



Chatham County Disaster Recovery Plan

RECOVERY SUPPORT FUNCTION 2: ECONOMIC DEVELOPMENT ANNEX

SEPTEMBER 2015

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INTRODUCTION

- A. *Recovery Support Function (RSF) 2: Economic Development Annex* (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. This Annex provides Chatham County economic development partners the 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

The purpose of *RSF-2: Economic Development Annex* is to coordinate 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. As disasters grow, the Economic Development RSF agencies will coordinate efforts with those applicable State of Georgia and federal agencies.

The Economic Development RSF is broken down into four functional groups:

1. Employment Recovery
2. Business Restoration Recovery
3. Business Retention and Recruitment Recovery
4. Supply Chain Recovery

The RSF Coordinating Agency will hold the responsibility for planning for, integrating and monitoring disaster recovery programs, policies and projects after large disasters approved by the RSF-1 Lead Agency and the LDRM. However, the overarching goals and objectives for recovery will be determined through the DRP and the Community Recovery Strategy, both of which outline goals, objectives, tactics, authorities, and programs that can be leveraged to execute strategies that meet objectives.

SCOPE AND APPLICABILITY

The scope of this Annex is to provide a framework for coordination during recovery. This includes coordination by the Economic Development recovery groups with local governments, county agencies, and the State.

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

ASSUMPTIONS

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

IMPLEMENTATION

- A. Consistent with the DRP, this Annex may be activated in whole, or in part, during disaster conditions as determined by the Chairman of the Chatham County Commission and the Director of CEMA.
- B. The Command Policy Group may determine to issue a Declaration of Local Recovery.
- C. In cases where there are economic long-term or ongoing needs from the public, local governments, or county agencies, *RSF-2: Economic Development Annex* may specifically be activated.

CONCEPT OF OPERATIONS

GENERAL

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

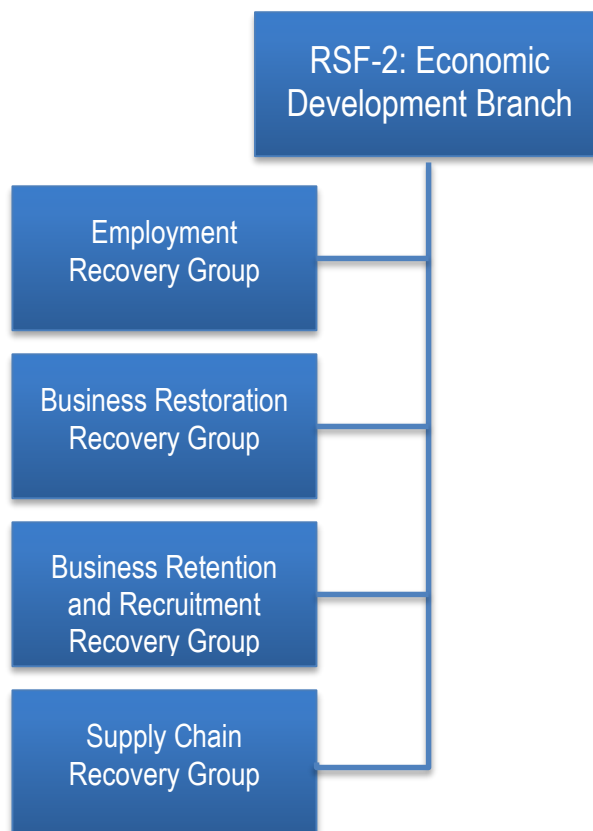
ORGANIZATION

During recovery, Economic Development will become a branch in Recovery Operations. See the Base Plan for overall Recovery structure. The Economic Development Branch will be organized with four groups, Economic Recovery Group, Business Restoration Recovery Group, Business Retention and Recruitment Recovery Group, and Supply Chain Recovery Group. The groups address specific tasks within the mission of developing and implementing programs that provide for the recovery of employment, businesses, and the restoration of the supply chain.

All groups will be organized under *RSF-2: Economic Development* and **coordinated by the Savannah Economic Development Authority (SEDA)**. Supporting agencies and cooperating organizations may vary by group. To ensure scalability and flexibility in the mobilization of recovery operations, Recovery Groups may be functionally or geographically subdivided at the discretion of the Coordinating Agency as circumstances dictate.

Agencies engaged in Economic Development will provide support to the groups as appropriate. A suggested membership list for each group is proposed below.

Recovery Support Function 2 Organization Chart



EMPLOYMENT RECOVERY GROUP

The **Employment Recovery Group** will coordinate local efforts with state and federal recovery programs to sustain local employment during the recovery phase. This includes providing or advocating for resources that benefit workers displaced by the disaster including helping match people seeking employment in the disaster area with opportunities for work.

Table 3: Employment Recovery Group Coordinating Agencies, Supporting Agencies, and Cooperating Organizations Primary Department

	Department / Entity
Coordinating Agency	SEDA
Supporting Agencies and Cooperating Organizations	CEMA Chatham Area Transit Chatham County Finance Department Coastal Workforce Investment Board Georgia Ports Authority Private Sector Savannah Area Chamber of Commerce Savannah-Chatham County Public School System/Board

BUSINESS RESTORATION RECOVERY GROUP

The **Business Restoration Recovery Group** will coordinate local efforts with state and federal recovery programs to promote the recovery of the private sector business community. This group will work to fill needs identified by businesses to maintain economic continuity following the disaster. This group will be responsible for the establishing the Business Recovery Center(s) (BRC), in coordination with the Small Business Association (SBA) and the State of Georgia (see Appendix 2-4).

Table 4: Business Restoration Recovery Group Coordinating Agencies, Supporting Agencies, and Cooperating Organizations

	Department / Entity
Coordinating Agency	SEDA
Supporting Agencies and Cooperating Organizations	Atlanta Gas Light Company CEMA Chatham Area Transit Chatham County Building Safety and Regulatory Services Chatham County Finance Department Chatham County Information and Communication Services Chatham County Public Works Chatham County Tax Commissioner Private Sector Savannah Area Chamber of Commerce U.S. Small Business Administration

BUSINESS RETENTION AND RECRUITMENT RECOVERY GROUP

The **Business Retention and Recruitment Recovery Group** will coordinate efforts to promote the overall resiliency and stability in the private sector business community, ensuring that current businesses remain in the county and new companies are recruited to enhance the overall economic health and stability of the county.

Table 5: Business Retention and Recruitment Recovery Group Coordinating Agencies, Supporting Agencies, and Cooperating Organizations

	Department / Entity
Coordinating Agency	SEDA
Supporting Agencies and Cooperating Organizations	Atlanta Gas Light Company CEMA Chatham Area Transit Chatham County Building Safety and Regulatory Services Chatham County Finance Department Chatham County Information and Communication Services Chatham County Tax Commissioner Private Sector Savannah Area Chamber of Commerce

SUPPLY CHAIN RECOVERY GROUP

The **Supply Chain Recovery Group** will coordinate local efforts with state and federal recovery programs to support recovery efforts and ensure that logistics, transportation, and shipping challenges are monitored and addressed. This Group will identify and provide goods and services to sustain recovery after immediate response phase, as well as any efforts to support the restoration of the economic health for the community.

Table 6: Supply Chain Recovery Group Coordinating Agencies, Supporting Agencies, and Cooperating Organizations

	Department / Entity
Coordinating Agency	SEDA
Supporting Agencies and Cooperating Organizations	CEMA Chatham Area Transit Chatham County Finance Department Georgia Ports Authority Private Sector Savannah Area Chamber of Commerce

OPERATIONS

For recovery, Economic Development services are broken down into three main categories:

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

The following pages break down operations in each of these three categories for the four groups within Economic Development.

PRE-EVENT AND PREPAREDNESS OPERATIONS

Employment Recovery Group

- Support the inclusion of employment resources in Disaster Recovery Center (DRC) (See Base Plan Appendix 1) planning. In collaboration with CEMA, the Coordinating Agency will develop a pre-event plan for DRCs, specifically as it applies to providing resources and information for job placement. The establishment of the DRC will facilitate case management, and ultimately the identification and coordination of unmet needs for individuals and households impacted by the disaster.
- Support development and maintenance of long-term disaster case management system, to include employment support. In collaboration with CEMA, as well as relevant state and federal agencies, the Coordinating Agency will support the development of a long-term disaster case management system for Chatham County. This Recovery Group will work to ensure employment resources and job placement services are integrated into the case management system. During recovery, case management services will be initiated at DRCs.

Business Restoration Recovery Group

- **Identify the key private companies, insurers, and lenders.** The Business Restoration Recovery Group Coordinating Agency will work with supporting agencies to identify private companies, insurers, and lenders that might be crucial to disaster recovery due to their provision of recovery-crucial goods or services, or due to their relative size, position, or relation to key business sectors such as government and tourism, or employment base in the local economy. Once collected, this information can be used to conduct post-disaster outreach and/or engage relevant sectors in the post-disaster planning process.
- **Support development of Business Recovery Center (BRC) Plan.** The Business Restoration Recovery Group will participate in the development of a pre-event plan for Business Recovery Centers, in management, staffing, and operations specifically as it applies to providing key information and resources to businesses. This will be led by the Coordinating Agency of RSF-2. 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. The BRC Plan may be collocated with the DRC (See Base Plan Appendix 1).
- **Encourage businesses to develop partnership assistance networks.** Some medium and small companies may be overwhelmed post-disaster by damages or

disruptions to workforce, supply chains, or markets. The ability to restart or sustain services may exceed the business's capacity. By partnering with nearby businesses with similar services, or with businesses in an area less affected by the disaster, small businesses can leverage their workforce and assets to restart or sustain operations. The Business Restoration Recovery Group Coordinating Agency will work to support and facilitate area chambers of commerce in their efforts to promote such partnership assistance networks.

- **Promote private sector resiliency and continuity through pre-disaster planning, education and outreach.** Businesses may experience a surge in needs or demand for services and products that exceed their current workforce capabilities. During recovery, this is of particular concern for retail commodities distribution companies that provide essential or recovery-critical supplies such as staple foods, pharmaceuticals, fuels, building supplies, etc. A primary goal of this outreach and education will be the development of robust private sector Business Continuity Plans, including:
 - Identification of mechanisms by which additional (temporary) workers may be recruited and rapidly integrated into the companies' operations;
 - Identification of alternate supply lines, vital records and Information Technology (IT) back-up, and other standard continuity best practices.
 - Such outreach will also include education regarding adequacy of insurance coverage (including cyber coverage and business income and extra expense coverage), financial security, post-disaster financing opportunities, and other relevant information.
- **Encourage resource coordination planning among private companies and Chatham County.** The Business Restoration Recovery Group Coordinating Agency will work with private companies to promote the use of Memoranda of Understanding (MOUs) and development of Concepts of Operations (CONOPs) by private companies for coordination or resource management and communication with the county government during disaster recovery.
- **Establish credentialing for key staff of identified area firms and major insurers.** In order to facilitate the re-opening of businesses after a disaster, the Business Restoration Recovery Group, in collaboration with CEMA, will establish a program and procedures for credentialing key staff (including security managers) from large area employers, recovery-essential companies, and major insurers, in order that they be able to enter the impacted area before the general public, facilitating the insurance claims process, and accelerating their ability to reopen.
- **Anticipate policy needs.** Identify statutory, regulatory, and policy issues that contribute to gaps, inconsistencies, and unmet needs in economic recovery.

Business Retention and Recruitment Recovery Group

- **Promote private sector resilience.** The Business Retention and Recruitment Recovery Group Coordinating Agency will work with the Business Restoration Group to support pre-event preparedness efforts for businesses, trade groups, and professional associations. These efforts may include:
 - Identifying key private companies, insurers, and lenders;
 - Encouraging businesses to develop partnership assistance networks;
 - Promoting private sector resiliency and continuity through education and outreach;
 - Encouraging the development of business continuity of operations plans;
 - Encouraging resource coordination planning among private companies; and
 - Educating county businesses on insurance benefits and limitations.

Supply Chain Recovery Group

- **Stress supply chain management as an element of private sector continuity planning.** The Supply Chain Recovery Group will work with the Business Restoration Recovery Group to support private sector business continuity planning efforts that empower area businesses to identify their own supply chain needs, identify potential points of failure, and reach out to other local, regional, and national businesses, shippers, and suppliers to partner, prioritize and identify solutions. This outreach will focus in particular on retail commodities-distribution companies that provide essential or recovery-critical supplies such as staple foods, pharmaceuticals, fuels, building supplies, etc. For recovery strategies to support resilience, they must directly address the integration and overlap of a response-mode logistics (in support of emergency protective measures) with broader issues of supply-chain resilience as it relates to recovery of Chatham County's commercial and retail sectors after a disaster. Continuity plans should include, for example, emergency contact information for suppliers, the identification of back-up contracts for suppliers, and the establishment of priority delivery for essential supplies.
- **Identify business-essential supply routes and utility connections.** In coordination with *RSF-5: Infrastructure Systems Annex*, the Supply Chain Recovery Group will work with area chambers and businesses to identify such infrastructure for consideration in county restoration priorities (See Appendix 2-3). These critical supply routes and potential vulnerabilities should be a function of area businesses' Business Impact Analyses as a part of Business Continuity Planning
- **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.

SHORT-TERM RECOVERY

Employment Recovery Group

- **Provide employment resources and workforce placement.** The Employment Recovery Group will 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.
- **Provide staffing, expertise, and program support to Business Recovery Centers.** In order to provide employment services, the Employment Recovery Group will work to ensure employment resources, information, and placement services are provided at Business Recovery Centers. This Group will ensure adequate staffing is provided at Business Recovery Centers during operations.
- **Coordinate provision of workforce transportation.** In the event that the disaster impacts transportation systems, the Employment Recovery Group will work with the Transportation Recovery Group under RSF-5 to provide interim transportation services. This includes coordinating with impacted employers, and coordinating the county's efforts for cost sharing or employer investment for services provided.
- **Coordinate provision of 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. The Employment Recovery Group will coordinate with the Intermediate Housing Recovery Group under 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. The Employment Recovery Group will also coordinate such efforts with impacted employers, including consideration of potential cost-sharing or investment for services provided.
- **Coordinate provision of other workforce needs.** 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. The Employment Recovery Group will also coordinate such efforts with impacted employers, including consideration of potential cost-sharing or investment for services provided.

Business Restoration Recovery Group

- **Identify essential businesses that should receive priority for reopening.** These businesses include those that are necessary for other business to open and the community to recover (e.g., the banking system to ensure cash flow, local building supplies stores to better expedite business and home repair, and grocers who will provide food to the affected population).
- **Assess status 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. See Appendix 2-5 for a business survey.
- **Provide staffing, expertise, and program support to establish and operate Business Recovery Centers.** The Business Restoration Recovery Group will coordinate the provision of information to businesses through Business Recovery Centers. This includes information on insurance, financing, relocation, employment, and other information that may help county businesses recover. The Business Restoration Recovery Group will work to ensure adequate staffing is provided to Business Recovery Centers.
- **Leverage local businesses with recovery capabilities.** While resources for recovery may be provided through state and federal sources, the Business Restoration Recovery Group will work to ensure necessary goods and services are acquired through normal means of business. This will help ensure that the county's economy, business, and employees benefit from recovery related spending.
- **Monitor lending issues.** In collaboration with state and federal partners, the Business Restoration Recovery Group will monitor issues related to lending and availability of post-disaster commercial credit. This includes any credit and lending gaps that might hinder private-sector recovery from the disaster.
- **Provide access and information related to emergency loans and other “bridge” financing.** Through Business Recovery Centers, the Business Restoration Recovery Group will provide information regarding SBA and other loans programs/bridge financing for disaster-impacted businesses.
- **Monitor insurance issues.** The Business Restoration Recovery Group will work with the state and federal partners to monitor insurance premiums and coverage issues. This Group will work with the State of Georgia Insurance Administration and private insurers to ensure that businesses insurance rates and coverage are not so dramatically impacted that the private sector cannot maintain required coverage.
- **Monitor commercial real estate issues.** The Business Restoration Recovery Group will work with commercial real estate professional groups and other

organizations as appropriate to identify issues in the county’s commercial real estate market, and it will work to bridge such issues by assisting in matching companies that have real estate needs with brokers and commercial landlords that have available space.

- **Communicate recovery plans and priorities.** The Business Restoration Recovery Group will work with the Recovery Public Information Officer (RPIO) 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 to ensure that their business restoration and recovery planning takes into consideration realistic planning assumptions for the restoration of public utilities and other essential support systems.

Business Retention and Recruitment Recovery Group

- **Identify gaps and challenges.** The Business Retention and Recruitment Recovery Group will work with the Business Restoration Group as it identifies gaps, challenges, and other issues that may affect business retention and recruitment in Chatham County.
- **Identify businesses and sectors at risk for leaving the county.** The Business Retention and Recruitment Recovery Group will survey businesses directly or otherwise impacted by the disaster to assess likely relocations by individual firms or economic sectors. The Group will begin to develop strategies in response to such information.

Supply Chain Recovery Group

- **Identify market sectors that have been significantly disrupted.** Immediately following the disaster, the Supply Chain Recovery Group will identify and prioritize local businesses and sectors that have been impacted by the disaster. The Supply Chain Recovery Group can then identify specific needs related to supply chain restoration by working closely with these businesses and sectors and coordinate with *RSF-5: Infrastructure Systems Annex* to ensure those considerations are incorporated into recovery plans. This includes identifying those specific businesses or sectors that can help facilitate the county’s recovery, such as grocery and home-improvement stores, and pharmaceutical or medical suppliers, among others.
- **Coordinate transition from emergency provision of commodities.** The Supply Chain Recovery Group will work to ensure that necessary goods and services can be provided through normal retail practices as soon as possible following the incident. This includes coordinating with state and federal governments, as well as

larger private sector corporations, to address any ongoing distribution challenges and develop work-around strategies, such as the use of drop sites or alternative distribution sites.

- **Distribute information regarding access to goods and services.** The Supply Chain Recovery Group will coordinate the provision of information regarding the provision of goods and services. Through the RPIO as well as Business Recovery Centers, this information should include important locations (distribution centers, operational retailers for the provision of groceries and pharmaceuticals) and information specific to the restoration of the supply chain.

INTERMEDIATE AND LONG-TERM RECOVERY

Economic Recovery Group

- **Promote employment of area residents and small businesses in recovery efforts.** The Employment Recovery Group will work with major area employers and any employers new to the county post-disaster, to promote the hiring of Chatham County residents. In addition, the Employment Recovery Group will work to identify and address any issues faced by area small business, and promote the hiring of county residents at these businesses.

Business Restoration Recovery Group

- **Identify and promote opportunities for IT or telecom infrastructure upgrades.** In collaboration with *RSF-5: Infrastructure Systems Annex*, the Business Restoration Recovery Group will identify opportunities to upgrade information technology or telecom infrastructure. The Recovery Group will 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 Business Restoration Recovery Group will work with businesses, trade groups, and associations to inform and promote resiliency for the private sector.

Business Retention and Recruitment Recovery Group

- **Encourage businesses to remain in Chatham County.** The Business Retention and Recruitment Recovery Group will 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.

- **Seize new recovery opportunities.** The Business Retention and Recruitment Group will reach out to companies considering locating operations within Chatham County, including offering informational resources, assistance with real estate identification and permitting issues, and, where appropriate, providing incentives. The companies and organizations receiving this assistance will also have local hire requirements, where appropriate, in coordination with the Employment Recovery Group.

Supply Chain Recovery Group

- This Recovery Group does not have any objectives specific to intermediate or long-term recovery. However, following an incident, long-term recovery objectives may be assigned to this group, and/or recovery efforts beginning in the short-term may continue into the intermediate or long-term.

COMMUNICATIONS

Typically, Economic Development recovery members will communicate with each other using telephones, text, or email depending on which mode is functioning. To the greatest extent possible, Economic Development recovery agencies and organizations 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 economic recovery support will be coordinated with the public information function established to support recovery. This might include coordination with CEMA, and include the use of social media.

RESPONSIBILITIES

SAVANNAH ECONOMIC DEVELOPMENT AUTHORITY

- Coordinate educational and cross-training opportunities for key participants in economic recovery. Create, encourage, and participate in disaster recovery exercises to enhance skills and develop needed techniques
- Serve as the Coordinating Agency for RSF-2
- Lead for all four Groups under RSF-2

- Notify Support Agencies when RSF-2 has been activated (See Appendix 2-1).
- Notify Support Agencies when activation of the Recovery Coordination Center (RCC) has occurred
- Establish a BRC in coordination with the SBA. The BRC may be located at the Disaster Recovery Center, if established (See Appendix 2-2)
- Develop an interagency action plan for each disaster to ensure the coordinated action of all agencies in the support of state, territorial, tribal, and local governments. Coordinate this development with the four groups included in this Economic Development RSF
- Document the capabilities available to be leveraged to support economic recovery
- Coordinate with the Housing RSF to ensure workforce housing and support services
- Identify essential businesses that should receive priority for reopening
- Identify the key private companies, insurers, and lenders involved in recovery
- With the Savannah Area Chamber of Commerce, promote private sector resiliency and continuity through pre-disaster planning, education, and outreach
- Promote employment of area residents and small businesses in recovery efforts
- Identify businesses and sectors at risk for leaving the county

CHATHAM COUNTY EMERGENCY MANAGEMENT AGENCY

- Notify SEDA when RSF-2 has been activated.
- CEMA will notify SEDA when activation of the RCC has occurred
- Provide guidance and support to SEDA and the four RSF groups, including staffing support
- Coordinate the efforts of Coordinating Agencies and Supporting Agencies to ensure the deployment of available resources from these agencies to the disaster-impacted area, as required
- Distribute information regarding access to goods and services
- Coordinate with the private sector to establish recovery services, as possible
- Coordinate transition from emergency provision of commodities
- Communicate recovery plans and priorities

SAVANNAH AREA CHAMBER OF COMMERCE

- Participate in Employment Recovery Group
- Participate in Business Restoration Recovery Group

- Participate in Business Retention and Recruitment Recovery Group
- Participate in Supply Chain Recovery Group
- Promote employment of area residents and small businesses in recovery efforts
- Provide access and information related to emergency loans and other “bridge” financing
- Facilitate the leveraging of public and private sector resources to further catalytic projects that encourage job replacement/growth in the community
- Identify the key private companies, insurers, and lenders involved in recovery
- With SEDA, promote private-sector resiliency and continuity through pre-disaster planning, education, and outreach
- Promote employment of area residents and small businesses in recovery efforts

CHATHAM COUNTY FINANCE DEPARTMENT

- Provide access and information related to emergency loans and other “bridge” financing
- Monitor lending issues
- Participate in Employment Recovery Group
- Participate in Business Restoration Recovery Group
- Participate in Business Retention and Recruitment Recovery Group
- Participate in Supply Chain Recovery Group

GEORGIA PORTS AUTHORITY

- Prepare Continuity of Operations Plans (COOP) and Business Continuity Plans
- Implement COOP and Business Continuity Plans
- Assess employees on recovery readiness, and post-incident recovery needs (see Appendix 2-6)
- Participate in Employment Recovery Group
- Participate in Supply Chain Recovery Group

CHATHAM COUNTY TAX COMMISSIONER

- Review tax and regulatory relief opportunities
- Support community efforts to identify short-term, intermediate and long-term strategies for maintaining and restoring the tax base
- Participate in Business Restoration Recovery Group

- Participate in Business Retention and Recruitment Recovery Group

CHATHAM COUNTY INFORMATION AND COMMUNICATION SERVICES

- Identify and promote opportunities for IT or telecom infrastructure upgrades
- Participate in Business Restoration Recovery Group
- Participate in Business Retention and Recruitment Recovery Group

CHATHAM AREA TRANSIT

- Coordinate provision of workforce transportation
- Participate in Employment Recovery Group
- Participate in Business Restoration Recovery Group
- Participate in Business Retention and Recruitment Recovery Group
- Participate in Supply Chain Recovery Group

SAVANNAH-CHATHAM COUNTY PUBLIC SCHOOL SYSTEM/BOARD

- Coordinate the bridge from sheltering to reopening schools in support of economic recovery
- Participate in Employment Recovery Group

CHATHAM COUNTY BUILDING SAFETY AND REGULATORY SERVICES

- Participate in Business Restoration Recovery Group
- Participate in Business Retention and Recruitment Recovery Group

ATLANTA GAS LIGHT COMPANY

- Prioritize restoration of:
 - Critical infrastructure
 - Economic drivers (local and large businesses)
- Participate in Employment Recovery Group

COASTAL WORKFORCE INVESTMENT BOARD

- Facilitate the leveraging of public and private sector resources to further catalytic projects that encourage job replacement/growth in the community
- Explore the development of a system to coordinate job placement. This may include

the use of private and nongovernmental employment agencies that specialize in staffing full and part-time employees.

- Provide employment resources and workforce placement
- Participate in Employment Recovery Group

PRIVATE SECTOR

- Prepare Business Continuity Plans
- Implement Business Continuity Plans
- Assess employees on recovery readiness, and post-incident recovery needs (see Appendix 2-6)
- Participate in Employment Recovery Group
- Participate in Business Restoration Recovery Group
- Participate in Business Retention and Recruitment Recovery Group
- Participate in Supply Chain Recovery Group

DIRECTION, COORDINATION, AND CONTROL

To ensure scalability and flexibility in the mobilization of recovery operations, the Economic Development Annex may be activated (for Incident Command System (ICS)-purposes) and be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

ANNEX MANAGEMENT AND MAINTENANCE

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

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

After any coordination is conducted, including approval of final language, CEMA will issue an official Notice of Change. The notice will specify the date, number, subject, purpose, background, and action required, and provide the change language on one or more numbered and dated inserted pages replacing the modified pages in the Annex. Modifications will be considered part of the DRP for operational purposes pending the formal revision and re-issuance of the final Annex. Interim changes can be further modified or updated using the above process. 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 2-1: RSF-2 POSITION CHECKLISTS

The Staff Positions Checklists are a tool designed to provide the Recovery leadership and staff with proposed activities to support essential functions during recovery activation. This Appendix serves as a point of reference to identify the scope of actions that may occur during recovery operations. The items listed in the checklist should not be considered exhaustive or static. As the recovery operation evolves, so too will the requirements of the Recovery staff, and additions or modifications to the items outlined below will likely be required. Read entire position checklist before taking any action!

RSF-2 Economic Development Group Leads

General Responsibilities	Notes
<ul style="list-style-type: none"> <input type="checkbox"/> Overall management of the Branch Recovery Groups. <input type="checkbox"/> Determine scale and scope of need, and report to Planning Section. <input type="checkbox"/> Assist in the development and prioritization of RSF-specific recovery strategy and tactics, including input into development of Recovery Action Plans (RAP). <input type="checkbox"/> Coordinate with counterpart local, state, and federal RSFs. <input type="checkbox"/> Coordinate with stakeholders in the community on impacts of the disaster on service levels and needs for returning service to acceptable post disaster levels. <input type="checkbox"/> Prepare status reports, schedule meetings, and coordinate briefings on any special assignments or priorities assigned to the branches. <input type="checkbox"/> Provide routine situation reports to the Operations Section Chief. <input type="checkbox"/> Attend meetings as appropriate. Regularly confer with the Operations Section Chief to coordinate recovery activities. 	
Activation Phase	Notes
<ul style="list-style-type: none"> <input type="checkbox"/> Activate appropriate Recovery Groups and work with Support Agencies to assign Group Supervisors. Obtain briefing from the Operations Section Chief. <input type="checkbox"/> Assess level of services needed and initiate request for necessary resources. <input type="checkbox"/> Coordinate acquisition of resources with the Logistics section. Coordinate with the Recovery Coordinator, Liaison Officer, and 	

<p>Recovery Public Information Officer regarding the need for a Branch-level Liaison Officer or Public Information Officer.</p>	
<p>Operational Phase</p>	<p>Notes</p>
<ul style="list-style-type: none"> <input type="checkbox"/> Establish and maintain a position log and other necessary files. <input type="checkbox"/> Facilitate requests for resources as necessary during the recovery period to ensure effectiveness of support activities. Maintain adequate records of financial expenditures and ensure recovery expenses and extensions for services/resources are pre-authorized by the Operations Section Chief. <input type="checkbox"/> Prepare and forward situation reports to the Operations Section Chief. <input type="checkbox"/> Identify RSF-specific recovery issues and coordinate their incorporation into RAP. <input type="checkbox"/> Ensure proper documentation of all recovery operations is completed. Identify RSF-specific long term recovery issues and coordinate their incorporation into the Community Recovery Strategy. <input type="checkbox"/> Actively share information with other branches and sections in the Recovery Agency. <input type="checkbox"/> Ensure coordination of all public information releases through the Recovery Public Information Officer in order to keep the public informed of progress through the recovery period as necessary. Refer all contacts with the media to the Recovery Public Information Officer. <input type="checkbox"/> 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. <input type="checkbox"/> Support the Operations Section Chief in determining the timelines according to which resources need to be identified so that they can be included in the planning documents, funding cycles, and budget or appropriations requests. <input type="checkbox"/> Identify and track resolution of gaps and conflicts in state and federal planning requirements and recovery assistance programs, as well as recovery programs that support and build community capacity and surge needs for recovery management. <input type="checkbox"/> Support the Planning Section Chief in the ongoing review, evaluation, 	

<p>and maintenance of the Community Recovery Strategy and RAPs. Examine and recommend resolutions to RSF-specific regulatory or other legislative issues that may impede recovery.</p>	
<p>Demobilization Phase</p>	<p>Notes</p>
<ul style="list-style-type: none"> <input type="checkbox"/> Determine RSF Branch demobilization prioritization status and advise the Operations Section Chief. <input type="checkbox"/> Collect and store all completed forms and consult with the Recovery Planning Section for appropriate storage location if appropriate. <input type="checkbox"/> Complete personal logs and documentation and forward to the Documentation Unit (Planning Section). Ensure any open actions are assigned to appropriate staff or other Recovery Agency sections for follow up. <input type="checkbox"/> Ensure all functions have been transitioned to their pre-disaster department(s), agency(ies), or activity(ies). 	

APPENDIX 2-2: BUSINESS RECOVERY CENTER

PURPOSE

This appendix provides an overview of the BRC concept and an action plan for standing up BRCs after a disaster.

BUSINESS RECOVERY CENTERS

BRCs are one-stop shops set up to provide local, state, and federal resources and services for businesses after a catastrophic event with services tailored to address business needs. Because their services are tailored to address business needs, they typically are established separately from the FEMA disaster recovery centers to avoid confusion with individuals needing social services, though Disaster Recovery Centers and BRCs may be co-located.

BRCs will be stood up by SEDA, CEMA, and in partnership with the SBA.

Resources and representation at the BRC may include SEDA, SBA, local bank officers, specialized technical assistance counselors, chamber of commerce, workforce development entities, and other local organizations that provide financial or technical assistance to small businesses.

ACTIONS

Pre-Disaster:

SEDA, in partnership with CEMA, will:

- **Coordinate and develop relationships with key economic partners.** Coordinate with the SBA, business associations, local city officials, and chambers of commerce or similar organizations to identify, develop, and support business continuity planning efforts and explain the BRC concept before disaster and promote private sector resiliency.
- **Identify potential sites for BRCs.** BRCs may be co-located with Disaster Recovery Centers or may be stand-alone centers.
- **Target key partners for outreach.** Identify private companies, insurers, and lenders that might be crucial to disaster recovery due to their providing recovery-crucial goods or services or due to their relative size, position, or relation to key business sectors (e.g., government, tourism, and/or employment base in the local economy).
- **Identify community resources.** Leverage local businesses with nontraditional resources that may provide recovery capabilities (e.g., lower delivery trucks used to distribute small

amounts of commodities over short distances).

Post-Disaster:

SEDA, in partnership with CEMA and the SBA, will:

- **Establish a BRC as quickly as possible.** Most disaster-impacted communities have found it very effective to have the BRC up and running within one to two weeks after a major disaster.
- **Select an appropriate location for the BRC.** Communities typically establish them in a central location in the most impacted area to provide close access to affected businesses. Examples include conference space of a local business, the local chamber office, a vacant retail space in a mall, a FEMA trailer, etc. The BRC may be co-located with a Disaster Recovery Center.
- **Reach out to local, regional and federal partners.** Reach out to local, regional and federal partners so the center has representation from a multitude of private, non-profit, and government service providers. Counselors should be prepared to educate businesses on the various financial and technical assistance services available (bridge/gap financing, SBA low-interest loans, etc.), as well as to provide guidance in the application process for federal loans.
- **Develop a marketing and promotion campaign to advertise the center's location and services.** Communication with businesses will be a major issue if telecommunication lines are down. Consider alternative promotion methods, such as canvassing flyers directly to impacted businesses; using the local media, particularly radio advertising; advertising on billboards with a hotline number; etc. Coordinate with the Chamber of Commerce to advertise to their own networks of businesses. Advertise the BRC on the website for emergency information as well as posters/flyers in county buildings and at the Disaster Recovery Centers.
- **Establish a hotline number.** Establish a hotline number that business owners can call to get information about the center and its business assistance services. Make sure to advertise the hotline number such as on a centrally located billboard and in all promotional efforts, including the county's website.
- **Provide business recovery materials and loan/grant applications.** Provide materials in relevant languages to assist major demographic groups in Chatham County.
- **Gather intelligence on how the local businesses have been impacted economically by the disaster.** Disseminate an outreach survey at the BRC for local business owners to

complete to gather intelligence on how the local businesses have been impacted economically by the disaster, and determine what programs or information they need in the short and long-term. See Appendix 2-5 for a survey example.

- **Prepare for a long activation.** Depending on the size and scope of the disaster, be prepared to keep the BRC open anywhere from a few months up to a year. For unprecedented disasters, consider applying for Department of Labor’s National Emergency Grant (NEG) to fund temporary workers at the BRC.

APPENDIX 2-3: BUSINESS IMPACT SURVEY

Chatham County Post Disaster Business Impact Survey

Case # _____
Requires Help Requires No Help

Company Name: _____ Primary Contact: _____
Phone Number: _____ Email: _____
Address: _____

1. Has your business re-opened? Yes No
 2. Are your facilities usable? Fully Usable Partially Usable Not Usable
a) If not usable, what type of space is needed?
 Office Industrial Flex Retail None
 3. Damage to Facilities?
 Power Phone Water Windows Equipment Roof Walls Other _____
 4. When do you expect to get back to normal?
 1-2 Weeks Within a Month 1-2 Months Over 2 Months Don't Know Indefinite
 5. About how many people work at your business? _____
 6. Are all of your employees back to work? Yes No
 7. What other factors are hindering operations? What areas are creating problems for you?
 Access to Business Debris Removal Product Supply
 Financial/Business Loans Short-term Capital Long-term Capital
 Legal Water Damage Training/Personnel
 Customer Base Personal Problems Insurance Settlement
 Housing Construction/Contractor Needs
 Employee Transportation
 8. What percent of your normal revenue are you generating? _____%
 9. Which of the following can you now support with your current cash reserves?
 Payroll Damage Repair Inventory Taxes
 10. Do you have business insurance? Yes No
 11. What kind of business are you in?
 Manufacturing Wholesale Service Retail Transportation Tourism Other _____
- Square Footage Desired: _____ Length of Time: _____ Permanent? _____
Could you benefit from use of office suite(s)? Yes No
If yes, minimum space needed _____ Number of phones/phone lines _____ Furniture _____
Other _____
How close to your current location must you be to run your business? _____



APPENDIX 2-4: WORKFORCE ASSESSMENT

Chatham County Workforce Assessment Survey

The Workforce Assessment Survey provides a tool to evaluate workforce readiness before a disaster occurs. This tool can be used by employers or the County. Survey results will provide an understanding of which staff members are essential to continuity, who can effectively work from home, and constraints to returning to full staffing levels.

Employee Information

Name: _____
Employer: _____
Title: _____
Work Phone: _____
Work Email: _____
Alternate Phone: _____
Alternate Email: _____

Brief Job Description and Skills

CPR Trained? Yes No

Transportation to Work

Distance to work: _____
Commute mode: _____
Four wheel drive vehicle: Yes No

Child Care

Children in Chatham County public schools? Yes No
Require child care? Yes No

Work at Home Readiness

Can functions of your work be performed from home? Yes No
Do you have a company-supplied laptop computer? Yes No

Personal Readiness

Do you have a home emergency plan? Yes No
Family communication plan? Yes No
Emergency supplies? Yes No
Other constraints limiting post-disaster work? _____

