in one or more of the following ways:

- Unmet needs of the community require (or likely will require) soliciting donations.
- Donations (monetary or physical) are being presented to one or more VOAD members due to the disaster and need to be coordinated amongst VOAD agencies in recovery.
- Other details of a disaster require the need for the team.

Effectively Organize Donations for Affected Community Members. VOADs may provide donations management support during recovery in Glynn County. Typical donations management operations include:

- Activate plans to accept, sort, and categorize donations and facilitate processes to get goods to disaster survivors quickly and efficiently.
- Take stock of existing resources from VOAD members for meeting recovery needs.
- Request necessary physical goods from partner governmental agencies, nongovernmental agencies, or private-sector partners following a disaster.
- Coordinate the receipt, storage, staging, registering/inventorying, transporting, distributing, and accounting of any donated goods.
- Coordinate with local partners and nongovernmental agencies, as necessary, to facilitate final disposition of donated commodities and resources. This may include providing financial donations to a VOAD partner agency to serve as a fiduciary, in accordance with partner agency roles.
- Maximize the use of donations by ensuring they are appropriate for the incident, properly inventoried, and distributed fairly and equally, to extend the resources to the most disaster survivors possible.
- If a disaster occurs and only one VOAD member is providing donations management services, that member will work with the affected community members to coordinate the collection of those donations.

5.2 Intermediate and Long-Term Recovery Operations

Equitably allocate resources to affected community members. In the event a disaster occurs where only one VOAD is providing recovery services as a part of that organization's typical mission, that respective VOAD will work with the affected community members to equitably allocate resources to the community. These needs will be fulfilled based on the following criterion:

- Needs will first be fulfilled based on the resources available by VOAD organizations depending on their mission and objectives.
- Next, needs will be fulfilled based on resources available through donations to the impacted jurisdictions or county.
- Next, needs will be fulfilled through outreach to regional partners. This might include outreach to community organizations within Glynn County, the impacted jurisdiction, or to neighboring counties.
- Finally, outstanding needs will be coordinated through the State of Georgia.

5.3 Activation/Demobilization

- Activation:
 - Refer to appropriate RSF Appendix of the DRRP.
 - The Coordinating Agency will modify and disseminate pre-scripted activation messaging template to the RSF-7 Supporting Agencies.
 - Notification to Supporting Agencies: Standby
 - Notification to Supporting Agencies: RSF-7 Activated

- The Coordinating Agency will convene the first RSF Coordination Meeting.
- Demobilization
 - Obtain approval from the LDRM to demobilize the RSF.
 - Collect and store all completed forms and consult with Glynn County Emergency Management Agency for appropriate storage location if appropriate.
 - Because Brunswick-Glynn County consists of multiple jurisdictions with varying capabilities, demobilization may not occur at the same time.

5.4 Summary of Operational Tools

RSF-2 Coordination Meeting Agenda

Once RSF-2 has been activated, the Coordinating Agency will convene virtual or in-person meetings to discuss the aspects of recovery and redevelopment operations relevant to the objectives and goals set forth in this appendix.

The Coordinating Agency (or designated Supporting Agency[ies]) will be responsible for distributing and completing the following agenda for each Coordination Meeting that takes place throughout long-term recovery and redevelopment operations. Once completed, copies of this agenda will be provided to Glynn County Emergency Management Agency for record-keeping.

Pre-Scripted Messaging Templates

Each RSF will be provided with pre-scripted messaging templates. These templates will be modified and disseminated by the Coordinating Agency. The messaging templates are intended to facilitate regular and concise communication with Supporting Agencies. There are four templates included, which will accomplish the following:

- Notifying Supporting Agencies to standby for recovery and redevelopment operations;
- Activating Supporting Agencies for recovery and redevelopment operations;
- Notifying Supporting Agencies of recovery and redevelopment meetings or conference calls; and
- Explaining the process and deadlines for submitting public information release requests to RSF-1.

Execution Checklist

The Execution Checklist is intended to serve as a reference for the RSF-7 Coordinating Agency by listing specific action items that need to be accomplished during recovery and redevelopment operations. The Coordinating Agency may delegate responsibility for completing these tasks to Supporting Agencies, as appropriate.

Attachment 1: RSF-7 Coordination Meeting Agenda

**RECOVERY AND REDEVELOPMENT COORDINATION MEETING AGENDA
Brunswick-Glynn County**

Date: _____ Location or Call-in #: _____
 Time: _____

1. Introductions and Roll Call

Coordinating Agency	Name: _____ (Glynn County EMA)
Supporting Agencies	Name/Agency: _____
	Name/Agency: _____

2. Event Details

<i>Discussion Point</i>	<i>Notes</i>
Are there any requests for information, updates, or recommendations from the local disaster recovery manager (LDRM)? <ul style="list-style-type: none"> Which Recovery Support Function (RSF) is responsible for completing the action? 	

<i>Discussion Point</i>	<i>Notes</i>
Which of the activated RSFs, if any, would benefit from RSF-7 operational knowledge?	
Identify existing resource requests within RSF-2 (submitted by Coordinating Agencies of RSFs 1-7 via WebEOC).	
How should the resource requests identified above be prioritized? <ul style="list-style-type: none"> • Ensure that resource requests align with pre-established recovery and redevelopment priorities. • Refer to the relevant vision and goals described in the Disaster Recovery and Redevelopment Plan. 	
What are the RSF's primary objectives at this time? <ul style="list-style-type: none"> • Who is responsible for accomplishing these tasks? 	
What aspects of recovery or redevelopment operations should be communicated to the public? <ul style="list-style-type: none"> • Coordinating Agency: review and approve public information requests. • Deadlines for future requests? Note: Messaging may be jurisdiction-dependent.	
What needs to be communicated to the LDRM?	
3. Action Items	
<i>Action</i>	<i>Responsible Party</i>
4. Next Conference Call / Adjourn	
Date: _____	Location or Call-in #: _____
Time: _____	_____

Attachment 2: Pre-Scripted Messaging Templates

Notification to Supporting Agencies: Standby

To be sent by: RSF-7 Coordinating Agency

Volunteer Organizations Active in Disasters (RSF-7) Supporting Agencies,

You are receiving this email because Brunswick-Glynn County [HAS EXPERIENCED/IS EXPECTED TO EXPERIENCE] a disaster severe enough to warrant the activation of the county's Disaster Recovery and Redevelopment Plan (DRRP).

At this time, no action is required on your part. However, if the DRRP is activated, your Recovery Support Function (RSF) may be activated as well. During recovery and redevelopment operations, you will be expected to coordinate with agencies and organizations within your RSF to accomplish recovery and redevelopment objectives. Some of these objectives are already outlined in the DRRP while others will be communicated or decided at the time of the incident.

Your general responsibilities as a Supporting Agency include:

- Participating in RSF-specific and Core Planning Team (all stakeholders) meetings or conference calls.
- Reporting on the progress of recovery planning and achievement of objectives.
- Providing advocacy for key recovery and redevelopment programs.
- Providing high-level subject matter expertise during planning processes.
- Conducting damage and needs assessments and report the results to the Coordinating Agency.
- Sharing information about programs, funding, and projects to support countywide recovery and redevelopment according to the goals and visions outlined in the DRRP.

Glynn County Emergency Management Agency will continue to monitor the event. If the DRRP is activated, you will receive additional correspondence with further instructions. If you have any follow-up questions, you may contact [INSERT CONTACT INFO].

Thank you,

[INSERT AGENCY NAME],

Coordinating Agency for RSF-7

Notification to Supporting Agencies: RSF-7 Activated

To be sent by: RSF-7 Coordinating Agency

Volunteer Organizations Active in Disasters (RSF-7) Supporting Agencies,

At this time, the Brunswick-Glynn County Disaster Recovery and Redevelopment Plan (DRRP) has been activated. The local disaster recovery manager (LDRM) has subsequently activated RSF-7 to support and coordinate recovery and redevelopment operations.

Due to the severity of [INSERT EVENT NAME], we will be convening a Coordination Meeting to identify unmet needs, resource shortages, and priorities for recovery and redevelopment. **Your role in this process is critical for obtaining clarity about the severity of the disaster and efficiently recovering from [INSERT EVENT NAME].**

Please plan to attend the Coordination Meeting, which will be held from [INSERT TIME] on [INSERT DATE]. You can join the conference call by dialing [INSERT PHONE NUMBER].

If you require additional assistance, please contact [INSERT NAME AND CONTACT INFORMATION].

Thank you,

[INSERT AGENCY NAME],

Coordinating Agency for RSF-7

Notification to Supporting Agencies: Follow-up Coordination Meeting

To be Sent by: RSF-7 Coordinating Agency

Volunteer Organizations Active in Disasters (RSF-7) Supporting Agencies,

We will be convening a Coordination [CALL/MEETING] to identify unmet needs, resource shortages, and priorities for recovery and redevelopment. **Your role in this process is critical for balancing resource requirements, managing public expectations, and efficiently recovering from [INSERT EVENT NAME].**

Please plan to attend the Coordination [CALL/MEETING], which will be held from [INSERT TIME] on [INSERT DATE]. [IF CONVENING MEETING: The meeting will be held at: INSERT ADDRESS, ROOM NO.]. [IF CONVENING CONFERENCE CALL: You can join the conference call/meeting by dialing: INSERT PHONE NUMBER].

If you require additional assistance, please contact [INSERT NAME AND CONTACT INFORMATION].

Thank you,

[INSERT AGENCY NAME],

Coordinating Agency for RSF-7

Notification to Supporting Agencies: Public Information Release Process

To be sent by: RSF-7 Coordinating Agency

Volunteer Organizations Active in Disasters (RSF-7) Supporting Agencies,

To ensure public information releases related to RSF-7 operations are unified, accurate, and trustworthy, the following process for submitting public information release requests will be followed:

1. Requests for public information releases will be submitted first to your RSF's Coordinating Agency. The Coordinating Agency will review and approve these requests, as well as assign priority, if necessary. Requests should include the following information:
 - a. Name of requesting agency/organization
 - b. Intended audience (e.g., entire county, Jekyll Island, City of Brunswick, government employees)
 - c. Priority level (i.e., low, medium, high)
 - d. Desired method of sharing (e.g., county website, news broadcast, social media post)
 - e. Content of message (including deadlines, locations, contact information, websites, etc.)
2. The Coordinating Agency will submit the approved requests to RSF-1, who will determine a strategy for releasing the information and coordinate with the appropriate jurisdictions' public information officer(s) to release the message.

To have your public information release request approved, please submit all requests to [INSERT CONTACT INFORMATION FOR COORDINATING AGENCY] no later than [INSERT DEADLINE]. After reviewing the request, we will forward it to RSF-1 for review and approval. The message will be delivered according to the established press release schedule: [INSERT INFORMATION FROM RSF-1 ABOUT SCHEDULE].

Thank you,

[INSERT AGENCY NAME],

Coordinating Agency for RSF-7

Attachment 3: Execution Checklist

Preparedness Actions (Ongoing)
<input type="checkbox"/> Coordinate with the Glynn County Emergency Management Agency to develop a countywide Donations Management Plan.
<input type="checkbox"/> Identify and inventory resources available to support long-term recovery (e.g., classes, training, interim housing, financing) and communicate strategies to appropriate RSFs.
<input type="checkbox"/> Coordinate with Glynn County Emergency Management Agency to gain an understanding of emergency operations and better comprehend overlap of public sector and NGO capabilities.
<input type="checkbox"/> Coordinate with Glynn County Emergency Management Agency and the public information officer to develop and communicate a campaign to develop organizational continuity of operations plans.
<input type="checkbox"/> Identify additional community organizations that can be tapped to provide assistance as a member of RSF-7.
Activation Actions
<input type="checkbox"/> Notify RSF-7 Supporting Agencies about activation using the pre-scripted messaging templates in the RSF-7 Appendix.
<input type="checkbox"/> Initiate the RSF-7 Coordination Meeting.
<input type="checkbox"/> Moderate discussion and record notes and action items described during the Coordination Meeting.
<input type="checkbox"/> Ensure that pre-determined recovery and redevelopment objectives have been identified and communicated to local businesses.
Operational Actions
<input type="checkbox"/> Moderate discussion and record notes and action items described during the Coordination Meetings.
<input type="checkbox"/> Consider strategies for incorporating disaster survivors into recovery operations and projects to provide them with a role and voice in community recovery.
<input type="checkbox"/> Establish strategies, in coordination with RSF-1, to build trust and leverage interactions with the community to provide feedback on the community's perception of fairness and success of recovery operations.
<input type="checkbox"/> Leverage existing networks to provide survivors with resources to replace or purchase large household items that are not covered by insurance or federal programs.
<input type="checkbox"/> Assess unmet needs of disaster survivors and coordinate with RSF-1 and other RSFs as needed to determine strategies for meeting those needs to the extent possible.
<input type="checkbox"/> Manage and organize donations for distribution to disaster survivors.
<input type="checkbox"/> Coordinate with RSF-1 and the public information officer to develop and release information about the availability and distribution of donated goods and resources, including instructions and preferences related to the donation of goods. These messages should discourage spontaneous donations of materials that cannot be used.
<input type="checkbox"/> Determine and document strategies for equitable distribution of resources among disaster survivors.

Operational Actions
<input type="checkbox"/> Provide input to RSF-1 regarding the disaster-specific strategic plan for recovery and redevelopment operations. RSF-1 will be responsible for developing the plan, but RSF-2 will provide subject matter expertise and insight.
<input type="checkbox"/> Reach out to RSF-1 to establish a process for reporting progress on recovery and redevelopment operations.
<input type="checkbox"/> Assign responsibility for RSF-2 operational objectives, as appropriate.
<input type="checkbox"/> Notify RSF-2 of Coordination Meetings using pre-scripted messaging templates as many times as necessary.
<input type="checkbox"/> Communicate deadlines and send reminders about requests for public information release requests to Supporting Agencies using pre-scripted communications. Send the reminders as many times as necessary to ensure the protocol is upheld.
Demobilization Actions
<input type="checkbox"/> Obtain approval from the LDRM to demobilize the RSF.
<input type="checkbox"/> Participate in after-action reporting. Provide feedback to support future revisions to the Disaster Recovery and Redevelopment Plan.
<input type="checkbox"/> Collect and store all completed forms and consult with Glynn County Emergency Management Agency for appropriate storage location, if appropriate.

Attachment 4: Contact Information

RSF-7 CONTACT INFORMATION Brunswick-Glynn County	
Coordinating Agency	
Name: Glynn County Emergency Management Agency Phone: (912) 267-5678 Email: jwiggins@glynncounty-ga.gov	
Supporting Agencies	
Name: Angela Smith Agency: City of Brunswick Police Department Phone: (912) 554-7600 Email: asmith@brunswickpolice.org	Name: Kathie Perkins Agency: American Red Cross Phone: (912) 265-1695 Email: sara.perkins@redcross.org
Name: Kristine Cherry Agency: GSAA/SDRP Phone: N/A Email: kristine.cherry@gsaalliance.org	Agency: Building a Better Brunswick Phone: N/A
Agency: Glynn County Animal Control Phone: (912) 554-7500	Agency: Savannah Food Truck Association Phone: (706) 319-1919
Agency: Kiwanis Club Phone: (912) 223-4730	Agency: Rotary Club Phone: (207) 725-7291
Agency: Glynn County Humane Society Phone: (912) 264-6246	Agency: Sea to Summit Phone: N/A
Agency: Salvation Army Phone: (912) 265-9381	