



# Chatham County Disaster Recovery Plan

## **RECOVERY SUPPORT FUNCTION 1: DISASTER RECOVERY AND REDEVELOPMENT ASSISTANCE COORDINATION AND PLANNING ANNEX**

SEPTEMBER 2015

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## INTRODUCTION

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- A. *Recovery Support Function (RSF) 1: Disaster Recovery and Redevelopment Assistance Coordination and Planning Annex* to the Chatham County Disaster Recovery Plan (DRP) serves to identify a range of actions specific to support and coordinate recovery from incidents that have a long-term impact to Chatham County.
- B. RSF-1 provides partners, nongovernmental organizations, and community organizations with operational guidance necessary to support long-term recovery activities in the aftermath of a disaster or emergency that results in a long-term impact to the community.
- C. Consistent with the DRP, this Annex is a living document. Chatham County Emergency Management Agency (CEMA) acknowledges additional recovery issues will be identified in the future and will be included in revised editions of this document.

## PURPOSE

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The Disaster Recovery and Redevelopment Assistance Coordination and Planning RSF is responsible for coordinating public, private, and non-profit efforts to facilitate recovery following a large-scale disaster in Chatham County. This RSF holds the primary responsibility for establishing recovery priorities, adjudicating resources, and ensuring buy-in from key county and local stakeholders.

The RSF will hold the responsibility for planning for, integrating and monitoring disaster recovery programs, policies and projects after large disasters, which will be approved by the Recovery Committee and ultimately the Command Policy Group (CPG).

## SCOPE AND APPLICABILITY

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The scope of this Annex is to provide a framework for coordination during recovery. This includes coordination by the Disaster Recovery and Redevelopment Assistance Coordination and Planning RSF with local governments, county agencies, and state and federal partners.

This Annex should be used by local governments, county agencies, and partners in the public, private, and nonprofit sectors acting as the coordinating agency, cooperating organizations, and/or supporting agencies to this recovery function.

## ASSUMPTIONS

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- A. The planning assumptions identified in the base plan will also apply to this RSF.
- B. Agencies and organizations will provide the services identified for this RSF.
- C. The Coordinating Agency will actively engage the Core Team and Supporting Agencies in planning, training, and exercises to ensure an effective operation upon activation. Coordinating and Supporting Agencies, as well as the Core Team, are identified on Page 7.

## IMPLEMENTATION

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- A. Consistent with the DRP, this Annex may be activated in whole, or in part, during disaster conditions as determined by the Chairman of the Chatham County Commission and the Director of CEMA, through the CPG.
- B. The CPG may determine to issue a Declaration of Local Recovery (See Appendix 1-6).
- C. In cases where there are long-term or ongoing needs from the public, local governments, or county agencies, *RSF 1: Disaster Recovery and Redevelopment Assistance Coordination and Planning Annex* may specifically be activated.

## CONCEPT OF OPERATIONS

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### GENERAL

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

### ORGANIZATION

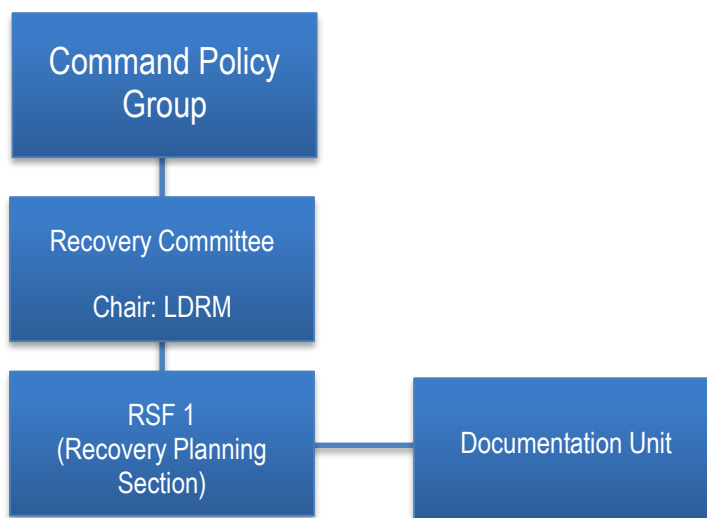
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The Disaster Recovery and Redevelopment Assistance Coordination and Planning Recovery Support Function operates as the planning section of the recovery structure. **The Coordinating Agency is the Chatham County – Savannah Metropolitan Planning Commission (MPC).**

The MPC is the Coordinating Agency and will be supplemented by a Core Team as well as several Supporting Agencies. The Core Team will work with the Coordinating Agency to support decision-making, set recovery priorities, and finalize recovery plans. Supporting Agencies include RSF and Group leads that will be able to provide information on specific impacts, progress on recovery planning, advocate for key recovery programs, and provide high-level subject matter expertise to the Coordinating Agency. Individuals appointed to these roles shall have a level of authority within the organization that allows them to commit resources and personnel.

Joining this Core Team will be representatives from the impacted communities, and at-large positions to be filled by private sector representatives, non-governmental organizations, and/or community advocates who may be able to conduct outreach or who understand the specific needs of vulnerable populations within the community. Additional at-large positions may be held by county agencies at the discretion of the Coordinating Agency.

*Recovery Support Function 1: Organization Chart*



*(For the full Recovery Organization Chart, see page 20 of the Base Recovery Plan.)*

	Department / Entity
Coordinating Agency	MPC
Core Team	CEMA Chatham County Finance Department

	<p>CPG                  Local Disaster Recovery Manager                  Impacted Local Jurisdictions                  At-Large Positions</p>
Supporting Agencies	<p>Chatham County Board of Assessors                  Chatham County Building Safety and Regulatory Services                  Chatham County Court System                  Chatham County and Applicable Jurisdiction Departments of Engineering                  Chatham County and Applicable Jurisdiction Departments of Human Resources                  Chatham County and Applicable Jurisdiction Information and Communications Services                  Chatham County Manager's Office                  Chatham County Purchasing and Contracting                  Chatham County Sheriff's Office                  Chatham County Tax Commissioner                  Chatham County Health Department                  Coastal Regional Commission                  Georgia Department of Community Affairs                  Georgia Department of Natural Resources                  Georgia Department of Transportation                  Georgia Environmental Finance Authority                  Georgia Forestry Commission                  Savannah - Chatham County Public School System / Board                  Savannah Airport Commission                  Savannah Area Chamber of Commerce                  Applicable City/Town Managers                  Savannah Development Services                  Savannah Economic Development Authority                  Savannah Heritage Emergency Response Group                  Savannah-Chatham Metropolitan Police                  Chatham Community Organizations Active in Disaster (CCOAD)                  United States Army Corp of Engineers (USACE)</p>

## OPERATIONS

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RSF-1 services are broken down into three main categories:

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

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

Operational objectives and tactics for recovery will be identified by implementing the Community Recovery Strategy (see Appendix 1-1) and the jurisdictional-level Recovery Action Plan(s) (RAP) (see Appendix 1-2), as well as any action plans developed by the RSFs. These plans and strategies will be developed to identify specific objectives and projects, assess the progress made toward meeting those objectives, and outline the methods for developing additional objectives as recovery progresses.

### PRE-EVENT AND PREPAREDNESS OPERATIONS

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

**Understand county and regional planning resources.** Following a disaster, key resources that can be used by jurisdictions to facilitate recovery include regional and community plans. County master plans outline development goals and guidelines. In addition, supporting community development plans, transportation plans, hazard mitigation plans, and environmental plans identify projects that have already been vetted by key stakeholders and address existing community needs, and in some cases may already have funding allocated to the project. Depending on the location and impact of the disaster, the resources and projects identified can be implemented or expedited to not only address issues that existed prior to an event while also facilitating community recovery.

**Be familiar with county and regional stakeholder groups.** Stakeholder and community groups, including non-governmental, community-based and faith-based organizations, play



a key role in post-disaster recovery. In some cases these groups bring specific resources to help individuals and households recover, such as the CCOAD and other community based organizations.

**Identify county laws and regulations that may impede recovery operations and develop temporary measures to expedite recovery.** In some cases, recovery efforts may be impeded by current laws and regulations throughout the county. Permitting processes, zoning, environmental regulations, and income requirements may delay the implementation of projects and/or delivery of services. In some cases, waivers or temporary amendments to master plans may facilitate or expedite redevelopment. By pre-scripting these waivers or determining efficiencies in processes, the county can streamline recovery or help facilitate expediency in individual, household, and business recovery.

### SHORT-TERM RECOVERY

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

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

**Evaluate the need for recovery support and recommend the activation of RSFs to the CPG.** 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 recommended to the CPG for activation. It is acknowledged that RSFs and groups may be activated at later times, or that the assessments conducted by the Functions may result in the recommended deactivation of RSFs and Groups.

**Identify recovery partnerships.** As discussed under the pre-disaster recovery objective "Be familiar with county and regional stakeholder groups," non-governmental organizations are key to facilitating individual and community recovery. Based on the needs of the incident and the populations impacted, community recovery partners should be identified to participate in the Community Recovery Strategy planning process (see below) – both as a

partner to the activated RSFs as well as potentially participating in RSF-1. Key partners may also include corporations or businesses actively involved in the community or other “champions” who may have a vested interest in a project or specific recovery activity.

**Coordinate the Recovery Plan with RSFs.** While recovery planning will occur through RSF-2 through RSF-7, the Disaster Recovery and Redevelopment Assistance Coordination and Planning RSF plays a key role in recovery planning. This group helps set the recovery vision and objectives, and works with the functions to evaluate and prioritize projects both within and among the RSFs. As a coordinating body, the RSF Core Team will review the Initial RSF Project Worksheets (see Appendix 1-3 and 1-4) developed by the RSFs as well as the Staff Positions Checklists (Appendix 1-5) that are designed to provide the RSF with proposed activities to support essential functions during recovery activation. This will include providing direction on objectives and projects, and assisting in developing recovery goals and timelines. In this review, “high value” recovery projects will be identified. The Federal Emergency Management Agency (FEMA) *Long Term Community Recovery Planning Process: A Self Help Guide* defines recovery project value as an indicator of a project’s ability to “help jump-start a community’s recovery from a natural disaster or incident of national significance”.

High-value recovery projects typically hold the following characteristics:

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

High-value recovery projects typically will have a significant economic impact on the community, build overall community capacity, and link multiple segments of the community to provide a greater impact on recovery than projects that stand-alone or may have an isolated impact. High value projects will be given priority for implementation, and to the greatest extent possible projects that have cross-functional impacts will be identified and prioritized for implementation. These projects will be prioritized in the Chatham County DRP, and be implemented through RAPs.

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

**Define and Implement a Community Recovery Strategy.** The overarching goals and objectives for recovery will be determined through the above objectives, culminating in a disaster specific Community Recovery Strategy (See Appendix 1-1). This Strategy will outline goals, objectives, tactics, authorities, and programs that can be leveraged to execute strategies that meet objectives. The purpose of the Strategy will be to establish a long-term vision for Recovery within the county that addresses the impacts of the disaster event while incorporating relevant objectives, goals, and planning elements from pre-disaster community planning. In some cases, these may be derived from community development plans that aim to establish long-term goals for community growth. In other cases, elements from community mitigation plans may be incorporated into long-term recovery planning to increase community resiliency. (See Appendix 1-1.)

**Support Impacted Jurisdictions’ Development of Recovery Action Plans.** The purpose of a RAP is to define an event-specific, phased recovery program with priorities and actions that mirror the goals and priorities defined in the DRP and the Community Recovery Strategy. RAPs are developed by local jurisdictions to define a community’s specific recovery priorities and the operations required to achieve them. (See Appendix 1-2.)

### **INTERMEDIATE AND LONG-TERM RECOVERY**

The following intermediate and long-term recovery objectives are characterized by operations that may provide sustained temporary measures to bridge the gap into permanent solutions, return life to normal or an improved state, or otherwise support the objectives of other RSFs and Groups. Objectives described under short-term recovery (above) will be the continued responsibility of this RSF into intermediate and long-term recovery, if necessary.

**Ensure Recovery Planning Process is consistent with federal and state Guidelines.** As the coordinating entity for recovery planning in Chatham County, RSF-1 will ensure that RAPs developed by RSF-2 through RSF-7 are consistent with federal and state guidelines and standards for recovery planning. This includes pre-disaster guidelines, such as the National Disaster Recovery Framework (NDRF) FEMA’s *Long-Term Community Recovery Planning Process: A Self Help Guide*, as well as guidelines released by FEMA and the State

of Georgia following an event. Post-event guidance will vary, depending on the impact of the incident in the community and the geographic extent of the incident.

This objective will be fulfilled by continued coordination between all RSFs at the county level, in addition to continued coordination with federal agencies, including FEMA. As recovery plans, objectives, and priorities change and key projects are accomplished, the planning cycle should be followed by the RSFs. In cases where guidance is not followed, or steps in the planning process are not met, the Local Disaster Recovery Manager (LDRM), with assistance from RSF-1 will be responsible for providing directives to recovery functions and recovery groups on necessary remedial actions to address any outstanding issues, and/or ensure proper resource coordination in future iterations of the recovery plans.

**Monitor Implementation of Chatham County Recovery Plans.** While the RSFs support functional areas, RSF-1 holds a key role in monitoring implementation of these plans. While all recovery projects are important, RSF-1 will monitor the implementation of high value projects specifically. Because these projects are of higher value and are more likely to have a cross-functional impact, RSF-1 will monitor their implementation, ensure appropriate resources are allocated, and facilitate coordination.

**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, 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 neighborhoods, 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 of funding will influence the priority of projects. Projects that use Public Assistance (PA) funding from the Federal Government must adhere to program requirements, which means that repair of some facilities may need to wait for funding to become available. Outside of these conditions and constraints, RSF-1 will adjudicate resources, prioritize projects, and allocate funding within the scope delegated by the CPG. The CPG ultimately informs and approves the distribution of resources.

**Maintain the Plans.** Over time, as projects are completed and resources, priorities, or the overall Community Recovery Strategy changes, RSF-1 will work with RSF-2 through RSF-7 as well as local jurisdictions to monitor and update plans. The regularity of these reviews will be contingent on the incident and impact. For example, an incident that requires ongoing recovery coordination for five months following the incident may not require more than one

set of recovery plans. Conversely, an incident that requires coordination for multiple years may require multiple iterations of the plans.

In the case that the incident impact requires coordination beyond for more than six months after the recovery plans are developed, these plans will be reviewed and revised by the RSFs. While overall goals and objectives of the plans may not change, project priorities, stakeholders, and champions may change over time.

Plan reviews and maintenance will document:

- Progress made on achieving previous objectives and projects;
- New objectives, projects and tasks;
- Key stakeholders; and
- Updated funding strategies.

## **COMMUNICATIONS**

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Typically, Disaster Recovery and Redevelopment Assistance Coordination and Planning agencies and organizations will communicate with each other using telephones, text, or email depending on which mode is functioning. To the greatest extent possible, the recovery organization will leverage established communication mechanisms, including listserv, email groups, and messaging boards to facilitate coordination.

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

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

## **RESPONSIBILITIES**

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### **COORDINATING AGENCY (MPC)**

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- Notify the Core Team and Support Agencies when RSF-1 has been activated.
- Serve as the primary agent to accomplish the objectives outlined above
- Coordinate activities, resources, and identification of recovery needs
- Develop and implement the Community Recovery Strategy

## CORE TEAM

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- Support decision making
- Set recovery priorities
- Finalize and approve recovery plans

## SUPPORTING AGENCIES

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- Provide information on specific impacts
- Update on progress of recovery planning at an RSF level
- Provide advocacy for key recovery programs
- Provide high-level subject matter expertise during planning processes

## DIRECTION, COORDINATION, AND CONTROL

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To ensure scalability and flexibility in the mobilization of recovery operations, the Disaster Recovery and Redevelopment Assistance Coordination and Planning RSF may be activated (for Incident Command System (ICS) purposes) and be functionally or geographically subdivided, at the discretion of the Recovery Planning Section Chief and/or LDRM, as circumstances dictate and consistent with ICS. As noted above, RSF-1, as the Recovery Planning Section, may be activated concurrently with response activities.

## ANNEX MANAGEMENT AND MAINTENANCE

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

Changes will include additions, supplemental material, and deletions. No proposed change should contradict or override authorities or other plans contained in statute, order, or regulation. Any department or agency with assigned responsibilities within the Annex may propose a change. CEMA is responsible for coordinating proposed modifications to the Appendices with Coordinating Agencies, Support Agencies, and other stakeholders. CEMA will coordinate review and approval for proposed modifications as required.

After any coordination is conducted, including approval of final language, CEMA will issue an official Notice of Change. The notice will specify the date, number, subject, purpose, background, and action required, and provide the change language on one or more numbered and dated inserted pages replacing the modified pages in the Annex.

Modifications will be considered part of the DRP for operational purposes pending the formal revision and re-issuance of the final Annex. Interim changes can be further modified or updated using the above process. CEMA will distribute the Notice of Change to participating agencies, specifically identified coordinating and support agencies.

CEMA is responsible for an annual review of the entire DRP and a complete revision every two years (or more frequently if the County Commission or GEMA deems necessary).

## APPENDICES

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## **APPENDIX 1-1: COMMUNITY RECOVERY STRATEGY**

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Post-disaster objectives for this RSF are identified as a sequential process by which Chatham County will develop its Community Recovery Strategy. The Lead Agency is in charge of facilitating implementation of this strategy.

**Assess the need for a Community Recovery Strategy.** RSF-1 will identify and assess the long-term impacts of the disaster on the county, its residents, its economy, and its physical well-being. The recovery needs assessment from a significant disaster will begin shortly after the incident, led initially by the Planning Section in the Emergency Operations Center (EOC) (see County EOP). As the activity transitions from assessment to planning, the response-phase ESF14 organization will transition to the recovery phase Disaster Recovery and Redevelopment Assistance Coordination and Planning RSF, in a smooth and uninterrupted fashion.

**Select RSF leadership and identify strategy scope.** Appropriate leadership and community representation among Supporting Agencies is critical. Upon transition from ESF14 to the Disaster Recovery and Redevelopment Assistance Coordination and Planning RSF, the LDRM will appoint the Recovery Planning Section Chief, who will be the leader and spokesperson for the recovery planning process (in coordination with the Recovery Public Information Officer (RPIO)), serve as the lead coordinator/facilitator at the community meetings, and establish appropriate planning partnerships with local, state, and federal agencies (in coordination with the Recovery Liaison Officer). Although the Disaster Recovery and Redevelopment Assistance Coordination and Planning RSF Lead Agency is responsible for the Community Recovery Strategy planning process, overall responsibility for the recovery organization and its activities remains with the LDRM. (The LDRM is assigned ultimate responsibility for the activities of the Disaster Recovery and Redevelopment Assistance Coordination and Planning RSF – including the Community Recovery Strategy itself – by the NDRF.) The Disaster Recovery and Redevelopment Assistance Coordination and Planning RSF will provide a combination of community leadership and subject matter expertise to execute long-term recovery planning activities, with the full backing of the recovery organization and the County Government.

**Identify recovery partnerships.** The Disaster Recovery and Redevelopment Assistance Coordination and Planning RSF, in coordination with the RPIO and Recovery Liaison Officer (or a Branch specific Public Information Officer (PIO) and/or Liaison Officer, if assigned), will ensure community ownership in the Community Recovery Strategy by identifying key stakeholder organizations and agencies and by conducting extensive outreach campaign(s) during the planning process. Stakeholders may or may not be identified as members of the Core Team or Supporting Agencies. In addition to Chatham County interests, it will be important to coordinate planning activities with neighboring counties and regional planning entities, and appropriate state agencies and departments. Coordination and communication must be established early on (via the Recovery Liaison Officer) with the State and Federal Coordinating Officers (SCO and FCO),

State and Federal Disaster Recovery Coordinators (SDRC and FDRC), regional transportation authorities, area universities and other educational institutions, federal government offices and military installations, local chambers of commerce, large private-sector companies, and emergency managers and government officials from jurisdictions in and around Chatham County.

The list of organizations that support the Community Recovery Strategy planning process must be extensive in order to ensure comprehensive stakeholder input. It should be expected that in the wake of a significant disaster, interested parties will arrive to offer their help and expertise. This may include groups such as the Urban Land Institute, American Planning Association, American Institute of Architects, Congress for New Urbanism, and similar professional groups. Such entities may bring significant expertise, experience, and access to additional resources. Roles for them within Chatham County's planning process should be identified so that they are able to be assimilated usefully into the County's recovery framework.

Coordination with external agencies and organizations is critical to leveraging buy-in, ensuring Americans with Disabilities Act (ADA) compliance for accessibility, and preventing duplication of efforts. The Disaster Recovery and Redevelopment Assistance Coordination and Planning RSF, RPIO, and Recovery Liaison Officer will coordinate to invite key agency staff to support the Recovery Planning Section and establish regular conference calls and meetings to keep external partners included in the planning process.

**Establish public information campaign.** The RPIO (either at the RSF or recovery organization level) will develop a public information campaign and communications plan with the Disaster Recovery and Redevelopment Assistance Coordination and Planning RSF, which will be approved by the LDRM and media outreach campaign to encourage public and stakeholder involvement and educate community members (including those displaced by the disaster), thus establishing community ownership and support for the planning process will be a component of the public information campaign. It is critical to establish positive relationships with a variety of media sources and to consider them partners in the public information campaign by keeping the media informed throughout the process.

**Identify long-term recovery issues.** Long-term recovery issue identification begins with the transition from the response to the recovery phase. As a component of the Community Recovery Strategy planning process, issue identification refers to the recognition of stakeholder concerns with the reconstruction and redevelopment of the impacted area that extend months or years into the future.

The Disaster Recovery and Redevelopment Assistance Coordination and Planning RSF will formalize the issue identification process by:

- Working with the Recovery Liaison Officer and/or RPIO (either at the RSF, Group, or recovery organization level) to conduct community meetings to identify and refine community vision and goals related to recovery, redevelopment, and reconstruction, and to begin to identify and recommend objectives and strategies to address these recovery issues
- Meeting with stakeholders, impacted businesses and members of the public, and key county agency employees within or outside of the recovery organization
- Reviewing existing county plans, especially in considering how they may impact or advance recovery

**Coordinate the Recovery Action Planning Cycle.** Although all parts of the recovery organization, as well as local jurisdictions, coordinate with the Recovery Planning Section during the development of the RAPs, the Disaster Recovery and Redevelopment Assistance Coordination and Planning RSF has a specific and ongoing coordination role. The Disaster Recovery and Redevelopment Assistance Coordination and Planning RSF will continuously convey the best possible information, through the Recovery Planning Section, regarding the development of the Community Recovery Strategy to ensure that RAPs are developed consistently with the evolving/interim direction of the Community Recovery Strategy; mission objectives established by RAPs must not contradict the developing Community Recovery Strategy or preempt the deliberative decision-making of the Community Recovery Strategy planning process. RSF-1 coordination with the RAP cycle will continue until the Community Recovery Strategy itself is complete and adopted. At that point, the Community Recovery Strategy will provide overarching guidance for the development of mission objectives under the RAP process.

**Set recovery vision and objectives.** The Disaster Recovery and Redevelopment Assistance Coordination and Planning RSF will work with the public and stakeholders to set a vision and achievable goals that provide a “big picture” vision for intermediate and long-term recovery and help participants and observers in recovery understand how their individual stakeholder component is critical to the recovery operation as a whole. Objectives will mark the actual progress or benchmarks toward the county vision and goals for recovery; objectives will be vetted through the Community Recovery Strategy planning process. They will give the recovery organization and stakeholders a clear picture of how the recovery plan will achieve its intended purpose. Objectives will be framed in terms of end products that will be delivered within a specific time frame.

**Identify, evaluate, and prioritize Community Recovery Projects.** Once the vision, goals, and objectives for recovery are set and agreed upon by the stakeholders, projects will be identified as part of the community involvement process. The Recovery Planning Section Chief will work with

the Recovery Liaison Officer and RPIO to hold community meetings, discussions with community leaders, business groups, organizations, and agencies to ensure inclusive and broad-based buy-in. In addition to the projects identified through the community involvement process, it is important that the Disaster Recovery and Redevelopment Assistance Coordination and Planning RSF (through chain of command) work with FEMA's PA staff to understand what community projects might be eligible for Public Assistance. The Disaster Recovery and Redevelopment Assistance Coordination and Planning RSF must work with the county PA specialist to keep apprised of ongoing Project Worksheets, Improvement Projects, Alternate Projects, and that goals are specific, measurable, attainable, relevant, and timely.

As projects are identified and developed through the planning process, priorities must be set and the recovery value of each project determined. Prioritization criteria will be generally guided by the objectives and priorities described in this annex, but the specifics will vary by disaster event. Establishing prioritization criteria as part of the process also enhances the transparency and accountability of the Community Recovery Strategy. It may also be the case that the county may have to reevaluate projects that they previously approved, as priorities may change following a major disaster, resources may need to be reallocated to recovery.

It is the responsibility of the LDRM – working closely with the RSFs – to evaluate and prioritize the projects, and eventually to present them to the general public and policy makers as part of a draft Community Recovery Strategy.

The worksheet in Appendix 1-3 provides basic guidance for helping determine relative recovery project value.

**Identify project champions.** The Disaster Recovery and Redevelopment Assistance Coordination and Planning RSF will work with the Command Policy Group, Local Disaster Recovery Manager, and other community leaders to identify, recruit (if necessary), and support “project champions.” These representatives will promote and support projects that advance the Community Recovery Strategy’s objectives and vision. A project champion might be an individual, private company, organization, or public agency that has shown past interest in the Community Recovery Strategy planning process and has been involved in planning activities prior to or following the disaster. They should be self-motivated and have standing in the community.

**Draft the Community Recovery Strategy.** The Community Recovery Strategy document itself should describe specific strategies and actions, including both physical improvements and policies and programs. It should be brief, with concise discussion of project needs and overarching objectives, rather than an in-depth discussion of existing conditions (except insofar as these have changed from existing Chatham County planning documents). It should be written so as to be easily comprehended by the public, businesses, and other stakeholders. Where there

is a need for additional project information, the Community Recovery Strategy should reference existing resources, rather than summarize or reproduce them.

The following steps will be taken in the Community Recovery Strategy review and development of a Final Community Recovery Strategy:

- Develop a Draft Community Recovery Strategy
- Distribute the Draft Community Recovery Strategy for stakeholder and public review (See Page 23 for a template)
- Ensure that the Draft and Final Community Recovery Strategy documents are available in accessible alternative formats, if requested
- Hold stakeholder and community meetings for Draft Community Recovery Strategy feedback and input
- Develop a Final Community Recovery Strategy incorporating all comments
- Adoption by the CPG
- Public “launch” event for Final Community Recovery Strategy
- Distribution of Final Community Recovery Strategy and other materials
- Implementation of the Final Community Recovery Strategy

**Prepare a community recovery funding strategy.** Funding is critical in implementing projects to realize the community’s vision and goals. The Recovery Planning Section Chief will work with the Local Disaster Recovery Manager and the Recovery Finance Section to identify funding sources and match appropriate programs to county recovery projects and initiatives. The Finance/Administration Section will recommend mechanisms to be put in place in order to maximize the funding opportunities for which the community is eligible. A recovery-funding matrix will be developed and utilized to compare and contrast the various federal funding sources available in long-term recovery.

**Implementation of the Community Recovery Strategy.** Once the Community Recovery Strategy is complete, it will be approved by the CPG and the County Board of Commissioners. The LDRM and the Recovery Committee will be responsible for ensuring the Community Recovery Strategy is executed. However, implementation of the Community Recovery Strategy is not a single step within the recovery process; it is an ongoing activity that is incorporated into the Recovery Action Planning cycle.

During development of the Community Recovery Strategy, the vision, goals, objectives, and strategies identified within the Community Recovery Strategy are coordinated with the Recovery Action Planning cycle, and after its completion the Community Recovery Strategy forms the basis for the activities of the recovery organization. Upon completion of the Community Recovery

Strategy process, responsibility for monitoring and implementing the final Community Recovery Strategy become the responsibility of the Recovery Planning Section.

Following the approval of the Community Recovery Strategy, other county plans will be impacted. These may include the Comprehensive Plan, Mitigation Plan, Capital Improvement Program, Transportation Improvement Program, or others. Each of these documents should incorporate the Community Recovery Strategy no later than their next scheduled updates following the disaster incident. In this way, the Community Recovery Strategy will be implemented across county functions via normal, non-disaster planning-and-implementation mechanisms.

**Strategy maintenance.** The Community Recovery Strategy will be developed and implemented as a “living document,” but one that is designed to sunset once its use has been fulfilled. The completed Community Recovery Strategy will become the foundation of all future RAPs, and thus is the responsibility of the Recovery Planning Section to monitor and implement. Until the recovery organization itself is deactivated, the Recovery Planning Section Chief will ensure the Strategy is reviewed, evaluated, and updated on at least an annual basis (or as needed) to monitor progress and ensure the strategic framework is appropriate and information is current for the needs of the community.

Regardless of the issue or the stage of the recovery process or an individual project, keeping stakeholders involved and informed of Community Recovery Strategy updates will encourage continual support during recovery. After the recovery organization is demobilized, any incomplete goals identified in the Community Recovery Strategy will revert to the Coordinating Agency and/or be transferred (by incorporation) to non-disaster planning-and-implementation mechanisms.

**Community Recovery Strategy – Briefing Template**

Vision		
<b>Short-Term Recovery Vision</b>		
<b>Intermediate/Long-Term Recovery Vision</b>		
Objectives		
Objective Number	Objective Description	Champion
Objective 1		
Objective 2		
Objective 3		
Objective 4		
Objective 5		
Objective 6		
Objective 7		

## APPENDIX 1-2: RECOVERY ACTION PLAN

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# **RECOVERY ACTION PLAN TEMPLATE**

## PART I: RECOVERY ACTION PLAN BACKGROUND

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### PURPOSE

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The purpose of a Recovery Action Plan (RAP) is to define an event-specific, phased recovery program with priorities and actions that mirror the goals and priorities defined in the Chatham County Recovery Plan and the Community Recovery Plan.

***RAPs are developed by local jurisdictions to define that community's specific recovery priorities and the operations required to achieve them.***

This document provides guidance on the Recovery Action Planning process, as well as a template for a RAP.

### SCOPE AND OBJECTIVES

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This document provides a general description of the RAP's purpose, suggested preparation, and distribution. This includes a RAP template, as well as block-by-block completion instructions to ensure maximum clarity for those who are not familiar with forms.

The National Incident Management System (NIMS) Incident Command System (ICS) Forms Booklet, FEMA 502-2, is designed to assist emergency response personnel in the use of ICS and corresponding documentation during incident operations. This guidance has been leveraged, and modified ICS forms serve as the RAP template below.

### TRIGGERS AND COORDINATION

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#### TRIGGERS

A RAP is developed to outline local government actions required in order to accomplish the goals and objectives defined in the Chatham County Recovery Plan, as well as the event-specific Community Recovery Plan. As such, the trigger for developing the first RAP will be the completion of the Community Recovery Plan (see 'Coordination' below for more information on a Community Recovery Plan).

The RAP is intended to be cyclical, meaning that specific RAPs are developed for specific recovery periods. This allows the RAP to be reviewed over time and to be updated based on the evolving recovery operation. A new RAP may be developed for each recovery period, if needed. Recovery periods are defined by the Local Disaster Recovery Manager (LDRM).

## COORDINATION

To complement the RAP, a Community Recovery Plan will also be developed in collaboration with residents and community stakeholders. The Community Recovery Plan captures the long-term vision of the community regarding recovery and redevelopment. Goals, objectives, and tactics developed in the Community Recovery Plan can be incorporated in the RAP to incorporate those actions into the ongoing recovery operation.

Jurisdictions will coordinate with the Planning Section during the development of the RAPs. The Planning Section will continuously convey the best possible information to local governments regarding the Community Recovery Plan to ensure that RAPs are developed consistently with the evolving/interim direction of the Community Recovery Plan; mission objectives established by RAPs must not contradict the developing Community Recovery Plan or preempt the deliberative decision-making of the Community Recovery Planning process. The Community Recovery Plan will provide overarching guidance for the development of mission objectives for each jurisdiction's RAP process.

## THE RECOVERY ACTION PLANNING CYCLE

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The RAP cycle provides a defined process, structure, and schedule for setting and prioritizing objectives, ensuring resource availability, monitoring progress, and generally executing the local government's mission. It specifies communications, meetings, assessments, and course-corrections, fundamental components of the planning process.

The Recovery Action Planning cycle is modeled on the ICS Incident Action Planning (IAP) Cycle, sometimes known as the "Planning P" for its diagrammatic shape. It will be generally consistent with the Emergency Operations Plan (EOP) IAP Process used during the Emergency Operations Center (EOC) response operations (See EOP). The steps of the RAP cycle are outlined below.



## ASSESS AND UNDERSTAND DAMAGE

The Damage Assessment process begins in the response phase. Generally, this process includes:

**Phase 1:** Rapid Needs Assessment (RNA). RNA includes spot reports by citizens, media, and emergency responders. This is a quick snap shot of the event. Analysis includes identifying:

- Area(s) of impact.
- Threatened area(s).
- What has happened?
- What needs to be done?
- What is needed?
- Status of emergency response to include personnel, equipment, supplies, vehicles, communications, and facilities.
- Estimates of dead, injured, and damages.
- Number of people at risk.
- Public protection actions taken.

- Public protection actions needed.

**Phase 2:** Initial Damage Assessment Teams (IDAT) activated. These teams provide an overview of what happened and additional information about the incident. Methods for collecting this information includes:

- Windshield assessments.
- Arial inspections.
- Door-to-door inspections.

**Phase 3:** Preliminary Damage Assessment Teams (PDATs) are activated to provide a detailed evaluation of what happened. PDATs provide more detailed assessments of the damaged areas using a field sheet that specifically identifies damage to:

- Public Works infrastructures.
- Critical facilities infrastructure.
- Public buildings.
- Private buildings.

This assessment may be conducted by conducting a block-by-block and street-by-street assessment, detailed engineer reviews and reports, telephone and personal interviews, and media reports.

**Phase 4:** Joint Preliminary Damage Assessment Teams (JPDATs). State and federal damage assessment teams may also be used to identify and validate damage assessments, define the scope of repairs, and determine repair or replacement costs.

Additional information about the conduct of these damage assessments during each Phase are included in the Chatham County EOP, Emergency Support Function (ESF) – 03 Annex, Appendix 3-2, Damage Assessment Strategy.

A summary of the each damage assessment will be completed on **Page 18** of the RAP Template. Each assessment phase will necessitate the completion of the summary form. Additional damage identified within each recovery period may require modifying the summary damage assessment form in the RAP.

## **SET (NEW) OBJECTIVES AND STRATEGIES**

Leverage the damage assessment and the Community Recovery Planning process to understand community priorities specific to the jurisdiction, and set Objectives and Strategies accordingly. Though the Community Recovery Planning process will engage

stakeholders in planning for recovery, a jurisdiction may further engage specific members of its community while developing the RAP. Additionally, recovery priorities will be developed by the RSFs for the operational period as defined by the LDRM and should be reflected in the RAP.

Objectives will be discussed in the RAP Meeting (see Agenda on **Page 23**) and captured by RSF in the Current Objectives section of the RAP Briefing on **Page 14** of the RAP Template. Each RSF identifies its Current Objectives in the Recovery Work Matrix (**Page 21**).

### **DETERMINE TACTICS / COURSES OF ACTION TO ACHIEVE OBJECTIVES**

After development of Recovery Objectives, the RAP will detail Tactics/Courses of Action to achieve the Objectives, to include information about the specific task assignment, resources that are required to execute the tasks, and how that information will be used. Each RSF will develop a Recovery Work Matrix (**Page 21**), which will be discussed in the Recovery Action Plan Meeting (see Agenda on **Page 23**).

### **DRAFT, APPROVE AND DISTRIBUTE RECOVERY ACTION PLAN**

Following the identification of objectives and the tactics to achieve them at the Recovery Action Plan Meeting, the RAP can be completed and finalized. The LDRM approves each RAP.

### **EXECUTE RECOVERY ACTION PLAN**

The approved RAP becomes the new controlling document, and is used to outline actions for the recovery period.

### **ASSESS PROGRESS ON OBJECTIVES**

Performance measures will be set through the both the Community Recovery Planning and RAP planning processes. Progress on objectives may be detailed through ad-hoc recovery briefings, which provide basic information about the recovery situation and resources allocated to recovery, as well as in Recovery Action Plan Meetings that kick off each recovery period.

## **RECOVERY ACTION PLAN CONTENTS**

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**Cover Page** – Summary information.

**Recovery Action Plan Briefing** – Overview of objectives and recovery activities.

**Damage Assessment Summary** – Snapshot of public and private damage.

**Recovery Work Matrix** – More specific details of objectives, actions, and responsible parties.

**Recovery Action Plan Meeting Agenda & Meeting Minutes** – Meeting agenda to discuss recovery activities and to collect information, and a template to capture the meeting discussion.

## **PART II: RECOVERY ACTION PLAN TEMPLATE**

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### **INTRODUCTION**

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Taken together, all or a subset of the attached forms will serve as a jurisdiction's RAP.

All forms are designed to include essential data elements. Use of these forms is encouraged to promote consistency in the development of RAPs and the management and documentation of recovery. In many cases, additional pages can be added to the existing forms when needed. The forms and the RAP are designed to serve all-hazards and cross-discipline needs. Because the goal of NIMS is to have a consistent approach to incident management and recovery, jurisdictions are encouraged to use the forms as they are presented here, unless the forms do not meet an organization's particular recovery management needs for some unique reason. If changes are needed, the focus on essential information elements should remain. Modifications should be clearly identified as deviations from, or additions to, forms.

### **TEMPLATE ADAPTATION / CREATING FORM APPENDICES**

As recovery is incident specific, adaptation of the RAP template may be required to meet the needs of the incident. Additional information or forms may instead be necessary to supplement the RAP template. When a form is needed that isn't included in the template, it is expected that the jurisdiction or discipline completing the RAP will develop the forms/information as needed and append it to this template.



## SECTION 1 - COVER PAGE

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### OVERVIEW

The RAP cover sheet contains summary information about the forms and documents that are contained in the RAP. It should be updated as each RAP is developed and finalized.

### INSTRUCTIONS

Block Title	Instructions
Incident Name	Input the incident name.
Date/Time of Incident	Input the date and time of the incident.
Recovery Period	Input the recovery period as identified by the LDRM.
Check Box	Check each box for forms included in the RAP. Input additional forms and check boxes for additional forms included in the Plan.
Prepared By	Indicate who the RAP was prepared by.
Reviewed By	Indicate who the RAP was reviewed by.
Approved By	Indicate who the RAP was approved by. This should be the LDRM.

<b>RECOVERY ACTION PLAN</b>			
<b>- COVER SHEET -</b>			
<b>INCIDENT NAME:</b>			
<b>RECOVERY PERIOD:</b>		<u>DATE/TIME</u>	<b>OF</b>
<b>ITEMS CHECKED BELOW ARE INCLUDED IN THIS RECOVERY ACTION PLAN</b>			
<input type="checkbox"/>	<b>RECOVERY ACTION PLAN BRIEFING</b>		
<input type="checkbox"/>	<b>DAMAGE ASSESSMENT SUMMARY</b>		
<input type="checkbox"/>	<b>RECOVERY WORK MATRIX</b>		
<input type="checkbox"/>	<b>RAP MEETING AGENDA</b>		
<input type="checkbox"/>	<b>RAP MEETING MINUTES</b>		
<input type="checkbox"/>			
<input type="checkbox"/>			
<input type="checkbox"/>			
<input type="checkbox"/>			
<input type="checkbox"/>			
<input type="checkbox"/>			
<input type="checkbox"/>			
<input type="checkbox"/>			
<input type="checkbox"/>			
<input type="checkbox"/>			
<input type="checkbox"/>			
<b>PREPARED BY:</b>	<b>(INSERT NAME)</b>		
<b>REVIEWED BY:</b>	<b>(PLANNING SECTION CHIEF)</b>		
<b>APPROVED BY:</b>	<b>(LOCAL DISASTER RECOVERY MANAGER)</b>		

## SECTION 2 - RECOVERY ACTION PLAN BRIEFING

### OVERVIEW

The RAP Briefing form provides basic information about the recovery situation and resources allocated to recovery. This document serves as an action worksheet and a permanent record of incident recovery. The RAP Briefing form is prepared to present information about the current status of the recovery operation. Additional pages may be necessary to supplement the RAP Briefing form. This form will be filled out by the LDRM, leveraging the RSF-specific Recovery Work Matrix forms below.

### INSTRUCTIONS

Block Title	Instructions
<b>Incident Name</b>	Input the incident name.
<b>Date/Time of Incident</b>	Input date and time of incident.
<b>Recovery Period</b>	Input the recovery period as identified by the Local Disaster Recovery Manager or RSF-1.
<b>Incident Location</b>	Input the incident location. This may be the jurisdiction that the incident occurred in, the distinct site, or the general geography of the incident.
<b>Map Attached</b>	Indicate yes or no. If there is a map (or additional maps) of the incident location, it should be attached to the RAP Briefing.
<b>Brief Summary of the Incident</b>	Input a summary of the incident. This includes a summary of current recovery operations and the status of the overall recovery operation. This may include high-level information about community-wide unmet needs.
<b>Current Objectives</b>	Input the current objectives of the recovery operation. These are the objectives for the recovery period for which the RAP is applicable. Recovery objectives may be identified from each RSF's Recovery Work Matrix.
<b>Current Actions</b>	Input the current actions of the recovery operation. These are actions for the recovery period that are directly tied to the Current Objectives. Actions are found in the Recovery Work Matrices.
<b>Outstanding Needs</b>	Identify any unmet needs in the current recovery period. These are identified on each Recovery Work Matrix and by the community.
<b>Prepared By</b>	Indicate who the Recovery Action Plan was prepared by.
<b>Reviewed By</b>	Indicate who reviewed the RAP briefing. Reviewers should include the Planning Section Chief.
<b>Approved By</b>	Indicate who approved the RAP. This should be the LDRM.

<b>RECOVERY ACTION PLAN BRIEFING</b>			
<b>INCIDENT NAME:</b>		<b>DATE/TIME OF INCIDENT:</b>	
<b>RECOVERY PERIOD:</b>			
<b>INCIDENT LOCATION:</b>			
<b>MAP ATTACHED:</b>	<input type="checkbox"/> YES <input type="checkbox"/> NO		
<b>BRIEF SUMMARY OF INCIDENT:</b>			
<b>CURRENT OBJECTIVES:</b>			
<b>RSF-1</b>			
<b>RSF-2</b>			
<b>RSF-3</b>			
<b>RSF-4</b>			

RSF-5	
RSF-6	
RSF-7	
<b>CURRENT ACTIONS:</b>	
RSF-1	
RSF-2	
RSF-3	
RSF-4	
RSF-5	
RSF-6	
RSF-7	

OUTSTANDING NEEDS:	
RSF-1	
RSF-2	
RSF-3	
RSF-4	
RSF-5	
RSF-6	
RSF-7	
<b>PREPARED BY:</b>	(INSERT NAME)
<b>REVIEWED BY:</b>	(PLANNING SECTION CHIEF)
<b>APPROVED BY:</b>	(LOCAL DISASTER RECOVERY MANAGER)

## SECTION 3 - DAMAGE ASSESSMENT SUMMARY

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### OVERVIEW

The Damage Assessment Summary form contains information regarding the number of structures, estimated value, and additional information by various types of structure type. This includes Municipal Buildings, Public Facilities, State Facilities, and Roads Destroyed as well as supplementary information for private property damage. Damage applicable to each RSF is found on the Damage Assessment Summary.

Information collected during the response phase should be used to develop the initial Damage Assessment Summary. As response transitions to recovery, this form should be updated to capture updates to damage and value. Estimates should be updated as actual damage assessment data is collected.

### INSTRUCTIONS

Block Title	Instructions
<b>Incident Name</b>	Input the incident name.
<b>Recovery Period</b>	Input the recovery period as identified by the LDRM or RSF-1.
<b>Damage Assessment Phase</b>	As this form will be completed after each damage assessment phase, check the applicable phase.
<b>Number</b>	Input the cumulative number of facilities by each structure type. Update this information for each operational period based on repairs or additional information available as the incident progresses.
<b>Estimated Value</b>	Input the cumulative estimated or actual value of damage by each structure type. Update this information for each operational period based on repairs or additional information available as the incident progresses.

<b>DAMAGE ASSESSMENT SUMMARY</b>			
<b>INCIDENT NAME:</b>		<b>RECOVERY PERIOD:</b>	
<b>DAMAGE ASSESSMENT PHASE:</b>	<input type="checkbox"/> Initial Damage Assessment	<input type="checkbox"/> Preliminary Damage Assessment	<input type="checkbox"/> Joint Preliminary Damage Assessment
STRUCTURE	NUMBER	ESTIMATED VALUE	COMMENTS
Municipal Facilities Damaged			
Municipal Facilities Destroyed			
Public Facilities Damaged			
Public Facilities Destroyed			
State Facilities Damaged			
State Facilities Destroyed			
Federal Facilities Damaged			
Federal Facilities Destroyed			
Roads Damaged			
Roads Destroyed			
Bridges Damaged			
Bridges Destroyed			
Railroads Damaged			
Railroads Destroyed			
Airports/Runways Damaged			
Airports/Runways Destroyed			
Water Supply Damaged			
Sewers Damaged			
Sewers Destroyed			
Historic Sites Damaged			
Historic Sites Destroyed			
Cultural Sites Damaged			



	Cultural Sites Destroyed			
	Natural Resources Damaged			
	Natural Resources Destroyed			
	<b>TOTAL PUBLIC ESTIMATES:</b>			
Private Prope	Residential Buildings Damaged			
	Residential Buildings Destroyed			
	Businesses Damaged			
	Businesses Destroyed			
	Agricultural Damaged			
	Agricultural Destroyed			
	Historic Sites Damaged			
	Historic Sites Destroyed			
	Cultural Sites Damaged			
	Cultural Sites Destroyed			
	<b>TOTAL PRIVATE ESTIMATES:</b>			

## SECTION 4 - RECOVERY WORK MATRIX

### OVERVIEW

The Recovery Work Matrix contains a summary of objectives, strategies, and assignments developed to support recovery for each RSF. This form is intended to tie how strategies and work tie back to recovery objectives with specific identification of who, what, where, and when these tactics will be executed. This form can be used by each of the RSF leads as a worksheet to identify objectives, strategies, and tactics in support of community recovery.

### INSTRUCTIONS

Block Title	Instructions
<b>Incident Name</b>	Input the incident name.
<b>Date/Time of Incident</b>	Input incident date and time.
<b>Recovery Period</b>	Input the recovery period as identified by the LDRM.
<b>Recovery Objectives (Desired Outcomes)</b>	Recovery objectives should be specific, measurable, actionable, realistic, and time based (SMART) and should indicate a desired outcome for recovery. Objectives are developed at the beginning of the recovery operation and updated over time. As recovery objectives are met or the needs of the incident change, additional objectives can be added to the bottom of the form. Additional pages can be added as necessary.
<b>Recovery Strategies (How)</b>	Recovery strategies detail how recovery objectives will be met. Strategies are high-level plans to achieve objectives and what resources are necessary to achieve those goals. As strategies are executed and resources expended, additional strategies can be added to the bottom of the form.
<b>Tactics / Work Assignments (Who, What, Where, When)</b>	Tactics and work assignments identify who will perform what tasks, where and when. Tactics and work assignments should identify who will execute the strategies developed. As tactics and work assignments are completed, additional work assignments can be added to the bottom of the form to support additional work necessary to complete an objective.
<b>Outstanding Needs</b>	Unfulfilled resource needs should be presented, including anticipated needs for the recovery period.
<b>Prepared By</b>	Input who the Recovery Work Matrix was prepared by. In most cases, this is the lead of each RSF.
<b>Reviewed By</b>	Input who reviewed the Recovery Work Matrix. This may be the Coordinating Agency for the RSF, RSF-1, or by the LDRM.
<b>Page ___ of ___</b>	Input the page number, and the total number of page numbers.

## RECOVERY WORK ANALYSIS MATRIX

<b>INCIDENT NAME:</b>		<b>DATE/TIME OF INCIDENT</b>	
<b>RECOVERY PERIOD:</b>			
<b>RECOVERY OBJECTIVES (DESIRED OUTCOMES)</b>	<b>RECOVERY STRATEGIES (HOW)</b>	<b>TACTICS/WORK ASSIGNMENTS (WHO, WHAT, WHERE, WHEN)</b>	
<b>OUTSTANDING NEEDS</b>			
<b>PREPARED BY:</b>		<b>REVIEWED BY:</b>	
<b>PAGE ___ OF ___</b>			

## SECTION 5 - RECOVERY ACTION PLAN MEETING AGENDA & MEETING MINUTES TEMPLATE

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### OVERVIEW

The Recovery Action Plan Meeting will take place after all information above is gathered, and will be used to finalize the RAP. The Meeting will serve as a culmination of information gathering and will kick off the recovery period. Objectives of the RAP Meeting include providing a recovery briefing; identifying objectives, strategies, tactics, and assignments; and monitoring progress of identified objectives from past recovery periods, as defined by the LDRM.

Outcomes from the RAP Meeting may be detailed on Meeting Minutes template below.

### INSTRUCTIONS

Block Title	Instructions
Incident Name	Input the incident name.
Date/Time of Incident	Input incident date and time.
Recovery Period	Input the recovery period as identified by the LDRM.
Meeting Date/Time	Input the date and time of the Recovery Work Matrix Meeting.
Time	Input the time allotted for each agenda item.
Activity	Input each agenda item. Standard meeting activities are included in the Agenda. Additional agenda items may be added to the template.
Facilitator	Input who will facilitate the meeting activity.
Prepared By	Input who the prepared the agenda.
Reviewed By	Input who reviewed the Recovery Work Matrix Meeting Agenda. This may be RSF-1 or the Local Disaster Recovery Manager.
Approved By	Input who approved the Recovery Work Matrix Meeting Agenda. This should be LDRM.

<b>RECOVERY WORK MATRIX</b> <b>- MEETING AGENDA -</b>			
<b>INCIDENT NAME:</b>		<b>INCIDENT DATE/TIME:</b>	
<b>RECOVERY PERIOD:</b>		<b>MEETING DATE/TIME:</b>	
	Time	Activity	Facilitator
1	0:00-0:15	INTRODUCTION	
2	0:15-0:30	INCIDENT BRIEFING	
3	0:30-0:45	IDENTIFY RECOVERY OBJECTIVES BY RSF	
4	0:45-1:15	IDENTIFY STRATEGIES AND TACTICS BY RSF	
5	1:15-1:30	IDENTIFY TASK ASSIGNMENTS BY RSF	
6	1:30-1:45	ASSESS PROGRESS TOWARD OBJECTIVES BY RSF	
7	1:45-2:00	CLOSING AND SCHEDULING NEXT RAP MEETING	
<b>PREPARED BY:</b>	(INSERT NAME)		
<b>REVIEWED BY:</b>	(PLANNING SECTION CHIEF)		
<b>APPROVED BY:</b>	(LOCAL DISASTER RECOVERY MANAGER)		

<b>RECOVERY WORK MATRIX</b> <b>- MEETING MINUTES -</b>			
<b>INCIDENT NAME:</b>		<b>INCIDENT DATE/TIME:</b>	
<b>RECOVERY PERIOD:</b>		<b>MEETING DATE/TIME:</b>	
<b>MEETING MINUTES</b>			
<b>PREPARED BY:</b>	(INSERT NAME)		
<b>REVIEWED BY:</b>	(PLANNING SECTION CHIEF)		
<b>APPROVED BY:</b>	(LOCAL DISASTER RECOVERY MANAGER)		

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## APPENDIX 1-3: FEMA RECOVERY PROJECT VALUE WORKSHEET

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The Recovery Project Value Worksheet is based on a tool created by FEMA that serves as a guide in determining a project's value for a community's recovery. Results of the worksheets should play an important role in determining long-term recovery priorities; however, they are not formulaic and, therefore, the "score" should not be the sole determinant of a project's recovery value.

Scoring the worksheets requires professional judgment. Determination of the score for particular criteria may require interpretation. While there remains an element of subjectivity in using the worksheets, they are designed to create objective assessments of the values different project serve in community recovery.

Suggested scoring on a scale from 1 to 3:

1 = Low match w/ criteria

2 = Moderate match w/ criteria

3 = High match w/ criteria

### High Recovery Value

A High Recovery Value score results when the following occurs:

- ▣ A project scores an average of 2.5 or higher

### Moderate Recovery Value

A Moderate Recovery Value score results when the following occurs:

- ▣ A project scores an average of 1.5 to 2.4

### Low Recovery Value

A Low Recovery Value score results when the following occurs:

- ▣ A project scores an average of 1.4 or less



<b>FEMA Recovery Project Value Worksheet</b>		
	<b>Project Name:</b>	<b>Score</b>
<b>Post Disaster Community Need</b>		
1	Does the Project address a previously identified need/issue or has the project been validated by or attained new urgency from the disaster?	
2	Is the project necessary for community health and safety?	
3	Does the project leverage several sources of funding?	
4	Is the project related to physical damage from the disaster?	
5	Does the project provide an opportunity to improve upon pre-disaster conditions?	
6	Does the project have documented broad based community support?	
7	Does the project affect low- and moderate-income segment of the community?	
8	Does the project address or support distinct social or cultural community attributes?	
Score for this Category		
Average: Score/8		
<b>Project Feasibility</b>		
1	Does the project have access to the resources and funding sources necessary to cover project costs within the project timeframe, and/or can funding gaps be filled?	
2	Is the project compatible with government initiatives, regulations, and plans?	
3	Is the project scope clearly defined and achievable with measurable outcomes?	
4	Can the project be completed within a reasonable and practical timeframe?	
5	Does the project offer other characteristics related to feasibility such as design or plan flexibility, ease of implementation, and offering a sufficient range of options?	
6	Does the project have a committed “champion”?	
Score for this Category		
Average: Score/6		

<b>FEMA Recovery Project Value Worksheet</b>		
<b>Project Name:</b>		<b>Score</b>
<b>Project Sustainability</b>		
1	Can the project pay for itself over the long term/is it sustainable financially?	
2	Is the project identified in existing Mitigation or Safety plans? (Local Mitigation Plan; Hazard Mitigation Plan; Environmental Element of Comprehensive Plan; Safety plans, etc.)	
3	Does the project apply a mitigation or safety measure to avert future losses related to natural disasters or incidents of national significance?	
4	Does the project promote the efficient use of land; limit urban sprawl; promote mixed use and mixed income neighborhood; and/or promote other smart growth principles?	
5	Is the project geographically located to encourage safe, convenient, and efficient connectivity with other nodes of development within the community?	
6	Does the project protect (or does not harm) key ecosystems; protect wildlife and natural areas; or improves water and air quality?	
7	Does the project use innovative wastewater technology?	
8	Does the project improve the availability of mass transit or advance multiple transportation solutions for those in need?	
Score for this Category		
Average: Score/8		
<b>Linkages Throughout the Community and Leverages Other Projects and Funding</b>		
1	Does the project interconnect among and within the existing community development framework and physically connect neighborhoods, key feature, districts, etc.?	
2	Does the project support the existing resources of the community, including cultural, physical, natural, environmental, and geographic resources?	
3	Is the project a result of cooperative planning, development or implementation efforts among various local, State, or Federal agencies or organizations?	
4	Is the project of a regional nature that supports areas beyond just the disaster-affected community?	
5	Is the project related to other community projects, resources, or elements?	
Score for this Category		
Average: Score/5		

FEMA Recovery Project Value Worksheet				
Project Name:				Score
Enhances the Quality of Life in the Community				
1	Does the project build on existing strength in the community?			
2	Does the project provide or enhance community services (schools, libraries, cultural centers, community gathering places, recreational facilities)?			
3	Does the project provide or enhance a critical facility (hospitals, fire and police facilities, and other emergency response facilities)?			
4	Will the project enhance housing/shelter situations? Does it provide community shelters, enhanced mixed-income housing, or improve assisted living facilities?			
5	Does the project enhance a culturally significant place in the community? (places of historic importance, community gathering places or sites where significant community events took place).			
Score for this Category				
Average: Score/5				
Project Recovery Value				
Total Score				
Average				
Circle One	Community Interest	High	Moderate	Low

## APPENDIX 1-4 COMMUNITY RECOVERY PROJECT PLANNING WORKSHEET

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The following questions should be addressed when developing a project for Long-Term Community Recovery. Information gathered and/or provided at the time of project development will assist in better definition of the project and will provide information needed in determining a project's recovery value.

### Post-Disaster Community Need

- Project Description: Provide general description of project to include location, cost (if known), funds currently available (if any), and other general characteristics of project.
- Identify how project relates to damages from the disaster event.
- Does project provide an opportunity to improve upon pre-disaster conditions? Explain.
- Is project addressed in existing plans?
- How does project related to key health and safety issues in the community?
- Does the project leverage several potential sources of funding? What are they?
- Document the community's support for the project.
- Does the project benefit low to moderate-income households? To what extent? Provide documentation or estimate.
- Identify whether the project supports distinct social or cultural aspects of the community.

### Project Feasibility

- Identify and assess the probability of acquiring necessary funding within the project timeframe.
- Assess compatibility of project with existing plans and regulations. Explain.
- Make sure there are definable outcomes within the scope of the project.
- Assess the feasibility of completing the project within an identified timeframe.
- Identify whether the project has a champion or champions. Identify the champion(s).

### Project Sustainability

- Determine whether the project can pay for itself or be financed over the long-term without additional aid from local government. Provide estimates.
- Identify whether the project or aspects of the project are identified in mitigation or safety plans for the area.
- Does the project apply mitigation or safety measures to avert future losses? Explain.
- Explain how the project addresses efficient land use strategies and/or supports principles of Smart Growth.
- Explain geographic location of project within community and how it encourages connections to other nodes or activity centers within the community.
- How does the project impact ecosystems within the community? Wildlife? Natural Areas? Air and Water Quality?
- How does the project impact historic resources?
- Estimate whether the project will result in reduction in water and/or energy use and whether it addresses innovative wastewater technologies.

- Identify whether and how the project improves availability of mass transit or advances transportation solutions.

### **Economic Impact**

- Does the project replace pre-disaster jobs or provide new, permanent jobs?
- Does the project rebuild or redevelop damaged properties using sustainable development measures?
- Identify whether the project provides opportunities for affordable building space – purchase or lease.
- Identify estimates of any increase in business income resulting from project.
- Identify any new economic opportunities resulting from the project.
- Diversification of economy
- Job training/opportunities for increased wages
- Business attraction
- To what extent does the project increase local capacity for economic development? Plans? New programs? Increases professional staff?

### **Project Visibility and Potential to Build Community Capacity**

- Identify whether the project has potential to obtain investment from a cross-section of community.
- Document level of community awareness and recognition of project within the community.
- Identify whether project addresses key services/operations in the community (city hall, water distribution, waste hauling, post office, etc.).
- Does this project serve as a catalyst in attracting new development or other recovery projects?
- Identify whether the project has the potential to attract various sources of financial support.
- Document potential markets that could be impacted by the project; e.g., housing, retail, manufacturing, etc.
- Identify the geographic area or areas that the project serves or supports.
- Document any innovative techniques employed as part of the project.
- Identify any new/improved public policy or principles that are a result of this project.

### **Project Linkages and Connections**

- Identify whether and how the project physically connects neighborhoods, key features within the community, districts, services, or communities and/or whether the project functions as a magnet to attract people from other parts of community.
- Does the project support the existing resources of the community (cultural, physical, natural, or environmental)? Identify.
- Document how project involved various local, state, or federal agencies/organizations as part of its planning, regulatory review, funding resources, etc.
- Identify whether the project has an impact on the region; i.e., areas beyond the disaster-affected community.
- Identify whether the project, or parts of the project, complement other projects and/or is part of an overall recovery/redevelopment strategy.

**Quality of Life**

- Does the project promote existing strengths within the community? Existing tourism? Attract additional growth? Etc.
- Identify whether project addresses community services, such as schools, libraries, cultural centers, community gathering places, recreational facilities, etc.
- Identify whether the project affects critical facilities, such as hospital, fire and police stations, and other emergency response facilities.
- Does the project enhance housing options and assisted living facilities?
- Identify whether the project positively affects any culturally significant facilities or resources in the community.

## APPENDIX 1-5: RSF-1 POSITION CHECKLIST

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

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

General Responsibilities	Notes
<ul style="list-style-type: none"> <li><input type="checkbox"/> Overall management of the RSF.</li> <li><input type="checkbox"/> Determine scale and scope of need, and report to Local Disaster Recovery Manager.</li> <li><input type="checkbox"/> Assist in the development and prioritization of RSF-specific recovery strategy and tactics, including input into development of Recovery Action Plans and the Community Recovery Strategy.</li> <li><input type="checkbox"/> Coordinate with counterpart local, state, and federal RSFs.</li> <li><input type="checkbox"/> Coordinate with stakeholders in the community on impacts of the disaster on service levels and needs for returning service to acceptable post disaster levels.</li> </ul>	
Activation Phase	Notes
<ul style="list-style-type: none"> <li><input type="checkbox"/> Refer to appropriate RSF Annex of the DRP.</li> <li><input type="checkbox"/> Activate appropriate Recovery Groups and work with Coordinating Agencies to assign Group Supervisors. Obtain briefing from the Recovery Operations Section Chief.</li> <li><input type="checkbox"/> Assess level of services needed and initiate request for necessary resources.</li> <li><input type="checkbox"/> Coordinate acquisition of resources with the Recovery Logistics section. Coordinate with the Local Disaster Recovery Manager, Recovery Liaison Officer, and Recovery Public Information Officer regarding the need for a RSF/Group-level Liaison Officer or Public Information Officer.</li> </ul>	
Operational Phase	Notes
<ul style="list-style-type: none"> <li><input type="checkbox"/> Establish and maintain a position log and other necessary files.</li> <li><input type="checkbox"/> Facilitate requests for resources as necessary during the recovery period to ensure effectiveness of support activities. Maintain adequate records of financial expenditures and ensure recovery expenses and extensions for services/resources are pre-authorized by the Recovery Operations Section Chief.</li> <li><input type="checkbox"/> Prepare and forward situation reports to the Recovery Operations Section Chief.</li> <li><input type="checkbox"/> Identify RSF-specific recovery issues and coordinate their incorporation into Recovery Action Plans (RAP).</li> <li><input type="checkbox"/> Ensure proper documentation of all recovery operations is completed. Identify</li> </ul>	

<p>RSF-specific long term recovery issues and coordinate their incorporation into the Community Recovery Strategy and the RAP.</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Actively share information with other groups and sections in the Recovery Organization.</li> <li><input type="checkbox"/> Ensure coordination of all public information releases through the Recovery Public Information Officer in order to keep the public informed of progress through the recovery period as necessary. Refer all contacts with the media to the Recovery Public Information Officer.</li> <li><input type="checkbox"/> Coordinate recovery efforts with mitigation and sustainability goals and objectives identified in local and regional plans, including Hazard Mitigation Plans, Comprehensive Plans, capital or transportation improvement plans, etc.</li> <li><input type="checkbox"/> Support the Recovery Operations Section Chief in determining the timelines according to which resources need to be identified so that they can be included in the planning documents, funding cycles, and budget or appropriations requests.</li> <li><input type="checkbox"/> Identify and track resolution of gaps and conflicts in state and federal planning requirements and recovery assistance programs, as well as recovery programs that support and build community capacity and surge needs for recovery management.</li> <li><input type="checkbox"/> Support the Recovery Planning Section Chief in the ongoing review, evaluation, and maintenance of the Community Recovery Strategy. Examine and recommend resolutions to RSF-specific regulatory or other legislative issues that may impede recovery.</li> </ul>	
<p><b>Demobilization Phase</b></p>	<p><b>Notes</b></p>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Determine RSF and Group demobilization prioritization status and advise the Recovery Operations Section Chief.</li> <li><input type="checkbox"/> Collect and store all completed forms and consult with the Recovery Planning Section for appropriate storage location if appropriate.</li> <li><input type="checkbox"/> Complete personal logs and documentation and forward to the Recovery Planning Section.</li> <li><input type="checkbox"/> Ensure any open actions are assigned to appropriate staff or other Recovery Organizations sections for follow up.</li> <li><input type="checkbox"/> Ensure all functions have been transitioned to their pre-disaster department(s), agency(ies), or activity(ies).</li> </ul>	



## APPENDIX 1-6: DECLARATION OF LOCAL RECOVERY

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### STATE OF GEORGIA CHATHAM COUNTY

WHEREAS, Chatham County, Georgia experienced an event of critical significance as a result of [description of event] on [date]; and

WHEREAS, in the judgment of the Chair of the Chatham County Board of Commissioners, with advice from the Chatham Emergency Management Agency, there existed emergency circumstances located in [describe geographic location] requiring extraordinary and immediate corrective actions for the protection of the health, safety and welfare of the citizens of Chatham County, including individuals with household pets and service animals; and

WHEREAS, immediate threats to health, safety and welfare in Chatham County have been minimized, but long-term issues exist in the community including [insert the existing long-term impacts to the community including economic, health and social, housing, infrastructure, and natural and cultural].

NOW, THEREFORE, pursuant to the authority vested in me by [local and state law];

IT IS HEREBY DECLARED that conditions requiring a local state of emergency have ceased and that a local state of recovery exists and shall continue until the conditions requiring this declaration are abated.

THEREFORE, IT IS ORDERED:

1. That the Chatham Emergency Management Agency de-activate the Emergency Operations Plan;
2. That the Chatham County Emergency Management Agency activate the Disaster Recovery Plan;
3. That the following sections of the Chatham County Code remain in effect: [If deemed appropriate, choose from the following: '4-312 Overcharging Prohibited; '4-313 Zoning Regulations Suspended; '4-314 Emergency Business License; '4-315 Emergency Building Permit; '4-316 Closed or Restricted Areas and Curfew during Emergency; '4-317 Liberality of Construction, Enforcement and Penalty for Violation];
4. That the following sections of Chatham County Code are no longer in effect: [If deemed appropriate, choose the following: '4-312 Overcharging Prohibited; '4-313 Zoning Regulations Suspended; '4-314 Emergency Business License; '4-315 Emergency Building Permit; '4-316 Closed or Restricted Areas and Curfew during Emergency; '4-317 Liberality of Construction, Enforcement and Penalty for Violation];
5. That the following measures also be implemented: [Select items or such other measures as may be appropriate. Possible measures include waiver for building inspection fees, waiver for building permit fees, continued approval of emergency bidding and contracting, continued suspension of purchasing ordinances, regulations, and policies, and the suspension of enforcement of county ordinances.]

ENTERED at [time] on [date].

[Signed],

Chair,

Chatham County Board of Commissioners

Possible waivers and measures that are needed during the recovery phase:

- Right of Entry for investigating and inspecting sites involved with emergency management functions:
  - “In responding and conducting necessary and appropriate investigations, the Director or his/her designee is authorized to enter at a reasonable time upon any property, public or private, for the purpose of investigating and inspecting sites involved with emergency management functions. The Director is authorized to execute a right of entry and/or agreement to use property for these purposes on behalf of the County; however, any such document shall be later presented for ratification at a meeting of the Board of Commissioners.”
- Authority to Waive Procedures and Fees:
  - Ability to waive building inspection and building permit fees for recovery activities related to the disaster.
  - Ability to delegate Board Reviews to staff and waive application and fee requirements. Continue the suspension of zoning regulations. Temporary mobile/ manufactured/ industrialized homes, travel trailers, recreational vehicles, campers or mobile/manufactured/industrialized home parks, campgrounds or other living areas may be located on property approved by the Chatham County Board of Commissioners in any zoning district.
  - Emergency bidding and contracting. “To contract for public works without letting such contract out to the lowest, responsible bidder and without advertising and posting notification of such contract for four weeks; provided, however, that the emergency must be of such nature that immediate action is required and that the action is necessary for the protection of the public health, safety and welfare.”
  - Suspend the purchasing ordinances, regulations or policies. “Temporarily suspend the enforcement of the ordinances of the county, or any portion thereof, where the emergency is of such nature that immediate action outside the code is required, such suspension is consistent with the protection of the public health, safety and welfare, and such suspension is not inconsistent with any federal or state statutes or regulations.”
- Prohibit overcharging:
  - “It shall be unlawful, during the duration of the emergency or subsequent recovery period, for any person, firm or corporation located or doing business in the unincorporated area of Chatham County to overcharge for any goods, materials, foods, equipment, supplies, services, labor, motel rooms, temporary lodging or houses, sold or rented, within Chatham County.”
- Validity and/or Issuing of Emergency Business Licenses
  - Before conducting any business within an area in the unincorporated area of Chatham County designated in a Declaration of Local Emergency, a business license shall be obtained and posted at the work site. Said business license shall expire at the end of 12 months. The cost of the emergency business license shall be equal to the cost for a license issued under current regulations for the business conducted.
- Impose curfew, close, or restrict access to areas in order to preserve, protect, or sustain the life, health, welfare of persons, or their property.