Fairfax County Pre-Disaster Recovery Plan

January 5, 2012

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Foreword

This document is a result of the collaborative efforts between the Fairfax County Office of Emergency Management (OEM) and the many other county departments and agencies that have assigned emergency roles and responsibilities. The final plan incorporates comments and suggestions received from a variety of stakeholders including many partner agencies and organizations that provide critical support to the County during times of disaster.

This plan fulfills Fairfax County's commitment to maintain readiness capabilities for all phases of emergency management, and thus to be able to respond to disasters or large-scale emergencies. It also incorporates the National Incident Management System (NIMS) as the county standard for emergency response operations, as adopted by Fairfax County resolution on November 21, 2005.

This plan establishes the overall roles and responsibilities for emergency recovery operations, as well as the concept of operations for the County. It is intended to be used in conjunction with established operational procedures, plans, and protocols.

Users of this document are encouraged to recommend changes that will improve the clarity and use of this plan.

Submitted by: David M. McKernan, Emergency Management Coordinator

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Acknowledgements

Many people made significant contributions to the Fairfax County Pre-Disaster Recovery Plan.

The Steering Committee members all contributed their time, expertise, and attention at various phases of this planning process. These members include:

- Joseph Bakos, Fairfax County Dept. of Planning and Zoning
- Marc Barbeire, Fairfax County Health Department
- Phyllis Black, Springfield Chamber of Commerce
- Bill Bolton, Dulles Regional Chamber of Commerce
- Carlton Burkhammer, Fairfax County Fire Marshal
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- David McKernan, Fairfax County Office of Emergency Management
- Jim Person, Fairfax County Office of Public Affairs
- Lewis Saylor, liaison to the Northern Virginia Voluntary Organizations Active in Disaster
- Ian Sterne, liaison to the Fairfax Citizen Corps Council
- Dr. Jim Stratoudakis, Fairfax County Mental Health Services/Fairfax-Falls Church Community Services Board
- Eric Teitelman, Fairfax County Dept. of Transportation
- John Turner, Fairfax County Dept. of Housing and Community Development
- Carl Varner, Fairfax County Dept. of Family Services, Disability Services

Many other representatives of many Fairfax County agencies and the Board of Supervisors contributed their time, expertise, and technical resources to the development of this Pre-Disaster Recovery Plan, as did numerous stakeholders from the for-profit and non-profit sectors, members of the public, technical experts in various fields, representatives of neighboring jurisdictions and other levels of government, and others.

The consultant, Witt Associates, provided project guidance, expertise, and coordination throughout the conception, development, and delivery of this Pre-Disaster Recovery Plan.

The staff of the Fairfax County Office of Emergency Management – including Amanda Phan, Roy Shrout, David McKernan, Bruce McFarlane, Marcelo Ferriera, and others – greatly contributed their ongoing time and energy to the coordination of this planning effort.

Without all of the above-noted efforts, this Pre-Disaster Recovery Plan would not have been possible.

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Letter of Agreement

The Fairfax County Pre-Disaster Recovery Plan is a multi-discipline, all-hazards plan that establishes a single, comprehensive framework for managing the recovery from major disasters affecting the county. The plan assigns roles and responsibilities to departments and agencies. The plan requires planning, training, and exercising prior to a real world incident in order for the County to respond effectively. Agreement to this plan represents a major commitment by agency leadership.

By signing this letter of agreement, the county departments and agencies agree to:

1. Perform assigned roles and responsibilities identified in this plan.
2. Implement the PDRP concepts, processes, and structures when carrying out their assigned roles and functional responsibilities.
3. Conduct operations in accordance with the Incident Command System, applicable Homeland Security Directives, the National Response Framework, and the National Disaster Recovery Framework.
4. Conduct planning and preparedness activities designed to prepare agency staff to accomplish assigned emergency response and recovery responsibilities.
5. Conduct planning and training in cooperation with identified agencies (Recovery Support Function (RSF) Branch lead and supporting agencies) and the Office of Emergency Management (OEM).
6. Maintain financial records in accordance with the Fairfax County Financial Recovery Annex and in accordance with guidance from the Department of Management and Budget, the Office of Emergency Management, and other applicable county procedures.
7. Develop and maintain an inventory of agency/department resources applicable to accomplishing assigned functions.
8. Provide staffing to the Fairfax County Recovery Coordination Center, Service and Information Centers, or other identified recovery locations when activated and requested.
9. Participate in approved drills, tests, and exercises.
10. Maintain an approved agency-specific Continuity of Operations (COOP) Plan in accordance with county guidelines and standards, including identifying lines of succession, alternate site(s), IT recovery, and stand-by contracts as necessary.
11. In cooperation with OEM, establish mutual aid agreements to maintain liaison with surrounding municipal, county, and military counterparts as appropriate.
12. Periodically review all emergency plans, policies, and procedures.

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Board of Supervisors Endorsement

The Fairfax County Board of Supervisors endorsed this Pre-Disaster Recovery Plan (PDRP) on January 24, 2012, pending small revisions. These revisions were executed on January 27, 2012. (Text was added on p. xv, and deleted on p. III-4 and p. IV-25.)

Plan Distribution

The Fairfax County Office of Emergency Management (OEM) is responsible for developing, maintaining, and distributing the Fairfax County PDRP.

OEM will make the PDRP available to all county departments and agencies, the Virginia Department of Emergency Management (VDEM), and other partner organizations as necessary. An electronic version will be available on the County's website.

Notices of Change

Notices of Change to the PDRP will be prepared and distributed by OEM. The notice of change will include the effective date, the change number, subject, purpose, and action required by the departments and agencies. The notice of change will include revised pages for replacement within the PDRP.

Upon publication, the change will be considered a part of the PDRP. OEM is responsible for the distribution of the approved notices of changes following the same process as identified above.

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I. Introduction

A. Section Overview

This section provides an introduction and overview of the Fairfax County, Virginia's Pre-Disaster Recovery Plan (PDRP) for recovery from a disaster or catastrophic incident. This section provides guidance on the use of this document; a general project overview, including purpose, background, and scope; and a discussion of the over-arching vision and goals that guided the planning process and will define post-disaster recovery operations.

B. Project Purpose

The intent of the PDRP is to provide Fairfax County with approaches to prepare for and manage disaster recovery, particularly those incidents that are large or catastrophic. It is a guide for decision-making, establishing priorities, and identifying roles and responsibilities. It provides high-level objectives, strategies, and coordination for both prior to and after the occurrence of a natural or human-caused disaster or catastrophe in the short-, intermediate-, and long-term to expedite successful recovery and redevelopment.

The PDRP is designed to guide recovery actions that result in a resilient, safe, physically accessible, sustainable, and economically strong community. These actions address long-term community recovery planning, housing restoration and reconstruction, economic recovery, infrastructure and lifeline restoration and reconstruction, continued provision of public safety and security, continued provision of community services, and protection of natural and cultural resources. The PDRP provides for a recovery organization that will be transparent, understandable, and credible to County agencies, stakeholders and the public.

Although government bears ultimate responsibility for public safety and welfare, in recovery the government's operational role is often that of an organizer, coordinator, and facilitating stakeholder. This is because many of the assets and actors implied in recovery objectives – including private-sector economic activity, private housing stock, and many essential infrastructure systems – are not under the ownership or direct control of the County. Recent examples of recovery demonstrate that the vast capabilities necessary to recover from disasters are collectively possessed by private businesses, non-profit organizations, houses of worship and associated faith-based groups, and ordinary residents. Government coordination and facilitation ensures the County's sustained engagement towards the ultimate realization in achieving the goals set forth by the recovery vision.

The PDRP provides menus of potential options, depending on the scope and scale of an incident: potential roles to staff in a temporary Recovery Agency, potential issues and tasks that the recovery organization may need to address, and potential lead and supporting agencies in Recovery Support Function roles. Due to the unpredictable nature of the threats facing Fairfax County, this flexible and scalable approach is warranted. *The PDRP is not a tactical or field manual, nor does it provide standard operating procedures.*

This document is further intended to provide a model for recovery planning throughout Northern Virginia and the Washington, D.C. area, as well as establishing a framework for recovery coordination following a regional disaster or catastrophe.

The Fairfax County PDRP resulted from a multi-year planning process funded by the 2007-10 Urban Areas Security Initiative (UASI) grant from the U.S. Department of Homeland Security (DHS), awarded to the County via metropolitan Washington, D.C.'s multi-jurisdictional National Capital Region (NCR) Homeland Security Program.

C. Intended Audience

This document is intended primarily for readers who will potentially be directly involved in implementing disaster recovery in Fairfax County; or – after an incident – it provides high-level guidance for those who are directly involved with implementation.

It will also be of interest for members of the public, other stakeholders, regional partners at various levels of government, and others with a general or specific interest in disaster recovery in Fairfax County.

D. How to Use this Document

This Pre-Disaster Recovery Plan (PDRP) is designed so that it can be either read through from beginning to end, or – during disaster recovery operations – it can be utilized such that only the sections relevant to particular users need be accessed.

1. Base Pre-Disaster Recovery Plan

The PDRP base plan contains basic information about the functioning of the temporary Fairfax County Recovery Agency and other recovery operations within and external to County government. All participants in an activation will want to review this material, as it provides common general information, common operating concepts, and other over-arching information. In particular, the material contained in Sections I (Introduction), III (Recovery Agency organization) and IV (Recovery Agency functions) should be read and understood by anyone with any significant operational role in recovery.

2. Position Checklists

Detailed position checklists are provided in Appendix 3 for positions at the top of the recovery organization, primarily within the temporary Recovery Agency itself. In an activation, individuals tasked to these positions should make use of the checklists. They provide a basis for action for each position, but should not be considered to be comprehensive. In addition, position checklists are provided for any positions that are established specially for the recovery organization described in this PDRP. Additional staff may be activated consistent with general Incident Command System (ICS) position descriptions as needed; these positions are *not* described in detail in this PDRP.

The position checklists (Appendix 3) are intended only as a *supplement* the PDRP base plan.

3. RSF Branch Annexes

The Recovery Support Function (RSF) Branch Annexes are intended to be used by each respective RSF Branch's leadership and other key staff during an activation. Each of these documents is intended to provide a basis for establishing objectives and strategies in each recovery subject-area at the RSF Branch and Recovery Group levels, but should not be considered to be comprehensive for all possible incidents.

The RSF Branch Annexes are intended only as a *supplement* the PDRP base plan.

4. Other Recovery Resources

The PDRP also includes appendices, references, and other materials related to funding sources, additional reading and best-practice guidance, and other recovery resources.

5. Text References

Attribution of external content in the PDRP, whether paraphrased or directly attributed, is via parenthetical reference. Full bibliographical detail on all sources is available in Appendix 6.

E. Project Scope

1. Disasters

This PDRP is intended to address recovery from a *disaster*. A disaster is an incident of a sufficient magnitude and nature that the normal capabilities and organizational structure of the County are insufficient to respond to or recover from it without additional assistance. Such incidents could include, but not be limited to mass casualties, supply-chain interruptions, communications breakdowns, widespread property damage, and disruptions of government services.

An incident of this magnitude would almost certainly trigger a request from the Governor to the President for an Emergency or Disaster Declaration under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-388 (Stafford Act). The County will activate the Emergency Operations Center (EOC) in response to a disaster.

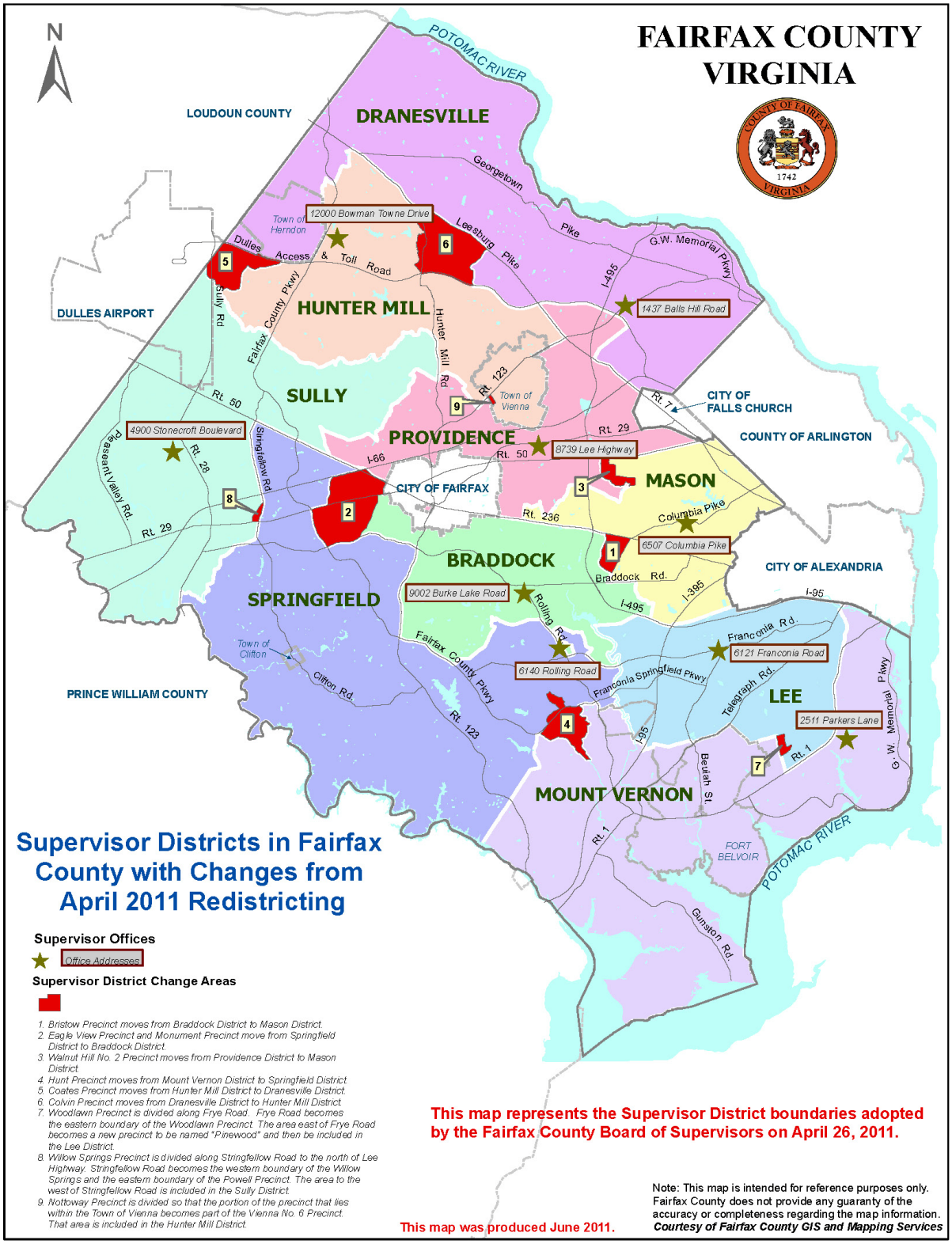
Notwithstanding this definition, concepts and organizational elements of this PDRP may be applicable to incidents of various scales and scope.

This PDRP intentionally does *not* provide specific or qualitiative thresholds for activation or demobilization of organizational structures and/or processes described herein. Such determinations are left to the judgment of County leaders, based on the County's capability to manage disaster-recovery at a given time.

2. Jurisdictions Covered

This plan covers all of Fairfax County and the towns of Herndon, Vienna, and Clifton. Portions of the plan also describe coordination with external federal, state, and regional entities, as well as with neighboring jurisdictions including counties and independent cities in Northern Virginia.

Figure I.1: Map of Fairfax County showing Supervisor Districts and Participating Towns (areas shown in white are not covered by this PDRP)



3. Emergency Management Phases

The PDRP focuses primarily on two of the four phases of emergency management: *preparedness* and *recovery*. It is useful, however, to understand all four phases and how they overlap and inter-relate.

Figure I.2: The Four Phases of Emergency Preparedness

a) Preparedness

Preparedness takes place prior to a disaster and it includes efforts to increase readiness and resiliency. Preparedness actions involve planning, identifying resources, training, exercising, and organizing to build, sustain, and improve operational capabilities. This PDRP itself is a preparedness tool, specific to recovery operations.

b) Response

Response describes activities undertaken during and in the aftermath of an incident to save lives, protect property and the environment, and meet basic human needs. Response also includes the execution of emergency plans and actions that transition into short-term recovery. The PDRP does not directly address response. The County's Emergency Operations Plan (EOP) guides activities during the response phase, while its Continuity of Government (COG) and Continuity of Operations (COOP) plans ensure that governance and essential functions and are able to be maintained.

c) Recovery

Recovery is the phase between the end of response and the resumption of normal life or a "new normal." Recovery may involve activities including, but not limited to the following:

- development, coordination, and execution of service and site-restoration plans
- reconstitution of government operations and services

- individual, private-sector, nongovernmental and public-assistance programs to provide housing and to promote restoration
- long-term care and treatment of affected persons
- measures for social, political, environmental, and economic restoration
- evaluation of the incident to identify lessons learned and post-incident reporting
- implementation of mitigation measures to build community resiliency and sustainability

Recovery may be expected to last for a very long time. One expert advises post-disaster leaders to develop a conservative estimate of recovery's duration for planning purposes – and then to multiple this conservative estimate ten-fold (Castillo, 2011).

d) Mitigation

Mitigation takes place both in advance of and in response to disasters. Mitigation activities intend to reduce risk of casualties and property damage from natural and/or human-caused disasters by preventing disasters and/or reducing exposure or vulnerability to them. Such activities have a long-term sustained effect. They provide value to the public by creating safer and more resilient communities and breaking the cycle of disaster damage, reconstruction, and repeated damage. Activities taken and plans devised during recovery will have the same intent, meaning that there will be significant overlap between this PDRP and mitigation planning and actions, as described in the Northern Virginia Regional Hazard Mitigation Plan.

There is often no firm, fixed boundary between phases. For example: recovery activities often begin immediately after an incident occurs; recovery measures often involve implementation of mitigation measures; and response activities may persist well into recovery in limited arenas. Therefore, the PDRP defines procedures for gradual transition between response and recovery, and it should be understood that use of the PDRP will overlap with the implementation of other plans.

4. Strategic and Concept-Level Planning

Strategic-level planning describes how a jurisdiction will accomplish its recovery objectives over the long term, identifying policy objectives and providing overall, high-level guidance. The Concept-level planning describes the concept of operations for integrating and synchronizing a jurisdiction's personnel, organizational structures, leadership or management processes, facilities, and equipment (CPG 101).

By focusing on the Strategic and Concept levels, this PDRP provides a flexible and scaleable framework for organization and decision-making that may be effectively deployed against unknown and unpredictable threats – particularly those of an intentional, human-caused nature.

The PDRP thus provides *menus of potential options*, depending on the scope and scale of an incident: potential roles of staff in a temporary Recovery Agency, potential issues and tasks that the recovery organization may need to address, and potential lead and supporting agencies in Recovery Support Function roles.

As noted above, the PDRP is not a tactical or field manual, nor does it provide standard operating procedures.

5. NIMS and ICS

By resolution on November 21, 2005, Fairfax County adopted the National Incident Management System (NIMS) as the county standard for incident management. NIMS defines the relationships between local, state, and federal resources and authorities during response and recovery. NIMS incorporates the Incident Command System (ICS) as the national standard for incident management. ICS is a flexible and scalable organizational system for emergency management that has been adropted and is understood across all levels of government.. It is the policy of Fairfax County to manage recovery operations in accordance with NIMS.

6. Access and Functional Needs Populations

It is the policy of Fairfax County to provide recovery services in consideration of persons with access and functional needs as outlined in the EOP. The PDRP addresses these populations using existing Fairfax County definitions for access and functional needs. For more information, refer to www.fairfaxcounty.gov/specialneeds.

7. Relation to Other Fairfax County Emergency Management Plans

The PDRP is not intended to supersede any other emergency response and/or continuity plans for Fairfax County or its towns.

F. Vision, Goals, and Priorities

The following vision and goals have been developed consistent with "best practices" for recovery as described in pre- and post-disaster recovery plans, federal guidance related to long-term disaster recovery, and the priorities expressed by the PDRP Steering Committee and other stakeholders, subject-matter experts, and plan reviewers over the course of the planning process. (For more on the planning process, see Appendix 5.)

1. Vision

Following a disaster, Fairfax County will achieve a "new normal" that makes the community safer, stronger, and smarter; maximizing long-term benefits by identifying and embracing new and existing approaches, developing strategies that are forward looking and market-based, and mitigating new and existing hazards and threats as it recovers from a catastrophe.

2. Pre-Disaster and Process Goals

The following are goals that will guide ongoing pre-disaster activities intended to result in the development of a full recovery readiness capability in Fairfax County.

a) Be prepared and be proactive

Recovery planning and preparedness efforts will include the following key elements:

- Establishing and maintaining an inventory of critical capabilities, assets, and resources, (within County government, its towns), and its partners and stakeholders.

- Identification of appropriate legal authorities, triggers, and safeguards, such that critical governmental and non-governmental functions and activities can be executed with maximal efficiency.
- Educating elected officials and policy makers on priorities and decision-making processes that will support transparent and credible allocation of resources.
- Establishing relationships with public and private stakeholders that will be key to the recovery process.
- Establishing and maintaining an inventory of state and federal recovery funding resources.
- Pre-identifying resources, providers, and restoration and reconstruction priorities.

b) Establish and maintain the County's leadership role

Fairfax County will be responsible for defining and executing its own recovery and will establish its leadership role in such a way that the County can integrate into federal, state, and regional recovery efforts, and thus access external funding streams. The temporary Recovery Agency described in the PDRP will serve as the coordinating axis for the public, private, and non-profit sectors in Fairfax County. County government will support and facilitate private sector and individual recovery efforts.

c) Leverage the private and non-profit sectors, using existing relationships

The private and non-profit sector stakeholders (including houses of worship and faith-based organizations) are critical in acquiring, managing, and distributing resources, advancing economic recovery and development, and supporting other key disaster recovery functions. Some of these roles will be consistent with normal day-to-day activities and responsibilities; others may make contributions that are out of the ordinary.

Pre-disaster recovery work will continue to leverage existing networks, organizational structures and pre-established relationships to help ensure the clear understanding of roles, responsibilities, and expectations of participants. The County will provide leadership and participate as a "facilitating stakeholder" to match needs to providers and to reduce resource overlaps and gaps.

These existing relationships will also serve to create opportunities throughout the recovery process for achieving the vision of a "new normal." The intangible resource of community stakeholder ideas provides value to the overall recovery effort. Leveraging these networks, organizational structures, and pre-established relationships in the development of recovery strategy is of critical importance.

In advance of a disaster, Fairfax County Office of Emergency Management (OEM) is already working to build relationships with private and non-profit sector organizations and offering advice on how to prepare for disaster, for example by carrying adequate insurance, maintaining response and continuity plans, and maintaining IT disaster-recovery capabilities.

d) Promote legitimacy and credibility

To be effective, post-disaster recovery implementation must be characterized by transparency, community participation, and intense stakeholder outreach and involvement. This can best be attained by continuing to involve stakeholders and the public in ongoing pre-disaster recovery

work. This will begin with stakeholders who were involved in the PDRP planning process, and will expand to create a whole community that is invested in post-disaster PDRP implementation.

Community partners are crucial to ensuring two-way information both prior to and after a disaster, and they are also in a position to "champion" elements of recovery. These community partners help to balance long-term community gains through economic development, mitigation, and social and cultural enhancements with the short-term wellbeing of all county residents.

e) Focus on fairness
Individuals and organizations with the slimmest reserves prior to the disaster in terms of preparedness, income and/or capital reserves, and/or social and organizational networks will be the most vulnerable afterwards. The County is committed to pre- and post-disaster recovery work that intends to fairly and transparently resolve competing, legitimate interests among diverse community organizations and economic drivers.

f) Build on existing deliberative plans and asset identification/prioritization
To ensure the legitimacy of prioritization and resource allocation, the pre- and post-disaster decision-making regarding prioritization will be based on existing deliberative plans and policies whenever possible.

g) Ensure sufficient financial reserves
Disasters often place immediate financial pressures/requirements on local jurisdictions. Not all costs will be reimbursed, and even when they are, there is often a lengthy delay. For this reason, the availability of sufficient financial resources – be it in the form of budgeted reserves, a "rainy day fund" such as Fairfax County's, or the pre-event establishment of emergency lines of credit – will be extremely important.

3. Post-Disaster Operational Goals

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

a) Provide effective command and coordination
The PDRP will guide the establishment and continuity of coordinated, effective, flexible, scalable, and responsive command and coordination in the form of a temporary Recovery Agency. An organized transition of command structures from response to recovery will allow emergency management functions to evolve smoothly, and for recovery work to begin even while basic life-safety, incident stabilization, and immediate property protection issues are still being addressed.

During recovery, the expertise of planners, engineers, and financial professionals in fields such as land use, economic development, transportation, storm water management, capital projects, etc. will become increasingly important, and the roles of first responders will likely diminish.

b) Maximize funding opportunities
Recovery leadership will work to leverage state and federal recovery technical and financial assistance, as well as identify and pursue additional sources of recovery funding and financing.

The County will strive to ensure appropriate, fair, and accountable utilization and/or distribution of such funds, as well as safeguard its own fiscal condition.

c) Communicate effectively

The Recovery Agency and County leadership will strive to communicate useful, practical, relevant, accurate, and timely information regarding services and resources to all impacted members of the community, using all communications capabilities available to reach county residents in their homes or in temporary housing and making accommodations for non-English speakers and others with access and functional special needs. This will include including reasonable communication accommodations and alternate formats for people with disabilities, as appropriate.

d) Promote mitigation and foster resilient redevelopment and construction

The County will use education, incentives, and regulation to reduce community vulnerability to various hazards by fostering more resilient land use patterns and building practices while deferring to existing deliberative plans such as the Fairfax County Comprehensive Plan and Hazard Mitigation Plan.

e) Maintain and enhance the county's economic base

Maintenance and/or restoration of the economic base is vital to the County's economic health. The County will focus on business continuity, maintenance of business-critical infrastructure systems, supply chains, and social services, and proactive business recruitment and retention strategies by recognizing that new markets, new expertise, and new opportunities will be created by crises. Such efforts will extend beyond the economic sector, involving "catalyst" projects designed to simultaneously advance social, environmental, cultural, and economic recovery goals.

Businesses and employers will have varying levels of operational capability after a catastrophe. Concerted efforts will be made by County leaders to retain core businesses and to support their recovery. After a disaster, the County will support area businesses by clearing obstacles to recovery, including assisting in facilitating staffing, supporting relocation if needed, and helping to resolve supply-chain issues.

The private sector will play a critical role in maintaining public confidence after a disaster. When the private sector is resilient in restoring employment, critical services, and normal day-to-day economic functioning, the community recovers more quickly. This translates into jobs retention and tax-base recovery. Experience has shown that in communities where public-private partnerships have been at the forefront of recovery planning, the public has been more optimistic about the community's ability to recover.

f) Sustain social and human services, public safety, and health services

The County, working with private and nonprofit partners, will work to provide and/or restore basic services needed to sustain the community. A temporary Recovery Agency will coordinate unmet needs and other ongoing needs that remain from the response phase. These efforts include providing for continuity and/or restoration of basic services, providing physical safety and security, as well as a sense of stability necessary for recovery and resumption of normal or new normal levels of functioning.

The County and its non-profit partners (including houses of worship and faith-based organizations) will recognize the importance of maintaining and providing mental health and spiritual support and counseling, both to response- and recovery-personnel and to members of the community at large.

g) Provide and/or ensure quality housing

The County will strive to ensure that all residents are able to continue living in the county in settings that are:

- Safe, sanitary, and secure
- Affordable at levels comparable to residents' pre-disaster housing
- Integrated with the rest of the community
- Accessible to public services and transportation
- Compliant with all applicable regulations and standards[1]

Such quality housing will be a goal of both temporary and medium-term housing and of permanent reconstruction and redevelopment of housing to contribute to basic economic and emotional stability, allowing residents to attain other elements of individual recovery. Individual recovery, in turn, will contribute to the maintenance of the county's economic base and to its overall recovery.

h) Sustain lifelines and restore infrastructure and public facilities

The County will work to ensure continuity of lifeline utilities and services and infrastructure restoration. According to the standard federal definition, critical infrastructure refers to "those physical and cyber-based systems essential to the minimal operations of the economy and government" (PDD-63). These include, but may not be limited to:

- Food
- Water
- Power
- Wastewater and sewage
- Transportation
- Fuel
- Communications systems (IT/telecom)
- Solid waste removal

Additionally, restoration and reconstruction of public facilities needed for maintenance of lifelines and basic public services will likely be required as well as maintaining operations related to debris clearance and disposal.

4. Priorities

The following *rank-ordered* priorities are intended to provide overall guidance regarding prioritization of actions and investments undertaken by the Recovery Agency via the Recovery Action Plan (RAP) cycle and the Community Recovery Plan during recovery.

[1] These include: the Americans with Disabilities Act (ADA), the Fair Housing Act, Section 504 of the Rehabilitation Act of the Virginia Fair Housing Law, the County Board of Supervisors' Universal Design Policy, and others as appropriate.

The priorities below are not specific to actual pieces of infrastructure, resource-allocation decisions, or policy development. Rather, they are intended to help guide such real-world decisions in the wake of a disaster.

Note that the below priorities are not intended to be *exclusive* of one another; they are intended to provide a *relative* framework for the design and implementation of recovery programs and actions, and for the allocation of limited resources. The below priorities have been vetted multiple times during the planning process, including by the small Steering Committee and the large public/private stakeholder Working Group.

i. Address life-safety concerns
ii. Provide for public safety/security and basic health and essential social and humanservices needs
iii. Protect property and maintain basic economic stability
iv. Respect basic liberties, legal protections, and privacy safeguards
v. Maintain basic standards of fairness, and balance individual rights and community interests
vi. Support general well-being and address intangible social and personal impacts
vii. Protect and restore natural and cultural resources

Additionally, determination of allocation of scarce resources across various activities or projects shall be guided by:

- The prioritization of County functions described in the Fairfax County COOP Plans, as implemented by the Office of the County Executive
- Restoration of facilities and infrastructure as described in the Virginia Department of Transportation (VDOT) Snow Plan for Fairfax County, Fairfax County Department of Public Works and Environmental Services (DPWES) Debris Management Plan, Dominion Power restoration priorities, Capital Improvement Plan, Transportation Improvement Program (TIP), Hazard Mitigation Plan, the Automated Critical Asset Management System (ACAMS) critical infrastructure/ key resources (CIKR) inventory, utility restoration priorities, and other pre-existing infrastructure inventories and prioritization.

II. Situation

A. Section Overview

This section describes the planning context for the Fairfax County Pre-Disaster Recovery Plan (PDRP). It includes discussion of hazards and risks, critical infrastructure information, planning authorities, and planning assumptions.

B. Hazard Identification and Risk Assessment

1. Data and Analysis Sources

This Fairfax County PDRP extracts hazard and risk information from two sources:

- The Fairfax County Hazard Mitigation Plan (2011), including Appx. F: Human-Caused Hazards Analysis (*for official use only*)
- The National Capital Region Hazard Identification and Risk Assessment, Appx. F: Fairfax County (2007) (*for official use only*)

Both of these assessments provide data and analysis related to natural and human-caused hazards, and each presents varying levels of information on relative potential impacts of various hazards.

This PDRP does not contain or reproduce any sensitive information.

2. Analysis and Discussion of Hazard Identification and Risk Assessment Data

Unlike many jurisdictions nationwide that maintain pre-disaster recovery plans, Fairfax County is generally not at high risk for catastrophic natural disasters with predictable geographic impacts and statistically meaningful probabilities, such as storm surge, tsunamis, and earthquakes.

As Table II.1 shows, by various ranking methodologies, the natural hazards of most concern to Fairfax County and Northern Virginia are floods, winter storms, high winds, and tornados. However, it should be noted that the annualized losses (i.e., the average annual cost of these hazards in terms of property damage and casualties) is low relative to many other regions of the U.S.

Moreover, a hazard mitigation plan's risk assessment intends to call out those hazards that cause persistent losses, even if these are always at a low, manageable level. In contrast, this PDRP intends to address catastrophic incidents. Due to limitations in the methodologies available for loss estimation in hazard mitigation planning, such "worst case" estimates are only available for a few hazards, and they tend to resist meaningful comparison across hazards. Moreover, the "worst case" is always scenario-specific, making such calculations exceedingly difficult, especially in places (like Fairfax County) where the worst case is not characterized by any predictable geographic extent.

For the purposes of this PDRP, therefore, the hazards shown below that are of most concern are those rated in the highest categories for overall risk in Fairfax County and potential impact: flood, tornado,

and high (straight-line) wind. Although some parts of Fairfax County are more prone to flooding than others, in the context of any given *catastrophic-incident* scenario, these hazards are in large part unpredictable from a geographic point of view.

Table II.1: Relative Risk of Various Natural Hazards (highlighted cells show top relative rankings by various methodologies)

Hazard	Overall Risk (Fairfax Co. only)	Prob-ability	Impact	Spatial extent	PRI value* (all-NOVA)	Annualized losses (all-NOVA)
		(all-NOVA qualitative assessments)				
Flood	***High***	***Highly likely***	***Critical***	Moderate	***3.3***	***$1.65 million***
Tornado	***High***	Likely	***Critical***	Small	***2.7***	***$2.61 million***
High Wind (hurricane, tropical storm, thunderstorm)	***High***	Possible	***Critical***	***Large***	2.6	***$2.90 million***
Winter Storms/ Extreme Cold	***High***	***Highly likely***	Limited	***Large***	***3.0***	$0.40 million
Drought/ Extreme Heat	Med-high	Possible	Limited	Moderate	2.3	$0.94 million
Wildfire	Medium	***Highly likely***	Minor	Small	2.6	Insuff. data
Earthquake	Medium	Unlikely	Minor	***Large***	1.9	Insuff. data
Landslide	Med-low	Possible	Minor	Small	1.6	Insuff. data
Sinkhole	Med-low	Possible	Minor	Negligible	1.5	Insuff. data
T-Storms (hail, lightning)	N/A (not ranked)	***Highly likely***	Limited	Small	2.6	Insuff. data
Dam Failure	N/A (not ranked)	Unlikely	***Critical***	Small	2.3	Insuff. data

Source: Northern Virginia Regional Hazard Mitigation Plan (2011)
* *"Priority risk index"; see HMP for explanation*

Human-caused hazards present even greater challenges in terms of predictability. Whether accidental or intentional, human-caused incidents are not easily described by statistical models, but rather in terms of threats and vulnerabilities. In this sense, Fairfax County and the Washington D.C. metropolitan area are exceedingly "target-rich," with many sites of both symbolic and functional importance. Intentional, human-caused hazards are thus of significant concern.

The Northern Virginia Regional Hazard Mitigation Plan assesses human-caused hazards in general terms only, and not in a publicly accessible format. However, this material was reviewed as part of the PDRP planning process.

A useful rubric for considering hazard impacts for the purposes of this PDRP are those hazards with the capability to disrupt regional continuity, whether natural or human-caused. The Northern Virginia Regional Hazard Mitigation Plan cites the National Capital Region Hazard Identification and Risk Assessment as identifying the following hazards as having the potential for causing large- or small-scale disruptions:

- Communicable Disease (pandemic flu)
- Severe storms (hail, nor'easter, rain, T-storm)
- Extreme heat/cold
- High winds
- Tropical cyclones (hurricanes and tropical storms)
- Winter storm/blizzard
- Drought
- Flooding (flash, riverine)
- Accidental release of communicable disease
- Nuclear detonation
- Aerosol anthrax attack
- Chemical attack (chlorine tank explosion)
- Radiological dispersal device (RDD, or "dirty bomb") attack
- Armed attack (e.g., Beltway Sniper)
- Aircraft as weapon (e.g., 9-11 attacks)
- Cyber attack or malfunction
- Toxic industrial spill (chemical spill into water)

The Northern Virginia Regional Hazard Mitigation Plan further cites a subsequent effort, the National Capital Region SHIELD Hazard Identification and Risk Assessment as identifying the following hazards as having the highest potential for regional consequence:

- Nuclear attack
- Pandemic disease (naturally occurring)
- Contagious or non-contagious human disease (bio attack)

3. PDRP Hazard Identification and Risk Assessment

Table II.2 combines the above data and qualitative assessments with the subject matter expertise of the project contractor and the input from Fairfax County Office of Emergency Management (OEM) and the PDRP Steering Committee. It identifies human disease (natural pandemic or bio attack) and nuclear attack as having manifest catastrophic potential (however unlikely they may be). A larger group of hazards are identified as having *some* potential for catastrophic impact(s); whether this potential would be realized would depend on severity of the incident, the geographic extent of the incident, the particular affected geography (in terms of exposed assets) of the incident, and any "ripple effects" that impact other systems and lifelines.

It should be reiterated that the hazards of most concern for the purposes of this PDRP are generally unpredictable from a geographic point of view. For this reason, this PDRP focuses on strategic and organizational recovery from a disaster, rather than presenting a pre-disaster *reconstruction* or *rebuilding* plan that focuses on geographical areas with high vulnerability to likely hazards.

This assessment is intended for planning purposes only. It provides only general, relative comparisons of very dissimilar hazards and risks.

Table II.2: PDRP Catastrophic Hazard Identification and Risk Assessment

		LIKELIHOOD			
		High	**Medium**	**Low**	**None**
CATASTROPHIC POTENTIAL	**Yes**		• Pandemic (natural) • Human disease (bio attack)	• Nuclear device	
	Maybe	• Hurricane/ Tropical storm wind • Major flooding	• Chem/ bio/ rad attack • Cyber attack • Intentional water contamination • Sustained utility outages • Tornado (large)	• Earthquake • Nuclear reactor attack or accident	
	No	• Severe storm • Extreme heat/ cold • Urban fire • Improvised or vehicle-borne explosive device (IED/VBIED) • Winter storms • Utility failures • Tornado (moderate/ small)	• Chem accident • Isolated terror attack • Coastal erosion • Droughts • Riots/civil disturbance • Landslide • Wildfire	• Tsunami • Food contamination • Livestock disease • Sinkhole	• Land subsidence

Additional data and rankings (not presented above) from the National Capital Region Hazard Identification and Risk Assessment, Appendix F: Fairfax County (*for official use only*) and the Northern Virginia Regional Hazard Mitigation Plan's hazard identification and risk assessment for human-caused hazards (Appendix F, *for official use only*) generally reinforce the above categorizations.

C. Critical Infrastructure

1. Definition

Under federal planning guidance, critical infrastructure is defined as: "Systems and assets, whether physical or virtual, so vital that the incapacity or destruction of such may have a debilitating impact on the security, economy, public health or safety, environment, or any combination of these matters, across any local, state, tribal, and federal jurisdiction" (NDRF).

Critical infrastructure (sometimes referred to as "critical infrastructure and key resources," or CIKR) therefore, includes a broad array of facilities and systems, including utilities (electric, water, natural gas, sewerage, etc.), IT/ telecoms (telephone, cell/ wireless, fiber, other IT/ telecom networks and their components, etc.), transportation networks (including road, passenger and freight rail, transit systems, air travel, etc.), capital facilities (including hospitals, public shelters, Emergency Operations Centers (EOCs), fire and police facilities, vital records repositories, and others). These may be owned and/or operated by municipal, county, state, or national government, a public authority, a private company, or non-profit organization or co-op.

The impacts of critical infrastructure and key resources are felt across all aspects of society. The U.S. Department of Homeland Security (DHS) categorizes them into eighteen sectors, according to their impacts:

- Agriculture and food
- Banking and finance
- Chemical
- Commercial facilities
- Communications
- Critical manufacturing
- Emergency services
- Energy
- Dams
- Defense industrial base
- Government facilities
- Healthcare and public health
- Information Technology
- National monuments and icons
- Nuclear reactors, material, and waste
- Postal and shipping
- Transportation systems
- Water

Disruption of critical infrastructure in Fairfax County could have local, regional, or even national impacts.

2. Federal Guidance

Since 2001 and the subsequent formation of DHS, government at all levels has increased its efforts to enhance coordination between government and the owners/operators of critical infrastructure systems – many of whom are in the private sector.

Several key federal documents provide context and direction for planning related to protection and recovery of critical infrastructure:

- The National Infrastructure Protection Plan (NIPP) provides a risk management framework that incorporates hazard mitigation strategies; critical infrastructure, environmental and cultural resource protection; and sustainability practices for reconstructing the built environment, such as housing and infrastructure, and for revitalizing the economic, social, and natural environments.
- The National Disaster Recovery Framework (NDRF) and the National Response Framework (NRF) Critical Infrastructure and Key Resources Annex provide guidance to implement response and recovery in coordination with the various critical infrastructure sectors.

Each of these documents reinforce the national policy of the primacy of local, state, and tribal governments in preparing for, managing the response to, and leading the recovery from catastrophes.

Federal recovery guidance also outlines basic responsibilities for critical infrastructure owners and operators, especially those in the private sector. These include:

- Building relationships with emergency managers and other recovery officials to be part of the recovery planning process.
- Developing business continuity of operations and restoration plans that take into account worker safety and potential employee availability.
- Training employees and exercising a Continuity of Operations (COOP) plan or Business Continuity Plan (BCP).
- Informing employees about preparedness efforts for work that address individual and family needs.
- Carrying adequate insurance to rebuild damaged facilities and survive work disruption.
- Incorporating mitigation measures in design and construction, and mitigating risk by relocating from hazardous areas, hardening facilities, and elevating critical infrastructure.
- Participating in local response and recovery planning, and articulating anticipated disaster needs and identifying resources available to support community recovery.

3. Prioritization of Critical Infrastructure during recovery

The County and its state and private-sector partners maintain various resources that provide sector or industry-specific inventories, restoration priorities, and other data and information useful for determining prioritization of critical infrastructure restoration or reconstruction.
These include:

- A County critical infrastructure and key resources inventory maintained on the Automated Critical Asset Management System (ACAMS), a DHS database. ACAMS has restricted access, so during disaster recovery requisite information would therefore have to be queried. Those who might need access to the information in ACAMS should get certified in Protected Critical Infrastructure Information (PCII). Pending authorization from the County, certified individuals may access ACAMS and provide relevant information during disaster recovery.
- The Virginia Department of Transportation (VDOT) snow removal plan, which presents prioritization of road infrastructure as well as – explicitly or implicitly – prioritization of the facilities served by such roads, including hospitals and public-safety facilities.
- Dominion Power's power restoration priorities list reflects the number of rate-payers served by different elements of the power grid, and it also prioritizes the facilities served by such electrical infrastructure, including hospitals, public-safety facilities, IT/telecom network facilities, etc. This resource is updated annually, with input on critical infrastructure from Fairfax County. (Dominion is the largest provider of power in Fairfax County, and other utilities generally follow its lead on restoration and integration into County emergency management.)
- The County's capital and transportation improvement plans, both of which provide direction on future investments, which will help guide post-disaster priorities.
- The County's Comprehensive Plan, which provides general and policy guidance that will help in making resource allocation and strategic determinations related to critical infrastructure.
- Demographic data of various types that is maintained by the Department of Planning and Zoning, and may also be useful in setting post-disaster critical infrastructure priorities
- Finally, the general priorities set by this PDRP (see Sec. I), which may help in making prioritization determinations.

This PDRP provides general guidance for the prioritization of critical infrastructure during recovery, including development of critical infrastructure priorities via the activities of the Community Recovery Planning Recovery Support Function (RSF) Branch, the Recovery Action Planning cycle, and the Recovery Policy Advisory Board, to be implemented primarily via the Infrastructure RSF Branch (see RSF Branch Annexes and Sec. V).

D. Planning Authorities

This PDRP is authorized and enabled under the authorities listed below.

1. United States Government

- The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-388, as amended.
- The Disaster Mitigation Act of 2000, Public Law 106-390 (amendment to the Stafford Act).

- The Intelligence Reform and Terrorism Protection Act of 2004, Public Law 108-458, Section 7302.
- "Emergency Services and Assistance," Code of Federal Regulations, Title 44.
- Homeland Security Presidential Directive 5, Management of Domestic Incidents, February 28, 2003.
- National Response Framework (NRF), January 2008.
- National Preparedness Goal, September 2011.
- National Incident Management System (NIMS), February 2008.
- National Disaster Recovery Framework (NDRF), September 2011.
- Presidential Policy Directive 8 (PPD 8), National Preparedness, March 30, 2011.

2. Commonwealth of Virginia

- "Commonwealth of Virginia Emergency Services and Disaster Law of 2000," Sections 44-146.13 to 44-146.28:1 Code of Virginia, as amended.
- "Virginia Post Disaster Anti-Price Gouging Act," Sections 59.1-525 to 59.1-529 Code of Virginia.
- Title 32.1, Section 48.05 to 48.017 Code of Virginia.
- Commonwealth of Virginia, Office of the Governor, Executive Order 4 (2002), Delegation of Governor's Authority to Declare a State of Emergency and to Call the Virginia National Guard to Active Service for Emergencies or Disasters.
- Commonwealth of Virginia, Office of the Governor, Executive Order 65 (2004), Promulgation of the Commonwealth of Virginia Emergency Operations Plan.
- Commonwealth of Virginia, Office of the Governor, Executive Order 69 (2004), Virginia Secure Commonwealth Initiative.
- Commonwealth of Virginia, Office of the Governor, Executive Order 102 (2005), Adoption of the National Incident Management System (NIMS) and Use of the National Preparedness Goal for Preventing, Responding to and Recovery from Crisis Events in the Commonwealth.

3. Fairfax County

- Code of Fairfax County, Chapter 14, Emergency Management.
- Resolution by the Board of Supervisors of Fairfax County authorizing the participation of Fairfax County in the Virginia Statewide Mutual Aid Program (January 7, 2002).
- Resolution by the Board of Supervisors of Fairfax County authorizing the execution of the National Capital Region Mutual Aid Agreement, dated December 5, 2005.
- Resolution by the Board of Supervisors adopting the National Incident Management Systems (NIMS), November 21, 2005.

E. Planning Assumptions

The following planning assumptions have been developed consistent with "best practices" for recovery plans and the determination of the PDRP Steering Committee and other stakeholders, subject-matter experts, and plan reviewers over the course of the planning process. (For more on the planning process, see Sec. III.)

- This plan is intended to be used in preparation for and after a disaster of such magnitude that long-term recovery efforts become necessary.
- Activation of this plan assumes a catastrophic incident has occurred; such an occurrence may be regional and/or multijurisdictional in nature, potentially impacting Washington, D.C. and the U.S. government.
- Damage in the county will be catastrophic in nature, and will cause the disruption of normal life support systems and the disruption of regional economic, physical, and social infrastructures.
- Critical infrastructure/key resources (CIKR), including public and private utilities, will be severely affected in the impacted community(ies). CIKR restoration may last well into the recovery phase.
- Effective response and recovery will exceed the normal capabilities of the Fairfax County government.
- Prior to or concurrent with activation and implementation of this PDRP, the Fairfax County Emergency Operations Plan (EOP), Continuity of Operations (COOP) plans, and Continuity of Government (COG) planning will all be implemented and emergency response, and continuity of essential functions will be provided to the degree possible.
- The Fairfax County Emergency Operations Center (EOC) will be activated prior to the PDRP being implemented, and the Incident Command organization staffed as dictated by the scope of the response effort. The County Executive will issue a declaration of local emergency and request that the Virginia Department of Emergency Management (VDEM) implement the Virginia Emergency Operations Plan (EOP).
- The County Executive will request the Governor declare a "state of emergency" and that request federal disaster assistance from the President.
- Regional mutual aid, pre-positioned contracts, emergency procurements, Statewide Mutual Aid (SMA), and Emergency Mutual Aid Compact (EMAC) resources will be requested.
- Volunteer organizations within and from beyond the region will implement their disaster relief programs; residents and disaster relief organizations from other areas will send food, clothing, supplies, and personnel based on their perception of the needs of Fairfax County.
- Many resources critical to the disaster recovery process will be scarce, and competition to obtain such resources will be significant.
- Many County personnel will suffer damage to their homes and personal property, and will be survivors of the disaster.

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III. Recovery Agency Organization

A. Section Overview

This section outlines the concept of operations for Fairfax County's disaster recovery organization. This includes information on structure, management, reporting, and composition of the County's recovery organization.

B. Recovery Governance and Command

Consistent with federal guidance, Fairfax County's local leadership will be responsible for organizing, coordinating, and advancing recovery at the local level. During recovery operations, Fairfax County staff personnel may be assigned specific positions in a recovery organization structure (the temporary Recovery Agency), or they may be given mission assignments by the Recovery Agency. The County will also utilize a wide array of established relationships, both within and outside of government, at the county, regional, state, and federal level.

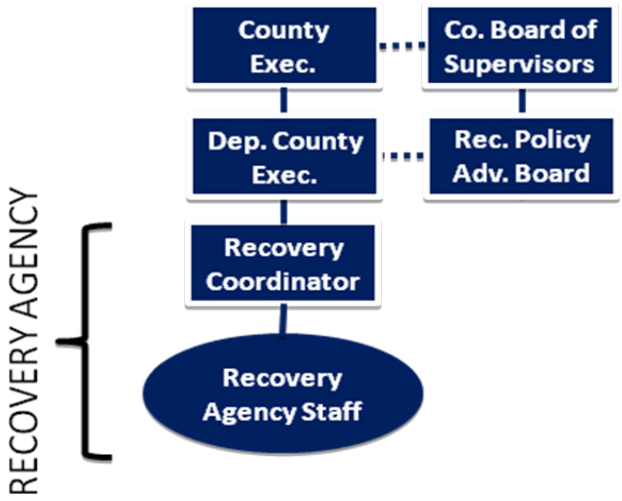
1. Fairfax County Governing Authorities

During disaster recovery, Fairfax County elected and appointed officials maintain full authority to direct recovery activities and pass laws and ordinances that promote the county's recovery, according to their normal powers and responsibilities.

When the PDRP is implemented, the County Executive appoints a Recovery Coordinator and a Recovery Policy Advisory Board to lead a temporary Recovery Agency within the Fairfax County organizational structure and coordinate recovery activities with the Federal and State Disaster Recovery Coordinators. For more on each of these, see below.

The County Executive supports the Board of Supervisors in its capacity as the governing body of the County of Fairfax. The Board of Supervisors may revise its meeting schedule and calendar as necessary during the recovery phase. Depending on the scale and scope of the disaster, specific governance powers and/or mechanisms may be altered according to County Continuity of Governance (COG) planning.

Figure III.1: Recovery Command and Coordination



2. Recovery Coordinator

The Recovery Coordinator is appointed by and reports to the County Executive (or designee) and serves as the lead for coordination and command of all local recovery efforts. The Recovery Coordinator will be the director of the Fairfax County Recovery Agency. The Recovery Coordinator will have authority over the recovery operation and will determine the timeframe for operational periods. The Recovery Coordinator may activate other County resources as needed to support the Recovery Agency.

The Recovery Coordinator will be appointed to serve full-time for a period of time determined by the recovery efforts and dictated by the County Executive or designee. This individual will be solely dedicated to the recovery effort, and will be unable to perform duties related to his/her permanent job or home agency until released from this role by the County Executive or designee.

(During recovery, the response-phase separation between "Incident Commander" and "EOC Commander" is no longer applicable; command-and-control of the Recovery Agency and all recovery operations will be maintained from the County Recovery Coordination Center, which will house the Recovery Agency. The Recovery Coordinator will have full authority over both the Recovery Agency and the County Recovery Coordination Center.)

Specific desired skill sets and credentials of the individual designated as Recovery Coordinator depend on the particular qualifications necessary to manage the impacts associated with the recovery phase. However, it is generally preferable that this individual have some (if not all) of the following:

- Experience in management of large, complex, inter-departmental projects
- Knowledge and/or experience in disaster recovery
- A solid understanding of emergency operations and Incident Command System (ICS)

- Knowledge of Fairfax County
- Extensive public relations experience
- Political savvy
- Subject-matter expertise relevant to the particular recovery issues faced by the county

Depending on circumstances, familiarity with the National Incident Management System (NIMS), multi-agency coordination (MAC), and the National Response Framework (NRF) may also be desirable.

The Recovery Coordinator also serves as the Local Disaster Recovery Manager (LDRM), as defined in the National Disaster Recovery Framework (NDRF). In this role, the Recovery Coordinator is Fairfax County's primary point-of-contact for disaster recovery programmatic and organizational implementation and coordination with the Commonwealth of Virginia and the federal government. The Fairfax County Recovery Coordinator is authorized to liaise directly with the State Disaster Recovery Coordinator (SDRC) and the Federal Disaster Recovery Coordinator (FDRC).

The Fairfax County Recovery Coordinator shall have the authority to appoint a deputy and other staff to positions consistent with the ICS organizational structure as necessary. Until deputy and other support staff are appointed, the Recovery Coordinator will be supported by personnel activated during the response phase – in particular staff serving in the EOC's Recovery Branch, but potentially including others as well – as they transition into recovery roles.

If a Unified Command is established for recovery operations, the Recovery Coordinator will participate in this effort on behalf of Fairfax County.

3. Recovery Policy Advisory Board

The Recovery Policy Advisory Board will advise the Fairfax County Recovery Coordinator and Recovery Agency regarding general direction, overarching policy guidance, and general prioritization for the County's recovery activities. The Recovery Policy Advisory Board will have no authority to speak for the County, to encumber funds, or to make commitments binding on the County. Its purpose will be to provide advice on policy related to the disaster recovery efforts.[1]

a) Recovery Policy Advisory Board purpose, reporting, composition, and characteristics

The Recovery Policy Advisory Board will be established as quickly as practicable, on a deadline established by the County Executive. Its members and its meetings will be governed by County procedures describing County boards, authorities, commissions, and committees.

The Recovery Policy Advisory Board will also be responsible for representing the interests of the general public and any interested stakeholder groups in the recovery process, and its members function as the official points-of-contact and "ombudsmen" for community concerns related to recovery. In this role, the Recovery Policy Advisory Board will serve as a mechanism for ensuring the Recovery Agency's transparency and accountability to the public. The Recovery Policy

[1] The Recovery Policy Advisory Board will not be the equivalent of an ICS Policy Group.

Advisory Board will advise the activities of Fairfax County, including its residents, government, private sector, and non-profit sector. Such activities may imply advising regarding coordination with external local, regional, state, and/or federal entities.

Consistent with other County boards, authorities, commissions, and committees, the Recovery Policy Advisory Board will report directly to the Board of Supervisors and indirectly ("dotted-line" report) to the County Executive (or designee), who also supervises the Recovery Coordinator.

The Recovery Policy Advisory Board will have nine (9) members. Seven (7) members will be nominated by the County Supervisors, and two (2) members will be nominated by the County Executive. The County Executive will designate one of his/her nominees as the chairperson. Nominees will be approved by the Fairfax County Board of Supervisors. Supervisors may nominate themselves.

The Recovery Policy Advisory Board should include a mix of public and private sector representation; a geographical distribution that adequately and equitably represents areas impacted by the disaster; and relevant professional experience and expertise. Suggested qualifications for the various members of the Recovery Policy Advisory Board include, but are not limited to:

- Credibility with and visibility to government agencies, the public, and key stakeholders
- Experience working with local, state, or federal government, or with regional governmental associations or authorities
- Experience in disaster recovery situations
- Specific knowledge, experience, and/or certifications in subject matter(s) relevant to the recovery situation: e.g., economic development or recovery, community and land use planning, construction and permitting, transportation or utility infrastructure, housing development or finance, insurance, etc.
- Representation of major organizations, civic and professional associations, and other local interest groups

In order to secure such credibility and expertise, preference should be given to existing members of relevant Fairfax County boards and commissions.

The Recovery Policy Advisory Board will be an *ad hoc* body that will be activated only following a disaster upon the determination that this PDRP will be implemented, a Recovery Agency will be established, and a Recovery Coordinator appointed. The Recovery Policy Advisory Board will sunset – concurrently with the deactivation of the Recovery Agency – upon completion of the recovery mission and/or the effective assignment of all recovery objectives to pre-existing County agencies, at the discretion of the County Executive.

The Recovery Policy Advisory Board will meet on an established regular schedule determined by the County Executive. It will establish procedures and rules of order consistent with County practice and rules, and its meetings will be conducted in accordance with the Virginia Freedom of Information Act.

b) Recovery Policy Advisory Board Subcommittees

At the request of the Recovery Coordinator, the Recovery Policy Advisory Board may form Subcommittees. Such Subcommittees may exist on an ongoing or *ad hoc* (issue-specific) basis during recovery. They would be aligned with Recovery Support Function (RSF) Branches within the Recovery Agency's Operations Section (Community Recovery Planning, Infrastructure, Economic Recovery, Housing, Community Services, Natural and Cultural Resources, and Safety and Security; for more on these, see below and the RSF Branch Annexes to the PDRP).

Subcommittees would advise on policy related to these areas of particular subject-matter expertise. As appropriate and necessary, subcommittees may also serve as a forum for coordination of regional or inter-jurisdictional policy and prioritization issues, in particular regional transportation or utility infrastructure, regional natural resource issues, Community Recovery Planning issues, etc. Subcommittees may also provide a venue for public or stakeholder input on these issues. Subcommittees will not engage in tactical planning or other operational activities; implementation will be solely the purview of the Recovery Agency.

If Subcommittees are established, each will have a Chairperson who is a member of the Recovery Policy Advisory Board. Other members of a Subcommittee may or may not be members of the Recovery Policy Advisory Board. The Chairperson of each Subcommittee is responsible for nominating members of the Subcommittee, to be approved by the Recovery Policy Advisory Board. Subcommittee members may be added or removed with approval from the Recovery Policy Advisory Board.

As appropriate – and unlike the Recovery Policy Advisory Board – the Subcommittees may include authorized representatives from outside of Fairfax County, including Commonwealth agencies, regional authorities, colleges and universities, U.S. military installations or other federal facilities, neighboring jurisdictions, regional or national non-governmental organizations, etc., as indicated by the situation; these representatives may be from entities that have operational roles in an RSF Branch under the Recovery Agency, or they may be authorized representatives of entities with which close coordination may for any reason be warranted. In any case, neither the Recovery Policy Advisory Board nor its Subcommittees will engage in tactical planning or have any operational authority over the Recovery Agency.

Subcommittees will report to the Recovery Policy Advisory Board and interact with the Recovery Agency via the Recovery Policy Advisory Board. Subcommittees may meet regularly or on an *ad hoc* basis, consistent with the Virginia Freedom of Information Act.

C. Recovery Agency Staff and Structure

The County Executive may establish a temporary Recovery Agency within the executive branch of County Government. The Recovery Agency will comprise the leadership of the recovery effort, including the Recovery Coordinator (see above) who will serve as the Director of the Recovery Agency, and all Command and General Staff positions. The Recovery Coordinator will be a full-time appointment; Command and General Staff may be detailed to the Recovery Agency full or part-time,

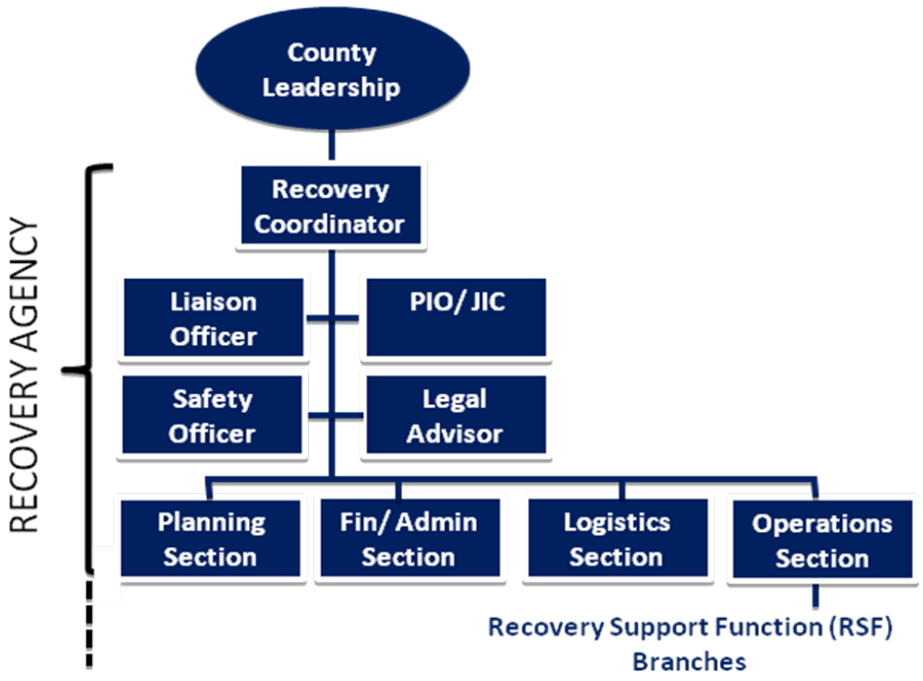
depending on the situation. Recovery Agency staff will be relieved (full or part-time, as appropriate) from their permanent job duties until released from their recovery role All staff detailed to the Recovery Agency will be properly credentialed upon mobilization.

The cost of Recovery Agency staff and recovery tasks will be borne by their home agencies, unless such costs are eligible for reimbursement under federal or state programs, or if other funding mechanisms are provided by the County.

The temporary Recovery Agency would be structured consistent with the principles of ICS. This generally means:

- It will be scalable and flexible to adapt to the size and scope of the disaster recovery effort
- Only positions that are needed will be filled
- Each activated position will be filled by whomever has the right skill-set and experience at that time
- Responsibilities tasked to any positions that are *not* activated will revert up the chain of command to that position's supervisor
- The staffing, scale, and structure of the temporary Recovery Agency may expand, change, or contract over time, as indicated by the situation
- No single supervisor will directly oversee more than seven staff ("span of control")
- Each individual in the Recovery Agency will have a direct report to only one supervisor ("unity of command")

Figure III.2: Potential Fully-Activated Recovery Agency Structure (showing all Recovery Agency Staff)



1. Command Staff

The Recovery Coordinator may request staff from county agencies to fill the positions of a Public Information Officer (PIO), Liaison Officer, Legal Advisor, and Safety Officer. Such staff will be detailed part- or full-time from their home agency to the temporary Recovery Agency. These positions comprise the Recovery Agency's Command Staff. Additional special/supporting staff positions from other government agencies or the private sector may be required to support the Recovery Coordinator, depending on the nature and complexity of the Recovery Agency mission.

Command staff positions in the Recovery Agency's ICS-based organizational structure are outlined below. Detailed position checklists for each Command Staff position can be found in Appendix 3.

a) Liaison Officer

The Liaison Officer provides the point of contact for representatives of assisting and cooperating agencies and organizations (within the County, external jurisdictions, and state and federal partners) to support incoming staff to the Recovery Agency, and to coordinate intergovernmental/ interagency deployments to the Recovery Agency. The Liaison Officer will also interact with representatives from state agencies that have local offices and/or provide direct assistance to the recovery effort. The Liaison Officer presents logistical and communications matters in the context of intergovernmental/interagency coordination to the Recovery Coordinator with a recommended course of action. This includes cooperation with the Command Staff and General Staff Section Chiefs to determine the organizational needs of the Recovery Agency to accommodate assisting

and cooperating agencies and organizations, and facilitate the provision of work space and communications infrastructure.

The need for individual units or RSF Branch Liaisons with an *indirect* report to the lead Recovery Agency Liaison Officer may be identified by the Recovery Coordinator, Operations Section Chief, or the Liaison Officer. Individual units may simplify facilitation and coordination with various functional agency and organizational sectors (e.g. public, private, or non-governmental organizations) that require specific differences in their approach to coordination with the Recovery Agency.

The Liaison Officer should be selected from the County Executive's Office, and must have pre-established relationships with the participating regional agencies and organizations that the Recovery Agency must coordinate with during recovery operations. Additional support staff may be assigned from this office or other County departments as appropriate.

b) Legal Advisor

The Legal Advisor provides special counsel to the Recovery Coordinator on the legal implications of operational mission assignments, and also develops – as requested – any special legislation or County executive orders that support the overall mission of the Recovery Agency. The Legal Advisor provides interpretation on Recovery Agency goals, objectives, or tactics that may be impacted by federal, Commonwealth, County, and municipal ordinances, statutes, or regulations. The Legal Officer may be requested to advise the Recovery Coordinator on other legal matters, as requested. The Legal Officer also coordinates with the Public Information Officer to review Recovery Agency press releases and public statements for legal implications, and provide revised language as needed.

The legal officer should be selected from the Office of the County Attorney. Additional support staff may be assigned from this office or other County departments as appropriate.

c) Public Information Officer

The Public Information Officer (PIO) serves as the official spokesperson for the Recovery Agency and is responsible for responding to all media and general public inquiries. In addition, the PIO is responsible for maintaining the appropriate flow of information about the Recovery Agency's efforts to the media for public dissemination through public information releases via multiple channels (including print, radio, television, email and text, social media, community groups, message boards in public buildings, and other existing resources and communication networks available to the Office of Public Affairs). This includes the identification of alternate methods and alternate formats for communication in the event traditional methods are insufficient because of utility outages or the communicated needs of people with special needs and/or disabilities.

The PIO is responsible for the development of a public communications and messaging plan in the early stages of the recovery effort that will serve as a roadmap for strategic communications between the Recovery Agency and the public, identifying communications tools, outlets, and messaging to ensure a coordinated approach to public information. This Plan will be a living document, revised as necessary based on the needs of the Recovery Agency.

The need for individual units or RSF Branch Public Information Officers with an *indirect* report to the lead Recovery Agency Public Information Officer may be identified by the Recovery Coordinator, Operations Section Chief, or the PIO.

The PIO coordinates his/her activities with County and external PIOs. For large incidents that require coordination with state and federal agencies, the PIO would establish a Joint Information Center (JIC) and would lead its operations. Public communication with regional implications, including regional notification about cross-jurisdictional infrastructure service interruptions, may leverage the Metropolitan Washington Council of Governments (MWCOG) Regional Incident Communications and Coordination System (RICCS).

The role of public information after a disaster is crucial. If residents and businesses lack reliable information, this may be paralyzing for them and may turn to anger at authorities. It is imperative that the County go beyond minimal efforts to keep the public aware and informed. It will therefore include provision of timely, reliable, and regular information via multiple media channels (including print, broadcast, new/social media, community organizations and networks, direct outreach, etc.).

All efforts will be made to keep residents and businesses informed of what they can expect from the government and where/how they can access resources and information, and conversely they should be informed of what their community expects of them and where/how they can access the resources they need to be self-reliant and advance their own recoveries. Residents and businesses should be provided with the information and resources needed to make necessary – and often difficult – decisions.

Public information channels must be quickly established to receive incoming questions, referrals, etc. via new/social media, hotlines, or in-person visits; this will be coordinated with Service and Information Centers. Communication with residents and businesses that may have been displaced within or outside the county will also be addressed.

The PIO should be selected from the Office of Public Affairs and must have pre-established relationships with media and community organizations that the Recovery Agency must communicate with during recovery. Additional support staff may be assigned from this County department or others as appropriate.

d) Safety Officer

The Safety Officer is responsible for monitoring and assessing hazardous and unsafe working situations, and developing methods for assuring Recovery Agency personnel safety. This risk management function applies to all staff assigned to the Recovery Agency, including those deployed from external jurisdictions or private/non-profit organizations. The Safety Officer collects and compiles all risk information associated with the execution of recovery mission assignments and contributes safety messaging to the Recovery Action Plan. Additionally, the Safety Officer ensures that the Recovery Agency has an established and updated Medical Plan.

The need for additional units under the command of the Safety Officer may be identified by the Recovery Coordinator or the Safety Officer.

The Safety Officer should be selected from the Office of Emergency Management (OEM), the Police Department, the Fire and Rescue Department, the Department of Finance – Risk Management, or another County Department, as appropriate. Additional support staff may be assigned from these County departments, or other County departments, as appropriate.

2. General Staff and Sections

The Recovery Coordinator may request staff from County agencies to fill the positions of Planning Section Chief, Finance/Admin Section Chief, Logistics Section Chief, and Operations Section Chief. Such staff will be detailed part- or full-time from their home agencies to the temporary Recovery Agency. These positions comprise the Recovery Agency's General Staff, each of whom has a Section beneath him/her.

General staff positions in the Recovery Agency's ICS-based organizational structure are outlined below. Detailed position checklists for each Command Staff position can be found in Appendix 3.

a) Operations Section Chief

The Operations Section Chief oversees the Operations Section, which executes the mission of the Recovery Agency as defined by each operational period's Recovery Action Plan (see Sec. IV), which define and describe recovery objectives and tactics as established by the Recovery Coordinator.

During recovery, it should be expected single-point-ordering will be reduced or deactivated and that normal procurement, contracting, and management mechanisms will be utilized. Therefore, significant responsibility for resource requests and management will be delegated to the entities within the Operations Section that are directly overseeing relevant tasks – in particular, the agencies that comprise RSF Branches (see below). Each agency involved in RSF Branches mission assignments will be responsible for monitoring individual agency contract relationships, while maintaining a close working/communications relationship with both the Logistics and Finance Sections (see below). Reporting will be consistent with the Financial Recovery Annex to the Emergency Operations Plan (EOP).

Operations Section leadership will be drawn from the Lead Agencies for those Recovery Groups (identified in the Annexes to this PDRP) whose responsibilities are most central to the Recovery Agency's mission, which will respond to the nature of the particular incident.

RSF Branches (see below) may be established within the Operations Section depending upon the circumstances and recovery needs. The Operations Section Chief will activate and deactivate RSF Branches and Recovery Groups, as appropriate.

b) Planning Section Chief

The Planning Section Chief oversees the Planning section, which collects, evaluates, and disseminates critical incident situation information and intelligence to the Recovery Coordinator,

the Recovery Agency, Fairfax County government and the community. The Planning Section prepares status reports on the progress of operational objectives, displays situation information for all recovery personnel, and develops and documents a Recovery Action Plan for each operational period. Once the Community Recovery Plan is complete, the Planning Section will also be responsible for reviewing, evaluating, and updating it (on at least an annual basis, or more often as needed) to monitor progress and ensure the strategic framework is appropriate and information is current. The Planning Section Chief will also be in charge of monitoring and documenting consideration of fairness and equity during recovery decision-making and action planning.

Situational information, plans, and reports developed by the Planning Section should be made available, on a regular basis, to all authorized agencies and organizations, including Virginia Department of Emergency Management (VDEM) and the Virginia Emergency Operations Center (VEOC). The Planning Section also coordinates the development of the recovery effort After-Action Report (AAR), including establishing intermittent reporting requirements that are coordinated (as to not duplicate effort) with the reporting requirements established for the Recovery Agency and Recovery Policy Advisory Board.

The leadership of the Planning Section will be drawn from the Department of Public Works and Environmental Services, Department of Planning and Zoning, Office of Emergency Management, or other County agencies as appropriate to the situation and/or based on technical expertise.

A *Recovery Transition Unit* may be established within the Planning Section in order to facilitate the transition from response to recovery. The Recovery Transition Unit would be the point of coordination for tracking organizational transition from response to recovery, and identifying and addressing gaps or problems.

Additionally, the following standard Planning Section units may be established or maintained as necessary:

- Situation Unit
- Documentation Unit
- Resource Unit
- Demobilization Unit
- Technical Specialists/Technical Specialist Unit

c) Logistics Section Chief

The Logistics Section Chief oversees the Logistics Section, which is generally responsible for requesting, tracking, and demobilization of all support requirements needed to facilitate recovery operations, including ordering resources from outside sources. The Logistics Section provides facilities, transportation, supplies, equipment maintenance and fuel, food services, communications and information technology support, and other services or assets as needed. The Logistics Section also works with the Liaison Officer to issue credentials to all mobilized personnel.

During recovery, many logistical functions having specialized subject-matter expertise associated with them may be pushed down into the Operations Section and/or revert to normal County

departments. In this case, the Logistics Section's responsibility will be to collect and coordinate relevant reporting on such activity (consistent with the Financial Recovery Annex to the EOP), and to provide Logistics functions for the Recovery Agency itself.

As part of its facilities-related responsibilities, the Logistics Section sites, establishes, supports, and maintains the County Recovery Coordination Center, as well as any Service and Information Center(s) and Business Recovery Center(s). (See Sec. IV).

The leadership of the Logistics Section will be drawn from the Office of Emergency Management or other County agencies as appropriate to the situation.

The following standard Logistics Section units may be established or maintained as necessary within a Support Branch:

- Facilities Unit
- Supply Unit
- Ground Support Unit
- Donations Unit

The following standard Logistics Section units may be established or maintained as necessary within a Service Branch:

- Food Unit
- Communications Unit

d) Finance/Admin Section Chief

The Finance/Admin Section Chief oversees the Finance/Admin Section, which is responsible for tracking and coordinating payment for recovery supplies and services, maintaining expenditure records for federal recovery programs, tracking of recovery staff time sheets and generally ensuring that the County receives all federal recovery assistance and reimbursement for which it is eligible. The Section will accomplish this through collecting and coordinating relevant reporting on recovery activities and focusing on recovery financial concerns. The Section will utilize the Financial Recovery Annex of the Fairfax County Emergency Operations Plan and the tactical guide to fiscal procedures for recovery.[2]

[2] The Financial Recovery Annex of the EOP describes Fairfax County's procedures for maintaining post-disaster documentation. The Financial Recovery Annex describes modifications to Fairfax County's day-to-day accounting systems and documentation protocols that meet both ongoing community requirements and provide sufficient documentation to justify claims for FEMA and insurance. Using these procedures and/or adapting them to long-term recovery, eligible overtime and other expenses will be documented separately from day-to-day costs starting early in any event that might lead to a federal disaster declaration and last through long-term recovery. As the Financial Recovery Annex is utilized, attention will be placed on ensuring that information about where work occurred, what equipment was utilized, and how the time and work effort was related to the disaster event is documented and maintained. This particularly can document eligible disaster-related work as opposed to increased operating expenses.

During recovery, many financial and administrative functions that have specialized subject-matter expertise associated with them may be pushed down into the Operations Section and/or revert to normal County departments. In this case, the Finance/Admin Section's responsibility will be to collect and coordinate relevant reporting on such activity, consistent with the Financial Recovery Annex of the EOP.

Resumption of competitive bidding should also be expected during recovery. Nevertheless, alterations intended to streamline or fast-track normal procurement procedures may be indicated, including Board of Supervisors pre-approval for certain measures or activities. These should be designed and implemented, with appropriate triggers, in advance of an incident.

The leadership of the Finance/Admin Section will be drawn from the Department of Finance – Risk Management Division, Office of Emergency Management – Fiscal Administration Division, or other County agencies as appropriate to the situation.

A *Recovery Programs Administration Unit* may be established during recovery. The need may arise to manage, in a coordinated manner, the eligibility, application, and distribution of federal financial recovery assistance. These grant programs extend beyond the traditional FEMA Public Assistance program, and are offered through a variety of federal agencies.

Several other federal agencies have the authority to make disaster or emergency declarations, so as to trigger certain special authorities or funding streams within their various areas of responsibility. Each of the agencies may exercise a declaration under their own authority under various circumstances, or they may be included as part of a Major Disaster Declaration under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-388 (Stafford Act). These agencies include:

- U.S. Small Business Administration
- U.S. Department of Agriculture
- U.S. Department of Transportation
- U.S. Department of Health and Human Services
- U.S. Army Corps of Engineers
- U.S. Department of Commerce
- U.S. Environmental Protection Agency
- U.S. Coast Guard
- U.S. Department of Energy

In addition to these program funds, these or other funding sources (especially U.S. Department of Housing and Urban Development (HUD) Community Development Block Grants (CDBG)) have historically been tapped, in the context of special appropriations, to aid areas impacted by disasters. Such funding typically requires political mobilization and lobbying efforts.

Many of these federal programs have strict rules and requirements associated with them, which may or may not support the County's recovery objectives. Additionally, the rules of some

programs may conflict with others. The Recovery Programs Administration Unit must therefore carefully consider the implications of recommending use and/or combining of any funding stream(s) to advance the County's recovery.

The County must devote resources to ensure that these programs are identified and funds are sought to support or supplant the financial burden that recovery operations will place on the County's budget. This Unit will leverage the National Disaster Recovery Program Database (NDRPD) as the primary resource for its recovery program identification research. (See also Appendix 4 for identification and description of key federal recovery programs).

This Unit will work closely with those RSF Branches involved with recovery program design and delivery in the Operations Section, and with recovery staff at the Commonwealth and federal levels.

Additionally, a *Property Claims Unit* and a *Compensation and Claims Unit* may be established. These would be concerned exclusively with property claims and injuries/ workers comp claims, respectively.

Additionally, the following standard Finance/Admin Section units may be established or maintained as necessary:

- Procurement Unit
- Time Unit
- Cost Unit

3. Recovery Support Function (RSF) Branches

Recovery Support Function (RSF) Branches may be established within the Operations Section at the discretion of the Operations Section Chief. Recovery objectives will in large part be accomplished by staff at this level, working out of existing county agencies or in private or non-profit sector organizations, under the direction and coordination of Recovery Agency staff at the RSF Branch or Recovery Group level.

The RSF Branches identified in this PDRP are consistent with the federal National Disaster Recovery Framework (NDRF). Depending on the scale of the incident and on recovery objectives, RSF Branches may staff their own Public Information Officers and Liaison Officers, who would have an indirect report to the Command Staff Public Information Officer and Liaison Officer, and provide coordination.

Depending on the scope and scale of the incident, *only those RSF Branches determined to be necessary will be activated*. Branch Directors may remain in their home agency or be detailed part- or full-time from their home agencies to the temporary Recovery Agency, depending on the scope and scale of the incident.

The RSF Branches are:

- Community Recovery Planning
- Economic
- Housing
- Safety and Security
- Community Services
- Infrastructure
- Natural and Cultural Resources

Detailed information and tasking for each RSF Branch may be found in the RSF Branch Annexes to the PDRP.

4. Recovery Groups

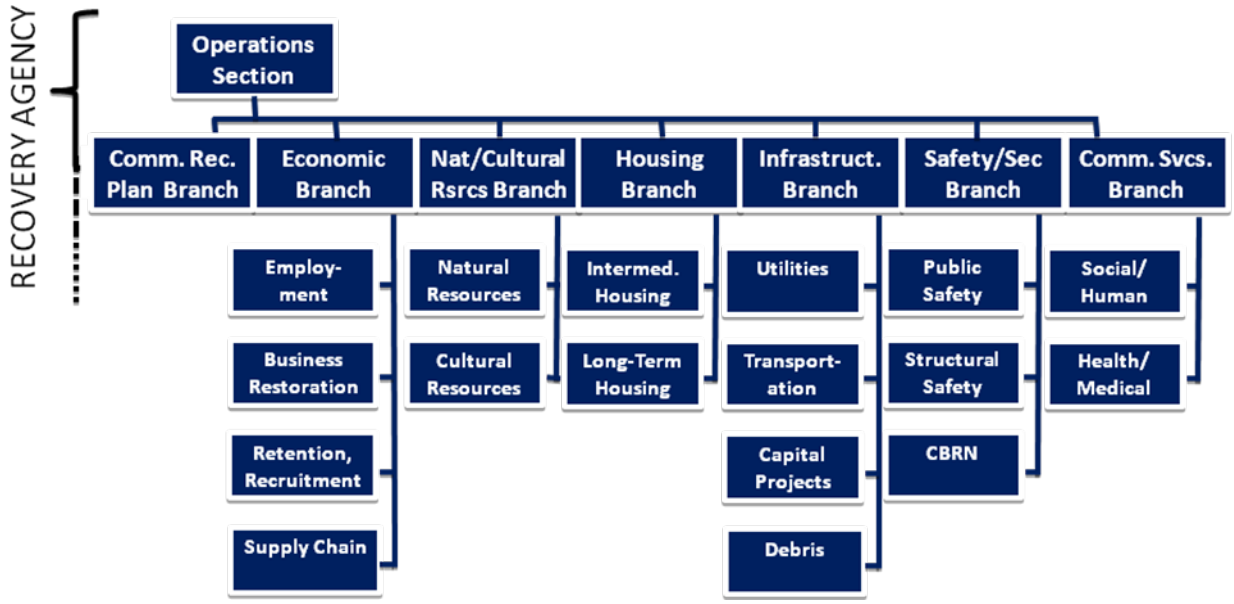
Recovery Groups represent functional groupings of county agencies and other organizations. Under an activated Recovery Agency, they will be subdivisions of the RSF Branches. Recovery Groups contain the assets and capabilities to implement goals and strategies identified in this PDRP and other incident-specific long-term recovery plans. Their purpose is to coordinate government, nongovernmental, and stakeholder agencies, departments, and organizations to support recovery operations.

Recovery Groups will be activated by the Operations Section Chief as early as the need for their services is identified. They may be needed to address recovery-specific issues, or to maintain continuity with response activities in order to address ongoing or unmet needs.

Depending on the scope and scale of the incident, *only those Recovery Groups determined to be necessary will need to be activated*. Group Supervisors may remain in their home agency or be detailed part- or full-time from their home agencies to the temporary Recovery Agency, again depending on the scope and scale of the incident.

To ensure scalability and flexibility in the mobilization of recovery operations, Recovery Groups may be activated (for ICS-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

Figure III.3: Potential Fully Activated Operations Section (showing all RSF Branches and Recovery Groups)



Detailed information and tasking for each Recovery Group may be found in the RSF Branch Annexes to the PDRP.

The table below and on the following pages summarizes Lead and Supporting Agency tasking for County agencies, private- and non-profit-sector partners, state, and federal agencies. Descriptions of the roles of Lead and Supporting Agencies follow. The table is coded as shown:

- **L** = Lead Agency (only identified Lead)
- L = Lead Agency (one of several potential Leads)
- S = Supporting Agency

Table III.4: Potential Lead and Supporting Agencies for all Recovery Groups

RSF Branch	Community Recovery Planning	Economic				Natural/ Cultural Resources		Housing		Infrastructure				Safety/ Security			Community Svcs.	
Recovery Group		Employment	Bus. Restoration	Retent./Recruit.	Supply Chain	Natural Rsrcs.	Cultural Rsrcs.	Intermed. Hsg.	Long-Term Hsg.	Utilities	Transportation	Capital Projects	Debris	Public Safety	Struct. Safety	CBRN	Social/ Human	Health/ Med.
Fairfax County Government																		
Architectural Review Board							S											
County Courts														S				
County Exec.'s Env. Coordinator						S												
Dept. of Admin. for Human Svcs	S																S	
Dept. of Cable and Consumer Services		S							S	S								
Dept. of Code Compliance	S		S	S			S	S	S	S								
Dept. of Family Services	S	**L**						S									**L**	
Dept. of Finance	S		S	S					S			S						
Dept. of Fire and Rescue													S	S		**L**	S	
Dept. of Housing and Comm. Dev.	S							**L**	**L**								S	
Dept. of Human Resources		S																
Dept. of Information Technology	S								S	S					S			
Dept. of Management and Budget	S		S	S					S			S						
Dept. of Neighborhood and Comm. Svcs.	S	S					S		S		S						S	
Dept. of Planning and Zoning	**L**			S		**L**	**L**	S	S	S	S	S			S			
Dept. of Public Safety Comm.														S				
Dept. of Public Works and Env. Svcs.	**L**				S	**L**		S	S	**L**	S	**L**	**L**		**L**			S
Dept. of Purch. and Supply Management		S																
Dept. of Tax Administration	S		S	S				S	S			S			S			
Dept. of Transportation					S					S	**L**							
Dept. of Vehicle Services										S	S	S		S				
Economic Advisory Commission	S	S	S	S	S													
Env. Quality Advisory Council						S												

RSF Branch	Community Recovery Planning	Economic				Natural/ Cultural Resources		Housing		Infrastructure				Safety/ Security			Community Svcs.	
Recovery Group		Employment	Bus. Restoration	Retent./Recruit.	Supply Chain	Natural Rsrcs.	Cultural Rsrcs.	Intermed. Hsg.	Long-Term Hsg.	Utilities	Transportation	Capital Projects	Debris	Public Safety	Struct. Safety	CBRN	Social/ Human	Health/ Med.
Facilities Management Dept.	S							S		S	S	L	S	S	S			
Fairfax County Public Schools	S							S		S	S	S	S		S		S	
Fairfax/Falls Church Comm. Svcs. Board	S	S						S									S	S
FasTran (Bus)											S							
Fire Marshal							S			S		S			S			
Health Dept.								S				S	S		S	L	S	L
Office of Comm. Revitalization and Reinv.	S	S	S	S				S	S									
Ofc. of the Dep. County Exec. for Pub. Safety	S	S	S	L	S													
Office of Emergency Management	L	S	L	S	L		S	L	S			S		S	S	S		
Office of Public Affairs	S																	
Office of Public Private Partnerships	S	S	S	S	L												S	
Office of Sheriff								S						S	S	S		
Office of the Chief Medical Examiner																		S
Office of the County Attorney	S							S	S	S		S	S	S	S			S
Office to Prevent and End Homelessness								S									S	
Park Authority	S					L	L	S					S		S			
Police Dept.						S		S						L	S	S	S	
Redevelopment Housing Authority								S	S									
Town of Herndon Police Department														S				
Town of Herndon Water										S								
Town of Reston (Bus)											S							
Town of Vienna Water										S								
Town of Vienna Police Dept.														S				
Water Authority										S			S		S			S
Private/ Non-Profit																		
American Red Cross in the Natl. Cap.Region								S									S	S
Area Chambers of Commerce	S	S	S	S	S			S	S									
Area Historic/Cultural Organizations							S											
"Big Box" Retail Stores					S													
Business Finance Alliance Group			S	S														
Business Networking International		S																
Columbia Gas of Virginia										S								

RSF Branch	Community Recovery Planning	Economic				Natural/ Cultural Resources		Housing		Infrastructure				Safety/ Security			Community Svcs.	
Recovery Group		Employment	Bus. Restoration	Retent./Recruit.	Supply Chain	Natural Rsrcs.	Cultural Rsrcs.	Intermed. Hsg.	Long-Term Hsg.	Utilities	Transportation	Capital Projects	Debris	Public Safety	Struct. Safety	CBRN	Social/ Human	Health/ Med.
Comcast										S								
Committee for Dulles			S	S							S							
Cox of Northern Virginia										S								
Dominion Virginia Power										S	S							
Fairfax Citizen Corps Council								S	S					S			S	S
Fairfax County Restoration Project						S												
Faith Communities in Action								S	S								S	
Finance, Ins., Real Estate partners									S									
Friends of Cultural Rsrcs. and Archeology							S											
"Friends of" Environmental Groups						S												
Gas/Oil Pipeline Operators										S								
George Mason University											S							
Habitat for Humanity								S	S									
Heavy Const. Contractors Association			S	S														
Indep. Insurance Agents of Virginia	S		S	S				S	S									
Inter. Facility Managers Association			S	S				S	S									
Medical Reserve Corps																		S
Realtors/ Multiple Listing Svc. (MLS)	S		S	S				S	S									
Mobile Phone Carriers										S								
National Trust for Historic Preservation							S											
No. Virginia Building Association			S	S				S	S									
No. Virginia Electrical Cooperative										S								
No. Virginia Employment Commission		S																
No. Virginia Family Services		S																
No. Virginia Hospital Alliance												S						S
No. Virginia Technology Council			S	S														
No. Virginia Transportation Alliance			S	S							S							
No. Virginia VOAD	S	S						S	S								S	
No. Virginia Workforce Investment Board		S																
Property Managers Association			S	S				S	S									
Reston Interfaith		S																
Small Business Development Centers			L	S														

RSF Branch	Community Recovery Planning	Economic				Natural/ Cultural Resources		Housing		Infrastructure				Safety/ Security			Community Svcs.	
Recovery Group		Employment	Bus. Restoration	Retent./Recruit.	Supply Chain	Natural Rsrcs.	Cultural Rsrcs.	Intermed. Hsg.	Long-Term Hsg.	Utilities	Transportation	Capital Projects	Debris	Public Safety	Struct. Safety	CBRN	Social/ Human	Health/ Med.
Society for Human Resource Management		S																
Springfield Circulator (Bus)											S							
Tysons Corner (Bus)											S							
Venture Capital Association			S	S														
Verizon										S								
Volunteer Fairfax	S					S		S	S								S	S
Washington Gas – Virginia Division										S								
Watershed Advisory Groups						S												
Regional																		
City of Fairfax (Bus)											S							
DC Water and Sewer Authority										S								
Metro. Wash. Airports Authority (MWAA)											S							
Metro. Wash. Council of Gov. (MWCOG)	S																	
No. Virginia Park Authority																		
No. Virginia Regional Commission	S					S												
No. Virginia Regional Park Authority						S	S				S				S			
Northern Virginia Transport. Authority											S							
Northern Virginia Soil and Water Cons. Dist.						S												
Northern Virginia Transport. Commission											S							
Virginia Railway Express											S							
Wash. Metro Area Transp. Auth. (WMATA)											S							
Commonwealth of Virginia																		
Area Public Colleges and Universities	S																	
Cooperative Extension						S	S											
Corporation Commission	S									S	S		S					
Criminal Justice Services														S				
Dept. of Ag. and Consumer Svcs.	S					S				S	S		S					S
Dept. of Alcoholic Beverage Control														S				
Dept. of Business Assistance	S																	
Dept. of Conservation and Recreation						S	S			S	S	S	S	S	S			
Dept. of Corrections						S	S							S				
Dept. of Education	S																	

RSF Branch	Community Recovery Planning	Economic				Natural/ Cultural Resources		Housing		Infrastructure				Safety/ Security			Community Svcs.	
Recovery Group		Employment	Bus. Restoration	Retent./Recruit.	Supply Chain	Natural Rsrcs.	Cultural Rsrcs.	Intermed. Hsg.	Long-Term Hsg.	Utilities	Transportation	Capital Projects	Debris	Public Safety	Struct. Safety	CBRN	Social/ Human	Health/ Med.
Dept. of Emergency Management	S					S	S	S		S	S	S	S		S	S	S	
Dept. of Energy										S	S	S	S					
Dept. of Environmental Quality						S				S	S	S	S		S	S		
Dept. of Forestry						S				S	S	S	S	S	S			
Dept. of Game and Inland Fisheries						S								S				
Dept. of General Services						S	S			S	S	S	S		S			
Dept. of Health						S	S	S		S	S	S	S		S	S	S	S
Dept. of Historic Resources							S			S	S	S	S		S			
Dept. of Housing and Comm. Dev.	S							S	S	S	S	S	S		S			
Dept. of Labor and Industry																S		
Dept. of Marine Resources						S								S				
Dept. of Medical Assistance Svcs	S																	
Dept. of Mental Health, MR, MS	S																	
Dept. of Military Affairs										S	S	S	S	S				
Dept. of Mines, Minerals, and Energy															S	S		
Dept. of Motor Vehicles														S				
Dept. of Professional Engineers ERT										S	S	S	S		S			
Dept. of Social Services	S					S	S	S									S	
Dept. of Transportation	S				S	S	S			S	S	S	S	S				
Information Technologies Agency										S	S		S					
Office of the Chief Medical Examiner																		S
Virginia Community College System		S																
Virginia Employment Commission	S																	
Virginia Economic Development Partnership	S																	
VA-MD Regional College of Vet. Medicine																	S	S
Virginia National Guard														S				
Virginia State Police														S				
Federal Government																		
Advisory Council on Historic Preservation							S											
Army Corps of Engineers						S	S			S	S	S	S		S			
Corp. for Nat. and Community Service	S	S	S	S	S	S	S	S	S								S	S
Council on Environmental Quality						S	S											

RSF Branch	Community Recovery Planning	Economic				Natural/ Cultural Resources		Housing		Infrastructure				Safety/ Security			Community Svcs.	
Recovery Group		Employment	Bus. Restoration	Retent./Recruit.	Supply Chain	Natural Rsrcs.	Cultural Rsrcs.	Intermed. Hsg.	Long-Term Hsg.	Utilities	Transportation	Capital Projects	Debris	Public Safety	Struct. Safety	CBRN	Social/ Human	Health/ Med.
Dept. of Agriculture	S	S	S	S	S	S	S	S	S	S	S	S	S				S	S
Dept. of Commerce	S	S	S	S	S	S	S	S	S	S	S	S	S					
Dept. of Defense																S		
Dept. of Education	S									S	S	S	S				S	S
Dept. of Energy								S	S	S	S	S	S			S		
Dept. of Health and Human Services	S	S	S	S	S			S	S	S	S	S	S			S	S	S
Dept. of Homeland Security/ FEMA	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
Dept. of Housing and Urban Dev.	S							S	S									
Dept. of the Interior	S	S	S	S	S	S	S			S	S	S	S				S	S
Dept. of Justice	S							S	S					S		S	S	S
Dept. of Labor		S	S	S	S												S	S
Dept. of Transportation	S									S	S	S	S				S	S
Dept. of the Treasury	S	S	S	S	S					S	S	S	S				S	S
Dept. of Veteran Affairs								S	S								S	S
Environmental Protection Agency	S	S	S	S	S	S	S	S	S	S	S	S	S			S	S	S
Federal Communications Commission										S	S	S	S					
Ft. Belvoir Hospital																		S
General Services Administration	S									S	S	S	S					
Heritage Preservation							S											
Institute of Museum and Library Services							S											
Library of Congress							S											
National Endowment for the Humanities							S											
National Endowment for the Arts							S											
Nuclear Regulatory Commission										S	S	S	S					
Small Business Administration	S	S	S	S	S			S	S								S	S
United States Access Board								S	S									

a) Lead Agencies

Each Recovery Group has a designated Lead Agency (or Agencies). In the case of more than one identified designated Lead Agency, the Recovery Coordinator will identify one to be the Lead upon activation of the Recovery Agency. Agencies not designated as Leads during the recovery will be available as Supporting Agencies.

Each Lead Agency will serve as the primary agent to accomplish the assigned objectives within the temporary Recovery Agency. The Lead Agency will coordinate activities, resources, and identification of recovery needs. Lead agencies are not expected to have all necessary assets, expertise, or capabilities internally; however, they are responsible for requesting, tasking, and coordinating the activities of Supporting Agencies to accomplish assigned objectives. The Lead Agency will also coordinate with other elements of the Recovery Agency through the Recovery Action Planning cycle.

Each Lead Agency will be responsible for educating Supporting Agencies and their representative staff to the Recovery Agency on PDRP activation and transition from response to recovery operations. The Lead Agency will provide an initial transition briefing specific to the roles and responsibilities of the individual Recovery Group.

b) Supporting Agencies

Each Recovery Group has extensive rosters of *potential* Supporting Agencies. These agencies offer specific capabilities or resources that are available to support the Lead Agency in executing assigned Recovery Agency objectives. Supporting Agencies may provide information, advice, counsel, operational support, and coordination. Supporting Agencies include non-profits, private-sector firms, community groups, state and federal agencies, and other organizations external to County government.

c) Additional/External Resources

Additional or external resources may be requested by Lead or Supporting Agencies and organizations, including volunteer, mutual aid, and/or contracted resources, in coordination with the Logistics and Finance/Admin Sections. Such external resources will report to the agency and organization that activated them, unless specifically detailed to another entity.

If the need for contractor support is identified, those individuals and organizations will be managed through the established organizational structure of the Recovery Agency in a way that will not compromise civil authority. Contracts will be administered by the respective contracting department, and responsibility for contractor performance will be managed by the County department under which the contractor is mobilized.

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IV. Recovery Agency Functions and Activities

A. Section Overview

This section outlines the concept of operations for Fairfax County's transition from disaster response to disaster recovery. It includes information on activation, how disaster recovery operations will generally be conducted, pre- and post-disaster responsibilities of Lead and Supporting Agencies within the RSF Branches and Recovery Groups, recovery sites and locations, intergovernmental coordination, and more.

B. General Recovery Timeline and Definitions

For purposes of the PDRP, recovery is divided into short-term, intermediate, and long-term. The community as a whole and different functional areas of recovery are likely to advance through the recovery at different paces. As a result, the PDRP may be activated fully or partially, and different functional areas may be activated or demobilized according to need.

1. Pre-Disaster

The pre-disaster period is equivalent to the preparedness phase and includes "any activity taken in advance of an emergency to develop, support, and enhance operational capabilities, to facilitate an effective and efficient response, and recovery from an emergency situation" (EOP).

Some of the objectives identified in this PDRP during the pre-disaster phase may be discrete actions, while others should be continuously addressed to ensure the County's recovery preparedness. Generally, Fairfax County Office of Emergency Management (OEM) will provide leadership, support, and coordination as necessary for pre-disaster objectives.

2. Disaster Response and Transition to Recovery

The response phase takes place during and immediately after an incident and continues until response goals, including life-safety issues, incident stabilization, and protection of property, critical systems support, and infrastructure, are met. During the response phase, a recovery position will be established in the Emergency Operations Center (EOC) to start planning for recovery. This position may expand into a larger unit, group, or branch as the disaster progresses.

Table IV.1: General Comparison of Response and Recovery

	Response	Short-Term Recovery	Intermediate/ Long-Term Recovery
Incident contained?	No	Mostly or completely	Yes
Life-safety issues	Widespread concern	Remain a primary concern in some functional areas	No longer a widespread concern
Overall goals	Contain the incident and protect life-safety	Provide interim support to people and businesses	Get the community to a "new normal"
Duration after the incident	A few days or at most weeks	Weeks or months	Months into years

Source: FEMA Green Book, NDRF

3. Short-term Recovery

Short-term recovery is defined as "any activity that will return vital life-support systems and critical infrastructure to minimum operating standards" (EOP). It addresses health and safety needs (beyond immediate rescue and life-safety), the assessment of the scope of damages and needs, the restoration or interim provision of basic infrastructure and essential services, and the mobilization of recovery organizations and resources.

Short-term recovery typically overlaps with both emergency response and intermediate recovery.

Short-term recovery can begin immediately following a disaster, and therefore short-term recovery objectives must be addressed as quickly as possible after the activation of the PDRP. In some cases, short-term objectives identified in this PDRP may describe elements of functional continuity with response operations tasked under the County Emergency Operations Plan (EOP).

4. Intermediate Recovery

The intermediate recovery, as defined by the County EOP, involves returning individuals, families, critical infrastructure, and essential government or commercial services to a functional – if not pre-disaster – state. Such activities are often characterized by temporary actions that provide a bridge to permanent measures. Intermediate recovery may begin within days of a catastrophic incident and may last weeks or months afterward, depending on the severity of the disaster.

Intermediate recovery typically overlaps with both short-term and long-term recovery.

5. Long-term Recovery

Long-term recovery is defined generally as "any activity designed to return life to normal or to an improved state" (EOP). Long-term recovery involves rebuilding or relocating damaged or destroyed social, economic, natural, and built environments and moves toward self-sufficiency, sustainability, and resilience to future disasters. The long-term recovery phase begins once the community is in a

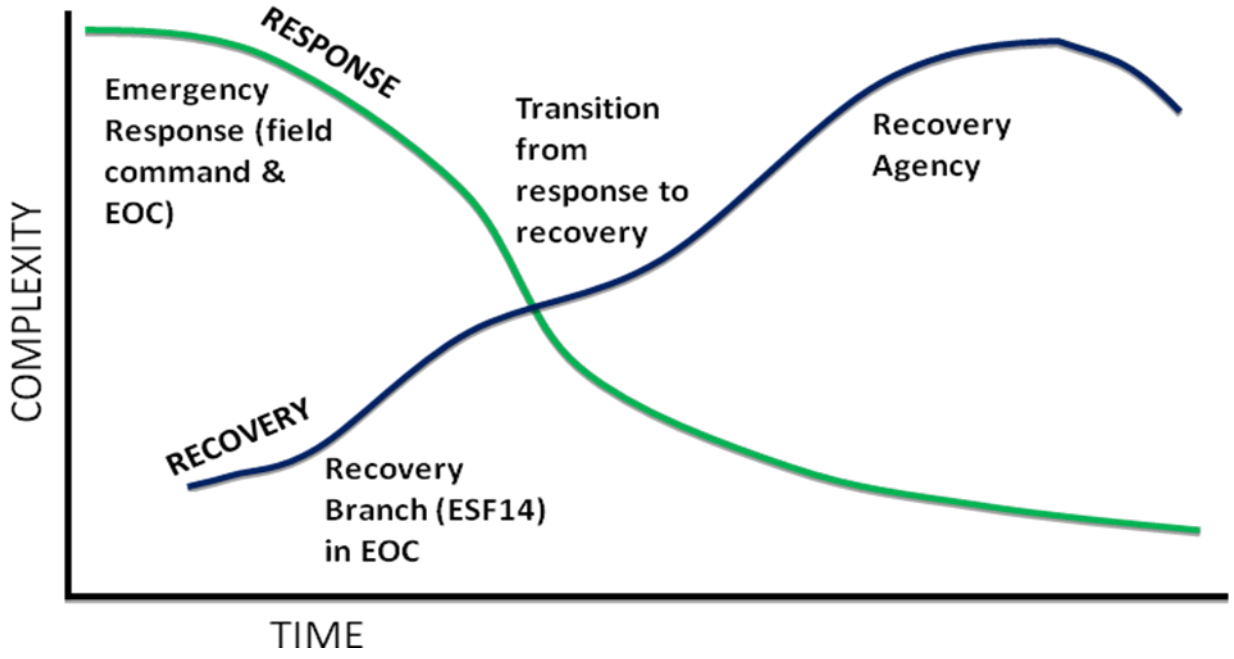
position to begin planning for permanent reconstruction and revitalization of the impacted area, and it may last for multiple years, even as other functions of the community return to normal.

Some long-term recovery activities can begin almost immediately after an incident, as policy and planning associated with short-term and intermediate-term actions will guide long-term decisions.

C. PDRP Activation and Implementation

The transition from Response to Recovery is a gradual process, the pace and timing of which will depend upon the circumstances. As response activities diminish, recovery activities will increase. If the scope of the disaster dictates, a separate recovery organization will be established to manage recovery operations – this will start as the Recovery Branch (Emergency Support Function (ESF) 14) of the EOC may grow to become the temporary Recovery Agency. The response-phase EOC Commander will make the decision as to when to transfer direction and control of recovery operations to the Recovery Coordinator and Recovery Agency depending upon the circumstances of the disaster.

Figure IV.2: Diagram of Transition from Response to Recovery Activities



1. PDRP Activation Criteria

The determination to formally transition from the EOP to the PDRP will be made by the response-phase EOC Commander, using the following criteria as a guide:

- Immediate life-safety concerns associated with a disaster incident have been contained
- The demand for normal and emergency services on County governmental and/or non-governmental entities exceeds the capability of these entities because of ongoing or unmet needs from the response phase, or because of new needs
- The situation is expected to persist for an extended period of time
- The County Executive has requested the Governor declare a "state of emergency" and requested the president for a declaration of emergency or disaster under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-388 (Stafford Act).

The above activation criteria notwithstanding, certain recovery concepts and organizing principles outlined in this PDRP may be applicable for incidents of varying scale and scope.

The decision to activate the overall transition from response to recovery will be made *independently from* the determination to transition any particular element of the EOC from response to recovery, or to activate any particular element of the recovery organization.

2. Procedure for Activation of PDRP

The transition from response to recovery may be gradual and involve multiple smaller transitions. This process will take place mainly during short-term recovery. There will be a moment of formal transition from response to recovery, when ultimate authority is transferred from the EOC Commander to the Recovery Coordinator.

Figure IV.3: Specific Characteristics of the Transition from Response to Recovery

	Response	Short-Term Recovery	Intermediate/ Long-Term Recovery
Controlling plan	EOP	Transition	PDRP
Incident command and coordination location	Command Post (field) and EOC	EOC deactivates or transitions to virtual; Recovery Agency (County Recovery Coordination Center) activated	Recovery Agency (County Recovery Coordination Center)
Commander	EOC Commander (or Unified Command)	EOC Commander transitions to Recovery Coordinator	Recovery Coordinator
Command expertise	EOC Commander drawn from agencies with response expertise	Command transitions to staff drawn from county agencies with recovery expertise	Recovery Command drawn from recovery-relevant agencies, Deputy County Exec., or other expertise
Operational Authority	Director of Emergency Management (County Exec.)	Director of Emergency Management (County Exec.)	County Exec.
Response and Recovery Support Functions	ESFs activated as needed for response	ESFs deactivated or transitioned to RSFs in recovery chain-of-command, or RSFs activated anew, on a function-by-function basis	RSFs remain active during response as needed only
Recovery Branch (ESF 14)	Activated as a branch in Ops Section	Provides transition staff for org structure positions as it transitions to recovery focus	Staffs Recovery Agency positions as appropriate

Source: County EOP

A more detailed sequential description of the procedures for transition from EOP to PDRP is provided below:

1. Elements of short-term recovery will begin upon EOC activation, in accordance with the EOP; in particular, the Recovery Branch in Operations (i.e., Fairfax County ESF 14, Long-term Community Recovery and Mitigation) will be activated as soon as it becomes clear that recovery operations will eventually be necessary, and the Finance/Admin Section will

maintain documentation in anticipation that disaster recovery funding streams will eventually be available, under guidance provided by the Financial Recovery Annex of the EOP.

2. As recovery-specific objectives begin to be identified through the Incident Action Planning cycle, the EOC Commander will assign a Deputy EOC Commander who is qualified to eventually serve as the Recovery Coordinator. Recovery operations coordination will transition from the EOC to a virtual or off-site County Recovery Coordination Center (CRCC) at the discretion of the EOC Commander.
3. Operational response assets (groups, branches, divisions, etc.) will transition to reporting to the Deputy EOC Commander/ Recovery Coordinator, with direct staff support from the Recovery Branch, as their response objectives are completed but relevant new or unmet needs exist, at the discretion of the EOC Commander; this may happen before, after, or simultaneously to the overall transition from response to recovery.
4. At the discretion of the EOC Commander, the controlling document for the overall emergency management structure and authority will transition from the EOP to PDRP when PDRP activation criteria are met; this will formally transition incident command to the Recovery Coordinator.
5. The County Executive will formally activate the temporary Recovery Agency and the Recovery Policy Advisory Board will be appointed.
6. The Recovery Coordinator will take command of the Recovery Agency, and the response-phase EOC Commander will assume the Deputy Recovery Coordinator role; any response assets that have yet to complete finite response objectives will remain coordinated via the new Deputy Recovery Coordinator during the remainder of this transitional phase, while those with ongoing recovery objectives will be transitioned into the Recovery Agency.
7. Once all response operations have been deactivated or transitioned to the Recovery Agency, the transition phase will be complete.
8. Additional incidents requiring an emergency response may take place during recovery. Any new incidents will be managed through the EOP; the PDRP does not supersede any emergency response plans, supporting annexes or procedures except insofar as they are directly associated with the recovery.

3. Deactivation/ Demobilization

Recovery staff and assets may be deactivated and/or returned to normal operations, at the discretion of the Recovery Coordinator. This determination may be based on completion of operational objectives, the determination that such objectives can be accomplished without support or coordination from the temporary Recovery Agency, or otherwise determining that aspects of recovery have assumed a “new normal.”

After the Recovery Agency is demobilized, any incomplete goals identified in the Recovery Action Plan and/or Community Recovery Plan will revert to a designated Lead Agency and/or be transferred (by incorporation) to non-disaster planning-and-implementation mechanisms.

Overall deactivation of the PDRP and demobilization of the Recovery Agency will be at the discretion of the County Executive, advised by the Recovery Coordinator and the Recovery Policy Advisory Board.

D. The Recovery Action Planning Cycle

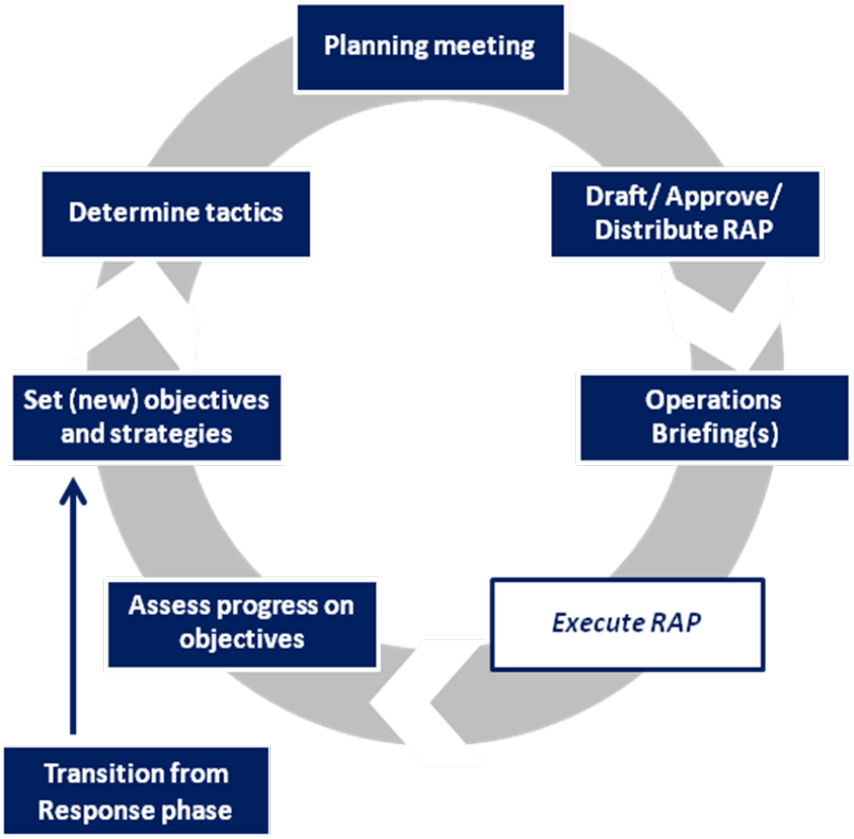
The Recovery Action Planning (RAP) cycle provides a defined process, structure, and schedule for setting and prioritizing objectives, ensuring resource availability, monitoring progress, and generally executing the Recovery Agency's mission. It specifies communications, meetings, assessments, and course-corrections that are fundamental components of the planning process. The Planning Section Chief is charged with overall coordination and scheduling of this process.

During recovery, operational periods may last days, weeks, or even months, at the discretion of the Recovery Coordinator.

1. Steps of the Recovery Action Planning Cycle

The Recovery Action Planning cycle is modeled on the Incident Command System (ICS) Incident Action Planning cycle, sometimes known as the "Planning P" for its diagrammatic shape. It will be generally consistent with the Incident Action Planning Process used during response operations (see EOP).

Figure IV.4: The Recovery Action Planning Cycle



The steps of the RAP cycle are outlined below.

a) Transition from response phase
As management of the overall incident transitions from Response to Recovery, non-life-safety objectives that were set but not fully accomplished during Response will be transitioned from the responsibility of the Response-phase Incident Command to the Recovery Agency. These unmet needs and other ongoing Response objectives will form the initial basis for setting Recovery objectives.

b) Assess progress on objectives
Regardless of whether the Recovery Agency is in its initial operational cycle or conducting ongoing planning, the first step of a new RAP cycle is for the Operations Section to report on the status of its objectives, as well as identifying additional needs or new objectives. This will include input from the RSF Branches. This is a very important step and will help to reinforce the development of measureable objectives by ensuring that specific Branch input results in clearly scoped and defined objectives, particularly for objectives that may last over numerous operational periods.

c) Set (new) objectives and strategies
The next step of the RAP cycle is for Recovery Coordinator to work with his/her staff (and – at the Recovery Coordinator's discretion only – the Recovery Policy Advisory Board) to identify and prioritize objectives and strategies for the next operational period. These may be ongoing or incomplete objectives from previous operational periods, or they may be new.

As each new RAP is developed, progress made against identified criteria for each objective will be assessed in coordination with the appropriate RSF Branch, and this information will be used to refine and focus objectives in future RAPs.

Objectives should always be "SMART" (**S**pecific, **M**easurable, **A**ction-oriented, **R**ealistic, and **T**ime-sensitive). The objectives and strategies should be cross-walked against the Community Recovery Planning Branch's work to ensure consistency of near-term objectives and strategies with long-term goals.

d) Determine tactics
Once the next operational period's objectives and strategies have been set, the Operations Section identifies and prioritizes specific tactics that will be used to achieve the objectives and strategies, as well as identifying evaluation criteria and monitoring mechanisms for the tactics.

The Recovery Coordinator then works with the Logistics Section Chief, Planning Section Chief or designee, Legal Advisor, Safety Officer, and others as necessary to review and validate the tactics; they may add, remove, or re-prioritize tactics as necessary. The Recovery Coordinator and his/her staff also assigns available resources to the tactics and/or secure additional necessary resources. (ICS form 215 may provide a useful framework for this process.)

e) Planning meeting
After tactics and resources have been set, this information is shared broadly with the Recovery Agency and lead and supporting agencies at the Planning Meeting. Participants have the opportunity to review and vet the tactics and resource assignments. At this phase, the Community Recovery Planning Branch again reviews to ensure consistency of near-term tactics with long-term recovery goals.

f) Draft/ approve/ distribute the Recovery Action Plan
Following the Planning Meeting, the Planning Section drafts and finalizes the RAP for the next operational period. Once it has been approved by the Recovery Coordinator, the Recovery Action Plan is distributed to the entire Recovery Agency and becomes the new controlling document; this marks the beginning of a new operational period.

g) Operations briefing(s)
After the Recovery Section Plan is approved and distributed, RSF Branch and Recovery Group mission assignments are officially handed down and started. At this point, Recovery Agency staff and lead and supporting agencies are briefed on the new RAP. Depending on the situation, this briefing may be for the entire Recovery Agency at once, or smaller briefings may take place at the RSF Branch level or at other levels within the Operations Section.

h) Execute Recovery Action Plan
This step comprises the main work of the Recovery Agency, as its mission assignments are implemented from within the Operations Section.

2. Integration of Recovery Action Plan Cycle with the Community Recovery Planning Process

The Recovery Action Plan cycle and the Community Recovery Plan process are designed and intended to mesh together, but they are very different in design and intent.

Each plan is essential to the recovery process: the Recovery Action Plan cycle is the mechanism by which action is taken to advance the recovery, and the Community Recovery Plan process ensures that such action is consistent with (and does not preempt) holistic, long-term strategic goals.

Table IV.5: Comparison of Recovery Action Plans and the Community Recovery Plan

	Recovery Action Plans	Community Recovery Plan
Process design	Periodic, cyclical	Linear, progressive
Methodology and process derived from	ICS	Recovery planning process (see Community Recovery Planning RSF Branch Annex)
Topical focus	Actions, tactics, mission-assignments	Strategic integration of policies, programs and projects into a holistic community context
Time focus	Next operational period (which may last days, weeks, or months)	Long-term recovery and "new normal"
Developed by	Recovery Agency (led by Planning Section)	Recovery Agency (led by Community Recovery Planning RSF Branch) with substantial involvement of stakeholders and the public
Executed by	RSF Branches and Recovery Groups under the Operations Section of the Recovery Agency	The Recovery Agency and other County agencies; also provides guidance and framework for private businesses and residents

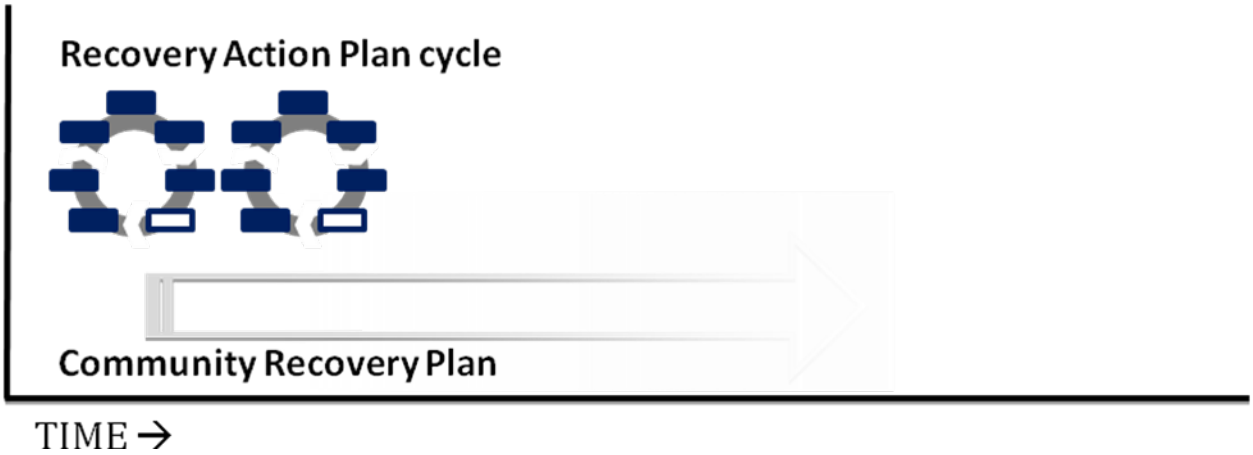
Ideally, strategic planning precedes and guides operational and tactical planning. Therefore, if it were possible, the Community Recovery Plan would be drafted and completed prior to any recovery action being taken (or Recovery Action Plans being developed).

Typically however, following a disaster, this clean, logical sequencing is *not* possible. Actions must be taken to advance recovery even while major determinations regarding priorities and strategy remain

fluid, shifting, and incomplete. This PDRP therefore defines the interactions of the Recovery Action Plans and long-term community recovery planning to provide structure before, during, and after the development and completion of the Community Recovery Plan. In doing so, this PDRP ensures that action can be taken to advance the recovery, while also ensuring that such action is consistent with long-term priorities and strategies, and that such actions do not preempt deliberative decision-making. Once the Community Recovery Plan is complete, the two processes merge, and strategic planning is then able to guide operational and tactical planning.

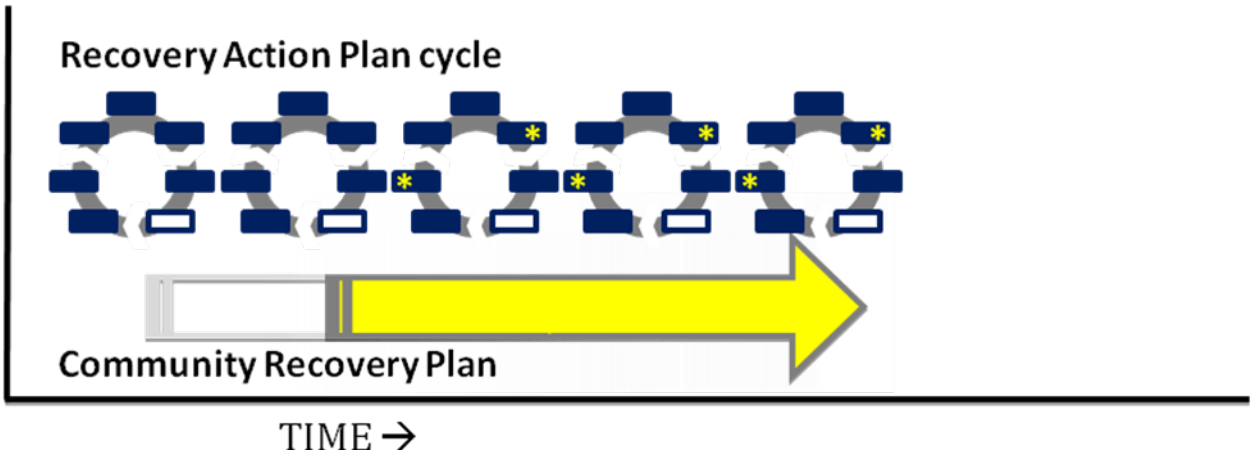
The figures below provide a schematic description of how the Recovery Action Plan cycle and the Community Recovery Plan process align during the recovery. (Refer to Figure IV.4 for detail on the Recovery Action Planning cycle.)

Figure IV.6a: Planning integration prior to Community Recovery Plan launch



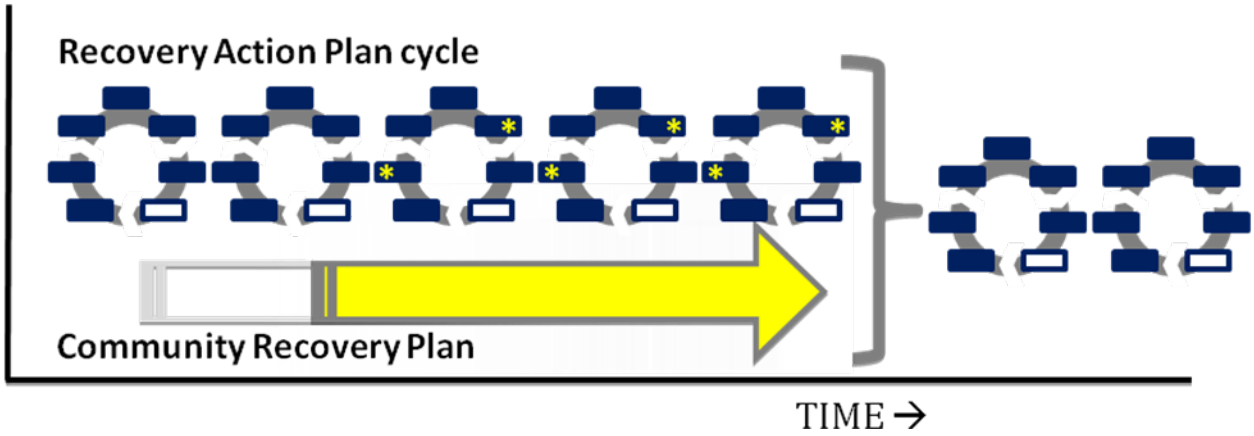
During short-term recovery, RAPs are developed while Community Recovery Plan process is being set up.

Figure IV.6b: Planning integration during Community Recovery Plan development



As the Community Recovery Plan is being developed, the RAP cycle checks in (*) to ensure consistency and avoid setting objectives that preempt deliberative strategic decisions.

Figure IV.6c: Planning integration after Community Recovery Plan completion



Once the Community Recovery Plan is complete (}), the processes merged. RAPs are developed to accomplish the Community Recovery Plan's vision and goals.

Diagram source: Witt Associates

E. Policies for Lead and Supporting Agencies

The following policies will serve as guiding principles for the execution of objectives tasked in the Recovery Action Plan to Lead and Supporting Agencies within RSF Branches and Recovery Groups.

- RSF Branches and Recovery Groups will operate according to ICS principles, as appropriate.
- To the degree applicable, agencies participating in RSF Branches and Recovery Groups will employ normal day-to-day operating and reporting procedures.
- Lead and Supporting Agencies will work to ensure that operating procedures are consistent and interoperable with the PDRP.
- Lead and Supporting Agencies will endeavor to establish internal communications and information exchange protocols to ensure program-wide awareness and transparency.
- Assets available to any Recovery Function will be made available to support County-wide recovery activities in coordination with the Logistics and Finance/Admin Sections.

It is the responsibility of the Fairfax County Office of Emergency Management (OEM) to ensure that all assigned staff has a general understanding of their roles and responsibilities and that training is available so they are familiar with the PDRP and their respective position job aids and checklists.

Execution of responsibilities described for Recovery Groups assumes full implementation of Continuity of Operations (COOP) or Business Continuity Plan (BCP) capabilities by all Lead and

Supporting Agencies, whether these are county agencies, for profit companies, or non-governmental organizations.

F. Common Objectives for Lead Agencies

Specific objectives are described for each Recovery Group in the RSF Branch Annexes to this PRDP. In addition to these, Lead Agencies for all Recovery Groups will share common objectives as they prepare for recovery (pre-disaster), and as they execute the Recovery Agency's mission objectives (post-disaster).

The discussions below provides a common, generalized basis for establishing specific "SMART" (**S**pecific, **M**easurable, **A**ction-oriented, **R**ealistic, and **T**ime-sensitive) objectives for Lead Agencies.

1. Pre-Disaster

Lead Agencies in the recovery process are generally responsible for ensuring the execution of the following prior to a disaster.

a) Establish and maintain pre-incident coordination

Establish and maintain working relationships with the Recovery Group's Supporting Agencies and other identified partners (governmental and non-governmental), including primary and back-up points-of-contact, and providing for redundancy in communication modes. This may include contacts with existing County non-governmental organizational networks (e.g., Volunteer Fairfax, Fairfax Citizen Corps Council, etc.) and for national community, civic, faith-based organizations, and volunteer resources.

b) Inventory resources and capabilities, and address gaps

Establish, maintain, and update as appropriate an inventory of the resources and capabilities, including Supporting Agencies and external resources. A NIMS-compliant, resource-typed inventory is ideal, but a basic inventory of available resources by type and quantity, along with contact information, is also acceptable. Appropriate memoranda of understanding, mutual aid agreements, and pre-positioned contracts should be secured for all resources.

Establishing a pre-disaster baseline of county resources will be critical for the County to determine its resource gaps and unmet needs. In coordination with the Department of Purchasing and Supply Management, Lead Agencies will address gaps and needs, as identified during exercises or other analyses, that might adversely impact the County's ability to continue or reconstitute basic services and maintain recovery operations.

c) Address potential issues of resource procurement

Support the OEM, Department of Purchasing and Supply Management, Department of Management and Budget, the Office of the County Attorney in identifying potential challenges related to the emergency procurement of services, resources, and other contracting, including construction and capital repairs, whether under the County Purchasing Resolution or otherwise.

d) Maintain and promote continuity capabilities
Lead Agencies, with technical support from OEM, will maintain a Continuity of Operations (COOP) plan or Business Continuity Plan (BCP) such that the Supporting Agency is able to continue essential functions *and support recovery operations* during and after a crisis for at least 30 days. Such plans should be tested and trained.

Lead Agencies will also work with the Office of Emergency Management to encourage and support Supporting Agencies and other partners as they develop COOP/ BCP plans.

e) Train and exercise on the PDRP
In coordination with OEM, take part in PDRP training and exercises. Brief Recovery Group supporting agencies and organizations on PDRP process and plan implementation.

2. Post-Disaster

Lead Agencies in the recovery process are generally responsible for ensuring the execution of the following objectives after a disaster:

a) Brief supporting agencies and organizations
Ensure that mobilized Supporting Agency staff within each Recovery Group have the most up-to-date situational information and mission assignments. Provide continuous briefings, as necessary, to ensure all Recovery Group staff are well-informed of their operational assignments and maintain situational awareness.

b) Identify and address resource needs
Assess and identify available resources and capabilities from pre-event inventories and assess these versus what is actually available and required in the post-disaster setting, and pursue additional resources – as approved through the Recovery Action Planning cycle – working through the Logistics Section, or using the Lead Agency's own contracting capabilities and reporting to Logistics Section.

If outside resources are mobilized under the Lead Agency, that agency will provide experienced project management staff to ensure compliance with all relevant performance, cost, and documentation requirements.

c) Identify additional or extraordinary funding needs
Assess the need for additional funding by identifying long-term needs and communicating this to the Planning Section; this information will be used to help determine what needs are beyond current internal funding capacity and/or expected recovery funding streams. Such information may form the basis for:

- Requests for utilization of local emergency funds
- Requests for reallocated capital funds
- Requests for additional outside assistance from the state, federal, or private sources

d) Maintain documentation
In coordination with the Finance/Admin Section, maintain documentation for reimbursement in accordance with the County Financial Recovery Annex.

e) Provide information and updates
Provide information and updates through the Recovery Action Planning Cycle. (This may be best accomplished by using a modified ICS 209 incident summary form, which can be translated to represent recovery specific information.)

f) Maintain compliance with applicable legal requirements
Maintain compliance with all county, state, and federal regulations, reporting guidelines, standards, and privacy requirements (consistent with guidance from the Office of the County Attorney and the Fairfax County Health Department), including, but not limited to:

- Americans with Disabilities Act (ADA)
- Health Insurance Portability and Accountability Act (HIPAA)
- Fair Housing Act
- Other case management/privacy requirements.
- Other regulations and standards as appropriate.

g) Ensure the Health Safety and Welfare of Recovery Staff
Communicate to Safety Officer and Logistics Section in order that the Recovery Group's staff, contractors, and volunteers are provided with food, shelter, health and mental-health/spiritual care, and other basic needs as required.

G. Common Objectives: Supporting Agencies

Specific objectives are described for each Recovery Group in the RSF Branch Annexes to this PDRP. In addition to these, Supporting Agencies for all Recovery Groups share common objectives as they support Lead Agencies to prepare for recovery (pre-disaster) and execute the Recovery Agency's mission objectives (post-disaster).

The discussions below provides a common, generalized basis for establishing specific "SMART" (**S**pecific, **M**easurable, **A**ction-oriented, **R**ealistic, and **T**ime-sensitive) objectives for Lead Agencies, and describes ways in which Supporting Agencies may be asked to participate.

1. Pre-Disaster
Supporting Agencies in the recovery process are generally responsible for supporting Lead Agencies in the following goals and objectives prior to a disaster:

a) Establish and maintain pre-incident coordination
Establish and maintain working relationships with the Recovery Group's Lead Agency and identified partners (governmental and non-governmental), including developing points-of-contact and developing communication modes. This may include contacts with existing County non-

governmental organizational networks (e.g., Volunteer Fairfax, Fairfax Citizen Corps Council, etc.) and national community, civic, faith-based organizations, and volunteer resources.

b) Inventory resources and capabilities, and address gaps
Establish, maintain, and update as appropriate an inventory of contracted, volunteer, or other external resources and capabilities. A NIMS-compliant, resource-typed inventory is ideal, but a basic inventory of available resources by type and quantity, along with contact information, is also acceptable. Appropriate memoranda of understanding, mutual aid agreements, and pre-positioned contracts should be secured for all resources.

Establishing a pre-disaster baseline of county resources will be critical for the County to determine its resource gaps and unmet needs. In coordination with Lead Agencies and the Department of Purchasing and Supply Management, Supporting Agencies will help address gaps and needs, as identified during exercises or other analyses, that might adversely impact the County's ability to continue or reconstitute basic services and maintain recovery operations.

c) Address potential issues of resource procurement
As requested, support the Lead Agency in efforts to identify potential challenges related to the emergency procurement of services, resources, and other contracting, including construction and capital repairs, whether under the County Purchasing Resolution or otherwise.

d) Maintain internal continuity capabilities
Develop, train to, and exercise a Continuity of Operations (COOP) plan or Business Continuity Plan (BCP) such that the Supporting Agency is able to continue essential functions *and support recovery operations* during and after a crisis for at least 30 days. Such plans should be tested and trained.

e) Train and exercise on the PDRP
In coordination with the Office of Emergency Management and the Lead Agency, participate in PDRP training and exercises.

2. Post-Disaster

Supporting Agencies in Recovery Groups are generally responsible for supporting the Lead Agency after a disaster as described below. Any objectives assigned during short-term recovery will be the continued responsibility of a Recovery Group into intermediate- and long-term recovery, if necessary.

a) Brief supporting agencies and organizations
Ensure that Lead Agencies have the most up-to-date situational information. Provide continuous briefings, as necessary, to ensure the Lead Agency is informed of operational assignments and maintain situational awareness.

b) Identify and address resource needs
Assess and identify available resources and capabilities from pre-event inventories and assess these versus what is actually available and required in the post-disaster setting, and pursue additional resources – as approved through the Recovery Action Planning cycle – working through the Lead

Agency and the Logistics Section, or using the Supporting Agency's own contracting capabilities and reporting to the Lead Agency and the Logistics Section.

If outside resources are mobilized under the Supporting Agency, it will provide experienced project management staff to ensure compliance with all relevant performance, cost, and documentation requirements.

c) Identify additional or extraordinary funding needs
Assess the need for additional funding by identifying long-term needs and communicate this to the Lead Agency. Such information may form the basis for:

- Requests for utilization of local emergency funds
- Requests for reallocated capital funds
- Requests for additional outside assistance from the state, federal, or private sources

d) Maintain documentation
Support the Lead Agency in maintaining documentation for reimbursement in accordance with the County Financial Recovery Annex.

e) Provide information and updates
Through the recovery Planning Cycle, provide information and updates through the Lead Agency to the Planning Section.

f) Maintain compliance with applicable legal requirements
Maintain compliance with all county, state, and federal regulations, reporting guidelines, standards, and privacy requirements (consistent with guidance from the Office of the County Attorney and the Fairfax County Health Department), including, but not limited to:

- Americans with Disabilities Act (ADA)
- Health Insurance Portability and Accountability Act (HIPAA)
- Fair Housing Act
- Other case management/ privacy requirements.
- Other regulations and standards as appropriate.

g) Ensure the Health Safety and Welfare of Recovery Staff
Communicate to the Lead Agency in order that the Supporting Agency's staff, contractors, and volunteers are provided with food, shelter, health and mental-health/spiritual care, and other basic needs as required.

H. Recovery Sites and Facilities

Physical sites and facilities associated with recovery are described below. The Logistics Section is responsible for overseeing and coordinating the siting, establishment, support, and maintenance of the recovery sites and facilities described below.

1. Fairfax County Recovery Coordination Center

"The Office of Emergency Management (OEM) may establish a Fairfax County Recovery Coordination Center (CRCC) *during the response phase* of operations to begin planning for the recovery process, support the damage assessment process, ensure documentation of disaster-related operations and expenditures, and provide for coordination with Virginia Department of Emergency Management (VDEM) on recovery program issues and implementation" (EOP).

The response-phase EOC Commander, in consultation with the Recovery Branch Director, will begin planning to establish the County Recovery Coordination Center as soon as it is determined that significant interagency disaster recovery resource coordination is necessary. Establishment and set-up of the County Recovery Coordination Center will be at the Direction of the EOC Commander and the responsibility of the Logistics Section Chief. Initial recovery activities may be coordinated from the EOC. However, long-term recovery must not interfere with standby emergency response capabilities.

The County Recovery Coordination Center will be the physical location of the Recovery Agency's offices. It will therefore be the command, control, and coordination center for all recovery activities, and will have sufficient workspace to accommodate all government and nongovernmental stakeholder organizations, as well as facilitate coordination with state and federal agencies.

The Recovery Coordinator will coordinate with the State Disaster Recovery Coordinator (SDRC) and the Federal Disaster Recovery Coordinator (FDRC) to locate the County Recovery Coordination Center, FEMA recovery operations, and VDEM recovery operations in the same facility or in nearby facilities.

Under catastrophic conditions, the absence of county-wide communications for Recovery Agency staff may inhibit the functionality of the CRCC as the command and control center for recovery operations. In such cases, the Recovery Coordinator will identify Field Deputy Coordinators and Field Recovery Coordination Centers (FRCCs) to assist in the coordination of operational activities, either geographically or functionally, until such time as the Recovery Coordinator can assume comprehensive command and control. It will be the job of the Infrastructure Recovery Support Function to re-establish county-wide communications infrastructure as soon as possible, prioritizing restoration activities for emergency services and recovery operations.

2. Fairfax County Service and Information Centers

"The County may open one or more Service and Information Centers to provide social services, information, and referrals to affected residents. When a single Service and Information Center is established, it may also serve as the command location (County Recovery Coordination Center) for the incident during recovery operations" (EOP).

Establishment and set-up of Service and Information Centers will be at the direction of the Recovery Coordinator and the responsibility of the Logistics Section Chief. Representatives of all disaster-related human, social, health, housing, and financial recovery services will be either physically located at the Service and Information Center(s) or else easily accessible to Service and Information Center

staff via telephone. Such services should include (or be co-located with) those provided by various County Recovery Groups such as Family Assistance Centers, in addition to the Disaster Recovery Centers managed by the Commonwealth of Virginia and the federal government.

The ongoing utility of maintaining physical Service and Information Center(s) will be continuously evaluated and when appropriate, will transition to telephone, email, or other communication media, at the discretion of the Recovery Coordinator.

3. Business Recovery Centers

The County may open one or more Business Recovery Centers to receive requests for recovery assistance from businesses, organizations, or other entities such as public and private universities and healthcare facilities. This may be co-located with the County's Service and Information Centers.

Establishment and set-up of Business Recovery Center(s) will be at the Direction of the Recovery Coordinator and the responsibility of the Logistics Section Chief. Such services include those provided by various County Recovery Groups, in addition to the Disaster Recovery Centers managed by the Commonwealth of Virginia and the federal government.

The ongoing utility of maintaining physical Business Recovery Center(s) will be continuously evaluated and when appropriate, will transition to telephone, email, or other communication media, at the discretion of the Recovery Coordinator.

4. FEMA/Commonwealth and County Facilities

As noted above, Fairfax County will coordinate with the Commonwealth and the federal government to locate the County Recovery Coordination Center, FEMA recovery operations, and VDEM recovery operations in the same facility or in nearby facilities.

The following table shows the roles, coordination, and other information regarding federal, state, and County recovery facilities:

Table IV.7: Recovery Sites and Facilities

		Oversight	Phase	Purpose	Population Served
County EOC		County EOC Commander	Response only	Response coordination	County Response operations
County Recovery Coordination Center	co-located	County Recovery Coordinator	Response into recovery	County Recovery Command and Coordination	County Recovery operations
Federal and state on-scene offices	co-located	Federal/ State Disaster Recovery Coordinators or delegates	Response into recovery	Local coordination of State/ Federal Recovery operations	State/ Federal Recovery operations
County Service and Information Centers	co-located	County Staff	Response into recovery	Public Services and Information	General public
State/ Federal Disaster Recovery Centers	co-located	State/ Federal Staff	Response into recovery	Public Services and Information	General public
County Business Recovery Centers		County Staff	Response into recovery	Business information and services	Area private companies
FEMA/VDEM Joint Field Office (JFO)		Federal/ State Coordinating Officers	Response	State/Federal Recovery Command and Coordination	State/Federal Response operations
FEMA National Disaster Recovery Planning Division (DC)		FEMA staff	Recovery	Federal Recovery Command and Coordination	Federal Recovery operations

Source: County EOP, COVEOP, NDRF

I. Maintenance of Local Control

After a disaster that triggers the PDRP, Fairfax County will have the primary role of planning and managing all aspects of the county's recovery programs and initiatives, consistent with the NDRF. The Recovery Coordinator will exercise granted authority in his/her role as a County officials. County officials operating from the EOC or Recovery Agency will retain the authority to allocate local resources and deploy those resources as appropriate.

The county may become overwhelmed and need staffing, recovery expertise, or other assistance. Additional staff and technical support assistance may be obtained through mutual aid, through the Commonwealth of Virginia and the Emergency Management Assistance Compact (EMAC) or through contractors.

State and federal officials will work with the county in the development and implementation of incident-specific long-term recovery plans when requested. In such cases, the Commonwealth of Virginia will act in support of the County, evaluate its capabilities, and provide support as needed.

J. Intergovernmental Coordination and other External Coordination

During activation of the PDRP, coordination of recovery efforts and planning across jurisdictional boundaries will be essential. This is because in a disaster of significant scale and scope, concurrent emergency management and disaster recovery programs will also be active within the County and its towns, and in other local, state, and federal jurisdictions in the National Capital Region. These must be considered when the County implements this PDRP.

In general, Fairfax County can coordinate with external jurisdictions and partners in a variety of ways. This includes, but need not be limited to the following:

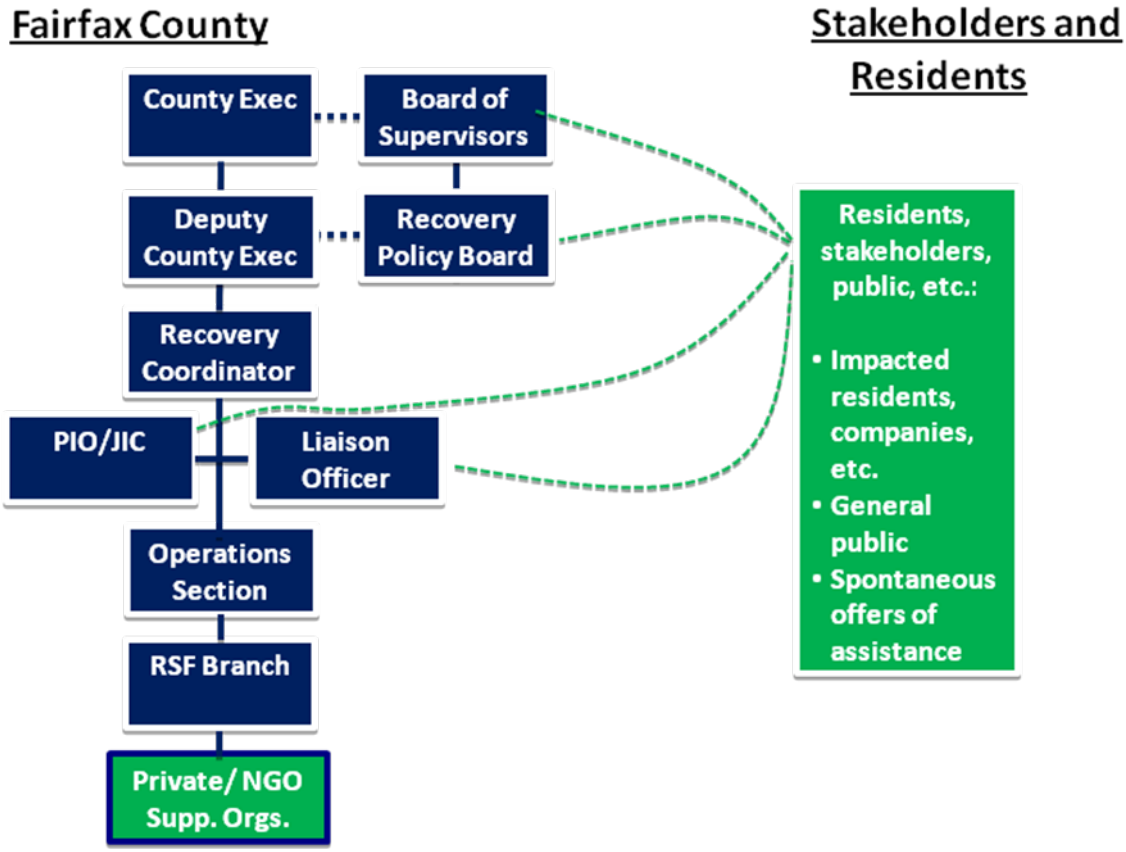
- Sharing information through periodic conference calls, situation reports, briefings, and other verbal and electronic means of communication.
- Exchanging Liaison Officers with other jurisdictions to ensure the sharing of information.
- Exchanging authorized agency representatives – who are empowered to make decisions and commit resources – with other jurisdictions.
- Establishing joint coordination entities such as Multi-Agency Coordination Centers (MACCs).
- Establishing joint operations through Unified and Area Commands, or other command structures.

1. Coordination with Private Companies, Non-Profit Organizations, Stakeholders, and the General Public

Interactions between the Recovery Agency and all non-governmental entities within the County (including private companies, non-profit organizations, stakeholders, and the general public) are addressed at various points within the Recovery Agency, or outside of it.

- Private and non-profit assets may be assigned directly to an RSF Branch.
- Interested outside organizations, stakeholders, and members of the public may approach the Recovery Agency to offer or request services via the Liaison Officer.
- Interested outside organizations, stakeholders, and members of the public may receive and submit information to the Public Information Officer.
- Impacted stakeholders and members of the public may express their concerns to the members of the Recovery Policy Advisory Board, or to the Board itself, while in session.
- Impacted stakeholders and members of the public may also express their concerns to members of the County Board of Supervisors, who would be encouraged to refer these concerns to the Recovery Policy Advisory Board or the Recovery Agency Liaison Officer, as appropriate.

Figure IV.8: Multiple Means by Which Private Companies, Non-Profit Organizations, Stakeholders, and the General Public Can Access the Recovery Agency and County Leadership

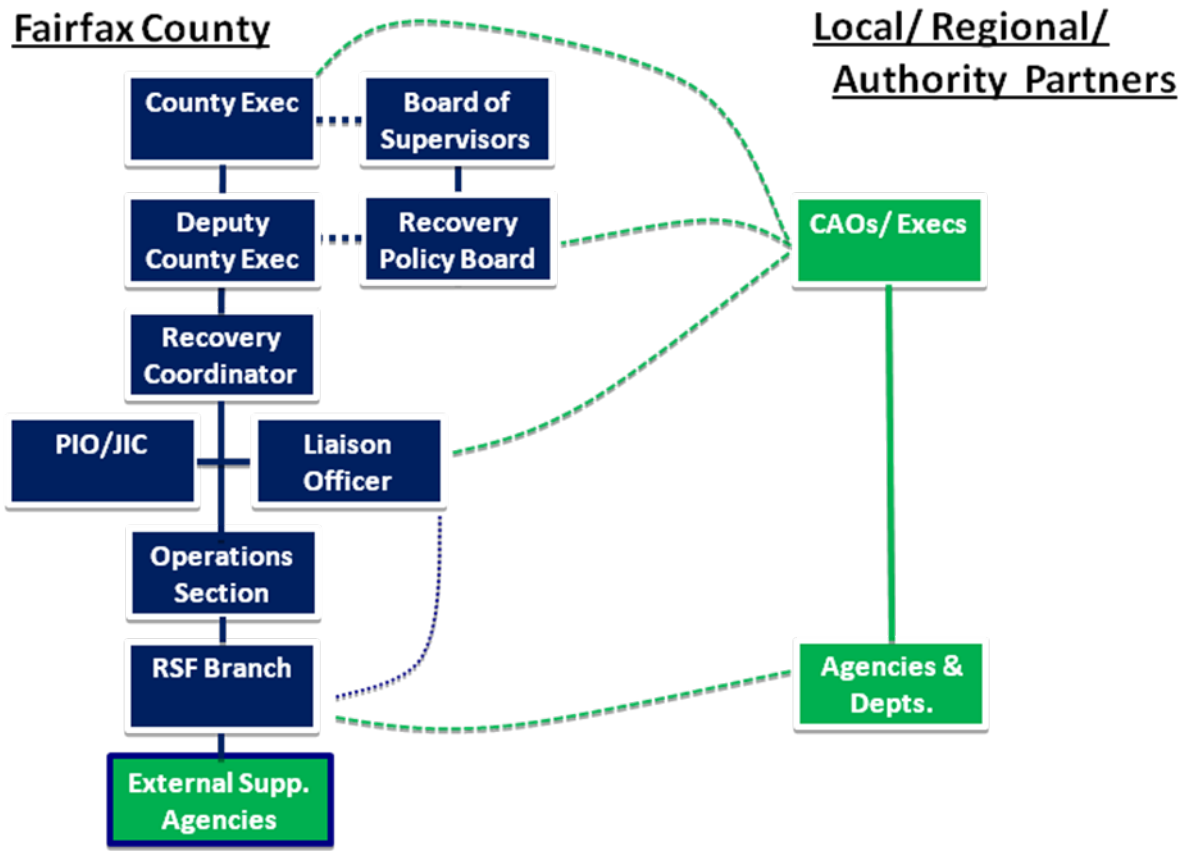


2. Intergovernmental Coordination with Neighboring Jurisdictions and Authorities

If the Recovery Agency needs to manage limited coordination with neighboring counties or independent cities, or with sovereign regional authorities (e.g., the Washington Metropolitan Area Transportation Authority (WMATA) or the Metropolitan Washington Airports Authority (MWAA)), there are several ways of accomplishing this without expanding the organizational structure.

Coordination with the external partners is tasked to the Liaison Officer, and may also take place at RSF Branch level for tactical purposes (via an RSF Branch Liaison Officer, with an indirect report to the Recovery Agency Liaison Officer). External agency assets may also be assigned directly to RSF Branches within the Fairfax County Recovery Agency. As appropriate, authorized representatives of outside jurisdictions or authorities may be asked to participate on Subcommittees of the Recovery Policy Advisory Board. Chief administrative officers (CAOs) of external entities may also directly engage the County Executive, as they would under non-recovery circumstances; in such cases, the County Executive would refer their questions to the Recovery Agency Liaison Officer if the issue were recovery-related.

Figure IV.9: External Jurisdictions' Coordination with the Recovery Agency



If resource shortfalls are identified throughout the recovery phase, resources owned by other local jurisdictions can be utilized upon agreement between the requesting and offering jurisdictions. Fairfax County departments have established memoranda of understanding (MOUs) with neighboring jurisdictions for resource sharing.

3. Intergovernmental Coordination using an ICS/NIMS framework

If the need arises for more direct operational coordination between the Fairfax County Recovery Agency and similar recovery organizations within neighboring jurisdictions, the ICS organizational structure can be expanded to accommodate intergovernmental coordination. In this case, an Area Command will be established as a Unified Command. The Fairfax County Recovery Coordinator will represent the County in the Unified Command.

Coordination will be facilitated through the implementation of an expanded ICS organization that integrates the RSF Branches' multiple jurisdictions to achieve singular recovery objectives, developed through a regional Recovery Action Plan. If an Area Command is established for the emergency response phase of the incident, the Area Command for the recovery phase should transition from this response phase organization, consistent with response-to-recovery transition described above.

For all other intergovernmental coordination, the Recovery Agency should give preference to established emergency management regional coordination entities, if activated (see below).

4. Inter-Governmental Coordination Using Existing Regional Organizations

Northern Virginia and the Metropolitan Washington region have several regional coordinating bodies that may be used to align efforts during disaster recovery. These regional entities are for coordination purposes only, leaving operational authority at the local (County) level.

a) The National Capital Region/ Metropolitan Washington Council of Governments

The National Capital Region (NCR) comprises counties and cities in Virginia, Maryland, and the District of Columbia. Coordination with the NCR will be managed via the roles and relationships already defined in NCR planning, adapted as necessary by the Recovery Coordinator and/or the Liaison Officer. This will not affect Fairfax County's recovery operation.

The Metropolitan Washington Council of Governments (MWCOG) National Capital Region Emergency Preparedness Council (EPC) oversees and implements the Regional Emergency Coordination Plan (RECP) and coordinates the activities of the various Regional Emergency Support Function (RESF) working groups. Fairfax County participates in the NCR EPC, as well as the Task Force for Homeland Security and Emergency Preparedness for the NCR. Individual county agencies are not explicitly assigned responsibility for support to the RECP.

The RECP is implemented only at the call of its member jurisdictions, and can be applied before, during, or after a regional incident or regional emergency concurrently with other local, state, and federal plans. Operational authority remains with the member jurisdictions.

The County may choose to coordinate regional recovery efforts through the Regional Incident Communication and Coordination System (RICCS) Host Center, or initiate regional notification about the elements of the recovery through RICCS.

The NCR Long-Term Community Recovery (LTCR) Strategy RESF-14 supplements and complements the RECP to develop a framework to collaboratively engage in community recovery

planning and coordinate local ESF-14 efforts between member jurisdictions. The regional LTCR Strategy is designed to identify key issues that need to be addressed during the rebuilding process as well as options for coordinated decision-making at the multi-jurisdictional level.

b) Northern Virginia Regional Commission

The Northern Virginia Regional Commission (NVRC) is a regional council of local governments in Northern Virginia that serves as a forum where representatives of the member local governments can address problems that cross jurisdictional boundaries. Coordination with the NVRC will be managed via the roles and relationships already defined in NVRC planning, adapted as necessary by the Recovery Coordinator and/or the Liaison Officer. This will not affect the internal functioning or structure of Fairfax County's recovery operation. The NVRC may be leveraged for coordination of decision-making related to recovery planning that involves multiple jurisdictions within Northern Virginia.

c) Northern Virginia Emergency Response System

The Northern Virginia Emergency Response System (NVERS) supports a regional approach to prevention, protection, mitigation, preparedness, response, and recovery for emergencies and disasters.

NVERS is a collaborative partnership among local governments, other jurisdictions of the National Capital Region, agencies of the Commonwealth of Virginia, area hospitals, and others. Active participants in the development of NVERS have included representatives from fire, rescue, hazardous materials, law enforcement, emergency management, hospitals, public health, behavioral health, medical examiner, human services, public information, and information technology. NVERS' mission is to provide a system that supports joint, integrated, and interdisciplinary regional strategic planning, priority setting, policy-making, operations, logistics, communications, and administration in support of first responders in the 25 cities, counties, and towns in Northern Virginia.

5. Coordination with the Commonwealth of Virginia and the Federal Government

Consistent with the National Disaster Recovery Framework (NDRF) and the Commonwealth of Virginia Emergency Operations Plan (COVEOP), the Fairfax County Recovery Coordinator is the designated Local Disaster Recovery Manager (LDRM) and point-of-contact for the Commonwealth of Virginia for matters of recovery.

Per the COVEOP, the Virginia Department of Emergency Management (VDEM) is the primary agency responsible for the implementation of the Commonwealth ESF-14 (Disaster Recovery). The Commonwealth ESF-14 is responsible for assessing the social and economic consequences, including a comprehensive market disruption and loss analysis in the impacted area, coordinating federal and state efforts to address community recovery planning, and developing a state recovery strategy to coordinate the state and local government's participation in recovery operations with federal agencies.

The County will partner with state and federal agencies for the implementation of short- and long-term recovery programs. Under the NDRF, the Commonwealth of Virginia State Disaster Recovery Coordinator (SDRC) is the primary interface with the Fairfax County Recovery Coordinator and with

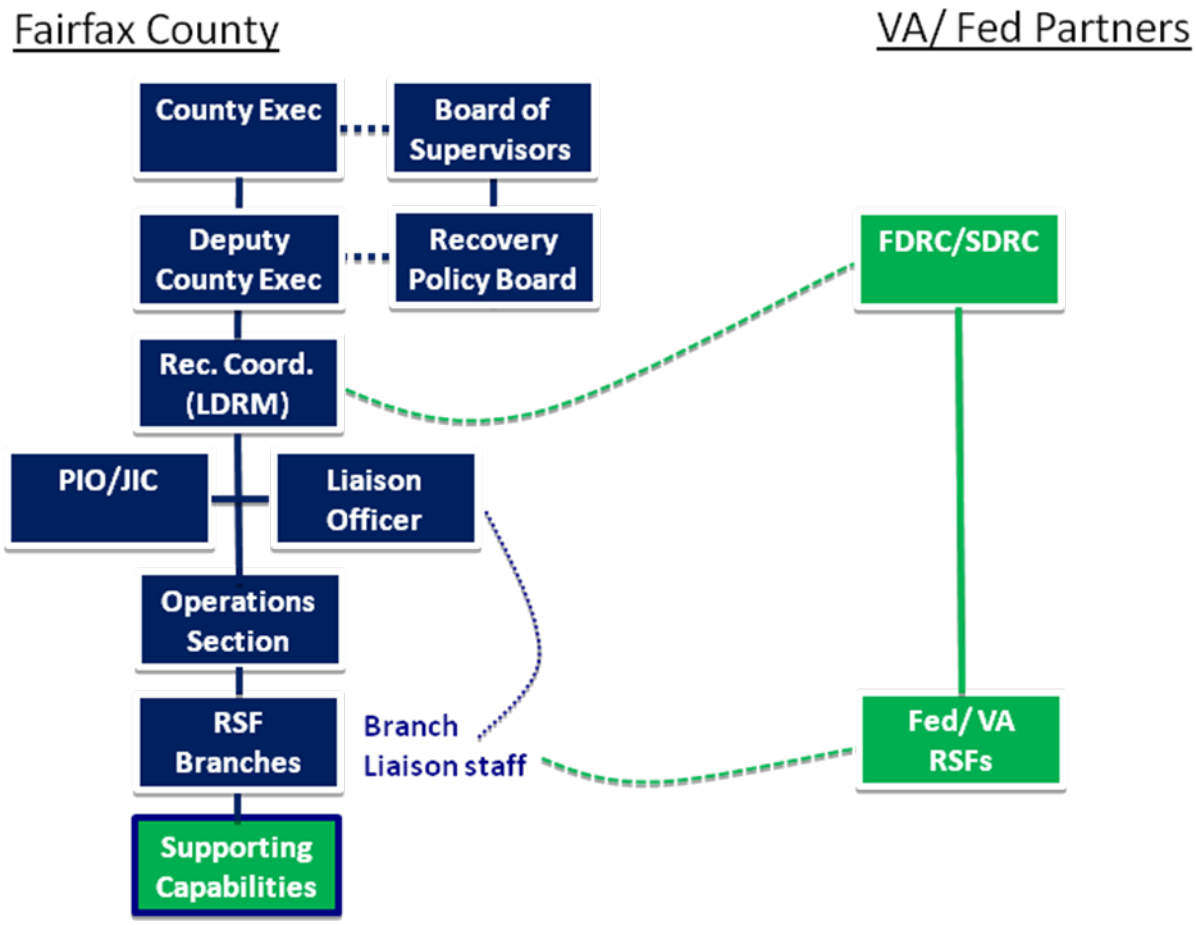
the Federal Disaster Recovery Coordinator (FDRC). The SDRC establishes and/or leads the statewide organization within the Commonwealth for managing recovery and providing support to the County's Recovery Agency, located in the County Recovery Coordination Center.

Depending on the severity of the incident and anticipated scope and duration of long-term recovery efforts, the State Coordinating Officer (SCO) may fulfill the role of the SDRC to manage the flow of Stafford Act recovery resources to the County. The Commonwealth may provide direct support to recovery operations within the County, and will coordinate those operational efforts with the County's Liaison Officer.

After large-scale or catastrophic disasters, the Commonwealth may appoint a separate position to ensure recovery activities are well managed while response and recovery activities are overlapping.

Coordination with the Commonwealth SDRC and the Federal Government FDRC is tasked to the Recovery Coordinator, and may also take place at RSF Branch level for tactical purposes (via an RSF Branch Liaison Officer, with an indirect report to the Recovery Agency Liaison Officer). State or federal assets may also be assigned directly to RSF Branches within the Fairfax County Recovery Agency.

Figure IV.10: State and Federal Coordination with the Recovery Agency



K. Information Collection and Dissemination

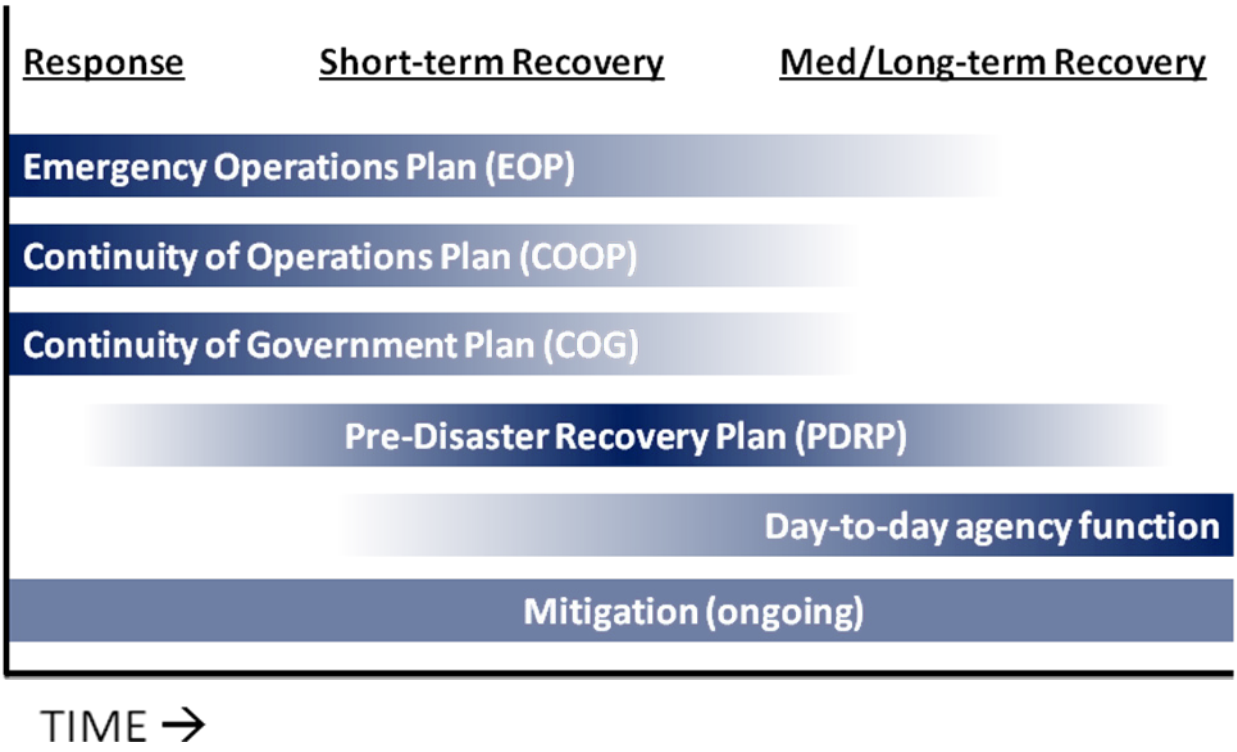
Information collection and dissemination protocols and procedures for recovery will be consistent with those implemented in the response phase, and described in the EOC, and will include coordination and interaction with a Joint Infoirmation Center (JIC) or regional JIC if one is established. Information management for a specific incident will transition from the EOC to the Recovery Agency at the same time management of the incident transfers from the response phase Incident Command to the recovery phase Recovery Command. This includes any information technology solutions implemented to facilitate inter- and intra-governmental coordination and information sharing, such as WebEOC and the Regional Incident Communication and Coordination System (RICCS).

Recovery Command will ensure that the incident specific information management framework for recovery is coordinated/does not conflict with separate emergency response activities of the EOC that may be undertaken during the recovery phase.

L. Interaction with Other Fairfax County Plans

Fairfax County uses various plans and programs to guide the activities of county functions, agencies, departments, and resources in response to the requirements necessitated by the particular situation. These plans will be implemented in concert with the PDRP. Day-to-day agency functioning will also continue during disaster recovery.

Figure IV.11: Fairfax County Plan Synchronization



Source: Witt Associates

1. County Emergency Operations Plan (EOP)

The County EOP, including its supporting functional annexes and departmental operations plans, addresses activities undertaken during the emergency response phase. These may be implemented concurrently with activities described in the PDRP and will facilitate the transition from the response phase to recovery. Elements of the EOP and its annexes – including especially the Financial Recovery Annex – may be utilized throughout the recovery phase.

2. Continuity of Operations (COOP) Plan

The County's Continuity of Operations (COOP) planing describes how the County will prioritize the activities of the various agencies in Fairfax County, and how each agency will perform its essential functions during and after a disaster or other incident which may impact the agency's buildings or facilities, IT or other systems, and/or its staff availability. Departmental COOP planning must also account for agency staff potentially being reassigned full- or part-time to emergency response or disaster recovery activities, and/or for staff within the agency to receive mission assignments related to response or recovery that may compete with the agency's day-to-day essential functions.

COOP plans are typically designed to provide for operational continuity lasting up to 30 days. Beyond this point, County agencies may be required to make long-term alterations to their procedures, operations, or level-of-service in order to accommodate new resource or other limitations imposed by a disaster, and/or the ongoing needs of the County's disaster recovery efforts.

3. Continuity of Government (COG) Plan

The County's Continuity of Government (COG) planning defines continued execution of governance functions, despite any interruption or disaster. COG is essential for the implementation and execution of emergency management during response and recovery, particularly with regards to statutory changes; funding, financing, and tax-incentive programs; confirmation of board-and-commission positions; and other matters that typically require Board of Supervisors activity.

4. Hazard Mitigation Plan

The Fairfax County Hazard Mitigation Plan (which is integrated into the Northern Virginia Regional Hazard Mitigation Plan) provides detailed hazard identification and risk assessment data for natural and human-caused hazards, including estimates of average annualized losses for each hazard that has available/applicable data. The County Hazard Mitigation Plan also provides goals, objectives, strategies, and actions – including programs, policies, programs, and physical projects – intended to reduce the County's exposure or vulnerability (risk) to those hazards. There is also a detailed program for implementing and monitoring the County Hazard Mitigation Plan.

The County Hazard Mitigation Plan provides direct guidance for Community Recovery Planning after a disaster. The policies, programs, and physical projects identified in the Hazard Mitigation Plan (HMP) have already been prioritized according to capacity for risk-reduction, and should therefore be used as a resource when identifying recovery projects that will both meet the County's recovery vision and qualify for leveraging FEMA Hazard Mitigation Grant Program (HMGP) funds that will become available as a result of a Stafford Act declaration.

Following a disaster, the County Hazard Mitigation Plan will have to be updated to reflect new hazard data, alterations to County vision and goals, new strategic or project initiatives, and actions taken during recovery.

5. Departmental Plans

Many County departments have plans or standard operating procedures (SOPs) that may be enacted during response or recovery. These are expected to be implemented concurrently with and/or in support of with activities described in the PDRP.

6. Other County Plans

The county has various strategic, capital-projects, land use, neighborhood, and other plans in place that identify adopted vision, goals, and objectives for residential and commercial development, land use and zoning, infrastructure investments, etc. These plans are invaluable resources in the development of post-disaster Community Recovery Plans because they provide pre-vetted strategies and projects, and can thus serve as the foundation for future visions of the county in the long-term.

These plans include (but are not limited to):

- The Comprehensive Development Plan
- Critical Infrastructure Protection Plan
- Transportation Improvement Program
- Capital Improvement Program

As with the County Hazard Mitigation Plan, each of these plans will have to be updated following a disaster, to be updated to reflect new hazard data, alterations to County vision and goals, new strategic or project initiatives, and actions taken during recovery.

M. After-Action Reporting

The Recovery Coordinator will prepare and issue a formal After-Action Report (AAR) for recovery operations conducted under the PDRP. The AAR will identify and document issues that challenged recovery operations, and it will capture innovative approaches that were introduced during recovery that may be applicable to future incidents in Fairfax County or elsewhere.

Given the long timeframe for recovery, interim AARs may be developed at the discretion of the Recovery Coordinator, documenting areas needing ongoing improvement and corrective actions taken. These will be used to build a final AAR.

At the direction of the Recovery Coordinator, RSF Branches or Recovery Groups will submit issues and recommended solutions to the Recovery Coordinator for review and consolidation. Individual RSF Branches or Recovery Groups may also be directed to develop full AARs, depending on the scope and scale of their role in recovery.

The Recovery Coordinator will provide guidelines and templates for use in identifying issues or successes. The Recovery Coordinator may schedule and facilitate an after-action review(s) to validate and document issues for further review and corrective action.

It will be important for the Planning Section of the Recovery Agency to maintain a chronological timeline by which key milestones in the recovery effort can be documented for the purposes of after-action review. The Planning Section should coordinate such reporting with reporting requirements or guidelines established for the Recovery Agency by the Recovery Policy Advisory Board, County Executive, or Board of Supervisors.

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V. Plan Maintenance, Training, and Exercise

A. Section Overview

This section outlines procedures for which Fairfax County will keep the Pre-Disaster Recovery Plan (PDRP) current, adapt to changes in the planning context, and provide training and exercises to keep participants current with PDRP content.

B. Emergency Management Coordination Committee (EMCC)

A committee or a subcommittee, possibly under the Fairfax County Emergency Management Coordination Committee (EMCC), shall serve as the ongoing entity by which maintenance, monitoring, and updates to the PDRP will be coordinated under the leadership of the Office of Emergency Management (OEM). In the interim, the PDRP references the EMCC as the oversight entity for the PDRP.

The PDRP will be maintained as directed by the OEM Planning Standard Operating Procedure. Additionally, all training and exercises related to the PDRP will be coordinated between leadership in plans and exercise and training. At a minimum, agencies and organizations with a role in the plan, including those with a lead recovery support function role shall be included in such coordination efforts as needed.

The following agencies and organizations shall be included:

- Area Chambers of Commerce
- Board of Supervisors (liaison)
- Department of Facilities Management
- Department of Family Services
- Department of Finance – Risk Management
- Department of Housing and Community Development
- Department of Management and Budget
- Department of Planning and Zoning
- Department of Public Works and Environmental Services
- Department of Transportation
- Disability Services Board
- Faith Communities in Action (FCIA)
- Fairfax Citizen Corps Council
- Fairfax County Park Authority
- Fairfax/ Falls Church Community Services Board
- Federation of Civic Associations
- Fire Marshal
- Fire and Rescue Department
- Health Department

- Multicultural Advisory Council
- Northern Virginia Volunteer Organizations Active in Disaster (VOAD)
- Office of County Attorney
- Office of the County Executive/ Office of the Deputy County Executive for Public Safety
- Office of Emergency Management
- Office of Public Affairs
- Office of Public-Private Partnerships
- Police Department

C. Training and Exercises

1. Training

Specific County agency and allied non-governmental organizational staff will receive training relating to their responsibilities under the PDRP. Fairfax OEM will coordinate PDRP training and will identify additional technical assistance or subject matter expertise to assist. Agencies and organizations with responsibilities identified in the PDRP should ensure that they are incorporated into their organization's regular emergency management training.

Specific training may include, but not be limited to, the following:

- Use of Public Assistance, Individual Assistance, Small Business Administration (SBA), Community Development Block Grant (CDBG), and other disaster grants and loans
- Hazard mitigation construction techniques and Hazard Mitigation Grant Program (HMGP) grant guidelines
- Expedited permitting procedures
- Position-specific Incident Command System (ICS) training, including special considerations for recovery
- Substantial damage determination procedures
- Disaster housing assistance programs and local temporary housing plans
- Business continuity planning and business assistance programs
- Transition from the Emergency Operations Plan (EOP) to the PDRP
- Organization of recovery activities under the PDRP
- Establishment and operation of the Recovery Agency
- Roles and responsibilities under the PDRP

2. Exercises

Fairfax County OEM maintains an exercise program to test emergency plans, protocols, and equipment. All exercises to evaluate the County's capabilities to coordinate recovery operations will be Homeland Security Exercise and Evaluation Program (HSEEP) compliant and After-Action Reports (AARs) and Improvement Plans (IPs) will be completed. PDRP exercises will be incorporated into the Fairfax County long-term exercise plan and will occur no fewer than twice during each four-year update cycle of the PDRP.

Agencies and organizations with a Lead or Supporting role and other key stakeholders will be notified of exercise opportunities.

Whenever possible, PDRP exercises will be executed jointly with other events in the OEM exercise calendar, both in order to exercise the transition between response and recovery and how PDRP activities can overlap with EOP/response efforts, and to economize on the efforts and time participants commit to exercises.

The After-Action Report from the exercise will identify gaps that will be addressed by the EMCC.

D. Maintenance and Monitoring

The PDRP will continually evolve and will therefore need ongoing maintenance. Lead and Supporting Agencies will be responsible for maintaining their respective responsibilities and tasks, including ongoing maintenance and updating of contact lists and resource capabilities.

The PDRP review and revision process will be consistent with the OEM Planning SOP and the FEMA Comprehensive Preparedness Guide (CPG) 101, and include the following:

- An annual review and update for purposes of benchmarking the status of projects and responsibilities assigned to the various agencies and organizations.
- Adapting the PDRP as necessary to any significant changes in the planning context.
- A four-year comprehensive review of the PDRP's overarching vision, goals, priorities, processes, and actions.

1. Annual Review and Monitoring

Once per year, the EMCC will convene a subcommittee **(**OEM and agencies and organizations with Lead and Supporting roles within the plan) to review the PDRP. The main focus will be on monitoring of tasking related to pre-event issues. This annual review will occur prior to the County's annual budget development so resources needed to implement the actions can be included in the budget.

OEM may initiate reviews and updates of the PDRP more often, as circumstances or events require.

a) Pre-Meeting PDRP Reviews and Monitoring

In preparation for the annual review meeting, Lead Agencies for each Recovery Group will provide summary reports on progress towards completion of pre-event objectives during the past year and a prioritized work plan for the coming year. This will include assessment of the continued applicability of described objectives. Input from Supporting Agencies will be solicited. Comments will be submitted to OEM.

Prior to the annual meeting, the EMCC will also review the PDRP and submit comments, related to necessary updates, to OEM.

Based on this input from EMCC members, OEM will compile a PDRP summary Annual Report that contains:

- A description of any updates related to the actions and issues listed under each recovery function, and pre-event task completion status and prioritization for the following year.
- A summary of any areas that require updates based on the reviews of the PDRP by the EMCC.

b) Annual PDRP Review Meeting

The EMCC will hold an annual meeting. If a member with a Lead Recovery Support Function role is unable to participate, a designee with appropriate decision making authority may be chosen to serve as a proxy. The agenda of the annual meeting will include, but not be limited to, the following:

- Discussion of the OEM PDRP summary Annual Report.
- Examination of any significant changes to goals, actions, or other functional areas.
- Review of stakeholder membership.
- Review of any new federal requirements that pertain to disaster recovery.

EMCC consensus on all substantive issues will be sought.

c) PDRP Reporting and Updates

Once the PDRP summary Annual Report is approved by the EMCC, it will be added to this PDRP in Appendix 8, posted to the OEM website, and an e-mail notice will be sent to stakeholders.

2. Four-Year Comprehensive Review

A comprehensive review will be accomplished by OEM every four years. The main focus will be on re-approval, changes, additions, or deletions to previously approved plan vision, goals, priorities, or objectives in light of exercise or incident After-Action Reports, changes in local planning context, and/or examination of evolving national best practices.

The EMCC will hold open sessions – including public input – to consider any new issues or actions that should be added to the PDRP.

In preparation for the four-year review, the assigned OEM Planner will research the following:

- New experience and lessons learned from recent disasters (locally and/or in other locations)
- Changes to relevant Fairfax County plans
- Changes in regional, state, and federal emergency preparedness planning or guidelines
- Access to new or improved data related to any aspect of recovery planning context
- Changes to existing infrastructure or facilities
- New hazard or threat information
- Altered recovery capabilities
- Availability of resources or funding sources
- Relevant political changes
- The consistency of the PDRP with other Fairfax County plans
- Other issues related to recovery planning context

The assigned OEM Planner is responsible for compiling draft revisions, which will be reviewed and approved according to OEM Planning SOP guidelines.

The complete and updated PDRP draft will be made available for public comment via the OEM website and e-mail to the stakeholder list, and OEM will respond to any substantive comments and list them in Appendix 7 of the PDRP. Finally, the updated PDRP will be submitted to the County Executive and the Board of Supervisors for their information and endorsement.

3. Pre-Disaster Implementation Matrix

The below matrix of pre-disaster objectives provides a basis for monitoring and benchmarking progress on implementation of the PDRP. For more on each pre-disaster objective, see the referenced Recovery Groups within the RSF Branch Annexes to this PDRP.

Note that in addition to agencies listed in Table V.1 below, the participation of other agencies and organizations from inside and outside the County will be essential.

Table V.1: Pre-Disaster Implementation Matrix

Pre-Disaster Objective	Responsible Agency(ies)	Recovery Group(s) impacted
Multiple/ overlapping RSF Branches/ Annexes		
Streamline and coordinate regulatory and statutory approvals and permitting processes for recovery	DPZ, DPWES, OEM, HCD	Annex A Annex D (Intermediate Housing, Long-Term Housing Reconstruction and Relocation)
Develop Service and Information Center Plan	OEM, DFS, HD	Annex B (Employment); Annex G (Social and Human Services, Health and Medical)
Develop long-term disaster case management system	OEM, DFS, HD, HCD	Annex B (Employment); Annex D (Intermediate Housing); Annex G (Social and Human Services, Health and Medical)
Community Recovery Planning RSF Branch (Annex A)		
Be familiar with FEMA's Community Recovery Planning Process and other recovery planning best practices	DPZ, DPWES, OEM and support agencies	
Be familiar with recovery funding and financing resources	DPZ, DPWES, OEM	
Be familiar with County and regional planning resources	DPZ, DPWES, OEM	

Pre-Disaster Objective	Responsible Agency(ies)	Recovery Group(s) impacted
Be familiar with County and regional stakeholder groups	DPZ, DPWES, OEM	
Be familiar with model/template post-disaster recovery plans	DPZ, DPWES, OEM	
Economic RSF Branch (Annex B)		
Identify the key private companies, insurers, and lenders	OEM, SBDCs	Business Restoration Recovery
Encourage businesses to develop partnership assistance networks	OEM, SBDCs	Business Restoration Recovery
Promote private-sector resiliency and continuity through education and outreach	OEM, SBDCs, Office of the Deputy County Executive for Public Safety	Business Restoration, Business Retention and Recruitment
Encourage resource coordination planning among private companies	OEM, SBDCs	Business Restoration
Establish an "Open for Business" program	OEM, SBDCs	Business Restoration
Establish credentialing for key staff of identified area firms and major insurers	OEM	Business Restoration
Develop a Business Recovery Center Plan	OEM, SBDCs	Business Restoration
Educate county businesses on insurance benefits and limitations	OEM, SBDCs	Business Restoration
Identify alternate business facilities within the county	OEM, SBDCs	Business Restoration
Recruit and grow a diverse local economy	Office of the Deputy County Executive for Public Safety	Business Retention and Restoration
Stress supply chain management as an element of private-sector continuity planning	OEM, SBDCs	Supply Chain
Identify business-essential supply routes and utility connections	OEM, SBDCs	Supply Chain
Natural and Cultural Resources RSF Branch (Annex C)		
Develop an inventory of area natural resources	DPZ, DPWES, Fairfax County Parks Authority	Natural Resources
Identify federal programs relevant to natural resources restoration	DPZ, DPWES, Fairfax County Parks Authority, OEM	Natural Resources

Pre-Disaster Objective	Responsible Agency(ies)	Recovery Group(s) impacted
Develop an inventory of area cultural resources	DPZ, Fairfax County Parks Authority	Cultural Resources
Identify federal programs relevant to cultural resources restoration	DPZ, Fairfax County Parks Authority, OEM	Cultural Resources
Housing RSF Branch (Annex D)		
Identify potential intermediate housing strategies	OEM, HCD	Intermediate Housing
Identify potential intermediate housing sites	OEM, HCD	Intermediate Housing
Develop long-term housing reconstruction and relocation strategy	OEM, HCD	Long-Term Housing Reconstruction and Relocation
Infrastructure RSF Branch (Annex E)		
Coordinate inventory and prioritization for utility restoration	OEM, DPWES	Utility
Coordinate inventory and prioritization for transportation service and infrastructure restoration	OEM, DOT	Transportation
Pursue Memoranda of Understanding (MOUs) related to for transportation service and infrastructure restoration	OEM, DOT	Transportation
Coordinate inventory and prioritization for public facilities restoration and reconstruction	OEM, FMD, DPWES	Capital Repairs and Reconstruction
Establish prioritization for debris removal	DPWES, OEM	Debris
Safety and Security RSF Branch (Annex F)		
Review legal authorities and procedures for implementation of martial law or other expanded/extraordinary public safety measures	OEM, Police Dept., OCA	Public Safety
Develop expedited structural safety processes (as necessary)	DPWES, OEM	Structural Safety and Damage Assessment
Develop a CBRN recovery and remediation plan	OEM, Fire and Rescue, HD	CBRN
Review updated list of hazmat facilities within the county	OEM	CBRN
Community Services RSF Branch (Annex G)		

Pre-Disaster Objective	Responsible Agency(ies)	Recovery Group(s) impacted
Develop a Fatality Management (Mass Casualty) Plan	HD	Health and Medical
Develop plan and communication materials for voluntary medical-needs self-identification	HD	Health and Medical
Develop a plan to monitor animal and plant disease outbreak and/or pest infestation	OEM, HD	Health and Medical
Develop medical surge logistics plan	OEM, HD	Health and Medical
Enhance Medical Reserve Corps capabilities	OEM, HD	Health and Medical

E. Public Involvement

During annual and four-year updates, the assigned OEM Planner will inform and include the public, utilizing public notices, the county website and OEM web pages, the stakeholder e-mail list generated during the initial planning process, and other media as appropriate.

Fairfax County OEM will undertake public outreach activities in support of public awareness of general disaster preparedness and the PDRP. The PDRP will be available on the OEM website and in public libraries. Additional outreach may be accomplished through other media in conjunction with the Office of Public Affairs.

Fairfax County Pre-Disaster Recovery Plan: Recovery Support Function Branch Annexes

A. Community Recovery Planning
B. Economic Recovery
C. Natural and Cultural Resources
D. Housing Recovery
E. Infrastructure
F. Safety and Security
G. Community Services

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Annex A: Community Recovery Planning RSF Branch

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Community Recovery Planning RSF Branch

A. Purpose

The Community Recovery Planning Branch is responsible for coordinating the County's public-, private-, and non-profit-sector efforts to develop an incident-specific, post-disaster Community Recovery Plan for Fairfax County. This will include planning for, integrating, and monitoring disaster-recovery programs, policies, and projects after large, unique, or catastrophic incidents. The Community Recovery Planning Branch will coordinate its efforts with those of Commonwealth and Federal agencies.

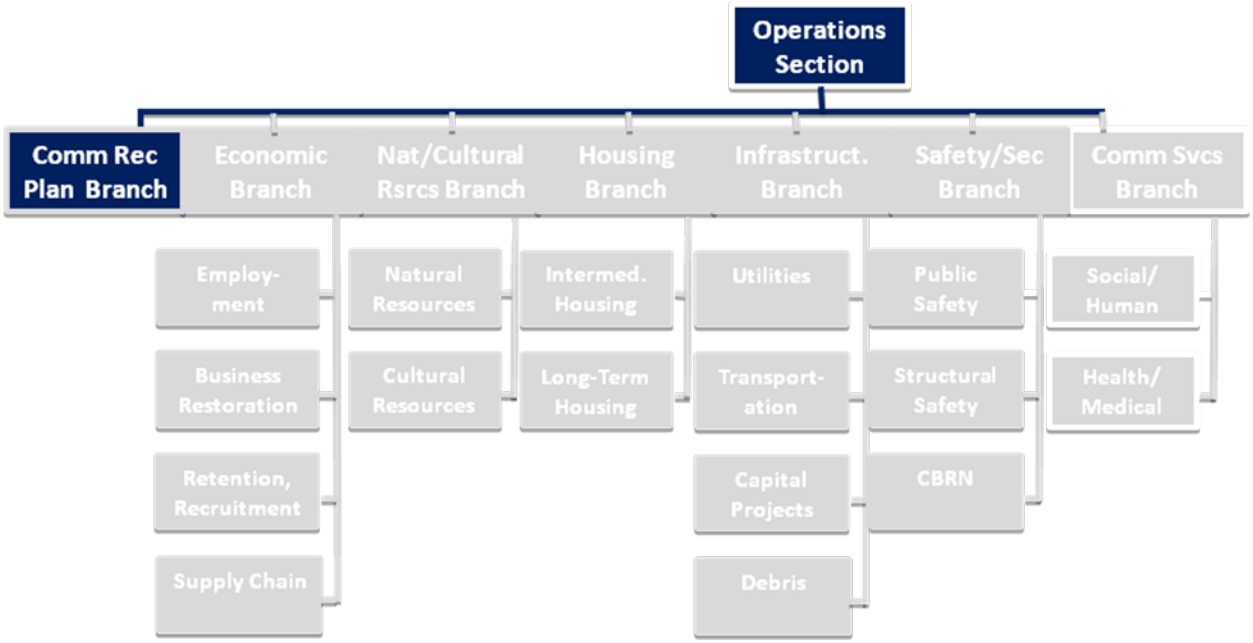
The Community Recovery Plan will set overarching post-disaster goals and objectives for the recovery process, and it will identify specific strategies and tactics to be undertaken (including specific reconstruction investments by County government, and potentially also recommendations for the same by state and federal governments and the private sector). The Community Recovery Plan may also identify other strategic goals or desired outcomes over which the Recovery Agency (or the County) has limited or no authority. It will identify and leverage disaster-recovery programs at various levels that are designed to support and advance local recovery. The Community Recovery Planning process will be inclusive of and encourage participation by both government and citizen stakeholder groups.

The activities of this Branch are essential components of the mission assignments of all Recovery Support Function (RSF) Branches and Recovery Groups. However, the Community Recovery Plan will likely be developed *while other Branches and Groups are already executing mission assignments*. A crucial challenge of the Community Recovery Planning Branch will therefore be to develop a Community Recovery Plan that defines what a successful recovery will look like, while also accounting for and coordinating with concurrent Recovery Agency activities.

While other Branches and Groups within the Operations Section are focused primarily on the *physical* recovery mission and other service-delivery assignments, the Community Recovery Planning Branch supports recovery by defining the framework within which the Recovery Agency will operate for the ensuing months and years. The planning process identified below has been adapted in part from the Federal Emergency Management Agency's (FEMA's) *Long-Term Recovery Planning Process: A Self Help Guide* (2005).

B. Organization

Organizational chart showing full activation of all Recovery Groups within this RSF Branch.



Development of the Community Recovery Plan is an operational activity of the Recovery Agency. Therefore, the Community Recovery Planning Branch is organized within the Operations Section of the Recovery Agency. It will coordinate its activities closely with the Planning Section.

To ensure scalability and flexibility in the mobilization of recovery operations, this RSF Branch may be activated (for Incident Command System (ICS)-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

This RSF Branch will transition from Emergency Support Function (ESF) 14: Long-Term Community Recovery under the Fairfax County Emergency Operations Plan (EOP).

The following agencies and organizations may be asked to lead or support this RSF Branch:

Lead Agency
• Fairfax County Department of Planning and Zoning • Fairfax County Department of Public Works and Environmental Services • Fairfax County Office of Emergency Management • *Or others as appropriate to the situation*

Support Agencies – Fairfax County Government
• Department of Administration for Human Services • Department of Cable and Community Services • Department of Code Compliance Department of Family Services • Department of Finance • Department of Housing and Community Development • Department of Information Technology • Department of Management and Budget (Counsel on Budget Amendments to Support Recovery) • Department of Neighborhood and Community Services • Department of Tax Administration (Counsel on Tax Policy Changes to Support Recovery/Community Recovery Planning subject matter expertise) • Economic Advisory Commission (Coordination with Economic Policy) • Economic Development Authority • Facilities Management Department • Fairfax/Falls Church Community Services Board • Fairfax Public Schools • Office of Community Revitalization and Reinvestment • Office of the County Attorney Office of Public Affairs (Community outreach and engagement) • Office of Public Private Partnerships Park Authority
Support Organizations – Private/Non-Profit
• Area Chambers of Commerce • Independent Insurance Agents of Virginia (Technical Support related to insurance; Private-Sector Coordination) • Realtors/ Multiple Listing Service (MLS) (Technical Support related to real estate and relocation; Private-Sector Coordination) • Northern Virginia Volunteer Organizations Active in Disaster (VOAD) Volunteer Fairfax
Support Organizations – Regional
• Metropolitan Washington Council of Governments • Northern Virginia Regional Commission
Support Agencies – Commonwealth of Virginia
• Area public colleges and universities • Corporation Commission – Bureau of Insurance • Department of Agriculture and Consumer Services • Department of Business Assistance • Department of Education • Department of Emergency Management • Department of Housing and Community Development • Department of Medical Assistance Services • Department of Mental Health, Mental Retardation, and Substance Abuse Services

• Department of Social Services • Department of Transportation • Virginia Employment Commission • Virginia Economic Development Partnership
Support Agencies – Federal Government
• Corporation for National and Community Service • Department of Agriculture • Department of Commerce • Department of Education • Department of Health and Human Services • Department of Homeland Security – Federal Emergency Management Agency • Department of Housing and Urban Development • Department of Interior • Department of Justice • Department of Transportation • Department of the Treasury • Environmental Protection Agency • General Services Administration • Small Business Administration

C. Activation and Mobilization

This Recovery Group will be activated by the Operations Section Chief in the event that the County identifies the need to develop a strategic plan to guide the long-term activities of the Recovery Agency. These long-term activities include the identification of long-term RSF Branch operational objectives, significant capital restorations, and/or public or private investments to which local, state, federal, or other recovery funds may be applied.

A Lead Agency will be assigned for this RSF Branch by the Operations Section Chief, and this Lead Agency will staff the Community Recovery Plan RSF Branch Director position. Other agencies identified as potential Lead Agencies in the above list will become Supporting Agencies.

The RSF Branch Director will notify all supporting agencies and organizations of the Recovery Branch's activation and request support as indicated by the situation. Supporting agency and organization staff and assets may be assigned to work from their home agency, be requested to report to the Recovery Agency (in the County Recovery Coordination Center), or to mobilize to other locations as necessary.

This RSF Branch will only be activated in the case that recovery activities require special coordination that cannot be accomplished through normal County functioning. If the recovery objectives described below can be accomplished without activation of this RSF Branch, this Branch will be deactivated and its staff and assets returned to normal operations, at the discretion of the Operations Section Chief.

D. Recovery Objectives

Recovery objectives for this Recovery Group are divided into Pre- and Post-Disaster. 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 a basic process that describe key objectives that should not be overlooked, and to provide this Recovery Group a starting-point for the assessment, prioritization, and implementation of recovery operations.

1. Best Practice Considerations in Local Land Use Ordinances and Regulations

There are a number of best practices and considerations in local ordinances designed to prepare local jurisdictions for disasters. These will help to inform the pre- and post-disaster activities of the Community Recovery Planning Group.

It is highly preferable to engage these issues prior to a disaster. Updating ordinances after a disaster is generally not desirable for at least two key reasons. First, this tends to increase regulatory uncertainties at a time when transparency and stability are desirable, thus undermining the recovery process and further destabilizing the economy. Second, statutory changes following a disaster may also raise questions related to the process, and these can delay or threaten eligibility for federal funds.

a) Building Permit Procedures

After a disaster that impacts housing and business structures, there is an acute need to expedite the building permit process due to the large number of building permits that are usually needed to repair or rebuild homes and other damaged structures. Local governments need to plan how they will increase their administrative capacity to be able to review and approve building permits in order not to slow down the recovery. Consideration should be given to whether government staff should have the authority to offer temporary waivers to certain permitting requirements in the immediate aftermath of a disaster event.

Best practices for this include developing a cadre of trained "reservists" who can be called up, given refresher training, and put to work; developing and executing pre-event contracts with private sector firms with this expertise; through mutual aid with other jurisdictions to temporarily provide plan reviewers and building inspectors; or, through the State and the Emergency Management Assistance Compact (EMAC), a nationwide state-to-state mutual aid system to share resources.

Communities could also suspend normal permitting requirements for certain critical activities after a disaster, so that property owners can begin certain repairs immediately, so long as proper permits are received within a set time period after the fact. Such activities may include immediate repairs to reestablish a safe building envelope, and/or engaging in repair activities inside a structure.

b) Local Code Enforcement

Along with developing the capacity to handle the surge in building permits, local communities should also consider how they will expand their capacity for code enforcement. There is typically a large demand to move the community to pre-disaster condition or a post-disaster "new normal" as soon as possible. Everyone with damage to repair therefore becomes a developer. Enforcement is

needed to ensure the community is rebuilt to standards set in community development plans, hazard mitigation plans, and local codes. Additional code enforcement capability can come from the same sources as for the building permit process.

c) Zoning Considerations

Zoning is a local responsibility and prerogative. Sometimes however, zoning rules that normally make perfect sense in fact work against community efforts to restore economic functions or provide housing during disaster response and recovery.

A few general examples include:

- Zoning rules forbidding "outdoor retail sales and distribution" may prohibit temporary retail activity essential to disaster recovery and business survival.
- Strict use-restrictions on commercial, office, and warehouse/ light-industrial spaces may prohibit flexible use of such structures for housing or business relocation.
- In older areas with significant exceptions to the underlying zoning, strict requirements for variances for "non-conforming uses" may severely inhibit repairs and reconstruction back to pre-disaster form and use.

Another zoning issue that often creates problems in disaster recovery is in the area of housing. Communities often find that they cannot put temporary disaster housing (e.g., manufactured or mobile homes) in their communities due to local zoning restrictions. Restrictions may even prohibit the placement of temporary housing on a private property-owner's lot while they repair or rebuild their own home.

A best practice is for a community to examine its potential for the need of temporary disaster housing in light of the community's risks, and to decide what conditions, reviews, and limitations could be planned ahead of time to allow for disaster housing to assist in the community's recovery. Some communities even pre-identify potential sites where such disaster housing might be considered viable, and include that in their disaster recovery plans. Such planning has been shown to cut months off of the recovery period due to proactive pre-planning.

Zoning rules have their place, but it is a best practice to review a community's zoning rules in the light of disaster needs to ensure that expedited processes exist for exemptions and waivers, under certain disaster conditions.

d) Maintenance, Repair, and Redevelopment of Private Property

A final land-use regulatory issue revolves around local codes and ordinances related to the maintenance and upkeep of private property. It is not uncommon for communities to find their zoning or other regulations to be either too weak or too restrictive when faced with significant disaster losses to residential and commercial properties.

This can put communities in the uncomfortable position of either not being able to force homeowners to cut their grass or maintain unoccupied and damaged properties (which can become a blight, undermining nearby property values and slowing neighborhood recovery efforts), or having to go through the difficult and expensive process of initiating maintenance and upkeep work

at the governmental level on private properties, and placing liens on those properties because local ordinances provide no flexibility. Jurisdictions should review what the current rules are and evaluate them to ensure there is the flexibility to meet potential disaster requirements.

A final related issue concerns abandoned property. In some cases after a catastrophic disaster, owners have simply walked away from a damaged property. The County should review its authorities with regard to condemnation and exercise of eminent domain in such cases. Abandoned properties will quickly become blights, and unless title can be taken and cleared, such parcels can neither be redeveloped nor taken out of commerce. An efficient system for taking and clearing title is crucial for recovery from a significant disaster. This effort should also include the utilization of a "land bank" or redevelopment authority to receive condemned parcels and then – in an orderly, strategic manner that supports Community Recovery Plan goals – subdivide or assemble the parcels, sell/auction them, redevelop them, or convert them into green space.

2. Pre-Event and Preparedness Objectives

The following describes objectives to be addressed by the entities that comprise this RSF Branch – with leadership, support, and coordination as necessary from the Office of Emergency Management (OEM) – *prior to* a disaster. Some of the objectives identified below may be discrete actions, while others should be continuously addressed to ensure the County's recovery preparedness.

a) Streamline and coordinate regulatory approvals and permitting processes for recovery

Identified Lead Agencies, with support from OEM, will explore and recommend means to streamline and coordinate administration of land use/zoning approvals, building moratoria, building permitting (including construction, renovation, reconstruction, and demolition), condemnation, historic preservation reviews, environmental and watershed reviews, issues related to zoning variances, manufactured or mobile homes, non-conforming uses, and "grandfathered" structures, and other regulatory and permitting processes in order to expedite recovery. (These issues and others are considered in detail above.)

Such recovery streamlining may require regulatory or administrative action at the County or Commonwealth levels. Recommended changes to the regulatory and permitting processes for recovery should have clearly defined "triggers."

These expedited regulatory approval and permitting processes with clearly defined and pre-determined trigger points should be presented and adopted by County ordinance as soon as practical, not at the time of the disaster and subsequent recovery efforts.

b) Be familiar with FEMA's Community Recovery Planning Process and other recovery planning best practices

In a post-disaster context, knowledge of federal guidance will help to ensure that county plans are consistent with federal programs and thus qualify for federal funds. Additionally, such consistency will help maintain local control over the Community Recovery Planning process by demonstrating that local leadership is up to the task and is able to make use of federal and other outside assistance as appropriate.

All staff designated as lead or support for the Community Recovery Planning Branch should be trained at a minimum on FEMA's ESF14 Long-Term Community Recovery planning process (FEMA IS-814). This training provides some background for Community Recovery Planning Branch staff in the key objectives of Recovery Support Function mission assignments.

The Branch will also identify other programs and resources that assist communities to prepare, collect, and analyze relevant existing and future data necessary to plan and manage complex disaster recovery.

c) Be familiar with recovery funding and financing resources
Identified Lead Agencies, with support from OEM, will identify and be familiar with relevant recovery funding and financing sources at the local, state, and federal levels.

Key federal funding resources and access information to the National Disaster Recovery Program Database (NDRPD) are described in Appendix 4of this PDRP.

d) Be familiar with County and regional planning resources
Identified Lead Agencies, with support from OEM, will be familiar with relevant planning documents and resources, including the Northern Virginia Regional Hazard Mitigation Plan, Fairfax County Comprehensive Plan, area and neighborhood plans, flood management plans, economic development strategies, the Transportation Improvement Plan (TIP), capital improvement plans, and regional transportation plans.

e) Be familiar with County and regional stakeholder groups
Identified Lead Agencies, with support from OEM, will be familiar with the various outreach and representational networks that exist within the County, including homeowners associations, chambers and other business groups, community based organizations serving persons with limited English proficiency, environmental conservation advocates, historic resources advocates, and other groups that are able to speak for and communicate with particular populations or interests. Additionally, the identified Lead Agencies will be familiar with organizational networks that represent residents with access and functional needs, to ensure compliance with Americans with Disabilities Act (ADA) requirements during recovery operations.

Some of these entities will be represented in other Branches (if/when activated) of the Recovery Agency's Operations Section, and may also be candidates for being Supporting Agencies to the Community Recovery Planning RSF Branch.

f) Be familiar with model/template post-disaster recovery plans
Identified Lead Agencies, with support from OEM, will be familiar with recovery plans from previous U.S. disasters, and may choose to identify elements of these to potentially serve as a template for a Community Recovery Plan for Fairfax County.

3. Post-Disaster Recovery Planning Process

Post-disaster objectives for this RSF Branch are identified as a sequential process by which the Fairfax County will develop its Community Recovery Plan.

a) Assess the need for a Community Recovery Plan

The RSF Branch 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 County's ESF14 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 Community Recovery Planning RSF Branch, in a smooth and uninterrupted fashion.

The Community Recovery Planning Branch will utilize FEMA's Long-Term Community Recovery Assessment Tool for general guidance to assist in this process. The Tool analyzes a disaster's impact on three sectors: housing, economy, and infrastructure/environment; however these sectors can be modified to meet the needs of the specific disaster situation. The Sector Analyses may take a few days, weeks, or months, depending upon the level of complexity and amount of data at hand.

b) Select Community Recovery Planning Branch leadership and identify plan scope

Appropriate leadership and community representation among Supporting Agencies is critical. Upon transition from ESF14 to the Community Recovery Planning RSF Branch, the Operations Section Chief will appoint the Branch Director, who will be the leader and spokesperson for the recovery planning process (in coordination with the Public Information Officer), 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 Liaison Officer).

Although the Community Recovery Planning RSF Branch Director is responsible for the Community Recovery Planning process, overall responsibility for the Recovery Agency and its activities remains with the Recovery Coordinator. (The Recovery Coordinator is assigned ultimate responsibility for the activities of the Community Recovery Planning RSF Branch – including the Community Recovery Plan itself – by the National Disaster Recovery Framework (NDRF).)

The Community Recovery Planning Branch 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 Agency and County government. Interim planning outcomes will be coordinated and confirmed by the Operations Section Chief via the ongoing Recovery Action Planning cycle (see 2.f, below).

c) Identify recovery partnerships

The Community Recovery Planning RSF Branch, in coordination with the Recovery Agency Public Information Officer (PIO) and Liaison Officer (or a Branch specific PIO and/or Liaison Officer, if these are assigned), will ensure community ownership in the Community Recovery Plan 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 Supporting Agencies to this Branch.

In addition to Fairfax County interests, it will be important to coordinate planning activities with Northern Virginia neighbors and regional planning entities, the Metropolitan Washington Council of Governments Regional ESF14, and appropriate Commonwealth agencies and departments. Coordination and communication must be established early on (via the 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 the National Capital Region. The list of organizations that support the Community Recovery 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 Fairfax 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 ADA compliance for accessibility, and preventing duplication of efforts. The Community Recovery Planning RSF Branch, Public Information Officer, and Liaison Officer will coordinate to invite key agency staff to support the Community Recovery Planning Branch and establish regular conference calls and meetings to keep external partners included in the planning process.

d) Establish public information campaign

The Public Information Officer (either at the Branch or Recovery Agency level) will develop a public information campaign and communications plan with the Community Recovery Planning RSF Branch, which will be approved by the Recovery Coordinator 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.

e) 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 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 Community Recovery Planning Branch will formalize the issue identification process by:

- Working with the Liaison Officer and/or Public Information Officer (either at the Branch or Agency 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

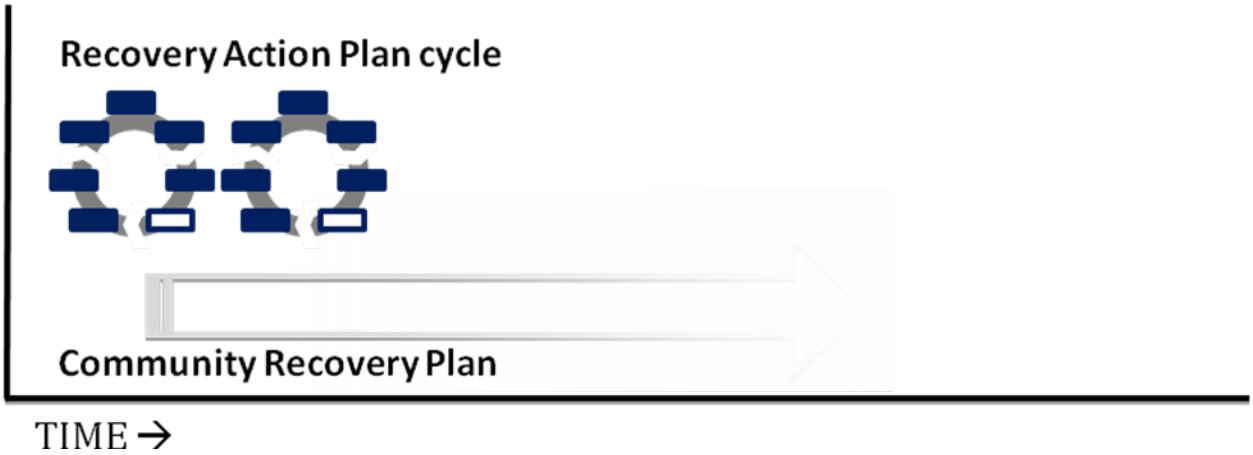
- Meeting with stakeholders, impacted businesses and members of the public, and key County agency employees within or outside of the Recovery Agency
- Reviewing existing County plans, especially in considering how they may impact or advance recovery

f) Coordinate with the Recovery Action Planning Cycle

Although all parts of the Recovery Agency coordinate with the Planning Section during the development of the Recovery Action Plans, the Community Recovery Planning Branch has a specific and ongoing coordination. The Community Recovery Planning Branch will continuously convey the best possible information to the Planning Section regarding the development of the Community Recovery Plan to ensure that Recovery Action Plans are developed consistently with the evolving/interim direction of the Community Recovery Plan; mission objectives established by Recovery Action Plans must not contradict the developing Community Recovery Plan or preempt the deliberative decision-making of the Community Recovery Planning process.

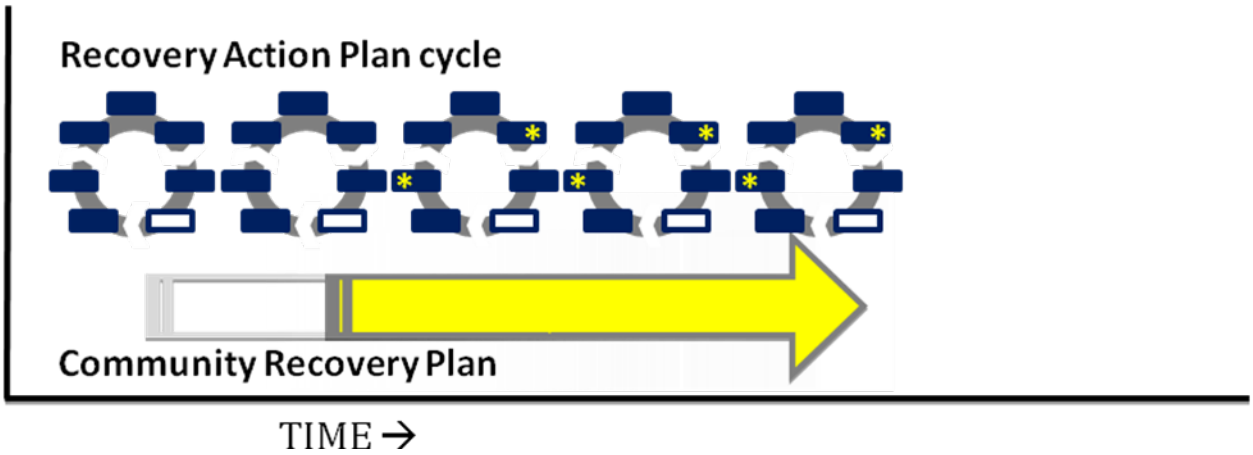
Community Recovery Planning Branch coordination with the Recovery Action Plan cycle will continue until the Community Recovery plan itself is complete and adopted. At that point, the Community Recovery Plan will provide overarching guidance for the development of mission objectives under the Recovery Action Plan process.

Figure A.1a: Planning integration prior to Community Recovery Plan launch



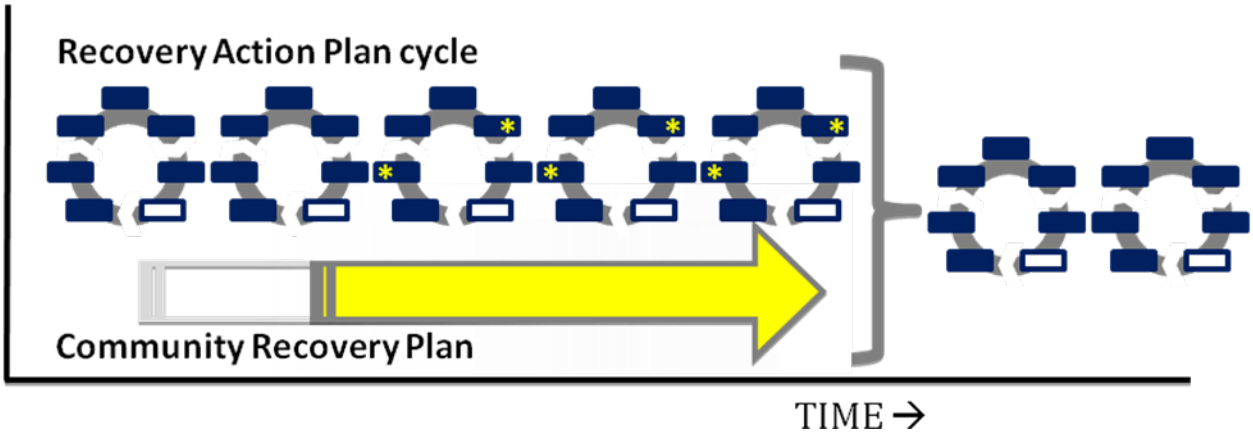
During short-term recovery, Recovery Action Plans (RAPs) are developed while Community Recovery Plan process is being set up

Figure A.1b: Planning integration during Community Recovery Plan development



As the Community Recovery Plan is being developed, the RAP cycle checks in (*) to ensure consistency and avoid pre-empting it

Figure A.1c: Planning integration after Community Recovery Plan completion



Once the Community Recovery Plan is complete (}), RAPs are developed to accomplish its goals and objectives

Diagram Source: Witt Associates

g) Set recovery vision and objectives

The Community Recovery Planning Branch will work with the public and stakeholders to set a vision and achievable goals (using "SMART" criteria)[1] 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 Planning process (see 2.e,

[1] "SMART" goals are **S**pecific, **M**easurable, **A**ttainable, **R**elevant, and **T**imely.

above). They will give the Recovery Agency 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.

h) 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 Community Recovery Planning Branch Director will work with the Liaison Officer and Public Information Officer (either at the Branch or Agency level) 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 Community Recovery Planning Branch (through chain of command) work with FEMA's Public Assistance (PA) staff to understand what community projects might be eligible for Public Assistance. The Community Recovery Planning Branch must work with the County PA specialist to keep appraised of ongoing Project Worksheets, Improvement Projects, Alternate Projects, and Section 406 PA hazard mitigation projects that are being requested by the County and Commonwealth to FEMA.

County projects may also be eligible for FEMA Section 404 Hazard Mitigation Grant Program mitigation projects, and other federal agencies. These projects should be reviewed by the Recovery Coordinator, Planning Section, and Recovery Programs Administration Unit in the Finance/Admin Section, the same way as PA projects.

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 Pre-Disaster Recovery Plan (PDRP) (see Sec. I), 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 Plan. 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 Recovery Coordinator –working closely with the Operations Section and ultimately the Community Recovery Planning Branch through the Recovery Action Planning cycle – 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 Plan.

The worksheet on the following pages provides basic guidance for helping determine relative recovery project value.

Figure A.2: FEMA Recovery Project Value Worksheet

FEMA Recovery Project Value Worksheet		
Project Name: _____		**Score**
Post Disaster Community Need		
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 impact 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	
Project Feasibility		
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	
Project Sustainability		
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?	

FEMA Recovery Project Value Worksheet		
Project Name: _____		**Score**
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	
Linkages Throughout the Community & Leverages Other Projects and Funding		
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	
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:)		
High **Moderate** **Low** **Community Interest**		

i) Identify project champions
The Community Recovery Planning Branch will work with the Recovery Policy Advisory Board, Recovery Coordinator, 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 Plan'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 Planning process and has been involved in Branch activities prior to or following the disaster. They should be self-motivated and have standing in the community.

j) Draft the Community Recovery Plan
The Community Recovery Plan 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 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 Plan should reference existing resources, rather than summarize or reproduce them.

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

- Develop a Draft Community Recovery Plan
- Distribute the Draft Community Recovery Plan for stakeholder and public review
- Ensure that the Draft and Final Community Recovery Plans are available in accessible alternative formats, if requested
- Hold stakeholder and community meetings for Draft Community Recovery Plan feedback and input
- Develop a Final Community Recovery Plan incorporating all comments
- Adoption by the County Board of Supervisors
- Public "launch" event for Final Community Recovery Plan
- Distribution of Final Community Recovery Plan and other materials
- Implementation of the Final Community Recovery Plan

k) Prepare a community recovery funding strategy
Funding is critical in implementing projects to realize the community's vision and goals. The Community Recovery Planning Branch Director will work with the Recovery Coordinator and the Finance/Administration 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.

l) Implementation of the Community Recovery Plan

Once the Community Recovery Plan is complete, it will be approved by the Recovery Policy Advisory Board and the County Board of Supervisors. The Recovery Agency will be responsible for ensuring the Community Recovery Plan is executed.

However, implementation of the Community Recovery Plan 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 Plan, the vision, goals, objectives, and strategies identified within the Community Recovery Plan are coordinated with the Recovery Action Planning cycle (see above), and after its completion the Community Recovery Plan forms the basis for the activities of the Recovery Agency.

Upon completion of the Community Recovery Plan process and demobilization of the Community Recovery Planning Branch, responsibility for monitoring and implementing the final Community Recovery Plan become the responsibility of the Planning Section.

Following the approval of the Community Recovery Plan, 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 Plan no later than their next scheduled updates following the disaster incident. In this way, the Community Recovery Plan will be implemented across County functions via normal, non-disaster planning-and-implementation mechanisms.

m) Plan maintenance

The Community Recovery Plan 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 Plan will become the foundation of all future Recovery Action Plans, and thus is the responsibility of the Planning Section to monitor and implement.

Until the Recovery Agency itself is deactivated, the Planning Section Chief will ensure the Plan 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 Plan updates will encourage continual support during recovery.

After the Recovery Agency is demobilized, any incomplete goals identified in the Community Recovery Plan will revert to the Lead Agency and/or be transferred (by incorporation) to non-disaster planning-and-implementation mechanisms.

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Annex B: Economic RSF Branch

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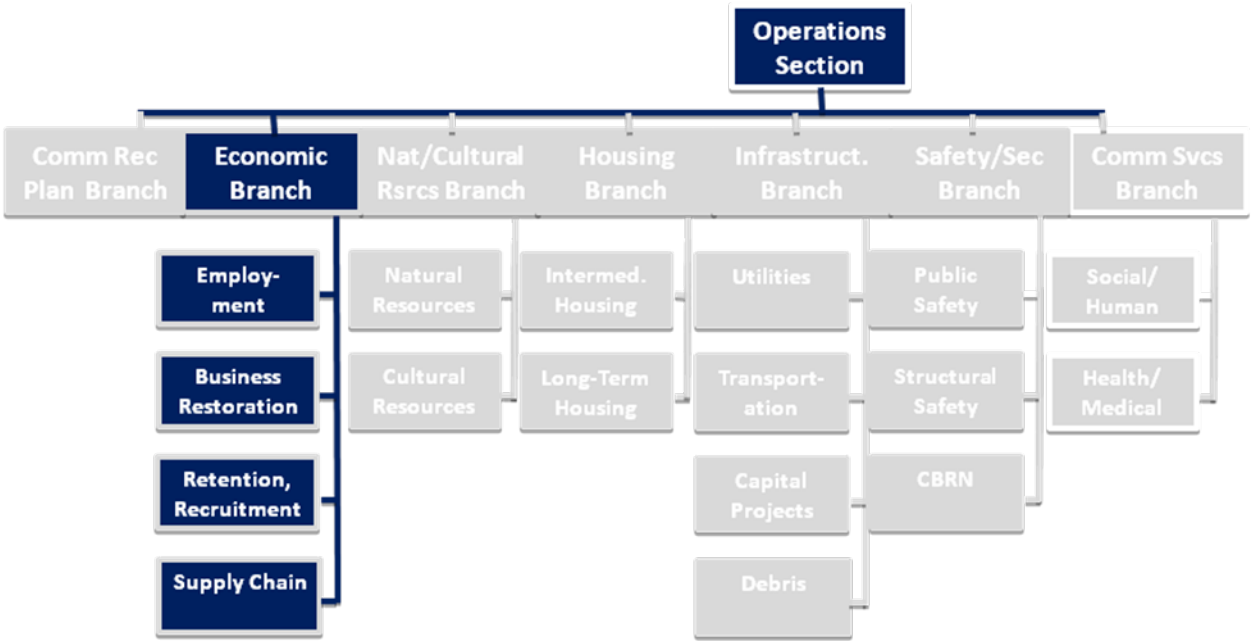
Economic RSF Branch

A. Purpose

The Economic Recovery Support Function (RSF) Branch is responsible for coordinating the County's public-, private-, and non-profit-sector efforts to sustain and/or rebuild businesses and employment, and develop economic opportunities that result in a sustainable and economically resilient county after large-scale and catastrophic incidents. The Economic RSF Branch will coordinate its efforts with those of Commonwealth and Federal agencies.

B. Organization

Organizational chart showing full activation of all Recovery Groups within this RSF Branch.



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Employment Recovery Group

A. Purpose

The Employment Recovery Group within the Economic RSF Branch will coordinate local efforts with state and federal recovery programs designed to sustain local employment during the disaster recovery phase. More specifically, the Employment Group's purpose is to provide or advocate for resources for the employment of workers displaced by the disaster, and to provide mechanisms to match people seeking employment in the disaster area with opportunities for work.

This Group is *not* tasked with coordination of emergency response personnel or related assets during the emergency response phase.

B. Organization

The Employment Recovery Group will be organized under the Economic RSF Branch within the Operations Section, and coordinated by the Employment Group Supervisor.

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Group may be activated (for Incident Command System (ICS)-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

This Recovery Group does *not* have a response-phase function in the Emergency Operations Center (EOC) from which it transitions. This Group will be activated if and when it is determined to be necessary by the Operations Section Chief, in consultation with the Recovery Coordinator.

The following agencies and organizations may be asked to lead or support this Recovery Group:

Lead Agency
• Fairfax County Department of Family Services – Employment and Training Services
Support Agencies – Fairfax County Government
• Department of Cable and Consumer Services (Consumer Protection) • Department of Human Resources (Technical Support/County Employment Opportunities and Job Placement) • Department of Neighborhood and Community Services (Employment Resources and Job Placement) • Department of Purchasing and Supply Management (Recovery Workforce Contracting) • Economic Advisory Commission (Coordination with Economic Policy) • Office of the Deputy County Executive for Public Safety (Coordination with Economic Policy)

• Fairfax-Falls Church Community Services Board (Employment Resources and Job Placement) • Office of Community Revitalization and Reinvestment (Employment Resources and Job Placement) • Office of Emergency Management (Coordination with FEMA Federal Recovery Programs) • Office of Public Private Partnerships (Employment Resources and Job Placement)
Support Organizations – Private/Non-Profit
• Area Chambers of Commerce (Employment Resources and Job Placement) • Business Networking International (Technical Support) • Northern Virginia Employment Commission (Job Placement) • Northern Virginia Family Services (Job Placement) • Northern Virginia Volunteer Organizations Active in Disaster (VOAD) (Unemployment Counseling, Job Placement) • Northern Virginia Workforce Investment Board (NVWIB) (Employment Resources and Job Placement) • Reston Interfaith (Unemployment Counseling, Job Placement) • Society for Human Resources Management (Technical Support, Job Placement)
Support Organizations – Regional
• Not Applicable
Support Agencies – Commonwealth of Virginia
• Virginia Community College System (Employment Resources)
Support Agencies – Federal Government
• Corporation for National and Community Service • Department of Agriculture • Department of Commerce • Department of Health and Human Services • Department of Homeland Security – Federal Emergency Management Agency • Department of the Interior • Department of Labor • Department of the Treasury • Environmental Protection Agency • Small Business Administration

C. Activation and Mobilization

This Recovery Group will be activated by the Operations Section Chief in the event that the employment base of Fairfax County is significantly disrupted by a disaster. The Lead Agency for this Recovery Group will staff the Recovery Group Supervisor position.

The Recovery Group Supervisor will notify all supporting agencies and organizations of the Recovery Group's activation and request support as indicated by the situation. Supporting agency and organization staff and assets may be assigned to work from their home agency, be requested to report to the Recovery Agency (in the County Recovery Coordination Center), or to mobilize to other locations as necessary.

This Recovery Group will only be activated in the case that ongoing unmet or new needs exceed the County's normal capabilities, or require special coordination with other recovery activities. If the recovery objectives described below can be accomplished without activation of this Recovery Group, this group will be deactivated and its staff and assets returned to normal operations, at the discretion of the Operations Section Chief.

D. Recovery Objectives

Recovery objectives for this Recovery Group are divided into Pre-Event, Short-term, and Intermediate/Long-term. 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 Recovery Group a starting-point for the assessment, prioritization, and implementation of recovery operations.

Operational objectives and tactics for each operational period will be identified by the Recovery Action Plan (RAP), described in detail in Section IV of the Pre-Disaster Recovery Plan (PDRP). As each new RAP is developed, the Recovery Group will assess progress made against identified criteria for each objective, and this information will be used to refine and focus objectives in future RAPs.

1. Pre-Event and Preparedness Objectives

The following describes objectives to be addressed by the entities that comprise this Recovery Group – with leadership, support, and coordination as necessary from the Office of Emergency Management (OEM) – *prior to* a disaster. Some of the objectives identified below may be discrete actions, while others should be continuously addressed to ensure the County's recovery preparedness.

a) Support development of Service and Information Center Plan, to include employment resources

OEM will lead the development of a pre-event plan for Service and Information Centers, including provision of resources and information related to job placement. Agencies identified as Lead or Supporting for this Recovery Group may be asked to participate.

A coordinated, integrated County plan including policies and procedures for siting, establishment, management, staffing, and operations of "one-stop shop" Service and Information Centers is needed in order to ease affected residents' recovery and help streamline case management and identification and coordination of unmet needs. During recovery the Logistics Section will be responsible for the set-up and maintenance of such facilities.

b) Support development and maintenance of long-term disaster case management system, to include employment support

OEM will work with County, state, and federal governmental and non-governmental agencies and organizations as appropriate to develop such unified, integrated long-term disaster case-management system for use in Fairfax County, to include employment resources and job placement. Agencies identified as Lead or Supporting for this Recovery Group may be asked to participate.

Residents' recovery from disaster would be greatly enhanced by an integrated case management system (including management of social and medical needs, housing assistance, federal disaster recovery, employment resources, etc.) which is compliant with state and federal regulations and client confidentiality standards. The system should include procedures to ensure that record-keeping is disaster-resilient. During recovery, case-management services would be coordinated via Service and Information Centers.

2. Short-term Recovery Objectives

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

a) Provide employment resources and workforce placement

The Employment Recovery Group will coordinate with major employers, placement companies, job training companies, and the Northern Virginia Workforce Investment Board (NVWIB) to provide resources, information, and placement for area residents. The employees' side of this service will be represented at Service and Information Centers, and the employers' side will be represented at Business Recovery Centers; this Group will be responsible for sharing information between these locations.

b) Provide staffing, expertise, and program support to Service and Information Centers

Direct provision of employment resources, information, and placement services will be implemented through the establishment of Service and Information Centers. The Employment Recovery Group will provide staffing and resources as requested to Service and Information Centers.

c) Coordinate provision of workforce transportation

If transportation options are limited, transportation may need to be provided to and from major employers (including the County itself). The Employment Recovery Group will coordinate with the Transportation Recovery Group (through the Recovery Action Planning process) to provide interim transportation services, as necessary. The Employment Recovery Group will also coordinate such efforts with impacted employers, including consideration of potential cost-sharing on any services or investments.

d) 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 Group (through the Recovery Action Planning process) to provide for the establishment of temporary housing for employees and their families at or near key major employers, as necessary. The Employment Recovery Group will also coordinate such efforts with impacted employers, including consideration of potential cost-sharing on any services or investments.

e) 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. As necessary, the Employment Recovery Group will coordinate with the Security RSF Branch and the Community Services RSF Branch (through the Recovery Action Planning process) to coordinate provision of other services needed to allow participation in the workforce (including medical care, mental health care, childcare, etc.). The Employment Recovery Group will also coordinate such efforts with impacted employers, including consideration of potential cost-sharing on any services or investments.

3. Intermediate- and Long-Term Recovery Objectives

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

a) Promote employment of area residents and small businesses in recovery efforts

As recovery continues, jobs and job markets will undergo changes in the restored economy. The Employment Recovery Group will work with major area employers, employers that are new to the area post-disaster, placement companies, and the NVWIB to promote the hiring of area residents and area small business in support of recovery activities, including construction and related fields, to the degree practicable.

The Employment Recovery Group will also work to promote the hiring of area workers and contracting to area small business as part of recovery efforts through the County.

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Business Restoration Recovery Group

A. Purpose

The purpose of the Business Restoration Recovery Group within the Economic RSF Branch is to coordinate local efforts with state and federal recovery programs designed to promote the overall resiliency and stability of the private-sector business community through coordination of pre- and post-disaster recovery resources, strategies, and programs. More specifically, this Recovery Group's purpose is to identify and fill needs identified by businesses to assist them to remain in business after a disaster.

B. Organization

The Business Restoration Recovery Group will be organized under the Economic RSF Branch within the Operations Section, and coordinated by the Business Restoration Group Supervisor.

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Group may be activated (for ICS-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

This Recovery Group does not have a response-phase function in the EOC from which it transitions. This Group will be activated if and when it is determined to be necessary by the Operations Section Chief, in consultation with the Recovery Coordinator.

The following agencies and organizations may be asked to lead or support this Recovery Group:

Lead Agency
• Fairfax County Office of Emergency Management • Small Business Development Centers (SBDCs) – South Fairfax SBDC; Mason SBDC
Support Agencies – Fairfax County Government
• Department of Code Compliance (Expedited Permitting) • Department of Finance (Counsel on Financial Issues) • Department of Management and Budget (Counsel on Budgeting Issues) • Department of Tax Administration (Counsel on Tax Issues, Assessments) • Economic Advisory Commission (Technical and Resource Support) • Office of the Deputy County Executive for Public Safety (Business Opportunity Promotion) • Office of Community Revitalization and Reinvestment (Restoration/ Retention/ Recruitment Policy) • Office of Public Private Partnerships (Technical and Resource Support, Restoration/ Retention/ Recruitment Policy)

Support Organizations – Private/Non-Profit
• Area Chambers of Commerce (Coordination and Outreach, Restoration/Retention/Recruitment Issues) • Business Finance Alliance Group (Technical Support related to lenders; Private-Sector Coordination) • Committee for Dulles (Private-Sector Coordination) • Heavy Construction Contractors Association (Technical Support related to construction sector; Private-Sector Coordination) • Independent Insurance Agents of Virginia (Technical Support related to insurance; Private-Sector Coordination) • International Facility Managers Association (Technical Support related to real estate and relocation; Private-Sector Coordination) • Realtors/ Multiple Listing Service (MLS) (Technical Support related to real estate and relocation; Private-Sector Coordination) • Northern Virginia Building Association (Technical Support related to construction sector; Private-Sector Coordination) • Northern Virginia Technology Council (Technical Support related to IT sector; Private-Sector Coordination) • Northern Virginia Transportation Alliance (Private-Sector Coordination) • Property Managers Association (Technical Support related to real estate and relocation; Private-Sector Coordination) • Venture Capital Association (Technical Support related to VC; Private-Sector Coordination)
Support Organizations – Regional
• Not Applicable
Support Agencies – Commonwealth of Virginia
• Not Applicable
Support Agencies – Federal Government
• Corporation for National and Community Service • Department of Agriculture • Department of Commerce • Department of Health and Human Services • Department of Homeland Security – Federal Emergency Management Agency • Department of the Interior • Department of Labor • Department of the Treasury • Environmental Protection Agency • Small Business Administration

C. Activation and Mobilization

This Recovery Group will be activated by the Operations Section Chief in the event that a disaster of significant scale and scope results in disruptions that significantly impact normal private-sector business operations, threaten the county's normal abilities to retain companies, and/or result in new opportunities to recruit businesses.

A Lead Agency will be assigned for this Recovery Group by the Operations Section Chief, and this Lead Agency will staff the Recovery Group Supervisor position. Other agencies identified as potential Lead Agencies in the above list will become Supporting Agencies.

The Recovery Group Supervisor will notify all supporting agencies and organizations of the Recovery Group's activation and request support as indicated by the situation. Supporting agency and organization staff and assets may be assigned to work from their home agency, be requested to report to the Recovery Agency (in the County Recovery Coordination Center), or to mobilize to other locations as necessary.

This Recovery Group will only be activated in the case that ongoing unmet or new needs exceed the County's normal capabilities, or require special coordination with other recovery activities. If the recovery objectives described below can be accomplished without activation of this Recovery Group, this group will be deactivated and its staff and assets returned to normal operations, at the discretion of the Operations Section Chief.

D. Recovery Objectives

Recovery objectives for this Recovery Group are divided into Pre-Event, Short-term, and Intermediate/Long-term. 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 Recovery Group a starting-point for the assessment, prioritization, and implementation of recovery operations.

Operational objectives and tactics for each operational period will be identified by the Recovery Action Plan (RAP), described in detail in Section IV of the PDRP. As each new RAP is developed, the Recovery Group will assess progress made against identified criteria for each objective, and this information will be used to refine and focus objectives in future RAPs.

1. Pre-Event and Preparedness Objectives

The following describes objectives to be addressed by the entities that comprise this Recovery Group – with leadership, support, and coordination as necessary from OEM – *prior to* a disaster. Some of the objectives identified below may be discrete actions, while others should be continuously addressed to ensure the County's recovery preparedness.

a) Identify the key private companies, insurers, and lenders

Work with the Lead 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, relation to key business sectors such as government and tourism, or employment base in the local economy. Such information will be useful in developing post-disaster economic recovery priorities.

b) 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.

OEM will work with the Lead Agencies to support and facilitate area chambers of commerce in their efforts promote such partnership assistance networks.

c) Promote private-sector resiliency and continuity through 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.

Therefore, OEM will engage in pre-disaster public outreach and education to private sector companies. This outreach will target local companies and the Fairfax County locations of national companies, including retailers, banks, insurers, and other private-sector companies. A primary goal of this outreach and education will be the development of robust private-sector Business Continuity Plans (BCPs), 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 IT back-up, and other standard continuity best practices. Information will be provided on voluntary participation in the federal business-continuity accreditation program "Private Sector Preparedness" (PS-Prep). The ability of businesses to transition to a post-disaster mode will create resiliency for those businesses.

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.

d) Encourage resource coordination planning among private companies
OEM 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.

e) Establish an "Open for Business" program
In order to facilitate the re-opening of businesses after a disaster, OEM will plan for the establishment of an "Open for Business" Program that would provide assistance to residents, businesses, and the County in identifying businesses that are safe for reopening. This program would operate in coordination with Small Business Association (SBA) Small Business Development Centers in the County, and will be physically located at the Business Recovery

Centers. It may leverage the proposed NVERS Private Sector Recovery Resource Management Web Portal for a virtual presence.

A focus of this program would be the provision of authoritative, accurate information for businesses, as well as a potential County operated Small Business Emergency Loan program to assist small businesses in staying afloat post-disaster until normal economic conditions can be restored.

f) 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 OEM 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.

g) Support development of Business Recovery Center Plan
OEM will coordinate the development of a pre-event plan for Disaster Recovery Centers that would provide policies and procedures for siting, establishment, management, staffing, and operations of "one-stop shop" Business Recovery Centers. Such Centers would facilitate impacted private companies' recovery, including addressing insurance, workforce, financing, and relocation issues, and to help identify and coordinate unmet needs. During recovery the Logistics Section will be responsible for the set-up and maintenance of such facilities.

Business Recovery Centers may be co-located with Service and Information Centers and/or at Fairfax County Small Business Development Centers (SBCDs).

h) Educate county businesses on insurance benefits and limitations
OEM will provide public education programs to ensure County businesses (and residents) understand the benefits and limitations of insurance programs. Catastrophic disasters may or may not be covered by a business's particular insurance program, depending on the cause of the disaster and the insurance program's coverage for certain hazards. Care must be taken to ensure that all appropriate documentation is maintained in order to maximize compensation.

i) Identify alternate business facilities within the county
OEM will support the Lead Agencies in developing a list of potential alternate facilities to which Fairfax County businesses may relocate. This may include securing tentative agreements with facility owners, as well as identifying an application and coordination process to facilitate the management and/or coordination of the relocation effort.

2. Short-term Recovery Objectives

The following short-term recovery objectives must be addressed as quickly as possible after the activation of the PDRP and will likely meet pressing unmet needs of county residents and businesses (excluding immediate life-safety and property-protection objectives). In some cases, objectives identified below may describe elements of functional continuity with response operations identified in the County 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 Recovery Group into intermediate- and long-term recovery, if necessary.

a) Provide staffing, expertise, and program support to Business Recovery Centers
Direct provision of insurance, financing, workforce, relocation, and other related information will be implemented through the establishment of Business Recovery Centers. The Business Restoration, Retention and Recruitment Group will provide staffing and resources to these facilities, as requested.

b) Prioritize restoration of utility and transportation services to large companies and retailers
Current restoration priorities do not explicitly recognize large employers and/or retail commodities distributors. This Group will therefore coordinate with the Utility Restoration and Transportation Recovery Groups (through the Recovery Action Planning process) to be sure that such employers and distributors are recognized and prioritized appropriately.

c) Leverage local businesses with recovery capabilities
As emergency management transitions from response to recovery, the need for goods and services will continue. Although outside (federal) resources may continue to be available, the recovery efforts may be equally well or better served if goods and services can be acquired through normal business processes. Making this transition will help put the county's economy, its businesses, and their employees on a firm footing for a sustainable recovery.

This Recovery Group will therefore work with Fairfax County chambers of commerce and other similar organizations to identify local businesses with needed goods and services related to the disaster, and to match such goods and services with identified unmet needs.

d) Monitor lending issues
This Group will work with SBDCs and the SBA to monitor issues related to lending and availability of post-disaster commercial credit. This Group will work with lenders, SBDCs, and the SBA to identify and address credit and lending gaps that might hinder private-sector recovery from the disaster.

e) Provide access and information related to emergency loans and other "bridge" financing
Many medium and small companies lack the capital reserves required to weather a significant disruption to their workforce, supply chains, or markets. Through the Business Recovery Centers, this Group will facilitate the implementation of SBA and other loans and bridge financing for disaster-impacted businesses.

f) Monitor insurance issues
This Group will work with the Virginia Insurance Commissioner to monitor insurance premiums and coverage issues. This Group will work with the Virginia Insurance Commissioner and private insurers so that rates and coverage that allow for private-sector recovery from the disaster can be maintained in Fairfax County.

g) Monitor commercial real estate issues
This 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.

h) Communicate recovery plans and priorities
This Group will work with the Public Information Officer (PIO) at the Recovery Agency or Economic RSF Branch level 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.

3. Intermediate- and Long-Term Recovery Objectives

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

a) Identify and promote opportunities for IT or telecom infrastructure upgrades
This Group will work with the Infrastructure RSF Branch (through the Recovery Action Planning process) to identify and promote opportunities for IT or telecom infrastructure upgrades as part of disaster reconstruction work. This Group will also outreach to area private companies to encourage them to upgrade their own IT infrastructure.

b) Identify and promote opportunities for enhanced private sector resiliency
This Recovery Group will work with private sector businesses, trade groups, and professional associations to promote business resiliency in terms of adequate insurance, continuity planning, IT recovery planning, etc., as well as promoting enhanced efficiency of facilities and operations.

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Business Retention and Recruitment Recovery Group

A. Purpose

The purpose of the Business Retention and Recruitment Recovery Group within the Economic RSF Branch is to coordinate local efforts to promote the overall resiliency and stability of the private-sector business community through coordination of pre- and post-disaster recovery resources, strategies, and programs at the local, state, and federal levels.

More specifically, this Group's purpose is to identify and fill needs identified by businesses to assist them to stay in Fairfax County after a disaster. Additionally, this Group will be responsible for the recruitment of companies, not located in the county at the time of the disaster, that might support the recovery effort and enhance the overall economic health and stability of the county.

B. Organization

The Business Retention and Recruitment Recovery Group will be organized under the Economic RSF Branch within the Operations Section, and coordinated by the Business Retention and Recruitment Group Supervisor.

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Group may be activated (for ICS-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

This Recovery Group does not have a response-phase function in the EOC from which it transitions. This Group will be activated if and when it is determined to be necessary by the Operations Section Chief, in consultation with the Recovery Coordinator.

The following agencies and organizations may be asked to lead or support this Recovery Group:

Lead Agency
• Fairfax County Office of the Deputy County Executive for Public Safety
Support Agencies – Fairfax County Government
• Department of Code Compliance (Expedited Permitting) • Department of Finance • Department of Management and Budget Department of Planning and Zoning (Expedited Permitting) • Department of Tax Administration Economic Advisory Commission (Technical and Resource Support) • Office of Community Revitalization and Reinvestment (Restoration/Retention/Recruitment Policy) • Office of Emergency Management (Coordination with FEMA Federal Recovery

Programs) • Office of Public Private Partnerships (Technical and Resource Support, Restoration/Retention/Recruitment Policy)
Support Organizations – Private/Non-Profit
• Area Chambers of Commerce (Coordination and Outreach, Restoration/Retention/Recruitment Issues) • Business Finance Alliance Group (Technical Support related to lenders; Private-Sector Coordination) • Committee for Dulles (Private-Sector Coordination) • Heavy Construction Contractors Association (Technical Support related to construction sector; Private-Sector Coordination) • Independent Insurance Agents of Virginia (Technical Support related to insurance; Private-Sector Coordination) • International Facility Managers Association (Technical Support related to real estate and relocation; Private-Sector Coordination) • Realtors/ Multiple Listing Service (MLS) (Technical Support related to real estate and relocation; Private-Sector Coordination) • Northern Virginia Building Association (Technical Support related to construction sector; Private-Sector Coordination) • Northern Virginia Technology Council (Technical Support related to IT sector; Private-Sector Coordination) • Northern Virginia Transportation Alliance (Private-Sector Coordination) • Property Managers Association (Technical Support related to real estate and relocation; Private-Sector Coordination) • Small Business Development Centers (SBDCs) – South Fairfax SBDC; Mason SBDC (Business Process Assistance) • Venture Capital Association (Technical Support; Private-Sector Coordination)
Support Organizations – Regional
• Not Applicable
Support Agencies – Commonwealth of Virginia
• Not Applicable
Support Agencies – Federal Government
• Corporation for National and Community Service • Department of Agriculture • Department of Commerce • Department of Health and Human Services • Department of Homeland Security – Federal Emergency Management Agency • Department of the Interior • Department of Labor • Department of the Treasury • Environmental Protection Agency • Small Business Administration

C. Activation and Mobilization

This Recovery Group will be activated by the Operations Section Chief in the event that a disaster of significant scale and scope results in disruptions that significantly impact normal private-sector business operations, threaten the county's normal abilities to retain companies, and/or result in new opportunities to recruit companies. The Lead Agency for this Recovery Group will staff the Recovery Group Supervisor position.

The Recovery Group Supervisor will notify all supporting agencies and organizations of the Recovery Group's activation and request support as indicated by the situation. Supporting agency and organization staff and assets may be assigned to work from their home agency, be requested to report to the Recovery Agency (in the County Recovery Coordination Center), or to mobilize to other locations as necessary.

This Recovery Group will only be activated in the case that ongoing unmet or new needs exceed the County's normal capabilities, or require special coordination with other recovery activities. If the recovery objectives described below can be accomplished without activation of this Recovery Group, this group will be deactivated and its staff and assets returned to normal operations, at the discretion of the Operations Section Chief.

D. Recovery Objectives

Recovery objectives for this Recovery Group are divided into Pre-Event, Short-term, and Intermediate/Long-term. 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 Recovery Group a starting-point for the assessment, prioritization, and implementation of recovery operations.

Operational objectives and tactics for each operational period will be identified by the Recovery Action Plan (RAP), described in detail in Section IV of the PDRP. As each new RAP is developed, the Recovery Group will assess progress made against identified criteria for each objective, and this information will be used to refine and focus objectives in future RAPs.

1. Pre-Event and Preparedness Objectives

The following describes objectives to be addressed by the entities that comprise this Recovery Group – with leadership, support, and coordination as necessary from OEM – *prior to* a disaster. Some of the objectives identified below may be discrete actions, while others should be continuously addressed to ensure the County's recovery preparedness.

a) Recruit and grow a diverse local economy

The retention and recruitment of diverse businesses in Fairfax County provides economic strength after a disaster and allows a more rapid recovery. The Office of the Deputy County Executive for Public Safety will therefore continue its ongoing efforts to broaden and diversify the county's

economic base, and in doing so reduce relative reliance on any single sector (for example, federal government contracting).

b) Promote private-sector resilience
The Lead Agency for this Recovery Group will work with those of the Business Restoration Group to support pre-event/preparedness efforts for businesses, trade groups, and professional associations. These outreach efforts may include:

- Identify the key private companies, insurers, and lenders
- Encourage businesses to develop partnership assistance networks
- Promote private-sector resiliency and continuity through education and outreach
- Encourage resource coordination planning among private companies
- Educate County businesses on insurance benefits and limitations

See under Business Restoration Group for more detail on these pre-disaster objectives.

2. Short-term Recovery Objectives

The following short-term recovery objectives must be addressed as quickly as possible after the activation of the PDRP and will likely meet pressing unmet needs of county residents and businesses (excluding immediate life-safety and property-protection objectives). In some cases, objectives identified below may describe elements of functional continuity with response operations identified in the County 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 Recovery Group into intermediate- and long-term recovery, if necessary.

a) Identify gaps and challenges
The Business Retention and Recruitment Group will work with the Business Restoration Group as it identifies gaps, challenges, and other issues that may affect business retention and recruitment in Fairfax County. See under Business Restoration Group for more detail on related short-term recovery objectives.

b) Identify businesses and sectors at risk for leaving the county
The Business Retention and Recruitment 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.

3. Intermediate- and Long-Term Recovery Objectives

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

a) Encourage businesses to remain in Fairfax County
Instability and disruptions may be expected to trigger businesses to consider departing from Fairfax County. This Group will therefore 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.

b) Seize new recovery opportunities
Depending on the nature of the disaster, economic opportunities may arise during the course of recovery. This Group will reach out to companies considering locating operations within Fairfax County, including offering informational resources, assistance with real estate identification and permitting issues, and – where appropriate – providing incentives.

Companies receiving such assistance should be expected to hire from the local workforce, where appropriate. The Business Retention and Recruitment Group will coordinate such efforts with the Employment Group, through the Recovery Action Planning process.

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Supply Chain Recovery Group

A. Purpose

The purpose of the Supply Chain Recovery Group within the Economic RSF Branch is to coordinate local efforts with state and federal recovery programs designed to identify both large and small business resources that will either directly support recovery efforts *or otherwise contribute to the overall economic recovery of the community*, and to ensure that logistics, transportation, and shipping challenges associated with these are monitored and addressed. This is especially crucial as direct provision of goods and services via local, state, and federal recovery programs wind down.

The Supply Chain Group will support the identification and provision of goods and services (including through normal retail business operations) to sustain the recovery effort after the EOC has been deactivated for the disaster. This Group will also monitor and address logistics, transportation, and shipping challenges that impact the general economic health and resilience of the county.

This Group is *not* tasked with acquisition or provision of emergency response supplies or assets during the emergency response phase. This group will ensure that supply chain problems are not impeding big-picture economic recovery.

B. Organization

The Supply Chain Recovery Group will be organized under the Economic RSF Branch within the Operations Section, and coordinated by the Supply Chain Group Supervisor.

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Group may be activated (for ICS-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

This Recovery Group does not have a response-phase function in the EOC from which it transitions. This Group will be activated if and when it is determined to be necessary by the Operations Section Chief, in consultation with the Recovery Coordinator.

The following agencies and organizations may be asked to lead or support this Recovery Group:

Lead Agency
• Fairfax County Office of Emergency Management • Fairfax County Office of Public Private Partnerships
Support Agencies – Fairfax County Government
• Department of Public Works and Environmental Services – Solid Waste (Coordination on Debris Issues) • Department of Public Works and Environmental Services – Public Works and Utilities

(Coordination on Utility Restoration) • Department of Transportation (Coordination on Transportation Restoration) • Economic Advisory Commission (Coordination with Economic Policy) • Office of the Deputy County Executive for Public Safety (Coordination on Retention/Recruitment Issues)
Support Organizations – Private/Non-Profit
• Area chambers of commerce (Coordination and Outreach, Recovery Goods and Services) • "Big box" retail stores (Coordination and Outreach, Recovery Goods)
Support Organizations – Regional
• Not Applicable
Support Agencies – Commonwealth of Virginia
• Department of Transportation (VDOT)
Support Agencies – Federal Government
• Corporation for National and Community Service • Department of Agriculture • Department of Commerce • Department of Homeland Security – Federal Emergency Management Agency • Department of Health and Human Services • Department of the Interior • Department of Labor • Department of the Treasury • Environmental Protection Agency • Small Business Administration

C. Activation and Mobilization

This Recovery Group will be activated by the Operations Section Chief in the event that normal supply chains are impacted or interrupted by a disaster.

A Lead Agency will be assigned for this Recovery Group by the Operations Section Chief, and this Lead Agency will staff the Recovery Group Supervisor position. Other agencies identified as potential Lead Agencies in the above list will become Supporting Agencies.

The Recovery Group Supervisor will notify all supporting agencies and organizations of the Recovery Group's activation and request support as indicated by the situation. Supporting agency and organization staff and assets may be assigned to work from their home agency, be requested to report to the Recovery Agency (in the County Recovery Coordination Center), or to mobilize to other locations as necessary.

This Recovery Group will only be activated in the case that ongoing unmet or new needs exceed the County's normal capabilities, or require special coordination with other recovery activities. If the

recovery objectives described below can be accomplished without activation of this Recovery Group, this group will be deactivated and its staff and assets returned to normal operations, at the discretion of the Operations Section Chief.

D. Recovery Objectives

Recovery objectives for this Recovery Group are divided into Pre-Event, Short-term, and Intermediate/Long-term. 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 Recovery Group a starting-point for the assessment, prioritization, and implementation of recovery operations.

Operational objectives and tactics for each operational period will be identified by the Recovery Action Plan (RAP), described in detail in Section IV of the PDRP. As each new RAP is developed, the Recovery Group will assess progress made against identified criteria for each objective, and this information will be used to refine and focus objectives in future RAPs.

1. Pre-Event and Preparedness Objectives

The following describes objectives to be addressed by the entities that comprise this Recovery Group – with leadership, support, and coordination as necessary from OEM – *prior to* a disaster. Some of the objectives identified below may be discrete actions, while others should be continuously addressed to ensure the County's recovery preparedness.

a) Stress supply chain management as an element of private-sector continuity planning

OEM will 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.

As a disaster moves from the response phase into recovery, residents and companies in Fairfax County should increasingly expect the private sector to meet their everyday needs; such a return to "normalcy" promotes stability in civil society, supports recovery in the business community, and reduces the demand on the public sector to provide for basic needs.

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 Fairfax County's commercial and retail sectors after a disaster.

b) Identify business-essential supply routes and utility connections

Current recovery strategies do not explicitly consider supply routes, utility connections, or other infrastructure services that are crucial to private-sector resilience. Such infrastructure may include

segments and systems that would not otherwise be identified as critical or high-priority (e.g., service roads or freight railroads; power distribution to industrial parks or refrigerated warehouses).

As part of continuity-planning efforts, OEM will work with area chambers and businesses to identify such infrastructure for consideration in county restoration priorities. These critical supply routes and potential vulnerabilities should be a function of area businesses' Business Impact Analyses (BIAs) as a part of Business Continuity Planning (see Business Restoration and Recovery Group pre-event objectives). This will support area businesses' ability to reestablish or maintain supply chains, thus allowing them to support the overall recovery and maintain the employment base.

2. Short-term Recovery Objectives

The following short-term recovery objectives must be addressed as quickly as possible after the activation of the PDRP and will likely meet pressing unmet needs of county residents and businesses (excluding immediate life-safety and property-protection objectives). In some cases, objectives identified below may describe elements of functional continuity with response operations identified in the County 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 Recovery Group into intermediate- and long-term recovery, if necessary.

a) Identify market sectors that have been significantly disrupted

The County's recovery efforts must have the capability to identify and prioritize local, damaged market sectors. By identifying these local businesses, the Supply Chain Group will be able to champion the restoration and/or repairs to reestablish the supply chain needs. This Group will therefore work closely with local businesses to identify these damaged market sector and individual businesses.

b) Ensure efforts to address supply chain disruptions, with priority to recovery-essential goods and services.

This Group will work with other RSF Branches through the Recovery Action Planning cycle to address private-sector supply chain concerns and restoration priorities. This Group will also communicate other identified needs in support of continuity of the county's recovery-critical private-sector business operations, as well as other business sectors that generally support the county's economic health. These may include grocers, home-improvement stores, other "big box" retailers, pharmaceutical and medical suppliers, etc.

Note that impacted supply chains may not entirely be within the county. This would require coordination, through the Recovery Action Planning process, with appropriate external partners.

c) Coordinate transition from emergency provision of commodities

As local, state, and government logistics and distribution of federally-supplied commodities wind down, the local business community should be ready to meet county residents' and companies' needs for those goods and services through normal (retail) business practices. The Supply Chain Group should therefore coordinate with Fairfax County businesses and the Social and Human Services Recovery Group, through the Recovery Action Planning process, to smoothly continue the supply of goods and services – including those that have been identified to match identified unmet needs.

This should include coordinating the transition of the local, state, and federal government distribution and/or drop sites to local businesses.

d) Distribute information regarding access to goods and services
Public access to recovery-related goods and services requires accurate and timely public information. This Group will coordinate with the Public Information Officer (at the Recovery Agency or Branch level) and Business Recovery Centers to provide information for distribution through county public-information channels.

In this manner, the public and other companies can be kept aware of important locations and supply chain program changes, particularly as provision of such goods and services reverts to normal (retail) business practices. Such information will pertain to both recovery-critical goods and services and other economic activity of general benefit to the county.

3. Intermediate- and Long-Term Recovery Objectives

This Recovery Group does not have any objectives identified in the PDRP that are specific to intermediate or long-term recovery. However, any objectives assigned to this Recovery Group during short-term recovery will continue to be its responsibility until these objectives are completed or reassigned, and it may be assigned other objectives through the Recovery Action Planning cycle.

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Annex C: Natural and Cultural Resources RSF Branch

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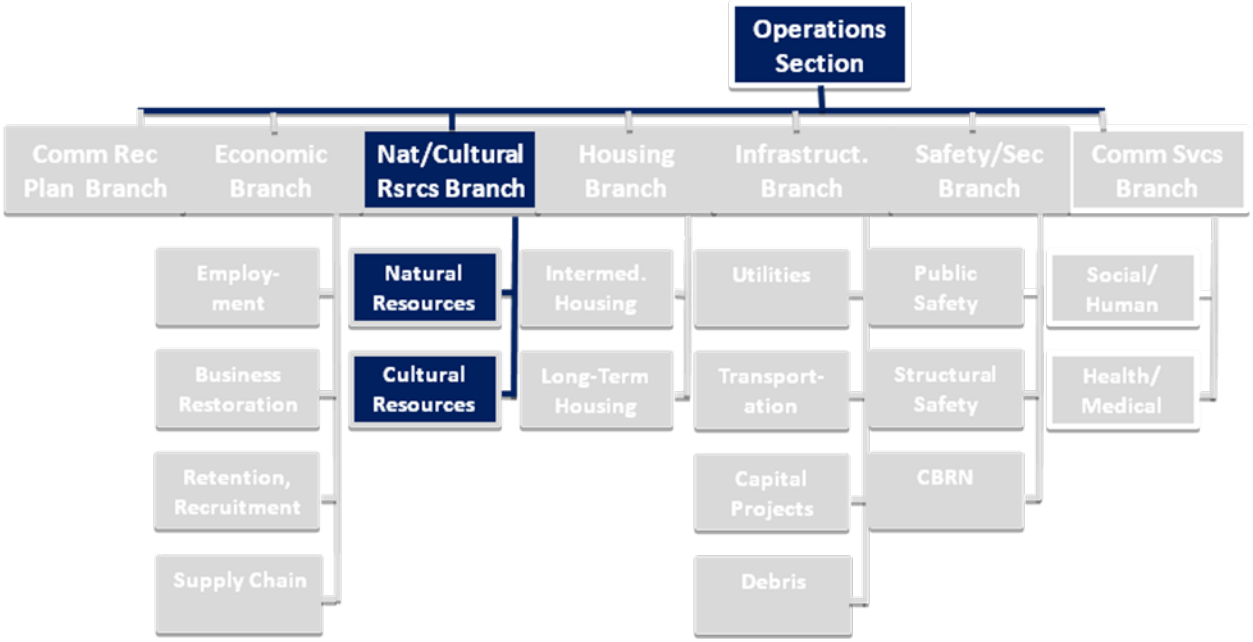
Natural and Cultural Resources RSF Branch

A. Purpose

The Natural and Cultural Resources Recovery Support Function (RSF) Branch is responsible for coordinating the county's public-, private-, and non-profit-sector efforts to address long-term environmental and cultural resource recovery needs after large-scale and catastrophic incidents. The Natural and Cultural Resources RSF Branch will coordinate its efforts with those of Commonwealth and federal agencies.

B. Organization

Organizational chart showing full activation of all Recovery Groups within this RSF Branch.



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Natural Resources Recovery Group

A. Purpose

The purpose of the Natural Resources Recovery Group within the Natural and Cultural Resources RSF Branch is to coordinate local efforts with state and federal recovery programs designed to support the return of the community's natural and environmental assets and systems to pre-disaster or improved condition during disaster recovery.

The Group will ensure county natural resources are monitored and addressed as necessary – inclusive of parks, reservoir(s), watersheds, and other environmental assets, whether publicly or privately owned/operated.

B. Organization

The Natural Resources Recovery Group will be organized under the Natural and Cultural Resources RSF Branch within the Operations Section, and coordinated by the Natural Resources Group Supervisor.

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Group may be activated (for Incident Command System (ICS)-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

This Recovery Group will transition from Emergency Support Function (ESF) 11: Agriculture and Natural Resources under the Fairfax County EOP.

The following agencies and organizations may be asked to lead or support this Recovery Group:

Lead Agency
• Fairfax County Department of Planning and Zoning • Department of Public Works and Environmental Services – Land Development Services • Fairfax County Department of Public Works and Environmental Services – Storm Water • Fairfax County Park Authority
Support Agencies – Fairfax County Government
• Department of Public Works and Environmental Services – Solid Waste (Coordination with Debris Issues) • Department of Public Works and Environmental Services – Urban Forestry Division (Technical and Resource Support) • Deputy County Executive's Environmental Coordinator (Coordination) • Environmental Quality Advisory Council (Advice on Environmental Considerations)

• Police Department – Animal Services Wildlife Biologist
Support Organizations – Private/Non-Profit
• Area "Friends of" Groups, Advocates, and Environmental and Conservation Organizations (Technical Support/Private Land Restoration and Management, non-governmental coordination) • Fairfax County Restoration Project (Technical and Resource Support) • Volunteer Fairfax (Resource and Technical Support) • Watershed Advisory Groups (WAGs) (Technical and Resource Support, non-governmental coordination)
Support Organizations – Regional
• Northern Virginia Regional Commission • Northern Virginia Regional Park Authority (Technical and Resource Support) • Northern Virginia Soil and Water Conservation District (NCSWCD)
Support Agencies – Commonwealth of Virginia
• Cooperative Extension • Department of Agriculture and Consumer Services • Department of Conservation and Recreation • Department of Corrections • Department of Emergency Management • Department of Environmental Quality • Department of Forestry • Department of Game and Inland Fisheries • Department of General Services • Department of Health • Department of Marine Resources • Department of Social Services • Department of Transportation
Support Agencies – Federal Government
• Army Corps of Engineers • Corporation for National and Community Service • Council on Environmental Quality • Department of Agriculture • Department of Commerce • Department of Homeland Security – Federal Emergency Management Agency • Department of Interior • Environmental Protection Agency

C. Activation and Mobilization

This Recovery Group will be activated by the Operations Section Chief in the event that a disaster is of sufficient scale and scope to impact natural and environmental assets and systems.

A Lead Agency will be assigned for this Recovery Group by the Operations Section Chief, and this Lead Agency will staff the Recovery Group Supervisor position. Other agencies identified as potential Lead Agencies in the above list will become Supporting Agencies.

The Recovery Group Supervisor will notify all supporting agencies and organizations of the Recovery Group's activation and request support as indicated by the situation. Supporting agency and organization staff and assets may be assigned to work from their home agency, be requested to report to the Recovery Agency (in the County Recovery Coordination Center), or to mobilize to other locations as necessary.

This Recovery Group will only be activated in the case that ongoing unmet or new needs exceed the County's normal capabilities, or require special coordination with other recovery activities. If the recovery objectives described below can be accomplished without activation of this Recovery Group, this group will be deactivated and its staff and assets returned to normal operations, at the discretion of the Operations Section Chief.

D. Recovery Objectives

Recovery objectives for this Recovery Group are divided into Pre-Event, Short-term, and Intermediate/Long-term. 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 Recovery Group a starting-point for the assessment, prioritization, and implementation of recovery operations.

Operational objectives and tactics for each operational period will be identified by the Recovery Action Plan (RAP), described in detail in Section IV of the Pre-Disaster Recovery Plan (PDRP). As each new RAP is developed, the Recovery Group will assess progress made against identified criteria for each objective, and this information will be used to refine and focus objectives in future RAPs.

1. Pre-Event and Preparedness Objectives

The following describes objectives to be addressed by the entities that comprise this Recovery Group – with leadership, support, and coordination as necessary from the Office of Emergency Management (OEM) – *prior to* a disaster. Some of the objectives identified below may be discrete actions, while others should be continuously addressed to ensure the County's recovery preparedness.

a) Develop an inventory of area natural resources

The Lead Agencies identified in this Group will draw from appropriate sources (including the Fairfax County Comprehensive Plan, the Chesapeake Bay Supplement, the Fairfax County Park Authority, State Natural Heritage Resources data, and other available Geographic Information System (GIS) data) an inventory of key natural resources – including key environmental areas, endangered species habitats, floodways, wetlands, aquifers and drinking-water supply watersheds, and others – within the county. The Lead Agency may alternately determine that pre-existing source(s) already represent a comprehensive inventory, and designate it (them) as such.

b) Identify relevant federal programs
The Lead Agencies identified in this Group will identify relevant federal programs and incentives that have a role in supporting the preservation, protection, conservation, rehabilitation, recovery, and restoration of natural resources during recovery.

2. Short-term Recovery Objectives

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

a) Monitor environmental issues
The Recovery Group, in coordination with federal and state agencies, will continuously monitor threats to other identified natural and environmental assets or systems, including urban forest resources.

b) Advocate for recovery actions that conserve, rehabilitate, and restore natural and environmental assets or systems
The Natural Resources Recovery Group, through the Recovery Action Planning cycle and the Community Recovery Plan, and in coordination with other local, state, and federal partners, will advocate for actions to assess, conserve, and restore county natural resources in accordance with FEMA's Public Assistance program environmental regulations, other state or federal environmental regulations and standards, County Comprehensive Plan policies, and other environmental initiatives. This may include floodplain management, watershed protection, and other concerns.

3. Intermediate- and Long-Term Recovery Objectives

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

a) Coordinate with public and private partners for the permanent restoration and/or rehabilitation of natural resources
The Natural Resources Recovery Group will work with public- and private-sector providers of environmental restoration and rehabilitation services to coordinate and execute the permanent restoration of publicly owned natural resources. Such restoration/rehabilitation will follow prioritization established by the Recovery Action Planning cycle.

Such restoration/rehabilitation will be consistent with the Community Recovery Plan developed by the Community Recovery Planning Branch, including supporting mitigation, housing, and economic recovery priorities.

The Recovery Group will also provide outreach and technical assistance to private-sector owners of assets with natural or environmental value, regarding restoration techniques involving mitigation of future risk. The Group will also coordinate local, state, and federal resources in support of such activities.

b) Monitor CBRN issues

The Natural Resources Recovery Group will offer expertise, oversight, and advocacy as appropriate for clean-up and restoration of natural areas and systems from a Chemical, Biological, Radiological, or Nuclear (CBRN) event, or other events with immediate or long-term environmental impacts.

c) Ensure mitigation measures are considered

The Natural Resources Group will work through the Incident Action Planning cycle and the Community Recovery Planning process, as well as coordinate with local, state, and federal partners to identify and implement mitigation opportunities, with reference to the Fairfax County policies, projects and priorities referenced in the Northern Virginia Regional Hazard Mitigation Plan, Comprehensive Plan, Floodplain Management Plan, or other policies, projects or programs, involving natural areas conservation, flood mitigation, or other related issues.

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Cultural Resources Recovery Group

A. Purpose

The purpose of the Cultural Resources Recovery Group within the Natural and Cultural Resources RSF Branch is to coordinate local efforts with state and federal recovery programs designed to support the return the community's cultural and historic assets and structures to pre-disaster or improved condition during disaster recovery.

The Group will ensure county cultural and historic assets and structures are monitored and addressed as necessary – inclusive of historical sites, battlefields, and other sites of cultural importance, whether publicly or privately owned/operated.

B. Organization

The Cultural Resources Recovery Group will be organized under the Natural and Cultural Resources RSF Branch within the Operations Section, and coordinated by the Cultural Resources Group Supervisor.

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Group may be activated (for ICS-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

This Recovery Group does not have a response-phase function from which it transitions. This Group will be activated if and when it is determined to be necessary by the Operations Section Chief, in consultation with the Recovery Coordinator.

The following agencies and organizations may be asked to lead or support this Recovery Group:

Lead Agency
• Fairfax County Department of Planning and Zoning • Fairfax County Park Authority
Support Agencies – Fairfax County Government
• Architectural Review Board • Department of Code Compliance (Expedited Permitting/ Technical Support) • Department of Neighborhood and Community Services (Management of County Community Centers) • Department of Planning and Zoning – History Commission (Identification and Monitoring of County Historical Assets) • Fire Marshal (Inspections and Technical Support) • Office of Emergency Management (Counsel on Federal Reconstruction Grants for Site Reconstruction/Restoration)

Support Organizations – Private/Non-Profit
• Area Historical/Cultural Organizations and Societies, including Mt. Vernon (Technical Support/Private Property Restoration, non-governmental coordination) • Friends of Cultural Resources and Archaeology (Technical Support, non-governmental coordination) • National Trust for Historic Preservation (Technical Support and Advocacy)
Support Organizations – Regional
• Northern Virginia Regional Park Authority
Support Agencies – Commonwealth of Virginia
• Cooperative Extension • Department of Conservation and Recreation • Department of Corrections • Department of Emergency Management • Department of General Services • Department of Health • Department of Historic Resources • Department of Social Services • Department of Transportation
Support Agencies – Federal Government
• Advisory Council on Historic Preservation • Army Corps of Engineers • Corporation for National and Community Service • Council on Environmental Quality • Department of Agriculture • Department of Commerce • Department of Homeland Security – Federal Emergency Management Agency • Department of Interior • Environmental Protection Agency • Heritage Preservation • Institute of Museum and Library Services • Library of Congress • National Endowment for the Arts • National Endowment for Humanities

C. Activation and Mobilization

This Recovery Group will be activated by the Operations Section Chief in the event that a disaster affects cultural or historic assets and structures.

A Lead Agency will be assigned for this Recovery Group by the Operations Section Chief, and this Lead Agency will staff the Recovery Group Supervisor position. Other agencies identified as potential Lead Agencies in the above list will become Supporting Agencies.

The Recovery Group Supervisor will notify all supporting agencies and organizations of the Recovery Group's activation and request support as indicated by the situation. Supporting agency and organization staff and assets may be assigned to work from their home agency, be requested to report to the Recovery Agency (in the County Recovery Coordination Center), or to mobilize to other locations as necessary.

This Recovery Group will only be activated in the case that ongoing unmet or new needs exceed the County's normal capabilities, or require special coordination with other recovery activities. If the recovery objectives described below can be accomplished without activation of this Recovery Group, this group will be deactivated and its staff and assets returned to normal operations, at the discretion of the Operations Section Chief.

D. Recovery Objectives

Recovery objectives for this Recovery Group are divided into Pre-Event, Short-term, and Intermediate/Long-term. 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 Recovery Group a starting-point for the assessment, prioritization, and implementation of recovery operations.

Operational objectives and tactics for each operational period will be identified by the Recovery Action Plan (RAP), described in detail in Section IV of the PDRP. As each new RAP is developed, the Recovery Group will assess progress made against identified criteria for each objective, and this information will be used to refine and focus objectives in future RAPs.

1. Pre-Event and Preparedness Objectives

The following describes objectives to be addressed by the entities that comprise this Recovery Group – with leadership, support, and coordination as necessary from OEM – *prior to* a disaster. Some of the objectives identified below may be discrete actions, while others should be continuously addressed to ensure the County's recovery preparedness.

a) Develop an inventory of area cultural resources

The Lead Agencies for the Group will draw from appropriate sources (including the Fairfax County Comprehensive Plan, the Fairfax County Historical Commission's inventory of historic structures, GIS, and other sources) to establish an inventory of key cultural and historic resources, including those relative to local tourism, within the county. Such resources should include historic and/or preserved "resource landscapes" including battlefields and designated farmlands. The Lead Agencies may alternately determine that pre-existing source(s) already represent a comprehensive inventory, and designate it (them) as such.

b) Identify relevant federal programs
The Lead Agencies identified in this Group will identify relevant federal programs and incentives that have a role in supporting the preservation, protection, conservation, rehabilitation, recovery, and restoration of cultural resources during recovery.

2. Short-term Recovery Objectives

The following short-term recovery objectives must be addressed as quickly as possible after the activation of the PDRP and will likely meet pressing unmet needs of county residents and businesses (excluding immediate life-safety and property-protection objectives). In some cases, objectives identified below may describe elements of functional continuity with response operations identified in the County 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 Recovery Group into intermediate- and long-term recovery, if necessary.

a) Monitor cultural resources
The Group, in coordination with federal and state agencies, will continuously monitor threats to identified cultural assets, including historic and archaeological sites.

b) Advocate for recovery actions that rehabilitate and restore cultural assets
The Cultural Resources Recovery Group, through the Recovery Action Planning cycle and the Community Recovery Plan, and in coordination with other local, state, and federal partners, will advocate for actions to assess, conserve, and restore county cultural/historical assets in accordance with FEMA's Public Assistance program historic preservation regulations, other state or federal regulations and standards, and any relevant County Comprehensive Plan policies or other county initiatives. This should include supporting the restoration of cultural institutions such as local community centers and places of religious worship.

3. Intermediate- and Long-Term Recovery Objectives

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

a) Coordinate with public and private partners for the permanent restoration and/or reconstruction of cultural/ historical assets
The Cultural Resources Group will work with public- and private-sector providers of repair and construction services to coordinate and execute the permanent restoration of publicly owned historic and cultural sites. Such reconstruction will follow prioritization established by the Recovery Action Planning (RAP) cycle.

Such reconstruction will be consistent with Community Recovery Planning developed by the Community Recovery Planning Branch, including supporting mitigation, housing, and economic recovery priorities.

The Cultural Resources Group will also provide outreach and technical assistance to private-sector owners of assets or structures with historic or cultural significance, regarding reconstruction and

restoration techniques involving mitigation of future risk. The Group will also coordinate local, state, and federal resources in support of such activities.

b) Prioritize restoration of high-impact cultural assets

The Cultural Resources Group will work through the Recovery Action Planning cycle and the Community Recovery Planning process, as well as coordinating with local, state, and federal partners, to prioritize restoration of those cultural assets that have demonstrated external benefits, including in terms of tourism (i.e., economic recovery), public perception, and community confidence.

c) Ensure mitigation measures are considered

The Cultural Resources Group will work through the Recovery Action Planning cycle and the Community Recovery Planning process, as well as coordinating with local, state, and federal partners, to identify and implement mitigation opportunities, with reference to the Fairfax County policies, projects, and priorities referenced in the Northern Virginia Regional Hazard Mitigation Plan, Comprehensive Plan, Floodplain Management Plan, or other policies, projects or programs, involving structural hardening or elevation of historic buildings, or other related issues.

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Annex D: Housing RSF Branch

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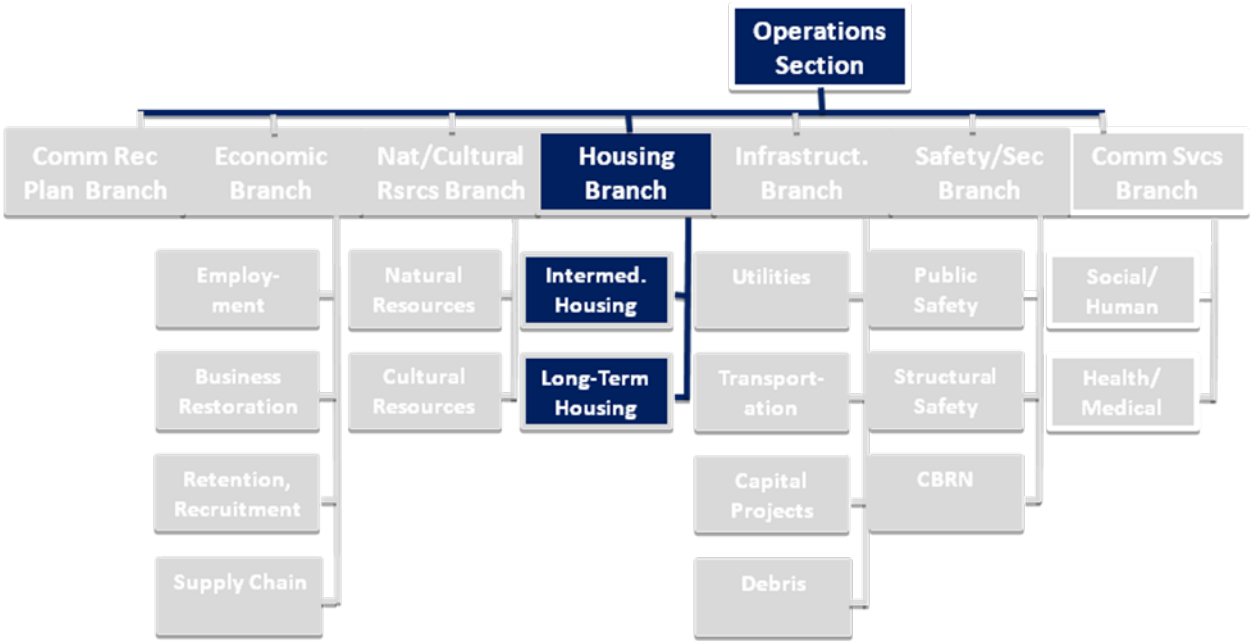
Housing RSF Branch

A. Purpose

The Housing Recovery Support Function (RSF) Branch is responsible for coordinating the County's public-, private-, and non-profit-sector efforts to develop and implement programs and policies that promote, incentivize, or directly provide for rehabilitation and reconstruction of destroyed and damaged housing, and/or the development of new permanent housing options. Continued operations of emergency shelters calls under the Community Services RSF Branch. The Housing RSF Branch will coordinate its efforts with those of Commonwealth and federal agencies.

B. Organization

Organizational chart showing full activation of all Recovery Groups within this RSF Branch.



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Intermediate Housing Recovery Group

A. Purpose

The purpose of the Intermediate Housing Recovery Group within the Housing RSF Branch is to coordinate local efforts with state and federal recovery programs designed to provide intermediate (or "interim") housing strategies directed primarily towards displaced Fairfax County residents during disaster recovery.

Intermediate housing refers to housing that provides an interim "bridge" between short-term sheltering and long-term reconstruction of permanent housing, allowing residents to resume normal life and economic activity until their homes are rebuilt or relocated. Continued operations of emergency shelters calls under the Community Services RSF Branch.

B. Organization

The Intermediate Housing Recovery Group will be organized under the Housing RSF Branch within the Operations Section, and coordinated by the Intermediate Housing Group Supervisor.

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Group may be activated (for Incident Command System (ICS)-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

This Recovery Group will transition from Emergency Support Function (ESF) 6: Mass Care, Housing, and Human Services under the Fairfax County Emergency Operations Plan (EOP).

The following agencies and organizations may be asked to lead or support this Recovery Group:

Lead Agency
• Fairfax County Department of Housing and Community Development • Fairfax County Office of Emergency Management
Support Agencies – Fairfax County Government
• Department of Code Compliance (Regulatory/Technical Support, Site Identification) • Department of Facilities Management (Site Identification) • Department of Family Services (supportive services) • Department of Planning and Zoning (Regulatory/Technical Support, Site Identification) • Department of Public Works and Environmental Services – Land Development Services (Regulatory/Technical Support, Site Identification) • Department of Tax Administration (Counsel on Property Tax Issues) • Fairfax County Public Schools • Fairfax-Falls Church Community Services (Site Identification/Program Implementation Support)

• Health Department (Public Health Services) • Office of Community Revitalization and Reinvestment (Site Identification/Program Implementation Support) • Office of County Attorney (Legal Counsel) • Office of Sheriff (Security Services) • Office to Prevent and End Homelessness • Park Authority (Site Identification) • Police Department (Security Services) • Redevelopment Housing Authority (Technical and Program Implementation Support)
Support Organizations – Private/Non-Profit
• American Red Cross in the National Capital Region (Program Implementation Support) • Area Chambers of Commerce (Program Implementation Support) • Fairfax Citizen Corps Council (Program Implementation Support) • Faith Communities in Action (Program Implementation Support) • Habitat for Humanity (Program Implementation Support) • Independent Insurance Agents of Virginia (Technical Support related to insurance; Private-Sector Coordination) • International Facility Managers Association (Technical Support related to real estate and relocation; Private-Sector Coordination) • Realtors/ Multiple Listing Service (MLS) (Technical Support related to real estate and relocation; Private-Sector Coordination) • Northern Virginia Building Association (Technical Support related to construction sector; Private-Sector Coordination) • Northern Virginia Volunteer Organizations Assisting in Disaster (VOAD) (Program Implementation Support) • Property Managers Association (Technical Support related to real estate and relocation; Private-Sector Coordination) • Volunteer Fairfax (Program Implementation Support)
Support Organizations – Regional
• Not Applicable
Support Agencies – Commonwealth of Virginia
• Department of Emergency Management • Department of Housing and Community Development • Department of Social Services • Health Department
Support Agencies – Federal Government
• Corporation for National and Community Service • Department of Agriculture • Department of Commerce • Department of Energy • Department of Health and Human Services

- Department of Homeland Security – Federal Emergency Management Agency
- Department of Housing and Urban Development
- Department of Justice
- Department of Veteran Affairs
- Environmental Protection Agency
- Small Business Administration
- United States Access Board

C. Activation and Mobilization

This Recovery Group will be activated by the Operations Section Chief in the event that significant numbers of people are to be without permanent shelter for a long period of time (months or years), rendering sheltering or short-term housing unworkable or undesirable, and thus necessitating provision of intermediate housing strategies until permanent housing solutions can be implemented.

A Lead Agency will be assigned for this Recovery Group by the Operations Section Chief, and this Lead Agency will staff the Recovery Group Supervisor position. Other agencies identified as potential Lead Agencies in the above list will become Supporting Agencies.

The Recovery Group Supervisor will notify all supporting agencies and organizations of the Recovery Group's activation and request support as indicated by the situation. Supporting agency and organization staff and assets may be assigned to work from their home agency, be requested to report to the Recovery Agency (in the County Recovery Coordination Center), or to mobilize to other locations as necessary.

This Recovery Group will only be activated in the case that ongoing unmet or new needs exceed the County's normal capabilities, or require special coordination with other recovery activities. If the recovery objectives described below can be accomplished without activation of this Recovery Group, this group will be deactivated and its staff and assets returned to normal operations, at the discretion of the Operations Section Chief.

D. Recovery Objectives

Recovery objectives for this Recovery Group are divided into Pre-Event, Short-term, and Intermediate/Long-term. 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 Recovery Group a starting-point for the assessment, prioritization, and implementation of recovery operations.

Operational objectives and tactics for each operational period will be identified by the Recovery Action Plan (RAP), described in detail in Section IV of the Pre-Disaster Recovery Plan (PDRP). As each new RAP is developed, the Recovery Group will assess progress made against identified criteria for each objective, and this information will be used to refine and focus objectives in future RAPs.

1. Pre-Event and Preparedness Objectives

The following describes objectives to be addressed by the entities that comprise this Recovery Group – with leadership, support, and coordination as necessary from the Office of Emergency Management (OEM) – *prior to* a disaster. Some of the objectives identified below may be discrete actions, while others should be continuously addressed to ensure the County's recovery preparedness.

a) Identify potential intermediate housing strategies

OEM and the Department of Housing and Community Development will work with other Lead Agencies identified in the Community Recovery Planning Branch and Long-Term Housing Reconstruction and Relocation Recovery Group and other governmental and non-governmental agencies and organizations as appropriate to identify preferred strategies for provision of intermediate housing in Fairfax County.

Some strategies may include manufactured and/or modular housing (single or multi-family), conversion of commercial, retail, or light industrial sites, or other novel strategies that have been proposed nationwide. Strategies should focus on establishing an adequate supply of directly provided, County-owned housing (distinct from federally Housing and Urban Development (HUD)-subsidized units), as well as supplementary mechanisms to support, subsidize, or reimburse residents or developers/ landlords as they pursue their own strategies. Strategies may involve combinations of publicly owned rental (or voucher) property, privately owned rental (or voucher) property, and privately owner-occupied property.

Intermediate housing may be expected to serve for multiple years – during the period while permanent housing strategies are being implemented – and therefore should be able to be integrated as normally functioning elements of the community. Large, isolated blocks of "FEMA trailers" are not a preferred outcome. Enforceable removal deadlines should be established. Pets should be accommodated in intermediate housing (see also Annex G).

Note that in some cases, intermediate housing strategies may be designed to transition into or simply serve as long-term housing strategies. In such scenarios, development of intermediate housing strategies should be pursued in close coordination with agencies developing long-term community recovery strategies (see Annex A). Also, in such scenarios, strategies should advance resiliency and best practices in terms of hazard mitigation, storm water management, physical access for people with disabilities and "universal access" (design principles that go beyond the Americans with Disability Act (ADA) to promote accessibility and utility for the elderly, those in wheelchairs, etc.,) and other aspects identified in the County Comprehensive Plan, Hazard Mitigation Plan, or elsewhere.

b) Identify potential intermediate housing sites

OEM and the Department of Housing and Community Development will work with other governmental and non-governmental agencies and organizations as appropriate to identify sites that would be appropriate for the provision in Fairfax County of intermediate housing strategies identified above.

Potential siting options might include identification of open land (whether privately or publicly owned) and/or establishment of criteria for implementation of intermediate housing strategies on disaster-impacted and/or other redeveloped land.

Because siting of intermediate housing typically has long-term consequences, identification of appropriate sites or siting criteria should be conducted in consultation with the Department of Planning and Zoning and other appropriate supporting agencies and organizations. Consideration should be given to locations with close proximity to public transportation services and efficient servicing by public school buses.

c) Support development and maintenance of long-term disaster case management system
OEM will work with County, state, and federal governmental and non-governmental agencies and organizations as appropriate to develop such unified, integrated long-term disaster case-management system for use in Fairfax County. Agencies identified as Lead or Supporting for this Recovery Group may be asked to participate.

Residents' recovery from disaster would be greatly enhanced by an integrated case management system (including management of social and medical needs, housing assistance, federal disaster recovery, employment resources, etc.) which is compliant with state and federal regulations and client confidentiality standards. The system should include procedures to ensure that record-keeping is disaster-resilient. During recovery, case-management services would be coordinated via Service and Information Centers.

Specific to this Group, the case management system should be designed to track the housing needs of Fairfax residents displaced by the disaster, beginning in the short-term and lasting through intermediate- and long-term strategies. The system should include the provision of various resources for housing education and counseling to assist County residents transitioning back to permanent housing.

d) Address regulatory and statutory challenges
The Intermediate Housing Recovery Group will work with OEM and other Lead Agencies identified in the Community Recovery Planning Branch and Long-Term Housing Recovery Group to identify strategies and options that address a broad range of disaster housing issues, such as those dealing with planning, zoning, design, production, logistics, codes, and financing.

2. Short-term Recovery Objectives

The following short-term recovery objectives must be addressed as quickly as possible after the activation of the PDRP and will likely meet pressing unmet needs of county residents and businesses (excluding immediate life-safety and property-protection objectives). In some cases, objectives identified below may describe elements of functional continuity with response operations identified in the County 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 Recovery Group into intermediate- and long-term recovery, if necessary.

a) Assess and communicate intermediate housing needs and costs
Based on an estimate/assessment of the numbers of people displaced, the likelihood and timeline of their residences being able to be reoccupied, and their current sheltering situation, the Intermediate Housing Group will communicate to the Planning Section and the Recovery Coordinator estimated costs associated with the provision of intermediate housing for the displaced population.

b) Coordinate transition from short-term to intermediate housing strategies
The Intermediate Housing Group will coordinate with the Social and Human Services Group (see Annex G) to facilitate an equitable and clearly-understood transition of residents from short-term sheltering into more sustainable, intermediate-term solutions.

c) Begin implementation of intermediate housing strategies
As identified via this Group's pre-disaster work, the Intermediate Housing Group will begin as quickly as possible after the disaster to adapt and implement intermediate housing strategies so as to move displaced persons out of short-term housing, as directed by the Recovery Coordinator and the Community Recovery Plan, and in coordination with the Structural Safety and Damage Assessment Recovery Group (see Annex F).

To the extent possible, communities should be relocated together in order to ensure family support systems remain intact.

Where appropriate, solutions in which intermediate housing can transition smoothly into permanent housing strategies will be implemented, and mitigation measures will be implemented where appropriate, and these should be closely coordinated with the Long-term Housing Reconstruction and Relocation Group.

Because siting of intermediate housing typically has economic recovery implications and long-term recovery consequences, implementation of such housing will be conducted in close coordination, and consistent with, plans and policies set forth by the Recovery Coordinator and the Community Recovery Plan, and other appropriate partners supporting agencies and organizations.

d) Ensure standards and safeguards related to intermediate housing
The Intermediate Housing Recovery Group will ensure that intermediate housing solutions meet safety, accessibility, building code, and environmental health standards as established by the County, state, and federal governments (including ADA). Additionally, all efforts will be made to meet "universal access" goals in at least a portion of intermediate housing.

e) Provide staffing, expertise, and program support to Service and Information Centers
Direct provision of housing resources, information, and placement services will be implemented through the establishment of Service and Information Centers. These centers will serve as central locations for residents to receive technical assistance or information related to housing, or to apply for direct housing assistance.

The Intermediate Housing Recovery Group will provide staffing and resources as requested to Service and Information Centers. The Logistics Section will be responsible for the set-up and maintenance of such facilities.

f) Provide public information related to intermediate housing
The Intermediate Housing Recovery Group will provide public information related to intermediate housing resources for distribution by the Public Information Officer at the Recovery Agency or Branch level.

3. Intermediate- and Long-Term Recovery Objectives

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

a) Implement and maintain intermediate housing solutions until long-term solutions can be implemented
As begun via this Group's intermediate work, the Intermediate Housing Recovery Group will implement and maintain intermediate housing solutions for displaced persons, including – in coordination with the Long-term Housing Recovery and Relocation Branch – those designed to transition into permanent solutions.

b) Provide continuity for housing affordability
The Recovery Group will also coordinate with the Long-term Housing Reconstruction and Relocation Group to ensure that an adequate supply of affordable housing is provided, consistent with the characteristics of the displaced population, including management of HUD affordable housing waivers, Affordable Dwelling Unit Program, and Workforce Dwelling Unit Program, as well as related re-certifications and prevention of affordable housing fraud, and – where appropriate – property management.

c) Administer funding for intermediate housing
The Intermediate Housing Recovery Group will administer flow-through of federal and other funding in support of intermediate housing, including from HUD and other sources.

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Long-Term Housing Reconstruction and Relocation Recovery Group

A. Purpose

The purpose of the Long-Term Housing Reconstruction and Relocation Recovery Group within the Housing RSF Branch is to coordinate local efforts with state and federal recovery programs that promote, incentivize, or directly provide for the permanent rehabilitation and reconstruction destroyed and damaged housing, whenever feasible, and develop other new accessible, permanent housing options. This Group is responsible for implementing housing solutions that effectively support the needs of the whole community and contribute to its sustainability and future disaster resilience.

B. Organization

The Long-Term Housing Reconstruction and Relocation Recovery Group will be organized under the Housing RSF Branch within the Operations Section, and coordinated by the Long-Term Housing Reconstruction and Relocation Group Supervisor.

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Group may be activated (for ICS-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

This Recovery Group will transition from Emergency Support Function (ESF) 14: Long-Term Community Recovery and Mitigation under the Fairfax County EOP.

The following agencies and organizations may be asked to lead or support this Recovery Group:

Lead Agency
• Fairfax County Department of Housing and Community Development
Support Agencies – Fairfax County Government
• Department of Cable Consumer Services (Fraud Monitoring) • Department of Code Compliance (Regulatory/Technical Support) • Department of Finance (Accounting for Housing Programs) • Department of Information Technology (Technical Support) • Department of Management and Budget (Budgeting for Housing Programs) • Department of Neighborhood and Community Services (Technical Support) • Department of Planning and Zoning (Regulatory/Technical Support) • Department of Public Works and Environmental Services – Land Development Services (Regulatory/Technical Support) • Department of Tax Administration (Tax Counsel) • Office of Community Revitalization and Planning (Technical Support)

• Office of County Attorney (Legal Counsel) • Office of Emergency Management (Liaison to Federal Recovery Programs) • Redevelopment Housing Authority (Technical and Program Implementation Support)
Support Organizations – Private/Non-Profit
• Area Chambers of Commerce (Program Implementation Support) • Fairfax Citizen Corps Council (Program Implementation Support) • Faith Communities in Action (Program Implementation Support) • Finance, Insurance, Real Estate (FIRE) private-sector partners (Financial Advising, Technical Support/Advising) • Habitat for Humanity (Program Implementation Support) • Independent Insurance Agents of Virginia (Technical Support related to insurance; Private-Sector Coordination) • International Facility Managers Association (Technical Support related to real estate and relocation; Private-Sector Coordination) • Realtors/ Multiple Listing Service (MLS) (Technical Support related to real estate and relocation; Private-Sector Coordination) • Northern Virginia Building Association (Technical Support related to construction sector; Private-Sector Coordination) • Northern Virginia Volunteer Organizations Assisting in Disaster (VOAD) (Program Implementation Support) • Property Managers Association (Technical Support related to real estate and relocation; Private-Sector Coordination) • Volunteer Fairfax (Program Implementation Support)
Support Organizations – Regional
• Not Applicable
Support Agencies – Commonwealth of Virginia
• Department of Housing and Community Development
Support Agencies – Federal Government
• Corporation for National and Community Service • Department of Agriculture • Department of Commerce • Department of Energy • Department of Health and Human Services • Department of Homeland Security – Federal Emergency Management Agency • Department of Housing and Urban Development • Department of Justice • Department of Veterans Affairs • Environmental Protection Agency • Small Business Administration • US Access Board

C. Activation and Mobilization

This Recovery Group will be activated by the Operations Section Chief in the event that significant numbers of housing units need to be rebuilt or significant amounts of residential land in the county is determined not to be appropriate for reoccupation in the near term. The Lead Agency for this Recovery Group will staff the Recovery Group Supervisor position.

The Recovery Group Supervisor will notify all supporting agencies and organizations of the Recovery Group's activation and request support as indicated by the situation. Supporting agency and organization staff and assets may be assigned to work from their home agency, be requested to report to the Recovery Agency (in the County Recovery Coordination Center), or to mobilize to other locations as necessary.

This Recovery Group will only be activated in the case that ongoing unmet or new needs exceed the County's normal capabilities, or require special coordination with other recovery activities. If the recovery objectives described below can be accomplished without activation of this Recovery Group, this group will be deactivated and its staff and assets returned to normal operations, at the discretion of the Operations Section Chief.

D. Recovery Objectives

Recovery objectives for this Recovery Group are divided into Pre-Event, Short-term, and Intermediate/Long-term. 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 Recovery Group a starting-point for the assessment, prioritization, and implementation of recovery operations.

Operational objectives and tactics for each operational period will be identified by the Recovery Action Plan (RAP), described in detail in Section IV of the PDRP. As each new RAP is developed, the Recovery Group will assess progress made against identified criteria for each objective, and this information will be used to refine and focus objectives in future RAPs.

1. Pre-Event and Preparedness Objectives

The following describes objectives to be addressed by the entities that comprise this Recovery Group – with leadership, support, and coordination as necessary from OEM – *prior to* a disaster. Some of the objectives identified below may be discrete actions, while others should be continuously addressed to ensure the County's recovery preparedness.

a) Develop long-term housing reconstruction and relocation strategy

OEM and the Department of Housing and Community Development will work with other governmental and non-governmental agencies and organizations as appropriate to develop a strategy to facilitate and promote housing reconstruction in Fairfax County, and to facilitate and justly compensate housing relocations. This strategy should explicitly address planning, zoning, design, production, logistics, codes, and financing of housing.

Long-term reconstruction strategy should consider continuity with intermediate strategies where possible, as described in the Intermediate Housing Recovery Group. Strategy should focus on mechanisms to support, subsidize, or reimburse residents or developers/landlords as they pursue reconstruction. If continuity with publicly provided intermediate housing is contemplated, strategies for eventual private purchase/transfer of title should be developed in cooperation with private-sector partners, considering any complications involved with such housing having been established on public land.

Strategy should be designed to advance resiliency and best practices in terms of hazard mitigation, storm water management, "universal access," and other aspects identified in the County Comprehensive Plan, Hazard Mitigation Plan, or elsewhere.

Long-term strategies should also consider the potential use of federal Community Development Block Grant (CDBG) funds, which may be used to develop or redevelop areas with low income (relative to the county median). CDBG has been used in past disasters in part because the funds are flexible.

In addition, relocation strategies should be developed. These will identify mechanisms and options for residents including buy-outs, property swaps, and other incentives to facilitate relocation. It should take into account and accommodate the differing situations of renters, landlords, and homeowners. Such strategy should be developed in close coordination with private-sector partners, FEMA, and the Metropolitan Washington Council of Governments (MWCOG), and it should be integrated with the housing reconstruction strategy. This strategy must be inclusive of current safety standards, floodplain regulations, and other key hazard analysis data, and be applied to all restoration projects of damaged and non-conforming structures.

Such strategies may include the incorporation, coordination, and/or operation of a "land bank" or redevelopment authority to receive condemned parcels and then – in an orderly, strategic manner that supports Community Recovery Plan goals – subdivide or assemble the parcels, sell/auction them, redevelop them, or convert them into green space.

b) Address regulatory and statutory challenges

The Long-Term Housing Recovery Group will work with OEM and other Lead Agencies identified in the Community Recovery Planning Branch and Intermediate Housing Recovery Group to identify strategies and options that address a broad range of disaster housing issues, such as those dealing with planning, zoning, design, production, logistics, codes and financing.

2. Short-term Recovery Objectives

The following short-term recovery objectives must be addressed as quickly as possible after the activation of the PDRP and will likely meet pressing unmet needs of county residents and businesses (excluding immediate life-safety and property-protection objectives). In some cases, objectives identified below may describe elements of functional continuity with response operations identified in the County 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 Recovery Group into intermediate- and long-term recovery, if necessary.

a) Develop event-specific policies, procedures, and programs to implement housing reconstruction and relocation strategies
The Long-term Housing Reconstruction and Relocation Group will begin as quickly as possible after the disaster to customize pre-event strategies so that they can be applied to the situation at hand in support of housing reconstruction and relocation. Such implementation will be consistent with policy and planning from Recovery Action Plan and the Community Recovery Plan, and will be coordinated with programs being established and implemented by the Intermediate Housing Group.

b) Offer policy recommendations related to housing reconstruction and relocation
As appropriate, the Long-term Housing Reconstruction and Relocation Group may recommend extraordinary steps to the Planning Section and the Recovery Commander, including development (i.e., reconstruction) moratoria, reconstruction phasing, and other policies intended to support eventual enhancements to the economic, social, and public-safety resiliency of the county's housing and communities. The County may chose to offer incentive programs and/or enhanced zoning or building code regulations to promote the reconstruction of housing developments that incorporate stronger building design according to proposed mitigation measures.

c) Assess and communicate long-term housing program costs
Based on the event-specific policies, procedures, and programs described above, and assessments of the populations and property values involved (in buy-outs), the Long-term Housing Reconstruction and Relocation Group will communicate to the Planning Section and the Recovery Coordinator estimated costs associated with the implementation of long-term housing programs.

d) Establish and implement consumer-protection reporting and safeguards
The Long-Term Housing Reconstruction and Relocation Group will offer information to the public regarding consumer protection and potential abuses.

The Group will also receive and investigate public complaints related to contractors, and it will compile and distribute lists of contractors receiving verified complaints, and where appropriate refer such complaints to the Office of the County Attorney.

3. Intermediate- and Long-Term Recovery Objectives

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

a) Implement programs to facilitate long-term reconstruction and relocation
The Long-term Housing Reconstruction and Relocation Group will implement policies, procedures, and programs to implement housing reconstruction and relocation strategies. These may include technical assistance and financial tools related to rebuilding in-place and/or permanent relocation (if necessary). Policies will be coordinated with the Structural Safety and Damage Assessment Recovery Group (see Annex F).

This may include the incorporation, coordination, and/or operation of a "land bank" or redevelopment authority to receive condemned parcels and then – in an orderly, strategic manner that supports Community Recovery Plan goals – subdivide or assemble the parcels, sell/auction them, redevelop them, or convert them into green space.

b) Promote site-level resiliency and best practices
The Long-Term Housing Reconstruction and Relocation Group will provide technical assistance and administer funding associated with physical mitigation of new permanent long-term housing against relevant hazards. The Group will carry out regulatory measures related to mitigation requirements to enforce policy as directed by the Recovery Action Plans and the Community Recovery Plan.

The Group will also provide technical assistance in support of meeting best practices in storm water management and other goals described in the County Comprehensive Plan, as well as "universal access" goals in at least a portion of new permanent long-term housing.

c) Provide continuity for housing affordability
The Group will also coordinate with the Intermediate Housing Group to ensure that an adequate supply of affordable housing is provided, consistent with the characteristics of the displaced population, including management of HUD affordable housing waivers and re-certifications and prevention of affordable housing fraud, and – where appropriate – property management.

d) Monitor insurance issues
The Group will work with the Virginia Insurance Commissioner to monitor insurance premiums and coverage issues. The Group will work with the Virginia Insurance Commissioner and private insurers so that rates and coverage that allow for housing recovery from the disaster can be maintained in Fairfax County.

d) Provide staffing, expertise, and program support to Service and Information Centers
Direct provision of housing resources, information, and placement services will be implemented through the establishment of Service and Information Centers. These centers will serve as central locations for residents to receive technical assistance or information related to housing construction, approved contractors, available grants, or related insurance issues, or to apply for direct housing assistance. The Recovery Group will provide staffing and resources as requested to Service and Information Centers. The Logistics Section will be responsible for the set-up and maintenance of such facilities.

e) Provide public information related to long-term housing
The Long-term Housing Reconstruction and Relocation Group will provide public information related to long-term housing programs and resources, for distribution by the Public Information Officer (at the Recovery Agency or Branch level).

Additionally, the Group will provide the Planning Section with Geographic Information System (GIS) data that will help renters, landlords, and homeowners in decision-making.

Annex E: Infrastructure RSF Branch

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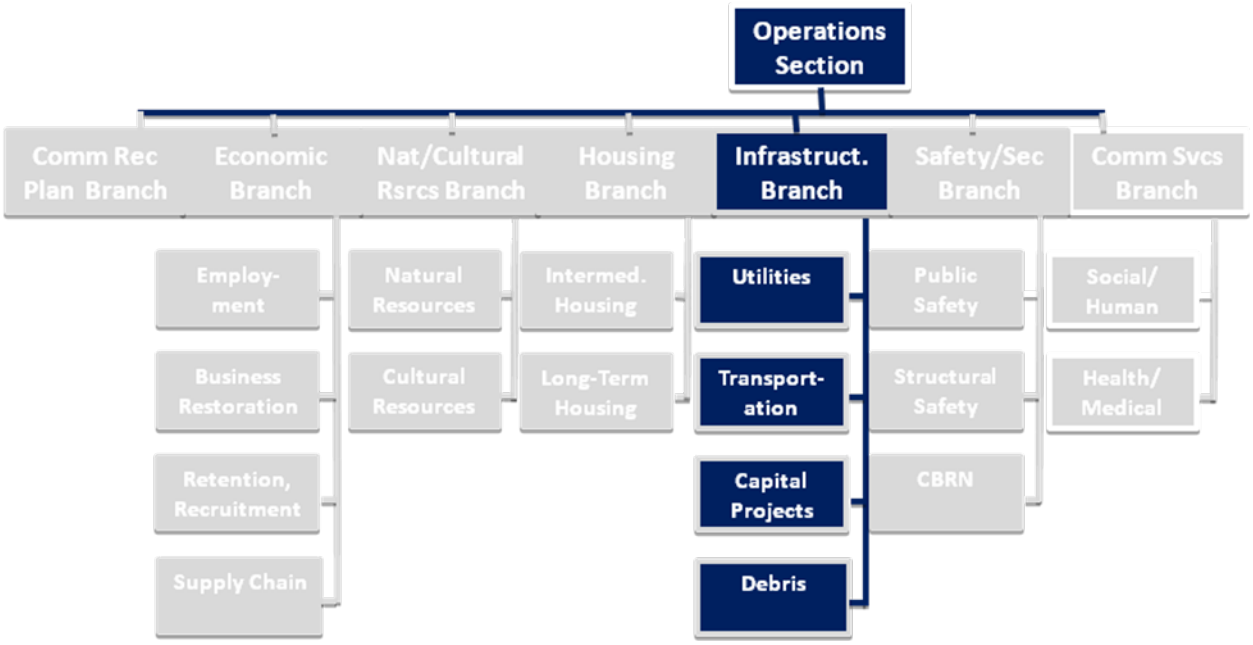
Infrastructure RSF Branch

A. Purpose

The Infrastructure Recovery Support Function (RSF) Branch is responsible for coordinating the County's public-, private-, and non-profit-sector efforts to facilitate maintenance and restoration of the County's facilities, infrastructure systems, and related services. The Infrastructure RSF Branch will coordinate its efforts with those of Commonwealth and federal agencies.

B. Organization

Organizational chart showing full activation of all Recovery Groups within this RSF Branch.



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Utility Restoration Recovery Group

A. Purpose

The purpose of the Utility Restoration Recovery Group within the Infrastructure RSF Branch is to coordinate local efforts with state and federal recovery programs designed to restore utilities infrastructure and service to pre-disaster or improved condition after a major incident. According to Presidential Decision Directive 63 (PDD-63), critical infrastructure refers to "physical and cyber-based systems essential to the minimal operations of the economy and government." Under the Utility Restoration Recovery Group, this includes water, wastewater, telecommunications, electricity, natural gas, and other utilities.

The Group monitors these utilities and provides coordination for key public and private sector utility and infrastructure partners to prioritize and facilitate utility restoration and reconstruction.

B. Organization

The Utility Restoration Recovery Group will be organized under the Infrastructure RSF Branch within the Operations Section, and coordinated by the Utility Restoration Group Supervisor.

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Group may be activated (for Incident Command System (ICS)-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

This Recovery Group will transition from the Emergency Support Function (ESF) 3: Public Works and Engineering and ESF 12: Energy and Infrastructure under the Fairfax County Emergency Operations Plan (EOP).

The following agencies and organizations may be asked to lead or support this Recovery Group:

Lead Agency
• Fairfax County Department of Public Works and Environmental Services – Public Works and Utilities
Support Agencies – Fairfax County Government
• Department of Cable Consumer Services (Service Monitoring) • Department of Code Compliance (Expedited Repairs Permitting) • Department of Information Technology (Service Restoration) • Department of Planning and Zoning (Expedited Repairs Permitting) • Department of Transportation (Roadway Considerations in Utility Repair) • Department of Vehicle Services (Monitoring of Energy Infrastructure Restoration) • Facilities Management Department (Management of Service Restoration to County Facilities)

- Fairfax County Public Schools (Management of Service Restoration to Schools)
- Fairfax County Water Authority (Service Restoration/Management of Infrastructure Projects)
- Fire Marshal (Fire Code Compliance)
- Office of County Attorney (Legal Counsel)
- Town of Herndon Water (Service Restoration)
- Town of Vienna Water (Service Restoration)

Support Organizations – Private/Non-Profit

- Columbia Gas of Virginia (Service Restoration)
- Comcast (Service Restoration)
- Cox of Northern Virginia (Service Restoration)
- Dominion Virginia Power (Service Restoration)
- Gas/Oil Pipeline Operators (Service Restoration)
- Mobile Phone Carriers (Service Restoration)
- Northern Virginia Electrical Cooperative (NOVEC) (Service Restoration)
- Verizon (Service Restoration)
- Washington Gas – Virginia Division (Service Restoration)

Support Organizations – Regional

- DC Water and Sewer Authority (Service Restoration and Regional Coordination)

Support Agencies – Commonwealth of Virginia

- Corporation Commission
- Department of Agriculture and Consumer Services
- Department of Conservation and Recreation
- Department of Emergency Management
- Department of Energy
- Department of Environmental Quality
- Department of Forestry
- Department of General Services
- Department of Health
- Department of Historic Resources
- Department of Housing and Community Development
- Department of Military Affairs
- Department of Professional Engineers
- Department of Transportation
- Information Technologies Agency

Support Agencies – Federal Government

- Army Corps of Engineers
- Department of Agriculture
- Department of Commerce
- Department of Education
- Department of Energy

- Department of Health and Human Services
- Department of Homeland Security – Federal Emergency Management Agency
- Department of the Interior
- Department of Transportation
- Department of the Treasury
- Environmental Protection Agency
- Federal Communications Commission
- General Service Administration
- Nuclear Regulatory Commission

C. Activation and Mobilization

This Recovery Group will be activated by the Operations Section Chief in the event that utility services and responsibilities cannot be returned to normal operations during the response phase. The Lead Agency for this Recovery Group will staff the Recovery Group Supervisor position.

The Recovery Group Supervisor will notify all supporting agencies and organizations of the Recovery Group's activation and request support as indicated by the situation. Supporting agency and organization staff and assets may be assigned to work from their home agency, be requested to report to the Recovery Agency (in the County Recovery Coordination Center), or to mobilize to other locations as necessary.

This Recovery Group will only be activated in the case that ongoing unmet or new needs exceed the County's normal capabilities, or require special coordination with other recovery activities. If the recovery objectives described below can be accomplished without activation of this Recovery Group, this group will be deactivated and its staff and assets returned to normal operations, at the discretion of the Operations Section Chief.

D. Recovery Objectives

Recovery objectives for this Recovery Group are divided into Pre-Event, Short-term, and Intermediate/Long-term. 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 Recovery Group a starting-point for the assessment, prioritization, and implementation of recovery operations.

Operational objectives and tactics for each operational period will be identified by the Recovery Action Plan (RAP), described in detail in Section IV of the Pre-Disaster Recovery Plan (PDRP). As each new RAP is developed, the Recovery Group will assess progress made against identified criteria for each objective, and this information will be used to refine and focus objectives in future RAPs.

1. Pre-Event and Preparedness Objectives

The following describes objectives to be addressed by the entities that comprise this Recovery Group – with leadership, support, and coordination as necessary from the Office of Emergency Management

(OEM) – *prior to* a disaster. Some of the objectives identified below may be discrete actions, while others should be continuously addressed to ensure the County's recovery preparedness.

a) Coordinate inventory and prioritization for utility restoration
OEM, in consultation with the Lead Agency, public and private-sector partners, and key system users, will develop a pre-disaster inventory, and prioritization guidance and plans for restoration of critical utilities and recovery needs following an incident. This collaborative prioritization will take into account the private-sector nature of utility providers, as well as the critical infrastructure needs of the county.

2. Short-term Recovery Objectives

The following short-term recovery objectives must be addressed as quickly as possible after the activation of the PDRP and will likely meet pressing unmet needs of county residents and businesses (excluding immediate life-safety and property-protection objectives). In some cases, objectives identified below may describe elements of functional continuity with response operations identified in the County 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 Recovery Group into intermediate- and long-term recovery, if necessary.

a) Coordinate the restoration or interim provision of utility infrastructure and services
The Utility Restoration Recovery Group will work with public- and private-sector providers of utility services to coordinate and execute immediate restoration of utility services according to damage assessments. Such restoration will follow prioritization established in pre-disaster planning and be accomplished through the Recovery Action Planning cycle,[1] and it may require requesting the input of the Recovery Policy Advisory Board (through chain of command).

Basic prioritization will be in accordance with the priorities described in Section I and will be guided by the critical infrastructure and prioritization established above. The Utility Restoration Group should also give consideration to sites identified for Service and Information Centers, short-term or interim housing, as well as major employers, commodities distributors, and other key recovery functions, with a focus on the maintenance of basic lifelines and services.

The Group will also ensure emergency mitigation measures are considered and implemented that are consistent with the Community Recovery Plan developed by the Community Recovery Planning Branch, to support mitigation, housing, and economic recovery priorities.

[1] Recovery from Chemical, Biological, Radiological, or Nuclear (CBRN) incidents may require additional considerations for the prioritized decontamination of critical infrastructure to enable the expedient restoration of utility services. The Infrastructure RSF Branch and Utility Restoration Group should coordinate these activities with the Public Safety RSF Branch and the CBRN Recovery Group.

Additionally, the recovery from an Improvised Nuclear Device (IED) may result in an electromagnetic pulse crippling electric and information technology infrastructure beyond repair. In such cases, the Infrastructure RSF Branch and Utility Restoration Group must develop a utility restoration plan to provide a prioritized course of action to replace critical infrastructure as soon as the full scope of the damage assessment has been identified, much of which should be developed in a pre-disaster context.

b) Assess and communicate major or long-term utility reconstruction costs
The Utility Restoration Recovery Group will assess and communicate to the Planning Section, the Community Recovery Planning Branch, and the Recovery Coordinator estimated costs associated with major or long-term utility reconstruction projects.

c) Provide public information related to utility service and restoration
The Utility Restoration Recovery Group will provide public information related to utility interruptions and restoration, for distribution by the Public Information Officer (PIO) at the Recovery Agency or Branch level.

3. Intermediate- and Long-Term Recovery Objectives

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

a) Coordinate the permanent reconstruction of major critical utilities infrastructure
The Utility Restoration Recovery Group will work with public- and private-sector providers of utility services to coordinate and execute the reconstruction of major utilities infrastructure. Such restoration will follow prioritization established in pre-disaster planning and be accomplished through the Recovery Action Planning cycle, and it may require requesting the input of the Recovery Policy Advisory Board (through chain of command).

Such reconstruction will be consistent with the Community Recovery Plan developed by the Community Recovery Planning Branch, and will support mitigation, housing, and economic recovery priorities.

As the County works to prioritize critical infrastructure restoration and reconstruction, consideration must be given on whether to use as-built designs so as to restore pre-disaster condition (which can accelerate reconstruction by skipping many engineering, planning, and permitting steps), versus the opportunity to implement mitigation measures in order to enhance community resilience.

b) Ensure mitigation measures are considered
The Utility Restoration Recovery Group will coordinate with local, state, and federal partners to identify and implement mitigation opportunities. This applies to Fairfax County projects referenced in the Northern Virginia Regional Hazard Mitigation Plan and other infrastructure and utility systems projects slated for permanent reconstruction or relocation to help reduce future risk and enhance community resilience.

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Transportation Recovery Group

A. Purpose

The purpose of the Transportation Recovery Group within the Infrastructure RSF Branch is to coordinate local efforts with state and federal recovery programs designed to provide post-disaster transportation services, and restore transportation infrastructure and service to pre-disaster or improved condition. It is inclusive of roads, passenger rail, freight rail, bus, and air travel systems.

The Group will monitor transportation infrastructure and systems and provide coordination with key public, public-authority, and private-sector transportation partners to facilitate transportation restoration and infrastructure reconstruction.

B. Organization

The Transportation Recovery Group will be organized under the Infrastructure RSF Branch within the Operations Section, and coordinated by the Transportation Group Supervisor.

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Group may be activated (for ICS-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

This Recovery Group will transition from Emergency Support Function (ESF) 1: Transportation under the Fairfax County EOP.

The following agencies and organizations may be asked to lead or support this Recovery Group:

Lead Agency
• Fairfax County Department Transportation
Support Agencies – Fairfax County Government
• Department of Neighborhood and Community Services (Resource Support/FasTran) • Department of Planning and Zoning (Community Recovery Planning Integration) • Department of Public Works and Environmental Services – Capital Projects (Project Management and Support) • Department of Vehicle Services (Resource Support) • Facilities Management Department (Parking structure reconstruction) • Fairfax County Public Schools (Resource Support) • FasTran (Bus Services) • Town of Reston (Bus Services)
Support Organizations – Private/Non-Profit
• Committee for Dulles (Private-Sector Coordination)

• Dominion Virginia Power • George Mason University (Bus Services) • Northern Virginia Transportation Alliance (Private-Sector Coordination) • Springfield Circulator (Bus Services) • Tysons Corner (Bus Services)
Support Organizations – Regional
• City of Fairfax (CUE Bus Services) • Metropolitan Washington Airports Authority[2] (MWAA) (Airport and Toll Road Restoration) • Northern Virginia Regional Park Authority (Service/Public Trails) • Northern Virginia Transportation Authority (Transportation service and infrastructure restoration) • Northern Virginia Transportation Commission (Transit service and infrastructure restoration) • Virginia Railway Express (Rail Restoration) • Washington Metropolitan Area Transit Authority (WMATA) (Rail/Bus Restoration)
Support Agencies – Commonwealth of Virginia
• Corporation Commission • Department of Agriculture and Consumer Services • Department of Conservation and Recreation • Department of Emergency Management • Department of Energy • Department of Environmental Quality • Department of Forestry • Department of General Services • Department of Health • Department of Historic Resources • Department of Housing and Community Development • Department of Military Affairs • Department of Professional Engineers • Department of Transportation[3] • Information Technologies Agency
Support Agencies – Federal Government
• Army Corps of Engineers • Department of Agriculture • Department of Commerce • Department of Education • Department of Energy • Department of Health and Human Services

[2] Includes oversight of Dulles International Airport and the Dulles Toll Road (Rte. 267)
[3] VDOT operates and maintains the majority of roadways in Fairfax County

- Department of Homeland Security – Federal Emergency Management Agency
- Department of the Interior
- Department of Transportation
- Department of the Treasury
- Environmental Protection Agency
- Federal Communications Commission
- General Services Administration
- Nuclear Regulatory Commission

C. Activation and Mobilization

This Recovery Group will be activated by the Operations Section Chief in the event that transportation services cannot be returned to normal operations during the response phase. The Lead Agency for this Recovery Group will staff the Recovery Group Supervisor position.

The Recovery Group Supervisor will notify all supporting agencies and organizations of the Recovery Group's activation and request support as indicated by the situation. Supporting agency and organization staff and assets may be assigned to work from their home agency, be requested to report to the Recovery Agency (in the County Recovery Coordination Center), or to mobilize to other locations as necessary.

This Recovery Group will only be activated in the case that ongoing unmet or new needs exceed the County's normal capabilities, or require special coordination with other recovery activities. If the recovery objectives described below can be accomplished without activation of this Recovery Group, this group will be deactivated and its staff and assets returned to normal operations, at the discretion of the Operations Section Chief.

D. Recovery Objectives

Recovery objectives for this Recovery Group are divided into Pre-Event, Short-term, and Intermediate/Long-term. 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 Recovery Group a starting-point for the assessment, prioritization, and implementation of recovery operations.

Operational objectives and tactics for each operational period will be identified by the Recovery Action Plan (RAP), described in detail in Section IV of the PDRP. As each new RAP is developed, the Recovery Group will assess progress made against identified criteria for each objective, and this information will be used to refine and focus objectives in future RAPs.

1. Pre-Event and Preparedness Objectives

The following describes objectives to be addressed by the entities that comprise this Recovery Group – with leadership, support, and coordination as necessary from OEM – *prior to* a disaster. Some of the

objectives identified below may be discrete actions, while others should be continuously addressed to ensure the County's recovery preparedness.

a) Coordinate inventory and prioritization for transportation service and infrastructure restoration

OEM, in consultation with the Lead Agency, public and private-sector partners, and key system users, will develop a pre-disaster inventory, and prioritization guidance and plans for restoration of critical transportation infrastructure and services. This collaborative prioritization will take into account that many transportation-system owners and operators are based at the regional-authority or state levels.

b) Pursue Memoranda of Understanding (MOUs)

OEM in consultation with the Lead Agency, will work with owners and operators of transportation systems (including local and state government agencies and regional authorities) to develop MOUs describing coordinated responses and responsibilities after a significant disaster. MOUs should address provision of post-incident transportation service coordination and for long-term infrastructure restoration. Such MOUs may be best pursued at the regional level, via the Northern Virginia Transportation Authority (NVTA), Northern Virginia Transportation Commission (NVCT), Metropolitan Washington Council of Governments (MWCOG), or other regional coordinating entities.

2. Short-term Recovery Objectives

The following short-term recovery objectives must be addressed as quickly as possible after the activation of the PDRP and will likely meet pressing unmet needs of county residents and businesses (excluding immediate life-safety and property-protection objectives). In some cases, objectives identified below may describe elements of functional continuity with response operations identified in the County 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 Recovery Group into intermediate- and long-term recovery, if necessary.

a) Coordinate the restoration or interim provision of critical transportation infrastructure and services

The Transportation Group will work with public- and private-sector providers and managers of transportation infrastructure and services to coordinate and execute immediate restoration of utility services that support public transportation according to damage assessments. Such restoration will follow prioritization established in pre-disaster planning and be accomplished through the Recovery Action Planning cycle, and it may require requesting the input of the Recovery Policy Advisory Board (through chain of command).

Basic prioritization will be in accordance with the priorities described in Sec. I and will be guided by the transportation infrastructure prioritization established above.

It is likely that there will be an increase in public transportation ridership following the disaster. Prioritization of specific modes of transportation should also be undertaken, and coordination amongst transportation service providers will be critical in ensuring that interim transportation services focus on sharing of resources and assets to move impacted residents around the county.

The Transportation Group should also give consideration to sites identified for Service and Information Centers, short-term or interim housing, as well as major employers, commodities distributors, and other key recovery functions, with a focus on the maintenance of basic lifelines and services.

This Group will ensure emergency mitigation measures are considered and implemented that are consistent with the Community Recovery Plan developed by the Community Recovery Planning Branch, to support mitigation, housing, and economic recovery priorities.

b) Assess and communicate major or long-term transportation reconstruction costs
The Transportation Recovery Group will assess and communicate to the Planning Section, the Community Recovery Planning Branch, and the Recovery Coordinator estimated costs associated with major or long-term transportation reconstruction projects.

c) Provide public information related to transportation service and restoration
The Transportation Recovery Group will provide public information related to transportation and transit service and infrastructure interruptions, interim solutions or service alterations, and restoration, for distribution by the Public Information Officer at the Recovery Agency or Branch level.

3. Intermediate- and Long-Term Recovery Objectives

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

a) Coordinate the permanent reconstruction of transportation infrastructure
The Transportation Recovery Group will work with County, public-authority, and private-sector providers/managers of transportation infrastructure to execute the reconstruction of transportation infrastructure. Such restoration will follow prioritization established in pre-disaster planning and be accomplished through the Recovery Action Planning cycle, and it may require requesting the input of the Recovery Policy Advisory Board (through chain of command).

Such reconstruction will be consistent with the Community Recovery Plan developed by the Community Recovery Planning Branch, including supporting mitigation, housing, and economic recovery priorities.

As the County works to prioritize critical infrastructure restoration and reconstruction, consideration must be given on whether to use as-built designs so as to restore pre-disaster condition (which can accelerate reconstruction by skipping many engineering, planning, and permitting steps), versus the opportunity to implement mitigation measures in order to enhance community resilience.

b) Ensure mitigation measures are considered

The Transportation Recovery Group will coordinate with local, state, and federal partners to identify and implement mitigation opportunities, with reference to the Fairfax County projects referenced in the Northern Virginia Regional Hazard Mitigation Plan or other projects for permanent reconstruction (including relocation) of transportation infrastructure so as to reduce risk and enhance community resilience.

Capital Repairs and Reconstruction Recovery Group

A. Purpose

The purpose of the Capital Repairs and Reconstruction Recovery Group within the Infrastructure RSF Branch is to coordinate local efforts with state and federal recovery programs designed to restore the County's facilities. This includes schools, government offices, and other public facilities, and relates to the return of these facilities to pre-disaster or improved condition during recovery.

B. Organization

The Capital Repairs and Reconstruction Recovery Group will be organized under the Infrastructure RSF Branch within the Operations Section, and coordinated by the Capital Repairs and Reconstruction Group Supervisor.

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Group may be activated (for ICS-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

This Recovery Group will transition from the Emergency Support Function (ESF) 3: Public Works and Engineering under the Fairfax County EOP.

The following agencies and organizations may be asked to lead or support this Recovery Group:

Lead Agency
• Fairfax County Facilities Management Department • Fairfax County Department of Public Works and Environmental Services
Support Agencies – Fairfax County Government
• Department of Finance (Counsel on Reconstruction Funding/Financing) • Department of Finance – Risk Management (Insurance) • Department of Management and Budget (Counsel on Reconstruction Funding/Financing) • Department of Planning and Zoning (Technical Support/Expedited Reconstruction Permitting) • Department of Public Works and Environmental Services – Land Development Services (Technical Support) • Department of Public Works and Environmental Services – Capital Projects (Management of Capital Projects) • Department of Tax Administration (Counsel on Tax Revenue Issues) • Department of Vehicle Services (Resource Support) • Fairfax County Public Schools (Management of Public Schools Projects) • Fire Marshal (Fire Inspection Services)

• Health Department (Health Inspection Service) • Office of County Attorney (Legal Counsel) • Office of Emergency Management (Counsel on Federal Recovery Funding/Financing)
Support Organizations – Private/Non-Profit
• Northern Virginia Hospital Alliance (NVHA) (Public Health Infrastructure)
Support Organizations – Regional
• Not Applicable
Support Agencies – Commonwealth of Virginia
• Department of Conservation and Recreation • Department of Emergency Management • Department of Environmental Quality • Department of Energy • Department of Forestry • Department of General Services • Department of Health • Department of Historic Resources • Department of Housing and Community Development • Department of Military Affairs • Department of Professional Engineers • Department of Transportation
Support Agencies – Federal Government
• Army Corps of Engineers • Department of Agriculture • Department of Commerce • Department of Education • Department of Energy • Department of Health and Human Services • Department of Homeland Security – Federal Emergency Management Agency • Department of the Interior • Department of Transportation • Department of the Treasury • Environmental Protection Agency • Federal Communications Commission • General Service Administration • Nuclear Regulatory Commission

C. Activation and Mobilization

This Recovery Group will be activated by the Operations Section Chief in the event that county facilities and services cannot be returned to normal operations during the response phase.

A Lead Agency will be assigned for this Recovery Group by the Operations Section Chief, and this Lead Agency will staff the Recovery Group Supervisor position. Other agencies identified as potential Lead Agencies in the above list will become Supporting Agencies.

The Recovery Group Supervisor will notify all supporting agencies and organizations of the Recovery Group's activation and request support as indicated by the situation. Supporting agency and organization staff and assets may be assigned to work from their home agency, be requested to report to the Recovery Agency (in the County Recovery Coordination Center), or to mobilize to other locations as necessary.

This Recovery Group will only be activated in the case that ongoing unmet or new needs exceed the County's normal capabilities, or require special coordination with other recovery activities. If the recovery objectives described below can be accomplished without activation of this Recovery Group, this group will be deactivated and its staff and assets returned to normal operations, at the discretion of the Operations Section Chief.

D. Recovery Objectives

Recovery objectives for this Recovery Group are divided into Pre-Event, Short-term, and Intermediate/Long-term. 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 Recovery Group a starting-point for the assessment, prioritization, and implementation of recovery operations.

Operational objectives and tactics for each operational period will be identified by the Recovery Action Plan (RAP), described in detail in Section IV of the PDRP. As each new RAP is developed, the Recovery Group will assess progress made against identified criteria for each objective, and this information will be used to refine and focus objectives in future RAPs.

1. Pre-Event and Preparedness Objectives

The following describes objectives to be addressed by the entities that comprise this Recovery Group – with leadership, support, and coordination as necessary from OEM – *prior to* a disaster. Some of the objectives identified below may be discrete actions, while others should be continuously addressed to ensure the County's recovery preparedness.

a) Coordinate inventory and prioritization for public facilities restoration and reconstruction

OEM, in consultation with the Lead Agency, and public and private-sector partners, will develop a pre-disaster inventory, and prioritization guidance and plans for capital repairs and reconstruction

following an incident, including consideration of recovery needs according to damage assessments. This prioritization will take into account the critical infrastructure needs of the County.

2. Short-term Recovery Objectives

The following short-term recovery objectives must be addressed as quickly as possible after the activation of the PDRP and will likely meet pressing unmet needs of county residents and businesses (excluding immediate life-safety and property-protection objectives). In some cases, objectives identified below may describe elements of functional continuity with response operations identified in the County 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 Recovery Group into intermediate- and long-term recovery, if necessary.

a) Coordinate with public, private, and regional partners for the interim provision of capital needs and/or for capital restoration and repairs

The Capital Repairs and Reconstruction Group will assess and prioritize the immediate restoration and repair of critical County-owned and/or -operated facilities and transportation systems necessary to support recovery operations and will be accomplished through the Recovery Action Planning cycle. This may include the acquisition or rental of temporary facilities.

Basic prioritization will be in accordance with the Priorities described in Sec. I and will be guided by the capital facilities prioritization described above. The Capital Repair and Restoration Group should give consideration to sites identified for Service and Information Centers, short-term or interim housing, as well as major employers, commodities distributors, and other key recovery functions with a focus on the short-term maintenance of basic lifelines and services.

This Recovery Group will also ensure emergency mitigation measures are considered and implemented when possible.

b) Assess and communicate major or long-term utility reconstruction costs

The Capital Repairs and Reconstruction Group will assess and communicate to the Planning Section and the Recovery Coordinator estimated costs associated with long-term capital reconstruction projects.

c) Provide public information related to community or civic facilities

The Capital Repairs and Reconstruction Group will provide public information related to community or civic facilities status, interim solutions, and restoration, for distribution by the Public Information Officer at the Recovery Agency or Branch level.

3. Intermediate- and Long-Term Recovery Objectives

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

a) Coordinate the permanent reconstruction of public facilities
The Capital Repairs and Reconstruction Group will coordinate and execute the reconstruction of public facilities (including schools), as needed. Such restoration will follow prioritization established in pre-disaster planning and be accomplished through the Recovery Action Planning cycle and will be consistent with the Community Recovery Plan developed by the Community Recovery Planning Branch, supporting mitigation, housing, and economic recovery priorities.

Regardless of the availability of outside funds, this process will require coordination with the County's capital improvement planning and budgeting process to provide local matching funds, if not more. Funding availability for various projects will likely play a large role in determining recovery timelines. As part of this process, alternate or improved projects should be considered, rather than simple reconstruction.

As the County works to prioritize critical infrastructure restoration and reconstruction, consideration must be given on whether to use as-built designs so as to restore pre-disaster condition (which can accelerate reconstruction by skipping many engineering, planning, and permitting steps), versus the opportunity to implement mitigation measures in order to enhance community resilience.

b) Ensure mitigation measures are considered
The Capital Repairs and Reconstruction Group will coordinate with local, state, and federal partners to identify and implement mitigation opportunities, with reference to the Fairfax County projects referenced in the Northern Virginia Regional Hazard Mitigation Plan or other projects for permanent reconstruction or relocation of public facilities so as to reduce future risk and enhance community resilience. Mitigation and improvement planning should be present in all capital redevelopment plans, including those for private sector medical providers such as area hospitals.

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Debris Management Recovery Group

A. Purpose

The purpose of the Debris Management Recovery Group within the Infrastructure RSF Branch is to coordinate local efforts with state and federal recovery programs designed to remove, transport, store, and otherwise manage debris on public property or right-of-ways throughout Fairfax County during disaster recovery. The Group will ensure debris issues are monitored and addressed as necessary.

B. Organization

The Debris Management Recovery Group will be organized under the Infrastructure RSF Branch within the Operations Section, and coordinated by the Debris Management Group Supervisor.

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Group may be activated (for ICS-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

This Recovery Group will transition from Emergency Support Function (ESF) 3: Public Works under the Fairfax County EOP.

The following agencies and organizations may be asked to lead or support this Recovery Group:

Lead Agency
• Fairfax County Department of Public Works and Environmental Services – Solid Waste
Support Agencies – Fairfax County Government
• Facilities Management Department (Oversight of Debris Removal from County Facilities/Resource Support) • Fairfax County Public Schools (Debris Management Sites) • Fire and Rescue Department (Resource Support/Debris Management) • Health Department (Technical Assistance/ Expertise) • Office of County Attorney (Legal Counsel) • Park Authority (Debris Management Sites/Resource Support) • Water Authority (Debris Removal)
Support Organizations – Private/Non-Profit
• Not Applicable
Support Organizations – Regional
• Not Applicable
Support Agencies – Commonwealth of Virginia
• Department of Agriculture and Consumer Services

• Department of Conservation and Recreation • Department of Emergency Management • Department of Energy • Department of Environmental Quality • Department of Forestry • Department of General Services • Department of Health • Department of Historic Resources • Department of Housing and Community Development • Department of Military Affairs • Department of Professional Engineers • Department of Transportation • Information Technologies Agency • State Corporation Commission
Support Agencies – Federal Government
• Army Corps of Engineers • Department of Agriculture • Department of Commerce • Department of Education • Department of Energy • Department of Health and Human Services • Department of Homeland Security – Federal Emergency Management Agency • Department of the Interior • Department of Transportation • Department of the Treasury • Environmental Protection Agency • Federal Communications Commission • General Services Administration • Nuclear Regulatory Commission

C. Activation and Mobilization

This Recovery Group will be activated by the Operations Section Chief in the event that debris management and removal activities cannot be accomplished in the response phase. The Lead Agency for this Recovery Group will staff the Recovery Group Supervisor position.

The Recovery Group Supervisor will notify all supporting agencies and organizations of the Recovery Group's activation and request support as indicated by the situation. Supporting agency and organization staff and assets may be assigned to work from their home agency, be requested to report to the Recovery Agency (in the County Recovery Coordination Center), or to mobilize to other locations as necessary.

This Recovery Group will only be activated in the case that ongoing unmet or new needs exceed the County's normal capabilities, or require special coordination with other recovery activities. If the recovery objectives described below can be accomplished without activation of this Recovery Group, this group will be deactivated and its staff and assets returned to normal operations, at the discretion of the Operations Section Chief.

D. Recovery Objectives

Recovery objectives for this Recovery Group are divided into Pre-Event, Short-term, and Intermediate/Long-term. 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 Recovery Group a starting-point for the assessment, prioritization, and implementation of recovery operations.

Operational objectives and tactics for each operational period will be identified by the Recovery Action Plan (RAP), described in detail in Section IV of the PDRP. As each new RAP is developed, the Recovery Group will assess progress made against identified criteria for each objective, and this information will be used to refine and focus objectives in future RAPs.

1. Pre-Event and Preparedness Objectives

The following describes objectives to be addressed by the entities that comprise this Recovery Group – with leadership, support, and coordination as necessary from OEM – *prior to* a disaster. Some of the objectives identified below may be discrete actions, while others should be continuously addressed to ensure the County's recovery preparedness.

a) Establish prioritization for debris removal

The Department of Public Works and Environmental Services, in consultation with OEM, public and private-sector partners and key transportation system users, will confirm the broad utility of the Fairfax County Debris Management Plan to provide pre-disaster prioritization guidance and plans for debris clearance following an incident, and/or augment the Debris Management Plan as necessary.

2. Short-term Recovery Objectives

The following short-term recovery objectives must be addressed as quickly as possible after the activation of the PDRP and will likely meet pressing unmet needs of county residents and businesses (excluding immediate life-safety and property-protection objectives). In some cases, objectives identified below may describe elements of functional continuity with response operations identified in the County EOP. Therefore, the objectives listed below may begin during the response phase and transition into short-term recovery. Objectives described will be the continued responsibility of this Recovery Group into intermediate- and long-term recovery, if necessary.

a) Reference and continue to execute debris removal and management, as necessary

The Debris Group will refer to the Fairfax County Debris Management Plan for continued guidance regarding debris removal, management, storage, and disposal operations. Debris removal

is typically one of the first major issues that must be addressed in recovery. Large piles of organic and non-organic debris can become public health concerns and once dry, can become a fire threat.

This Group will ensure that all disaster-generated debris is properly and immediately disposed of according to the type of debris being handled, contamination factors, and environmental impacts. The management and removal of CBRN contaminated debris will require the development of a separate strategy to be developed in close coordination with the CBRN Recovery Group.

The cost to collect and dispose of debris can be defrayed through Public Assistance (PA) grants from the Federal Emergency Management Agency (FEMA). Debris located on public lands and right-of-ways may be eligible.

b) Provide public information related to debris

The Debris Group will provide public information related to debris clearance and management for distribution by the Public Information Officer at the Recovery Agency or Branch level.

3. Intermediate- and Long-Term Recovery Objectives

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

a) Address permanent debris disposal and site-capacity issues

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

Annex F: Safety and Security RSF Branch

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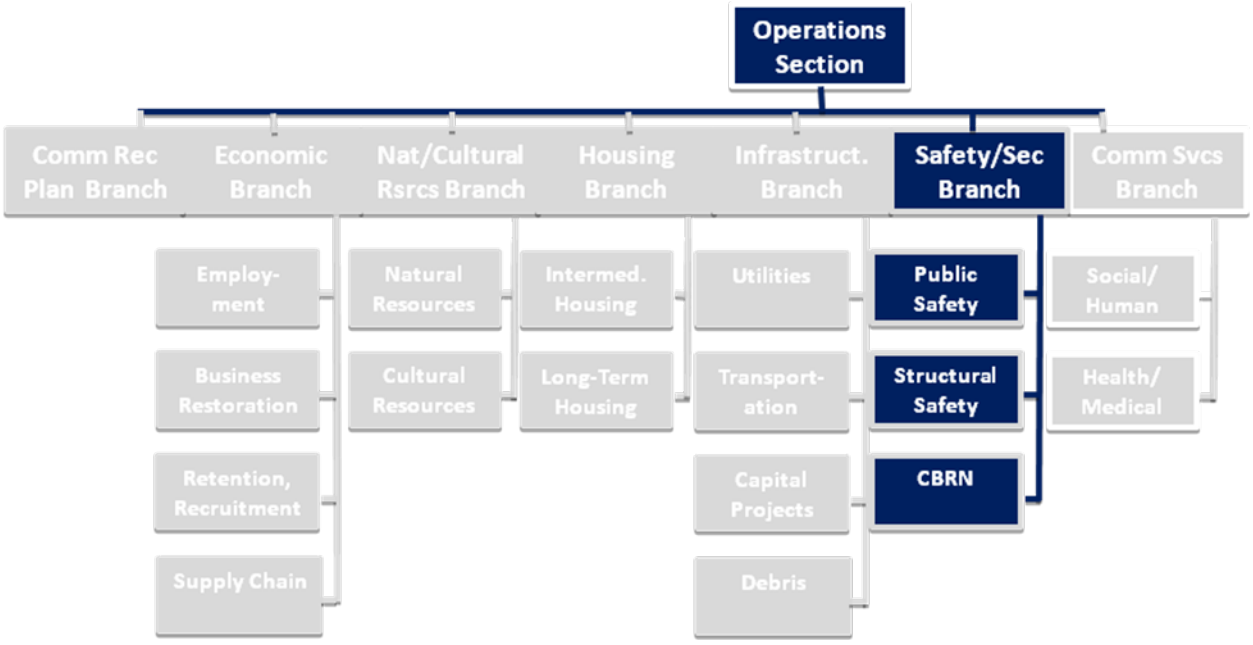
Safety and Security RSF Branch

A. Purpose

The Safety and Security Recovery Support Function (RSF) Branch is responsible for coordinating the County's public-, private-, and non-profit-sector efforts to ensure the safety and security of county residents and businesses during recovery and beyond. The Safety and Security RSF Branch will coordinate its efforts with those of Commonwealth and federal agencies.

B. Organization

Organizational chart showing full activation of all Recovery Groups within this RSF Branch.



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Public Safety Recovery Group

A. Purpose

The purpose of the Public Safety Recovery Group within the Safety and Security RSF Branch is to coordinate local efforts with state and federal recovery programs designed to maintain law enforcement and other security operations within the county – inclusive of protection of life and property – during disaster recovery.

B. Organization

The Public Safety Recovery Group will be organized under the Safety and Security RSF Branch within the Operations Section, and coordinated by the Public Safety Group Supervisor.

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Group may be activated (for Incident Command System (ICS)-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

This Recovery Group will transition from Emergency Support Function (ESF) 13: Law Enforcement under the Fairfax County Emergency Operations Plan (EOP).

The following agencies and organizations may be asked to lead or support this Recovery Group:

Lead Agency
• Fairfax County Police Department
Support Agencies – Fairfax County Government
• Department of Facilities Management (Siting) • Department of Fire and Rescue (Emergency Services Support) • Department of Public Safety Communications (Communications Support) • Department of Vehicle Services (Vehicle Support) • Fairfax County Courts (District, Circuit, Juvenile) (Security Support) • Office of County Attorney (Security Support) • Office of Emergency Management (Strategy Development) • Sheriff Department (Security Support) • Town of Herndon Police Department (Security Support) • Town of Vienna Police Department (Security Support)
Support Organizations – Private/Non-Profit
• Fairfax Citizen Corps Council (Volunteers)
Support Organizations – Regional
• Not applicable

Support Agencies – Commonwealth of Virginia
• Criminal Justice Services • Department of Alcoholic Beverage Control • Department of Conservation and Recreation • Department of Corrections • Department of Forestry • Department of Game and Inland Fisheries • Department of Marine Resources • Department of Military Affairs • Department of Motor Vehicles • Department of Transportation • Virginia National Guard • Virginia State Police
Support Agencies – Federal Government
• Department of Homeland Security – Federal Emergency Management Agency • Department of Justice

C. Activation and Mobilization

This Recovery Group will be activated by the Operations Section Chief in the event that public safety services are required to support recovery operations, recovery sites, or the Recovery Agency. The Lead Agency for this Recovery Group will staff the Recovery Group Supervisor position.

The Recovery Group Supervisor will notify all supporting agencies and organizations of the Recovery Group's activation and request support as indicated by the situation. Supporting agency and organization staff and assets may be assigned to work from their home agency, be requested to report to the Recovery Agency (in the County Recovery Coordination Center), or to mobilize to other locations as necessary.

This Recovery Group will only be activated in the case that ongoing unmet or new needs exceed the County's normal capabilities, or require special coordination with other recovery activities. If the recovery objectives described below can be accomplished without activation of this Recovery Group, this group will be deactivated and its staff and assets returned to normal operations, at the discretion of the Operations Section Chief.

D. Recovery Objectives

Recovery objectives for this Recovery Group are divided into Pre-Event, Short-term, and Intermediate/Long-term. 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 Recovery Group a starting-point for the assessment, prioritization, and implementation of recovery operations.

Operational objectives and tactics for each operational period will be identified by the Recovery Action Plan (RAP), described in detail in Section IV of the Pre-Disaster Recovery Plan (PDRP). As each new RAP is developed, the Recovery Group will assess progress made against identified criteria for each objective, and this information will be used to refine and focus objectives in future RAPs.

1. Pre-Event and Preparedness Objectives

The following describes objectives to be addressed by the entities that comprise this Recovery Group – with leadership, support, and coordination as necessary from the Office of Emergency Management (OEM) – *prior to* a disaster. Some of the objectives identified below may be discrete actions, while others should be continuously addressed to ensure the County's recovery preparedness.

a) Review legal authorities and procedures for implementation of martial law or other expanded/extraordinary public safety measures

OEM, the Police Department, and the Office of the County Attorney, in consultation with other partner agencies and organizations as appropriate, will review and document legal authorities and procedures relevant to the implementation of martial law and other expanded or extraordinary public safety and security measures during recovery, or as described in the Fairfax EOP Incident Annexes.

This review will include consideration of issues related to liability during and after evacuations, particularly in terms of financial liability, public-safety responsibilities, and legal remedies and/or enforcement for residents who opt not evacuate.

2. Short-term Recovery Objectives

The following short-term recovery objectives must be addressed as quickly as possible after the activation of the PDRP and will likely meet pressing unmet needs of county residents and businesses (excluding immediate life-safety and property-protection objectives). In some cases, objectives identified below may describe elements of functional continuity with response operations identified in the County 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 Recovery Group into intermediate- and long-term recovery, if necessary.

a) Monitor public safety and security hazards

The Public Safety Recovery Group will continue to monitor public safety and security hazards related to the disaster, and report information back to the Planning Section and Recovery Coordinator.

b) Provide public safety and security services
The Public Safety Recovery Group will continue to provide public safety and security services (consistent with ESF 13 in the Fairfax County EOP) into the recovery phase, as necessary, as directed by Recovery Action Planning cycle. These will include:

- Protection of life
- Ensuring security of County governmental facilities and other designated recovery sites
- Providing security and law enforcement services, including property protection, throughout the County
- Providing access control as requested

c) Implement martial law, if necessary
Consistent with established policy, procedures, and legal authorities, the Public Safety and Security Recovery Group will request assistance from the Virginia militia,[1] if necessary.

d) Provide disaster-area security and re-entry operations
The Public Safety Recovery Group will coordinate with the Community Services Branch and Chemical, Biological, Radiological, Nuclear (CBRN) Recovery Group as necessary to provide security and law enforcement services during quarantine and re-entry, as well as the transition from such operations.

e) Coordinate with Logistics Section to provide security services, as requested
The Public Safety Recovery Group will coordinate with the Logistics Section to provide transportation escort, physical security, and law enforcement services as needed to staff, contractors, and volunteers at recovery facilities throughout the county.

3. Intermediate- and Long-Term Recovery Objectives

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

a) Prioritize, maintain, and provide public safety and security services
The Public Safety Recovery Group will restore and/or maintain public safety and security services in coordination with local, regional, state, and federal partners. This Group will participate in the Recovery Action Planning cycle to develop objectives, and monitor and report on the status of recovery issues.

[1] As defined in Virginia Code § 44-1: "The militia of the Commonwealth of Virginia shall consist of all able-bodied citizens of this Commonwealth and all other able-bodied persons resident in this Commonwealth who have declared their intention to become citizens of the United States, who are at least sixteen years of age and, except as hereinafter provided, not more than fifty-five years of age. The militia shall be divided into four classes, the National Guard, which includes the Army National Guard and the Air National Guard, the Virginia State Defense Force, the naval militia, and the unorganized militia."

The Public Safety Recovery Group may be required to adjust service expectations and/or standards as necessary, depending on unsafe conditions, a lack of available resources, or other exigent circumstances related to a disaster. Such determinations will be made according to existing legal requirements and established policies and priorities, and they will be approved by the Recovery Coordinator.

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Structural Safety and Damage Assessment Recovery Group

A. Purpose

The purpose of the Structural Safety and Damage Assessment Recovery Group within the Safety and Security RSF Branch is to coordinate local efforts with state and federal recovery programs designed to sustain the community's structural safety – inclusive of inspections and code enforcement – and damage assessment operations during disaster recovery, and thus to help return and restore the community to pre-disaster or normal conditions or an improved state following a large-scale disaster or catastrophic incident.

The Structural Safety and Damage Assessment Recovery Group will ensure structural safety issues are monitored and addressed as necessary and will expedite the County's building code enforcement, structural safety, and damage assessment procedures as appropriate. The Structural Safety and Damage Assessment Recovery Group will also coordinate with county departments, private and nonprofit sector partners, and regional, state, and federal partners to identify resources.

B. Organization

The Structural Safety and Damage Assessment Recovery Group will be organized under the Safety and Security RSF Branch within the Operations Section, and coordinated by the Structural Safety and Damage Assessment Group Supervisor.

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Group may be activated (for ICS-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

This Recovery Group will transition from Emergency Support Function (ESF) 3: Public Works and ESF 14: Long-Term Community Recovery under the Fairfax County EOP.

The following agencies and organizations may be asked to lead or support this Recovery Group:

Lead Agency
• Fairfax County Department of Public Works and Environmental Services
Support Agencies – Fairfax County Government
• Department of Health (Assessment Teams) • Department of Information Technology (GIS and Mapping) • Department of Planning and Zoning (Strategy Development) • Department of Public Works and Environmental Services – Land Development Services, Urban Forestry Branch (Technical Assistance/Geographic Information Systems (GIS) and mapping) • Department of Tax Administration (Technical Assistance)

• Facilities Management Department (County Government Facilities) • Fairfax County Public Schools (School Facilities) • Fairfax Water (Water Facilities and Infrastructure) • Fire Marshal (Assessment Teams) • Office of the County Attorney (Security Support) • Office of Emergency Management (Strategy Development) • Park Authority (Park Facilities) • Police Department (Security Support) • Sheriff Department (Security Support)
Support Organizations – Private/Non-Profit
• Not Applicable
Support Organizations – Regional
• Northern Virginia Park Authority (Park Facilities)
Support Agencies – Commonwealth of Virginia
• Department of Conservation and Recreation • Department of Environmental Quality • Department of Emergency Management • Department of Forestry • Department of General Services • Department of Health • Department of Historic Resources • Department of Housing and Community Development • Department of Mines, Minerals, and Energy • Department of Professional Engineers
Support Agencies – Federal Government
• Army Corps of Engineers • Department of Homeland Security – Federal Emergency Management Agency

C. Activation and Mobilization

This Recovery Group will be activated by the Operations Section Chief in the event that structural safety issues prevent the immediate occupation of impacted facilities following the response phase. The Lead Agency for this Recovery Group will staff the Recovery Group Supervisor position.

The Recovery Group Supervisor will notify all supporting agencies and organizations of the Recovery Group's activation and request support as indicated by the situation. Supporting agency and organization staff and assets may be assigned to work from their home agency, be requested to report to the Recovery Agency (in the County Recovery Coordination Center), or to mobilize to other locations as necessary.

This Recovery Group will only be activated in the case that ongoing unmet or new needs exceed the County's normal capabilities, or require special coordination with other recovery activities. If the recovery objectives described below can be accomplished without activation of this Recovery Group, this group will be deactivated and its staff and assets returned to normal operations, at the discretion of the Operations Section Chief.

D. Recovery Objectives

Recovery objectives for this Recovery Group are divided into Pre-Event, Short-term, and Intermediate/Long-term. 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 Recovery Group a starting-point for the assessment, prioritization, and implementation of recovery operations.

Operational objectives and tactics for each operational period will be identified by the Recovery Action Plan (RAP), described in detail in Section IV of the PDRP. As each new RAP is developed, the Recovery Group will assess progress made against identified criteria for each objective, and this information will be used to refine and focus objectives in future RAPs.

1. Pre-Event and Preparedness Objectives

The following describes objectives to be addressed by the entities that comprise this Recovery Group – with leadership, support, and coordination as necessary from OEM – *prior to* a disaster. Some of the objectives identified below may be discrete actions, while others should be continuously addressed to ensure the County's recovery preparedness.

a) Develop expedited structural safety processes

OEM, in consultation with the Lead Agency and public and private-sector partners as appropriate, will ensure that pre-event procedures for expedited structural safety assessments are in place. This will allow for accelerated reoccupation and/or demolition of buildings during recovery.

This effort should be consistent with measures described in the Fairfax County EOP and Fairfax County Land Development Services (LDS) Emergency Preparedness and Response Plan, and potentially integrated into the latter. To the extent practicable, the LDS Emergency Preparedness and Response Plan should serve as the Standard Operating Procedure (SOP) for the County's damage assessment process.

2. Short-term Recovery Objectives

The following short-term recovery objectives must be addressed as quickly as possible after the activation of the PDRP and will likely meet pressing unmet needs of county residents and businesses (excluding immediate life-safety and property-protection objectives). In some cases, objectives identified below may describe elements of functional continuity with response operations identified in the County 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 Recovery Group into intermediate- and long-term recovery, if necessary.

a) Monitor structural safety hazards, building code enforcement issues, and damage assessment operations
The Structural Safety and Damage Assessment Recovery Group will build upon initial efforts made during the preliminary damage assessment process and continue to monitor structural safety hazards, building code enforcement issues, and damage assessment progress related to the disaster, and report information back to the Planning Section and the Director of Emergency Management.

b) Implement damage assessments
The Structural Safety and Damage Assessment Recovery Group will build upon initial efforts made during the preliminary damage assessment process and continue implementing the Land Development Services Preparedness and Response Plan and the EOP, as appropriate. It will coordinate with the Planning Section to maintain situational awareness of the scale of demolition and reconstruction needs.

Additionally, the Structural Safety and Damage Assessment Recovery Group will amass damage assessment data necessary for a Presidential Declaration (if not already issued) and for Federal Emergency Management Agency (FEMA) reimbursement under the Public Assistance, Individual Assistance, and Hazard Mitigation Grant programs.

c) Maintain structural safety in the county
The Structural Safety and Damage Assessment Recovery Group will coordinate with the Interim and Long-Term Housing Recovery Groups (see Annex D) to continue to facilitate structural safety measures and safeguards into the recovery phase as necessary, in accordance with applicable County and State regulations. These activities will include:

- As an element of damage assessment, evaluate safety of impacted structures and indicate whether they may be reoccupied, and if not whether they may be reoccupied pending specified repairs.
- Ensure continued safety of occupied structures, including providing specific structural safety reviews as requested by the Recovery Agency Safety Officer or the Recovery Coordinator.
- Facilitate and enforce building code inspections and compliance.
- Implement expedited procedures for demolitions permits and building permits.
- Manage, in coordination with the Infrastructure and Utility Restoration Recovery Group (which includes debris management), demolition operations countywide.
- Provide public information regarding structural safety and damage assessments (in coordination with the Recovery Agency or Branch Public Information Officer).

d) Provide staffing, expertise, and program support to Service and Information Centers
Residents requiring inspections or permits, or wishing to appeal related determinations, will be able to obtain these via Service and Information Centers to the extent practicable or feasible. These centers will serve as central locations for residents to receive disaster assistance and technical support. The Structural Safety and Damage Assessment Recovery Group will provide staff as requested to support these functions (however depending on conditions, the Recovery Group's ability to staff such centers may be limited). The Logistics Section will be responsible for the set-up and maintenance of such facilities.

3. Intermediate- and Long-Term Recovery Objectives

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

a) Continue to assess and provide structural safety

The Structural Safety and Damage Assessment Recovery Group will facilitate structural safety/integrity and damage assessment operations in coordination with local, regional, state, and federal partners. The Structural Safety and Damage Assessment Recovery Group will continue to assess and prioritize the need for structural safety and damage assessments within the community, including determining resources required to address expanded operations associated with a disaster. It will participate in the Recovery Action Planning cycle to determine recovery goals and objectives, and it will monitor and report on the status of recovery issues.

The Structural Safety and Damage Assessment Recovery Group may be required to recommend the need to adjust service expectations and/or standards as necessary, depending on unsafe conditions, a lack of available resources, or other exigent circumstances related to a disaster. Such determinations will be made according to existing legal requirements and established policies and priorities, and they will be approved by the Recovery Coordinator.

b) Consider abandoned or other non-code-compliant properties

The Structural Safety and Damage Assessment Recovery Group will coordinate with the Interim and Long-Term Housing Recovery Groups (see Annex D) to develop policy and recommendations regarding structural safety in reference to properties that are abandoned and/or which owners are unable or unwilling to repair/rebuild, and which are not up to code.

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Chemical, Biological, Radiological, Nuclear (CBRN) Recovery Group

A. Purpose

The purpose of the Chemical, Biological, Radiological, Nuclear (CBRN) Recovery Group within the Safety and Security RSF Branch is to coordinate local efforts with state and federal recovery programs designed to execute the community's efforts to recover, remediate, and clean-up after a chemical, biological, radiological, and/or nuclear incident – inclusive of monitoring, decontamination, and re-entry – during disaster recovery, and to help return and restore the community to pre-disaster or normal conditions or an improved state following a large-scale disaster or catastrophic incident.

Containment, evacuation, and other emergency response measures related to CBRN events are not part of this Recovery Group's tasking.

The CBRN Recovery Group will ensure issues resulting from such incidents are monitored, addressed, and remediated as necessary. The Recovery Group will also coordinate with County departments, private and nonprofit sector partners, and regional, state, and federal partners to identify resources to expedite expansion, if necessary, the County's response and recovery from CBRN events.

B. Organization

The CBRN Recovery Group will be organized under the Safety and Security RSF Branch within the Operations Section, and coordinated by the CBRN Group Supervisor.

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Group may be activated (for ICS-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

This Recovery Group will transition from Emergency Support Function (ESF) 4: Fire and ESF 10: Hazardous Materials under the Fairfax County EOP.

The following agencies and organizations may be asked to lead or support this Recovery Group:

Lead Agency
• Fairfax County Fire and Rescue Department (for chemical radiological, and nuclear incidents) • Fairfax County Health Department (for biological, incidents)
Support Agencies – Fairfax County Government
• Office of Emergency Management (Technical Assistance) • Police Department (Site Security)

• Sheriff's Department (Site Security)
Support Organizations – Private/Non-Profit
• Not Applicable
Support Organizations – Regional
• Not Applicable
Support Agencies – Commonwealth of Virginia
• Department of Emergency Management • Department of Environmental Quality • Department of Health • Department of Labor and Industry • Department of Mines, Minerals, and Energy
Support Agencies – Federal Government
• Department of Defense • Department of Energy • Department of Health and Human Services • Department of Homeland Security – Federal Emergency Management Agency • Department of Justice • Environmental Protection Agency

For this Recovery Group in particular, clear understanding of the roles of state and federal partners is essential. State agencies participate as requested by the County and are the venue through which federal participation and assistance are activated. State agencies may also be expected to offer significant resources and technical expertise.

Federal agencies, in contrast, may be expected to exert jurisdiction in CBRN events, consistent with the National Response Framework and other federal authorities, potentially without a County or State request. Fairfax County should nevertheless expect to have appropriate representation/liaisons with federal lead agencies. To accomplish this, the County should support establishing a Joint Operations Command (JOC) during response with all parties present, and invite federal agencies to position their own liaisons within the County Emergency Operations Center (EOC).

It should be noted, however, that the federal response should be expected to be most intense during response, and will likely scale down significantly during recovery.

For a chemical event:

- In the case of a suspected criminal or terrorist incident, the Federal Bureau of Investigation (FBI) will be the lead agency, and has a liaison role within the Unified Command System (UCS), but the FBI's principal objective is to operate a criminal investigation.
- Otherwise, the Environmental Protection Agency (EPA) (or the Department of Homeland Security (DHS) for ESF 10 actions) serves as the lead agency.
- EPA or the Department of Health and Human Services' (HHS) Agency for Toxic Substance and Disease Registry (ASTDR) provides guidance on "how clean is clean."

For a biological incident:

- In the case of a suspected criminal or terrorist incident, the FBI will be the lead agency, and has a liaison role within the UCS, but the FBI's principal objective is to operate a criminal investigation.
- Otherwise, EPA (or DHS for ESF 10 actions) generally serves as the federal lead agency.
- Except for incidents involving biological weapons or facilities owned or operated the U.S. Department of Defense (DoD) or U.S. Department of Energy (DOE), in which case those agencies serve as lead agencies, as appropriate.
- When there is the potential for environmental contamination, HHS collaborates with EPA in developing and implementing sampling strategies and sharing results.
- HHS' Centers for Disease Control and Prevention (CDC) provides guidance on "how clean is clean."

For a radiological or nuclear event:

- In the case of a suspected criminal or terrorist incident, the FBI will be the lead agency, and has a liaison role within a Unified Command, but the FBI's principal objective is to operate a criminal investigation.
- DoD or DOE, as appropriate, serves as the lead agency for incidents involving nuclear/radiological materials or facilities owned or operated by DoD or DOE.
- DoD or DOE, as appropriate, serves as the lead agency for incidents involving a nuclear weapon, special nuclear material, and/or classified components under DoD or DOE custody.
- National Aeronautics and Space Administration (NASA) serves as the lead agency for nuclear material under NASA custody.
- The Nuclear Regulatory Commission (NRC), serves as the lead agency for incidents involving materials or facilities licensed by the NRC or Agreement States.
- DHS, generally through Customs and Border Protection (CBP), serves as the lead agency for incidents involving the inadvertent import of radioactive materials as well as any other incidents where radioactive material is detected at borders.
- DHS serves as the lead agency for all deliberate attacks involving nuclear/radiological facilities or materials, including Radiological Dispersion Devices (RDDs) and Improvised Nuclear Devices (INDs) or other nuclear devices.
- EPA or DHS, as appropriate, serves as the lead agency for environmental response and

cleanup for incidents not otherwise covered above.
- DOE provides guidance on "how clean is clean."

C. Activation and Mobilization

This Recovery Group will be activated by the Operations Section Chief in the event that recovery from the disaster incident includes the management of CBRN contamination and remediation within the county.

A Lead Agency will be assigned for this Recovery Group by the Operations Section Chief, and this Lead Agency will staff the Recovery Group Supervisor position. Other agencies identified as potential Lead Agencies in the above list will become Supporting Agencies.

The Recovery Group Supervisor will notify all supporting agencies and organizations of the Recovery Group's activation and request support as indicated by the situation. Supporting agency and organization staff and assets may be assigned to work from their home agency, be requested to report to the Recovery Agency (in the County Recovery Coordination Center), or to mobilize to other locations as necessary.

This Recovery Group will only be activated in the case that ongoing unmet or new needs exceed the County's normal capabilities, or require special coordination with other recovery activities. If the recovery objectives described below can be accomplished without activation of this Recovery Group, this group will be deactivated and its staff and assets returned to normal operations, at the discretion of the Operations Section Chief.

D. Recovery Objectives

Recovery objectives for this Recovery Group are divided into Pre-Event, Short-term, and Intermediate/Long-term. 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 Recovery Group a starting-point for the assessment, prioritization, and implementation of recovery operations.

Operational objectives and tactics for each operational period will be identified by the Recovery Action Plan (RAP), described in detail in Section IV of the PDRP. As each new RAP is developed, the Recovery Group will assess progress made against identified criteria for each objective, and this information will be used to refine and focus objectives in future RAPs.

1. Pre-Event and Preparedness Objectives

The following describes objectives to be addressed by the entities that comprise this Recovery Group – with leadership, support, and coordination as necessary from OEM – *prior to* a disaster. Some of the objectives identified below may be discrete actions, while others should be continuously addressed to ensure the County's recovery preparedness.

a) Develop a CBRN recovery and remediation plan
OEM, in coordination with the Fairfax County Fire and Rescue Department, Health Department, and other public and private-sector partners will develop a plan describing the County's role in recovery, remediation, and clean-up from a CBRN incident, consistent with the Fairfax County EOP, appropriate Incident Annexes, and state and federal plans, especially including tasking, coordination, and command structures. This includes the provision of specialized site access credentials for emergency service personnel and property owners.

b) Review updated list of hazmat facilities within the county
OEM should be familiar with all hazmat facilities within the county, and have access to the most up-to-date site information including of Community "Right-to-Know" Tier I and II Hazardous Chemical Inventory Forms.

2. Short-term Recovery Objectives

The following short-term recovery objectives must be addressed as quickly as possible after the activation of the PDRP and will likely meet pressing unmet needs of county residents and businesses (excluding immediate life-safety and property-protection objectives). In some cases, objectives identified below may describe elements of functional continuity with response operations identified in the County 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 Recovery Group into intermediate- and long-term recovery, if necessary.

a) Coordinate identification and prioritization of CBRN remediation and clean-up needs
The CBRN Recovery Group shall assess and prioritize the need for CBRN recovery and clean-up, including determining resources required to address specialized operations associated with the disaster, in coordination with Recovery Action Planning cycle.

3. Intermediate- and Long-Term Recovery Objectives

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

a) Provide long-term CBRN monitoring, remediation, and clean-up
The CBRN Recovery Group will continue to coordinate with state and federal partners to manage large-scale CBRN recovery into the intermediate and long-term recovery phase, as necessary, in accordance with the Director of Emergency Management. These activities will include:

- Provide environmental monitoring, sampling, and evaluation.
- Monitor site clean-up and remediation.
- Coordinate with state and federal partners in the determination of decontamination threshold(s) (i.e., "how clean is clean") for reoccupation by different uses.
- Validate and approve remediation and clean-up activities.
- Ensure the appropriate storage and/or disposal of contaminated debris.

b) Provide recommendations related to long-term closure of parts of the county

As conditions warrant, the CBRN Recovery Group will offer recommendations relating to the long-term, indefinite, and/or permanent closure of some or all impacted parts of the county, whether to some or all uses.

Annex G: Community Services RSF Branch

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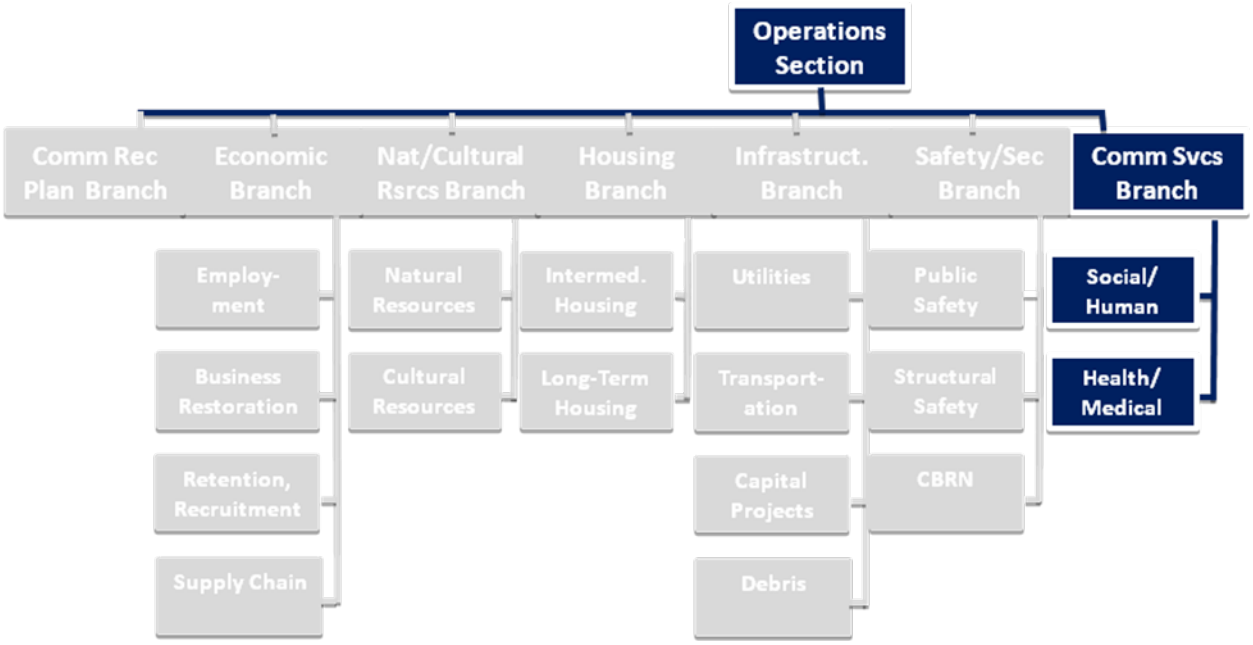
Community Services RSF Branch

A. Purpose

The Community Services Recovery Support Function (RSF) Branch is responsible for coordinating the County's public-, private-, and non-profit-sector efforts to ensure adequate provision of public health, health care, social, and human services to affected individuals and communities. The Community Services RSF Branch will coordinate its efforts with those of Commonwealth and federal agencies.

B. Organization

Organizational chart showing full activation of all Recovery Groups within this RSF Branch.



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Social and Human Services Recovery Group

A. Purpose

The purpose of the Social and Human Services Recovery Group within the Community Services RSF Branch is to coordinate local efforts with state and federal recovery programs designed to sustain the community's social and human services operations (including provision of mental health and spiritual counseling) during disaster recovery. (It should be noted that the Social and Human Services Recovery Group's area of responsibility is broader than any of its lead or supporting agencies'.)

B. Organization

The Social and Human Services Recovery Group will be organized under the Community Services RSF Branch within the Operations Section, and coordinated by the Social and Human Services Group Supervisor.

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Group may be activated (for Incident Command System (ICS)-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

This Recovery Group will transition from Emergency Support Function (ESF) 6: Mass Care, Housing, and Human Services under the Fairfax County Emergency Operations Plan (EOP).

The following agencies and organizations may be asked to lead or support this Recovery Group:

Lead Agency
• Fairfax County Department of Family Services
Support Agencies – Fairfax County Government
• Department of Administration for Human Services (Administrative Support) • Department of Fire and Rescue (shelter first aid) • Department of Housing and Community Development (Housing Support) • Department of Neighborhood and Community Services (Community Support Services) • Fairfax County Public Schools (Community Programs) • Fairfax-Falls Church Community Services Board (Unmet Needs Provisions) • Health Department (shelter health issues) • Office of Public Private Partnerships (Private Sector Coordination) • Office to Prevent and End Homelessness • Police Department (animals in shelters)
Support Organizations – Private/Non-Profit
• American Red Cross in the National Capital Region (Unmet Needs Provisions) • Fairfax Citizen Corps Council (Volunteers)

• Faith Communities in Action (FCIA) (Unmet Needs Provisions) • Northern Virginia Volunteer Organizations Active in Disaster (VOAD) (Unmet Needs Provisions) • Volunteer Fairfax (Volunteers)
Support Organizations – Regional
• Not Applicable
Support Agencies – Commonwealth of Virginia
• Department of Emergency Management • Department of Social Services • Department of Health • Virginia-Maryland Regional College of Veterinary Medicine
Support Agencies – Federal Government
• Corporation for National and Community Service • Department of Agriculture • Department of Education • Department of Health and Human Services • Department of Homeland Security – Federal Emergency Management Agency • Department of Interior • Department of Justice • Department of Labor • Department of Transportation • Department of the Treasury • Department of Veterans Affairs • Environmental Protection Agency • Small Business Administration

C. Activation and Mobilization

This Recovery Group will be activated by the Operations Section Chief in the event that new, ongoing, or unmet needs from the response phase are deemed to be of a scope or scale that extraordinary resources or coordination are required in order to provide necessary social and human services. The Lead Agency for this Recovery Group will staff the Recovery Group Supervisor position.

The Recovery Group Supervisor will notify all supporting agencies and organizations of the Recovery Group's activation and request support as indicated by the situation. Supporting agency and organization staff and assets may be assigned to work from their home agency, be requested to report to the Recovery Agency (in the County Recovery Coordination Center), or to mobilize to other locations as necessary.

This Recovery Group will only be activated in the case that ongoing unmet or new needs exceed the County's normal capabilities, or require special coordination with other recovery activities. If the recovery objectives described below can be accomplished without activation of this Recovery Group,

this group will be deactivated and its staff and assets returned to normal operations, at the discretion of the Operations Section Chief.

D. Recovery Objectives

Recovery objectives for this Recovery Group are divided into Pre-Event, Short-term, and Intermediate/Long-term. 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 Recovery Group a starting-point for the assessment, prioritization, and implementation of recovery operations.

Operational objectives and tactics for each operational period will be identified by the Recovery Action Plan (RAP), described in detail in Section IV of the Pre-Disaster Recovery Plan (PDRP). As each new RAP is developed, the Recovery Group will assess progress made against identified criteria for each objective, and this information will be used to refine and focus objectives in future RAPs.

1. Pre-Event and Preparedness Objectives

The following describes objectives to be addressed by the entities that comprise this Recovery Group – with leadership, support, and coordination as necessary from the Office of Emergency Management (OEM) – *prior to* a disaster. Some of the objectives identified below may be discrete actions, while others should be continuously addressed to ensure the County's recovery preparedness.

a) Plan for Service and Information Centers

OEM will lead the development of a pre-event plan for Service and Information Centers, including provision of social and human services, and information related to these. The Department of Family Services and agencies identified as Supporting for this Recovery Group may be asked to participate.

A coordinated, integrated County plan including policies and procedures for siting, establishment, management, staffing, and operations of "one-stop shop" Service and Information Centers (including Family Assistance Center functions and others described below) will ease affected residents' recovery and help streamline case management and identification and coordination of unmet needs. During recovery the Logistics Section will be responsible for the set-up and maintenance of such facilities.

b) Facilitate development and maintenance of long-term disaster case management system

OEM will work with County, state, and federal governmental and non-governmental agencies and organizations as appropriate to develop a unified, integrated long-term disaster case-management system for use in Fairfax County, to include social and human services. The Department of Family Services agencies identified as Supporting for this Recovery Group may be asked to participate.

Residents' recovery from disaster would be greatly enhanced by an integrated case management system (including management of access and functional needs, housing assistance, federal disaster recovery, employment resources, etc.) which is compliant with state and federal regulations and client confidentiality standards. The system should include procedures to ensure that record-

keeping is disaster-resilient. During recovery, case-management services would be coordinated via Service and Information Centers.

2. Short-term Recovery Objectives

The following short-term recovery objectives must be addressed as quickly as possible after the activation of the PDRP and will likely meet pressing unmet needs of county residents and businesses (excluding immediate life-safety and property-protection objectives). In some cases, objectives identified below may describe elements of functional continuity with response operations identified in the County 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 Recovery Group into intermediate- and long-term recovery, if necessary.

a) Provide short-term sheltering and feeding

To the degree that the need remains during the recovery phase, and to the degree practicable, the Social and Human Services Group will provide sheltering and feeding,[1] including those with medical, functional, or access needs. Short-term sheltering may include emergency shelters, hotel/motel accommodations, or other short-term solutions. Short-term sheltering and feeding will continue to be provided via the County's Memorandum of Understanding (MOU) with the National Capital Area chapter of the American Red Cross.

Intermediate housing (including use of manufactured, adapted/reconditioned, and/or temporary structures) and long-term housing reconstruction will be the responsibility of the Intermediate Housing and Long-term Housing Reconstruction and Relocation Groups (see Annex D).

b) Coordinate provision of all other non-medical mass-care services and commodities

To the degree that the need remains during the recovery phase, and to the degree practicable, the Social and Human Services Recovery Group will ensure provision of all other non-medical mass-care services. These may include emergency first-aid, as well as coordinating bulk-distribution of emergency relief commodities, including: potable water, gasoline, heating oil, diapers, milk/formula, etc.

c) Provide staffing, expertise, and program support to Service and Information Centers

Needs assessments of residents and family services will be implemented through the establishment of Service and Information Centers. These centers will serve as central locations for residents to apply for various types of social and human services, including: special needs assistance, case management, crisis counseling, family recovery assistance, child care services, and nutrition services. (Service and Information Centers will also provide housing, employment, and other disaster recovery resources).

The Social and Human Services Recovery Group will also be responsible for providing staffing resources to a 24/7 assistance telephone hotline coordinated with the Service and Information Centers.

[1] Refer to Fairfax County Sheltering Protocols.

d) Provide family reunification services

Through Service and Information Centers, the Social and Human Services Recovery Group will continue to collect and provide information on disaster victims to family members, consistent with applicable privacy safeguards (prior to coordination under the Service and Information Center model, this function had been independently provided via Family Assistance Centers[2]).

e) Maintain and provide other essential social and human services

The Social and Human Services Recovery Group will coordinate the restoration of essential social and human services with local, regional, state, and federal partners. The Group will participate in the Recovery Action Planning cycle to develop recovery goals and objectives and monitor and report on their status.

The Social and Human Services Group may be unable to meet service expectations and/or normal standards of care, depending on unsafe conditions, a lack of available resources, or other exigent circumstances related to a disaster. Policy recommendations related to altered standards of care will be offered to the Recovery Coordinator in accordance with established policies and priorities. The Group will adjust its services according to direction from the Recovery Coordinator.

The services listed below will be assessed, prioritized, and maintained or restored, according to consideration of need, legal responsibilities, established prioritization guidance (see Sec. I) and/or resource availability:

- Crisis counseling (psychological and spiritual)
- Management of distribution of emergency food stamps
- Child protection and adoption
- Care for the elderly
- Education
- Nutrition services
- Childcare services
- Custodial responsibility of child services and foster care
- Operate child services information hotline
- Other basic human services as needed via Service and Information Centers or Unmet Needs

Additionally, this Group will be responsible for coordinating with the other recovery groups to coordinate the provision of social and human services with related services, such as transit.

f) Provide for safety and well-being of household and service animals

To the degree that the need remains during the recovery phase, and to the degree practicable, the Social and Human Services Group will coordinate the provision of sheltering and care of household and service pets as described in the Fairfax County Emergency Response Plan for Animals.

[2] Refer to Fairfax County Family Assistance Center Plan.

g) Provide public information related to social and human services
The Social and Human Services Recovery Group will provide public information related to social and human services, including general mental health and spiritual issues, for distribution by the Public Information Officer (at the Recovery Agency or Branch level).

h) Provide support to staff, contractors, and volunteers
The Social and Human Services Recovery Group will provide mental health and spiritual services as needed to staff, contractors, and volunteers in the recovery effort, as requested by the Recovery Coordinator or the Safety Officer, in coordination the Logistics Section.

3. Intermediate- and Long-Term Recovery Objectives

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

a) Manage transition back to normal provision of social and human services
The Social and Human Services Recovery Group will provide management and coordination for the services described above to transition from coordination by the Recovery Agency back to normal day-to-day provision via their normal County agency, non-governmental provider, or retail provider.

Health and Medical Recovery Group

A. Purpose

The purpose of the Health and Medical Recovery Group within the Community Services RSF Branch is to coordinate local efforts with state and federal recovery programs designed to sustain the community's health and medical services and functions – inclusive of emergency and trauma care, other hospital services, community health clinics and private physicians (especially general practitioners), public health services, and pharmacy services – during disaster recovery.

The Group will ensure public health issues are monitored and addressed as necessary. The Lead Agency will coordinate with key health and medical stakeholders to pre-determine resource allocation from regional, state, and federal health and healthcare partners to expedite the process of expanding, if necessary, the County's health service capabilities.

B. Organization

The Health and Medical Recovery Group will be organized under the Community Services RSF Branch within the Operations Section, and coordinated by the Health and Medical Group Supervisor.

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Group may be activated (for ICS-purposes) as a branch, group, unit, or division, and may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

This Recovery Group will transition from Emergency Support Function (ESF) 8: Public Health and Medical Services under the Fairfax County EOP.

The following agencies and organizations may be asked to lead or support this Recovery Group:

Lead Agency
• Fairfax County Health Department
Support Agencies – Fairfax County Government
• Department of Public Works and Environmental Services/Solid Waste (Health Assessment) • Fairfax Falls Church Community Services Board (Volunteer Support) • Fairfax Water Authority (Contamination Assessment) • Office of County Attorney (Legal Support) • Office of the Chief Medical Examiner (Mass Fatality Management)
Support Organizations – Private/Non-Profit
• American Red Cross in the National Capital Region (Program Implementation Support) • Fairfax Citizen Corps Council (Volunteer Support)

• Medical Reserve Corps (Mass Fatality Support) • Northern Virginia Hospital Alliance (Medical and Mass Casualty Care) • Volunteer Fairfax (Volunteer Support)
Support Organizations – Regional
• Not Applicable
Support Agencies – Commonwealth of Virginia
• Department of Agriculture and Consumer Services • Department of Health • Office of the Chief Medical Examiner • Virginia-Maryland Regional College of Veterinary Medicine
Support Agencies – Federal Government
• Corporation for National and Community Service • Department of Agriculture • Department of Education • Department of Health and Human Services • Department of Homeland Security – Federal Emergency Management Agency • Department of Interior • Department of Justice • Department of Labor • Department of Transportation • Department of the Treasury • Department of Veterans Affairs • Environmental Protection Agency • Ft. Belvoir Hospital • Small Business Administration

C. Activation and Mobilization

This Recovery Group will be activated by the Operations Section Chief in the event that new, ongoing, or unmet needs from the response phase are deemed to be of a scope or scale that extraordinary resources or coordination are required in order to provide necessary health and medical services. The Lead Agency for this Recovery Group will staff the Recovery Group Supervisor position.

The Recovery Group Supervisor will notify all supporting agencies and organizations of the Recovery Group's activation and request support as indicated by the situation. Supporting agency and organization staff and assets may be assigned to work from their home agency, be requested to report to the Recovery Agency (in the County Recovery Coordination Center), or to mobilize to other locations as necessary.

This Recovery Group will only be activated in the case that ongoing unmet or new needs exceed the County's normal capabilities, or require special coordination with other recovery activities. If the recovery objectives described below can be accomplished without activation of this Recovery Group,

this group will be deactivated and its staff and assets returned to normal operations, at the discretion of the Operations Section Chief.

D. Recovery Objectives

Recovery objectives for this Recovery Group are divided into Pre-Event, Short-term, and Intermediate/Long-term. 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 Recovery Group a starting-point for the assessment, prioritization, and implementation of recovery operations.

Operational objectives and tactics for each operational period will be identified by the Recovery Action Plan (RAP), described in detail in Section IV of the PDRP. As each new RAP is developed, the Recovery Group will assess progress made against identified criteria for each objective, and this information will be used to refine and focus objectives in future RAPs.

1. Pre-Event and Preparedness Objectives

The following describes objectives to be addressed by the entities that comprise this Recovery Group – with leadership, support, and coordination as necessary from OEM – *prior to* a disaster. Some of the objectives identified below may be discrete actions, while others should be continuously addressed to ensure the County's recovery preparedness.

a) Develop a Fatality Management (Mass Casualty) Plan

The Fairfax County Health Department, with consultation with public and private-sector partners in health care and emergency management, will develop a plan for managing mass fatalities following an incident (including response and recovery phases), including operational guidelines, pre-identified sites, and tasking. This Mass Casualty Plan will become an annex to the EOP and will be operationally integrated into the PDRP.

b) Participate in the development and maintenance of long-term disaster case management system

OEM will work with County, state, and federal governmental and non-governmental agencies and organizations as appropriate to develop unified, integrated long-term disaster case-management system for use in Fairfax County, to include health and medical resources. The Health Department and Supporting agencies for this Recovery Group may be asked to participate.

Residents' recovery from disaster would be greatly enhanced by an integrated case management system (including management of social and medical needs, housing assistance, federal disaster recovery, employment resources, etc.) which is compliant with state and federal regulations and client confidentiality standards. The system should include procedures to ensure that record-keeping is disaster-resilient. During recovery, case-management services would be coordinated via Service and Information Centers.

c) Develop plan and communication materials for voluntary medical-needs self-identification

As an element of the Case Management Plan discussed above, OEM and the Fairfax County Health Department, in consultation with other care providers and the Office of the County Attorney, will develop a system for county residents to self-identify and communicate medical needs and other special assistance required, which would be implemented in coordination with post-event Service and Information Centers. County residents would in this manner be able to proactively seek care, thus alleviating potential Health Insurance Portability and Accountability Act (HIPAA) concerns.

d) Plan for Service and Information Centers

OEM will lead the development of a pre-event plan for Service and Information Centers, including provision of resources and information related to health and medical needs. The Health Department and agencies identified as Supporting for this Recovery Group may be asked to participate.

A coordinated, integrated County plan including policies and procedures for siting, establishment, management, staffing, and operations of "one-stop shop" Service and Information Centers is needed in order to ease affected residents' recovery and help streamline case management and identification and coordination of unmet needs. During recovery the Logistics Section will be responsible for the set-up and maintenance of such facilities.

e) Develop a plan to monitor animal and plant disease outbreak and/or pest infestation

OEM, in coordination with the Health Department and appropriate federal, state, local, and non-profit partners, will develop a plan for the long-term monitoring of animal and plant disease outbreak and/or pest infestation in order to prevent and/or address potential public health issues.

f) Develop medical surge logistics plan

A catastrophic disaster will require medical surge capacity that goes beyond the capabilities and resources of the local health department, hospitals, and medical facilities. OEM, in coordination with the Health Department and appropriate federal, state, local, and non-profit partners, should leverage existing medical surge capacity planning to develop a long-term strategy in a pre-disaster context for the provision of expanded medical services for the affected population, inclusive of staffing and supply capacity, as well as facility capacity (including triage).

g) Enhance Medical Reserve Corps capabilities

Working within the existing Medical Reserve Corps and hospital staff frameworks, OEM and the Health Department will expand the Corps to include physicians, specialists, nurses, pharmacists, and other relevant health professionals; the Medical Reserve Corps will address and/or propose solutions related pre-incident credentialing for participants, reciprocal licensing across National Capital Region (NCR) jurisdictions, concerns related to insurance and liability, and other related issues.

2. Short-term Recovery Objectives

The following short-term recovery objectives must be addressed as quickly as possible after the activation of the PDRP and will likely meet pressing unmet needs of county residents and businesses (excluding immediate life-safety and property-protection objectives). In some cases, objectives identified below may describe elements of functional continuity with response operations identified in the County 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 Recovery Group into intermediate- and long-term recovery, if necessary.

a) Monitor health hazards

The Health and Medical Recovery Group will monitor health hazards related to or exacerbated by the disaster, including but not limited to:

- Public-health threats resulting from animal disease or food supply-chain contamination
- Water system contamination
- Potential failures of public utilities or services such as sewerage or waste removal
- Assessing sanitation conditions to prevent contact with hazardous wastes that result from consequences of the disaster
- Disease transmission resulting from sheltering or other conditions in which populations are in close-quarters
- Or other issues

The Group will report information back to the Planning Section and Operations Section Chief.

b) Continue to support General Population Shelters and State-Managed Shelters, as appropriate

The Health and Medical Group will coordinate with the Planning Section to continually assess and prioritize the need to provide support to residents with access and functional needs who are sheltered as described in the draft Fairfax County General Population Shelter Plan, and to State-Managed Shelters as described in the Virginia Department of Health State-Managed Shelter Plan.

c) Implement or maintain isolation and quarantine

In conjunction with the Office of the County Attorney and the Safety and Security Group, the Health and Medical Group shall continue to ensure appropriate steps are taken to implement isolation and/or quarantine actions in response to disease outbreaks resulting from or exacerbated by the disaster, per the Fairfax County Health Department Emergency Operations Plan: Disease Surveillance, Investigation and Control Annex and associated documents, regulations, and guidelines.

d) Provide staffing, expertise, and program support to Service and Information Centers

Direct provision of health and medical information and resources will be implemented through the establishment of Service and Information Centers. These centers will also serve as central locations for residents to apply for medical assistance, including an organized program of medical-needs voluntary self-identification as a means of alleviating potential HIPAA concerns. The Health and Medical Recovery Group will provide staffing and resources as requested to Service and Information Centers. The Logistics Section will be responsible for the set-up and maintenance of such facilities.

e) Ensure provision of basic health and medical services and supplies

The Health and Medical Group will continue to ensure provision of health and medical services into the recovery phase, as necessary, in accordance with Recovery Coordinator and the State Health Commissioner.

The Health and Medical Group may be required to adjust service expectations and/or standards of care as necessary, depending on unsafe conditions, a lack of available resources, or other exigent circumstances related to a disaster. Recommendations for such determinations will be made according to established policies and priorities (see Sec. I); the Recovery Coordinator will approve such adjustments.

Basic services provided will include:

- Ensuring immediate and other health and medical services in coordination with the Northern Virginia hospitals and community healthcare clinics, including for those with disabilities and in assisted care facilities
- Monitoring and ensuring supplies of necessary pharmaceuticals and other medical supplies
- Ensuring provision of emergency medical transportation services (not directly related to the disaster/incident)
- Coordinating non-emergency medical transportation for special and functional needs populations
- Ensuring adequate sanitation through field surveys (e.g., solid waste removal)[3]
- Protection of the water supply
- Ensuring food safety
- Ensuring provision of mortuary services
- Active disease surveillance
- Preventing and controlling disease outbreaks
- Providing information regarding health and safety issues for dissemination by the Public Information Office
- Health service delivery functions

f) Provide health services to staff, contractors, and volunteers

The Health and Medical Recovery Group will provide health services as needed to staff, contractors, and volunteers in the recovery effort, as requested by the Recovery Coordinator in coordination with the Safety Officer and the Logistics Section.

g) Monitor the safety and security of health facilities

The Health and Medical Recovery Group will monitor the safety and security of hospitals, pharmacies, clinics, and other facilities providing health services or resources; as necessary, the Group will request additional security personnel and services via the Logistics Section.

[3] Note that wastewater/sewerage is addressed under Infrastructure and Utility Restoration

h) Provide public information related to social and human services
The Health and Medical Recovery Group will provide public information related to regarding health and medical guidance, services and issues, for distribution by the Public Information Officer (at the Recovery Agency or Branch level).

i) Monitor private- and non-profit sector healthcare funding issues
The Health and Medical Recovery Group will monitor the financial sustainability of private- and non-profit sector health providers and work with them, as necessary, to identify and provide resources as necessary to maintain the provision of healthcare services and supplies.

j) Maintain ongoing healthcare professional recruitment and training
The Health and Medical Recovery Group will monitor issues related to the long-term availability of qualified medical personnel, and as needed work to ensure medical education and training is continued in the post-disaster environment to ensure the presence of such personnel.

3. Intermediate- and Long-Term Recovery Objectives

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

a) Provision of ongoing health and medical unmet needs
In addition to short-term recovery activities described above, the Health and Medical Recovery Group will maintain and restore other recovery-critical health and medical services in coordination with local, regional, state, and federal partners. The Group will participate in the Recovery Action Planning cycle to develop recovery goals and objectives, and it will monitor and report on the status of recovery issues.

The Health and Medical Group may be unable to meet service expectations and/or normal standards of care, depending on unsafe conditions, a lack of available resources, or other exigent circumstances related to a disaster. Policy recommendations related to altered standards of care will be offered to the Recovery Coordinator in accordance with established Policies and Priorities (see Sec. I). The Group will adjust its services according to direction from the Recovery Coordinator.

b) Approve reopening of Health Department-regulated facilities
Health and Medical Group will coordinate post-disaster provision of inspections and approvals for re-opening of restaurants, schools, and other facilities regulated by the Health Department.

c) Manage transition back to normal provision of health and medical services
The Health and Medical Recovery Group will provide management and coordination for the services described above to transition from coordination by the Recovery Agency back to normal day-to-day provision via their normal County agency, non-governmental provider, or retail provider.

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Fairfax County Pre-Disaster Recovery Plan: Appendices

1. Acronyms
2. Glossary
3. Position Checklists
4. Selected Federal Assistance and Funding Sources
5. PDRP Planning Process
6. Sources/ Bibliography
7. Annual Reports

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Appendix 1: Acronyms

AAR – After Action Report
ACAMS– Automated Critical Asset Management System
ADA – U.S. Americans with Disabilities Act, as amended 2008
ACHP – U.S. Advisory Council on Historic Preservation
APA – American Planning Association
ASTDR – Agency for Toxic Substances and Disease Registry
ARC – American Red Cross
BCP – Business Continuity Plan
BOS – Fairfax County Board of Supervisors
CAO – Chief Administrative Officer
CAP-SSSE – Community Assistance Program, State Support Services Element
CBP – Customs and Boarder Protection
CBRN – Chemical, Biological, Radiological, and Nuclear
CCC – Fairfax County Citizen Corps Council
CDBG –HUD Community Development Block Grant
CDC – U.S. Centers for Disease Control
CEQ – U.S. Council on Environmental Quality
CGP – HUD Comprehensive Grant Program
CIAP – HUD Comprehensive Improvement Assistance Program
CIKR – Critical Infrastructure and Key Resources
CNCS – U.S. Corporation for National and Community Service
COG – Continuity of Government
CONOP – Concept of Operations
CONPLAN – Concept Plan
COOP – Continuity of Operations
COTR – Controlling Officer Technical Representative
COVEOP – Commonwealth of Virginia Emergency Operations Plan
CPG – FEMA Comprehensive Preparedness Guide
CRCC – Fairfax County Recovery Coordination Center
CRCL – U.S. Office for Civil Rights and Civil Liberties
DA – FEMA Disaster Assistance grant program
DC – District of Columbia
DHS – U.S. Department of Homeland Security
DoD – U.S. Department of Defense
DOL – U.S. Department of Labor
DOT – U.S. Department of Transportation

DPWES – Fairfax County Department of Public Works and Environmental Services
EDA –Fairfax County Economic Development Authority
EMAC –Emergency Management Assistance Compact
EMCC – Fairfax County Emergency Management Coordination Committee
EOC – Emergency Operations Center (Fairfax County, unless specified)
EOP – Emergency Operations Plan (Fairfax County, unless specified)
EPA – U.S. Environmental Protection Agency
ER – U.S. DOT Emergency Relief
ERFO – U.S. DOT Emergency Relief for Federally Owned Roads
ESF – Emergency Support Function
FBI – Federal Bureau of Investigation
FCC – U.S. Federal Communications Commission
FCIA – Fairfax County Faith Communities in Action
FCO – Federal Coordinating Officer
FDRC – Federal Disaster Recovery Coordinator
FEMA – U.S. Federal Emergency Management Agency
FIMA – Federal Insurance and Mitigation Administration
FRCC – Federal Recovery Coordination Center
GAO – U.S. Government Accountability Office
GIS – Geographic Information Systems
GSA – U.S. General Services Administration
HHS – U.S. Department of Health and Human Services
HIPAA – Health Insurance Portability and Accountability Act of 1996
HMGP – FEMA Hazard Mitigation Grant Program
HMP– Hazard Mitigation Plan
HOME – HUD Housing Opportunities Made Equal grants
HSEEP –Homeland Security Exercise and Evaluation Program
HUD – U.S. Department of Housing and Urban Development
IA – FEMA Individual Assistance grant
IA-TAC– Individual Assistance-Technical Assistance Contract
IAP – Incident Action Plan
IC – Incident Commander
ICS – Incident Command System
IDEA – U.S. Individuals with Disabilities Education Act
IED–Improvised Explosive Device
IHP – FEMA Assistance for Individual and Households Program
IMLS – U.S. Institute of Museum and Library Services
IND – Improvised Nuclear Device
JFO – Joint Field Office

JIC – Joint Information Center
JOC – Joint Operations Command
LDRM – Local Disaster Recovery Manager
LDS – Fairfax County DPWES – Land Development Services
LEA – Law Enforcement Agency
LOC – Library of Congress
LTCR – Long–Term Community Recovery
MAC – Multi-Agency Command
MACC – Multi-Agency Command Center
MLS – National Association of Realtors' Multiple Listing Service
MOU – Memorandum of Understanding
MWAA – Metropolitan Washington Airports Authority
MWCOG – Metropolitan Washington Council of Governments
NASA – National Aeronautics and Space Administration
NCR – National Capital Region
NCD – U.S. National Council on Disability
NDRF – National Disaster Recovery Framework
NDRPD – National Disaster Recovery Program Database
NEA – U.S. National Endowment for the Arts
NEH – U.S. National Endowment for the Humanities
NFIP – National Flood Insurance Program
NGO – Nongovernmental Organization
NIMS – National Incident Management System
NIPP – National Infrastructure Protection Plan
NOVEC – Northern Virginia Electric Cooperative
NPPD – U.S. National Protection Programs Directorate
NRC – U.S. Nuclear Regulatory Commission
NRF – National Response Framework
NVERS – Northern Virginia Emergency Response System
NVRC – Northern Virginia Regional Commission
NVTC – Northern Virginia Transportation Commission
NVWIB – Northern Virginia Workforce Investment Board
NGO – Non-Governmental Organization
OEM –Office of Emergency Management (Fairfax County, unless specified)
OFAs – Other Federal Agencies
OSC – Office of Special Counsel
PA – FEMA Public Assistance grant
PDD-63 – Presidential Decision Declaration #63, Critical Infrastructure Protection
PDM – FEMA Pre-Disaster Mitigation grant program

PDRP – Pre-Disaster Recovery Plan
PIO – Public Information Officer
PKEMRA – U.S. Post-Katrina Emergency Management Reform Act
POC – Point of contact
PSA – Public Service Announcement
PS-Prep – Private Sector Preparedness Accountability and Certification Plan
RAP – Recovery Action Plan
RDD – Radiological Dispersion Device
RECP – MWCOG Regional Emergency Coordination Plan
RESF – MWCOG Regional Emergency Support Function
RICCS – MWCOG's member emergency notification system
RISC – Regional Interagency Steering Committee
RSF – Recovery Support Function
SBA – U.S. Small Business Administration
SBDC – Small Business Development Center
SCO – State Coordinating Officer
SDRC – State Disaster Recovery Coordinator
SMART– Specific, Measurable, Attainable, Relevant, Time–Bound
SME – Subject Matter Expert
SOP – Standard Operating Procedure
TIP – Transportation Improvement Program
UASI – Urban Areas Security Initiative
U.S. – United States
USACE – U.S. Army Corps of Engineers
USCG – United States Coast Guard
USDA – U.S. Department of Agriculture
USGS – U.S. Geological Survey
VA – Commonwealth of Virginia
VBIED – Vehicle-Borne Improvised Explosive Device
VDEM – Virginia Department of Emergency Management
VDOT – Virginia Department of Transportation
VEOC –Virginia Emergency Operations Center
VOAD – Voluntary Organizations Active in Disaster
VRE – Virginia Rail Express
WAG – Watershed Advisory Group
WMATA – Washington Metropolitan Area Transportation Authority

Appendix 2: Glossary

A

Access and Functional Needs – Persons who may have additional needs before, during, and after an incident in functional areas, including but not limited to: maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities; live in institutionalized settings; are seniors; are children; are from diverse cultures; have limited English proficiency or are non-English speaking; or are transportation disadvantaged.

Access/Accessible – The suitability or adaptability of programs, services, activities, goods, facilities, privileges, advantages, or accommodations provided by a public or private (for-profit or not-for-profit) entity, or by any entity to which it contracts for all members of the population, including individuals with disabilities.

B

Big Box Store – Large-format chain retail outlet, such as Wal-Mart, Home Depot, Target, Lowe's, etc.

Board of Supervisors – The legislative body that governs Fairfax County. The Board of Supervisors consists of nine members elected by district, plus a Chairman elected at large. The law requires that districts be of approximately equal population and that each Supervisor (other than the Chairman) be a resident and qualified voter of his or her district, and be elected only by voters living in that district.

Branch – In the Incident Command System (ICS), the organizational level having functional or geographic responsibility for major parts of the Operations or Logistics functions. The Branch level is organizationally between Section and Division/Group in the Operations Section, and between Section and Units in the Logistics Section. In the Fairfax County PDRP, the Branches are functionally organized by Recovery Support Function: Community Services, Safety and Security, Infrastructure, Housing, Economic Recovery, Community Recovery Planning, and Natural and Cultural Resources. Depending on the scope and scale of the incident, Branches may be adapted as necessary, consistent with ICS principles.

Bridge Financing – emergency lending resources intended to keep businesses afloat until normal economic conditions and cash-flows resume

Business Recovery Centers – In the Fairfax County PDRP, resource centers for business recovery activities, information, and resources. Centers integrate federal, state, and local assistance to businesses.

C

Capacity – A combination of all the strengths and resources available within a community, society, or organization that can reduce the level of risk, or the effects of a disaster.

Capacity Building – Efforts aimed to develop human skills or societal infrastructure within a community or organization needed to reduce the level of risk, or the effects of a disaster.

Catastrophic Incident – Any natural or human-caused incident, including terrorism, that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, and/or government functions. A catastrophic event could result in sustained national impacts over a prolonged period of time; almost immediately exceeds resources normally available to local, state, tribal, and private sector authorities in the impacted area; and significantly interrupts governmental operations and emergency services to such an extent that national security could be threatened.

Community – A network of individuals and families, businesses, governmental and nongovernmental organizations and other civic organizations that reside or operate within a shared geographical boundary and may be represented by a common political leadership at a regional, county, municipal, or neighborhood level.

Community Recovery Planning – The process of setting overarching post-disaster goals and objectives for the recovery process, and identifying specific strategies and tactics to be undertaken (including specific reconstruction investments by County government, and potentially also recommendations for the same by state and federal governments and the private sector). Formerly known as "Long-Term Community Planning" (LTCR) in disaster recovery plans and literature.

Command Staff – Under the Incident Command System (ICS), the Command Staff consists of non-operational specialized management staff, with direct reports to the incident commander (or a deputy). In the Fairfax County PDRP, the Command Staff consists of the Public Information Officer, Safety Officer, Legal Advisor, and Liaison Officer, all of whom are part of the Recovery Agency.

Concept of Operations – A written and/or graphic depiction of the intent of an operation.. The concept of operations in a plan document is designed to provide an overall picture of the operation.

County Executive – The Chief Administrative Officer of Fairfax County. The Board of Supervisors appoints the County Executive, who is responsible for the administration of all of the affairs of the county which the Board has authority to control. Under Commonwealth law, the County Executive also serves as the Director of Emergency Management for Fairfax County

County Recovery Coordination Center – In the Fairfax County PDRP, a facility used to provide office space for the Fairfax County Recovery Agency, as well as offering space to federal and state recovery offices.

Critical Infrastructure – Systems and assets, whether physical or virtual, so vital that the incapacity or destruction of such may have a debilitating impact on the security, economy, public health or safety, environment, or any combination of these matters, across any local, state, tribal and federal jurisdiction.

Cultural Resources – Aspects of a cultural system that are valued by or significantly representative of a culture or that contain significant information about a culture. Cultural resources may be tangible entities or cultural practices. Tangible cultural resources are categorized as districts, sites, buildings, structures, and objects for the National Register of Historic Places and as archeological resources, cultural landscapes, structures, museum objects and archives, and ethnographic resources for federal management purposes.

D

Debris – The remains of something broken down or destroyed.

Disaster – An incident of a sufficient magnitude and nature that the normal capabilities and organizational structure of the County are insufficient to respond to or recover from it without additional assistance. Such incidents could include, but not be limited to mass casualties, supply-chain interruptions, communications breakdowns, widespread property damage, and disruptions of government services

Disaster Declaration – Under the Stafford Act a Disaster Declaration is made upon a Governor's request, FEMA processing, and Presidential Declaration, in cases where an incident is seen to overwhelm state and local governmental response capabilities.

Disaster Recovery Center – Facilities established in the area of a presidentially declared major disaster, as soon as practicable, to provide victims the opportunity to apply in person for assistance and/or obtain information relating to that assistance. DRCs are staffed by local, State, and Federal agency representatives, as well as staff from volunteer organizations (e.g., the Red Cross)." In the Fairfax County PDRP, these are co-located with County Service and Information Centers.

Division – Under the Incident Command System (ICS), divisions are used to organize an incident into geographical areas of operation. A Division is located within the ICS organization below the Branch level. In the Fairfax County PDRP, no organizational entities are pre-established as divisions, but depending on the scope and scale of the incident, Branches or Groups may be adapted as necessary, including the establishment of geographical divisions.

F

Functional Needs – The needs of an individual who under usual circumstances is able to function on their own or with support systems. However, during an emergency, their level of independence is challenged (see also Access and Functional Needs)

Financial Recovery Annex – Annex to the Fairfax County Emergency Operations Plan (2011) describing special documentation and reimbursement procedures for use during response and recovery from a disaster incident

G

General Staff – Under the Incident Command System (ICS), the General Staff consists of the management staff (section chiefs) overseeing the operations, logistics, finance/ administrative, and planning sections.

Group – Under the Incident Command System (ICS), Groups are established to divide the incident into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups are located below Branches (when activated) in the Operations Section. In the Fairfax County PDRP, pre-defined operational entities are established as Recovery Groups, but these may be adapted as necessary, consistent with ICS principles.

H

Historic Properties – Any prehistoric or historic district, site, building, structure, or object included in, or eligible for inclusion in the National Register of Historic Places, including artifacts, records, and material remains which are related to such district, site, building, structure, or object.

I

Improved State – Post-disaster conditions that correct or improve conditions prior to a disaster.

Individual with Limited English Proficiency – The term refers to an individual who does not speak English as his/her primary language and who has a limited ability to read, write, speak, or understand English.

Interim Housing – Housing solutions intended to provide livable housing after sheltering operations are complete, but prior to the restoration or reconstruction of permanent housing.

Intermediate Recovery – Phase of recovery which involves returning individuals, families, critical infrastructure and essential government or commercial services to a functional, if not pre-disaster, state. Such activities are often characterized by temporary actions that provide a bridge to permanent measures.

L

Long-Term Housing – Permanent structures that allow continuous stay for more than six months, including the permanent restoration, reconstruction, and/or relocation of previous residential housing and establishment of a post-disaster "new normal."

Long-Term Recovery – Phase of recovery that may continue for months or years and addresses complete redevelopment and revitalization of the impacted area, rebuilding or relocating damaged or destroyed social, economic, natural and built environments and a move to self-sufficiency, sustainability and resilience.

M

Market-based – Generally, those programs that favor provision of information and technical assistance, and/or incentives, as opposed to regulation and/or direct investment.

Mitigation – Capabilities necessary to reduce loss of life and property by lessening the impact of disasters. Mitigation capabilities include, but are not limited to, community-wide risk reduction projects; efforts to improve the resilience of critical infrastructure and key resource lifelines; risk reduction for specific vulnerabilities from natural hazards or acts of terrorism; and initiatives to reduce future risks after a disaster has occurred.

N

National Capital Region – The geographic area including Washington DC, Northern Virginia, and the Maryland suburbs

National Contingency Plan – (also, "The National Oil and Hazardous Substances Pollution Contingency Plan"), is the federal government's blueprint for responding to both oil spills and hazardous substance releases.

National Disaster Recovery Framework – Federal framework (2011) for coordinating federal, state, and local resources following a disaster

Natural Resources – Land, fish, wildlife, plant-life, and water. "Water" includes salt and fresh water, surface and ground water used for drinking, irrigation, aquaculture and recreational purposes, as well as in its capacity as fish and wildlife habitat.

Non-governmental organization – An entity that serves the interests of its members, individuals, or institutions and is not for private benefit.

P

Policy Group – Under the Incident Command System (ICS), a group that advises the Incident Commander, typically comprised of agency heads and appointed or elected officials. The Fairfax County PDRP's Recovery Policy Advisory Board is *not* the equivalent of a Policy Group.

Pre-Disaster State or Condition – The conditions or state of existence before disaster event, or the achievement of comparable conditions after a disaster.

Public Health Emergency – An incident requiring health care and medical services or expertise to respond, including significant outbreak of an infectious disease, bioterrorist attack or other significant or catastrophic event.

R

Recovery – Those capabilities necessary to assist communities affected by an incident to recover effectively, including, but not limited to, rebuilding infrastructure systems; providing adequate interim and long-term housing for survivors; restoring health, social, and community services; promoting economic development; and restoring natural and cultural resources.

Recovery Action Planning Cycle – Structured cycle by which the Recovery Agency evaluates progress son ongoing efforts and sets operational objectives and tactics for the coming operational period (which may last days, weeks, or months).

Recovery Agency – An agency established in the executive branch of Fairfax County government, charged with coordinating and implementing recovery from a disaster incident.

Recovery Coordinator – The individual who serves as the Director of the Fairfax County Recovery Agency, as well as the Local Disaster Recovery Manager (LDRM) for the purposes of interacting with federal and state recovery efforts.

Recovery Group – Operational assets, agencies, and organizations that are assigned into pre-established Recovery Groups, according to function. Under the Incident Command System (ICS), groups are established to divide the incident into functional areas of operation. In the Fairfax County PDRP, Recovery Groups are located below Recovery Support Function Branches (when activated) in the Operations Section. During recovery, the structure of Recovery Groups may be adapted as necessary, consistent with ICS principles

Recovery Policy Advisory Board – Under the Fairfax County PDRP, an appointed entity that provides advice to the Recovery Coordinator regarding general direction, overarching policy guidance, and general prioritization for the County's recovery activities.

Recovery Support Function (RSF) Branch – Major subdivisions of the Operations Section, under the Fairfax County PDRP, consistent with the Recovery Support Functions described in the National Disaster Recovery Framework. In the Fairfax County PDRP, the RSF Branches are: Community Services, Safety and Security, Infrastructure, Housing, Economic Recovery,

Community Recovery Planning, and Natural and Cultural Resources. Depending on the scope and scale of the incident, Branches may be adapted as necessary, consistent with ICS principles.

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

Resilience – Ability to adapt to changing conditions and withstand and rapidly recover from disruption due to emergencies.

Response – Those capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred.

Restoration – Returning a physical structure, essential government or commercial services or a societal condition back to a former or normal state of use through repairs, rebuilding, or reestablishment.

S

Service and Information Centers – In the Fairfax County PDRP, facilities that provide a wide array of help, assistance, and information about federal, state, and local programs to the public in the recovery from a disaster. Preferably these are co-located with state/ federal Disaster Recovery Centers.

Sheltering – Temporary housing used after a disaster to provide immediate relief to victims whose homes are not inhabitable. These include churches, gymnasiums, or other shelters, and are not appropriate for extended use.

Short-Term Recovery – Phase of recovery which addresses the health and safety needs beyond rescue, the assessment of the scope of damages and needs, the restoration of basic infrastructure and the mobilization of recovery restarting and/or restoring essential services for recovery decision making.

Siting – Making determinations about the location of a facility.

Smart Planning – An urban planning and transportation theory that incorporates the concepts of smart growth and promotes compact, transit-oriented, walkable, bicycle-friendly land use, including neighborhood schools, complete streets, and mixed-use development with a range of housing choices. It values long-range, regional considerations of sustainability over a short-term focus.

Stabilization – The process by which the immediate impacts of an incident on community systems are managed and contained.

Steady-State – A state where operations and procedures are normal and ongoing. Communities are considered to be at a steady-state prior to disasters and after recovery is complete.

Steering Committee – Planning group consisting of representatives of public agencies and private/ non-profit groups. The Steering Committee vetted the Fairfax County PDRP as it was developed.

Sustainability – Meeting the needs of the present without compromising the ability of future generations to meet their own needs.

U

Underserved Populations/Communities – Groups that have limited or no access to resources or that are otherwise disenfranchised. These groups may include people who are socioeconomically disadvantaged; people with limited English proficiency; geographically isolated or educationally disenfranchised people; people of color as well as those of ethnic and national origin minorities; women and children; individuals with disabilities and others with access and functional needs; and seniors.

Uninhabitable Housing – Housing units deemed unsafe to allow residence after a disaster.

Appendix 3: Position Checklists

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Position Checklist: Recovery Policy Advisory Board

Reports to: County Board of Supervisors (direct) and County Executive (indirect/dotted-line)

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!

Responsibilities:

1. Provide overall recovery policy and direction to the Recovery Coordinator and the Recovery Agency.
2. Ensure accountability and transparency of Recovery Agency activities.
3. Provide a venue for resolution or mediation of large-scale policy issues, including inter-jurisdictional issues, as necessary.

Activation Phase:

- ❑ Receive nomination and confirmation to participate on the Recovery Policy Advisory Board.
- ❑ Convene as the Recovery Policy Advisory Board at the Recovery Agency or designated site, as recommended by the Recovery Coordinator.
- ❑ Obtain current situation status and a briefing on priority actions taken and outstanding issues from the Recovery Coordinator.

Operational Phase:

- ❑ Examine need for new or temporary policies, as required to support recovery operations.
- ❑ Identify jurisdictional and organizational priorities and objectives.
- ❑ Identify jurisdictional and organizational limitations, concerns, and constraints.
- ❑ Recommend policy for releasing information to the public.
- ❑ Recommend cost sharing procedures if necessary.
- ❑ Ensure adequate public information materials are being issued from the Recovery Agency.
- ❑ Work with the Recovery Coordinator to identify any large-scale policy issues in need

of resolution, including inter-jurisdictional issues, and provide a forum to resolve these, as necessary.

- ❑ Consult with the Recovery Coordinator or legal advisors regarding any potential legal issues and recommended courses of action.
- ❑ Be available at the request of the Recovery Coordinator and in conjunction with the Public Information Officer (PIO) to assist in the dissemination of public information.
- ❑ Be available at the request of the Recovery Coordinator and in conjunction with the Liaison Officer to assist in outreach or coordination with local, regional, state, federal, private-sector, or non-profit stakeholders or partners.
- ❑ Consult with the Recovery Coordinator to recommend need for extraordinary resources and/or outside assistance.
- ❑ Facilitate the pursuit of extraordinary resources/outside assistance, as appropriate.
- ❑ Keep appraised as to the status of the recovery by reviewing Recovery Agency situation reports and receiving briefings from the Recovery Coordinator.

Demobilization Phase:

- ❑ Deactivate upon termination of the Recovery Agency.
- ❑ Participate in formal post-operational debriefs if requested.
- ❑ Continue to champion, on an individual or group basis, outstanding goals and objectives identified by the Recovery Agency and transferred to other Fairfax County agencies for implementation.

Position Checklist: Recovery Coordinator

Reports to: The County Executive

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!

Responsibilities:

1. Establish the appropriate staffing level for the Fairfax County Recovery Agency and continuously monitor organizational effectiveness, making adjustments as required.
2. Exercise overall management responsibility for the coordination among the Recovery Agency and any other county agencies participating in recovery.
3. Oversee setting priorities for recovery efforts and ensure that all Recovery Agency and any other county agency actions are accomplished within the priorities established.
4. Ensure that information sharing is accomplished effectively among the County Executive, the Recovery Policy Advisory Board, and the Recovery Agency.
5. Ensure coordination with other local governments, the Commonwealth of Virginia, and federal agencies such as FEMA (including serving as the Local Disaster Recovery Manager, per the National Disaster Recovery Framework).

Activation Phase:

- ❑ Receive briefing(s) from the response-phase Incident Commander(s) and Emergency Operations Center (EOC) Commander, and any other relevant personnel.
- ❑ Determine which positions are required and ensure they are filled.
- ❑ Ensure that the Recovery Agency is properly set up and ready for operations.
- ❑ Ensure that the Recovery Agency organization and staffing chart is completed.
- ❑ Ensure that communications with other recovery entities are established.
- ❑ Schedule the initial Recovery Action Planning meeting.

Operational Phase:

- ❑ Monitor General Staff activities to ensure that all appropriate actions are being taken.
- ❑ Attend periodic briefings with the General Staff to ensure objectives are current.
- ❑ With the PIO, conduct news conferences and review media releases for final approval.
- ❑ Ensure that the Liaison Officer is maintaining effective interagency coordination.
- ❑ Work with the Legal Advisor to identify legal issues, address any issues requiring legal opinion or action, and/or propose solutions to any problems requiring County or Commonwealth-level legislative action.
- ❑ Prepare management objectives for the Recovery Action Planning meetings.
- ❑ Review and approve the Recovery Action Plan, once completed.
- ❑ 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.).
- ❑ Conduct regular briefings for the County Executive and/or his/her designee.

Demobilization Phase:

- ❑ Deactivate sections, branches, and units when they are no longer required.
- ❑ Ensure that any open actions not yet completed will be handled after deactivation.
- ❑ Ensure that all required forms or reports are completed prior to deactivation.
- ❑ Prepare to provide input to the After Action Report.

Position Checklist: Command Staff → Legal Advisor

Reports to: Recovery Coordinator

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!

Responsibilities:

1. Support requests from management about actions which may have impacts that require a legal opinion regarding jurisdictional policy and authority by ordinances, statutes, and under Commonwealth and federal laws.
2. As needed, propose solutions to issues requiring legal or legislative action at the County or Commonwealth levels.

Activation Phase:

- ❑ Check in with the Recovery Coordinator and clarify any issues regarding authority and assignment, including the functions of others in the Recovery Agency.
- ❑ Establish communications with other jurisdictional legal offices for support.
- ❑ Establish communications with Command and General staff in the Recovery Agency.

Operational Phase:

- ❑ Facilitate requests for support or information as requested.
- ❑ Prepare the templates for legal documents and other actions.
- ❑ Provide appropriate actions statuses to the Planning Section.
- ❑ Keep the Recovery Coordinator, Executives, and /or their representatives informed and provide policy guidance and clarification of legal issues as required.
- ❑ Maintain logs and files associated with position.

Demobilization Phase:

- ❑ Ensure completion of all final reports, closeout activity log, and transfer any ongoing missions and/or actions to the Recovery Coordinator or other designated individual.
- ❑ Ensure copies of all documentation generated during the operation are submitted to the Planning Section Documentation Unit.
- ❑ Ensure all functions have been transitioned to their pre-disaster department(s), agency(ies), or activity(ies).
- ❑ Prepare to provide input to the After Action Report.

Position Checklist: Command Staff → Safety Officer

Reports to: Recovery Coordinator

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!

Responsibilities:

1. Ensure that good risk management practices are applied throughout the organization and that every function contributes to the management of risk.
2. Protect the interests of all Recovery Agency participants, agencies, and organizations by ensuring due diligence in information collection, decision making, and implementation for risk exposures and ascertaining probabilities and consequences of future events.
3. Provide advice on safety issues. The Safety Officer has the authority to halt or modify any and all unsafe operations within or outside the scope of the Recovery Action Plan (RAP), notifying the Recovery Coordinator of actions taken.
4. Coordinate with the Logistics Section to ensure that appropriate security measures have been established to allow for only authorized access to the Recovery Agency facility, and that documentation is maintained.
5. Ensure a medical plan is established for each operational period.

Activation Phase:

- ❑ Perform a risk identification and analysis of the Recovery Agency site (County Recovery Coordination Center) and operations.
- ❑ Tour the entire facility area and determine the scope of ongoing and future operations.
- ❑ Activate Medical Unit, if necessary.

- ❑ Monitor set-up procedures for the Recovery Agency facility ensuring adherence to proper safety regulations.
- ❑ Oversee that security checkpoints have been established at all entrances which allow only authorized personnel access to the Recovery Agency facility. This is to include staff sign-in and identification procedures.

Operational Phase:

- ❑ Establish and maintain position log and other necessary files.
- ❑ Assess damage and loss of any incident, working with Situation Unit (Planning Section) and the Property Claims Unit (Finance/Administration Section) if necessary.
- ❑ Work with the Support Branch Director, if appropriate, to become familiar with any hazardous conditions in the recovery facilities, including the County Recovery Coordination Center, Service and Information Center(s), Business Recovery Center(s), and others as indicated. Conduct regular inspections of the facility(ies).
- ❑ Coordinate with the Support Branch (Logistics Section), if established, to obtain assistance for any special safety requirements in recovery facilities.
- ❑ Coordinate with Finance/Administration, if established, on any personnel injury claims or records preparation as necessary for proper case evaluation and closure.
- ❑ Coordinate with Support Branch (Logistics Section), if established, to monitor security checkpoints and Recovery Agency facility access and address any security issues.
- ❑ Confirm adequate medical plan in place for each operations period.

Demobilization Phase:

- ❑ Assist the Recovery Coordinator in deactivation activities including:
  - Collection of all relevant papers and electronic records to the Documentation Unit.
  - Collection of all material necessary for post-operation reporting procedures.
- ❑ Assist with the deactivation of the Recovery Agency at designated time, as appropriate.
- ❑ Ensure all functions have been transitioned to their pre-disaster department(s), agency(ies), or activity(ies).
- ❑ Prepare to provide input to the After Action Report.

Position Checklist: Command Staff → Liaison Officer

Reports to: Recovery Coordinator

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!

Responsibilities:

1. Oversee all liaison activities. These include the coordination of agency representatives assigned to the Recovery Agency as well as handling requests from other agencies for sending liaison personnel to other locations.
2. Liaise with any organizations or departments participating in recovery but not directly represented in the Recovery Agency.
3. Function as a central location for incoming agency representatives and provide workspace and arrange for support as necessary.
4. Assist and serve as an advisor to the Recovery Coordinator and Section Chiefs as needed, providing information, assisting in coordination efforts, and ensuring the proper flow of information.
5. Assist the Recovery Coordinator in ensuring proper procedures are in place for directing agency representatives and communicating with elected officials.
6. Liaise with local authorities, state, and federal organizations, communicating Recovery Agency guidelines, directives, Recovery Action Plans (RAP), and situational information.
7. Conduct necessary recovery-related government relations and lobbying work on behalf of the County and the Recovery Agency.

Activation Phase:

- ❑ Obtain situation status and recovery priorities from the Recovery Coordinator or Deputy.
- ❑ Ensure registration procedures are established for outside agencies working within the Recovery Agency.

- ❑ Assist the Recovery Coordinator in determining appropriate staffing for the Recovery Agency.
- ❑ Ensure that a Recovery Agency organization and staffing chart is posted and updated.
- ❑ Consult with the Recovery Coordinator and Recovery Support Function (RSF) Branch Director(s) to determine whether branch level Liaison Officer(s) are appropriate, and if so, appoint them.
- ❑ Provide assistance and information to General Staff regarding staffing Recovery Agency sections.
- ❑ Ensure that agency representatives' communications are established and functioning.

Operational Phase:

- ❑ Assist the Recovery Coordinator and Section Chiefs in developing overall recovery priorities as well as priorities for the initial Recovery Action Plan (RAP).
- ❑ Establish and maintain a position log and other necessary files.
- ❑ Ensure agency representatives understand their assigned roles, work location, Recovery Agency organization, and floor plan.
- ❑ Provide external and non-represented agencies' information to the Planning Section to assist in the development, continuous updating, and implementation of Recovery Action Plans (RAPs).
- ❑ Provide general advice and guidance to agencies and staff as required to enhance abilities of supporting agencies.
- ❑ Ensure that all notifications are made to agencies not represented in the Recovery Agency.
- ❑ Ensure that communications with any and all appropriate external or non-represented organizations, companies, and/or agencies are established and maintained.
- ❑ Assist the Recovery Coordinator in preparing for and conducting briefings with Section Chiefs, elected officials, the media, and the general public.
- ❑ Receive reports from branch level Liaison Officer(s), if activated.
- ❑ Prepare external non-represented agency's information for briefings with the Section Chiefs.
- ❑ Ensure that an updated list of outside agency representatives (with contact phone number) is provided to all Section Chiefs and Branch Directors as needed and is also included in the RAP.
- ❑ Ensure that operational priorities and objectives identified in Recovery Action Plans are communicated to external non-represented agencies.
- ❑ Facilitate completion of situation reports with external non-represented agencies and forward to the Planning Section.

- ❑ Advise the Recovery Coordinator of critical information and requests contained within agency situation reports.
- ❑ Forward approved Situation Reports to non-represented agencies as requested.
- ❑ In consultation with the Public Information Officer, conduct tours of the Recovery Agency facility (County Recovery Coordination Center) as requested.

Demobilization Phase:

- ❑ Notify external non-represented agencies in the Recovery Agency of the planned demobilization, as appropriate.
- ❑ Assist with the deactivation of the Recovery Agency at the designated time, as appropriate.
- ❑ Assist the Recovery Coordinator with recovery operations.
- ❑ Ensure all functions have been transitioned to their pre-disaster department(s), agency(ies), or activity(ies).
- ❑ Prepare to provide input to the After Action Report.

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Position Checklist: Command Staff → Public Information Officer

Reports to: Recovery Coordinator

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!

Responsibilities:

1. Serve as the coordination point for all public information, media relations, and internal information sources for the Recovery Agency.
2. Supervise all staff assigned as Assistant Information Officers and their activities.
3. Coordinate media releases with officials representing other affected agencies.
4. Ensure that the public within the affected area receives complete, accurate, and consistent information about recovery priorities and efforts.
5. Establish and maintain a hotline or call center for the public to access helpful information and advice, in coordination with Service and Information Centers. Such a hotline would also be an avenue for collecting public responses on issues, as needed.
6. Maintain a positive relationship with the media representatives, monitoring all broadcasts and written articles for accuracy.
7. Coordinate VIP and visitor tours of the Recovery facility (County Recovery Coordination Center).
8. Maintain a web site established for recovery information, as appropriate.
9. Liaise with the Public Information Officers of other local, state, or federal recovery agencies.
10. Advise members of the Board of Supervisors, Recovery Policy Advisory Board, Recovery Agency, and County Senior Management Team on consistent messaging and communication of priorities related to recovery.

Activation Phase:

- ❑ Determine staffing and communications equipment requirements and make required personnel assignments.
- ❑ Consult with the Recovery Coordinator and RSF Branch Director(s) to determine whether branch level PIO(s) are appropriate, and if so, appoint them.
- ❑ Assess information skill areas required in the Recovery Agency such as: writing, issues management, media relations, event planning, etc.

Operational Phase:

- ❑ Obtain policy guidance and approval from the Recovery Coordinator with regard to all information to be released to the media and public.
- ❑ Establish and maintain a position log and other necessary files.
- ❑ Refer to the county Pre-Disaster Recovery Plan (PDRP) and Public Information Officer operational guidelines, sample forms, templates and other information materials, as appropriate.
- ❑ Keep the Recovery Coordinator advised of all unusual requests for information and of all major critical or unfavorable media comments.
- ❑ Recommend strategies or other measures to improve media relations.
- ❑ Coordinate with the Situation Unit (Planning Section) and identify methods for obtaining and verifying significant information as it develops.
- ❑ Develop and publish a media briefing schedule, to include location, format, and preparation and distribution of handout materials.
- ❑ Implement and maintain an overall information release program.
- ❑ Receive reports from branch level PIO(s), if activated.
- ❑ Establish and utilize a Recovery Joint Information Center, as required, providing necessary space, materials, telephones, and electrical power for the media.
- ❑ Maintain up-to-date status boards and other references at the Recovery Joint Information Center. Provide adequate staff to answer questions from members of the media.
- ❑ Establish a public information service and/or call center to handle public inquiries and provide recovery support information, in coordination with Service and Information Centers. Consult with Logistics Section for communication equipment needs and set-up.
- ❑ Develop message statements for Recovery Agency staff and the call takers of the hotline.
- ❑ Develop key talking points for Recovery Agency staff and members of the Recovery Policy Advisory Board, Board of Supervisors, County Executive, and others as appropriate.
- ❑ Interact with other agency PIOs and obtain information relative to recovery operations.

- ❑ Establish distribution lists for recipients of all public information releases. Include other Fairfax County Information Officers, other jurisdiction, state, and federal Information Officers, elected officials, the Toll-free Public Information Service, etc.
- ❑ Ensure that adequate staff is available at incident sites to coordinate and conduct tours of the disaster areas when safe.
- ❑ Arrange (through Logistics) appropriate staffing and telephones to efficiently handle incoming media and public calls.
- ❑ Establish content for Public Service Announcements (PSA) and bulletins and maintain a Recovery Assistance Information Directory with numbers and locations to recovery information.
- ❑ Ensure that announcements, recovery information, and materials are translated and prepared for special-needs populations (limited or non-English speaking, visually impaired, hearing impaired etc.).
- ❑ Ensure that announcements, recovery information, and materials are made available to Fairfax County residents who have been displaced by the disaster, either within the county or beyond.
- ❑ Monitor all media, using information to develop follow-up news releases and rumor control.
- ❑ Ensure that file copies are maintained of all information released.
- ❑ Promptly provide copies of all media releases to the Recovery Coordinator.
- ❑ At the request of the Recovery Coordinator, prepare media briefings for elected officials and/or Recovery Policy Advisory Board members to facilitate their participation in the media briefings and press conferences.

Demobilization Phase:

- ❑ Prepare final news releases and advise media representatives of points-of-contact for follow-up stories.
- ❑ Assist with demobilization procedures.
- ❑ Ensure all functions have been transitioned to their pre-disaster department(s), agency(ies), or activity(ies).
- ❑ Prepare to provide input to the After Action Report.

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Position Checklist: Operations Section → Operations Section Chief

Reports to: Recovery Coordinator

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!

Responsibilities:

1. Supervise the Operations Section and ensure that the Operations Section activities are carried out, including the coordination of all recovery functions.
2. Ensure that recovery objectives and assignments identified in the Recovery Action Plan (RAP) are carried out effectively.
3. Establish the appropriate level of branch, group, division, etc. organizations within the Operations Section, continuously monitoring their effectiveness.
4. Ensure the objectives of Fairfax County Service and Information Centers and Business Recovery Centers are carried out.
5. Maintain communications with Command Staff.
6. Ensure that the Planning Section is provided with status reports and other requested information.
7. Conduct periodic Operations Section briefings for Command Staff and other Section Chiefs.

Activation Phase:

- ❑ Ensure that the Operations Section is set up properly and that personnel, equipment, and supplies are in place, including communications, maps, and status boards.
- ❑ Obtain a preliminary situation briefing from Command Staff, Planning Chief, or other Recovery Agency staff as appropriate.
- ❑ Based on the situation, activate the appropriate branches, units, groups or divisions based on recovery functions as needed.

- ❑ Take necessary steps – in coordination with the Logistics Section – to staff, equip, and communicate with Fairfax County Service and Information Centers and Business Recovery Centers.
- ❑ Activate appropriate Recovery Support Function (RSF) Branches, and work with Lead Agencies (from the most pertinent Recovery Group within the RSF Branch) to assign RSF Branch Directors.
- ❑ Confer with the Command Staff to ensure that the Planning, Logistics, and Finance/Administration Sections are staffed at levels necessary to provide adequate information and support for recovery operations.
- ❑ Coordinate with the Liaison Officer, Public Information Officer, and Branch Directors regarding the need for Branch-level Liaison Officers or Public Information Officers in the Operations Section.
- ❑ Work with the Recovery Coordinator, Community Recovery Planning Branch Director, and other appropriate Recovery Support Function (RSF) Branches to develop a community process to prioritize recovery needs.
- ❑ Based on the situation, determine likely future needs of the Operations Section.
- ❑ Identify key issues affecting the Operations Section; meet with section personnel, and determine appropriate objectives for the initial Recovery Action Plan (RAP) meeting.
- ❑ Ensure branches, units, groups, and divisions operating within the section know the strategies for carrying out the Operations Section objectives.

Operational Phase:

- ❑ Ensure that all section personnel are maintaining their individual position logs and other documentation.
- ❑ Work closely with each Branch Director and other supervisors to ensure that the Operations Section objectives, as defined in the current Recovery Action Plan, are being addressed.
- ❑ Prepare for and participate in Planning meetings and other relevant meetings as directed or required..
- ❑ Provide the Planning Section Chief with staff and/or information from RSF Branches and Recovery Groups to assist in the development of the Recovery Action Plan.
- ❑ Coordinate with the Liaison Officer as necessary to ensure that communications with various private companies, relief organizations, state, and federal agencies and support organizations are established and maintained throughout the recovery period.
- ❑ 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.

- ❑ Coordinate with RSF Branches, the Planning Section, and relevant County agencies to determine the timelines according to which resources need to be identified, so that they can be included into the planning documents, funding cycles, and budget or appropriations requests.
- ❑ Identify and track resolution of gaps and conflicts in Commonwealth 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.
- ❑ Ensure that Operations Section personnel coordinate resource needs through the Logistics Section, unless subject matter expertise within Operations is such that resource needs can be met within the Operations Section, in which case documentation must be provided to the Logistics Section.
- ❑ Ensure that fiscal and administrative requirements are coordinated through the Finance/Administration Section, unless subject matter expertise within Operations is such that fiscal and administrative requirements can be met within the Operations Section, in which case documentation must be provided to the Finance/Administration Section.
- ❑ Brief the Command and General Staff on all major recovery changes.
- ❑ Brief Branch Directors and Section staff periodically on any updated information have received.
- ❑ Ensure that all media contacts are referred to the Public Information Officer.

Demobilization Phase:

- ❑ Identify branches and any organizational elements for deactivation (with Recovery Coordinator approval).
- ❑ Ensure that all paperwork is complete and logs are closed and sent to the Documentation Unit.
- ❑ Ensure that any open actions are assigned to appropriate agency and/or Recovery Agency staff as appropriate.
- ❑ Deactivate the Section and close out logs when authorized by the Recovery Coordinator.
- ❑ Ensure all functions have been transitioned to their pre-disaster department(s), agency(ies), or activity(ies).
- ❑ Prepare to provide input to the After Action Report.

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Position Checklist: Operations Section → Recovery Support Function (RSF) Branch Directors

Reports to: Operations Section Chief

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Read entire position checklist before taking any action!

Responsibilities:

1. Overall management of the Branch's Recovery Groups.
2. Determine scale and scope of needs under the Branch's mission area, and report to Planning Section.
3. Assist in the development and prioritization of RSF-specific recovery strategy and tactics, including input into development of Recovery Action Plans and the LTCR Plan.
4. Coordinate with counterpart local, state, and federal RSFs.
5. Coordinate with stakeholders in the community on impacts of the disaster on service levels and needs for returning service to acceptable post disaster levels.
6. Prepare status reports, schedule meetings, and coordinate briefings on any special assignments or priorities assigned to the branches.
7. Provide routine situation reports to the Operations Section Chief.
8. Attend meetings as appropriate.
9. Regularly confer with the Operations Section Chief to coordinate recovery activities.

Activation Phase:

- ❑ Refer to appropriate RSF Branch Annex of the PDRP.
- ❑ Obtain briefing from the Operations Section Chief.
- ❑ Activate appropriate Recovery Groups and work with Lead Agencies to assign Group Supervisors.

- ❑ Assess level of services needed and initiate request for necessary resources.
- ❑ Coordinate acquisition of resources with the Logistics section.
- ❑ Coordinate with the Recovery Coordinator, Liaison Officer, and Public Information Officer regarding the need for a Branch-level Liaison Officer or Public Information Officer.

Operational Phase:

- ❑ Establish and maintain a position log and other necessary files.
- ❑ 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.
- ❑ Prepare and forward situation reports to the Operations Section Chief.
- ❑ Identify RSF-specific recovery issues and coordinate their incorporation into Recovery Action Plans (RAP).
- ❑ Identify RSF-specific long term recovery issues and coordinate their incorporation into the Long-term Community Recovery (LTCR) Plan.
- ❑ Ensure proper documentation of all recovery operations is completed.
- ❑ Actively share information with other branches and sections in the Recovery Agency.
- ❑ Refer all contacts with the media to the Public Information Officer.
- ❑ Ensure coordination of all public information releases through the Public Information Officer in order to keep the public informed of progress through the recovery period as necessary.
- ❑ 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.
- ❑ 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.
- ❑ 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.
- ❑ Examine and recommend resolutions to RSF-specific regulatory or other legislative issues that may impede recovery.
- ❑ Support the Planning Section Chief in the ongoing review, evaluation, and maintenance of the LTCR Plan.

Demobilization Phase:

- ❑ Determine RSF Branch demobilization prioritization status and advise the Operations Section Chief.
- ❑ Collect and store all completed forms and consult with the Documentation Unit (Planning Section) for appropriate storage location if appropriate.
- ❑ 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.
- ❑ Ensure that all expenditures and financial claims have been coordinated through the Finance/Administration Section.
- ❑ Ensure all functions have been transitioned to their pre-disaster department(s), agency(ies), or activity(ies).
- ❑ Prepare to provide input to the After Action Report.

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Position Checklist: Operations Section → Recovery Group Supervisors

Reports to: Respective RSF Branch Director

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!

Responsibilities:

1. Overall management of the Group.
2. Coordinate with stakeholders and related interests and stakeholders in the community on impacts of the disaster on service levels.
3. Prepare status reports, schedule meetings, and coordinate briefings on any special assignments or priorities assigned to the Branch.
4. Provide routine situation reports to your respective Branch Director.
5. Attend meetings as appropriate.
6. Regularly confer with your respective Branch Director to coordinate recovery activities.

Activation Phase:

- ❑ Refer to appropriate RSF Branch Annex of the PDRP.
- ❑ Ensure that the Group is set up properly and that appropriate personnel, equipment, and supplies are in place, including communications, maps, and status boards.
- ❑ Obtain briefing from your respective Branch Director.
- ❑ Assess level of resources services needed and initiate request for necessary resources.
- ❑ If appropriate, coordinate acquisition of resources with the Logistics section.

Operational Phase:

- ❑ Establish and maintain a position log and other necessary files.
- ❑ Maintain and provide direction pertaining to the level of service and duration required
- ❑ Review goals and objectives established in the RSF Branch Annexes of the PDRP, and make adjustments as required.
- ❑ Ensure communications with various stakeholders and advocates for the respective group are established and maintained throughout the recovery period.
- ❑ Maintain contact with relevant regional and state agricultural agencies to coordinate activities and resources, if appropriate.
- ❑ In coordination with respective Branch Directors, ensure that proper documentation is completed and that appropriate state and federal agencies are kept informed of issues being addressed.
- ❑ 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.
- ❑ Support the RSF Branch Director in determining the timelines according to which resources need to be identified, so that they can be included into the planning documents, funding cycles, and budget or appropriations requests.
- ❑ Refer all contacts with the media to the Public Information Officer.
- ❑ Prepare and forward situation reports to your respective Branch Director.
- ❑ Take part in or prepare information for the development of the Recovery Action Plan (RAP).
- ❑ Maintain adequate records of financial expenditures and ensure recovery expenses and extensions for services/resources are pre-authorized by your respective Branch Director.

Demobilization Phase:

- ❑ Determine Group demobilization status and advise your respective Branch Director.
- ❑ Collect and store all completed forms and consult with the Documentation Unit for appropriate storage location, if appropriate.
- ❑ Complete personal logs and documentation and forward to the Documentation Unit.
- ❑ Ensure any open actions are assigned to appropriate staff or other Recovery Agency sections for follow up.
- ❑ Ensure that all expenditures and financial claims have been coordinated through the Finance/Administration Section.
- ❑ Ensure all functions have been transitioned to their pre-disaster department(s), agency(ies), or activity(ies).
- ❑ Prepare to provide input to the After Action Report.

Position Checklist: Planning Section → Planning Section Chief

Reports to: Recovery Coordinator

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!

Responsibilities:

1. Collect, analyze, and display situation information.
2. Prepare periodic recovery situation reports for dissemination to Recovery Agency staff and external partners.
3. Prepare and distribute Recovery Action Plan (RAP) and facilitate the planning process.
4. Implement methodology to track all resources utilized by the Recovery Agency.
5. Conduct advanced recovery planning activities.
6. Document and maintain files on all Recovery Agency activities.
7. Provide technical support services to the Recovery Agency sections and branches.
8. Establish the appropriate level of organization for the Planning Section.
9. Exercise overall coordination of branch/unit activities within the section.
10. Keep Command Staff informed of significant issues affecting the Planning Section.
11. In coordination with the other Section Chiefs, ensure that status reports are completed and utilized as a basis for situation reports and RAPs.

Activation Phase:

- ❑ Obtain a briefing from Recovery Agency Command Staff.
- ❑ Ensure that the Planning Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including status boards, maps, logs, databases, and other documentation and displays.
- ❑ Meet with Operations Section Chief; obtain and review any major recovery issues.

- ❑ Work with the Recovery Coordinator and other Section Chiefs to determine the appropriate duration of the operational periods.
- ❑ Develop strategy for carrying out all Planning Section responsibilities.
- ❑ Based on the need, activate Planning Section units and designate leaders for each.
- ❑ Keep Command Staff and Section Chiefs informed of significant events.
- ❑ Adopt a proactive attitude, anticipating situations and problems.

Operational Phase:

- ❑ Ensure that Planning position logs and other necessary files are maintained.
- ❑ Ensure utilization of current information for Situation Reports.
- ❑ Work with the Recovery Coordinator and other Section Chiefs to determine if changes to the duration of the operational period are required; as the recovery continues, the appropriate length of an effective operational period will likely stretch from weeks to months to possibly annual.
- ❑ Ensure that reporting on major incidents and branch statuses are completed by the Operations Section and are accessible by the Planning Section.
- ❑ Ensure that a Situation Report is produced, approved, and distributed to Recovery Agency Sections at least once, prior to the end of the operational period or as directed by Command Staff.
- ❑ Ensure that all status boards, maps, logs, databases, and other documentation and displays are kept current and that posted information is neat and legible.
- ❑ Ensure that the Public Information Officer has immediate and unlimited access to all status reports and displays.
- ❑ Conduct periodic briefings with section staff and work to reach consensus among staff on section objectives for forthcoming operational periods.
- ❑ Chair the Recovery Agency Planning meetings.
- ❑ Ensure that the status of the objectives for each section are collected and posted in preparation for the next Planning meeting.
- ❑ Ensure that the RAP is completed and distributed prior to the start of the next operational period.
- ❑ Work closely with each branch/unit within the Planning Section to ensure the section objectives, as defined in the current RAP, are being addressed.
- ❑ 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.

- ❑ Coordinate with the Operations Section and relevant County agencies to determine the timelines according to which resources need to be identified, so that they can be included into the planning documents, funding cycles, and budget or appropriations requests.
- ❑ Coordinate the Recovery Action Plans with the ongoing/interim planning efforts of the Community Recovery Plan RSF Branch in the Operations Section, and ensure that RAP objectives do not pre-empt the Community Recovery Plan.
- ❑ Once the Community Recovery Plan is completed, ensure that it is reviewed, evaluated, and updated on at least an annual basis, or more often as needed, to monitor progress and ensure the strategic framework is appropriate and information is current for the needs of the community.
- ❑ Ensure that filing on all recovery activities and reproduction and archiving services are provided for the Recovery Agency as required.
- ❑ In coordination with the Logistics Section, provide technical services, such as environmental advisors, Geographic Information System (GIS) expertise, and other technical specialists as required.
- ❑ In coordination with the Operations and Logistics Sections, track all requested, mobilized, demobilized, and returned resources utilized by the Recovery Agency.
- ❑ Establish a benchmark or evaluation process to ensure fairness and equity are monitored and documented during recovery decision-making and action planning
- ❑ Ensure that fiscal and administrative requirements are coordinated through the Finance/Administration Section.
- ❑ Ensure that the Safety Officer is involved in the Planning process.

Demobilization Phase:

- ❑ Prepare the Demobilization Plan for the Recovery Agency and ensure that it is complete, approved by Command Staff, and distributed to all Recovery Agency sections.
- ❑ Determine demobilization status of all Planning Section Units and advise Command Staff.
- ❑ Complete all logs and documentation and forward to Documentation Unit.
- ❑ Ensure any open actions are assigned to appropriate staff for follow up.
- ❑ Ensure the transfer of any/all outstanding RAP or Community Recovery Plan goals and objectives to the appropriate Fairfax County agency.
- ❑ Ensure that all expenditures and financial claims have been coordinated through the Finance/Administration Section.
- ❑ Ensure all functions have been transitioned to their pre-disaster department(s), agency(ies), or activity(ies).
- ❑ Prepare to provide input to the After Action Report.

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Position Checklist: Planning Section → Recovery Transition Unit Leader

Reports to: Planning Section Chief

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Read entire position checklist before taking any action!

Responsibilities:

1. Provide assistance to facilitate the transition from response to recovery.
2. Act as the point of coordination for tracking organizational transition from response to recovery.
3. Supervise the Recovery Transition Unit.

Activation Phase:

- ❑ Obtain a situation briefing from the Planning Section Chief.
- ❑ Coordinate activities with the Recovery Branch of the Fairfax EOC (ESF 14).
- ❑ Maintain a position log and other necessary files.

Operational Phase:

- ❑ Coordinate with agencies working in the EOC and identify the ones that will transition to the Recovery Agency.
- ❑ Work with each agency that is moving to the Recovery Agency to develop an agency transition plan.
- ❑ Coordinate activities among agencies transitioning from EOC operations and other entities mobilizing to work in the Recovery Agency.
- ❑ Work with the Logistics Section to designate space and needed supplies.

- ❑ Track each agency's transition to recovery, identifying and addressing gaps and problems.
- ❑ Keep the Planning Section Chief informed of issues, solutions, and progress.

Demobilization Phase:

- ❑ Determine demobilization status of the Recovery Transition Unit and advise the Planning Section Chief.
- ❑ Complete all logs and documentation and forward to Documentation Unit.
- ❑ Ensure any open actions are assigned to appropriate staff for follow up.
- ❑ Ensure that all expenditures and financial claims have been coordinated through the Finance/Administration Section.
- ❑ Ensure all functions have been transitioned to their pre-disaster department(s), agency(ies), or activity(ies).
- ❑ Prepare to provide input to the After Action Report.

Position Checklist: Logistics Section → Logistics Section Chief

Reports to: Recovery Coordinator

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Read entire position checklist before taking any action!

Responsibilities:

1. Provide telecommunication services and information technology necessary for the Recovery Agency and its goals and objectives.
2. Locate or acquire equipment, supplies, personnel, facilities, and transportation for the Recovery Agency and its goals and objectives.
3. Arrange for food, lodging, security, and other support services as required for the Recovery Agency and its goals and objectives.
4. Provide necessary space and support services as required for the County Recovery Coordination Center, Service and Information Center(s), and Business Recovery Center(s).
5. Establish the appropriate level of branch and/or unit staffing within the Logistics Section, continuously monitoring the effectiveness of the organization.
6. Identify and address any training needs of assigned staff, such that all Recovery Agency staff have requisite understanding of disaster recovery, the Incident Command System (ICS), and other relevant principles and skills.
7. Ensure section objectives as stated in the Recovery Action Plan (RAP) are accomplished within the operational period or within the estimated time frame.
8. Coordinate closely with the Operations Section Chief to establish priorities for resource allocation.
9. Keep the Recovery Coordinator informed of all significant issues.
10. Ensure critical resources are allocated according to RAP priorities and direction.
11. Supervise the Logistics Section.

Activation Phase:

- ❑ Ensure the Logistics Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps, status boards, vendor references, and other resource directories.
- ❑ Based on the situation, activate branches/units within the section as needed and designate Branch and Unit Leaders.
- ❑ Advise units within the section to coordinate with appropriate Branches in the Operations Section to prioritize and validate resource requests.
- ❑ Meet with the Recovery Coordinator and Section Chiefs to identify resource needs, including facility needs related to the County Recovery Coordination Center, Service and Information Center(s), and Business Recovery Center(s).
- ❑ Meet with the Finance/Administration Section Chief and determine level of purchasing authority for the Logistics Section.
- ❑ Adopt a proactive attitude, anticipating situations and problems.

Operational Phase:

- ❑ Ensure that Logistics Section position logs and other necessary files are maintained.
- ❑ Provide the Planning Section Chief with the Logistics Section objectives prior to each Planning meeting.
- ❑ Attend and participate in Recovery Planning meetings.
- ❑ Provide periodic Status Reports to the Recovery Coordinator and Planning Section.
- ❑ Ensure that all requests for facilities and facility support are addressed.
- ❑ Receive and maintain logistics documentation from any contracts procured and managed at the RSF Branch level.
- ❑ Provide Section staff with information updates via section briefings, as required.

Demobilization Phase:

- ❑ Identify high cost resources that could be demobilized early and advise other Section Chiefs.
- ❑ Ensure coordination with Operations Section before commencing demobilization.
- ❑ Determine demobilization status of the Logistics Section and advise the Recovery Coordinator.
- ❑ Complete all logs and documentation and forward to Documentation Unit (Planning Section).
- ❑ Ensure any open actions are assigned to appropriate Logistics staff or other sections for follow up.

- ❑ Ensure that all expenditures and financial claims have been coordinated through the Finance/Administrative Section.
- ❑ Ensure all functions have been transitioned to their pre-disaster department(s), agency(ies), or activity(ies).
- ❑ Prepare to provide input to the After Action Report.

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Position Checklist: Finance/Admin Section → Finance/Administration Section Chief

Reports to: Recovery Coordinator

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Read entire position checklist before taking any action!

Responsibilities:

1. Activate units within the Finance/Administration Section as required; monitor section activities continuously and modify the organization as needed.
2. Ensure that all financial records are maintained throughout the time the Recovery Agency is active.
3. Ensure that all on-duty time is recorded and collected for all personnel.
4. Ensure there is a continuum of the payroll process for all employees responding to the recovery effort.
5. In consultation with Command Staff, determine spending limits, if any, for Recovery Agency Staff.
6. Ensure that all travel and expense claims are processed within a reasonable time.
7. Activate pre-positioned contracts and vendor agreements.
8. Coordinate vendor contracts not previously addressed by existing agreements.
9. Assess, clarify, and appropriately modify procurement rules, as necessary, to ensure consistency with recovery needs and FEMA rules, including access to General Services Administration (GSA), National Purchasing Services Operator List.
10. Coordinate with the Virginia Department of Emergency Management (VDEM) and FEMA on reimbursement documentation, as well as Individual Assistance and Public Assistance program implementation.
11. Provide technical assistance to County departments on financial recovery programs.
12. Serve as the lead on FEMA mitigation funding (404 and 406).

13. Ensure that all recovery documentation is accurately maintained and submitted to the appropriate agencies as necessary.
14. Prepare extraordinary funding requests for the Recovery Coordinator to submit to governing bodies, as needed, including (but not limited to):
    - Reallocation of transportation funds to recovery projects
    - Use of special transportation tax in Fairfax County
    - Reallocation of Capital Improvement funds to recovery projects
    - Determining mechanisms for exceeding approved dollar caps on projects
    - Approval/administration of Tax Incremental Financing (TIFs)
15. Address/streamline any issues that require County Board of Supervisors' review/approval, including design-build contracts and other procurement vehicles.
16. Mitigate impacts to interdepartmental and County finances by:
    - Clarifying policy related to impact of recovery operations (and reimbursements) on departmental budgets
    - Maintaining and filing insurance claims
17. Provide general financial management of recovery, including:
    - Maintaining vendor files and payment of bills
    - Providing technical assistance related to purchasing and procurement
18. Review County capabilities and identify gaps related to recovery purchasing, pre-positioned contracts, memoranda of understanding, mission-critical contracts, etc.
19. Supervise the Finance/Administration Section.
20. Provide administrative support to the Recovery Agency.

Activation Phase:

- ❑ Ensure that the Finance/Administration Section is set up properly and that appropriate personnel, equipment, and supplies are in place.
- ❑ Based on the situation, activate Units within Sections, as needed, and designate Unit Leaders for each element:
    - Time Unit
    - Purchasing Unit
    - Cost Unit
- ❑ Ensure that sufficient staff is available for Recovery Agency mission.

- ❑ Consult with Recovery Coordinator for spending limits.
- ❑ Meet with the Logistics, Planning, and Operations Section Chiefs and review financial and administrative requirements and procedures; determine the level of purchasing authority to be delegated to each.
- ❑ Meet with all Unit Leaders and ensure that responsibilities and procedures are clearly understood.
- ❑ In conjunction with Unit Leaders, determine the initial Finance/Administration Planning objectives for the next operational period.
- ❑ Notify Command Staff when the Finance/Administration Section is operational.
- ❑ Adopt a proactive attitude, anticipating situations and problems before they occur.
- ❑ Activate the Property Claims Unit and/or Compensation and Claims Unit, if necessary

Operational Phase:

- ❑ Ensure that Finance/Administration position logs and other necessary files are maintained.
- ❑ Ensure central recording system and unique identifier is in place for the recovery period.
- ❑ Ensure that displays associated with the Finance/Administrative Section are current, and that information is posted in a legible and concise manner.
- ❑ Participate in all Planning meetings.
- ❑ Provide cost estimates to the planning process.
- ❑ Utilize the Financial Recovery Annex to the County Emergency Operations Plan (EOP) to support tracking recovery funding (FEMA program funds, overtime, recovery grants awards, volunteer time, donations, etc.).
- ❑ Brief all Unit Leaders and ensure they are aware of the recovery priorities particularly those affecting the Finance/Administration Section, as defined in the Recovery Action Plan (RAP).
- ❑ Keep Command Staff and Section Chiefs aware of the current fiscal situation and other related matters on an ongoing basis.
- ❑ Ensure that the Recovery Programs Administration Unit manages and provides technical assistance to County departments involved in federal and state financial recovery assistance and reimbursement.
- ❑ Ensure that the Property Claims Unit processes all claims in a reasonable timeframe.
- ❑ Ensure that Compensation and Claims Unit processes all claims in a reasonable timeframe.
- ❑ Ensure that all financial records, agency and contractor staff time, expense claims, procurement and management documentation, cost documentation and other relevant documentation is maintained and provided to the Finance/Administration Section by the Documentation Unit (Planning Section).

Demobilization Phase:

- ❑ Determine demobilization status of the Finance/Administration Section and advise the Command Staff.
- ❑ Ensure that all expenditures and financial claims have been processed and documented.
- ❑ Complete all logs and documentation and forward to Documentation Unit (Planning Section).
- ❑ Ensure any open actions are assigned to appropriate Finance/Administration staff or other Recovery Agency sections to follow up on.
- ❑ Ensure all functions have been transitioned to their pre-disaster department(s), agency(ies), or activity(ies).
- ❑ Prepare to provide input to the After Action Report.

Position Checklist: Finance/ Admin Section → Recovery Programs Administration Unit Leader

Reports to: Finance/Administration Section Chief

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!

Responsibilities:

1. Identify all available federal and state recovery programs.
2. Act as the primary resource for recovery program identification research.
3. Manage the eligibility, application, and distribution of federal financial recovery assistance.
4. Supervise the Recovery Programs Administration Unit.

Activation Phase:

- ❑ Obtain situation briefing from Finance/Administration Section Chief.

Operational Phase:

- ❑ Establish and maintain position logs and other necessary files.
- ❑ Leverage the National Disaster Recovery Program Database (NDRPD) as a source to identify recovery resources.
- ❑ Utilize the Catalogue of Federal Domestic Assistance as a source to identify recovery resources.
- ❑ Ensure that all Recovery Manager and Section Chiefs are aware of federal and state resources.

- ❑ Ensure that rules and regulations associated with any given funding/financing source are supportive of County recovery objectives and consistent with other funding sources, if more than one source is to be used in a program.
- ❑ Keep the Finance/Administration Section Chief informed of all significant issues.

Demobilization Phase:

- ❑ Determine Recovery Programs Administration Unit demobilization status and advise the Finance/Administration Section Chief.
- ❑ Ensure all expenditures and financial claims have been processed and documented.
- ❑ Complete all logs and documentation and forward to Documentation Unit (Planning Section).
- ❑ Ensure open actions are assigned to appropriate staff or other sections for follow up.
- ❑ Ensure all functions have been transitioned to their pre-disaster department(s), agency(ies), or activity(ies).
- ❑ Prepare to provide input to the After Action Report.

Appendix 4: Selected Federal Assistance and Funding Sources

Below is a listing of selected federal funding sources that may be of use during recovery from a disaster.

In addition to the sources noted in the table below, the following online compendia of federal recovery and other programs should be consulted:

- National Disaster Recovery Program Database (NDRPD): www.fema.gov/ndrpd
- Catalogue of Federal Domestic Assistance (CFDA): www.cfda.gov

Grant Type	Agency	Purpose	Eligible Recipients
Block Grants			
Community Development Block Grants (CDBG)	Housing and Urban Devt. (HUD)	Develops viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low to moderate income individuals. Because they are designed as block grants, CDBG funds are often more flexible than other program funds, even those designed for disaster response and recovery. As a result, CDBG has been used in special appropriations after disasters.	Government – Local, State
Flood			
Flood Control Projects	U.S. Army Corps of Engineers (USACE)	Reduces flood damages through projects not specifically authorized by Congress.	Government – Local, State
Flood Plain Management Services	USACE	Promotes appropriate recognition of flood hazards in land and water use planning and development through the provision of flood and flood plain related data, technical services, and guidance.	Government – Local, State; Businesses; Not-for-Profit Organizations

Grant Type	Agency	Purpose	Eligible Recipients
Flood Prevention, Emergency Advance Measures	USACE	Mitigates, before an event, the potential loss of life and damages to property due to floods.	Government – Local, State
Snagging and Clearing for Flood Control	USACE	Reduces flood damage.	Government – Local, State
National Flood Insurance Program, (NFIP)	Federal Emergency Mgt. Agency (FEMA) – National Flood Insurance Program (NFIP) Bureau	Enables individuals to purchase insurance against losses from physical damage to or loss of buildings and or contents therein caused by floods, mudflow, or flood-related erosion, and to promote wise floodplain management practices in the nation's flood prone areas.	Government – Local, State; Businesses
Community Assistance Program State Support Services Element (CAP-SSSE)	FEMA – Mitigation Directorate	Eensures that communities participating in the National Flood Insurance Program (NFIP) are achieving flood loss reduction measures consistent with program direction. The CAP-SSSE provides resources identify, prevent, and resolve floodplain management issues in participating communities before they develop into problems requiring enforcement action.	Government – State
Flood Mitigation Assistance	FEMA – Mitigation Directorate	Funds cost effective measures to states and communities that reduce or eliminate the long-term risk of flood damage to buildings, manufactured homes, and other insurable structures.	Government – Local, State
Housing Recovery and Community Services			
Crisis Counseling	FEMA	Provides grants that enable states to offer immediate crisis counseling services to victims of a major federally declared disaster for the purpose of relieving mental health problems caused or aggravated by a major disaster or its aftermath; assistance is short-term and community-oriented.	Government – Local, State

Grant Type	Agency	Purpose	Eligible Recipients
Infrastructure Assessment	FEMA/ USACE	Augments local efforts to conduct safety inspections of buildings, primarily residential, and to manage inspections of public works facilities following a major disaster. Inspections are closely coordinated with the appropriate local representatives.	Government – Local, State
Temporary Housing	FEMA/ USACE	Provides temporary housing for disaster victims through three distinct missions: • USACE may perform the full mission for Haul and Install to private sites, commercial or public travel trailer, or mobile home parks. USACE may also perform the construction such sites and/or build or bring to code existing commercial or public parks. • USACE may provide technical assistance to FEMA when FEMA uses their Individual Assistance-Technical Assistance Contract. • USACE may provide, in a Federal Operations Support mode, USACE employees to serve as FEMA Contracting Officer Technical Representatives or Technical Monitors to execute FEMA's IA-TAC contract.	Government – Local, State
Home Disaster Loans	Small Business Admin. (SBA)	The only form of SBA assistance not limited to small businesses. Financial assistance is available in the form of low-interest, long-term loans for losses that are not fully covered by insurance or other recoveries. SBA's disaster loans are the primary form of federal assistance for the repair and rebuilding of non-farm, private sector disaster losses. Homeowners can apply for a real property loan for up to $200,000 to repair or replace their primary residence to its pre-disaster condition. Homeowners or renters can apply for a personal property loan for up to $40,000 to help repair or replace personal property.	Government – Local, State

Grant Type	Agency	Purpose	Eligible Recipients
Disaster Legal Services	FEMA	Free legal assistance to individuals affected by a major federal disaster. Types of assistance typically include help with insurance claims, preparing powers of attorney, help with guardianships, and preparing new wills and other lost legal documents.	Government – Local, State
Assistance for Individual and Households Program (IHP)	FEMA	The primary vehicle for FEMA assistance to individuals after the President issues a major disaster declaration; it is the key element of the Individual Assistance (IA) program. Grants assist disaster victims whose needs cannot be met through other forms of assistance, such as insurance or other federal programs. Program funds have a wide range of eligible uses, including temporary housing, limited housing repair or replacement, and uninsured medical, dental, or other personal needs. There is a statutory matching requirement of 25%. Grants may not exceed $26,200 per individual or household; IHP assistance is generally limited to 18 months.	Government – Local, State
Reprogram-ming of Public Housing Funds	HUD	Public Housing Authorities may reprogram the Comprehensive Grant Program (CGP) or older modernization programs' funds to address damage to public housing property caused by the disaster. For smaller Public Housing Authorities, HUD expedites requests for reprogramming Comprehensive Improvement Assistance Program (CIAP) funds. The funds help public housing agencies correct physical, management, or operating deficiencies and keep units in the housing stock safe and desirable homes for low-income families.	Public Housing Authorities

Grant Type	Agency	Purpose	Eligible Recipients
HOME Investment Partnerships Program	HUD	The largest Federal block grant to state and local governments designed exclusively to create affordable housing. HUD establishes HOME Investment Trust Funds for each grantee, providing a line of credit that the jurisdiction may draw upon as needed. At least 90% of benefiting families must have incomes less than 60% of the area median. HOME funds can be used for home purchase or rehabilitation financing assistance; to build or rehabilitate housing for rent or ownership; or for other reasonable and necessary expenses including site acquisition or improvement, demolition, and payment of relocation expenses.	Government – Local, State
Disaster Service Program	American Red Cross	The Red Cross delivers disaster housing assistance in three main forms: Sheltering, Rental Assistance, and Emergency Housing Repair. The Red Cross, with local governments, opens and operates shelters before, during and after a disaster occurs including evacuations. They also assist emergency managers and other sheltering partners to identify and manage emergency shelters for those affected by disaster. Through a Red Cross damage verification and casework process, Emergency Home Repair and Rental Assistance can become available under certain circumstances to assist with meeting the short-term housing needs of disaster survivors.	Government – Local, State; Not-for-Profit Organizations
Cora C. Brown Fund	FEMA – Response and Recovery Directorate	Federal government special fund to be used solely for the relief of human suffering caused by disasters.	Government – Local, State
Disaster Unemploy-ment Assistance	Dept. of Labor (DOL) – Employment and Training Admin.	Weekly benefits available to individuals out of work as a direct result of the disaster. Coordinated through FEMA and available through the Virginia Employment Commission.	Government – Local, State

Grant Type	Agency	Purpose	Eligible Recipients
Disaster Recovery Purchasing	General Services Admin. (GSA)	Under the Disaster Recovery Purchasing program, state and local government entities may purchase a variety of products and services from contracts awarded under GSA Federal Supply Schedules to facilitate recovery from a major disaster, terrorism, or nuclear, biological, chemical, or radiological attack.	Government – Local, State; Colleges and Universities
Dislocated Worker Activities	DOL – Employment and Training Admin.	Authorized by the Workforce Investment Act, this program provides training and related assistance to persons who have lost their jobs and are unlikely to return to their current jobs or industries.	Government – State
School Emergency Response to Violence	Dept. of Education	Funds short-term and long-term education-related services for local educational agencies and institutions of higher education to help them recover from a violent or traumatic event in which the learning environment has been disrupted.	Government – Local, State
Economic Recovery			
Community Disaster Loan Program	FEMA	Provides loans under the Stafford Act to local governments that have suffered substantial loss of tax and other revenue in areas included in a major disaster declaration. The funds can only be used to maintain existing functions of a municipal operating character, and the local government must demonstrate a need for financial assistance. There is no matching requirement, but a loan amount may not exceed $5 million.	Government – Local, State
Economic Injury Disaster Loans	SBA	Assists small businesses suffering economic injury as a result of disasters by offering loans and loan guarantees. Businesses must be located in disaster areas declared by the President, the SBA, or the Secretary of Agriculture. There is no matching requirement in this program. The maximum loan amount is $1.5 million. Loans may be up to 30 years.	Businesses; Not-for-Profit Organizations

Grant Type	Agency	Purpose	Eligible Recipients
Physical Disaster Loans – Businesses	SBA	Provides loans to small businesses in declared disaster areas for uninsured physical damage and losses. The maximum loan amount is $1.5 million, but this limit can be waived by the SBA for businesses that are a "major source of employment." Loans may be up to 30 years. There is no matching requirement in this program.	Government – Local, State; Businesses; Not-for-Profit Organizations
Disaster Recovery Purchasing	GSA	Under the Disaster Recovery Purchasing Program, state and local government entities may purchase a variety of products and services from contracts awarded under GSA Federal Supply Schedules to facilitate recovery from a major disaster, terrorism, or nuclear, biological, chemical, or radiological attack.	Government – Local, State; Colleges and Universities
Fannie Mae-Freddie Mac	Fannie Mae-Freddie Mac	Offer assistance following a major disaster through mortgage payment relief to affected homeowners and helping lenders re-establish their operations. They may offer liberal forbearance policies for affected homeowners, loan workouts for homeowners who wished to stay in their homes, and underwriting flexibilities to make it easier for families to qualify for new mortgages or refinance their existing mortgages. Freddie Mac may engage in additional forms of housing assistance, including freezing foreclosure actions in affected areas with the intent of minimizing the additional displacement of people. It may facilitate the release of insurance proceeds. Freddie Mac may also direct loan servicers to not report delinquencies to credit repositories, ensuring borrowers without access to mail or other forms of communication are not penalized for failing to make their mortgage payments. It may donate single-family homes and apartment buildings through its real estate-owned properties and also employee time to help build shelters and assist homeowners.	Government – Local; Businesses

Grant Type	Agency	Purpose	Eligible Recipients
Mitigation			
Hazard Mitigation Grant Program (HMGP)	FEMA – Mitigation Directorate	Authorized by the Stafford Act to prevent future losses of lives and property due to disaster; to implement state or local hazard mitigation plans; to enable mitigation measures to be implemented during immediate recovery from a disaster; and to provide funding for previously identified mitigation measures to benefit the disaster area.	Government – Local, State
Pre-Disaster Mitigation (PDM) Grant Program	FEMA – Mitigation Directorate	Authorized by the Stafford Act, as amended by the Disaster Mitigation Act of 2000, to assist communities to implement hazard mitigation programs designed to reduce overall risk to the population and structures before the next disaster occurs.	Government – Local, State
Economic Adjustment Assistance	Dept. of Commerce	Responds flexibly to economic recovery issues – including those stemming from natural and human-caused disasters – and is well suited to help address challenges faced by U.S. communities and regions. Some examples of projects in disaster-impacted regions include: • capitalization of Revolving Loan Funds to provide low-interest loans to small businesses • construction of critical publicly-owned infrastructure (e.g. water and sewer, road and rail spurs to industrial parks, broadband, port facilities) to support business recovery and growth initiatives • construction of business incubators • development of strategies and implementation plans to mitigate impacts from future disasters, diversify the local economy, rebuild businesses, advance regional innovation clusters, and/or other undertake other critical economic recovery initiatives.	Government – Local, State; Colleges and Universities; Not-for-Profit Organizations

Grant Type	Agency	Purpose	Eligible Recipients
Infrastructure			
Infrastructure Assessment	FEMA/ USACE	Augments local efforts to conduct quality inspections of buildings, primarily residential, and to manage safety inspections of public works facilities following a major disaster. Inspections are closely coordinated with the appropriate local representatives.	Government – Local, State
Public Assistance (PA) Program	FEMA – Response and Recovery Directorate	Authorized by the Stafford Act to provide supplemental assistance to states, local governments, and certain private nonprofit organizations to alleviate suffering and hardship resulting from major disasters or emergencies declared by the President. The PA Program provides funding for the repair, restoration, reconstruction, or replacement of a public facility or infrastructure damaged or destroyed by a disaster. PA funds are available for debris removal, emergency protective measures, road systems and bridges, water control facilities, public buildings and contents, public utilities, and parks and recreational facilities. PA funds may not be used when other funding sources are available, such as insurance.	Government – Local, State; Not-for-Profit Organizations
Temporary Power	FEMA/ USACE	Assists state and local needs in providing FEMA owned Temporary Emergency Power Generators for critical public facilities in the declared counties due to interruption of commercial power caused by human-caused or natural disasters.	Government – Local, State
Emergency Relief (ER)	Dept. of Transport-ation (DOT)	A program of the Highway Trust Fund for the repair or reconstruction of Federal-aid highways (such as the Interstate Highway System) and roads on Federal lands which have suffered serious damage as a result of natural disasters or catastrophic failures from an external cause. Grants may be up to $100 million, with a 10% cost share.	Government – State

Grant Type	Agency	Purpose	Eligible Recipients
Emergency Relief for Federally Owned Roads (ERFO)	DOT	Provides assistance to roads that have been defined as federal roads. These are roads providing access to and within federal and Indian lands. They include Forest Highways, Forest Development Roads, Park Roads, Parkways, Indian Reservation Roads, Public Lands Highways (including Refuge Roads) and Public Lands Development Roads.	Government – Federal
Water Sector Support	Environment-al Protection Agency (EPA)	Water Teams are trained to provide technical support during and after disasters. EPA provides technical assistance to state, local, and tribal governments in restoring drinking water and wastewater systems. EPA assembles information on damage assessments and the status of water and wastewater utilities, and may provide technical assistance on recovery projects. EPA also provides tools for community-based water resiliency and education for federal disaster funding for water and wastewater utilities.	Government – Local, State; Not-for-Profit Organizations
Natural and Cultural Resources			
Pittman Robertson Wildlife Restoration	Dept. of the Interior	Supports projects to restore or manage wildlife populations and support public use of these resources, and to provide facilities and services for conducting a hunter safety program.	Government – Local, State
Land and Water Conservation Fund Program	Dept. of the Interior	Provides funding for states and local governments for the acquisition, development, and/or rehabilitation of public outdoor recreation sites and facilities and for statewide comprehensive outdoor recreation planning.	Government – Local, State

Grant Type	Agency	Purpose	Eligible Recipients
Preservation Technology and Training Grants	National Center for Preservation Technology and Training	Support research, training, meetings, conferences, and publications that further the Center's mission. Preference is given to research and training projects that: • protect cultural resources against vandalism, looting, terrorism, and natural disasters • conserve architectural materials of the "recent past" • develop appropriate technologies to preserve houses of worship and cemeteries • monitor and evaluate preservation treatments • study environmental effects of pollution on cultural resources • document and preserve threatened cultural landscapes	
Preservation Assistance Grants for Smaller Institutions	National Endowment of the Arts (NEA)	Helps institutions improve their ability to preserve and care for their humanities collections. These institutions include libraries, museums, historical societies, archival repositories, town and county records offices, and underserved departments and units within colleges and universities.	Institutions

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Appendix 5: Planning Context and Plan Development Process

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A. Section Overview

This section provides an overview of pre-disaster recovery planning resources, guidance, and best practices in the U.S., and it details the planning and outreach process employed by Fairfax County to develop this Pre-Disaster Recovery Plan (PDRP) for recovery from a disaster or catastrophic incident.

B. National Disaster Planning Context and Best Practices

Historically, planning for recovery from a catastrophic disaster has been both conceived and implemented post-incident. Although a small number of local jurisdictions (including Los Angeles and some coastal South Carolina communities) had pre-disaster recovery plans dating back to the 1990s, the national movement towards pre-disaster recovery planning began in 2005 after many jurisdictions became concerned about their own long-term recovery capabilities after witnessing the aftermath of Hurricane Katrina.

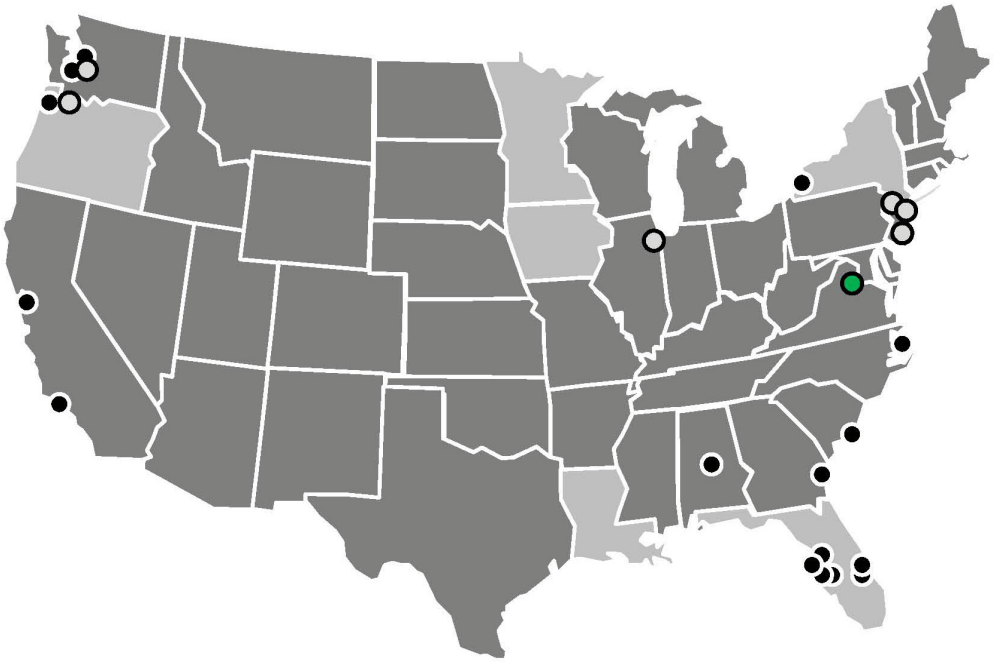
Since 2005, many local jurisdictions, states, and the federal government have begun to establish recovery planning in advance of disaster events. To date, pre-event recovery planning has been developed primarily by jurisdictions which have a great potential to suffer catastrophic consequences from *natural hazards* such as hurricanes, tsunamis, and earthquakes. These jurisdictions typically have the ability to identify statistically predictable natural hazards for which long-term recovery will be necessary.

In contrast, an event which would require Fairfax County to implement a long-term recovery plan is more likely to occur due to human-caused hazards, which are considerably more difficult to predict in terms of location and impacts. The detailed reconstruction and rebuilding strategies often utilized in other jurisdictions' pre-disaster recovery efforts to address pre-identified issues resulting from natural hazards are not applicable to the needs of Fairfax County. The purpose of this PDRP effort is to create a plan which provides a flexible and adaptable framework for the management and on-going facilitation of recovery operations through the identification of issues, recovery function roles and responsibilities, management structures, and authorities.

This PDRP was built in close coordination with applicable federal guidance documents, national best practices, and recovery plans. These sources were thoroughly reviewed, point-by-point, for application to a disaster resulting from an unpredictable hazard.

Key resources utilized in the development of this PDRP are described in the following section. For complete bibliographical information on these sources, see Appendix 6.

Figure A5.1: Pre-Disaster Recovery Plans in the US



KEY

State with Pre-Disaster Recovery Plan or Guidance
Community with a completed PDRP
Fairfax County
Community with a PDRP under development

Note: the above map is based on the best available information and survey information; the data presented above may not be exhaustive or complete.

C. Fairfax Pre-Disaster Recovery Plan Development Process

This section outlines the process by which Fairfax County developed the PDRP through an approximately 24-month process. Fairfax County, led by the Office of Emergency Management (OEM), began the PDRP initiative in December 2009. At that time, Fairfax County Office of Emergency Management contracted with Witt Associates, a nationally recognized disaster recovery and crisis management firm, to apply national best practices and recovery field experience, to guide and facilitate the planning process, and to provide plan-drafting capabilities during development of the PRDP.

The initial steps of the planning process focused on gaining stakeholder support for the project and the identification of gaps in county policies and procedures. The planning process included a series of interviews, meetings, public workshops, surveys, and a draft review process. The process concluded with the public vetting of the final draft, review (endorsed by the Fairfax County Board of Supervisors), training, and a tabletop exercise.

1. Process Management and Stakeholder Engagement

The PDRP development process was guided and supported by various groups of county and stakeholder leadership, who had varying degrees of involvement in the plan. Plan development leadership and stakeholder outreach were tightly integrated as the PDRP was developed; therefore all parties directly involved in the development of the PDRP are described together, in the section below.

a) Overview of Management Structure for PDRP Development Process

Overall day-to-day management, direction, logistics, documentation, and PDRP document handling for the planning process was led by the Fairfax County Office of Emergency Management (OEM), with support from Witt Associates.

A core Steering Committee, coordinated by OEM, provided in-depth, detailed, and ongoing guidance, vetting, validation, and necessary edits or changes related to all draft PDRP concepts and text. The Steering Committee was comprised of relevant county agency staff, and representatives of key non-governmental and private-sector organizations.

Beyond the Steering Committee, the County formed a large Working Group comprised of representatives from county agencies, other municipalities, regional partners, nonprofit groups, and private stakeholders. This Working Group met periodically and provided larger community outreach and validation of the plan.

Additionally, on a topical and ad hoc basis, groups of technical experts were assembled in focus group settings to discuss and vet draft PDRP content. These individuals were drawn from all the above groups, as needed, and in some cases from beyond Fairfax County.

Finally, the draft PDRP was also made available to a broader group of reviewers, stakeholders, neighboring jurisdictions, and the general public for comment.

Details on these entities, how they were engaged, and how they contributed to the development of the PDRP is provided below.

Figure A5.2: PDRP Development Process Schematic Diagram

b) Steering Committee

The PDRP Steering Committee met monthly and directly contributed to the development of the Plan. This committee defined the overall direction and structure of the PDRP and participated in reviews of rough and preliminary draft materials. The Steering Committee worked to narrow proposed best-practice outcomes to those which applied to the local conditions in Fairfax County.

Below are tables outlining the meeting dates and plan elements which were reviewed and discussed, as well as a list of participating members.

Table A5.3: PDRP Steering Committee Meetings

Date	Plan Content Reviewed
September 9, 2010	Table of Contents, Introduction text, Hazard Identification/ Risk Assessment
October 6, 2010	Concept of Operations (Conops) outline, Recovery Support Functions Matrix, and Recovery Support Function Annex template
November 3, 2010	Plan Maintenance and Monitoring, Recovery Support Function Annexes (Community Services RSF, Safety and Security RSF)
December 1, 2010	Conops refinement, Recovery Support Function Annexes (Infrastructure RSF, Natural & Cultural Resources RSF)
February 2, 2011	Conops refinement, Recovery Support Function Annexes (Housing RSF)
March 2, 2011	Conops refinement, Recovery Support Function Annexes (Economic Recovery RSF)
May 4, 2011	Command Staff positions (Conops; position descriptions)
June 1, 2011	Intergovernmental Coordination (Conops), General Staff positions (Conops; position descriptions), Recovery Support Function Annexes (Community Recovery Planning Branch)
August 10, 2011	Recovery Coordinator (Conops), Recovery Policy Advisory Board (Conops); Hazard Identification/ Risk Assessment update
September 7, 2011	Recap of process; Training Summit briefing; review and approval process briefing

Table A5.4: PDRP Steering Committee Members/Attendees

Name	Agency/Organization Affiliation
Joseph Bakos	Fairfax County Dept. of Planning and Zoning
Marc Barbeire	Fairfax County Health Dept.
Phyllis Black	Springfield Chamber of Commerce
Bill Bolton	Dulles Regional Chamber of Commerce
Carlton Burkhammer	Fairfax County Fire Marshal
Sandra Chisholm	Fairfax County Faith Communities in Action
Teri Flynn	Fairfax County Risk Management Division
Brian Heffern	Fairfax County Dept. of Management and Budget
Leslie Johnson	Fairfax County Dept. of Planning and Zoning
Ronald Kirkpatrick	Fairfax County Dept. of Public Works and Environmental Services
Carol Lamborn	Fairfax County Dept. of Public Works and Environmental Services
Matt Lyttle	Volunteer Fairfax
Marilyn McHugh	Fairfax County Office of the County Attorney
Jeff McKay	Supervisor, Lee District (Board of Supervisors liaison)
Dave McKernan	Fairfax County Office of Emergency Management
Jim Person	Fairfax County Office of Public Affairs
Amanda Phan	Fairfax County Office of Emergency Management
Lewis Saylor	Northern Virginia Voluntary Organizations Active in Disaster (VOAD)
Ian Sterne	American Red Cross of the National Capital Region (Fairfax Citizen Corps Council liaison)
Dr. Jim Stratoudakis	Fairfax County Mental Health Services/Community Services Board
Eric Teitelman	Fairfax County Dept. of Transportation
Carl Varner	Fairfax County Dept. of Family Services, Disability Services

c) Working Group

The Working Group met several times throughout the course of PDRP development in a workshop setting which was open to the public (except in cases of sensitive subject matter). A series of workshops were hosted by Fairfax County's OEM to more clearly define how the PDRP can best serve the needs of Fairfax County, and also explore how participation from the public can streamline disaster recovery and mitigate hardships faced in the aftermath of a disaster.

Table A5.5: PDRP Working Group Sessions

Date	Targeted Working Group Participants	Purpose	Approximate attendance
March 18, 2010	Fairfax County Agency and Department Staff	Introduce PDRP to county agencies	47
August 4, 2010	Non-governmental organization (NGO) Stakeholders	Introduce PDRP to NGO stakeholders	70
September 14, 2010	For-profit/ private sector Stakeholders	Introduce PDRP to private sector stakeholders	15
February 9, 2011	All Working Group Participants	Update all Working Group members on interim draft PDRP concepts	52
September 16, 2011	All Working Group Participants	Daylong "Training Summit": Orient all Working Group members on complete draft PDRP (see more below)	120

Through these scenario-based workshop discussions, the Working Group refined, vetted, and validated the preliminary work of the Steering Committee, applying both technical expertise and local knowledge to arrive at workable and realistic solutions to the challenging problems faced by Fairfax County during a long-term disaster recovery scenario.

During the workshops, emergency management staff also shared various disaster preparedness tools and tips available to assist the public and non-governmental organizations in their disaster preparedness efforts. Participants were solicited for information regarding their concerns as they relate to disaster preparedness and the county's recovery from a catastrophic incident.

d. County Departmental Interviews (Internal Technical Expertise)

During the first part of the PDRP planning process (spring/summer 2010), the Fairfax County OEM reached out to county agencies, boards, authorities, and commissions.

OEM and Witt Associates interviewed these various county entities to identify capabilities and gaps in the county's potential long-term recovery capabilities. County departments identified through this process as providing a critical function during the recovery process were interviewed to gather input regarding current operational capabilities and gaps. The information gathered during the interviews was used to formulate the PDRP recovery functions' lead and support agency tasking, operational guidelines, policies, and organizational structure. Below is a list of all County departments which were involved in this interview process.

- County Board of Supervisors liaison
- Department of Administration for Human Services
- Department of Cable and Consumer Services
- Department of Code Compliance
- Department of Community Revitalization
- Department of Family Services
- Department of Housing and Community Development
- Department of Human Services
- Department of Information Technology
- Department of Management and Budget
- Department of Neighborhood and Community Services
- Department of Planning and Zoning
- Department of Public Safety and Communications
- Department of Public Works and Environmental Services (multiple offices)
- Department of Purchasing and Supply Management
- Department of Risk Management
- Department of Tax Administration
- Department of Transportation
- Department of Vehicle Services
- Facilities Management Department
- Fairfax County Health Department
- Fairfax County Parks Authority
- Fairfax County Public Schools
- Fairfax Water Authority

Follow-up information regarding the capacity of County departments and agencies was also gathered via a web-based survey, which was accessible to County government staff only. The focus of this survey was to gather detailed follow-up information regarding the County government's capacity and authorities to support long-term disaster recovery functions. Staff members from a variety of County agencies and departments provided comments regarding their concerns and issues regarding execution of pre-identified recovery functions and the resources available to support the collective disaster recovery effort.

e) Community Stakeholder Focus Groups (External Technical Expertise)

During the next part of the PDRP planning process (fall 2010 through spring 2011), the Fairfax County OEM reached out to nonprofit organizations, private businesses, federal and state partners, and where appropriate, returned to County agencies to solicit further input and information for development of the PDRP. A series of focus group meetings and interviews with subject matter and technical experts were conducted to ensure the PDRP was developed holistically and effectively.

OEM and Witt Associates held a series of focus-group style meetings with key community stakeholders and technical experts to gather input regarding the disaster recovery capabilities of specific sectors, services, and functions which were identified as critical to the recovery process.

The following matrix provides information regarding the sectors which participated in the Stakeholder Focus Group Sessions. (Note: Table A5.6 documents *only* those who were able to participate. Representatives of many other organizations were also invited, but were unavailable to participate.)

Table A5.6: PDRP Stakeholder Focus Group Meetings

Date	Focus Group	Participating Organizations
August 26, 2010	Faith Communities in Action	Christ in Action, Fairfax County Fire and Rescue Chaplain, Fairfax County Interfaith Community Coordination, Fairfax County Police Dept. Chaplain, Food for Others, For Immediate Sympathetic Help, Lutheran Church-South East Division, Northern Virginia Family Services, Northern Virginia Regional VOAD, NorthStar Church Network, Presbyterian Disaster Assistance, Prince of Peace, Western Fairfax Christian Ministries
September 15, 2010	Volunteer Organizations	American Red Cross, Fairfax Citizen Corps Council, Volunteer Fairfax
October 19, 2010	Special Needs	Fairfax Area Disability Services Board, Fairfax County Family Services
December 3, 2010	Health and Medical Care	INOVA Alexandria Hospital, INOVA Fairfax Hospital, Molina Health Care, Northern Virginia Hospital Alliance
January 18, 2011	Civic Organizations	Braddock District Council, Fairfax Federation of Citizens Association, Lee District Association of Civic Organizations, Mason District Council
February 1, 2011	Utilities	Columbia Gas of Virginia, Cox Cable Business, Dominion Virginia Power, Northern Virginia Electric,
February 8, 2011	Human Services	Facets, Our Daily Bread, Nonprofit NOVA
February 22, 2011 and April 8, 2011	Finance, Insurance, and Real Estate (FIRE) Sector	AH&T Insurance, Barrett Industries, Business Civic Leadership Center, Dulles Regional Chamber of Commerce, Financial Planning Services, M&T Bank, Virginia Realty Group-Remax Gateway, U.S. Chamber of Commerce-BCLC
February 22, 2011	Chambers of Commerce	Dulles Regional Chamber of Commerce, Fairfax County Consumer Protection Commission, Greater Springfield Chamber of Commerce, SAIC, Silver Beacon Marketing
April 8, 2011	Natural and Cultural Resources	Fairfax County Environmental Quality Advisor Committee, Fairfax County Park Authority, Fairfax County Department of Planning and Zoning, Fairfax County Department of Public Works and Environmental Services, Fairfax County History Commission/Architectural Review Board, Historical Preservation Program-Cultural Resource Management and Preservation, Northern Virginia Park Authority

Date	Focus Group	Participating Organizations
April 18, 2011	Transportation	Fairfax County Department of Public Works and Environmental Services, Fairfax County Department of Transportation, Metropolitan Washington Airports Authority, Virginia Department of Emergency Management-Region VII, Virginia Department of Transportation, Northern Virginia Transportation Commission

f) Intergovernmental Outreach (External Technical Expertise)

OEM and Witt Associates also conducted a number of meetings and briefings with external government partners to ensure the efforts of Fairfax County are appropriately coordinated with federal, state, and other local governments. (Local government entities that neighbor Fairfax County were invited to participate in the Working Groups and technical Focus Group meetings).

Participating intergovernmental partners include:

- FEMA Recovery Directorate
- FEMA Office of National Capital Region Coordination
- FEMA Region III
- Metropolitan Washington Council of Governments
- Metropolitan Washington Airports Authority (MWAA)
- Northern Virginia Emergency Response System (NVERS)
- Virginia Department of Emergency Management Region VII
- Virginia Department of Emergency Management Recovery and Mitigation Division
- Virginia Department of Transportation
- Virginia Office of Veterans Affairs and Homeland Security
- Washington Metropolitan Area Transit Authority (WMATA)
- Neighboring counties and independent cities

2. Maintaining Integration with Other Plans and Consistency with Best Practices

Several categories of documents were reviewed and considered during preparation of this PDRP. Descriptions of the integration of each are below. (See Appendix 6 for bibliographical information on sources.)

a) Formal Integration with Other Plans and Guidance

Federal, state, and local plans and guidance were reviewed and referenced throughout the planning process to ensure the PDRP maintains compliance and consistency with current standards and procedures. Documents reviewed for this purpose include:

- FEMA National Disaster Recovery Framework (NDRF)[1]
- Fairfax County Emergency Operations Plan (EOP)
- NCR Regional Emergency Coordination Plan (RECP)
- Commonwealth of Virginia Emergency Operations Plan (COVEOP)

[1] The NDRF is incorporated into the National Preparedness Goal (DHS, 2011)

- Northern Virginia (including Fairfax County) Regional Hazard Mitigation Plan

For each document listed above, the PDRP was formally "crosswalked" against all relevant aspects and requirements, including points of interface and other implicit or explicit expectations upon the PDRP. The intent is that the PDRP seamlessly integrates with all relevant local, regional, state, and federal strategic or operational guidance.

Of particular note is FEMA's National Disaster Recovery Framework (NDRF), which was being developed concurrently with the Fairfax County PDRP and was finalized in 2011. The federal NDRF provides guidance from the federal government regarding establishing a coordinated framework for supporting local recovery efforts, including identifying federal, state, and local points-of-contact; describing federal "recovery support functions"; and providing general tasking and responsibilities for federal, state, local, and non-governmental entities. The PDRP is designed to maintain consistency with the Recovery Support Functions identified and described in the NDRF.

b) Consistency with National Best Practices and Guidance

The Fairfax PDRP planning process included review of documents so as to model the Fairfax PDRP in consistency with best practices. Numerous national best practice and guidance documents were reviewed, a small sampling of which included:

- FEMA/American Planning Association. "Planning for Post-Disaster Recovery and Reconstruction"
- FEMA "Long-Term Community Recovery (LTCR) Assessment Tool" and "LTCR Planning Process: A Self-Help Guide"
- State of Florida Department of Community Affairs, Florida Division of Emergency Management. "Post-Disaster Redevelopment Planning: A Guide for Florida Communities"
- Business Civic Leadership Center. "Business Disaster Assistance and Recovery Second Report: Long-term Recovery Issues and Case Studies"

The FEMA "Long-Term Community Recovery (LTCR) Assessment Tool" and the "LTCR Planning Process: A Self-Help Guide" are FEMA guidance intended to help local authorities analyze the impacts of a disaster on a community, while taking into consideration the local government's capacity to assist in promoting its own long-term recovery. The tool takes a holistic approach to community recovery by looking at how damages can result in impacts greater than the material scope of a disaster, and by identifying gaps in recovery assistance. It is intended to assist federal and multi-level decision makers in identifying the type and level of supplemental long-term community recovery assistance that may be needed for full recovery from a disaster, though it is not tied to any specific funding sources.

FEMA 421, "Planning for Post-Disaster Recovery and Reconstruction" (also known as "the Green Book") was a joint effort by FEMA and the American Planning Association to expand thinking about disaster recovery beyond just offices of emergency management and to clearly lay out the role of community, land use, and infrastructure planning in recovery. It also contains a generic recovery ordinance, modeled on Los Angeles' ordinance.

The Florida Post-Disaster Redevelopment Initiative was a partnership between FEMA, Florida Department of Emergency Management, and Florida Department of Community Affairs-Division of Community Planning. The initiative was launched in 2007 using five counties as pilots. A best practice manual, "Post-Disaster Redevelopment Planning: A Guide for Florida Communities," was issued in 2011. It describes best practice and areas of functional concern related to disaster recovery, although it tends to have a heavy focus on disasters specific to Florida, especially hurricanes and related flood and wind damage. Plans produced by the pilot counties – including Palm Beach, Manatee, and Hillsborough counties – were reviewed for best practices, which were then incorporated into the Fairfax PDRP development process. The Fairfax PDRP was cross checked against the best practice guidebook throughout the plan development process to ensure applicable concepts were captured.

The Business Civic Leadership Center's publications provide the valuable perspective of the for-profit sector. The business community is impacted by disasters not only as a potential victim of disaster, but also as an engine of recovery and the re-establishment of social and community stability and resilience.

c) Model Local Pre-Disaster Recovery Plans

Additionally, many local pre-disaster recovery and reconstruction plans were reviewed. Among them were:

- Beaufort County, South Carolina
- Chatham County, Georgia
- Hillsborough County, Florida
- Jefferson County, Alabama
- King County, Washington (template)
- Manatee County, Florida
- Palm Beach County, Florida
- Polk County, Florida

Additionally, post-disaster recovery plans and strategic documents were considered, including from Greensburg City and Kiowa County, Kansas; the Rebuild Iowa Office; the Louisiana Recovery Authority and Unified New Orleans Plan; and others.

These plans variously demonstrated concepts, recovery functions and issues, organizational models, and other considerations in addressing key disaster recovery issues; some were found to be applicable to Fairfax, others were not. Applicable recovery function considerations, organizational structures, strategies were incorporated into the Fairfax County PDRP.

3. Public Outreach and Information

Public information and outreach was provided via multiple channels throughout the PDRP development process. These are described below.

a) PDRP Pamphlet

Fairfax County OEM developed a pamphlet promoting and explaining the PDRP process in summer 2011 ("Ready & Resilient: Accelerating Recovery from Disaster"). This was made available via various media and provided to numerous membership organizations.

Figure A5.7: "Ready & Resilient" PDRP informational pamphlet

READY & RESILIENT

SURVIVE // RECOVER // REVIVE

Accelerating Recovery From Disaster

Office of Emergency Management

READY

PREPAREDNESS THROUGH PARTNERSHIPS

Fairfax County is susceptible to both human-caused, man-made disasters — like hazardous material spills or acts of terrorism — and natural disasters — such as floods, hurricanes, tornadoes or pandemics.

Disasters with potential catastrophic impacts would have long-term effects on our community. After a disaster, supply-chain disruptions, infrastructure failures, business closures, housing shortages and reconstruction challenges could drag down our economy, and the social and psychological impacts on residents could be severe. A resilient Fairfax must be prepared not just for immediate disaster response, but also to recover from a disaster.

After a disaster in Fairfax County, although the federal and state governments will support our recovery, it will be Fairfax County's responsibility to plan for and manage its own recovery. Local government, private businesses, and nonprofit and faith-based organizations will join in partnerships and play important roles in resolving issues and paving the way to recovery.

COMMUNITY PLANNING AND CAPACITY BUILDING

No one can predict what the effects of any given disaster will be. But planning ahead allows us to build partnerships, identify gaps, break down potential barriers, and establish decision-making structures and procedures for a smoother disaster recovery process. Our combined efforts will focus limited resources and accelerate the recovery process during the stressful and over-burdened post-disaster period.

The Pre-Disaster Recovery Plan identifies the following areas in which Fairfax County government and its private and nonprofit partners plan to address community-wide needs in a long-term post disaster environment. The plan lays out an organizational framework that aligns with FEMA's new National Disaster Recovery Framework (NDRF), is consistent with the National Incident Management System (NIMS), and designates roles and responsibilities to coordinating and cooperating agencies and organizations.

The Plan identifies a temporary Recovery Agency managed by a Recovery Coordinator and will be advised by an ad hoc Recovery Policy Advisory Board. It identifies pre- and post-disaster objectives and strategies for each recovery function to assist leaders in addressing pre-identified disaster recovery needs.

DISASTER RECOVERY FUNCTIONS

Community Planning and Capacity Building
- Establish Fairfax County Recovery Agency (post-disaster)
- Post-Disaster Long-Term Community Recovery Plan

Economic Recovery
- Employment
- Business Restoration, Retention, and Recruitment
- Supply Chain Restoration

Community Services
- Social and Human Services
- Health and Medical Services

Public Safety
- Structural Safety
- Safety and Security
- Chemical, Biological, Radiological, Nuclear (CBRN) Recovery

Housing Recovery
- Intermediate Housing
- Long-Term Housing

Infrastructure Systems
- Debris Management
- Capital Reconstruction
- Transportation Restoration and Reconstruction
- Utility Restoration

Natural and Cultural Resources
- Natural Resources
- Cultural Resources

IMPORTANCE OF PARTNERSHIPS

The business community, local nonprofits and civic associations, including professional associations, foundations and academic institutions, play key roles in shaping the community and its future, therefore, partnerships between the local government and community stakeholders are vital to ensure that all voices are heard and that the recovery effort benefits from the most innovative and relevant solutions.

Businesses and nonprofit organizations can supplement government assistance and may be able to inject needed material, staffing, and financial resources to meet recovery needs. Moreover, private businesses can support recovery momentum simply by restoring their normal operations – they pay salaries and benefits, stabilize the tax base, and take the burden of recovery off of the public sector.

Recovery is not only about restoration or rebuilding of structures, systems, and services, although these are crucial.

Successful recovery goes further, involving a community-wide effort to support businesses and residents as they recover from losses and regain physical, social and economic well-being.

By working together as a community pre-disaster, we will be better prepared to work together in the aftermath of a major disaster.

It is far better to do the preparation before a disaster strikes than during the chaos of a disaster.

PARTNERS

Fairfax County Local Area CHAMBERS OF COMMERCE

citizen corps

Volunteer Fairfax

FCIA FAITH COMMUNITIES IN ACTION

Virginia VOAD NORTHERN VIRGINIA REGION

FEMA

FAIRFAX COUNTY OEM OFFICE OF EMERGENCY MANAGEMENT

REVIVING THE COMMUNITY

Recovery is more than simply returning to our pre-disaster state, it is about recognizing opportunity for improvement while considering ways to mitigate against future disasters. Our goal, post-disaster, will be to empower residents and business owners to become involved in reclaiming a safer and stronger Fairfax County.

By designing and understanding our recovery process in advance, we will be able to more quickly organize and take action to address community needs.

By working together we can become more resilient, both physically and in spirit.

SURVIVE RECOVER REVIVE

RESILIENT

OVERCOMING A DISASTER

The true measure of a community's resiliency is how quickly it reestablishes its economic and social base and instills confidence in its residents. Thanks to strong public-private partnerships, Fairfax County is prepared to address our priorities to overcome the impacts of a disaster.

Is your business or organization prepared for a disaster? How will you respond? What resources can you devote to disaster recovery? Are you part of the plan? The Fairfax County Office of Emergency Management urges you to get involved.

www.fairfaxcounty.gov/oem/pdrp

Do it for your community.

OFFICE OF EMERGENCY MANAGEMENT
www.fairfaxcounty.gov/oem
571-350-1000, TTY 711

CEAN
www.fairfaxcounty.gov/cean

PARTICIPATING PARTNERS

Fairfax County Citizen Corps
www.fairfaxcounty.gov/oem/citizencorps

Volunteer Fairfax
www.volunteerfairfax.org

Faith Communities in Action
www.fairfaxcounty.gov/dhs/cil/fcia.htm

Voluntary Organizations Active in Disaster, Northern Virginia Region
www.voaonl.org

Virginia Department of Emergency Management
www.vaemergency.com

Federal Emergency Management Agency
www.fema.gov/rebuild

Fairfax County is committed to nondiscrimination on the basis of disability in all county programs, services and activities. Reasonable ADA accommodations will be provided upon request. For information, call 571-350-1000, TTY 711.

This project was funded under a grant from the Department of Homeland Security, Urban Area Security Initiative (UASI).

A Fairfax County, Va. Publication. August 2011

b) Website

Throughout the PDRP planning process, Fairfax OEM maintained a website dedicated to the development of the PDRP (www.fairfaxcounty.gov/oem/pdrp/). This site contained plan documentation, meeting minutes and presentation slides, and references to other resources related to disasters and disaster recovery planning.

Figure A5.8: Screen Shot of the Fairfax PDRP Website

c) Email list
Throughout the planning process, a list of contact-emails from interested parties was compiled through an automatic mailing database (listserv). Such contact information was collected via Working Group or Focus Group engagements, as well as voluntarily submitted via the PDRP website. The email list was used to advise interested parties of major events and news related to the development of the PDRP. By the conclusion of the PDRP development process, the email list contained several hundred addresses.

d) Public Survey
Fairfax County Office of Emergency Management solicited feedback from the public through a survey released on the Fairfax County PDRP website. The survey was designed to support the development of the PDRP through gathering public opinion on how the government should and could support the private and non-profit sectors after a major disaster.

The Stakeholder/ Public Survey also provided a venue for non-profit organizations and for-profit firms to provide information on how they could directly apply their capabilities to recovery.

e) Working Group Meeting Public Notice
All Working Group meetings were open to the public and noticed via the PDRP website and the PDRP email list (with the exception of the first Working Group meeting, which was targeted exclusively to county staff).

4. Document Review and Public Comment Process

Once a complete draft of the PDRP was developed and its content reviewed by OEM and the Steering Committee, a "Review Draft PDRP" was made available for wider review.

Reviewers of the plan consisted of targeted audiences (including County departmental staff, key non-profit and private-sector stakeholders, members of the County Board of Supervisors, and local, regional, state, and federal partners) as well as other interested stakeholders and members of the public. The Draft PDRP was made available for review via the OEM and PDRP websites from November 21 through December 16, 2011, and notice was sent to the email list that the document was available for review.

D. PDRP Initial Training and Exercising

First-time training and exercising on the PDRP were treated as an integral part of development of the PDRP. It was delivered via two large events – a Stakeholder Summit and a Tabletop Exercise – both described below. (Ongoing training and exercising is addressed in Section VI of the PDRP).

1. Stakeholder Summit and Training Workshop

A day-long stakeholder summit and training conference was held on September 16, 2011 at the Fairfax County Government Center. Approximately 120 people attended. The purpose of this conference was to familiarize County leadership, County agencies, non-governmental organizations, local, state, and federal government partners with the concepts, issues, and procedures outlined in the PDRP.

The day was broken into two parts. The morning sessions focused on County agency roles (including active participants in recovery and the impacts on day-to-day agency operations), and the afternoon focused on private and non-profit sector stakeholders and public-private partnerships. Participants engaged in both plenary sessions and topical break-out sessions. In the break-out sessions, participants worked together in their respective Recovery Support Function groups to review and train on the plan in order to familiarize themselves with the PDRP.

Parts of the Summit were broadcast on Fairfax Channel 16 to increase public exposure to the planning process and the PDRP.

This training established baseline knowledge and understanding of the PDRP prior to practicing utilization of the plan during the February 2012 Tabletop Exercise (see below).

2. Tabletop Exercise

A tabletop exercise was held on February 10, 2012, after the publication and endorsement of this PDRP. The purpose of the PDRP Tabletop Exercise was to provide participants with training and simulated experience on the PDRP, and also to test the PDRP itself and to identify needed improvements prior to the final draft being delivered. The Tabletop Exercise was designed with the input, advice, and assistance of the Fairfax County PDRP Exercise Planning Team, a voluntary sub-set of the Steering Committee and OEM staff.

The exercise maintained compliance with guidance set forth by the U.S. Department of Homeland Security (DHS) Homeland Security Exercise and Evaluation Program (HSEEP), including use of the standard HSEEP exercise-design sequence.

The information gathered through the exercises will be used to address issues and gaps within the Fairfax County Emergency Operations Plan (EOP), thePDRP, and other related plans, procedures, and documents.

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Appendix 7: Annual Reports

Overview

This appendix contains annual reports on the Fairfax County Pre-Disaster Recovery Plan (PDRP), beginning with the first annual review of the plan in January 2013. Annual reports are prepared by the Office of Emergency Management (OEM) and approved by the PDRP Subcommittee of the Fairfax County Emergency Management Coordinating Committee (EMCC) (see Sec. V of the PDRP for more information).

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