

**Fairfax County
Pre-Disaster
Recovery Plan**

April 2020



Fairfax County Pre-Disaster Recovery Plan

April 24, 2020



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Foreword

This document is a result of the collaborative efforts among the Fairfax County Office of Emergency Management (OEM) and other county departments and agencies that have assigned emergency roles and responsibilities in disaster recovery. It incorporates comments and suggestions received from a variety of stakeholders and organizations that provide critical support during times of disaster.

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

It fulfills Fairfax County's commitment to maintain readiness capabilities for all phases of emergency management, including the capability to recover from disasters as part of the National Incident Management System (NIMS).

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

Submitted by: Seamus Mooney, Emergency Management Coordinator



Questions or comments concerning this document should be directed to:

Office of Emergency Management
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Letter of Agreement

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

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

- Perform assigned roles and responsibilities identified in this plan.
- Provide staffing and resources as requested during recovery.
- Implement the Pre-Disaster Recovery Plan concepts, processes, and structures when carrying out their assigned roles and functional responsibilities.
- Conduct operations in accordance with the Incident Command System (ICS), applicable Homeland Security Directives, the National Response Framework (NRF), and the National Disaster Recovery Framework (NDRF).
- Maintain financial records in accordance with the Fairfax County Financial Guide and in accordance with guidance from the Department of Management and Budget (DMB), the Office of Emergency Management (OEM), and other applicable county procedures.
- Conduct planning, training, and exercising in cooperation with identified departments and agencies.
- Develop and maintain an inventory of applicable resources.
- 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.
- In cooperation with the Office of Emergency Management, establish mutual aid agreements to maintain liaison with surrounding municipal, county, and military counterparts as appropriate.
- Periodically review all emergency plans, policies, and procedures.

Signatories

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County Executive, Fairfax County

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Town Manager, Town of Herndon

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County Executive Endorsement

The Fairfax County Executive endorsed this Pre-Disaster Recovery Plan on April 24, 2020.

Plan Distribution

The Fairfax County Office of Emergency Management (OEM) is responsible for developing, maintaining, and distributing the Fairfax County Pre-Disaster Recovery Plan. The Office of Emergency Management makes the Pre-Disaster Recovery Plan available to all county departments and agencies, the Virginia Department of Emergency Management (VDEM), and other partner organizations as necessary. An electronic version is available on the county's website (<https://www.fairfaxcounty.gov/emergencymanagement/emergency-plans>).

Notices of Change

Notices of change to the Pre-Disaster Recovery Plan are prepared and distributed by the Office of Emergency Management. Notices of change include effective date, change number, subject, purpose, any action required, and if necessary revised pages for replacement within the Plan. Upon publication, the change supersedes previous Pre-Disaster Recovery Plan versions. The Office of Emergency Management distributes the approved notices of change.

Section One: Introduction

I. How to Use this Document

This Pre-Disaster Recovery Plan (PDRP) can be read through from beginning to end. Alternatively, during disaster recovery operations, users may access just those sections relevant to their needs.

A. Base Pre-Disaster Recovery Plan

The base plan contains information about the functioning of the Fairfax County recovery organization. This material is of interest to all participants in recovery, as it provides general information, common operating concepts, and other overarching information.

B. RSF Branch Annexes

Recovery Support Function (RSF) Branch Annexes are for use by leadership and staff of the RSF Branches. Each lettered Annex (A-G) provides a basis for establishing recovery objectives and strategies, and “Annex 0 [zero]” describes recovery objectives common to all RSF Branches.

C. Appendix Resources

- **Position checklists:** Appendix 5 contains detailed position checklists for positions in the recovery organization. The checklists provide a basis for action, but they are not intended to be comprehensive.
- **Recovery Action Plan:** Appendix 7 contains a model Recovery Action Plan.
- **Other references:** The remaining appendices provide additional information and resources, including a compilation/summary of agency tasking, description of funding sources, additional reading and best-practice guidance, and other informational resources.

II. Intended Audience

This document is intended for staff responsible for implementing disaster recovery in Fairfax County. It will also be of interest to members of the public, other stakeholders, and regional partners at various levels of government.

III. Purpose and Scope

A. Statement of Purpose

The Pre-Disaster Recovery Plan guides county actions to recover from incidents and disasters in support of a resilient, safe, physically accessible, sustainable, and economically strong community.

It establishes a scalable and flexible recovery organization and budget framework, describes roles and responsibilities, identifies relevant regulations, and provides a coordination concept. It also provides planning and decision-making processes. It contains high-level objectives and strategies for the pre-disaster and short-, intermediate-, and long-term post-disaster phases. And it establishes a mechanism to align federal funding programs to local priorities.

Although government bears ultimate responsibility for public safety and welfare, the plan assumes the public sector's primary role in recovery is to act as an organizer, coordinator, and facilitator. Many of the resources required in recovery are not owned or directly controlled by the county. Rather, government coordination ensures the county's sustained engagement toward its goals.

The Pre-Disaster Recovery Plan is not a tactical or field manual, nor does it provide standard operating procedures (SOPs). It provides potential options, depending on the scope and scale of an incident: potential roles to staff a scalable recovery organization, potential issues and tasks that the recovery organization may need to address, and potential lead and supporting agencies in RSF roles. This provides flexibility appropriate to the unpredictable nature of the threats facing Fairfax County.

B. Project Scope

1. Activation Triggers

The Pre-Disaster Recovery Plan is activated to manage recovery from incidents that adversely impact housing, the economy, infrastructure, public safety, community services, or natural/ cultural resources.

The plan applies to recovery from incidents of various scales. They may be large-scale, catastrophic disasters that threaten the community's future viability; or they may be of narrow scope and yet present significant sector-specific challenges, whether countywide or in a limited area.

Specifically, the Pre-Disaster Recovery Plan addresses recovery from incidents that:

- require a high level of coordination among county departments,
- persist for an extended duration or scope, and/or
- exceed normal county resources or operations.

In response to a large disaster, the county *may* activate the Emergency Operations Center (EOC). The County Executive *may* issue a declaration of local emergency and request that the Virginia Department of Emergency Management (VDEM) implement the Commonwealth of Virginia Emergency Operations Plan (COVEOP). Disasters *may* also 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), or other emergency or disaster declarations.¹

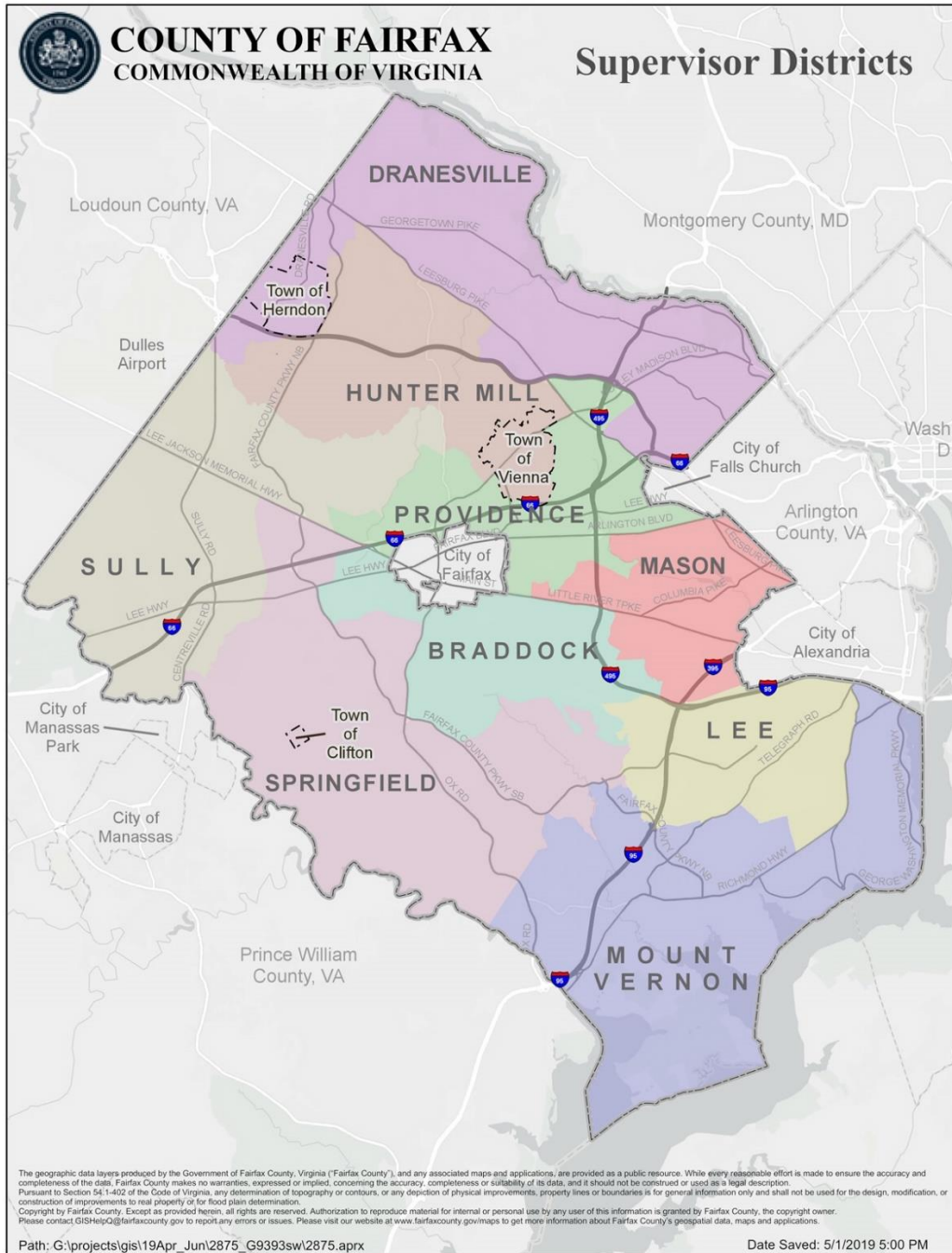
None of these is a prerequisite for activation of a recovery organization under the Pre-Disaster Recovery Plan.

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.

¹ See Emergency Operations Plan (OEP), pp. 49-56.

Figure 1.1: Map of Fairfax County showing Supervisor Districts and Participating Towns (areas shown in white are not covered by this plan)



3. NIMS and ICS

Fairfax County manages recovery operations in accordance with the National Incident Management System (NIMS) and the Incident Command System (ICS).

4. Core Capabilities

The Pre-Disaster Recovery Plan's recovery organization management concept and RSF Branches address the federal National Preparedness Goal (NPG) core competencies that apply to recovery:

- Operational coordination
- Planning
- Public information and warning
- Infrastructure systems
- Economic recovery
- Health and social services
- Housing
- Natural and cultural resources

5. Access and Functional Needs and Cultural Inclusivity

Fairfax County provides recovery services in consideration of persons with access and functional needs, as outlined in the county Emergency Operations Plan (EOP). The Pre-Disaster Recovery Plan addresses these populations using existing Fairfax County definitions for access and functional needs.

In addition, the PDRP incorporates culturally competent approaches that draw from the community-based values and customs of the culturally diverse population groups who live in Fairfax County. The intent of a culturally inclusive recovery approach is to better ensure the recovery process supports effective communication, understanding, and community interactions, so as to serve the *whole* community.

IV. Vision, Goals, and Values

The following principles guide recovery in Fairfax County. The vision, goals, and values below are consistent with recovery best practices as described in pre- and post-disaster recovery plans, federal and other guidance, and priorities expressed during the plan drafting processes.

A. Vision

The Pre-Disaster Recovery Plan supports Fairfax County in efficiently recovering from disasters and other incidents.

After any incident, Fairfax County will achieve a resilient “new normal” that makes the community safer and stronger; maximizes long-term benefits by identifying and embracing new and existing approaches; favors incentives and market-based strategies rather than direct regulation where possible; and mitigates new and existing hazards and threats. Fairfax County will accomplish this in a financially viable and responsible manner.

B. Goals

1. Provide effective command and coordination

The Pre-Disaster Recovery Plan guides coordinated, effective, flexible, scalable, and responsive command and coordination in the form of a temporary recovery organization. An organized transition from response to recovery allows emergency management functions to evolve smoothly, and for recovery work to begin while basic life-safety, incident stabilization, and immediate property-protection issues are being addressed.

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

2. Maintain local control

Fairfax County has the primary role of planning and managing all aspects of the county’s recovery programs and initiatives, consistent with the *National Disaster Recovery Framework* (NDRF). The Recovery Coordinator exercises authority in his/her role as a county official. County officials operating from the EOC or recovery organization have authority to deploy local resources.

The county may become overwhelmed and need staffing, recovery expertise, or other assistance. Additional staff and technical support assistance may be obtained from the Statewide Mutual Aid (SMA) system, the Commonwealth of Virginia and the Emergency Management Assistance Compact (EMAC), or contractors.

State and federal officials work with the county in the development and implementation of incident-specific long-term recovery plans when requested. As indicated, the Commonwealth evaluates county capabilities and provides resources as needed, to ensure that the needs of all community members are addressed.

3. Maximize funding opportunities and efficiency

County leadership and the recovery organization work to leverage state and federal recovery funds and technical assistance, and to align these to local priorities. It also seeks to identify and pursue additional sources of recovery funding and financing. The county ensures appropriate, fair, and accountable utilization and/or distribution of such funds.

The county also safeguards its own fiscal condition, and ensures that recovery programs, projects, and efforts are appropriately funded.

4. Communicate effectively to impacted populations

Public information after a disaster is crucial to public confidence. The recovery organization is therefore proactive and assertive in communicating useful, practical, relevant, accurate, timely, and regular information to all impacted members of the community.

All available communications capabilities (including print media, broadcast media, new media/ social media, community organizations and networks, direct outreach, etc.) are leveraged to reach county residents in their homes or in temporary housing, despite potential utility outages.

The county provides reasonable communication accommodations and alternate formats for non-English speakers, people with disabilities, and other culturally diverse communities or those with access and functional needs.

The recovery organization keeps residents and businesses informed of what they can expect from the government and where/how they can access

resources and information, including resources needed to be self-reliant and advance their own recoveries.

Overall, the county provides residents and businesses with the information and resources needed to make necessary – and often difficult – decisions.

5. Promote accountability and fairness

Effective recovery is transparent and has credible stakeholder outreach and participation. The county involves qualified representatives from the diverse populations within the community in recovery planning and implementation. Community partners are crucial to ensuring two-way information flow, and they can be key “champions” of recovery.

The county’s recovery work promotes social and racial equity, consistent with the county’s One Fairfax policy.² It strives to fairly and transparently resolve competing, legitimate interests among diverse community organizations and economic drivers.

6. Maximize efficiency and effectiveness

Recovery decision-making, program development, and project implementation must be executed efficiently for recovery to succeed, reducing delays that increase the suffering of those impacted and create greater recovery challenges. Fairfax County expedites planning and administrative processes wherever possible to facilitate recovery, while still pursuing resiliency objectives.

7. Build on existing asset identification and prioritization

Recovery decision-making references existing deliberative plans and policies whenever possible and appropriate, to ensure accountable resource allocation.

² One Fairfax Policy, Nov. 21, 2017.

8. Promote mitigation and foster resilient redevelopment and construction

The county uses education, incentives, and regulation to reduce future community vulnerability to various hazards by fostering resilient land use patterns and construction practices, with reference to existing deliberative plans such as the Fairfax County Comprehensive Plan and Hazard Mitigation Plan. Resilience planning efforts support inclusiveness for the most vulnerable community members.

9. Restore, maintain, and enhance the county's economic base

The private sector plays a critical role after a disaster by providing employment, critical goods and services, and overall tax-base stabilization.

The county therefore makes concerted efforts to retain core businesses and to support their recovery; it focuses on business continuity, maintenance of business-critical infrastructure systems, supply chains, social services, and proactive business recruitment and retention strategies. The county recognizes that some incidents even create new markets, new expertise, and new opportunities. It seeks to identify public-private partnerships and catalyst projects that simultaneously advance economic, social, environmental, and cultural recovery goals, while acknowledging the importance of culture and diversity as economic drivers.

10. Sustain community services and public safety

The county works with private and nonprofit partners to provide and/or restore basic services needed to sustain the community. It coordinates the provision of unmet and ongoing needs including basic human, social, medical, health, mental health, and public safety services, and physical safety and security, inclusive of all community members. Through these, it supports a sense of stability necessary for achieving a “new normal.”

11. Ensure quality housing

Housing stability is a prerequisite for recovery in many other sectors. The county works to provide and ensure that county residents have access to, temporary or permanent housing that is:

- Safe, sanitary, and secure
- Affordable at levels comparable to residents' pre-disaster housing
- Integrated into the community

- Accessible to public services and transportation
- Compliant with all applicable regulations and standards³

12. Sustain lifelines and restore infrastructure and public facilities

The county supports continuity or restoration of critical utilities, services, and infrastructure.⁴ These include:

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

Debris clearance/disposal and restoration or reconstruction of public facilities are also necessary for provision of lifelines and basic public services.

C. Priority Principles and Values

The following *rank-ordered* priorities provide generalized, high-level guidance for actions, investments, and resource allocation during recovery.⁵

1. Address life-safety concerns.
2. Provide for public safety and security, basic health services, and essential social, human, and educational services – inclusive of necessary supporting infrastructure.
3. Protect property and maintain basic economic stability.

³ 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.

⁴ See National Disaster Recovery Framework (NDRF), II-4; Presidential Decision Directive (PDD)-63.

⁵ For prioritization of critical infrastructure/ key resources in recovery, see PDRP Sec. 2.

4. Respect basic liberties, standards of fairness, legal protections, and privacy safeguards.
5. Balance individual rights and community interests.
6. Support general well-being and address intangible social and personal impacts.
7. Protect and restore natural and cultural resources.

V. *Planning Authorities*

The authorities listed below authorize and enable the Pre-Disaster Recovery Plan.

A. 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.
- Post-Katrina Emergency Management Reform Act (PKEMRA), (2006).
- The Rehabilitation Act of 1973, as amended.
- Architectural Barriers Act of 1968.
- Communications Act of 1934, as amended.
- Individuals with Disabilities Education Act (IDEA) of 1975, as amended.
- Title VI of the Civil Rights Act of 1964, as amended.
- The Age Discrimination Act of 1975, as amended.
- Executive Order 12898 (1994) – Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations.
- Executive Order 13166 (2000) – Improving Access to Services for Persons with Limited English Proficiency.
- Executive Order 13347 (2004) – Individuals with Disabilities in Emergency Preparedness.
- Homeland Security Presidential Directive 5, Management of Domestic Incidents (2003).
- Presidential Policy Directive 8 (PPD 8), National Preparedness (2011).
- National Response Framework (NRF), (2008).
- National Incident Management System (NIMS), (2008).
- National Preparedness Goal (NPG), (2011).
- National Disaster Recovery Framework (NDRF), (2016).

B. Commonwealth of Virginia

- Emergency Services and Disaster Law of 2000, Code of Virginia Sections 44-146.13 through 44-146.29:1, as amended.
- Post-Disaster Anti-Price Gouging Act, Code of Virginia Sections 59.1-525 through 59.1-529.1, as amended.
- Code of Virginia Sections 32.1-48.05 through 48.017, as amended.
- 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.
- Office of the Governor, Executive Order 65 (2004) – Promulgation of the Commonwealth of Virginia Emergency Operations Plan (COVEOP).
- Office of the Governor, Executive Order 69 (2004) – Virginia Secure Commonwealth Initiative.
- 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.

C. Fairfax County

- Code of Fairfax County, Chapter 14, Emergency Management.
- Resolution authorizing the participation of Fairfax County in the Virginia Statewide Mutual Aid Program (2002).
- Resolution authorizing the execution of the National Capital Region Mutual Aid Agreement (2005).
- Resolution adopting the National Incident Management System (NIMS), (2005).

VI. *Planning Assumptions*

The Pre-Disaster Recovery Plan makes the following planning assumptions:

- Activation of this plan assumes a disaster has occurred; such an occurrence may be regional and/or multi-jurisdictional in nature, potentially affecting Washington, D.C. and the U.S. government.
- Damage in the county may be catastrophic and may cause the disruption of normal life support systems and regional economic, physical, and social infrastructures.

- Critical infrastructure, including public and private utilities, may be severely affected in the impacted communities; critical infrastructure restoration may last well into the recovery phase.
- Effective response and recovery may exceed the normal capabilities of Fairfax County.
- Prior to or concurrent with activation and implementation of the Pre-Disaster Recovery Plan, Fairfax County implements its Emergency Operations Plan (EOP) and Continuity of Operations (COOP) plan, and it provides emergency response and continuity of essential functions to the degree possible.
- Fairfax County Office of Emergency Management (OEM) may activate the Fairfax County Emergency Operations Center (EOC) and staff the Incident Command organization as dictated by the scope of the response effort, prior to implementing the Pre-Disaster Recovery Plan.
- The County Executive may issue a declaration of local emergency and request that the Virginia Department of Emergency Management (VDEM) implement the Commonwealth of Virginia Emergency Operations Plan (COVEOP).
- During and after a cyber incident, of the Chief Cyber Security Officer will have authority in determining actions.
- The County Executive may request that the Governor declare a “state of emergency” and request federal disaster assistance from the President.
- The county may request resources from regional mutual aid, pre-positioned contracts, emergency procurements, Statewide Mutual Aid (SMA), and the Emergency Management Assistance Compact (EMAC).
- County residents and private sector entities may begin recovery and reconstruction as soon as they are able, regardless of county actions.
- The county acts primarily as a facilitator during recovery.
- Volunteer organizations from within and beyond the region may implement their disaster relief programs, regardless of county requests; residents and disaster relief organizations from other areas may send food, clothing, supplies, and personnel based on their perception of the needs of Fairfax County.

- Many resources critical to the disaster recovery process may be scarce, and competition to obtain such resources may be significant.
- Many county personnel may suffer damage to their property and may therefore themselves be survivors of the disaster.

Section Two: Hazards, Critical Infrastructure, and Mitigation

I. Hazard Identification and Risk Assessment (HIRA)

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

Activation of county recovery operations need not be predicated on the occurrence of any particular hazard cited below.

A. Sources

The Fairfax County Pre-Disaster Recovery Plan (PDRP) extracts hazard and risk information primarily from three sources:

- The Northern Virginia Regional Hazard Mitigation Plan (2017)
- The National Capital Region Hazard Identification and Risk Assessment, Appx. F: Fairfax County (2014) (*for official use only*)
- The National Capital Region Threat and Hazard Identification and Threat Assessment (2018)

These assessments provide data and analysis related to natural and human-caused hazards. The PDRP does not contain or reproduce any sensitive information.

B. Analysis and Discussion

1. Natural Hazards

Fairfax County is not at high risk for catastrophic natural disasters, such as storm surge, tsunamis, or earthquakes. As Table 2.1 shows, the natural hazards that present the greatest overall risk in terms of both overall risk and potential incident impact are:

- Flood
- Tornado
- High (straight-line) wind
- Naturally occurring infectious disease (including pandemic influenza)

**Table 2.1: Relative Risk of Various Natural Hazards
(highlighted cells show top relative rankings by various methodologies)**

Hazard	Overall Risk (Fairfax Co. only)	Probability	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	Highly likely	Critical	Moderate	2.7	\$2.61 million
High Wind (hurricane, tropical storm, thunderstorm)	High	Highly likely	Critical	Moderate	2.6	\$2.90 million
Winter Storms/ Extreme Cold	High	Highly likely	Critical	Moderate	3.0	\$0.40 million
Drought	Med-high	Unlikely	Low	Moderate	2.3	\$0.94 million
Wildfire	Medium	Unlikely	Critical	Small	2.6	Insuff. data
Earthquake	Medium	Possible	Critical	Moderate	1.9	Insuff. data
Landslide	Med-low	Unlikely	Critical	Moderate	1.6	Insuff. data
Sinkhole	Med-low	Low	Moderate	Low	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)	Possible	Critical	Moderate	2.3	Insuff. data
Extreme Temperatures		Highly Likely	Critical	Large		

Source: Northern Virginia Regional Hazard Mitigation Plan (2011, 2014, 2017)

*"Priority risk index"; see 2011 HMP, p. 81 for explanation

2. Human-caused hazards

Human-caused hazards are harder to predict. Whether accidental or intentional, they are not easily described by statistical models, but rather in terms of threats and vulnerabilities. Fairfax County and the Washington D.C. metropolitan area have 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. This material was reviewed as part of the Pre-Disaster Recovery Plan planning process. The Regional Hazard Mitigation Plan (2011 ver., p. 91) also cited the National Capital Region SHIELD Hazard Identification and Risk Assessment as identifying the following hazards as having the highest potential for regional impacts. Additionally, the National Capital Region Hazard Identification and Risk Assessment identifies the human-caused hazards with potential for large- or small-scale disruptions. Taken together, these sources identify the following human-caused hazards as presenting the greatest potential consequence:

- Nuclear attack
- Biological attack
- Cyber attack
- Complex coordinated terrorist attack (CCTA)

C. PDRP Hazard Identification and Risk Assessment

Table 2.2 identifies high-impact/ high-likelihood hazards as being of greatest concern. It combines data and qualitative assessments from the Regional Hazard Identification and Risk Assessment and the county Hazard Mitigation Plan (see Table 2.1) with the subject matter expertise of the project contractor, the Fairfax County Office of Emergency Management (OEM), and the Pre-Disaster Recovery Plan Steering Committee.

No hazards or threats in Fairfax County are both high impact and high likelihood. Pandemic influenza, biological attack, and nuclear attack have the potential for severe consequence, although not high likelihoods. A larger group of hazards are also found to have potential for various levels of moderate impacts and likelihoods.

Table 2.2: Catastrophic Hazard Identification and Risk Assessment

		LIKELIHOOD			
		High	Medium	Low	None
POTENTIAL CONSEQUENCE	High		<ul style="list-style-type: none"> • Pandemic influenza • Biological attack 	<ul style="list-style-type: none"> • Nuclear device 	
	Medium	<ul style="list-style-type: none"> • Hurricane/ Tropical storm wind • Major flooding • Severe thunder or windstorms • Utility failures • Natural infectious disease (not pandemic) 	<ul style="list-style-type: none"> • Chem/ bio/ rad attack • Cyber attack • Complex coordinated attack • Intentional water contamination • Sustained utility outages • Tornado (large) 	<ul style="list-style-type: none"> • Dam failure • Multi-year drought • Earthquake • Nuclear reactor attack or accident 	
	Low	<ul style="list-style-type: none"> • Extreme heat/ cold • Urban fire • Improvised or vehicle-borne improvised explosive device (IED/VBIED) • Tornado (moderate/ small) • Winter Storms 	<ul style="list-style-type: none"> • Chemical accident • Isolated terror attack • Coastal erosion • Food contamination • Riots/civil disturbance • Sinkhole 	<ul style="list-style-type: none"> • Livestock disease • Drought • Landslide • Wildfire 	<ul style="list-style-type: none"> • Land subsidence • Tsunami

II. *Critical Infrastructure*

A. Definition

The National Disaster Recovery Framework (NDRF) defines critical infrastructure 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.”

Critical infrastructure includes a broad array of systems, including utilities, IT/telecoms, transportation networks, and capital facilities. 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 U.S. Department of Homeland Security (DHS) categorizes critical infrastructure and key resources (CIKR) into sixteen sectors (<https://www.dhs.gov/critical-infrastructure-sectors>).

B. Federal Guidance

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 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.

These documents reinforce the primacy of local, state, and tribal governments in preparing for, responding to, and recovering from disasters.

Federal recovery guidance also outlines basic responsibilities for critical infrastructure owners and operators, especially 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 consider 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.

C. Prioritization of Critical Infrastructure During Recovery

During recovery, Fairfax County makes assessments and prioritizations regarding infrastructure impacts and restoration. It does so with reference to *existing* inventories, restoration priorities, and other data that are created and maintained by its public and private sector partners. These include:

- *Northern Virginia Regional Hazard Mitigation Plan*, Appendix D, contains a comprehensive list of critical assets in Fairfax County.
- Virginia Department of Transportation (VDOT) Snow Removal Plan presents prioritization of road infrastructure and implicit or explicit prioritization of the facilities served by such roads, including hospitals and public safety facilities.
- Fairfax County Continuity of Operations (COOP) plan(s) contain information on essential county functions, which support prioritization of associated infrastructure and facilities.
- The Fairfax County IT Security Office may offer guidance on restoration priorities.
- The Fairfax County Debris Management Plan provides information on debris clearance that supports infrastructure restoration priorities.
- Dominion Energy power restoration prioritizes different elements of the power grid associated with CIKR. Dominion updates this list annually, with input on CIKR from the county.¹
- The Virginia Healthcare Alerting and Status System (VHASS) provides real-time facility status for hospitals and other healthcare facilities.²
- Fairfax County's capital and transportation improvement plans provide direction on future investments, which help guide post-disaster priorities.
- Fairfax County's Comprehensive Plan provides general and policy guidance that supports resource allocation and strategic determinations related to critical infrastructure.
- Demographic data of various types maintained by the county Department of Planning and Development and other organizations are useful in setting post-disaster critical infrastructure priorities.
- The general goals and priorities in this Pre-Disaster Recovery Plan (see Sec. 1) support high-level prioritization.

¹ Whereas Dominion is the largest power provider in Fairfax County, other utilities generally follow its lead on restoration and integration with county emergency management.

² The VHASS overview site (<http://info.vhha-mci.org/>) includes comprehensive information on the system, including membership requirements and process. The system provides secure system registration and login access.

III. Hazard Mitigation

Reducing risk from future hazards through mitigation is a critical activity for the county, both before an incident (during preparedness) and after (during recovery). Mitigation actions planned for Fairfax County are described in the *Northern Virginia Regional Hazard Mitigation Plan*.³

During disaster recovery, actions listed in the *Hazard Mitigation Plan* are considered high priorities for implementation, in support of a resilient recovery. Actions listed in the *Hazard Mitigation Plan* are eligible for potential funding through FEMA's Hazard Mitigation Grant Program (HMGP).

³ *Northern Virginia Hazard Mitigation Plan*, pp. 7-20.

Section Three: Concept of Operations

I. Recovery Organizational and Transition Concepts

A. Scalability

The recovery organization is temporary and ad hoc, activated only in response to an incident. It is scalable and flexible to adapt to the size and scope of the incident; it may activate as a single position in the Office of Emergency Management (OEM), as an office with staff within OEM, or as a stand-alone Recovery Agency (see Sec. 4). The Pre-Disaster Recovery Plan (PDRP) activation procedure provides a process for scaling the organization (see Sec. 5).

Regardless of the scale of the recovery organization, only *required* positions are staffed, while responsibilities tasked to un-staffed positions revert up the chain of command (see Sec. 4). The staffing, scale, and structure of the temporary recovery organization may expand, change, or contract over time, as indicated by the situation.

1. Factors corresponding to activation scale

The below tables describe the scalable activation of the recovery organization, correlating to general characteristics of the incident and recovery organization capabilities.

Table 3.1: Recovery Organization Scalability and Incident Characteristics

	Eventual recovery in doubt?	Overall incident complexity	Geo-graphical scale	Population impacted or displaced	Expected duration	FEMA Incident Type
Independent Recovery Agency established	Yes, or Maybe	Significant	Large	1,000s or more	Multiple years or more	1
Recovery Office established in OEM	No	Moderate	Moderate	High 100s	More than a year	1-2
OEM staffs single Recovery Coordinator	No	Minimal	Small	Low 100s	Months	3-4

Sources: FEMA Incident Complexity, Witt O'Brien's

Table 3.2: Recovery Organization Scalability and Federal Program Availability

	Disaster Declaration (FEMA PA)	Disaster Declaration (FEMA IA)	Supplemental (CDBG-DR)
Independent Recovery Agency established	Yes	Yes	Maybe
Recovery Office established in OEM	Yes	Maybe	No
OEM staffs single Recovery Coordinator	Maybe	No	No

Source: Witt O'Brien's

Table 3.3: Recovery Organization Scalability and Capabilities

	Transitions from activated EOC?	RSFs needed	Dedicated staffing indicated	Recovery Action Plans needed?	Community Planning RSF needed?	Recovery Policy Board activated?
Independent Recovery Agency established	Yes	3-7	More than 8	Yes	Yes	Maybe
Recovery Office established within OEM	Yes	2-3	8 or fewer	Yes	Maybe	No
OEM staffs single Recovery Coordinator	Maybe	1	1	Maybe	No	No

Source: Witt O'Brien's

2. Existential threat

A critical conceptual differentiator of activation scale (as detailed in Table 3.1) is: Does the disaster present an existential threat to the future viability of the county?

If rebuilding in Fairfax County will require residents and businesses to assume significant risk, then county recovery leadership must provide a vision in which the community feels invested and can have faith. This requires a stand-alone Recovery Agency and a Long-Term Planning function with significant public

and stakeholder involvement, as well as effective administration of well-integrated recovery programs and resources.

If impacts are less devastating, and thus the broader community's eventual recovery is not in doubt, then the recovery organization can focus more narrowly on program management, integration of efforts, and administrative efficiency.

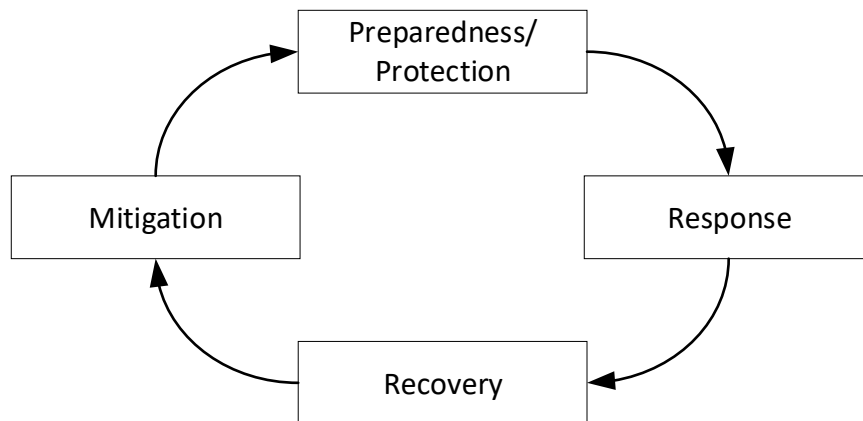
B. Maintaining Accountability During Transitions

The Pre-Disaster Recovery Plan describes concepts and procedures for the accountable transfer of incident command/coordination, as well as tasked actions. It describes two conceptual moments of transition: first from a response organization in the Emergency Operations Center (EOC) or otherwise to a recovery organization after that recovery organization is activated, and second from the recovery organization to normal day-to-day departmental function as the recovery organization deactivates. (See Sec. 5.)

II. Emergency Management Cycle and Recovery Stages

The text below describes how the Pre-Disaster Recovery Plan relates to the phases of emergency management. In practice, the phases often overlap.

Figure 3.4: The Phases of Emergency Preparedness



A. Pre-Disaster Preparedness and Protection

Preparedness and protection occur before an incident. They include “any activity taken in advance of an emergency to develop, support, or enhance operational capabilities, to facilitate an effective and efficient response to and recovery from an emergency situation” (EOP).

The Pre-Disaster Recovery Plan itself is a preparedness tool, specific to recovery operations. It also describes actions to be taken pre-disaster, during the preparedness/protection phase. Some pre-disaster objectives identified in this plan are discrete actions, while others are continuously addressed to ensure the county’s readiness to execute an effective recovery preparedness.

Generally, OEM provides leadership, support, and coordination as necessary for pre-disaster objectives under the Pre-Disaster Recovery Plan.

B. Response

Response takes place during and in the aftermath of an incident. It continues until response goals – including life-safety issues, incident stabilization, protection of property, and critical systems support – are met. Response is guided by emergency operations and continuity plans.

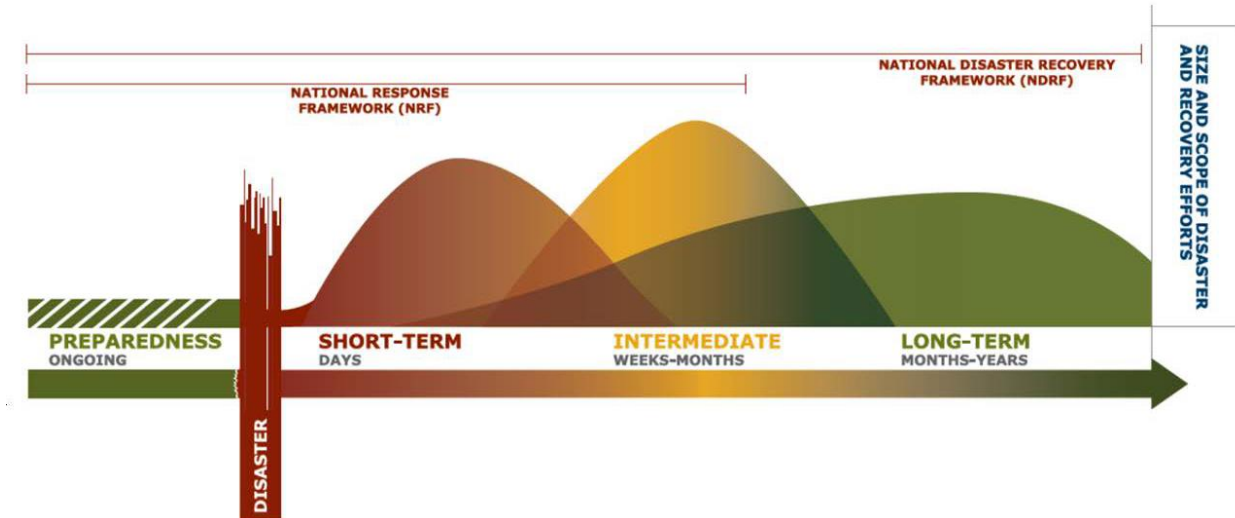
The Pre-Disaster Recovery Plan does not directly address response activities. However, activities described in this plan begin while response is ongoing. These include initial establishment of the recovery organization (whether in an activated county EOC or elsewhere) and initiation of recovery activities. Many response activities also transition to recovery for completion.

C. Recovery

Recovery begins generally once the acute life-safety issues related to an incident have been contained or stabilized, and it ends with the resumption of the status quo or establishment of a “new normal.” Recovery does not wait until all

response activities are complete – it begins as soon as possible, while response is ongoing, and may last for a very long time.¹

Figure 3.5: Conceptual Timeline of Disaster Recovery Phases



Source: NDRF

For purposes of the Pre-Disaster Recovery Plan, recovery is divided into short, intermediate, and long-term stages. Table 3.6 presents some general distinctions between response and short and intermediate/long-term recovery.

¹ One expert advises that for planning purposes, post-disaster leaders should develop a conservative estimate of recovery’s duration – and then multiply it by ten (Castillo, 2011).

Table 3.6: General Comparison of Response and Recovery

	Response Phase	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	Return to status quo or achieve “new normal”
Duration after the incident	A few days or at most weeks	Weeks or months	Months into years

Source: FEMA/APA PAS 576, NDRF

3. Short-term Recovery

Short-term recovery is “any activity that will return vital life-support systems and critical infrastructure to minimum operating standards” (EOP). Short-term recovery overlaps with response and intermediate recovery.

It includes addressing health and safety needs (beyond immediate rescue and life-safety), preliminary damage assessment (PDA), restoration or interim provision of basic infrastructure and essential services, and mobilization of the recovery organization itself. Some short-term recovery actions are simply hand-offs from the EOC of ongoing response objectives.

4. Intermediate Recovery

Intermediate recovery involves stabilization and interim provision of critical infrastructure, housing, community services, economic support, etc. while long-term, permanent solutions are implemented. Intermediate recovery may begin within days of an incident and may last weeks or months afterward, depending on the severity of the disaster. It overlaps with both short-term and long-term recovery.

5. Long-term Recovery

Long-term recovery is “any activity designed to return life to normal or to an improved state” (EOP). It involves rebuilding or relocating damaged or destroyed social, economic, natural, and built environments, and moving toward self-sufficiency, sustainability, and resilience to future disasters.

This phase begins once the community is able to plan for permanent reconstruction and revitalization of the affected area, and it may last for multiple years, even as other community functions return to normal. Groundwork for long-term recovery activities begins shortly after an incident, as policy and planning associated with short- and intermediate-term recovery actions guide long-term outcomes.

D. Mitigation

Mitigation occurs both before incidents (during preparedness) and after (as an integrated component of recovery). Mitigation is any action that lowers the risk of casualties and property damage by reducing the likelihood of disasters, or exposure to them.

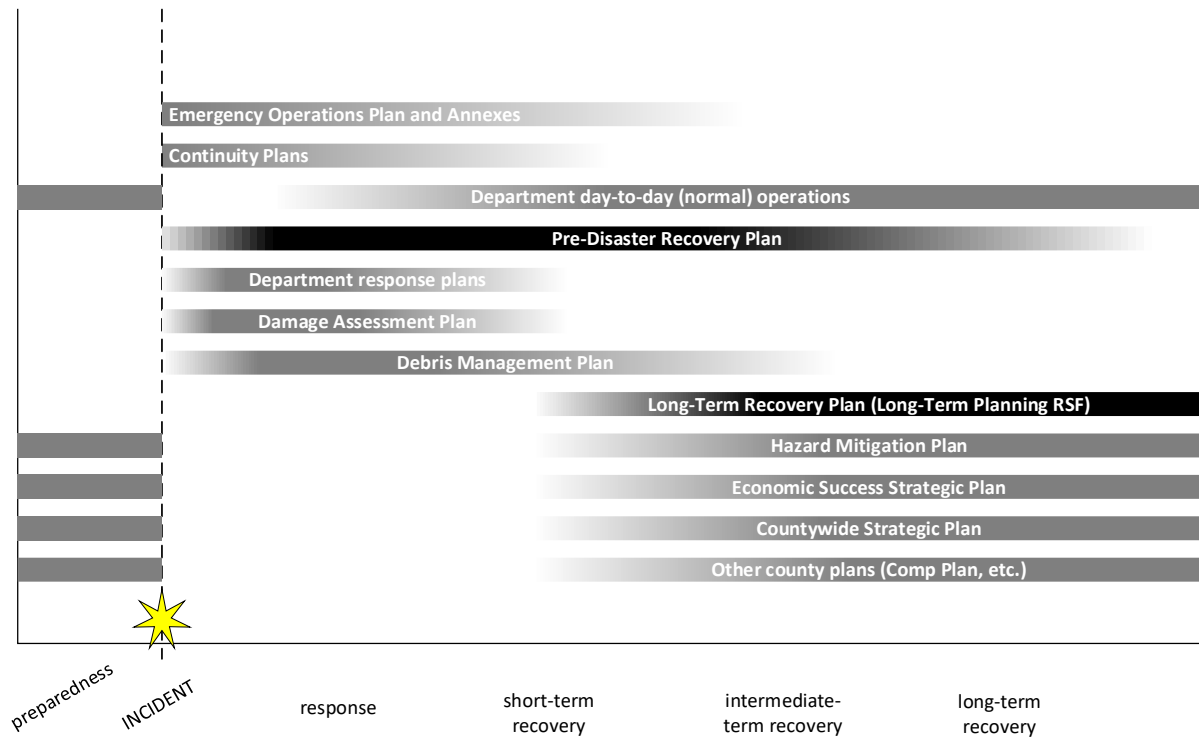
Mitigation measures are considered a component of all activities undertaken during recovery. Specific mitigation actions or projects to be considered for implementation as part of recovery are described in the Northern Virginia Regional Hazard Mitigation Plan (see Sec. 2).

III. *Relation to Other Fairfax County Plans*

Various plans and programs guide Fairfax County's activities, functions, agencies, departments, and resources during normal operations and emergency incidents. *The Pre-Disaster Recovery Plan does not supersede any of these plans*, including other emergency response or continuity plans, for Fairfax County or its towns; nor does it alter day-to-day agency functioning, except as noted. A complete listing of referenced plans can be found in Appendix 9.

Figure 3.7 depicts which plans provide guidance for county operations at what points in the disaster response and recovery timeline, including transitions, overlaps, and synchronization.

Figure 3.7: Fairfax County Plan Interactions after a Disaster



A. Emergency Operations Plan

The county EOP, including its Support Annexes, addresses activities undertaken during emergency response. These may be implemented concurrently with activities described in the Pre-Disaster Recovery Plan, and they facilitate the transition from response to recovery.

The EOP includes Support Annexes for:

- Commodities Points of Distribution
- Damage Assessment
- Donations Management
- Fatality Management
- Service and Information Center
- Volunteer Management

B. Continuity of Operations Plan

The county's Continuity of Operations (COOP) plan describes how the county prioritizes the activities of the various agencies in Fairfax County, and how each agency performs 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. Recovery relies on COOP planning, to allow for agency staff to potentially be reassigned full- or part-time to disaster recovery activities, and/or for staff within an impacted agency to receive mission assignments related to 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 to accommodate new resource or other limitations imposed by a disaster, and/or the ongoing needs of the county's disaster recovery efforts.

C. Departmental Plans

Many county departments have plans or standard operating procedures (SOPs) that may be enacted during response or recovery, related to their own operations or to particular hazards. These are implemented concurrently with and/or in support of operations or activities described in the Pre-Disaster Recovery Plan, and they include specialized plans from the Health Department, Department of Information Technology, and others.

D. Countywide Damage Assessment Plan

This plan [not to be confused with the Land Development Services (LDS) Damage Assessment Plan] provides structure and procedures for conduct of Preliminary Damage Assessment after a major incident. This activity provides scope information and provides a basis for setting overall recovery objectives.

E. Debris Management Plan

This plan provides structure and procedures for the Department of Public Works and Environmental Services (DPWES) to conduct debris management after a major incident. This activity is aligned with the Infrastructure Recovery Support Function (RSF).

F. Hazard Mitigation Plan

The Fairfax County Hazard Mitigation Plan (which is integrated into the Northern Virginia Regional Hazard Mitigation Plan) provides direct guidance for the Long-Term Planning RSF, Infrastructure RSF, Housing RSF, and other RSF Branches after a disaster. The policies, programs, and physical projects identified in the Hazard Mitigation Plan to reduce the county's exposure or vulnerability have already been prioritized according to capacity for risk reduction. They are therefore used as a basis for identifying recovery projects that both meet the county's recovery vision and qualify for leveraging FEMA Hazard Mitigation Grant Program (HMGP) funds, which become available as a result of a Stafford Act declaration.

Following a disaster, the county Hazard Mitigation Plan is updated to reflect new hazard data, alterations to the county's vision and goals, new strategic or project initiatives, and actions taken during recovery.

G. Economic Success Strategic Plan

The Fairfax County Economic Success Strategic Plan (ESSP) provides guidance to the Economic Recovery RSF. The Economic Success Strategic Plan is the county's strategic roadmap to grow, expand, and diversify the county's economy. It provides high-level policy recommendations organized around four themes: people, places, employment, and governance.

H. Countywide Strategic Plan

The Countywide Strategic Plan provides overall guidance to a recovery effort by outlining high-level county priorities and goals.

I. 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 guide the Long-Term Planning RSF and other RSF Branches. They provide pre-vetted strategies and projects, and they provide a foundation for long-term vision of the county.

These plans include (but are not limited to):

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

Following a disaster, the county updates these plans to reflect new hazard data, alterations to county vision and goals, new strategic or project initiatives, and actions taken during recovery.

Section Four: Recovery Organization

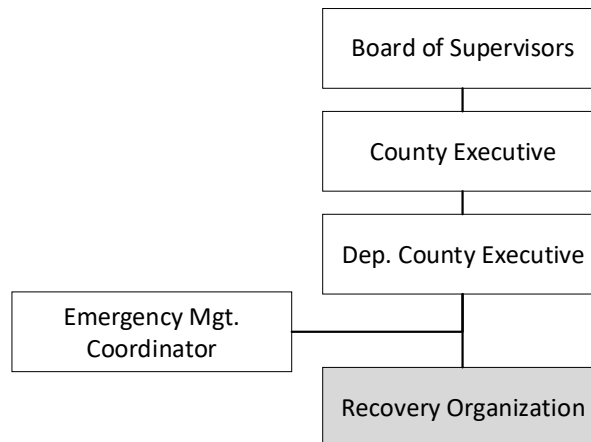
I. Recovery Governance and Command

Consistent with federal guidance, Fairfax County takes responsibility for organizing, coordinating, and advancing recovery at the local level through implementation of its Pre-Disaster Recovery Plan (PDRP). Information regarding activation and deactivation of the recovery organization is in Sec. 5.

A. Governing Authorities

During recovery from a disaster or other incident, Fairfax County elected and appointed officials maintain full authority to direct recovery activities and pass laws and ordinances related to recovery, according to their normal powers and responsibilities.

Figure 4.1: Recovery Governance



B. Recovery Organization

A recovery organization may be established to coordinate county recovery activities. The organization is comprised of operational recovery leadership and supporting staff. Such an organization is temporary and ad hoc, activated only in response to an incident.

The recovery organization is scaled to the size and scope of the incident, as described in Section 3 (Scalability). It may be activated variously as:

- The Recovery Branch of the Emergency Operations Center (EOC) during response
- A single position in the Office of Emergency Management (OEM), housed within OEM's offices
- An office with staff, housed within OEM's offices or in another auxiliary space
- A stand-alone Recovery Agency, housed in a Recovery Coordination Center, with staffing and budget authority

Figure 4.2: Recovery Organization (in OEM)

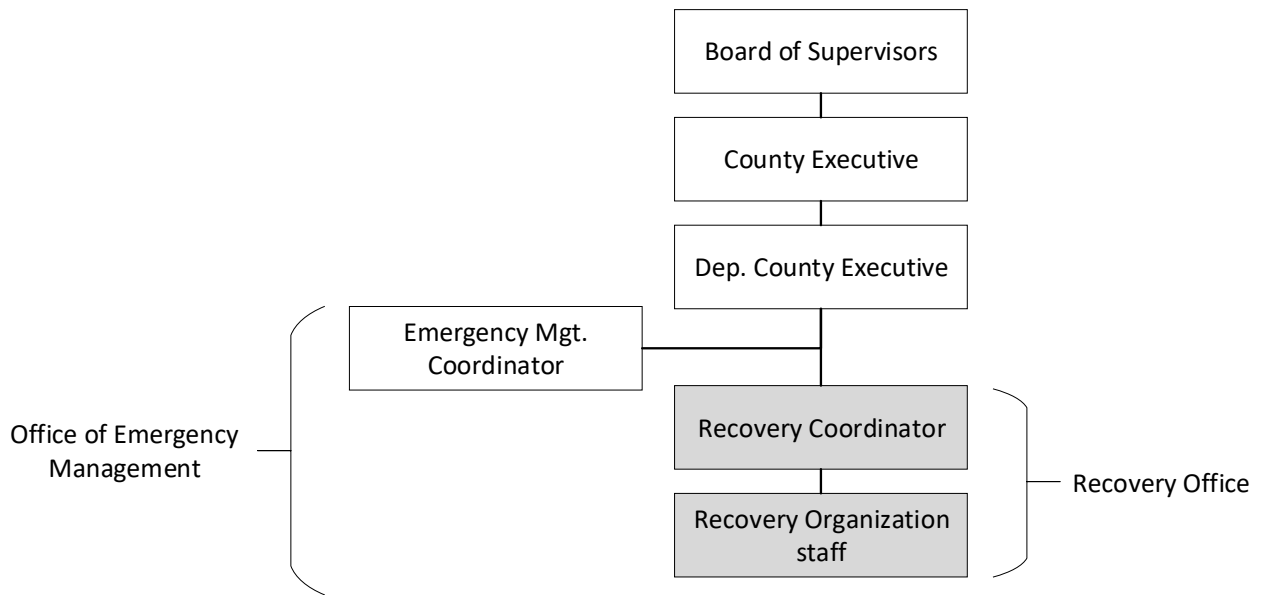
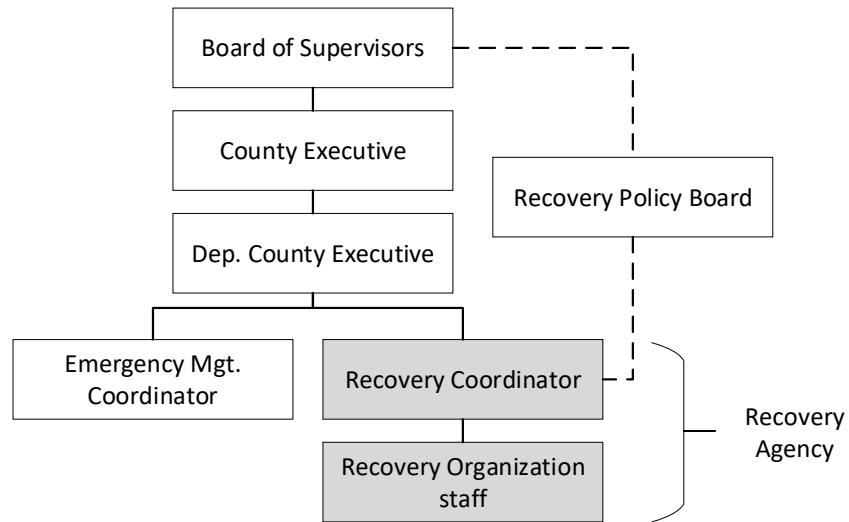


Figure 4.3: Recovery Organization (Independent Agency)



The structure of the recovery organization is consistent with the principles of the Incident Command System (ICS). This generally means:

- It is scalable and flexible to adapt to the size and scope of the recovery effort.
- The staffing, scale, and structure may expand, change, or contract over time, as indicated.
- Only positions that are needed are filled.
- Responsibilities tasked to any positions that are *not* activated revert up the chain of command to that position's supervisor.
- No single supervisor directly oversees more than seven staff ("span of control").
- Each individual in the organization reports to only one direct supervisor ("unity of command").

Staffing concepts and positions in the recovery organization are described below.

C. Recovery Advisory Board

For recovery from large or catastrophic disasters, and for which an independent Recovery Agency is established, a Recovery Advisory Board¹ may also be established. Per the county Emergency Operations Plan (EOP), it “is an advisory group on long-term recovery and restoration issues, policies, and activities.”

The Board ensures the recovery’s transparency and accountability by representing the interests of the public and stakeholders.

The Recovery Advisory Board has nine members appointed by the Fairfax County Board of Supervisors.

Membership includes a mix of public and private sector representation, a geographical distribution that adequately and equitably represents impacted areas, and relevant professional experience and expertise. Board member qualifications variously include:

- Credibility with the public
- Representative or leadership role with relevant stakeholder groups
- Experience working with Fairfax County, the Commonwealth of Virginia, the federal government, or regional associations or authorities
- Experience in disaster recovery
- Specific knowledge, experience, and/or certifications in subject matter(s) relevant to the recovery situation
- Membership on relevant Fairfax County boards and commissions

The Board may establish subcommittees with outside members as indicated; subcommittees are chaired by Board members and are aligned to Recovery Support Function (RSF) Branches (see below).

The Board and any subcommittees meet on a schedule determined by the County Executive, operate according to county statute regarding boards and commissions, and it conduct meetings in accordance with the Virginia Freedom of Information Act.

¹ The county EOP terms this group the “Recovery and Restoration Task Force.”

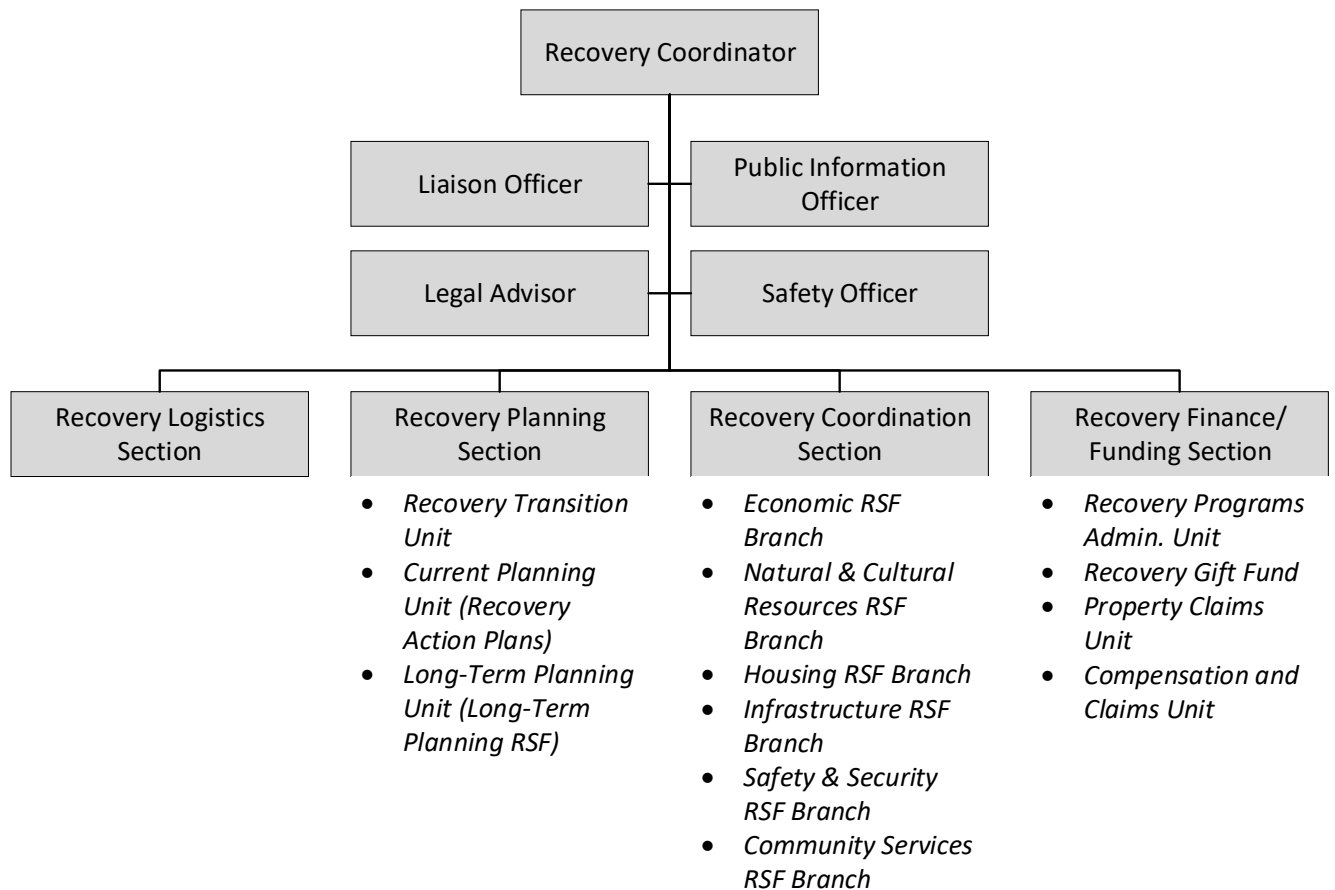
II. Recovery Organization Staffing and Structure

Descriptions of staff roles within Fairfax County’s ICS-based recovery organization² are described below. Detailed checklists for each position are in Appendix 5.

The Recovery Coordinator requests recovery organization staff and support as needed (including by hire or contracting; see Sec. 5.).

The capabilities described below are provided as soon as possible after an incident, as required by the situation. During the activation process, some of these responsibilities are covered by EOC staff (see Sec. 5).

Figure 4.4: Fully-Activated Recovery Organization Structure (Maximal Staffing)



² The management positions in the recovery organization support federal National Preparedness Goal (NPG) core capabilities associated with recovery, including: operational coordination, planning, and public information and warning.

A. Recovery Coordinator

The Recovery Coordinator leads the county's recovery from a disaster or other incident, and he/she has authority over the Fairfax County recovery organization. Recovery Coordinator is the one position that is always staffed if a recovery organization is indicated, regardless of the incident scale.

The County Executive appoints the Recovery Coordinator based on recommendations from the Emergency Management Coordinator. The appointment may be full- or part-time, depending on the scope of the incident. The Emergency Management Coordinator should *not* be assigned to serve as the Recovery Coordinator.

The Recovery Coordinator can be staffed from OEM or another county agency, a new hire, or a pre-qualified contractor. Specific characteristics of the Recovery Coordinator vary by situation, but generally include:

- Experience managing large, complex, inter-departmental projects
- Knowledge and/or experience in disaster recovery
- Understanding of emergency operations and ICS
- Knowledge of Fairfax County
- Public relations experience
- Political experience
- Relevant subject-matter expertise

The Recovery Coordinator determines and fills recovery organization staffing needs (see Financial Management, Sec. 5).

If there is a federal Disaster declaration, the Recovery Coordinator serves as the Local Disaster Recovery Manager (LDRM), as defined in the *National Disaster Recovery Framework* (NDRF). The Recovery Coordinator is Fairfax County's primary point-of-contact for recovery coordination with representatives of the Commonwealth and the federal government.³ If a recovery Unified Command is established, the Recovery Coordinator participates on behalf of Fairfax County.

³ The State Coordinating Officer (SCO), State Disaster Recovery Coordinator (SDRC), Federal Coordinating Officer (FCO), and Federal Disaster Recovery Coordinator (FDRC).

B. Recovery Public Information Officer

The Recovery Public Information Officer (PIO) is responsible for external relations strategy, interactions with all media and social media, and responding to all media and public inquiries.

The Recovery Public Information Officer can be staffed from the Office of Public Affairs, a new hire, or a pre-qualified contractor. He/she has pre-established relationships with relevant media and community organizations.

The Recovery Public Information Officer is the official spokesperson for the recovery organization. He/she identifies and utilizes alternate or redundant methods for communication that address challenges stemming from utility outages, populations displaced from their homes, culturally diverse communities, and people with access and functional needs. The Recovery Public Information Officer also coordinates messaging with the county Office of Public Affairs, as well as with a Joint Information Center (JIC) and other county or regional coordinating entities, if established.

C. Recovery Liaison Officer

The Recovery Liaison Officer is the recovery organization's primary point of contact for coordination with external organizations and jurisdictions.

The Recovery Liaison Officer can be staffed from the County Executive's Office, a new hire, or a pre-qualified contractor. He/she has pre-established relationships with relevant external organizations and jurisdictions.

D. Recovery Legal Advisor

The Recovery Legal Advisor provides counsel to the recovery organization on the legal implications of operational objectives; develops county legislation or executive orders that support recovery; and provides interpretation on impacts of federal, Commonwealth, county, and municipal ordinances, statutes, or regulations.

The Recovery Legal Advisor is staffed from the Office of the County Attorney.

E. Recovery Safety Officer

The Recovery Safety Officer monitors and assesses hazardous or unsafe working situations and supports safety of all individuals associated with the county's recovery efforts, including external partners and volunteers.

The Recovery Safety Officer can be selected from the Department of Finance – Risk Management Division, a new hire, or a pre-qualified contractor.

F. Recovery Coordination Section

The Recovery Coordination Section coordinates execution of the Recovery Action Plan for each operational period (see Sec. 5). He/she activates and deactivates RSF Branches (see below) as appropriate.

The Recovery Coordination Section Chief is staffed from whichever RSF has responsibilities most central to recovery from the incident.

G. Recovery Planning Section

The Recovery Planning Section collects, evaluates, and disseminates critical incident situation information and intelligence within the recovery organization. He/she also monitors the status of operational objectives and facilitates development of periodic Recovery Action Plans (*Current Planning Unit*) and the Long-Term Recovery Plan (*Long-Term Planning RSF/Unit*). Finally, the Recovery Planning Section coordinates the development of the recovery effort After-Action Report (AAR), including documentation and periodic reporting.

The Recovery Planning Section Chief can be staffed from the Department of Public Works and Environmental Services, Department of Planning and Development, Land Development Services, OEM, other county agencies as appropriate, a new hire, or a pre-qualified contractor.

During the recovery organization activation process, the Recovery Planning Section Chief may establish a *Recovery Transition Unit* to manage a smooth and accountable transition from response to recovery.

Additionally, the Recovery Planning Section Chief may establish the following standard ICS Planning Section units, as indicated:

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

H. Recovery Funding/Finance Section

The Recovery Funding/Finance Section ensures that the county receives, administers, and documents all state and federal recovery assistance and reimbursement for which it is eligible. The Financial Recovery Guide guides financial documentation procedures (see Financial Management, Sec. 5).

The Recovery Funding/Finance Section Chief can be staffed from the Department of Finance – Risk Management Division, OEM – Mission Support Division, other county agencies, a new hire, or a pre-qualified contractor.

A primary responsibility of the Recovery Funding/Finance Section is to establish a Recovery Programs Administration Unit, if indicated. This unit centralizes management and administration of federal grants and other recovery assistance from FEMA, the Department of Housing and Urban Development (HUD), or other sources (see Financial Management, Sec. 5).

Alternatively, recovery program administration may take place via normal county departments, especially OEM (for FEMA funds) and Housing and Community Development (for HUD grants). In this case, the Recovery Funding/Finance Section ensures coordination of necessary documentation, consistent with the Financial Recovery Guide. The unit also identifies additional funding and financing opportunities.⁴

The Recovery Funding/Finance Section Chief may establish a Recovery Gift Fund to receive and administer donations and philanthropic support (see Financial Management, Sec. 5).

He/she may also establish a Property Claims Unit and Compensation and Claims Unit as needed, to address property claims and injuries/ workers compensation claims, respectively.

⁴ The National Disaster Recovery Program Database (NDRPD) is a primary resource for recovery program opportunities (see also Appendix 8).

Additionally, the Recovery Funding/Finance Section Chief may establish or maintain the following standard ICS Finance/Administration Section units as necessary:

- Procurement Unit
- Time Unit
- Cost Unit

I. Recovery Logistics Section

The Recovery Logistics Section facilitates the matching of needs to resources across the recovery organization, including RSF Branches. It coordinates requests, tracking, and demobilization of support requirements (including facilities, transportation, supplies, equipment maintenance and fuel, food services, communications and information technology support, etc.), including those provided by procurement, mutual aid, or volunteer/donation contributions.

The Recovery Logistics Section Chief can be staffed from OEM, the Department of Purchasing and Materials Management (DPMM), other county agencies, a new hire, or a pre-qualified contractor.

The Recovery Logistics Section directly acquires and provides resources for the recovery organization, and it also documents and coordinates recovery logistics activities as they occur within existing county departments.

The Recovery Logistics Section also sites, establishes, supports, and maintains the Recovery Coordination Center and any Service and Information Center(s) (see below).

The following standard ICS Logistics Section units may be established as necessary:

- Facilities Unit
- Supply Unit
- Ground Support Unit
- Donations Unit
- Food Unit
- Communications Unit

III. *Recovery Support Function Branches*

Recovery Support Function (RSF) Branches deliver the services, programs, and projects that advance recovery. The RSF Branches ensure operational coordination and information sharing with recovery leadership; it is not a command-and-control relationship.

The Recovery Coordinator establishes RSF Branches as needed only, based on the situation. RSF Branches may be combined, as indicated. Information and tasking for each RSF Branch are contained in Annexes to the Pre-Disaster Recovery Plan.

The RSF Branches⁵ are:

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

The Long-Term Planning RSF (Unit) falls under the Recovery Planning Section; the other RSF Branches fall under the Recovery Coordination Branch.

Branch Directors may remain in their home agency or be detailed to the recovery organization, as indicated; Directors are staffed from the RSF's Lead Agency(ies), based on the situation. RSF Branch staff typically work from their home agencies or external organizations, using normal day-to-day operating and reporting procedures. RSF effectiveness therefore relies on county departments' continuity capabilities.

RSF Branches may activate their own Liaisons and Public Information Officers, as indicated. These maintain *indirect* reports to the Recovery Liaison Officer and recovery Public Information Officer, respectively.

⁵ The RSF Branches in the PDRP are consistent with the federal *National Disaster Recovery Framework* (NDRF) and they support federal National Preparedness Goal (NPG) core capabilities associated with recovery, including: infrastructure systems, economic recovery, health and social services, housing, and natural and cultural resources.

A. Functional Areas

RSF Branches may establish functional area subdivisions, as indicated. Functional areas include:

- A. Long-Term Planning
 - n/a
- B. Economic
 - Workforce
 - Business restoration, retention, and recruitment
 - Supply chain
- C. Natural and Cultural Resources
 - Natural resources
 - Cultural resources
- D. Housing
 - Intermediate housing
 - Long-term housing reconstruction and relocation
- E. Infrastructure
 - Utilities
 - Transportation
 - Public Assets
 - Debris
- F. Safety and Security
 - Public safety
 - Structural safety/ damage assessment
 - Chemical, biological, radiological, and nuclear (CBRN) safety
- G. Community Services
 - Human and social services
 - Health and medical services

A. Lead Agencies

Each RSF has designated Lead Agency(ies), corresponding to the RSF Branch's functional areas.

Lead Agencies have responsibility for accomplishing objectives assigned in the Recovery Action Plan. They coordinate activities, resources, and needs-identification, and they participate in the development of the Recovery Action Plan. Lead agencies

may not have all necessary assets, expertise, or capabilities internally; they coordinate the activities of Supporting Agencies to accomplish assigned objectives.

B. Supporting Agencies

Each RSF has designated Supporting Agencies, corresponding to the RSF Branch's functional areas.

These agencies and external organizations may provide information, staff, resources, advice, counsel, etc. to support RSF Branch objectives. Supporting Agencies include county agencies as well as non-profits, private sector firms, community groups, and state and federal agencies.

C. External Resources

Lead or Supporting Agencies may obtain additional external resources, including volunteer, mutual aid, or contracted resources. Such resources report to and are administered by the agency or organization that activated them, unless specifically detailed to another entity.

IV. Recovery Sites and Facilities

Physical sites for recovery operations are described below. Activation and deactivation procedures are described in Sec. 5.

A. Recovery Coordination Center

A county Recovery Coordination Center may be activated to serve as the recovery organization's workspace, where it supports coordination of all recovery activities. It has enough work stations for core recovery organization staff, plus meeting space and flexible work stations for state, federal, and other liaisons.

As described in the county EOP, "OEM may establish a Fairfax County Recovery [Coordination] Center 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."

The Recovery Coordination Center may be located centrally in a space adjacent to the EOC at the McConnell Public Safety and Transportation Operations Center (MPSTOC)

or in the Alternate Emergency Operations Center (AEOC) in the Fairfax County Government Center, in a field location proximate to the incident, or in another location. Siting determination depends on both the current situation and the potential for increased future staffing. The Recovery Coordination Center is accessible to the Joint Field Office (JFO) and/or VDEM and FEMA recovery operations.

B. Service and Information Centers

One or more Service and Information Centers may be established to provide county residents and small businesses with one-stop access to all disaster-related human, social, health, housing, business, and financial recovery services or referrals (see the EOP Service and Information Center Annex). County agency representatives are either physically located at the Service and Information Center(s) or easily accessible to center staff via telephone.

The Service and Information Centers are respectful of and responsive to the culturally diverse population groups impacted, and they strive to provide culturally appropriate resources, ensuring information is in accessible formats for the whole community (e.g., foreign language or American Sign Language interpreters).

Service and Information Centers are conveniently located near the impacted population. They may co-locate with, or be proximate to, state/federal Disaster Recovery Centers (DRCs), as well as to county Family Assistance Centers (FACs) and Commodities Points of Distribution (C-PODs). After a geographically limited incident, the Service and Information Center may also be co-located with or near the county Recovery Coordination Center.

C. Coordination of Siting Federal, Commonwealth, and County Facilities

Fairfax County coordinates with the Commonwealth and FEMA to co-locate county recovery facilities, or to site them conveniently to each other. Per the Commonwealth of Virginia Emergency Operations Plan (COVEOP), VDEM establishes a Joint Field Office (JFO) to serve as a central coordination point among federal, state, local, and volunteer organizations delivering recovery assistance programs.

VDEM and FEMA may establish multiple DRCs, exceeding county capacity to open a Service and Information Center at each DRC location. In this case, the county sites its Service and Information Center(s) in the most impacted areas, and it provides liaisons to the other DRCs.

Table 4.5 compares and describes alignment of federal, state, and county recovery facilities.

Table 4.5: Recovery Sites and Facilities

		Oversight	Phase	Purpose	Population Served
County EOC		County EOC Commander	Response	Response coordination	County response operations
FEMA/VDEM Joint Field Office (JFO)		FCO/SCO and SDRC/FDRC	Response → recovery	Federal/State command and coordination	Federal/state response operations
County Recovery Coordination Center	co-located	County Recovery Coordinator	Response → recovery	County recovery coordination	County recovery operations
FEMA/VDEM Recovery Liaisons		Report to SDRC/FDRC	Response → recovery	Coordination with federal/state recovery	Federal/state recovery operations
FEMA Office of Response and Recovery (DC)		FEMA staff	Response → recovery	Federal recovery coordination	Federal recovery operations
County Service and Information Centers	co-located	County staff	Response → recovery	Services and information	Public
FEMA/VDEM Disaster Recovery Centers		Federal/state staff	Response → recovery	Services and information	Public

Source: County EOP, COVEOP, NDRF

Section Five: Recovery Functions and Activities

I. Activation and Transition from Response

Activation of a recovery organization is a stepped process. The pace and timing of transition from response to recovery, including a formal hand-off of incident authority, depend upon the circumstances.

A. Criteria

Activation of a recovery organization may be triggered by any of the following:

- Demand for normal and emergency services exceeds the capability of county and/or non-governmental entities.
- There is a need for an unusual level of coordination across Recovery Support Functions (RSFs).
- The situation is expected to persist for an extended period of time.

Availability of less commonly used forms of federal assistance such as FEMA Individual Assistance (IA) or HUD Community Development Block Grant Program – Disaster Recovery (CDBG-DR) may also serve as triggers.

Formal hand-off of incident coordination from the Emergency Operations Center (EOC) (under the Emergency Operations Plan (EOP)) to a recovery organization (under the Pre-Disaster Recovery Plan (PDRP)) may occur after:

- Life-safety concerns associated with the incident have been contained.

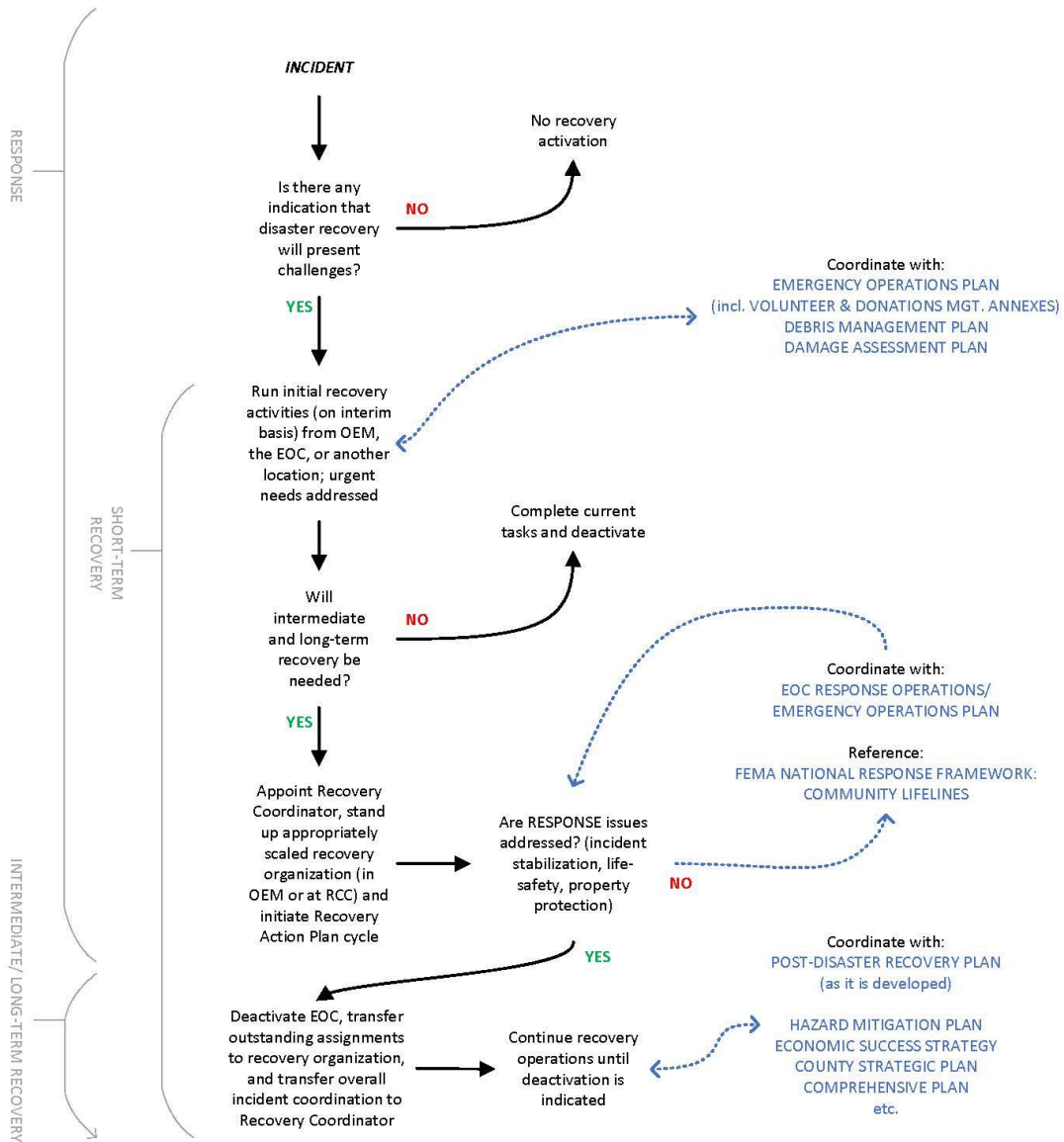
B. Activation and Transition Procedure

Initial activation of the recovery organization occurs during the response phase. Transition of responsibility for overall incident coordination to the recovery organization occurs during short-term recovery. The process has several steps. (At any point in the process, the County Executive may preemptively direct the establishment of a recovery organization.)

Position descriptions for the roles referenced below are provided in Sec. 4; detailed checklists are in Appendix 5.

A diagram of the activation and transition process is provided below. A more detailed flowchart showing this activation procedure is included as Appendix 6.

Figure 5.1: Activation Procedure



A step-by-step description of the activation and transition process is provided below.

1. Monitor Recovery Issues

Following any incident, potential recovery issues are monitored by the EOC (if activated) or otherwise by Office of Emergency Management (OEM) staff.

2. Activate the Recovery Organization

If the criteria are met (see above), the recovery organization may be initially activated on an interim basis by the Emergency Management Coordinator or by the EOC Commander.

- If the EOC is open, the recovery organization is initially activated as a Recovery Branch (with a Director) in the Operations Section of the EOC, consistent with the EOP.
- If the EOC is not open, the recovery organization is initially activated by staffing an interim Recovery Coordinator in OEM's office.

3. Issue Notifications

Upon initial/interim activation of a recovery organization, the Recovery Branch Director or interim Recovery Coordinator contacts relevant personnel by the most expeditious means possible. Initial contact includes general notification regarding the incident, activation of the recovery organization, and establishment of two-way communications protocols.

Notifications may go to:

- County Executive
- OEM staff
- Recovery contractor support that may be needed
- Staff from Recovery Support Function (RSF) Lead Agencies and Supporting Agencies with responsibilities that may be relevant to incident impacts
- Any other staff who may be assigned to the recovery organization

4. Initiate and Staff Urgent Recovery Activities

The recovery organization coordinates with EOC staff (if activated) to initiate or continue urgent short-term recovery activities, as indicated. These may require staffing high-priority recovery organization positions, including Liaison Officer(s) and a Public Information Officer. Key activities include:

- Initiating communication and coordination with external partner organizations.
- Establishing a communications strategy and two-way public information channels.
- Supporting Preliminary Damage Assessments (PDAs) under the county Damage Assessment Plan.
- Maintaining documentation in anticipation of a federal Disaster Declaration, under guidance provided by the Financial Recovery Guide.
- Establishing Service and Information Centers.

5. Determine Appropriate Recovery Structure (Recovery Scoping: Phase 1)

The recovery organization conducts an initial high-level assessment of the incident and its impacts in order to scope the recovery organization. This assessment focuses on:

- Impacts (by RSF)
- Organizational, staffing, and resource capabilities that must be mobilized to meet those challenges

From this analysis, the recovery organization develops a scope and plan for its full activation, including:

- Whether the recovery organization should be fully implemented as a single-person Recovery Coordinator located in OEM, as a staffed office located within OEM, or as a stand-alone Recovery Agency (with or without a Recovery Advisory Board) located in a Recovery Coordination Center (see Scalability, Sec. 3)
- Approximate recovery organization staffing level and specialized expertise required
- Which RSF functional areas should be activated

6. Appoint Recovery Coordinator

The Director of Emergency Management appoints the Recovery Coordinator, based on search and recommendation from the Emergency Management Coordinator. The Recovery Coordinator:

- Assumes management of the recovery organization from the Recovery Branch Director or interim Recovery Coordinator

- Assumes the role of Deputy EOC Commander (if the EOC is activated), to facilitate the transition to recovery
- Initiates contact with Virginia Department of Emergency Management (VDEM) and FEMA counterparts as indicated, including assuming the Local Disaster Recovery Manager (LDRM) role under the *National Disaster Recovery Framework* (NDRF) for a federally Declared Disaster.

7. Initiate Planning Function

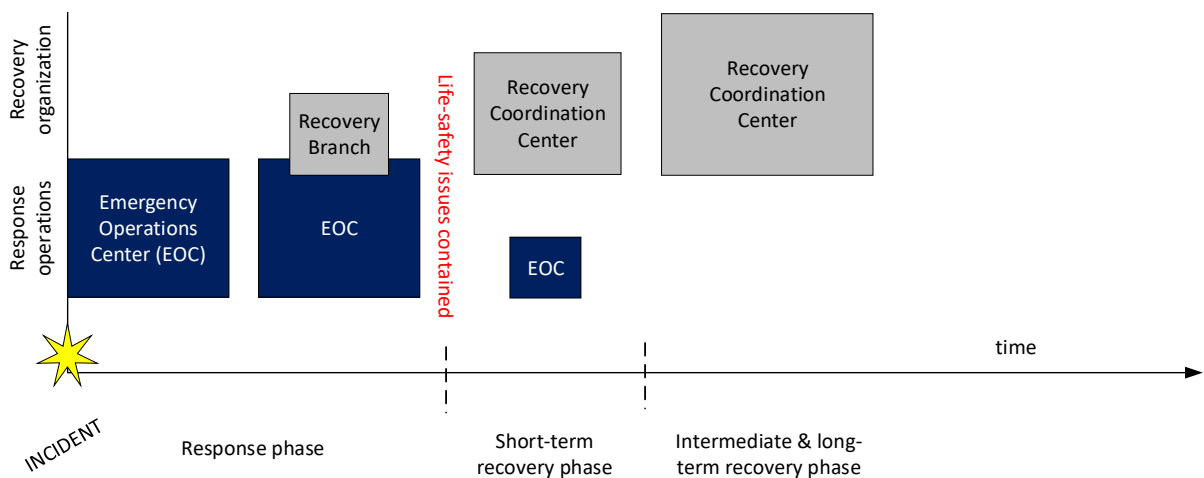
If indicated, the recovery organization activates a Planning Section, which initiates:

- Current planning (see Recovery Action Plans, below)
- Planning for the transition from response to recovery

8. Set up and Staff a Recovery Coordination Center

If indicated, the recovery organization identifies space for a Recovery Coordination Center (see Sec. 4) and moves its operations there. Additional staffing needs for the recovery organization are detailed or hired, including RSF Branch Directors as indicated. Impacted county staff are notified and briefed.

Figure 5.2: Phased Transition from EOC (if Activated) to Recovery Coordination Center



9. Initiate Full Assessment of Funding and Programmatic Needs and Gaps (Recovery Scoping: Phase 2)

The recovery organization undertakes a full assessment to characterize existing and unmet needs, including quantifying funding gaps. This effort lays the groundwork for the entire recovery effort, beyond just federal disaster assistance. It is therefore more comprehensive than a Preliminary Damage Assessment (PDA).

10. Transition Response Objectives and Assets to Recovery

The Recovery Coordinator and the EOC Commander (if activated) use the Recovery Planning Section's transition plan to guide transition of outstanding (non-life-safety) response and short-term recovery objectives to the recovery organization, inclusive of the response assets working on them. This includes transition of response-phase Emergency Support Functions (ESFs) to RSFs.

Table 5.3: Transition of ESF Responsibilities to Recovery Organization and RSFs

ESF number	ESF	Corresponding RSF(s) or recovery position
1	Transportation	RSF E. Infrastructure RSF G. Community Services
2	Communication	Logistics Section Chief
3	Public Works and Engineering	RSF C. Natural and Cultural Resources RSF E. Infrastructure RSF F. Safety and Security
4	Firefighting	RSF F. Safety and Security
5	Emergency Management	Recovery Coordinator
6	Mass Care, Housing, and Human Services	RSF D. Housing Recovery RSF G. Community Services
7	Logistics Management and Resources	Logistics Section Chief
8	Public Health and Medical	RSF G. Community Services
9	Search and Rescue	n/a
10	Oil and Hazardous Materials	RSF F. Safety and Security
11	Agriculture and Natural Resources	RSF C. Natural and Cultural Resources
12	Energy	RSF E. Infrastructure
13	Public Safety and Security	RSF F. Safety and Security
14	Recovery and Mitigation	Recovery Coordinator RSF A. Long-Term Planning RSF D. Housing
15	External Affairs	Public Information Officer

11. Formally Transfer Incident Coordination Responsibilities

At the discretion of the Emergency Management Coordinator, and only after all life-safety issues have been contained, overall incident coordination responsibility transitions from the EOC Commander (if activated) to the Recovery Coordinator. The EOC Commander then assumes the Deputy Recovery Coordinator role, to facilitate the deactivation to the EOC and transition to recovery.

12. Appoint Recovery Advisory Board, if Applicable

For very large disasters that trigger establishment of a stand-alone Recovery Agency, *and if circumstances indicate an additional layer oversight and transparency*, the Board of Supervisors establishes a Recovery Advisory Board and appoints members.

13. Deactivate EOC, if Applicable

If the EOC was open, the Emergency Management Coordinator deactivates it once its assignments have been completed or transitioned to the recovery organization.

New incidents requiring emergency response may take place during recovery. These will be managed using the EOP and EOC as indicated, independent of the recovery organization.

II. The Recovery Action Plan Cycle

The Recovery Action Plan cycle provides a defined process, structure, and schedule for setting and prioritizing objectives, ensuring resource availability, monitoring progress, and executing the recovery organization’s mission. It specifies communications, meetings, assessments, and course-corrections that are fundamental components of the planning process. The Recovery Planning Section Chief coordinates and schedules the process.

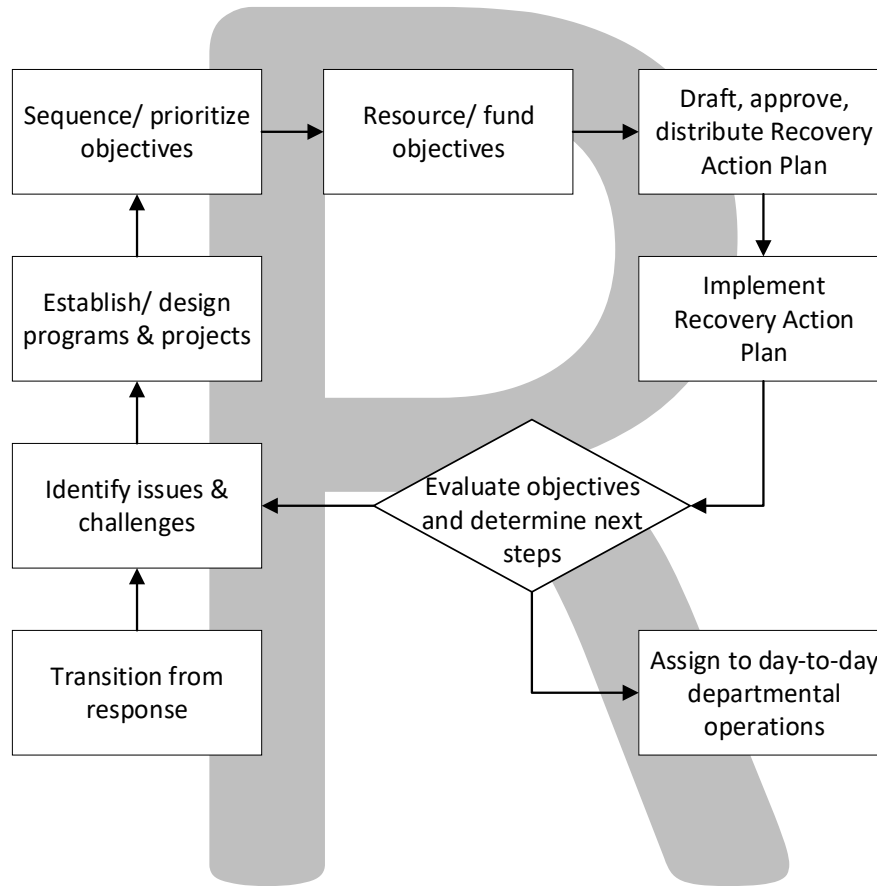
During recovery, operational periods may last days, weeks, or even months, at the discretion of the Recovery Coordinator.

A. Overview of the Recovery Action Plan Cycle

The Recovery Action Plan cycle (the “Recovery R”) is modeled on the Incident Command System (ICS) Incident Action Plan cycle (the “Planning P”).

The vertical leg of the Recovery R represents entry into the cycle via recovery activation (see above); the loop represents cyclical Recovery Action Plan development and execution; the diagonal leg of the R represents exit from the cycle via deactivation of recovery components and their return to day-to-day county function.

Figure 5.4: The Recovery Action Plan Cycle (“Recovery R”)



B. Recovery Action Plan Cycle Steps

1. Transition from Response

Ongoing and incomplete response objectives form the initial basis for recovery objectives.

2. Identify Issues and Challenges

The Recovery Coordinator works with his/her staff, including RSF Branch Directors, and the EOC Commander, to identify current issues and challenges. They also identify potential stakeholders and partners for subsequent outreach. The Recovery Policy Board is consulted, if active.

3. Determine Programs and Projects

The Recovery Coordination Section works with the RSF Branches to establish and assign objectives,¹ including recovery programs and projects. These may be described in FEMA Public Assistance (PA) Program Project Worksheets (PWs) or other documentation. Facilitation and de-confliction of RSF Branch activities are addressed. As indicated, stakeholder outreach through the RSF Branches also informs this step.

If the Long-Term Planning RSF is active (in the Recovery Planning Section), Recovery Action Plan objectives are cross-walked against the long-term plan to ensure consistency of near-term recovery objectives with long-term goals.

The Recovery Coordination Section also sets high-level evaluation criteria.

4. Sequence and Prioritize Objectives

The Recovery Coordination Section works with the RSF Branches to sequence objectives based on prerequisites, and/or to prioritize them based on benefit-cost assessment, community value, or other defensible criteria. As indicated, stakeholder outreach through the RSF Branches also informs this step.

5. Resource and Fund Objectives

The Recovery Coordination Section works with the RSF Branches to assign resources² and to identify and apply funding/financing. As indicated, objectives are phased to align with funding opportunities. (Securing project funding may be treated as its own objective, prerequisite to project implementation.)

6. Draft, Approve, and Distribute the Recovery Action Plan

The Recovery Planning Section drafts the Recovery Action Plan for the next operational period. Once the Recovery Coordinator approves it, it becomes the new controlling document.

¹ Recovery objectives are rendered as “SMART” (Specific, Measurable, Action-oriented, Realistic, and Time-sensitive).

² ICS form 215 may provide a useful framework for this process.

The Recovery Action Plan is distributed within the recovery organization, including to the RSF Branches, and to the County Executive and the Recovery Policy Board if active. It also serves as input into the Long-Term Recovery Plan if the Long-Term Planning RSF is active.

7. Implement Recovery Action Plan

The recovery organization executes its assignments, mainly through the RSF Branches, with support and coordination from other recovery organization staff.

8. Evaluate Objectives and Determine Next Steps

The Recovery Planning Section collects information from the RSF Branches and assesses status of assigned programs and projects against performance metrics.

Based on status, objectives are closed out, carried over to the next Recovery Action Plan, or removed from coordination by the recovery organization and reassigned to normal day-to-day county agency function. (That is, they progress down the diagonal leg of the Recovery R – see below).

C. Integration of Current and Long-Term Planning

If a Long-Term Recovery Plan is undertaken, its development meshes with the Recovery Action Plan cycle, both of which are responsibilities of the Recovery Planning Section. Points of interface between the plans occur at Step 3 and Step 6 of the Recovery Action Plan cycle, above.

Benchmarking periodic Recovery Action Plans against the Long-Term Recovery Plan ensures that near-term programs and projects support long-term strategic goals and respect a deliberative public planning process. The Long-Term Recovery Plan may be provisional or under development when coordination across the plans occurs.

D. Deactivation, Demobilization, and After-Action Reporting

Deactivation occupies the diagonal leg of the Recovery R.

1. Stepped Deactivation of Recovery Organization Components

Recovery staff, organization components, and facilities are demobilized or assigned back to normal day-to-day county agency operations when the Recovery Coordinator determines:

- Relevant objectives have been met, or
- Objectives can be accomplished without support or coordination from the recovery organization.

Service and Information Center functions may transition to web-based, telephone, or another service-provision model.

2. Deactivation of the Recovery Organization

The County Executive formally deactivates the recovery organization itself, based on advice from the Recovery Coordinator, when the below criteria are met:

- Demand for services from government and/or non-governmental entities no longer exceeds the capability of these entities.
- There is no continuing need for a high level of coordination across RSF areas.
- If a Long-Term Recovery Plan is developed, it has been completed, approved, and tasked out.

Any incomplete objectives identified in the last Recovery Action Plan or the Long-Term Recovery Plan revert to the applicable RSF Lead Agency. Other functions of the recovery organization revert to OEM.

3. After-Action Reporting

The Recovery Planning Section documents, prepares, and issues a formal After-Action Report (AAR) for all recovery operations conducted under the Pre-Disaster Recovery Plan. The AAR identifies and documents issues that challenged recovery operations, and it captures innovative approaches that may be applicable to future incidents.

During recovery operations, the Recovery Planning Section maintains a detailed account and collects documentation for the AAR. It also provides formats for recovery organization staff to note ongoing lessons learned.

The Recovery Coordinator may also request periodic or interim AARs during recovery operations.

AARs are provided to the Recovery Support Function Leadership Group (RSFLG) for consideration in making improvements to the Pre-Disaster Recovery Plan.

III. Financial Management

A. Use of State and Federal Funds

State and federal funding support for recovery is often essential, particularly for large disasters. Many funds available after a federally Declared Disaster have strict rules and requirements, they become available on varied timelines, and there are various opportunities or challenges in combining funding streams.

The recovery organization therefore establishes clear strategic goals, through the Recovery Action Plan cycle and Long-Term Planning RSF, before applying existing local resources or state and federal funding stream(s) to support long-term recovery programs and projects. It also links phasing to the availability of the various funding sources. (See Steps 3-5 of the Recovery Action Plan cycle, above.)

B. Administration of Recovery Grants and Funds

RSF Branches implement programs or projects supported by local, state, federal, or philanthropic disaster recovery funds.

The Recovery Funding/Finance Section (Recovery Programs Administration Unit) administers and documents state or federal disaster recovery funds.

The Financial Recovery Guide describes Fairfax County's process for maintaining post-disaster documentation. It describes documentation protocols that meet ongoing

community requirements and provide documentation to justify claims for FEMA, other federal or state funding streams, and insurance.³

FEMA disaster recovery resources include Individual Assistance (IA), Public Assistance (PA), and Hazard Mitigation Grant Program (HMGP). HUD Community Development Block Grants – Disaster Recovery (CDBG-DR) may also provide significant recovery funds. CDBG funding is typically provided via special appropriation and often requires political mobilization and lobbying.

Several other federal agencies have the authority to make disaster or emergency declarations, triggering 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 these declarations may be 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 (Federal Transit Administration (FTA) and Federal Highway Administration (FHWA))
- 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

Numerous private foundations also provide post-disaster recovery funds. See Appendix 8 for a listing of funding sources.

³ Using these procedures and/or adapting them to long-term recovery, eligible overtime and other expenses are 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 Guide is utilized, attention is 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.

C. Gift Fund

The Recovery Coordinator may establish a gift fund for receiving and managing donations and philanthropic contributions, consistent with the process outlined in the Donations Management Annex to the EOP.

The gift fund is managed by the Recovery Funding/Finance Section, and funds received are utilized to support objectives established by the recovery organization.

D. Staff Hiring and Compensation

Depending on the scope and scale of the incident, recovery organization staff may:

- Be hired on a part- or full-time basis directly by an independent Recovery Agency, if established
- Be contracted directly by an independent Recovery Agency, if established
- Be hired or contracted by OEM or another supporting county agency
- Be detailed from another county department to the recovery organization on a part- or full-time basis
- Continue to work in their home department, with coordination from the recovery organization

During recovery, hires and contracts are procured under current county policies and procedures. Administration, compensation, and performance oversight for contractors and direct hires are the responsibility of the county agency that requests the resource (including the recovery organization). Some costs may be eligible for reimbursement under federal or state programs.

Contractors are not granted powers that compromise civil authority.

E. Procurement

During recovery, contracts are procured under current county policies and procedures. DPMM procures staff and material, which county agencies (including an independent Recovery Agency, if established) manage and oversee as part of the recovery effort. Administration and documentation are coordinated with the Recovery Logistics Section and the Recovery Funding/Finance Section.

Streamlining or fast-tracking normal procurement procedures may be indicated during recovery. The county pre-approves such policies and defines appropriate triggers at the administrative level or via the Board of Supervisors, as indicated.

Section Six: Coordination and Communication

I. *Operational Information Collection and Dissemination*

Information collection and dissemination protocols under the Pre-Disaster Recovery Plan (PDRP) are consistent with those described for response, under the Emergency Operations Plan (EOP).¹ These include creation and distribution of Situation Reports (SitReps); situational reporting to county government, the Business Emergency Operations Council (BEOC), operational partners, and others; and consideration of using WebEOC and the Regional Incident Communication and Coordination System (RICCS).

The content of SitReps is determined based on the situation by the recovery organization in consultation with impacted or interested partners and stakeholders. Standardized essential elements of information (EEIs) are established specific to conditions and requests from recovery staff, to provide “dashboard” visibility on change over time. EEIs vary according to the situation; various lists and standards are available (for example, see National Information Sharing Consortium (NISC), *Essential Elements of Information Publication Guidance*).

Situational information is regularly distributed to all authorized agencies and organizations, including Virginia Department of Emergency Management (VDEM) and the Virginia Emergency Operations Center (VEOC).

II. *External Communications and Public Information*

Public information is required to maintain credibility and transparency during recovery. It must be reliable, accessible, timely, and regular. The recovery organization’s Public Information Officer (PIO; see Sec. 4), manages external communications, including content, strategy, and validation of contacts. These may be executed in coordination with a Joint Information System (JIS), county Joint Information Center (JIC), or Regional JIC, if established.

Sharing outbound information after an incident can be challenging, and impacted populations may be difficult to locate. Therefore, the Public Information Officer always utilizes multiple and redundant channels, including community postings, Service and Information Centers, television, radio, print, email, and social media channels. The Public Information Officer strives to provide information is in accessible formats for the whole

¹ See pp. 22-27, 53-70, ESF 2, ESF 15, and Appendix B.

community, to reach and engage culturally diverse communities, including individuals with disabilities and others with access and functional needs. The Public Information Officer also provides outbound guidance to stakeholders and the public regarding preferred modes for input and means to sign up for future communications.

PIOs are drawn from the Office of Public Affairs during both response and recovery operations, thus facilitating transition.

III. Intergovernmental and Other Coordination

Effective and efficient recovery requires regular and ongoing coordination among local, state, and federal recovery organizations, as well as neighboring jurisdictions and other external partners. This is coordinated by the recovery organization's Liaison Officer (see Sec. 4).

Recovery programs may also be activated within Fairfax County towns, and in other local, state, and federal jurisdictions in the region. Regardless, these groups must all be able to share information, coordinate efforts, and resolve conflicts.

Fairfax County regularly coordinates with external jurisdictions and partners in a variety of ways, all of which are utilized during recovery, on periodic and mutually agreed-to schedules. These include:

- Sharing information through periodic conference calls, situation reports, briefings, and other verbal and electronic means.
- Utilizing the Public Information Officer to issue outbound information and periodic reporting or updates.
- Exchanging Liaison Officers to facilitate information exchange and coordination.
- Exchanging authorized agency representatives who are empowered to make decisions and commit resources.
- Establishing joint coordination entities such as Multi-Agency Coordination Centers (MACCs).
- Establishing joint operations through Unified and Area Commands or other command structures.

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

After large and/or federally Declared Disasters, Fairfax County partners with state and federal agencies for implementation of many recovery programs. Under the *National*

Disaster Recovery Framework (NDRF), the County Recovery Coordinator (acting as the Local Disaster Recovery Manager, LDRM) is the primary interface to the State Disaster Recovery Coordinator (SDRC) and the Federal Disaster Recovery Coordinator (FDRC). Fairfax OEM establishes working relationships with VDEM and FEMA during the pre-disaster phase.

Per Virginia’s plans, the VDEM Chief Regional Coordinator for Region 7 is the initial point of contact for county coordination and requests for assistance, potentially as an intermediary between Fairfax County and the SDRC.

The Virginia SDRC leads Commonwealth efforts to manage recovery, support Fairfax County, and manage the flow of Stafford Act recovery resources to the county. Depending on the scale of the incident, the State Coordinating Officer (SCO) may fulfill the role of the SDRC, or the Commonwealth may appoint a separate SDRC.

Under the Commonwealth of Virginia Emergency Operations Plan (COVEOP), the Virginia Department of Emergency Management (VDEM) implements Commonwealth ESF-14 (Disaster Recovery). ESF-14 and the Economic Crisis Strike Force (ECSF)² jointly serve as the primary recovery coordinating structure for the Commonwealth.

The Commonwealth may also provide direct support to recovery operations within the county, coordinated through the county’s Liaison Officer. Tactical coordination with the Commonwealth and the federal government may also take place at the county Recovery Support Function (RSF) Branch level, and state or federal assets may also be assigned directly to RSF Branches.

B. Intergovernmental Coordination with Neighboring Jurisdictions and Authorities

The recovery organization has several ways to manage coordination with neighboring local jurisdictions or regional authorities.

² The ECSF is a separate entity under the Secretary of Commerce and Trade. The Code of Virginia empowers the Governor to activate the ECSF for economic crises that adversely affect the welfare of Virginia residents. The ECSF closely coordinates its operations with the Joint Field Office to avoid duplication of services and exhausting the resources of state agencies.

1. At the Liaison Officer and RSF Branch Levels

Coordination with external partners is the responsibility of the Liaison Officer, and it may also occur at the RSF Branch level for tactical purposes. External assets may be assigned directly to RSF Branches. Fairfax County departments also have established memoranda of understanding (MOUs) with neighboring jurisdictions for resource sharing, which may be leveraged for use by RSF Branches.

2. At the County Executive Level

Chief Administrative Officers of neighboring jurisdictions may 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 organization Liaison Officer for recovery-related issues.

3. Using an Area Command under ICS/NIMS

If direct operational coordination is needed between the recovery organization and recovery organizations in neighboring jurisdictions, the ICS organizational structure can expand to establish an Area Command as a Unified Command. The Fairfax County Recovery Coordinator then represents the county in the Unified Command.

4. Using Existing Regional Organizations and Networks

Northern Virginia and the Metropolitan Washington region have several regional coordinating bodies that may be used to align efforts during disaster recovery. These serve a coordination purpose only, and utilizing them does not affect the operations or structure of Fairfax County's recovery organization.

a) VDEM Region 7

Fairfax County coordinates with the VDEM Region 7 Chief Regional Coordinator and other deployed staff to facilitate interactions with the Commonwealth and Northern Virginia regional jurisdictions.

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

The Metropolitan Washington Council of Governments (MWCOG) comprises counties and cities in Virginia, Maryland, and the District of Columbia. Its

National Capital Region Emergency Preparedness Council (NCR 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. Coordination through MWCOG of the NCR EPC does not affect the internal functioning or structure of Fairfax County's recovery operation.

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

The county may also coordinate regional recovery efforts through the Regional Incident Communication and Coordination System (RICCS) Host Center, or it may 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.

c) Northern Virginia Regional Commission

Fairfax County may coordinate using the Northern Virginia Regional Commission (NVRC), which provides a forum for local governments to address problems that cross jurisdictional boundaries.

d) Northern Virginia Emergency Response System

Fairfax County may coordinate using the Northern Virginia Emergency Response System (NVERS), which supports joint, integrated, and interdisciplinary regional strategic planning, priority setting, policy-making, operations, logistics, communications, and administration during all phases of emergency management. NVERS includes local governments, agencies of the Commonwealth of Virginia, area hospitals, and others.

e) Regional Hospital Coordination Center

During an incident impacting public health or healthcare organizations, the county may coordinate regional recovery efforts through the Regional Hospital Coordination Center (RHCC) based in Herndon. The RHCC coordinates preparedness and response operations of Northern Virginia Hospital Alliance (NVHA) member facilities. It can communicate with all area fire-rescue agencies, public health agencies, hospitals, skilled nursing facilities, dialysis centers, and home health agencies. It also has redundant communications including satellite telephones and radios.

C. Coordination with Private Companies, Non-Profit Organizations, and other Stakeholders

Interactions between the recovery organization and all non-governmental entities within the county (including private companies, non-profit organizations, stakeholders, and the public) are addressed via multiple, redundant channels:

- Interested outside organizations, stakeholders, and members of the public may request or offer information, resources, or services from the recovery organization via the Liaison Officer.
- Interested private sector stakeholders may request or offer information, resources, or services via the Department of Economic Initiatives and/or the BEOC, which would refer them to the recovery organization.
- Interested outside organizations, stakeholders, and members of the public may submit information to, and receive it from, the Public Information Officer.
- Affected stakeholders and members of the public may express their concerns to the Community Recovery Planning RSF Branch, the Recovery Policy Advisory Board (if activated), and/or the county Board of Supervisors, who would be encouraged to refer these concerns to the recovery organization.
- Private and non-profit assets may be assigned directly to an RSF Branch.

Section Seven: Plan Training, Exercise, Monitoring, and Maintenance

I. Recovery Support Function Leadership Group

The Recovery Support Function Leadership Group (RSFLG) maintains the Pre-Disaster Recovery Plan (PDRP).

The RSFLG consists of representatives from the Office of Emergency Management (OEM) plus agencies and organizations with key roles in a recovery organization.¹ It is responsible for coordinating maintenance, monitoring, and updates to the Pre-Disaster Recovery Plan, with coordination from OEM, and in compliance with OEM's Planning Standard Operating Procedure (SOP).

RSFLG membership includes:

- 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 Information Technology
- Department of Land Development Services
- 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

¹ The RSFLG served as the PDRP Steering Committee during the planning process.

- 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
- Department of Economic Initiatives
- Police Department

II. *Training and Exercise*

OEM supports training and exercising the Pre-Disaster Recovery Plan as a component of the county’s Multi-year (Multi-agency) Training and Exercise Plan (MYTEP).

A. Training

Staff of county agencies and allied non-governmental organizations with roles in recovery receive training relating to their responsibilities under the Pre-Disaster Recovery Plan. Fairfax County OEM coordinates this training.

Specific training topics include:²

- G0205: Recovery from Disaster: The Local Community Role
- RC0101: The New Public Assistance (PA) Delivery Model
- RC0201: Individual Assistance (IA) Workshop Series
- Training specific to other funding sources, including:
 - Hazard Mitigation (HMGP)
 - HUD Community Development Block Grant Disaster Recovery (CDBG-DR)
 - Small Business Administration (SBA) programs
 - Other disaster grants and loans
- Hazard mitigation construction techniques
- 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

² Applicable independent study recovery training courses also include IS 2900.A (NDRF) and IS 558 (Public Works and Disaster Recovery)

- Business continuity planning and business assistance programs
- Transition from operations under the Emergency Operations Plan (EOP) to the Pre-Disaster Recovery Plan
- Organization of recovery activities under the Pre-Disaster Recovery Plan
- Establishment and operation of the recovery organization
- Roles and responsibilities under the Pre-Disaster Recovery Plan

B. Exercises

OEM schedules multi-agency exercises (inclusive of seminars, workshops, table-tops, drills, and operational exercises) that focus partly or entirely on the Pre-Disaster Recovery Plan at least one time each year.

Fairfax County's Multi-year (Multi-Agency) Training and Exercise Plan (MYTEP) tests emergency plans, protocols, and equipment. All exercises are Homeland Security Exercise and Evaluation Program (HSEEP) compliant. OEM completes After-Action Reports (AARs) and Improvement Plans (IPs) for each exercise. The Pre-Disaster Recovery Plan is a component of this program.

OEM employs a progression of multi-agency seminars, drills, and exercises relevant to the Pre-Disaster Recovery Plan. OEM notifies all key stakeholders of these opportunities. Whenever possible, OEM conducts Pre-Disaster Recovery Plan, multi-agency exercises jointly, with annual, functional/full-scale exercises, in order to exercise transition between response and recovery, and to economize on time and effort.

III. *Maintenance and Monitoring*

The Pre-Disaster Recovery Plan requires regular maintenance, including:

- An annual review and update to benchmark pre-disaster tasks
- A comprehensive four-year review

RSFLG members and designated Lead and Supporting agencies also maintain their own information, including ongoing updates of contact lists, contracts, and resource capabilities.

A. RSF Meetings

On a periodic basis, RSF Lead and Supporting Agencies meet to discuss pre-event tasks and other coordination.

B. Annual Review and Monitoring

The entire RSFLG convenes annually to review the Pre-Disaster Recovery Plan, with a focus on monitoring pre-event tasks. This meeting occurs before the county's annual budget development process begins, to ensure necessary resources are available.

OEM or the RSFLG may initiate reviews and updates of the Pre-Disaster Recovery Plan more often, as circumstances indicate.

At the annual meeting, RSFLG members provide summary reports regarding progress on pre-event objectives during the past year and develop a prioritized work plan for the coming year. RSFLG members may also offer any necessary updates to the Pre-Disaster Recovery Plan, consider new external requirements, recommend membership changes, etc.

Based on these inputs, OEM compiles a Pre-Disaster Recovery Plan Annual Report, including updated tasking and timelines, as indicated. RSFLG members are offered the opportunity to make changes. The approved report is then distributed to RSFLG members and other stakeholders and added to Appendix 10.

C. Four-Year Comprehensive Review

The RSFLG conducts a comprehensive review of the Pre-Disaster Recovery Plan every four years.

In preparation for the four-year review, the assigned OEM Planner researches:

- Annual Reports (Appendix 10)
- 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
- Socio-cultural and demographic shifts
- Availability of resources or funding sources
- Relevant political changes

- The consistency of the Pre-Disaster Recovery Plan with other county plans
- Other issues related to recovery planning context

As indicated, particular RSFLG members or the whole group recommend necessary revisions. The OEM Planner then compiles the Pre-Disaster Recovery Plan update for review and approval by the RSFLG, consistent with the OEM Planning Standard Operating Procedures (SOPs), inclusive of public process.

The updated Pre-Disaster Recovery Plan draft is made available for public comment via OEM's website and stakeholder e-mail distribution, and OEM addresses any substantive comments and lists them in Appendix 10.

Finally, the RSFLG submits the updated Pre-Disaster Recovery Plan to the County Executive for his/her information and endorsement.

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

- [0]. Actions and Objectives Common to all Recovery Support Function Branches
 - A. Long-Term Planning
 - B. Economic Recovery
 - C. Natural and Cultural Resources
 - D. Housing Recovery
 - E. Infrastructure Recovery
 - F. Safety and Security Recovery
 - G. Community Services Recovery

Actions and Objectives Common to all Recovery Support Function Branches

I. Purpose

All Recovery Support Function (RSF) Branches share common functions and actions. These are described below.

II. Recovery Objectives

Common recovery objectives for RSF Branches are categorized as pre-event, short-term, intermediate, and long-term.

A. Pre-Event Preparedness Objectives

All RSF Branches are generally responsible for ensuring the execution of the following prior to a disaster.

1. Identify legal authorities, triggers, and safeguards, such that critical functions (including procurement) can be executed with maximal efficiency.

RSF Branches are generally responsible for considering their areas of responsibility after a disaster and identifying potential challenges or disconnects. Then, working with the Office of Emergency Management (OEM) and the County Attorney, they consider and recommend mechanisms that can remove or mitigate such concerns after a disaster strikes.

Specifically, RSF Branches work with OEM, Department of Procurement and Materials Management, Department of Management and Budget, and the Office of the County Attorney 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.

2. Establish and maintain pre-incident coordination.

The county leverages public, private, and non-profit sector stakeholders (including houses of worship and faith-based organizations) to acquire, manage, and distribute resources; advance economic recovery and development; and support other recovery functions.

RSF Branches Lead Agencies establish and maintain working relationships with the Supporting Agencies and other identified partners (governmental and non-governmental). This includes establishing primary and back-up points-of-contact and sharing these with OEM, and planning for redundancy in communication modes. Resources to support this include OEM's outreach network as well as 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.

OEM is always building relationships with private sector and non-profit organizations, both to help them better prepare for recovery and ensure that they can provide input into the recovery process.

3. Inventory resources and capabilities, and address gaps.

RSF Branches establish, maintain, and update inventories of the resources and capabilities available, including from 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, suffices. If possible, the RSF Lead Agency secures appropriate memoranda of understanding (MOUs), mutual aid agreements (MAAs), and pre-positioned contracts for necessary resources, in coordination with the Department of Procurement and Material Management.

RSF Branches also establish and maintain an inventory of state and federal recovery funding resources applicable to their areas of concern (see Appendix 8).

4. Pre-identify restoration and reconstruction priorities.

As possible, RSF Branches consider potential impacts from disasters and pre-identify priorities for restoration and reconstruction by geography or functional area.

5. Maintain and promote continuity capabilities.

RSF Lead Agencies, with technical support from OEM, maintain a Continuity of Operations (COOP) plan or Business Continuity Plan (BCP) such that the Lead Agency can continue essential functions *and support recovery operations* after a disaster. Such plans should be tested and trained regularly.

Lead Agencies will also work with OEM to encourage and support Supporting Agencies and other partners as they develop COOP/ BCP plans.

6. Train and exercise.

In coordination with OEM, RSF Branch agencies participate in training, exercises, and after-action analyses in support of the Pre-Disaster Recovery Plan.

7. Support outreach to elected officials and policymakers.

In coordination with OEM, RSF Branches conduct outreach and education to elected officials, county department heads, and other policymakers regarding the priorities and decision-making processes described in the Pre-Disaster Recovery Plan.

B. Post-Event Recovery Objectives

RSF Branch Directors are generally responsible for the following objectives after a disaster, during short-, intermediate, and long-term recovery operations.

1. Brief Supporting Agencies and organizations.

Branch Directors ensure that mobilized RSF staff have the most up-to-date situational information and mission assignments. Directors provide regular briefings relaying situational information from the recovery organization.

2. Identify and address resource needs.

Branch Directors assess and identify available resources and capabilities from pre-event inventories and assess these versus what is available and required post-disaster. They pursue additional resources to address gaps in coordination with the recovery organization.

If an RSF Branch mobilizes outside resources, it will also provide project management to ensure compliance with all relevant performance, cost, and documentation requirements.

Information regarding outstanding needs may form the basis for the Recovery Coordinator to:

- Request use of local emergency funds
- Request reallocation of capital funds
- Pursue additional outside assistance from state, federal, or private/philanthropic sources

3. Maintain documentation.

Branch Directors coordinate with the Recovery Finance/Funding Section to maintain documentation for reimbursement, in accordance with the county Financial Recovery Guide.

4. Provide information and updates.

Branch Directors provide situational and status information and updates through the Recovery Action Planning cycle. (This may be accomplished by modifying an ICS 209 Incident Status Summary form, which can be translated to represent recovery specific information.)

5. Maintain compliance with applicable legal requirements.

Branch Directors ensure operations comply with all county, state, and federal laws, 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

6. Ensure the health, safety, and welfare of recovery staff.

Branch Directors coordinate with the Safety Officer to ensure that RSF Branch staff, contractors, and volunteers are provided food, shelter, health and mental-health/spiritual care, and other basic needs as required.

Annex A: Long-Term Planning RSF Branch

I. Purpose

The Long-Term Planning RSF develops an incident-specific, post-disaster, Long-Term Recovery Plan for Fairfax County. This includes establishing broad objectives for disaster recovery programs, policies, and projects following a disaster, inclusive of those over which the county's partners have authority. The Long-Term Recovery Plan supports rebuilding to an improved condition characterized by a more resilient, more equitable, and healthier community.

The planning process encourages robust participation from the public and stakeholders, and it provides a venue for transparently resolving competing interests. This RSF coordinates its efforts with those of state and federal agencies.

The Long-Term Planning RSF's work is particularly critical if disaster impacts present an existential threat to the long-term viability of the county. If rebuilding in Fairfax County will require residents and businesses to assume significant risk, then it is the responsibility of the Long-Term RSF to provide a vision in which the community feels invested and can have faith. Conversely, if impacts are less devastating and recovery is not in doubt, this RSF may not be required.

Planning conducted by the Long-Term Planning RSF is strategic, long-term, and vision-oriented, and it must take place *while other recovery objectives are being executed*. Near-term detailed planning is developed through the Recovery Action Plan cycle. A crucial challenge of the Long-Term Planning RSF is to develop its plan while coordinating with Recovery Action Planning (see Sec. 5).

RSF Branch activities are resourced as part of the recovery effort.

II. Activation and Mobilization

The Recovery Coordinator activates the Long-Term Planning RSF in the Recovery Planning Section if there is an existential threat to the long-term viability of the county, or if a long-term plan is otherwise indicated to guide and align recovery initiatives, including: other RSFs' operational objectives, significant capital restorations, and/or public or private investments to which local, state, federal, or other recovery funds may be applied.

The Planning Section Chief notifies all Supporting Agencies and organizations of the RSF's activation (with support from the Office of Emergency Management (OEM) on

contact information) and requests support as indicated. Supporting Agency and organization staff may be assigned to work from their home agency, physically co-locate with the recovery organization, or mobilize to other locations, as necessary.

When the Long-Term Recovery Plan is complete, the RSF is demobilized, and its staff and assets are returned to normal operations.

The Long-Term Planning RSF transitions from Emergency Support Function (ESF) 14: Long-Term Community Recovery and Mitigation under the Fairfax County Emergency Operations Plan (EOP).

III. *RSF Function*

The following agencies and organizations may be asked to lead or support the Long-Term Planning RSF:

Lead and Support Agencies

Lead Agency
<ul style="list-style-type: none"> • Deputy County Executive for Land Development Services • Department of Planning and Development • Office of Emergency Management • Or others as appropriate to the situation • As co-leads only, appropriate private or non-profit sector representatives or Supervisors' nominations
Support Agencies – Fairfax County Public Sector
<ul style="list-style-type: none"> • Board of Supervisors offices • Department of Cable and Consumer Services • Department of Code Compliance • Department of Family Services • Department of Finance – Risk Management • Department of Housing and Community Development • Department of Information Technology • Department of Land Development Services • Department of Management and Budget (Counsel on Budget Amendments to Support Recovery) • Department of Neighborhood and Community Services • Department of Public Works and Environmental Services • Department of Management and Budget • Department of Purchasing and Material Management • Department of Tax Administration (Counsel on Tax Policy Changes to Support Recovery/Community Recovery Planning subject matter expertise) • Department of Transportation • Department of Vehicle Services • Economic Development Authority

<ul style="list-style-type: none"> • Facilities Management Department • Fairfax/Falls Church Community Services Board • Fairfax County Public Schools • Fairfax County Planning Commission • Health Department • Human Services Council • Office of the County Attorney • Office of Public Affairs (community outreach and engagement) • Department of Economic Initiatives • Office of Strategy Management (Health and Human Services) • Various Authorities, Boards, and Commissions, as needed
<p>Support Agencies – Commonwealth of Virginia</p>
<ul style="list-style-type: none"> • 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 Health • 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
<p>Support Agencies – Federal Government</p>
<ul style="list-style-type: none"> • 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
<p>Support Organizations – Private/Non-Profit</p>
<ul style="list-style-type: none"> • Area Chambers of Commerce • Community Resiliency Groups • Community Revitalization Groups

<ul style="list-style-type: none"> • Faith Communities in Action (FCIA) • Federation of Citizens' Associations • 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 • And others as appropriate to the situation
<p>Support Organizations – Regional</p>
<ul style="list-style-type: none"> • Metropolitan Washington Airports Authority (MWAA) • Metropolitan Washington Council of Governments • Northern Virginia Regional Commission • Northern Virginia Transportation Commission (transit service and infrastructure restoration) • Upper Occoquan Service Authority (UOSA) • Virginia Railway Express (passenger rail service) • Washington Metropolitan Area Transit Authority (WMATA) (Passenger Rail/Bus Restoration)

IV. Recovery Objectives

The Long-Term Planning RSF’s objectives are divided into pre- and post-disaster. These objectives describe a generalized process, identify key objectives, and provide a starting point for recovery operations.

A. Pre-Event and Preparedness Objectives

Below are objectives to be addressed by Lead Agencies in the Long-Term Planning RSF prior to a disaster – with leadership, support, and coordination, as necessary, from the county’s Office of Emergency Management (OEM).

1. Streamline and coordinate regulatory approvals and permitting processes for recovery.

Identified Lead Agencies, with support from OEM and the County Attorney, 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
- Other regulatory and permitting processes to expedite recovery

Recommended changes to the regulatory and permitting processes for recovery should have clearly defined “triggers.”¹ This activity should consider implications of:

- Virginia’s local governance structure (i.e., the “Dillon Rule”), relative to changes to local land use, building code, and other regulations
- Recent amendments to the Stafford Act (Disaster Recovery Reform Act, 2018), including especially FEMA allowance of local utilization of regulatory best practice relative to resilience – even if enacted after a disaster – rather than prior practice or requiring local “conformity with codes, specifications, and standards ... applicable at the time when the disaster occurred.”

2. Be familiar with recovery planning best practices.

All staff designated by their agencies as potential participants in the Long-Term Planning RSF are trained at a minimum on FEMA’s IS-2900.A (NDRF Overview), G205 (Local Recovery from Disaster), and IS-558 (Public Works and Disaster Recovery) courses. Staff should also be familiar with American Planning Association (APA)/FEMA *Planning for Post-Disaster Recovery: Next Generation*, FEMA *National Disaster Recovery Framework*, and FEMA *Pre-Disaster Recovery Planning for Local Governments*.

3. Be familiar with recovery funding and financing resources.

Identified Lead Agencies, with support from OEM, identify and understand 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 8.

¹ See “Model Pre-Disaster Recovery Ordinance,” APA PAS Report 576, pp. 177 et seq.

4. Be familiar with county and regional planning resources.

Identified Lead Agencies, with support from OEM, review and understand 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.

5. Be familiar with stakeholder groups.

Identified Lead Agencies, with support from the Office of Public Affairs, identify representative stakeholder groups, including homeowners' associations, chambers and other business groups, environmental conservation advocates, historic resources advocates, groups representing low-income or underserved populations, and organizations serving individuals with access and functional needs (AFN).

Additionally, the identified Lead Agencies have knowledge of organizational networks that represent residents with access and functional needs, to ensure compliance with Americans with Disabilities Act (ADA) requirements during recovery operations.

The Lead Agencies ensure that they are equipped to incorporate qualified representatives from the culturally diverse population groups, providing a forum for to engage with all communities within Fairfax County.

6. Be familiar with model/template post-disaster recovery plans.

Identified Lead Agencies, with support from OEM, identify and review recovery plans from previous U.S. disasters, and may choose to identify elements of these to potentially serve as a template for a Long-Term Recovery Plan for Fairfax County.

B. Post-Disaster Recovery Planning Objectives

After a disaster, the Long-Term Planning RSF leads a process for developing a Long-Term Recovery Plan.

1. Facilitate development of a Long-Term Recovery Plan.

A recommended process is described in detail in *APA/FEMA Planning for Post-Disaster Recovery: Next Generation* (PAS Report 576), pp. 72-120.

The plan will be organized by RSFs and functional areas, provide prioritization/phasing, and apply funding to objectives.

2. Coordinate Long-Term Recovery Plan development with the Recovery Action Plan cycle.

Long-Term Recovery Plan development meshes with the Recovery Action Plan cycle, both of which are responsibilities of the Recovery Planning Section (see Sec. 5.).

Benchmarking periodic Recovery Action Plans against the Long-Term Recovery Plan as it is developed ensures that near-term programs and projects support long-term strategic goals and respect the Long-Term Planning RSF's deliberative public planning process.

3. Demobilize.

Once completed, the completed Long-Term Recovery Plan becomes the foundation of subsequent Recovery Action Plans. After the Long-Term Recovery Plan is complete, the Long-Term Planning RSF is demobilized and the Recovery Planning Section continues to coordinate implementation of the Long-Term Recovery Plan.

After the recovery organization itself is demobilized, any incomplete goals identified in the Long-Term Recovery Plan are assigned to the Lead Agency and/or are transferred (by incorporation) to non-disaster planning-and-implementation mechanisms.

Annex B: Economic Recovery RSF Branch

I. Purpose

The Economic Recovery Support Function (RSF) Branch is responsible for sustaining and/or rebuilding businesses and employment. This RSF Branch also develops economic opportunities, resulting in a sustainable and economically resilient county after disasters. This RSF Branch coordinates its efforts with those of state and federal agencies.

RSF Branch activities are resourced as part of the recovery effort.

II. Activation and Mobilization

The Economic RSF Branch is activated by the Recovery Coordinator if unmet or new needs exceed the county's normal capabilities, require focused coordination with other recovery activities, or otherwise cannot be effectively managed under normal county operations.

The Branch Director notifies all supporting agencies and organizations of the Branch's activation (with support from the Office of Emergency Management (OEM) on contact information), and requests support as indicated. Supporting Agency staff may be assigned to work from their home agency, physically co-locate with the recovery organization, or mobilize to other locations.

When the Recovery Coordinator determines the RSF Branch's responsibilities can be accomplished without its continued operation, it is deactivated, and its staff and assets returned to normal operations.

III. RSF Branch Functional Areas

The Economic Recovery RSF has four potential functional areas during recovery:

- Supply Chain
- Business Restoration
- Business Retention & Recruitment
- Employment Recovery

The RSF Branch Director may coordinate all necessary functions under the Branch, or he/she may expand the organization by delegating functions to Group(s) within the Branch, each led by a Group Supervisor.

A. Supply Chain

Supply Chain coordinates transition from public sector provision of crucial supplies back to the private sector. It identifies, monitors, and prioritizes supplies of materials that directly support recovery or contribute to overall economic recovery. It addresses logistical, transportation, and shipping challenges associated with providing these, particularly through normal private sector channels.

This function is especially crucial after the EOC has been deactivated and as FEMA Individual Assistance (IA) winds down.

Supply Chain does *not* directly procure supplies or assets. This function does not have a response phase function in the EOC from which it transitions.

The following agencies and organizations may be asked to lead or support the Supply Chain function:

Lead and Support Agencies	
Lead Agency	<ul style="list-style-type: none"> • Department of Purchasing & Materials Management
Support Agencies – Fairfax County Government	
	<ul style="list-style-type: none"> • Department of Public Works and Environmental Services (coordination on debris issues and utility restoration) • Economic Development Authority • Office of Emergency Management • Department of Economic Initiatives • Department of Transportation (coordination on transportation restoration and shipping support) • Development Authority Office of the Deputy County Executive for Planning & Development (coordination on retention/recruitment issues)
Support Agencies – Commonwealth of Virginia	
	<ul style="list-style-type: none"> • Virginia Economic Crisis Task Force • Department of Transportation (VDOT) • Department of Emergency Management (VDEM)
Support Agencies – Federal Government	
	<ul style="list-style-type: none"> • 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

<ul style="list-style-type: none"> • Department of Labor • Department of the Treasury • Environmental Protection Agency • Small Business Administration
Support Organizations – Private/Non-Profit
<ul style="list-style-type: none"> • Business Emergency Operations Council • Area chambers of commerce (coordination and outreach, recovery goods and services) • Large, national or regional retail stores (coordination and outreach, recovery goods) • Small Business Development Centers (SBDCs)
Support Organizations – Regional
<ul style="list-style-type: none"> • Metropolitan Washington Council of Governments (regional coordination)

B. Business Restoration

Business Restoration addresses needs identified by businesses to assist them to remain in business after a disaster. Business Restoration provides strategic prioritization of business recovery activities by geography, sector, or another rubric. It assists businesses in resolving identified issues and concerns including IT infrastructure, banking, financial stability, insurance, employment, supply chain, and funding streams. It also aggressively matches state and federal funding resources to businesses in need.

Business Restoration does not have a response phase function in the EOC from which it transitions.

The following agencies and organizations may be asked to lead or support the Business Restoration function:

Lead and Support Agencies

Lead Agency
<ul style="list-style-type: none"> • Deputy County Executive for Community Development • Office of Emergency Management (OEM) • Department of Economic Initiatives • Small Business Development Centers (SBDCs)
Support Agencies – Fairfax County Government
<ul style="list-style-type: none"> • Department of Facility Maintenance (alternate facilities) • Department of Finance (counsel on financial issues) • Department of Land Development Services (expedited permitting; structural inspections) • Department of Management and Budget (counsel on budgeting issues) • Department of Tax Administration (counsel on tax issues, assessments, alternate facilities)

<ul style="list-style-type: none"> • Economic Development Authority • Office of the Deputy County Executive for Planning & Development (business opportunity promotion) • Department of Planning and Development (restoration/ retention/ recruitment policy) • Department of Economic Initiatives (technical and resource support, restoration/ retention/ recruitment policy)
<p>Support Agencies – Commonwealth of Virginia</p>
<ul style="list-style-type: none"> • Not Applicable
<p>Support Agencies – Federal Government</p>
<ul style="list-style-type: none"> • 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
<p>Support Organizations – Private/Non-Profit</p>
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> Metropolitan Washington Council of Governments (Regional Coordination)

C. Business Retention and Recruitment

Business Retention and Recruitment addresses needs identified by businesses to assist them to stay in Fairfax County after a disaster. Additionally, this function recruits new companies that might support the recovery effort and enhance the overall economic health and stability of the county.

Business Retention and Recruitment does not have a response phase function in the EOC from which it transitions.

The following agencies and organizations may be asked to lead or support the Business Retention and Recruitment function:

Lead and Support Agencies

Lead Agency
<ul style="list-style-type: none"> Economic Development Authority Deputy County Executive for Economic Development and Planning
Support Agencies – Fairfax County Government
<ul style="list-style-type: none"> Department of Finance Department of Management and Budget Department of Planning and Development (advice/expedited permitting) Department of Land Development Services (expedited permitting) Department of Tax Administration Economic Development Authority (technical and resource support) Office of Emergency Management (coordination with FEMA federal recovery programs) Department of Economic Initiatives (technical and resource support, restoration/retention/recruitment policy)
Support Agencies – Commonwealth of Virginia
<ul style="list-style-type: none"> Not Applicable
Support Agencies – Federal Government
<ul style="list-style-type: none"> 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

<ul style="list-style-type: none"> • Department of the Treasury • Environmental Protection Agency • Small Business Administration
Support Organizations – Private/Non-Profit
<ul style="list-style-type: none"> • 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) • Southeast Fairfax Development Corporation (SFDC) • 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) • Business Emergency Operations Council
Support Organizations – Regional
<ul style="list-style-type: none"> • Not Applicable

D. Employment Recovery

Employment Recovery advocates for and facilitates the employment of workers displaced by the disaster, and it provides mechanisms to match people seeking employment in the disaster area with opportunities for work. It encompasses both retraining for displaced workers and for getting workers back to work in their primary industries. Employment Recovery does *not* staff emergency response or disaster recovery operations.

The Employment Recovery function does not have a response phase function in the Emergency Operations Center (EOC) from which it transitions.

The following agencies and organizations may be asked to lead or support the Employment Recovery function:

Lead and Support Agencies

Lead Agency
<ul style="list-style-type: none"> • Department of Family Services – Employment and Training Services
Support Agencies – Fairfax County Government
<ul style="list-style-type: none"> • Department of Cable and Consumer Services (consumer protection) • Department of Family Services • Department of Human Resources (technical support/county employment opportunities and job placement) • Department of Purchasing and Materials Management (recovery workforce contracting) • Department of Planning and Development (restoration/ retention/ recruitment policy) • Fairfax County Public Schools Adult Education • Fairfax-Falls Church Community Services Board (employment resources and job placement) • Office of the Deputy County Executive for Health & Human Services (coordination with Economic Policy) • Office of Emergency Management (coordination with FEMA federal recovery programs) • Department of Economic Initiatives (employment resources and job placement)
Support Agencies – Commonwealth of Virginia
<ul style="list-style-type: none"> • Virginia Community College System (employment resources)
Support Agencies – Federal Government
<ul style="list-style-type: none"> • 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 • Northern Virginia Regional Workforce Initiative • Small Business Administration
Support Organizations – Private/Non-Profit
<ul style="list-style-type: none"> • Community Resilience Groups • Regional Chambers of Commerce
Support Organizations – Regional
<ul style="list-style-type: none"> • Northern Virginia Regional Commission Workforce Initiative

IV. Recovery Objectives

Recovery objectives are categorized as pre-event, short-term, intermediate, and long-term. Recovery objectives do not include life-safety and property protection objectives, which are addressed under the County Emergency Operations Plan (EOP); nor do they include county continuity issues, which are addressed under the county's Continuity of Operations (COOP) Plan.

A. Pre-Event and Preparedness Objectives

Below are objectives to be addressed by Lead Agencies in the Economic Recovery RSF Branch prior to a disaster – with direction, support, and coordination, as necessary, from the county Office of Emergency Management (OEM).

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

OEM works with county, state, and federal governmental and non-governmental agencies and organizations as appropriate to develop such unified, integrated, long-term disaster case management systems for use in Fairfax County, to include employment resources and job placement. Agencies identified as Lead or Supporting for this Economic Recovery RSF Branch may be asked to participate. Residents' recovery from disaster is 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 recordkeeping is disaster-resilient. During recovery, case management services are coordinated via Service and Information Centers.

2. Develop a credentialing program for key staff of identified area firms and major insurers.

To facilitate the re-opening of businesses after a disaster, OEM establishes 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 public, facilitating the insurance claims process, and accelerating their ability to reopen.

3. Identify alternate business facilities within the county.

OEM supports 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. This RSF Branch may work with the Housing RSF Branch to identify available facilities which may be repurposed for business use.

4. Promote private sector resiliency and continuity through education and outreach.

OEM conducts pre-disaster public outreach and education to 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 is 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 is provided on voluntary participation in the federal business continuity accreditation program "Private Sector Preparedness" (PS-Prep). Advice is also provided on adequacy of insurance coverage (including cyber coverage and business income and extra expense coverage), financial security, post-disaster financing opportunities, and other relevant information.

5. Establish an "Open for Business" program.

To facilitate the re-opening of businesses after a disaster, OEM, the Office of Public Affairs, Small Business Development Centers (SBDCs), and other partners establish an "Open for Business" program that assists residents, businesses, and the county in identifying businesses that are safe for reopening. This includes coordination with the Fire Marshal and County Building Official to support expedited building inspections. A focus of this program would be the provision of authoritative, accurate information for businesses.

6. Establish a County Small Business Emergency Loan program.

OEM and RSF Lead Agencies, as indicated, explore establishment of a County Small Business Emergency Loan program to assist small businesses in staying afloat post-disaster, until normal economic conditions can be restored.

B. Short-term Recovery Objectives

Below are short-term recovery objectives that must be addressed as quickly as possible after an incident. These generally include meeting pressing unmet needs of county residents and businesses. In some cases, short-term recovery objectives will be initiated during response operations under the County Emergency Operations Plan (EOP), and then handed off to the Economic Recovery RSF Branch. Any uncompleted objectives described below will remain the responsibility of the Economic Recovery RSF Branch into intermediate- and long-term recovery.

Each of the below are executed in coordination with the Virginia Economic Crisis Task Force, as applicable.

1. Identify market sectors that have been significantly disrupted.

The Branch works with local businesses to conduct a needs assessment that identifies impacted market sectors and individual businesses. This enables the Branch to prioritize actions needed – by sector, geography, etc. – to reestablish supply chains or meet other needs, as detailed in the following actions.

2. 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. The Economic Recovery RSF Branch coordinates with the Infrastructure RSF Branch to be sure that such employers and distributors are recognized and prioritized appropriately.

3. Prioritize efforts to address supply chain disruptions, with priority to recovery-essential goods and services.

The Economic Recovery RSF Branch works with other RSF Branches to address private sector supply chain concerns and restoration priorities. This Branch communicates other identified needs in support of continuity of the county's recovery-critical private sector business operations, as well as other business

sectors that support the county's economic health. These may include grocers, home improvement stores, other "big box" retailers, pharmaceutical and medical suppliers, etc. This activity may also include recommendation for Commodities Points of Distribution (C-PODs) to cease operations in certain commercial parking lots. *Note that impacted supply chains may not entirely be within the county.*

4. Monitor lending issues.

The Economic Recovery RSF Branch works with Small Business Development Centers (SBDC), lenders, and the U.S. Small Business Administration (SBA) to identify and address issues related to lending and availability of post-disaster commercial credit that might hinder private sector recovery.

5. Monitor insurance issues.

The Economic Recovery RSF Branch works with the Virginia Insurance Commissioner to monitor insurance premiums and coverage issues so that rates and coverage that allow for private sector recovery can be maintained.

6. Monitor regulatory issues.

The Economic Recovery RSF Branch works with SBDCs, lenders, and the SBA to identify and address regulations, fees, or other procedures that should be waived or expedited to support private sector recovery.

7. Monitor commercial real estate issues.

The Economic Recovery RSF Branch works with commercial real estate professional groups and other organizations as appropriate to identify issues in the county's commercial real estate market, and it works to bridge such issues by assisting in matching companies that have real estate needs with brokers and commercial landlords that have available space.

8. Facilitate re-entry.

The Economic Recovery RSF Branch works with the Safety and Security RSF Branch to support expedited credentialing and re-entry for owners, operators, and employees of key private sector firms.

9. Provide access and information related to emergency loans and other “bridge” financing.

The RSF Branch works with SBDCs and others to facilitate and promote the implementation of SBA and other loans and bridge financing for disaster-impacted businesses.

10. Leverage local businesses with recovery capabilities.

The Economic Recovery RSF Branch works with 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.

11. Provide employment resources and workforce placement.

The Economic Recovery RSF Branch coordinates with major employers, placement companies, job training companies, and the Northern Virginia Workforce Investment Board (NVWIB) to provide culturally and linguistically inclusive resources, information, and placement for area residents. The employees’ side of this service is represented at Service and Information Centers.

12. Provide staffing, expertise, and program support to Service and Information Centers.

The Economic Recovery RSF Branch provides staffing and resources as requested to Service and Information Centers to support outreach to individuals and small businesses.

13. 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 Economic Recovery RSF Branch coordinates with the Community Services and Infrastructure RSF Branches to provide interim transportation services, as necessary. The Economic Recovery Branch coordinates such efforts with impacted employers, including consideration of potential cost-sharing on any services or investments.

14. 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 Economic Recovery RSF Branch coordinates with the Housing RSF Branch to provide for the establishment of temporary housing for employees and their families at or near key major employers, as necessary. The Economic Recovery Branch coordinates such efforts with impacted employers, including consideration of potential cost-sharing on any services or investments.

15. 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 Economic Recovery RSF Branch coordinates with the Safety and Security and Community Services RSF Branches to coordinate provision of other services needed to allow participation in the workforce (including medical care, mental health care, childcare, etc.). The Economic Recovery Branch also coordinates such efforts with impacted employers, including consideration of potential cost-sharing on any services or investments.

16. Communicate recovery plans, priorities, and other information.

The Economic Recovery RSF Branch works with the Public Information Officer (PIO) and the BEOC to communicate economic recovery and business restoration priorities to county residents and businesses.

17. Distribute information regarding access to goods and services.

The Branch works with the Public Information Officer and the BEOC to communicate regarding distribution locations and supply chain changes, particularly as provision of goods and services reverts to normal (retail) business practices. Such information pertains to both recovery-critical goods and services and other economic activity of general benefit to the county.

18. Identify businesses and sectors at risk for leaving the county.

The Economic Recovery RSF Branch works with chambers of commerce and others to survey businesses directly or otherwise impacted by the disaster to assess likely relocations by individual firms or economic sectors. The Branch develops strategies in response to such information.

C. Intermediate Recovery Objectives

Below are intermediate recovery objectives that provide sustained temporary support intended to bridge the gap between a disaster and the implementation of long-term solutions. Any uncompleted objectives described below will remain the responsibility of the Economic Recovery RSF Branch into long-term recovery.

1. **Coordinate transition from emergency provision of commodities to normal business practices.**

As local, state, and government logistics and distribution of federally-supplied commodities wind down, the local business community is ready to meet county residents' and companies' needs for those goods and services through normal (retail) business practices. The Economic Recovery RSF Branch coordinates with Fairfax County businesses to smoothly continue the supply of goods and services – including those that have been identified to match identified unmet needs.

2. **Encourage businesses to remain in Fairfax County.**

Instability and disruptions may be expected to trigger businesses to consider departing from Fairfax County. The Economic Recovery RSF Branch works 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.

3. **Promote employment of area residents and small businesses in recovery efforts.**

As recovery continues, jobs and job markets undergo changes in the restored economy. The Economic Recovery RSF Branch works 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 businesses in support of recovery activities, including construction and related fields, to the degree practical. The Economic Recovery RSF Branch works to promote the hiring of area workers and contracting to area small businesses as part of recovery efforts through the county.

4. **Seize new recovery opportunities.**

Depending on the nature of the disaster, economic opportunities may arise during the course of recovery. The Economic Recovery RSF Branch reaches 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.

D. Long-Term Recovery Objectives

Below are long-term recovery objectives that provide permanent solutions and return life in the county to normal or to an improved state. Any uncompleted objectives described below will become the responsibility of normal county agency functions upon deactivation of the Economic Recovery RSF Branch.

1. Identify and promote opportunities for IT or telecom infrastructure upgrades.

The Economic Recovery RSF Branch works with the Infrastructure RSF Branch to identify and promote opportunities for IT or telecom infrastructure upgrades as part of reconstruction. This Branch will also outreach to area private companies to encourage them to upgrade their own IT infrastructure.

2. Identify and promote opportunities for enhanced private sector resiliency.

The Economic Recovery RSF Branch works 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.

Annex C: Natural and Cultural Resources RSF Branch

I. 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 disasters. This RSF Branch coordinates its efforts with those of state and federal agencies.

RSF Branch activities are resourced as part of the recovery effort.

II. Activation and Mobilization

The Natural and Cultural Resources RSF Branch is activated by the Recovery Coordinator when a disaster is of sufficient scale and scope to significantly impact natural and environmental assets and systems.

The Branch Director notifies all Supporting Agencies and organizations of the Branch's activation (with support from the Office of Emergency Management (OEM) on contact information), and requests support as indicated by the situation. Supporting Agency and organization staff may be assigned to work from their home agency, physically co-locate with the recovery organization, or mobilize to other locations, as necessary.

When the Recovery Coordinator determines the RSF Branch's responsibilities can be accomplished without its continued operation, the Branch is deactivated, and its staff and assets returned to normal operations.

III. RSF Branch Functional Areas

The Natural and Cultural Resources RSF Branch has two potential functional areas during recovery:

- Natural resources recovery
- Cultural resources recovery

The RSF Branch Director may coordinate all necessary functions under the Branch, or he/she may expand the organization by delegating functions to Group(s) within the Branch, each led by a Group Supervisor.

A. Natural Resources Recovery

Natural Resources Recovery coordinates 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. Natural Resource Recovery monitors: parks, reservoir(s), watersheds, and other environmental assets, whether publicly or privately owned/operated; and it addresses any concerns, as necessary.

Natural Resources Recovery transitions from Emergency Support Function (ESF) 3: Public Works and Engineering and 11: Agriculture and Natural Resources under the Fairfax County EOP.

The following agencies and organizations may be asked to lead or support the Natural Resources Recovery function:

Lead and Support Agencies

Lead Agency
<ul style="list-style-type: none"> • Department of Planning and Development (Planning Division – Environment) • Department of Public Works and Environmental Services (DPWES) (debris management, storm water issues, and urban forestry technical and resource support) • Park Authority
Support Agencies – Fairfax County Public Sector
<ul style="list-style-type: none"> • Environmental Quality Advisory Council (advice on environmental considerations) • Department of Code Compliance • Department of Information Technology • Department of Land Development Services (coordination & Chesapeake Bay Ordinance) • Environmental Coordinator (Office of the County Executive) (coordination) • Fairfax Water • Fire Rescue • Health Department • Police Department – Animal Services Wildlife Biologist • Wetlands Board (permitting)
Support Agencies – Commonwealth of Virginia
<ul style="list-style-type: none"> • 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

<ul style="list-style-type: none"> • Department of Health • Virginia Marine Resources Commission • Department of Social Services • Department of Transportation
Support Agencies – Federal Government
<ul style="list-style-type: none"> • 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 • Environmental Protection Agency • National Park Service
Support Organizations – Private/Non-Profit
<ul style="list-style-type: none"> • 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) • Northern Virginia Conservation Trust • Private contractors • Reston Association • Volunteer Fairfax (resource and technical support)
Support Organizations – Regional
<ul style="list-style-type: none"> • Metropolitan Washington Council of Governments • Northern Virginia Regional Commission • Northern Virginia Regional Park Authority (technical and resource support) • Northern Virginia Soil and Water Conservation District (NCSWCD) • Upper Occoquan Service Authority

B. Cultural Resources Recovery

Cultural Resources Recovery ensures county cultural heritage, historic, archeological, archival, and museum-collection assets are monitored and addressed as necessary – inclusive of historical sites, battlefields, archeological sites, and other sites of local, state, and national cultural importance, whether publicly or privately owned/operated.

The Cultural Resource Recovery function does not have a response phase function in the Emergency Operations Center (EOC) from which it transitions.

The following agencies and organizations may be asked to lead or support the Cultural Resources Recovery function:

Lead and Support Agencies

Lead Agency
<ul style="list-style-type: none"> • Department of Planning and Development (Planning Division – Historic Preservation) • Park Authority – Archeological and Collections Branch
Support Agencies – Fairfax County Public Sector
<ul style="list-style-type: none"> • Department of Land Development Services (expedited permitting / technical support) • Department of Planning and Development (identification and monitoring of county historical assets) • Department of Purchasing and Materials Management • Fairfax County Architectural Review Board • County Courts (deed information) • Fairfax County History Commission • Fairfax County Libraries – Virginia Room (land and other records) • Fire Marshal (inspections and technical support) • Office of Emergency Management (resource on federal reconstruction grants for site reconstruction/restoration, and Records Emergency Action Plan (REAP))
Support Agencies – Commonwealth of Virginia
<ul style="list-style-type: none"> • Cooperative Extension • Department of Conservation and Recreation • Department of Corrections • Department of Emergency Management • Department of Environmental Quality • Department of General Services • Department of Health • Department of Historic Resources • Department of Social Services • Department of Transportation • Library of Virginia (records management / retention schedule)¹ • Virginia Tribes
Support Agencies – Federal Government
<ul style="list-style-type: none"> • 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

¹ See <http://www.lva.virginia.gov/agencies/records/retention.asp>

<ul style="list-style-type: none"> • Department of Homeland Security – Federal Emergency Management Agency • Department of Interior / NPS • Environmental Protection Agency • Heritage Preservation • Institute of Museum and Library Services • Library of Congress • National Endowment for the Arts • National Park Service • National Endowment for Humanities
<p>Support Organizations – Private/Non-Profit</p>
<ul style="list-style-type: none"> • Area Historical/Cultural Organizations and Societies, including Mt. Vernon (technical support/private property restoration, non-governmental coordination) • Association for the Preservation of Virginia Antiquities (APVA) (technical support) • Friends of Cultural Resources and Archaeology (technical Support, non-governmental coordination) • National Trust for Historic Preservation (technical support and advocacy) • National Center for Preservation Technology and Training (NCPTT) (technical support) • National Alliance for Preservation Commissions (technical support) • Private owners of cultural or historic items • Architectural restoration contractors
<p>Support Organizations – Regional</p>
<ul style="list-style-type: none"> • American Alliance of Museums • American Institute of Architects- Northern Virginia Chapter • American Planning Association- Virginia Chapter • Metropolitan Washington Council of Governments (regional coordination) • Northern Virginia Regional Park Authority

IV. Recovery Objectives

Recovery objectives for the RSF Branches are categorized as pre-event, short-term, intermediate, and long-term. Recovery objectives do not include response issues such as immediate life-safety and property protection objectives, which are addressed under the County Emergency Operations Plan (EOP); nor do they include county continuity issues, which are addressed under the County Continuity of Operations (COOP) Plan.

A. Pre-Event and Preparedness Objectives

Below are objectives to be addressed by Lead Agencies in the Natural and Cultural Resources RSF Branch prior to a disaster – with direction, support, and coordination, as necessary, from the county Office of Emergency Management (OEM).

1. Maintain an inventory of properties with preservation concerns and/or issues.

The Lead Agencies identified in this RSF Branch identify, map, and maintain an inventory of at-risk county natural and cultural resources, and they identify actions to help preserve these resources from the threat/hazard.

2. Identify relevant federal programs.

The Lead Agencies identified in this RSF Branch identify relevant federal programs and incentives that have a role in supporting the preservation, protection, conservation, rehabilitation, recovery, and restoration of natural and cultural resources during recovery.

3. Identify mitigation measures.

The Natural and Cultural Resources RSF Branch identifies and develops projects and actions that reduce risks and impacts to cultural and natural resources, which are included in the Northern Virginia Regional Hazard Mitigation Plan.

B. Short-term Recovery Objectives

Below are short-term recovery objectives that must be addressed as quickly as possible after an incident. These generally include meeting pressing unmet needs of county residents and businesses. In some cases, short-term recovery objectives are initiated during response operations under the County Emergency Operations Plan (EOP), and then handed off to the Natural and Cultural Resources Recovery RSF Branch. Any uncompleted objectives described below remain the responsibility of the Natural and Cultural Resources Recovery RSF Branch into intermediate- and long-term recovery.

1. Identify the most current inventory of area natural and cultural resources applicable to the area of impact.

The RSF Branch draws from appropriate sources an inventory of key natural, cultural, and historic resources within the county to establish and designate a comprehensive baseline inventory of cultural and natural resources.

2. Conduct and report damage assessments related to natural and cultural resources.

The *National Disaster Recovery Framework* (NDRF) stresses the importance of *preservation* of natural and cultural resources during recovery. The RSF Branch

conducts and documents damage assessments related to natural and cultural resources, document these. This includes damage or threats to identified cultural, natural, and environmental assets or systems, including urban forest and waterway resources, and historic and archaeological sites. The RSF Branch collects data and advises on disaster impacts on the integrity and defining features of historic structures and other cultural resources. These data are reported as part of the Damage Assessment process.

3. Provide guidance and advocate for recovery actions that conserve, rehabilitate, and restore cultural, natural, and environmental assets or systems.

The Natural and Cultural Resources RSF Branch provides guidance and advocates for actions to assess, conserve, and restore county natural resources in accordance with FEMA's Public Assistance (PA) program; environmental regulations; other local, 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.

C. Intermediate Recovery Objectives

Below are intermediate recovery objectives that provide sustained temporary support intended to bridge the gap between a disaster and the implementation of long-term solutions. Any uncompleted objectives described below remain the responsibility of the Natural and Cultural Resources Recovery RSF Branch into long-term recovery.

1. Monitor CBRN issues related to natural and cultural resources.

The Natural and Cultural Resources Recovery RSF Branch may offer technical expertise, oversight, advocacy, and advising regarding remediation as appropriate for clean-up and restoration of natural areas and systems and/or cultural resources from a Chemical, Biological, Radiological, or Nuclear (CBRN) event, or other events with immediate or long-term environmental impacts. This may also include coordinating clean-up contractors for CBRN and archaeological hazardous materials.

2. Prioritize restoration of high-impact natural and cultural assets.

The RSF Branch works with other RSFs to prioritize restoration or stabilization of natural and cultural assets that have demonstrated external benefits or relate to other RSFs, such as tourism (i.e., economic recovery), public perception,

community confidence, and preservation/salvation of resource. This Branch estimates the cost of restoration to assist in the prioritization, which is conducted by the County Board of Supervisors.

3. Prevent adverse impacts from other recovery activities.

The RSF Branch works with other RSFs to minimize the impacts that other activities – for example, debris management – may have on natural or cultural resources.

D. Long-Term Recovery Objectives

Below are long-term recovery objectives that provide permanent solutions and return life in the county to normal or to an improved state. Any uncompleted objectives described below become the responsibility of normal county agency functions upon deactivation of the RSF Branch.

1. Coordinate with public and private partners for the permanent restoration and/or rehabilitation of natural resources and cultural/historical assets.

The Natural and Cultural Resources RSF Branch works with public and private sector providers of environmental restoration and rehabilitation services to coordinate and execute the permanent restoration of publicly owned natural and cultural resources. Such restoration/rehabilitation supports other RSF priorities.

2. Ensure mitigation measures are considered.

The Natural and Cultural Resources Recovery RSF Branch works 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.

Annex D: Housing RSF Branch

I. Purpose

The Housing Recovery Support Function (RSF) Branch facilitates and oversees the development and implementation of programs and policies that promote, incentivize, or directly provide for rehabilitation and reconstruction of destroyed and damaged housing, and/or the development of new housing. This RSF coordinates its efforts with those of state and federal agencies.

RSF Branch activities are resourced as part of the recovery effort.

The Housing RSF Branch does not oversee continued operations of emergency shelters that address short-term housing needs; this falls under the Community Services RSF Branch.

II. Activation and Mobilization

The Housing RSF Branch is activated by the Recovery Coordinator if significant numbers of people are to be without permanent shelter for a long period (months or years), rendering sheltering or short-term housing unworkable or undesirable.

The Branch Director notifies all Supporting Agencies and organizations of the Branch's activation (with support from the Office of Emergency Management (OEM) on contact information), as necessary, and requests support as indicated by the situation. Supporting Agency and organization staff may be assigned to work from their home agency, physically co-locate with the recovery organization, or mobilize to other locations, as necessary.

When the Recovery Coordinator determines the RSF Branch's responsibilities can be accomplished without its continued operation, it is deactivated, and its staff and assets returned to normal operations.

III. RSF Branch Functional Areas

The Housing RSF Branch has two potential functional areas during recovery:

- Intermediate housing
- Long-term housing reconstruction and relocation

The RSF Branch Director may coordinate all necessary functions under the Branch, or he/she may expand the organization by delegating functions to Group(s) within the Branch, each led by a Group Supervisor.

A. Intermediate Housing

The Intermediate Housing function coordinates local efforts with state and federal recovery programs designed to provide interim housing strategies directed for displaced Fairfax County residents during 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 they can rebuild or relocate their homes.

Intermediate Housing needs for residents participating in Housing and Community Development (HCD)-managed local or federal housing programs may be addressed by those same programs, allowing for a swifter response to this population’s needs. Efforts to address Intermediate Housing needs for residents not currently assisted by a local or federal housing program may be addressed by local or federal housing programs, partnerships with privately managed properties, or commercial establishments such as hotels or other public-private partnerships that would be developed in response to the emergency event. Depending on the emergency event and post-disaster support required, a combination of available housing strategies will be used, as appropriate and within program guidelines, to provision Intermediate Housing to all displaced residents.

There is no existing mechanism for Fairfax County to provide or administer housing programs for the private sector. If such activity is indicated, the Housing RSF will coordinate it, though it may be administered from an existing agency or the recovery organization itself.

Intermediate Housing transitions from Emergency Support Function (ESF) 6: Mass Care, Housing, and Human Services under the Fairfax County Emergency Operations Plan (EOP) *but does not include sheltering operations*.

The following agencies and organizations may be asked to lead or support the Intermediate Housing function:

Lead and Support Agencies

Lead Agency

- Department of Housing and Community Development/ Fairfax County Redevelopment Housing Authority
- Office of Emergency Management

Support Agencies – Fairfax County Government
<ul style="list-style-type: none"> • Department of Cable and Consumer Services • Department of Code Compliance (regulatory/technical support, site identification) • Department of Economic Initiatives • Department of Facilities Management (site identification) • Department of Family Services (support services) • Department of Human Resources (create temp and term staff for agencies) • Department of Land Development Services (regulatory/technical support) • Department of Planning and Development (regulatory/technical support, site identification) • Department of Neighborhood and Community Services • Department of Public Works and Environmental Services (regulatory/technical support, site identification) • Department of Tax Administration (counsel on property tax issues; development parcels) • Economic Development Authority (development parcels) • Fairfax County Housing Authority • Fairfax County Public Schools • Fairfax-Falls Church Community Services (site identification/program implementation support) • Health Department • Office of County Attorney (legal counsel) • Office of Human Rights & Equity Programs • Office of Sheriff (security services) • Office to Prevent and End Homelessness • Office of Public Affairs (coordinate countywide communication strategy) • Office of Public and Private Partnership • Parks Authority (site identification) • Police Department (security services)
Support Agencies – Commonwealth of Virginia
<ul style="list-style-type: none"> • Department of Behavioral Health and Development Services (State Rental Assistance Program or SRAP) • Department of Emergency Management • Department of Housing and Community Development • Department of Social Services • Health Department • Virginia Housing Development Authority
Support Agencies – Federal Government
<ul style="list-style-type: none"> • 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

<ul style="list-style-type: none"> • Department of Veteran Affairs • Environmental Protection Agency • Small Business Administration • United States Access Board
Support Organizations – Private/Non-Profit
<ul style="list-style-type: none"> • Community Resiliency Groups • Legal Services of Northern Virginia • Local Private and Non-Profit Organizations • Northern Virginia Volunteer Organizations Assisting in Disaster (VOAD) (program implementation support) • Volunteer Fairfax (program implementation support)
Support Organizations – Regional
<ul style="list-style-type: none"> • Metropolitan Washington Council of Governments (regional coordination)

B. Long-Term Housing Reconstruction and Relocation

Long-Term Housing Reconstruction and Relocation coordinates local efforts with state and federal recovery programs that promote, incentivize, or directly provide for the permanent rehabilitation and reconstruction of destroyed and damaged housing, and that develop other new accessible, permanent housing. This function implements housing solutions that support the needs of the whole community and contribute to its resilience.

There is no existing mechanism for Fairfax County to provide or administer housing programs for the private sector. If such activity is indicated, the Housing RSF will coordinate it, though it may be administered from an existing agency or the recovery organization itself.

Long-Term Housing Reconstruction and Relocation transitions 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 the Long-Term Housing Reconstruction and Relocation function:

Lead and Support Agencies

Lead Agency
<ul style="list-style-type: none"> • Department of Housing and Community Development
Support Agencies – Fairfax County Government
<ul style="list-style-type: none"> • Department of Cable and Consumer Services (fraud monitoring) • Department of Code Compliance (regulatory/technical support) • Department of Economic Initiatives • Department of Finance (accounting for housing programs) • Department of Human Resources (create / temp and term staff for agencies) • Department of Information Technology (technical support) • Department of Land Development Services (expedited plan review and permitting) • Department of Management and Budget (budgeting for housing programs) • Department of Neighborhood and Community Services (technical support) • Department of Planning and Development (regulatory/technical support) • Department of Public Works and Environmental Services • Department of Tax Administration (tax counsel, development parcels) • Health Department • Economic Development Authority (development parcels) • Office of County Attorney (legal counsel) • Office of Human Rights & Equity Programs • Office of Public and Private Partnership • Office of Emergency Management (liaison to federal recovery programs) • Office of Risk Management • Redevelopment Housing Authority (technical and program implementation support)
Support Agencies – Commonwealth of Virginia
<ul style="list-style-type: none"> • Department of Behavioral Health and Development Services (State Rental Assistance Program (SRAP)) • Virginia Housing Development Authority
Support Agencies – Federal Government
<ul style="list-style-type: none"> • 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
Support Organizations – Private/Non-Profit
<ul style="list-style-type: none"> • Area Chambers of Commerce (program implementation support) • Community Resiliency Groups

<ul style="list-style-type: none"> • 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) • Local Private and Non-Profit Organizations • 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) • Trade Associations (construction, energy, and engineering resources) • Volunteer Fairfax (program implementation support)
<p>Support Organizations – Regional</p>
<ul style="list-style-type: none"> • Metropolitan Washington Council of Governments (regional coordination)

IV. Recovery Objectives

Recovery objectives for the RSF Branches are categorized as pre-event, short-term, intermediate, and long-term. Recovery objectives do not include response issues such as immediate life-safety and property protection objectives, which are addressed under the County Emergency Operations Plan (EOP); nor do they include county continuity issues, which are addressed under the County Continuity of Operations (COOP) Plan.

A. Pre-Event and Preparedness Objectives

Below are objectives to be addressed by Lead Agencies in the Housing RSF Branch prior to a disaster – with direction, support, and coordination, as necessary, from the County Office of Emergency Management (OEM).

1. Develop a Disaster Housing Recovery Field Guide outlining specific intermediate and long-term housing strategies.

The Housing RSF's Lead Agencies will develop a detailed Disaster Recovery Field Guide. It will present a scalable approach to address the housing needs of residents, including the county's most vulnerable residents, after a disaster.

The Guide will identify preferred strategies and funding mechanisms for provision of intermediate housing and to develop a strategy to facilitate and promote housing reconstruction in Fairfax County. This RSF may also identify open parcels and vacant or underutilized non-residential buildings that can be developed or repurposed as interim or long-term housing options.

The Guide will also leverage best practices for interim housing, including a "sweep" approach in which government funds temporary "blue roofs" on damaged residential houses, so they are safe enough for occupants to reside there while they deal with insurance claims and long-term repairs. These "blue roofs" are installed within hours and are more economical than mass sheltering.

The Guide will address use of the Virginia Disaster Recovery Fund, a "last resort" to help Virginians with housing recovery, via Voluntary Organizations Active in Disaster (VOADs).

2. Address regulatory, statutory, and covenant/contractual challenges.

The Housing RSF Branch works with OEM and Lead Agencies identified in the Community Recovery Planning RSF Branch to identify strategies and options that address a broad range of disaster housing issues, such as those dealing with:

- Zoning
- Design
- Production
- Logistics
- Building codes
- Homeowners' association covenants
- Financing
- Insurance

3. Support development and maintenance of a long-term disaster case management system.

OEM works 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. Agencies identified for this RSF Branch may be asked to participate. Specific to this RSF Branch, 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. Objectives must include a specific case management plan that addresses the needs of the most vulnerable residents to include the county's elderly and disabled population.

B. Short-term Recovery Objectives

Below are short-term recovery objectives that must be addressed as quickly as possible after an incident. Short-term recovery objectives initiated during response operations under the County Emergency Operations Plan (EOP) may be transitioned to the Housing RSF Branch as indicated.

1. 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 Housing RSF Branch communicates to the Recovery Coordinator preliminary strategies and estimated costs associated with the provision of intermediate housing for the displaced population.

2. Coordinate transition from sheltering to intermediate housing strategies.

The Housing RSF Branch coordinates with the Community Services RSF Branch to facilitate an equitable and clearly understood transition of residents from short-term sheltering into more sustainable, intermediate-term solutions. The Housing RSF Branch begins as quickly as possible after the disaster to adapt and implement intermediate housing strategies to move displaced persons out of short-term housing.

3. Recommend regulatory, statutory, or planning changes.

As indicated by conditions, the Housing RSF Branch recommends changes to zoning codes or land-use plans, to be implemented as part of the Long-Term Recovery Plan or other plans including the Comprehensive Plan.

C. Intermediate Recovery Objectives

Below are intermediate recovery objectives that provide sustained interim support to bridge the gap between a disaster and long-term solutions. Any uncompleted objectives described below remain the responsibility of the Housing RSF Branch into long-term recovery.

1. Ensure standards and safeguards related to intermediate housing.

The Housing RSF Branch, in conjunction with relevant support agencies and organizations, will support intermediate housing solutions that meet safety, accessibility, building code, and environmental health standards as established by the county, state, and federal governments (including ADA). Additionally, efforts will be made to provide “universal access” for residents requiring specific housing accessibility needs.

2. Provide staffing, expertise, and program support to Service and Information Centers.

Direct provision of housing resources, information, and placement services may be implemented through Service and Information Centers. The Housing RSF Branch provides staffing and resources as requested.

3. Provide public information related to intermediate and long-term housing.

The Housing RSF Branch provides public information related to intermediate and long-term housing resources for distribution by the Public Information Officer (PIO).

4. Offer policy recommendations to address intermediate housing needs.

The Housing RSF Branch works with the appropriate local, state, and federal agencies regarding potential policy and programmatic changes that may be needed to address housing needs during the intermediate phase of recovery.

5. Administer or coordinate intermediate housing funds.

The Housing RSF Branch may administer flow-through of federal and other funding in support of intermediate housing, including funds from HUD and other sources; alternatively, if recovery program funds exceed the capability of Housing RSF Branch agencies, the Branch may provide technical assistance, advice, and program coordination to the recovery organization, which may administer such funds directly.

6. Monitor insurance issues.

The Housing RSF Branch works with the Office of Risk Management regarding property damages, insurance coverage, and recovery of expenses for affordable housing properties owned by the county and HCD.

The Branch also monitors and reports trends regarding insurance coverage and issues related to market rate rental or non-affordable properties owned by individual companies or individuals, in coordination with the county Office of Risk Management and the Virginia Insurance Commissioner.

7. Protect residents against unscrupulous and unlicensed contractors.

The Housing RSF Branch monitors, reports, and publicizes through the Public Information Officer trends and warnings regarding unscrupulous and unlicensed contractors, with reference to the Virginia Consumer Protection Act. Specific complaints received directly or through a Service and Information Center are referred to the Department of Cable and Consumer Services and/or the Department of Land Development Services.

D. Long-Term Recovery Objectives

Below are long-term recovery objectives that support permanent housing solutions and attempt to provide affected residents with a living situation comparable to their pre-event situation.

1. Develop event-specific policies, procedures, and programs to implement housing reconstruction and relocation strategies.

The Housing RSF Branch identifies, develops, and supports implementation of strategies for long-term housing reconstruction and relocation. Implementation will coordinate with intermediate housing programs.

As appropriate, the Housing RSF Branch may recommend extraordinary steps to the Recovery Coordinator, including development (i.e., reconstruction) moratoria, reconstruction phasing, and other policies intended to support the community's economic, social, and public safety resiliency. The county may choose to offer incentive programs and/or enhanced zoning or building code regulations to promote the reconstruction of housing developments that incorporate stronger building design, per proposed mitigation measures.

2. Facilitate long-term reconstruction and relocation.

The Housing RSF Branch facilitates long-term construction, reconstruction, and relocation in conjunction with Support Agencies and organizations that may implement policies, procedures, and programs to support long-term housing strategies. These may include technical assistance and financial tools related to rebuilding in-place and/or permanent relocation. Policies are coordinated with relevant county, state, and federal organizations.

3. Promote site-level resiliency and best practices.

The Housing RSF Branch facilitates provision of technical assistance and funding associated with physical mitigation of new permanent long-term housing against relevant hazards.

Annex E: Infrastructure RSF Branch

I. Purpose

The Infrastructure Recovery Support Function (RSF) Branch facilitates maintenance and restoration of the county's facilities and infrastructure systems. This RSF Branch coordinates the county's public, private, and non-profit sector efforts on these issues, and it aligns county activities with those of state and federal agencies.

RSF Branch activities are resourced as part of the recovery effort.

II. Activation and Mobilization

The Infrastructure RSF Branch is activated by the Recovery Coordinator if impacted infrastructure cannot be returned to normal operations during the response phase.

The Branch Director notifies all Supporting Agencies and organizations of the Branch's activation (with support from the Office of Emergency Management (OEM) on contact information), and requests support as indicated by the situation. Supporting Agency and organization staff may be assigned to work from their home agency, physically co-locate with the recovery organization, or mobilize to other locations, as necessary.

When the Recovery Coordinator determines the RSF Branch's responsibilities can be accomplished without its continued operation, it is deactivated, and its staff and assets returned to normal operations.

III. RSF Branch Functional Areas

The Infrastructure RSF Branch has four potential functional areas during recovery:

- Utility Restoration
- Transportation Infrastructure
- Public Assets Repair and Reconstruction
- Debris Management

The RSF Branch Director may coordinate all necessary functions under the Branch, or he/she may expand the organization by delegating functions to Group(s) within the Branch, each led by a Group Supervisor.

A. Utility Restoration

Utility Restoration coordinates 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 the National Infrastructure Protection Plan (NIPP), critical infrastructure refers to “assets, systems, and networks that underpin American society.” This includes water, wastewater, stormwater, telecommunications, electricity, natural gas, and other utilities.

The Utility Restoration function monitors these utilities and provides coordination for key public and private sector utility and infrastructure partners to prioritize and facilitate utility restoration and reconstruction.

Utility Restoration transitions from the Emergency Support Function (ESF) 3: Public Works and Engineering and ESF 12: Energy and Infrastructure under the Fairfax County EOP. The RSF Branch Director, working with the Incident Commander (IC), determines the transition schedule.

The following agencies and organizations may be asked to lead or support the Utility Restoration function:

Lead and Support Agencies

Lead Agency
<ul style="list-style-type: none"> • Department of Public Works and Environmental Services (DPWES) (Stormwater issues, capital improvement management, wastewater collection and treatment issues, and other utility support)
Support Agencies – Fairfax County Public Sector
<ul style="list-style-type: none"> • Department of Cable and Consumer Services (service monitoring, vendor contracts) • Department of Finance – Risk Management (insuring claims) • Department of Information Technology (service restoration) • Department of Land Development Services • Department of Planning and Development (permitting support as needed) • 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 (potable water, service restoration/management of infrastructure projects) • Fire Marshal (Fire Code compliance) • Office of County Attorney (legal counsel) • Office of Emergency Management

<ul style="list-style-type: none"> • Town of Herndon Water (service restoration) • Town of Vienna Water (service restoration)
<p>Support Agencies – Commonwealth of Virginia</p>
<ul style="list-style-type: none"> • 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
<p>Support Agencies – Federal Government</p>
<ul style="list-style-type: none"> • 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
<p>Support Organizations – Private/Non-Profit</p>
<ul style="list-style-type: none"> • Area Water Service Authorities • Cable and internet providers • Dominion Energy (service restoration) • Gas/Oil Pipeline Operators (service restoration) • Landline phone providers (service restoration) • Mobile Phone Carriers (service restoration) • Northern Virginia Electrical Cooperative (NOVEC) (service restoration) • Washington Gas – Virginia Division (service restoration)

Support Organizations – Regional
<ul style="list-style-type: none"> • DC Water and Sewer Authority (service restoration and regional coordination, Blue Plains Sewage Treatment Plant) • Metropolitan Washington Council of Governments (regional coordination) • Upper Occoquan Service Authority (UOSA)

B. Transportation Infrastructure

This functional area monitors transportation infrastructure and provides coordination with key public, public authority, and private sector transportation partners to facilitate or maintain situational awareness regarding restoration and reconstruction. It is inclusive of roads, passenger rail, freight rail, trucking, bus, pipeline, and air travel systems and stations.

Transportation transitions from Emergency Support Function (ESF) 1:
Transportation under the Fairfax County EOP.

The following agencies and organizations may be asked to lead or support the Transportation function:

Lead and Support Agencies

Lead Agency
<ul style="list-style-type: none"> • Department of Transportation
Support Agencies – Fairfax County Public Sector
<ul style="list-style-type: none"> • Department of Land Development Services • Department of Neighborhood and Community Services (Resource Support/FasTran) • Department of Planning and Development (community recovery planning integration) • Department of Public Works and Environmental Services (project management and support, maintain certain roads) • Department of Vehicle Services (resource support) • Facilities Management Department (parking structure reconstruction) • Fire Marshal (closures) • Fairfax County Park Authority (road restoration) • Office of Emergency Management • Police (generators, sign boards, cut teams, etc.)
Support Agencies – Commonwealth of Virginia
<ul style="list-style-type: none"> • Corporation Commission • Department of Agriculture and Consumer Services • Department of Conservation and Recreation • Department of Emergency Management • Department of Energy • Department of Environmental Quality

<ul style="list-style-type: none"> • 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 Rail and Public Transportation • Department of Transportation¹ • Land Development Services • Information Technologies Agency • Virginia State Corporation Commission
<p>Support Agencies – Federal Government</p>
<ul style="list-style-type: none"> • 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 (FEMA) • Department of the Interior • Department of Transportation – Federal Railroad Administration (FRA), Federal Transit Administration (FTA), Federal Highway Administration (FHWA), Federal Aviation Administration (FAA), Federal Motor Carrier Safety Administration (FMCSA), Pipelines and Hazardous Materials Safety Administration (PHMSA) • Department of the Treasury • Environmental Protection Agency • Federal Communications Commission • General Services Administration • Nuclear Regulatory Commission
<p>Support Organizations – Private/Non-Profit</p>
<ul style="list-style-type: none"> • Amtrak (inter-city passenger rail) • CSX • Dominion Energy • Norfolk Southern • Northern Virginia Electric Cooperative • Owners of private roads (restoration) • Transurban (HOT Express Lanes) • Pipeline owners/ operators

¹ VDOT operates and maintains the majority of roadways in Fairfax County

Support Organizations – Regional
<ul style="list-style-type: none"> • Arlington County Transit • CUE (Fairfax City) • DASH (Alexandria) • Loudoun County Transit • Metropolitan Washington Council of Governments (regional coordination/ liaison to other organizations and agencies) • Metropolitan Washington Airports Authority (MWAA) (airport and access/toll road restoration) • Northern Virginia Regional Park Authority (service/public trails/ roads) • Northern Virginia Transportation Alliance (private sector coordination) • Northern Virginia Transportation Authority (transportation service and infrastructure restoration) • Northern Virginia Transportation Commission (transit service and infrastructure restoration) • Potomac and Rappahannock Transportation Commission (operator of Virginia Railway Express (VRE)) • Washington Metropolitan Area Transit Authority (WMATA) (passenger rail/bus restoration)

C. Public Assets Repair and Reconstruction

Public Assets Repairs and Reconstruction coordinates local efforts with state and federal recovery programs designed to restore the county’s owned or leased buildings and related public facilities. This includes returning schools, government offices, and other public facilities to pre-disaster or improved condition.

Public Assets Repairs and Reconstruction transitions 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 the Capital Repairs and Reconstruction function:

Lead and Support Agencies

Lead Agency
<ul style="list-style-type: none"> • Facilities Management Department • Department of Public Works and Environmental Services (DPWES) (management of capital projects and dams)
Support Agencies – Fairfax County Public Sector
<ul style="list-style-type: none"> • Department of Finance (counsel on reconstruction funding/financing) • Department of Finance – Risk Management (insurance)

<ul style="list-style-type: none"> • Department of Land Development Services (technical support) • Department of Management and Budget (counsel on reconstruction funding/financing) • Department of Planning and Development (technical support/expedited reconstruction permitting) • Department of Tax Administration (counsel on tax revenue issues) • Department of Transportation • Department of Vehicle Services (resource support) • Fairfax County Public Schools (management of public schools projects) • Fire and Rescue • Fire Marshal (fire inspection services) • Health Department (Health Inspection Service; leased healthcare facilities) • Office of County Attorney (legal counsel) • Office of Emergency Management (counsel on federal recovery funding/financing) • Police Department
Support Agencies – Commonwealth of Virginia
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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
Support Organizations – Private/Non-Profit
<ul style="list-style-type: none"> • Not Applicable

Support Organizations – Regional
<ul style="list-style-type: none"> • Not Applicable

D. Debris Management

Debris Management coordinates local efforts as directed with the Fairfax County Debris Management Plan.

Debris Management transitions 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 the Debris Management function:

Lead and Support Agencies	
Lead Agency	<ul style="list-style-type: none"> • Department of Public Works and Environmental Services (DPWES)
Support Agencies – Fairfax County Public Sector	<ul style="list-style-type: none"> • Refer to the Fairfax County Debris Management Plan
Support Agencies – Commonwealth of Virginia	<ul style="list-style-type: none"> • Refer to the Fairfax County Debris Management Plan
Support Agencies – Federal Government	<ul style="list-style-type: none"> • Refer to the Fairfax County Debris Management Plan
Support Organizations – Private/Non-Profit	<ul style="list-style-type: none"> • Refer to the Fairfax County Debris Management Plan
Support Organizations – Regional	<ul style="list-style-type: none"> • Refer to the Fairfax County Debris Management Plan

IV. Recovery Objectives

Recovery objectives for the RSF Branches are categorized as pre-event, short-term, intermediate, and long-term. Recovery objectives do not include response issues such as immediate life-safety and property protection objectives, which are addressed under the County Emergency Operations Plan (EOP); nor do they include county continuity issues, which are addressed under the County Continuity of Operations (COOP) Plan.

A. Pre-Event and Preparedness Objectives

Below are objectives to be addressed by Lead Agencies in the Infrastructure RSF Branch prior to a disaster – with Directorship, support, and coordination, as necessary, from the County Office of Emergency Management (OEM).

1. Coordinate inventory and prioritization for utility restoration.

OEM, in consultation with the Lead Agencies, public and private sector partners, and key system users, develops and maintains a pre-disaster inventory, prioritization guidance, and plans for restoration of critical utilities and recovery needs following an incident. This effort recognizes that many utility providers are private sector or not part of county government.

2. Coordinate inventory and prioritization for transportation infrastructure restoration.

OEM, in consultation with the Lead Agencies, public and private sector partners, and key system users, develops and maintains a pre-disaster inventory, prioritization guidance, and plans for restoration of critical transportation infrastructure. This effort recognizes that many transportation system owners and operators are based at the regional authority or state levels.

3. Coordinate inventory and prioritization for public asset restoration and reconstruction.

OEM, in consultation with the Lead Agencies, and public and private sector partners, will develop a pre-disaster inventory, prioritization guidance, and plans for capital repairs and reconstruction following an incident.

4. Identify mitigation measures.

The Infrastructure RSF Branch will identify and/or develop projects and actions that reduce risks and impacts to infrastructure, which will then be included in the Northern Virginia Regional Hazard Mitigation Plan.

5. Refer to Debris Management Plan.

Refer to the Debris Management Plan for pre-event debris activities.

B. Short-term Recovery Objectives

Below are short-term recovery objectives that must be addressed as quickly as possible after an incident. These generally include meeting pressing unmet needs of county residents and businesses. In some cases, short-term recovery objectives are initiated during response operations under the County Emergency Operations Plan (EOP), and then handed off to the Infrastructure RSF Branch. Any uncompleted objectives described below remain the responsibility of the Infrastructure RSF Branch into intermediate- and long-term recovery.

1. Coordinate the restoration or interim provision of utility infrastructure and services.

The Infrastructure RSF Branch works with public and private sector providers of utility services to coordinate and execute immediate restoration of utility services according to damage assessments. Sequencing is informed by prioritization established in pre-disaster planning.

2. Coordinate the restoration or interim provision of critical transportation infrastructure.

The Infrastructure Branch works with public and private sector providers and managers of transportation infrastructure and services to coordinate and execute immediate restoration of transportation, according to damage assessments. Sequencing is informed by prioritization established in pre-disaster planning.

It is possible that there will be an increase in demand for public transportation ridership, so prioritization of identified modes should also be undertaken, in coordination with service providers. The Infrastructure RSF prioritizes infrastructure that serves Service and Information Centers, short-term or interim housing, as well as major employers, commodities distributors, and other key recovery functions.

3. Assess and communicate major or long-term utility and transportation reconstruction costs.

The Infrastructure RSF Branch assesses and communicates to the Planning Section, the Community Recovery Planning RSF Branch, and the Recovery Coordinator the estimated costs associated with major or long-term utility reconstruction projects and transportation reconstruction projects.

4. Provide public information related to utility service and restoration, and community or civic facilities.

The Infrastructure RSF Branch provides public information related to utility interruptions and restoration, and status of community or civic facilities, for distribution by the Public Information Officer (PIO).

5. Coordinate with public, private, and regional partners for the interim provision of capital needs and/or for capital restoration and repairs.

The Infrastructure RSF Branch assesses and prioritizes the immediate restoration and repair of critical county-owned and/or -operated facilities and transportation systems necessary to support recovery operations. This may include the acquisition or rental of temporary facilities.

6. Refer to Debris Management Plan.

Refer to the Debris Management Plan for debris activities.

C. Intermediate Recovery Objectives

Below are intermediate recovery objectives that provide sustained temporary support intended to bridge the gap between a disaster and the implementation of long-term solutions. Any uncompleted objectives described below remain the responsibility of the Infrastructure RSF Branch into long-term recovery.

1. Ensure mitigation measures are considered.

The Infrastructure RSF Branch coordinates with local, state, and federal partners to identify and implement mitigation opportunities during reconstruction. 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.

D. Long-Term Recovery Objectives

Below are long-term recovery objectives that provide permanent solutions and return life in the county to normal or to an improved state. Any uncompleted objectives described below become the responsibility of normal county agency functions upon deactivation of the Infrastructure RSF Branch.

1. Coordinate the permanent reconstruction of major critical utilities and transportation infrastructure.

The Infrastructure RSF Branch works with public and private sector providers of utility services and providers/managers of transportation infrastructure to coordinate and execute the reconstruction of major infrastructure. Sequencing is informed by prioritization established in pre-disaster planning.

As the county works to prioritize critical infrastructure restoration and reconstruction, consideration must be given regarding whether to use as-built designs (which can often accelerate reconstruction by skipping many engineering, planning, and permitting steps) versus the opportunity to implement mitigation measures to enhance community resilience.

2. Coordinate the permanent reconstruction of public assets.

The Infrastructure RSF Branch coordinates and executes the reconstruction of public assets (including schools), as needed. Sequencing is informed by prioritization established in pre-disaster planning.

Regardless of the availability of outside funds, this process requires 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 are considered, rather than simple reconstruction.

Annex F: Safety and Security RSF Branch

I. Purpose

The Safety and Security Recovery Support Function (RSF) Branch supports the safety and security of county residents and businesses during recovery. This RSF Branch coordinates the county's public, private, and non-profit sector efforts on these issues, and it aligns county activities with those of state and federal agencies.

RSF Branch activities are resourced as part of the recovery effort.

II. Activation and Mobilization

The Recovery Coordinator activates the Safety and Security RSF Branch if the needs for public safety and related services and responsibilities exceed normal capabilities, require focused coordination with other recovery activities, or otherwise cannot be effectively managed under normal county operations.

The Branch Director notifies all Supporting Agencies and organizations of the Branch's activation (with support from the Office of Emergency Management (OEM) on contact information), and requests support as indicated by the situation. Supporting Agency and organization staff may be assigned to work from their home agency, physically co-locate with the recovery organization, or mobilize to other locations, as necessary.

When the Recovery Coordinator determines the Branch's responsibilities can be accomplished without its continued operation, it is deactivated, and its staff and assets returned to normal operations.

III. RSF Branch Functional Areas

The Safety and Security RSF Branch has three potential functional areas during recovery:

- Security and Perimeter
- Structural Safety and Damage Assessment
- Chemical, Biological, Radiological, Nuclear (CBRN)

The RSF Branch Director may coordinate all necessary functions under the Branch, or he/she may expand the organization by delegating functions to Group(s) within the Branch, each led by a Group Supervisor.

A. Security and Perimeter

Security and Perimeter coordinates local efforts with state and federal recovery programs designed to maintain and manage perimeter control, access, and re-entry as well as law enforcement and other security operations within the impacted area – inclusive of protection of life and property – during disaster recovery.

Security and Perimeter transitions 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 the Public Safety Function:

Lead and Support Agencies

Lead Agency
<ul style="list-style-type: none"> • Police Department
Support Agencies – Fairfax County Public Sector
<ul style="list-style-type: none"> • Department of Facilities Management (siting) • Department of Fire and Rescue (emergency services support) • Department of Land Development Services • Department of Public Safety Communications (communications support) • Department of Procurement and Material Management (county contract security support, fire watches, etc.) • 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) • Police Department – Animal Services • Sheriff’s Office (security support) • Town of Herndon Police Department (security support) • Town of Vienna Police Department (security support)
Support Agencies – Commonwealth of Virginia
<ul style="list-style-type: none"> • Criminal Justice Services • Department of Agriculture • Department of Alcoholic Beverage Control • Department of Conservation and Recreation • Department of Corrections • Department of Emergency Management (VDEM) • Department of Forestry • Department of Game and Inland Fisheries • Department of Marine Resources • Department of Military Affairs

<ul style="list-style-type: none"> • Department of Motor Vehicles • Department of Transportation • Virginia National Guard • Virginia State Police
Support Agencies – Federal Government
<ul style="list-style-type: none"> • Department of Agriculture – APHIS • Department of Health and Human Services – CDC • Department of Homeland Security – Federal Emergency Management Agency • Department of Homeland Security – Federal Protective Service • Other Government Agency Law Enforcement agencies • Department of Justice • United States Police (CIA security)
Support Organizations – Private/Non-Profit
<ul style="list-style-type: none"> • County contract security/ Private Security
Support Organizations – Regional
<ul style="list-style-type: none"> • Metropolitan Washington Council of Governments (regional coordination)

B. Structural Safety and Damage Assessment

Structural Safety and Damage Assessment coordinates 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.

Structural Safety and Damage Assessment ensures that structural safety issues are monitored and addressed as necessary, and expedites the county’s building code enforcement, structural safety, and damage assessment procedures as appropriate. This function also coordinates with county departments, private and non-profit sector partners, and regional, state, and federal partners to identify resources.

Structural Safety and Damage Assessment may support the Preliminary Damage Assessment (PDA) process, which is conducted in large part to justify a Presidential Disaster Declaration and FEMA reimbursement, but its main focus is the long-term safety of reconstruction.

Structural Safety and Damage Assessment transitions 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 the Structural Safety and Damage Assessment function:

Lead and Support Agencies

Lead Agency
<ul style="list-style-type: none"> • Department of Public Works and Environmental Services (PDA process and damage assessment for county-owned and DPWES-operated critical infrastructure) • Department of Land Development Services (damage assessment for public and private structures) • Fire Marshal Office
Support Agencies – Fairfax County Public Sector
<ul style="list-style-type: none"> • Department of Code Compliance • Department of Finance – Risk Management (contractors and facility assessments) • Department of Information Technology (GIS and mapping) • Department of Planning and Zoning (technical support, permitting) • Department of Procurement and Material Management (private/ third-party inspectors) • Department of Tax Administration (technical assistance) • DPWES- Urban Forestry Branch (technical assistance/Geographic Information Systems (GIS) and mapping) • Facilities Management Department (county government facilities) • Fairfax County Public Schools (school facilities) • Fairfax Water (water facilities and infrastructure) • Fire Marshal (assessment teams) • Health Department (assessment teams) • Office of the County Attorney (security support) • Office of Emergency Management (strategy development) • Park Authority (park facilities) • Police Department (security support) • Sheriff’s Office (security support)
Support Agencies – Commonwealth of Virginia
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • Army Corps of Engineers • Department of Homeland Security – Federal Emergency Management Agency

Support Organizations – Private/Non-Profit
<ul style="list-style-type: none"> • Private/ third-party inspectors, plan reviewers, etc.
Support Organizations – Regional
<ul style="list-style-type: none"> • Northern Virginia Regional Park Authority (park facilities)

C. Chemical, Biological, Radiological, Nuclear (CBRN)

Chemical, Biological, Radiological, Nuclear (CBRN) coordinates local efforts with state and federal recovery programs designed to execute the community’s efforts to recover, remediate, and cleanup after a chemical, biological, radiological, or nuclear incident – inclusive of monitoring, decontamination, and re-entry – during disaster recovery. It also helps return and restore the community to pre-disaster or normal conditions or an improved state following a disaster.

Containment, evacuation, and other emergency response measures related to CBRN events are *not* part of this function.

The CBRN function ensures issues resulting from such incidents are monitored, addressed, and remediated as necessary. The CBRN function also coordinates with county departments, private and non-profit sector partners, and regional, state, and federal partners to identify resources to expedite expansion, if necessary, of the county’s response and recovery from CBRN events.

CBRN transitions 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 the CBRN function:

Lead and Support Agencies

Lead Agency
<ul style="list-style-type: none"> • Fire and Rescue Department (for chemical, radiological, and nuclear incidents) • Health Department (for biological incidents)
Support Agencies – Fairfax County Public Sector
<ul style="list-style-type: none"> • Local Emergency Planning Committee (county hazmat inventory) • Fire Marshal (private spill cleanup contractor) • Department of Facilities Management (county hazmat inventory) • Department of Procurement and Materials Management (contractors) • Office of Emergency Management (technical assistance)

<ul style="list-style-type: none"> • Police Department (site security) • Sheriff’s Office (site security)
Support Agencies – Commonwealth of Virginia
<ul style="list-style-type: none"> • Department of Emergency Management (VDEM) • Department of Environmental Quality • Department of Health • Department of Labor and Industry • Department of Mines, Minerals, and Energy • Virginia National Guard
Support Agencies – Federal Government
<ul style="list-style-type: none"> • Department of Defense • Department of Energy • Department of Health and Human Services – CDC • Department of Homeland Security – Federal Emergency Management Agency • Department of Justice • Environmental Protection Agency • United States Coast Guard
Support Organizations – Private/Non-Profit
<ul style="list-style-type: none"> • Private contractors (cleanup, inspection, etc.)
Support Organizations – Regional
<ul style="list-style-type: none"> • n/a

A clear understanding of the roles of state and federal partners is essential for this function.

State agencies participate as requested by the county and are the avenue through which federal participation and assistance are activated. State agencies may also 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 (NRF) and other federal authorities, potentially without a county or state request. Fairfax County establishes liaisons with federal lead agencies. To accomplish this, the county supports establishing a Joint Operations Center (JOC) during response and invites federal agencies to position their own liaisons within the county Emergency Operations Center (EOC). 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) is the Lead Agency and has a liaison role in Unified Command, 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."
- Various state agencies would also be involved.

For a biological incident:

- In the case of a suspected criminal or terrorist incident, the FBI is the Lead Agency and has a liaison role in Unified Command, 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.
- For incidents involving biological material or facilities owned or operated by the U.S. Department of Defense (DoD) or U.S. Department of Energy (DOE), those agencies serve as Lead Agencies.
- 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."
- Various state agencies would also be involved.

For a radiological or nuclear event:

- In the case of a suspected criminal or terrorist incident, the FBI is the Lead Agency and has a liaison role in Unified Command, but the FBI's principal objective is to operate a criminal investigation.
- DoD or DOE are the Lead Agency for incidents involving nuclear/radiological materials or facilities owned or operated by DoD or DOE.

- DoD or DOE are 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.”
- Various state agencies would also be involved.

IV. Recovery Objectives

Recovery objectives for the RSF Branches are categorized as pre-event, short-term, intermediate, and long-term. Recovery objectives do not include response issues such as immediate life-safety and property protection objectives, which are addressed under the County Emergency Operations Plan (EOP); nor do they include county continuity issues, which are addressed under the County Continuity of Operations (COOP) Plan.

A. Pre-Event and Preparedness Objectives

Below are objectives to be addressed by Lead Agencies in the Safety and Security RSF Branch prior to a disaster – with direction, support, and coordination from the County Office of Emergency Management (OEM).

- 1. 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,

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 County EOP Incident Annexes. This review includes 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 to not evacuate.

2. Develop expedited structural safety processes.

OEM, in consultation with the Lead Agency, Facilities Management Division, and public and private sector partners as appropriate, ensures that pre-event procedures for expedited structural safety assessments are in place, consistent with the EOP and the Land Development Services (LDS) Damage Assessment Operations Manual.

3. 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 may develop a plan describing the county's role in recovery, remediation, and cleanup 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. Short-term Recovery Objectives

Below are short-term recovery objectives that must be addressed as quickly as possible after an incident. These generally include meeting pressing unmet needs of county residents and businesses. In some cases, short-term recovery objectives are initiated during response operations under the County Emergency Operations Plan (EOP), and then handed off to the Safety and Security RSF Branch. Any uncompleted objectives described below remain the responsibility of the Safety and Security RSF Branch into intermediate- and long-term recovery.

1. Monitor structural safety hazards, building code enforcement issues, and damage assessment operations.

The Safety and Security RSF Branch monitors and reports on structural safety hazards, building code enforcement issues, and damage assessments.

The Branch may also support a Preliminary Damage Assessment (PDA) to justify a Presidential Declaration and for Federal Emergency Management Agency (FEMA) reimbursement under the Public Assistance (PA), Individual Assistance (IA), and Hazard Mitigation Grant Programs.

The Branch implements the Land Development Services Damage Assessment Operations Manual and the EOP, as appropriate. It maintains situational awareness of the scale of demolition and reconstruction needs.

It may also:

- Evaluate the safety of impacted structures and whether they can be re-occupied or what repairs are needed.
- Ensure continued safety of occupied structures.
- Facilitate building code enforcement.
- Implement expedited procedures for building and demolition permits.

2. Consider establishing a fire substation in the affected area.

Depending on the needs of the affected area, the Branch identifies a viable location in or near the affected area for a fire substation, which provides services and resources to the affected area.

3. Provide public safety and security services.

The Safety and Security RSF Branch monitors and reports on public safety and security hazards related to the incident.

The Safety and Security RSF Branch provides public safety and security services (consistent with ESF 13 in the Fairfax County EOP) into the recovery phase, as necessary. Activities include:

- Protecting life and property generally and during debris cleanup
- Providing security of county governmental facilities and designated recovery sites
- Providing security and law enforcement services, including property protection, throughout the county
- Providing access control, as requested

4. Implement martial law, if necessary.

Consistent with established policy, procedures, and legal authorities, the Public Safety and Security RSF Branch may request assistance from the Virginia militia¹ to implement martial law.

5. Provide disaster area security and re-entry planning and operations.

The Branch assumes responsibility for coordinating any re-entry plans developed by the EOC; or if no re-entry plan was developed prior to the transition to recovery, the Branch develops a re-entry plan for residents and businesses, consistent with the Police Department’s re-entry checklist. This process is coordinated with debris operations in the Infrastructure RSF.

The Safety and Security RSF coordinates with the Community Services RSF Branch as well as state and federal agencies to provide security and law enforcement services during quarantine or isolation of, and re-entry to, an affected area, as well as the transition from such operations.

6. Provide security services, as requested.

As requested, the Safety and Security RSF Branch provides transportation escort, physical security, and law enforcement services as needed to staff, contractors, and volunteers at recovery facilities throughout the county.

7. Provide staffing, expertise, and program support to Service and Information Centers.

Residents requiring inspections or permits, or wishing to appeal related determinations, may obtain these via Service and Information Centers to the extent practical or feasible. If available, the Safety and Security RSF Branch provides staff as requested to support these functions.

¹ As defined in Virginia Code §44-1: “The militia of the Commonwealth of Virginia shall consist of all able-bodied residents of the Commonwealth who are citizens of the United States and all other able-bodied persons resident in the Commonwealth who have declared their intention to become citizens of the United States, who are at least 16 years of age and, except as hereinafter provided, not more than 55 years of age. The militia shall be divided into three classes: the National Guard, which includes the Army National Guard and the Air National Guard; the Virginia Defense Force; and the unorganized militia.” (<https://law.lis.virginia.gov/vacode/title44/chapter1/section44-1/>)

8. Coordinate identification and prioritization of CBRN remediation and cleanup needs.

The Safety and Security RSF Branch assesses and prioritizes the need for CBRN recovery and cleanup, including determining resources required to address specialized operations associated with the disaster.

9. Coordinate public health and disease containment.

In coordination with state and federal agencies, the Safety and Security RSF Branch establishes and implements quarantine and isolation in response to human or animal disease outbreaks, whether these are the primary cause of a disaster or a secondary result (per the Fairfax County Health Department Emergency Operations Plan: Isolation and Quarantine Annex and associated plans, regulations, and guidelines), hot zone designation, etc.

C. Intermediate Recovery Objectives

Below are intermediate recovery objectives that provide sustained temporary support intended to bridge the gap between a disaster and the implementation of long-term solutions. Any uncompleted objectives described below remain the responsibility of the Safety and Security RSF Branch into long-term recovery.

1. Continue to prioritize, maintain, and provide public safety and security services.

The Safety and Security RSF Branch assesses and/or maintains public safety and security services in coordination with local, regional, state, and federal partners. The Branch 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 are made according to existing legal requirements and established policies and priorities and are approved by the Recovery Coordinator.

2. Continue to assess and provide structural safety.

The Branch facilitates structural safety/integrity and damage assessment operations in coordination with local, regional, state, and federal partners. It assesses and prioritizes the need for structural safety and damage assessments within the community, including determining resources required to address expanded operations associated with a disaster.

D. Long-Term Recovery Objectives

Below are long-term recovery objectives that provide permanent solutions and return life in the county to normal or to an improved state. Any uncompleted objectives described below become the responsibility of normal county agency functions upon deactivation of the Safety and Security RSF Branch.

1. Consider abandoned or other non-code-compliant properties.

The Safety and Security RSF Branch coordinates with the Housing RSF Branch to develop policy and recommendations regarding structural safety related to properties that are abandoned, and/or which owners are unable or unwilling to repair/rebuild, and which are not up to code. The goal is to get such properties back into commerce.

2. Provide long-term CBRN monitoring, remediation, and cleanup.

The Safety and Security RSF Branch coordinates with state and federal partners to manage CBRN recovery into the long-term recovery phase in coordination with the county Emergency Management Coordinator. These activities include:

- Provide environmental monitoring, sampling, and evaluation.
- Monitor site cleanup 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 cleanup activities.
- Ensure the appropriate storage and/or disposal of contaminated debris.
- Perform population health monitoring and epidemiological tracking of impacted residents and responders.
- Conduct long-term food and agriculture monitoring.

3. Provide recommendations related to long-term closure of parts of the county.

As conditions warrant, the Safety and Security RSF Branch coordinates with state and federal partners to offer recommendations relating to the long-term, indefinite, and/or permanent closure of some or all impacted parts of the county in relation to CBRN impacts, whether related some or all uses.

Annex G: Community Services RSF Branch

I. Purpose

Community Services Recovery Support Function (RSF) Branch coordinates provision of public health, healthcare, social, and human services to affected individuals and communities. This RSF Branch coordinates the county's public, private, and non-profit sector efforts on these issues, and it aligns county activities with those of state and federal agencies.

RSF Branch activities are resourced as part of the recovery effort.

II. Activation and Mobilization

The Community Services RSF Branch is activated by the Operations Section Chief if human, social, medical, and healthcare services and responsibilities cannot be returned to normal operations during the response phase.

The Branch Director notifies all Supporting Agencies and organizations of the Branch's activation (with support from the Office of Emergency Management (OEM) on contact information), and requests support as indicated by the situation. Supporting Agency and organization staff may be assigned to work from their home agency, physically co-locate with the recovery organization, or mobilize to other locations, as necessary.

If/when the Operations Section Chief determines the RSF Branch's responsibilities can be accomplished without its continued operation, the Branch is deactivated, and its staff and assets returned to normal operations.

III. RSF Branch Functional Areas

The Community Services RSF Branch has two potential functional areas during recovery:

- Social and Human Services
- Health and Medical

The RSF Branch Director may coordinate all necessary functions under the Branch, or he/she may expand the organization by delegating functions to Group(s) within the Branch, each led by a Group Supervisor.

A. Social and Human Services

Social and Human Services coordinates 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, mass care, animal welfare, etc.) during disaster recovery. It also considers transportation needs of residents and business owners to reach these services and works with the Infrastructure RSF to coordinate transportation.

Social and Human Services transitions from Emergency Support Function (ESF) 6: Mass Care, Housing, and Human Services and (ESF) 1: Transportation under the Fairfax County Emergency Operations Plan (EOP).

The following agencies and organizations may be asked to lead or support the Social and Human Services function:

Lead and Support Agencies

Lead Agency
<ul style="list-style-type: none"> • Department of Family Services
Support Agencies – Fairfax County Public Sector
<ul style="list-style-type: none"> • Department of Animal Sheltering Department • Fire and Rescue (shelter first aid) • Department of Housing and Community Development (housing support) • Department of Neighborhood and Community Services (community support services, FasTran buses, chaplains, FCIA (see below), etc.) • Department of Transportation • Department of Vehicle Services • Fairfax County Public Schools (community programs, buses) • Fairfax-Falls Church Community Services Board (unmet needs provisions) • Health Department • Office of Emergency Management • Department of Economic Initiatives (private sector coordination) • Office to Prevent and End Homelessness • Park Authority • Police Department (shelter security) • Town of Reston (buses)
Support Agencies – Commonwealth of Virginia
<ul style="list-style-type: none"> • Department of Emergency Management • Department of Social Services • Department of Health • Virginia-Maryland Regional College of Veterinary Medicine
Support Agencies – Federal Government

<ul style="list-style-type: none"> • 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
<p>Support Organizations – Private/Non-Profit</p>
<ul style="list-style-type: none"> • American Red Cross in the National Capital Region (unmet needs provisions) • Community Resiliency Groups • Fairfax Citizen Corps Council (volunteers) • Faith Communities in Action (FCIA) (unmet needs provisions) • George Mason University (buses) • Northern Virginia Volunteer Organizations Active in Disaster (VOAD) (unmet needs provisions) • Springfield Circulator (buses) • TRS Crisis Link (Fairfax Crisis Line & Suicide Prevention Hotline) • Tysons Corner (buses) • Virginia Victims Assistance Network • Volunteer Fairfax (Unmet Needs Committee; volunteers)
<p>Support Organizations – Regional</p>
<ul style="list-style-type: none"> • Arlington Transit • City of Alexandria (DASH Bus service) • City of Fairfax (CUE buses) • Dulles Flyer (bus service) • Loudoun County Transit (bus services) • Metropolitan Washington Council of Governments (regional coordination) • Northern Virginia Transportation Alliance • Potomac and Rappahannock Transportation Commission (OmniRide bus services) • Virginia Railway Express • Washington Metropolitan Area Transit Authority (WMATA)

B. Health and Medical

Health and Medical coordinates local efforts with state and federal recovery programs designed to sustain the community’s healthcare system including, but not limited to, emergency and trauma care, healthcare providers, public health services, and pharmacy services during disaster recovery.

Health and Medical ensures that public health issues are monitored and addressed. The Lead Agency coordinates with key health and medical stakeholders to pre-determine resource availability from regional, state, and federal partners to expedite support of the county’s health service capabilities.

Health and Medical transitions 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 the Health and Medical function:

Lead and Support Agencies

Lead Agency
<ul style="list-style-type: none"> • Health Department
Support Agencies – Fairfax County Public Sector
<ul style="list-style-type: none"> • Department of Code Compliance • Department of Public Works and Environmental Services (DPWES) (management of public sanitation utility services, such as sewage and waste removal) • Fairfax Falls Church Community Services Board (volunteer support) • Fairfax Water Authority (contamination assessment) • Office of County Attorney (legal support) • Office of Emergency Management
Support Agencies – Commonwealth of Virginia
<ul style="list-style-type: none"> • Department of Agriculture and Consumer Services • Department of Emergency Management (VDEM) • Department of Health • Department of Social Services • Office of the Chief Medical Examiner (mass fatality management) • Virginia-Maryland Regional College of Veterinary Medicine
Support Agencies – Federal Government
<ul style="list-style-type: none"> • 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 • Fort Belvoir Hospital

<ul style="list-style-type: none"> • Small Business Administration
Support Organizations – Private/Non-Profit
<ul style="list-style-type: none"> • American Red Cross in the National Capital Region (program implementation support) • Community Resilience Groups • Fairfax Citizen Corps Council (volunteer support) • Medical Reserve Corps • Northern Virginia Hospital Alliance (medical and mass casualty care) • Volunteer Fairfax (volunteer support)
Support Organizations – Regional
<ul style="list-style-type: none"> • Not Applicable

IV. Recovery Objectives

Recovery objectives for the RSF Branches are categorized as pre-event, short-term, intermediate, and long-term. Recovery objectives do not include response issues such as immediate life-safety and property protection objectives, which are addressed under the County Emergency Operations Plan (EOP); nor do they include county continuity issues, which are addressed under the County Continuity of Operations (COOP) Plan.

A. Pre-Event and Preparedness Objectives

Below are objectives to be addressed by Lead Agencies in the Community Services RSF Branch prior to a disaster – with Directorship, support, and coordination, as necessary, from the County Office of Emergency Management (OEM). Some of the below objectives are discrete actions, while others should be continuously addressed to ensure the county’s preparedness posture for disaster recovery.

1. Facilitate development and maintenance of a long-term disaster case management system.

OEM works 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. Residents’ recovery from disaster is 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 includes procedures to ensure that record-

keeping is disaster-resilient. During recovery, case management services are coordinated via Service and Information Centers.

2. Develop framework and communication materials for voluntary medical-needs self-identification.

As an element of the case management system discussed above, OEM, in consultation with other care providers and the Office of the County Attorney, maintains a system for county residents to self-identify and communicate medical needs and other special assistance required, which is implemented through Service and Information Centers. County residents in this manner can proactively seek care, thus alleviating potential Health Insurance Portability and Accountability Act (HIPAA) concerns. This effort should be aligned with the Fairfax County Functional Needs Registry.

3. Develop a plan to monitor disease vectors.

The Health Department, in coordination with federal, state, local, and non-profit partners, reviews and if necessary updates disease surveillance and control plans and measures to prevent and/or address recovery-related public health issues.

4. Coordinate medical surge planning.

A disaster requires medical surge capacity that goes beyond the capabilities and resources of the local healthcare system (health department, hospitals, and other healthcare facilities). The Health Department, in coordination with OEM, the Northern Virginia Hospital Alliance, and appropriate federal, state, local, and non-profit partners, coordinates medical surge capacity planning 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).

5. Maintain the Family Assistance Center Plan.

Department of Family Services is responsible for updating and maintaining the Family Assistance Center (FAC) Plan, with input from OEM, Health Department, and other relevant support agencies and organizations. The FAC Plan provides guidance to the county on activating a central location for family members and friends of victims to inquire about their loved ones and receive assistance in identifying county and external resources.

6. Coordinate inventory and prioritization for transportation service restoration.

OEM, in consultation with the Lead Agencies, public and private sector partners, and key system users, develops and maintains a pre-disaster inventory, prioritization guidance, and plans for restoration of critical transportation services. This effort accounts for the fact that many transportation systems are not operated by Fairfax County.

7. Pursue Memoranda of Understanding (MOUs) for transportation services.

OEM, in consultation with the Lead Agencies, works 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 address provision of post-incident transportation service coordination. Of importance are MOUs addressing the unique needs of individuals with disabilities, and others with access and functional needs, along with others from culturally diverse communities. Such MOUs may be best pursued at the regional level, via the Northern Virginia Transportation Authority (NVTA), Northern Virginia Transportation Commission (NVTC), Metropolitan Washington Council of Governments (MWCOC), or other regional coordinating entities.

B. Short-term Recovery Objectives

Below are short-term recovery objectives that must be addressed as quickly as possible after an incident. These generally include meeting pressing unmet needs of county residents and businesses. In some cases, short-term recovery objectives are initiated during response operations under the County Emergency Operations Plan (EOP), and then handed off to the Community Services RSF Branch. Any uncompleted objectives described below remain the responsibility of the Community Services RSF Branch into intermediate- and long-term recovery.

1. Reference relevant plans, annexes, and procedures.

The Branch coordinates and supports operations under relevant established plans and procedures, including:

- Volunteer Management Annex
- Donations Management Annex
- Service and Information Center Annex
- Fatality Management Plan

- Mass Care Plan (Shelter Plan)
- Family Assistance Center Plan
- Commodities Points-of-Distribution Annex
- Etc.

2. Convene Unmet Needs Committee

Consistent with the Volunteer Management and Donations Management annexes to the EOP, the Community Services RSF Branch will convene and facilitate a standing Unmet Needs Committee to identify unmet needs and match these to available resources.

3. Manage provision of non-medical mass care sheltering and commodities distribution services.

To the degree that the need remains during the recovery phase, and to the degree practical, the Community Services RSF Branch provides sheltering and feeding,¹ including for those with medical, functional, or access needs, as well as for household pets, emotional support animals, and service animals. Short-term sheltering may include emergency shelters, hotel/ motel accommodations, or other short-term solutions for residents and their animals.

As needed, the Branch also supports continued operation of Commodities Points of Distribution (C-PODs).

4. Provide program management, staffing, expertise, and other support to Service and Information Centers.

The Branch staffs and manages Service and Information Centers. Staff gathers information on the needs of residents and families and provides information on services. Service and Information Centers serve as central locations for residents to apply for various types of social and human services, including: access and functional needs assistance, case management, crisis counseling, child care services, nutrition services, and other family assistance programs. (Service and Information Centers also provide housing, employment, and other disaster recovery resources).

¹ Refer to Fairfax County Mass Care (Shelter) Plan.

The Community Services RSF Branch is responsible for providing staffing resources to a 24/7 assistance telephone hotline coordinated with the Service and Information Centers.

5. Provide family assistance and reunification services.

Through Family Assistance Centers, the Community Services RSF Branch collects and provides information on disaster victims to family members, consistent with applicable privacy safeguards.

6. Match unmet needs to essential social and human services.

The Community Services RSF Branch coordinates the restoration of essential social and human services with local, regional, state, and federal partners. Agencies ensure that they draw from the local community-based values and customs and incorporate qualified representatives from the culturally diverse populations groups, as appropriate, in their service provision. When the situation dictates, a working group will be convened to address any unmet or unusual needs. These may include:

- Crisis counseling (psychological and spiritual)
- Management of distribution of emergency Supplemental Nutrition Assistance Program (SNAP) benefits
- Child protection and adoption
- Care for the elderly
- Nutrition services
- Childcare services
- Custodial responsibility of child services and foster care
- Child services information hotline

7. Coordinate interim provision of critical transportation services.

The Branch works with public and private sector providers and managers of transportation services to coordinate provision of interim transportation services, including for those with disabilities and others with access and functional needs, based on observed needs.

There may be increased demand for public transportation following the disaster. The Branch supports transportation to 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.

8. Provide public information related to social, health, and human services.

The Community Services RSF Branch provides public information related to social and human services, including transportation services, general mental health and spiritual issues, and health and medical guidance for distribution by the Public Information Officer (PIO).

Information managers use inclusive outreach and engagement approaches to ensure accessibility of the information as well as promote an accurate understanding of the information to diverse populations in Fairfax County.

9. Provide support to staff, contractors, and volunteers.

The Community Services RSF Branch provides mental health and spiritual services as needed to staff, contractors, and volunteers in the recovery effort as requested.

10. Monitor health hazards, as well as the safety of health facilities.

The Community Services RSF Branch monitors health hazards related to or exacerbated by the disaster, including but not limited to:

- Public-health threats resulting from disease or food supply-chain contamination
- Water system contamination
- Potential failures of public utilities or services such as sewage 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
- Safety and security of hospitals, pharmacies, and other healthcare providers
- Or other issues

11. Ensure provision of basic health and medical services and supplies.

The Community Services RSF Branch oversees provision of health and medical services into the recovery phase in accordance with Recovery Coordinator and

the State Health Commissioner. This Branch may be required to adjust service expectations and/or standards of care depending on unsafe conditions, a lack of available resources, or other circumstances related to a disaster. Such recommendations are made according to established policies and priorities; the Recovery Coordinator approves such adjustments. Basic services provided include:

- Ensuring health and medical services in coordination with the Northern Virginia Hospital Alliance and community healthcare providers
- Monitoring and supporting the provision and/or coordination of medical supplies and pharmaceuticals
- 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)²
- Protection of the water supply
- Ensuring food safety
- Ensuring provision of mortuary services
- Active disease surveillance
- Preventing and controlling disease outbreaks
- Providing public information regarding health and safety issues
- Health service delivery functions

12. Approve and facilitate reopening of regulated and other residential care facilities.

The Community Services RSF Branch coordinates post-disaster provision of inspections and approvals for re-opening of restaurants, schools, and other facilities regulated by the Health Department.

This RSF Branch also works with healthcare and residential facilities and state agencies to support their prompt reopening. These facilities include residential care facilities, both with healthcare (e.g. Skilled Nursing Facilities (SNF), Long-

² Note that wastewater/sewerage is addressed under Infrastructure RSF Branch

Term Care Facilities (LTCF)) and human services (e.g. assisted living, attended living) functions.

C. Intermediate Recovery Objectives

Below are intermediate recovery objectives that provide sustained temporary support intended to bridge the gap between a disaster and the implementation of long-term solutions. Any uncompleted objectives described below remain the responsibility of the Community Services RSF Branch into long-term recovery.

1. Monitor private and non-profit sector healthcare funding, capacity, and supply issues.

The Community Services RSF Branch monitors and reports on the sustainability of private and non-profit sector health providers and works with them (or regional networks) to identify resources to maintain provision of healthcare services related to the disaster.

2. Facilitate transition back to normal provision of social and human services and health and medical services.

The Community Services RSF Branch provides management and coordination for the services described above to transition from coordination by the recovery agency to new normal day-to-day provision via their normal county agency, non-governmental provider, or retail provider.

D. Long-Term Recovery Objectives

Below are long-term recovery objectives that provide permanent solutions and return life in the county to normal or to an improved state. Any uncompleted objectives described below will become the responsibility of normal county agency functions upon deactivation of the Community Services RSF Branch.

1. Maintain ongoing healthcare and public health professional recruitment and training.

The Community Services RSF monitors issues related to the long-term availability of qualified public health, medical, and social service personnel, and as needed, works to support education and training in the post-disaster environment.

Fairfax County Pre-Disaster Recovery Plan: Appendices

1. Acronyms
2. Glossary
3. RSF Lead and Supporting Agencies Tasking Matrix
4. Pre-Event Action Plan
5. Recovery Organization Position Checklists
6. Activation Flowchart
7. Recovery Action Plan (Template and Example)
8. Selected Federal Assistance and Funding Sources
9. Sources/ Bibliography
10. Annual Reports

Appendix 1: Acronyms

AAR – After-Action Report

ACHP – U.S. Advisory Council on Historic Preservation

ADA – U.S. Americans with Disabilities Act

AEOC – Alternate Emergency Operations Center

APA – American Planning Association

ARC – American Red Cross

ASTDR – U.S. Agency for Toxic Substances and Disease Registry

BCP – Business Continuity Plan

BEOC – Fairfax County Business Emergency Operations Council

BOS – Fairfax County Board of Supervisors

CAO – Chief Administrative Officer

CAP-SSSE – Community Assistance Program, State Support Services Element

CBP – U.S. Customs and Boarder Protection

CBRN – Chemical, Biological, Radiological, and Nuclear

CCA – Complex Coordinated Attack

CCC – Fairfax County Citizen Corps Council

CCTA – Complex Coordinated Terrorist Attack

CDBG-DR – HUD Community Development Block Grant—Disaster Recovery

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

CONOPS – 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
C-POD – Commodities Point of Distribution
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
DMB – Fairfax County Department of Management and Budget
DoD – U.S. Department of Defense
DOL – U.S. Department of Labor
DOT – Fairfax County Department of Transportation
DPD – Fairfax County Department of Planning and Development
DPMM – Fairfax County Department of Purchasing and Materials Management
DPWES – Fairfax County Department of Public Works and Environmental Services
DR – Disaster Recovery
DRC – Disaster Recovery Center

ECSF – Economic Crisis Strike Force
EDA – Fairfax County Economic Development Authority
EEI – Essential Elements of Information
EMAC – Emergency Management Assistance Compact
EMC – Emergency Management Coordinator
EMCC – Fairfax County Emergency Management Coordination Committee
EOC – Fairfax County Emergency Operations Center (unless otherwise specified)
EOP – Fairfax County Emergency Operations Plan (unless otherwise specified)
EPA – U.S. Environmental Protection Agency
EPC – Emergency Preparedness Council
ER – U.S. DOT Emergency Relief
ERFO – U.S. DOT Emergency Relief for Federally Owned Roads
ESF – Emergency Support Function
ESSP – Fairfax County Economic Success Strategic Plan

FAC – Family Assistance Center
FAA – U.S. Federal Aviation Administration
FBI – U.S. 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
FHWA – U.S. Federal Highway Administration
FIMA – U.S. Federal Insurance and Mitigation Administration
FRCC – U.S. Federal Recovery Coordination Center
FTA – U.S. Federal Transit Administration

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
HIRA – Hazard Identification and Risk Assessment
HMGP – FEMA Hazard Mitigation Grant Program
HMP – Hazard Mitigation Plan
HOME – HUD Housing Opportunities Made Equal grants
HSEEP – DHS 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

IP – Improvement Plan

IT – Information Technology

JFO – Joint Field Office

JIC – Joint Information Center

JIS – Joint Information System

JOC – Joint Operations Command

LDRM – Local Disaster Recovery Manager

LDS – Fairfax County Department of Land Development Services

LEA – Law Enforcement Agency

LOC – Library of Congress

LTCF – Long-Term Care Facility

LTCR – Long-Term Community Recovery

MAC – Multi-Agency Command

MACC – Multi-Agency Coordination Center

MCSA – U.S. Motor Carrier Safety Administration

MLS – National Association of Realtors' Multiple Listing Service

MOU – Memorandum of Understanding

MPSTOC – Fairfax County McConnell Public Safety and Transportation Operations
Center

MWAA – Metropolitan Washington Airports Authority

MWCOG – Metropolitan Washington Council of Governments

MYTEP – Multi-Year Training and Exercise Program

NASA – U.S. 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 – U.S. National Flood Insurance Program
NGO – Non-Governmental Organization
NIMS – National Incident Management System
NIPP – National Infrastructure Protection Plan
NISC – U.S. National Information Sharing Consortium
NOVEC – Northern Virginia Electric Cooperative
NPG – National Preparedness Goal
NPPD – U.S. National Protection Programs Directorate
NRC – U.S. Nuclear Regulatory Commission
NRF – National Response Framework
NVERS – Northern Virginia Emergency Response System
NVHA – Northern Virginia Hospital Alliance
NVRC – Northern Virginia Regional Commission
NVTC – Northern Virginia Transportation Commission
NVWIB – Northern Virginia Workforce Investment Board

OEM – Fairfax County Office of Emergency Management (unless otherwise specified)
OFAs – Other Federal Agencies
OPA – Fairfax County Office of Public Affairs
OSC – Office of Special Counsel

PA – FEMA Public Assistance grant
PCII – Protected Critical Infrastructure Information
PDA – Preliminary Damage Assessment
PDD-63 – Presidential Decision Declaration #63, Critical Infrastructure Protection
PDM – FEMA Pre-Disaster Mitigation grant program
PDRP – Fairfax County Pre-Disaster Recovery Plan
PHMSA – U.S. Pipeline and Hazardous Materials Safety Administration
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
RCC – Fairfax County Recovery Coordination Center
RDD – Radiological Dispersion Device
RECP – MWCOG Regional Emergency Coordination Plan
RESF – MWCOG Regional Emergency Support Function
RHCC – Regional Hospital Coordinating Center
RICCS – MWCOG Regional Incident Communication and Coordination System
RISC – Regional Interagency Steering Committee
RSF – Recovery Support Function
RSFLG – Recovery Support Function Leadership Group

SBA – U.S. Small Business Administration
SBDC – Small Business Development Center
SCO – State Coordinating Officer
SDRC – State Disaster Recovery Coordinator
SitRep – Situation Report
SMA – Statewide Mutual Aid
SMART – Specific, Measurable, Attainable, Relevant, Time-Bound
SME – Subject Matter Expert
SNAP – Supplemental Nutrition Assistance Program
SNF – Skilled Nursing Facility
SOP – Standard Operating Procedure

TEP – Training and Exercise Plan
TIP – Transportation Improvement Program

UASI – Urban Areas Security Initiative
U.S. – United States
USACE – U.S. Army Corps of Engineers
USCG – U.S. Coast Guard
USDA – U.S. Department of Agriculture
USDOT – U.S. Department of Transportation
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

VFOIA – Virginia Freedom of Information Act

VHASS – Virginia Healthcare Alerting and Status System

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 older adults; 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 that he or she 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.

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 Virginia 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. During an emergency, individuals’ level of independence may be challenged (see also Access and Functional Needs).

Financial Recovery Guide – OEM guidance 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, Recovery Groups may be activated within RSF Branches, 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.

K

Key Resources – Publicly or privately controlled resources essential to the minimal operations of the economy and government.

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 Planning – The process of setting overarching post-disaster goals and objectives for the recovery process, 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) or “Community Recovery Planning” in disaster recovery plans and literature.

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 (2016) 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 on ongoing efforts and sets operational objectives and tactics for the coming operational period (which may last days, weeks, or months).

Recovery Advisory Board – Under the Fairfax County PDRP, an entity that may be appointed to provide advice to the Recovery Coordinator regarding general direction, overarching policy guidance, and general prioritization for the County’s recovery activities.

Recovery Agency – An agency that may be established in the executive branch of Fairfax County government, charged with coordinating and implementing recovery from a disaster incident (see “Recovery Organization”).

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 Office – An office that may be established within OEM, charged with coordinating and implementing recovery from a disaster incident (see “Recovery Organization”).

Recovery Organization – Generally, the organization charged with coordinating and implementing recovery from a disaster incident. May be an office within OEM or a stand-alone agency.

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 schools, community centers, recreation centers, 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: RSF Lead and Supporting Agencies Matrix

The table below summarizes Lead and Supporting Agency tasking for each functional area within the RSF Branches. The summary below includes county and affiliated organizations, plus selected and non-profit-sector partners.

The table is coded as shown:

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

Table A3.1: Potential Lead and Supporting Agencies for all RSF functional areas

RSF Branch	Recovery Functional Area	Fairfax County and Affiliated Governmental Organizations																			
		Long-Term Recovery Planning	Economic Employment	Economic Bus. Restoration	Economic Retent./Recruit.	Economic Supply Chain	Economic Natural Rsrcs.	Natural/Cultural Resources Cultural Rsrcs.	Natural/Cultural Resources Natural Rsrcs.	Housing Interned. Hsg.	Housing Long-Term Hsg.	Infrastructure Utilities	Infrastructure Capital Projects	Infrastructure Transportation	Infrastructure Debris ¹	Safety/Security Security/Perimeter	Safety/Security Struct. Safety	Safety/Security CBRN	Community Svcs. Social/Human	Health/Med.	
									S												
		S																			
		S	S							S	S	S									
		S						S		S	S						S				S
		S								S	S	S		S		S	S				S
									S							S					
		S	S	L	S	S				S	S										S
								S													

¹ Refer to the county Debris Management Plan

RSF Branch	Recovery Functional Area	Long-Term Recovery Planning	Economic			Natural/ Cultural Resources		Housing		Infrastructure			Safety/ Security		Community Svcs.		
			Bus. Restoration	Retent./Recruit.	Supply Chain	Natural Rsrcs.	Cultural Rsrcs.	Long-Term Hsg.	Intermed. Hsg.	Utilities	Transportation	Capital Projects	Debris ¹	Security/Perimeter	Struct. Safety	CBRN	Social/ Human
Dep. County Exec. for Community Devt.			L	L	S												
Dep. County Exec. for Land Devt.	L																
Dep. County Exec. for Pub. Safety																	
Economic Development Authority	S		S	L	S			S	S								
Office of Emergency Management	L	S	L	S	S		S	L	S	S	S		S	S	S	S	S
Env. Quality Advisory Council						S											
Facilities Management Dept.	S		S					S		S	S	L	S	S	S		
Fairfax/Falls Church Comm. Svcs. Board	S	S						S								S	S
Dept. of Family Services	S	L						S								L	
FasTran (Bus)																S	
Dept. of Finance	S		S	S					S	S			S				
Dept. of Fire and Rescue						S					S		S	L	S		
Fire Marshal							S			S	S		S	S			
Health Dept.	S	S				S		S	S		S		S	L	S	L	
Town of Herndon Police Department													S				
Town of Herndon Water										S							
History Commission							S										
Dept. of Housing and Comm. Dev.	S							L	L							S	
Dept. of Human Resources		S						S	S								
Office of Human Rights and Equity								S	S								
Dept. of Information Technology	S					S			S	S			S				
Dept. of Land Development Services	S		S	S		S	S	S	S	S	S		S	L			
Fairfax County Libraries							S										
Local Emergency Planning Committee															S		
Dept. of Management and Budget	S		S	S					S		S						
Dept. of Neighborhood and Comm. Svcs.	S	S					S		S							S	

RSF Branch	Recovery Functional Area	Long-Term Recovery Planning	Economic Employment	Economic Bus. Restoration	Economic Retent./Recruit.	Economic Supply Chain	Resources Natural Rsrcs.	Natural/Cultural Cultural Rsrcs.	Housing Long-Term Hsg.	Housing Intermed. Hsg.	Infrastructure Utilities	Infrastructure Transportation	Infrastructure Capital Projects	Infrastructure Debris ¹	Safety/Security Security/Perimeter	Safety/Security Struct. Safety	Safety/Security CBRN	Community Svcs.	Health/Med.
																		Social/Human	
Park Authority		S					L	L	S			S		S		S		S	
Dept. of Planning and Development		L	S	S			L	L	S	S	S	S	S			S			
Planning Commission		S																	
Police Dept.							S		S			S	S		L	S	S	S	
Office to Prevent and End Homelessness									S									S	
Office of Public Affairs		S							S										
Dept. of Public Safety Comms.															S				
Fairfax County Public Schools		S	S						S		S		S			S		S	
Dept. of Public Works and Env. Svcs.		S			S	L			S	S	L	S	L	L		L			S
Dept. of Purch. and Materials Management		S	S		L			S							S	S	S		
Redevelopment Housing Authority									L	S									
Town of Reston (Bus)																		S	
Office of Risk Management										S									
Office of the Sheriff									S						S	S	S		
Office of Strategy Management		S																	
Dept. of Tax Administration		S	S	S					S	S			S			S			
Dept. of Transportation		S			S						S	L	S					S	
Dept. of Vehicle Services		S									S	S	S		S			S	
Town of Vienna Police Dept.															S				
Town of Vienna Water											S								
Fairfax County Water Authority							S				S					S			S
Wetlands Board							S												
Non-Governmental Organizations (Selected)																			
American Red Cross (Natl. Cap. Region)									S									S	S
Fairfax Citizen Corps Council									S	S					S			S	S
Faith Communities in Action									S	S								S	

RSF Branch	Recovery Functional Area	Community Svcs.		Health/ Med.	Safety/ Security		Infrastructure			Housing		Natural/ Cultural Resources		Economic		Long-Term Recovery Planning	
		Social/ Human	CBRN	Struct. Safety	Security/Perimeter	Debris ¹	Capital Projects	Transportation	Utilities	Long-Term Hsg.	Intermed. Hsg.	Cultural RsrCs.	Natural RsrCs.	Supply Chain	Retent./Recruit.		Bus. Restoration
	Medical Reserve Corps			S													
	No. Virginia VOAD	S		S						S	S						
	No. Virginia Workforce Investment Board		S														
	Small Business Development Centers													L	S		
	Virginia Victims Assistance Network																
	Volunteer Fairfax	S								S	S		S				

Appendix 4: Pre-Event Action Plan

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 Functional Areas within the RSF Branch Annexes to this PDRP.

Note that in addition to agencies listed in Table A4.1 below, the participation of other agencies and organizations from inside and outside the County will be essential.

Table A4.1: Pre-Disaster Implementation Matrix

Pre-Disaster Objective	Responsible Agency(ies)	Recovery Functional Areas impacted	Phasing (immediate, secondary, or ongoing)
<i>All RSFs</i>			
Add Lead and Supporting Agencies to OEM emergency call list	OEM	All	Immediate
Ensure sufficient financial reserves (e.g., budgeted reserves, a “rainy day fund,” or pre- established emergency lines of credit).	OEM,	All	Immediate
Identify legal authorities, triggers, and safeguards, such that critical functions (including procurement) can be executed with maximal efficiency. (0-A1)	OEM, DPMM, DMB, OCA, RSF Lead Agencies	All	Immediate
Support outreach to elected officials and policymakers (0-A7)	OEM, RSF Lead Agencies	All	Immediate
Establish and maintain pre-incident coordination. (0-A2)	OEM, RSF Lead Agencies	All	Ongoing
Inventory resources and capabilities, and address gaps. (0-A3)	OEM, RSF Lead Agencies	All	Ongoing
Pre-identify restoration and reconstruction priorities. (0-A4)	OEM, RSF Lead Agencies	Multiple	Ongoing

Pre-Disaster Objective	Responsible Agency(ies)	Recovery Functional Areas impacted	Phasing (immediate, secondary, or ongoing)
Maintain and promote continuity capabilities. (0-A5)	OEM, RSF Lead Agencies	All	Ongoing
Train and exercise. (0-A6)	OEM, RSF Lead Agencies	All	Ongoing
<i>Multiple RSFs</i>			
Streamline and coordinate regulatory and statutory approvals and permitting processes for recovery (A-A1; D-A1)	DCE for LDS, Planning & Development, OEM, HCD	Long-Term Planning (A) Intermediate Housing, Long-Term Housing Reconstruction and Relocation (D)	Immediate
Develop long-term disaster case management system (B-A1, D-A3, G-A1)	OEM, DFS, HD, HCD	Employment (B) Intermediate Housing (D) Social and Human Services, Health and Medical (G)	Immediate
Identify mitigation measures (C-A3, E-A4)	Planning and Development, DPWES, DOT, Parks Authority, OEM, FMD	Cultural Resources, Natural Resources (C) Utility Restoration, Transportation Infrastructure, Public Assets (E)	Ongoing
<i>Long-Term Planning RSF Branch (Annex A)</i>			
Be familiar with recovery planning best practices (A-A2)	DCE for LDS, Planning & Development, OEM		Secondary
Be familiar with recovery funding and financing resources (A-A3)	DCE for LDS, Planning & Development, OEM		Secondary

Pre-Disaster Objective	Responsible Agency(ies)	Recovery Functional Areas impacted	Phasing (immediate, secondary, or ongoing)
Be familiar with County and regional planning resources (A-A4)	DCE for LDS, Planning & Development, OEM		Secondary
Be familiar with County and regional stakeholder groups (A-A5)	DCE for LDS, Planning & Development, OEM		Secondary
Be familiar with model/template post-disaster recovery plans (A-A6)	DCE for LDS, Planning & Development, OEM		Secondary
<i>Economic RSF Branch (Annex B)</i>			
Establish credentialing for key staff of identified area firms and major insurers (B-A2)	OEM	Business Restoration	Immediate
Promote private-sector resiliency and continuity through education and outreach (B-A4)	OEM, Dept. of Economic Initiatives, DCE for CD, SBDCs	Business Restoration, Business Retention and Recruitment	Ongoing
Identify alternate business facilities within the county (B-A3)	OEM, Dept. of Economic Initiatives, DCE for CD, SBDCs	Business Restoration	Secondary
Establish an "Open for Business" program (B-A5)	OEM, Dept. of Economic Initiatives, DCE for CD, SBDCs, OPA, BEOC	Business Restoration	Secondary
Establish a county small business emergency loan program (B-A6)	OEM, Dept. of Economic Initiatives, DCE for CD, SBDCs	Business Restoration	Secondary
<i>Natural and Cultural Resources RSF Branch (Annex C)</i>			
Maintain an inventory of properties with preservation concerns and/or issues. (C-A1)	Planning and Development, DPWES, Parks Authority, OEM	Cultural Resources	Immediate
Identify federal programs relevant to natural resources restoration (C-A2)	Planning and Development, Parks Authority, OEM	Natural Resources	Secondary

Pre-Disaster Objective	Responsible Agency(ies)	Recovery Functional Areas impacted	Phasing (immediate, secondary, or ongoing)
<i>Housing RSF Branch (Annex D)</i>			
Develop a Disaster Housing Recovery Field Guide outlining specific intermediate and long-term housing strategies	OEM, HCD, LDS	Intermediate Housing, Long-Term Housing Reconstruction and Relocation	Immediate
<i>Infrastructure RSF Branch (Annex E)</i>			
Coordinate inventory and prioritization for utility restoration (E-A1)	OEM, DPWES	Utility	Immediate
Coordinate inventory and prioritization for transportation infrastructure restoration (E-A2)	OEM, DOT	Transportation	Secondary
Coordinate inventory and prioritization for public asset restoration and reconstruction (E-A3)	OEM, FMD, DPWES	Capital Assets and Reconstruction	Secondary
<i>Safety and Security RSF Branch (Annex F)</i>			
Develop a CBRN recovery and remediation plan (F-A3)	OEM, Fire and Rescue, HD	CBRN	Immediate
Review legal authorities and procedures for implementation of martial law or other expanded/extraordinary public safety measures (F-A1)	OEM, Police Dept, OCA	Security & Perimeter	Secondary
Develop expedited structural safety processes (F-A2)	DPWES, LDS, Fire Marshal, FMD, OEM	Structural Safety and Damage Assessment	Secondary
<i>Community Services RSF Branch (Annex G)</i>			
Coordinate medical surge planning (G-A4)	OEM, HD	Health and Medical	Immediate
Maintain the Family Assistance Center plan (G-A5)	DFS, OEM, HD	Social and Human Svcs., Health and Medical	Ongoing

Pre-Disaster Objective	Responsible Agency(ies)	Recovery Functional Areas impacted	Phasing (immediate, secondary, or ongoing)
Develop a framework and communication materials for voluntary medical-needs self-identification (G-A2)	DFS, OEM, HD	Health and Medical	Secondary
Develop a plan to monitor disease vectors (G-A3)	HD	Health and Medical	Secondary
Coordinate inventory and prioritization for transportation service and infrastructure restoration (G-A6)	OEM, DOT, DFS	Social and Human Svcs.	Secondary
Pursue Memoranda of Understanding (MOUs) related to for transportation service and infrastructure restoration (G-A7)	OEM, DOT, DFS	Social and Human Svcs.	Secondary

Appendix 5: Recovery Organization Position Checklists

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Position Checklist: Recovery Coordinator

Reports to: Emergency Management Coordinator if heading Recovery Office in OEM; or Emergency Management Director (County Executive) if heading independent Recovery Agency

This checklist provides the recovery organization with proposed activities to support recovery operations. The checklist should not be considered exhaustive or static. As recovery operations evolve, so too will the requirements of the recovery organization staff, and additions or modifications to the items outlined below will likely be required.

Read entire position checklist before taking any action!

Responsibilities:

1. Determine the timeframe for operational periods and establish the appropriate staffing level for the Fairfax County recovery organization.
2. Manage coordination among the recovery organization and any other county agencies participating in recovery.
3. Oversee setting priorities for recovery efforts and successful completion by relevant organizations of their tasks to support priorities.
4. Ensure that information-sharing is accomplished effectively among the County Executive, the Recovery Advisory Board, and the recovery organization.
5. Manage 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:

- Review the PDRP, especially any sections specifically relevant to this position.
- 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 activate the appropriate personnel.
- Oversee set up of the recovery organization.

- Support the Liaison Officer in establishing communications with other recovery entities.
- Schedule the initial recovery action planning meeting.

Operational Phase:

- Prepare management objectives for the recovery action planning meetings.
- Monitor recovery organization staff activities for progress.
- Attend periodic briefings with staff to ensure objectives are current.
- Working with the Public Information Officer (PIO), conduct news conferences and review media releases for final approval.
- Ensure that the Liaison Officer is maintaining effective interagency coordination.
- Working with the Legal Advisor, 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.
- Review and approve the Recovery Action Plan, once completed.
- Coordinate recovery efforts to support and implement the Recovery Action Plan.
- 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.
- Designate specific personnel to handle, after deactivation, any open actions not yet completed.
- Ensure that all required forms or reports are completed and submitted prior to deactivation.
- Schedule and prepare for the After Action Report Conference/Debrief.

Position Checklist: Legal Advisor

Reports to: Recovery Coordinator

This checklist provides the recovery organization with proposed activities to support recovery operations. The checklist should not be considered exhaustive or static. As recovery operations evolve, so too will the requirements of the recovery organization staff, and additions or modifications to the items outlined below will likely be required.

Read entire position checklist before taking any action!

Responsibilities:

1. Review matters 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.
3. As indicated or requested, review public statements drafted by the PIO prior to release of such information.

Activation Phase:

- Review the PDRP, especially any sections specifically relevant to this position.
- Check in with the Recovery Coordinator and clarify any issues regarding authority and assignment, including the functions of others in the recovery organization.
- Establish communications with other jurisdictional legal offices for support.
- Establish communications with activated staff within the recovery organization, as well as the Recovery Advisory Board, if activated.

Operational Phase:

- Facilitate requests for legal support or information as requested.
- Prepare templates for legal documents and other actions.
- Provide appropriate action statuses to the Recovery Planning Section.
- Keep the Recovery Coordinator, Executives, and /or their representatives informed on policy guidance and clarifications of legal issues.

- Maintain confidentiality in the 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 Recovery Planning Section.
- Participate in the After Action Report Conference/Debrief.

Position Checklist: Safety Officer

Reports to: Recovery Coordinator

This checklist provides the recovery organization with proposed activities to support recovery operations. The checklist should not be considered exhaustive or static. As recovery operations evolve, so too will the requirements of the recovery organization 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. Collect and compile all risk information associated with the execution of recovery mission assignments and contribute safety messaging to the Recovery Action Plan.
3. Provide advice on safety issues; halt or modify any and all unsafe operations within or outside the scope of the Recovery Action Plan, notifying the Recovery Coordinator of actions taken.
4. Coordinate with the Recovery Logistics Section to ensure that appropriate security measures have been established at the recovery organization facility.
5. Ensure a Medical Plan is established for each operational period.

Activation Phase:

- Review the PDRP, especially any sections specifically relevant to this position.
- Perform a risk identification and analysis of the recovery organization site and operations.
- Tour the entire facility area and determine the scope of ongoing and future operations.
- Monitor set-up procedures for the recovery organization 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 facility; this includes 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 the Recovery Planning Section and the Recovery Funding Resources Section if necessary.
- Work with the Branch Directors, as 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 activated facilities.
- Coordinate with the Recovery Logistics Section, if established, to obtain assistance for any special safety requirements in recovery facilities.
- Coordinate with Recovery Logistics Section, if established, to monitor security checkpoints and recovery organization facility access.
- 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.
- Assist with the deactivation of the Recovery Organization at designated time(s).
- Ensure all functions have been transitioned to their pre-disaster department(s), agency(ies), or activity(ies).
- Participate in the After Action Report Conference/Debrief.

Position Checklist: Liaison Officer

Reports to: Recovery Coordinator

This checklist provides the recovery organization with proposed activities to support recovery operations. The checklist should not be considered exhaustive or static. As recovery operations evolve, so too will the requirements of the recovery organization 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; support incoming staff to the recovery organization, and to coordinate intergovernmental/ interagency deployments to the recovery organization.
2. Present logistical and communications matters in the context of intergovernmental/interagency coordination to the Recovery Coordinator with a recommended course of action.
3. Assist and serve as an advisor to the Recovery Coordinator and Sections as needed, providing information, assisting in coordination efforts, and ensuring the proper flow of information.
4. Coordinate VIP and visitor tours of the recovery organization facility.
5. Conduct necessary recovery-related government relations and lobbying work on behalf of the County and the recovery organization.

Activation Phase:

- Review the PDRP, especially any sections specifically relevant to this position.
- Obtain situation status and recovery priorities from the Recovery Coordinator.
- Ensure registration procedures are established for outside agencies working within the recovery organization.
- Assist the Recovery Coordinator in determining appropriate staffing for the recovery organization.
- 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.

- Ensure that agency representatives' communications are established and functioning.

Operational Phase:

- Establish and maintain a position log and other necessary files.
- Liaise with any organizations or departments participating in recovery but not directly represented in the recovery organization.
- Function as a central location for incoming agency representatives and provide workspace and arrange for support as necessary.
- Assist the Recovery Coordinator and Section Chiefs in developing overall recovery priorities as well as priorities for the initial Recovery Action Plan.
- Provide external and non-represented agencies' information to the Recovery Planning Section to assist in the development, continuous updating, and implementation of Recovery Action Plans.
- 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 and Public Information Officer (PIO) in preparing for and conducting briefings with Sections, elected officials, the media, and the general public.
- Receive reports from branch-level Liaison Officer(s), if activated, and handle any issues that arise.
- Ensure that an updated list of outside agency representatives (with contact phone number) is included in the Recovery Action Plan.
- Advise the Recovery Coordinator of critical information and requests contained within agency situation reports.

Demobilization Phase:

- Notify external non-represented agencies of the planned demobilization, as appropriate.
- Assist with the deactivation of the Recovery Organization at the designated time.
- Transition all functions to their pre-disaster department(s), agency(ies), or activity(ies).
- Participate in the After Action Report Conference/Debrief.

Position Checklist: Public Information Officer

Reports to: Recovery Coordinator

This checklist provides the recovery organization with proposed activities to support recovery operations. The checklist should not be considered exhaustive or static. As recovery operations evolve, so too will the requirements of the recovery organization staff, and additions or modifications to the items outlined below will likely be required.

Read entire position checklist before taking any action!

Responsibilities:

1. Maintain the appropriate flow of information about the recovery organization's efforts to the media for public dissemination through public information releases via multiple channels.
2. Develop Public Communications and Messaging Plan in the early stages of the recovery effort, for revision, as necessary, throughout recovery operations.
3. Serve as the coordination point for all public information, media relations, and related information sources for the recovery organization.
4. If indicated, establish and maintain a hotline or call center for the public to access helpful information and advice, in coordination with Service and Information Centers.
5. Liaise with the Public Information Officers (PIOs) of other local, state, or federal recovery agencies.
6. Provide advice or support, as requested, to members of the Board of Supervisors, Recovery Advisory Board, recovery organization, and County Senior Management Team on consistent messaging and communication of priorities related to recovery.
7. When required, identify alternate methods and 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.

Activation Phase:

- Review the PDRP, especially any sections specifically relevant to this position.
- Determine communications equipment requirements and make request to the Recovery Logistics Section for such requirements.
- Consult with the Recovery Coordinator and relevant RSF Branch Director(s) to determine whether branch-level PIOs are appropriate, and if so, appoint them.
- Assess information skill areas required in the recovery organization such as: writing, issues management, media relations, event planning, etc. and resolve as soon as practical.

Operational Phase:

- Establish and maintain a position log and other necessary files.
- Coordinate media releases with officials representing other affected agencies.
- Maintain a positive relationship with the media representatives, monitoring all broadcasts and written articles for accuracy.
- Maintain a web page established for recovery information, as appropriate.
- Working with the Legal Officer, obtain policy guidance and approval from the Recovery Coordinator with regard to all information to be released to the media and public.
- Refer to the PDRP and PIO 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 Recovery 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.
- If indicated, 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 organization staff and the call takers of the hotline.
- Develop key talking points for Board of Supervisors, County Executive, and others as appropriate.
- Strive to provide that announcements, recovery information, and materials are translated and prepared for populations with access and functional needs (limited or non-English speaking, visually impaired, hearing impaired etc.).
- Retain copies of all information released for documentation purposes.
- Promptly provide copies of all media releases to the Recovery Coordinator.

Demobilization Phase:

- Prepare final news releases and advise media representatives of points-of-contact for follow-up stories.
- Assist with demobilization procedures.
- Transition all functions to their pre-disaster department(s), agency(ies), or activity(ies).
- Participate in the After Action Report Conference/Debrief.

Position Checklist: Recovery Coordination Section Chief

Reports to: Recovery Coordinator

This checklist provides the recovery organization with proposed activities to support recovery operations. The checklist should not be considered exhaustive or static. As recovery operations evolve, so too will the requirements of the recovery organization 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 Section and ensure that activities and assignments to support the Recovery Action Plan are carried out, including the coordination of all recovery functions.
2. Establish the appropriate staffing within the Section, continuously monitoring their effectiveness.
3. Oversee activated Recovery Support Function (RSF) Branches, ensuring each is working to satisfy relevant objectives.

Activation Phase:

- Review the PDRP, especially any sections specifically relevant to this position.
- Appropriately activate and staff the Section, continually monitoring for and resolving staffing needs.
- Obtain a preliminary situation briefing from the Recovery Coordinator and any other recovery organization staff as appropriate.
- In coordination with the Recovery Logistics Section, staff, equip, and communicate with Fairfax County Service and Information Centers and Business Recovery Centers.
- Activate appropriate RSF Branches, and work with Lead Agencies to assign Branch Directors.
- Coordinate with the Liaison Officer, Public Information Officer (PIO), and Branch Directors regarding the need for branch-level Liaison Officers or PIOs.
- Work with the Recovery Coordinator and other appropriate RSF Branches to develop a community process to prioritize recovery needs.

Operational Phase:

- Ensure that all Section personnel are maintaining their individual position logs and other documentation.
- Provided the Recovery Planning Section with status reports and other requested information.
- Identify key issues affecting the Recovery Coordination Section, meet with section personnel, and determine appropriate objectives for the initial recovery action planning meeting.
- Prepare for and participate in Planning meetings and other relevant meetings as directed or required.
- Coordinate with the Liaison Officer 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 with RSF Branches, the Recovery 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.
- Refer all media contacts to the PIO.

Demobilization Phase:

- Ensure that all paperwork is complete and that logs are closed and sent to the Recovery Planning Section.
- Ensure that any open actions are assigned to appropriate agency and/or recovery organization staff as appropriate.
- Deactivate the Section and close out logs when authorized by the Recovery Coordinator.
- Transition all functions to their pre-disaster department(s), agency(ies), or activity(ies).
- Participate in After Action Report Conference/Debrief.

Position Checklist: Recovery Planning Section Chief

Reports to: Recovery Coordinator

This checklist provides the recovery organization with proposed activities to support recovery operations. The checklist should not be considered exhaustive or static. As recovery operations evolve, so too will the requirements of the recovery organization 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, evaluate, and disseminate critical incident situation information and intelligence within the recovery organization. Prepare periodic recovery situation reports for dissemination to recovery organization staff and external partners.
2. Monitor the status of operational objectives, display situation information for all recovery personnel, and facilitate development of periodic Recovery Action Plans and the long-term Community Recovery Plan.
3. Implement methodology to track all resources utilized by the recovery organization.
4. Monitor and document consideration of fairness and equity during recovery decision-making and action planning.
5. Make situational information, plans, and reports developed by the Recovery Planning Section available, on a regular basis, to all authorized agencies and organizations, including Virginia Department of Emergency Management (VDEM).
6. Coordinate the development of the recovery effort After-Action Report (AAR), including establishing intermittent reporting requirements established for the recovery organization and Recovery Advisory Board.

Activation Phase:

- Review the PDRP, especially any sections specifically relevant to this position.
- Appropriately activate and staff the Section, continually monitoring for and resolving staffing needs.

- Obtain a preliminary situation briefing from the Recovery Coordinator and any other recovery organization staff as appropriate.
- Develop strategy for carrying out all Recovery Planning Section responsibilities.
- Based on the need, activate Section Units and designate leaders for each.

Operational Phase:

- Track and maintain files on all recovery organization activities.
- Provide technical support services, including GIS expertise, to the recovery organization sections and branches.
- Keep the Recovery Coordinator informed of significant issues affecting the Recovery Planning Section; identify appropriate ways for resolution.
- In coordination with the other Sections, ensure that status reports are complete and utilized as a basis for Situation Reports and Recovery Action Plans.
- Develop and disseminate to the appropriate staff, after approval from the Recovery Coordinator, a Situation Report for each operational period, or as directed by the Recovery Coordinator.
- Maintain accurate and updated information on all status boards, maps, logs, databases, and other documentation and displays available to recovery organization staff.
- Conduct the recovery organization planning meetings.
- Develop and disseminate to the appropriate staff, after approval from the Recovery Coordinator, a Recovery Action Plan for each operational period, or as directed by the Recovery Coordinator; ensure the plan objectives do not pre-empt the Community Recovery Plan.
- Coordinate with the Recovery Coordination 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.
- Lead the development of the Community Recovery Plan; ensure that it is reviewed, evaluated, and updated on at least an annual basis.
- Ensure that filing on all recovery activities and reproduction and archiving services are provided for the recovery organization as required.

- Track all requested, mobilized, demobilized, and returned resources utilized by the recovery organization.

Demobilization Phase:

- Prepare the Demobilization Plan for the recovery organization; disseminate to appropriate staff once approved by Recovery Coordinator.
- Review for completeness, all logs and documentation of the recovery organization.
- Assign and transfer of outstanding Recovery Action Plan 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 Recovery Funding Resources Section.
- Transition all functions to their pre-disaster department(s), agency(ies), or activity(ies).
- Participate in the After Action Report Conference/Debrief.

Position Checklist: Recovery Logistics Section Chief

Reports to: Recovery Coordinator

This checklist provides the recovery organization with proposed activities to support recovery operations. The checklist should not be considered exhaustive or static. As recovery operations evolve, so too will the requirements of the recovery organization staff, and additions or modifications to the items outlined below will likely be required.

Read entire position checklist before taking any action!

Responsibilities:

1. Directly acquire and provide resources, including telecommunication and information technology, for the recovery organization.
2. Document and coordinate recovery logistics activities as they occur within existing county agencies.
3. Establish, support, and maintain the Recovery Coordination Center and any Service and Information Center(s).
4. Facilitate the discussion / coordination between agencies and Recovery Support Functions (RSFs) so that everyone is on the same page as to who has what resources available, who needs what, etc.
5. In coordination with Fairfax County OEM, ensure that all assigned staff have a general understanding of their roles and responsibilities and make training available so staff are familiar with the PDRP and their respective position job aids and checklists.

Activation Phase:

- Review the PDRP, especially any sections specifically relevant to this position.
- Appropriately activate and staff the Section, continually monitoring for and resolving staffing needs.
- Obtain a preliminary situation briefing from the Recovery Coordinator and any other recovery organization staff as appropriate.
- Develop strategy for carrying out all Recovery Logistics Section responsibilities.
- Based on the need, activate Section Units and designate leaders for each.

Operational Phase:

- Locate or acquire equipment, supplies, personnel, facilities, and transportation for the recovery organization and its goals and objectives; this should include outreach to RRCCs, Regional Coordination Centers, external partners, particularly since FEMA may hire temporary / term personnel to support the jurisdiction in recovery.
- Arrange for food, lodging, security, and other support services as required for the recovery organization and its goals and objectives.
- Issue credentials to external-organization personnel.
- Coordinate mutual aid and faith based resources.
- Ensure that Recovery Logistics Section position logs and other necessary files are maintained.
- Participate in recovery action planning meetings.
- Provide periodic status reports to the Recovery Planning Section and other recovery organization staff, as appropriate.
- Receive and maintain logistics documentation from any contracts procured and managed at the RSF branch level.

Demobilization Phase:

- Identify high-cost resources that may be demobilized early and advise other Sections of demobilization.
- Use the Demobilization Plan developed by the Recovery Planning Section to guide demobilization of resources.
- Review for completeness, all logs and documentation and provide to the Recovery Planning Section.
- Assign open actions to appropriate staff for follow up.
- Ensure that all expenditures and financial claims have been coordinated through the Recovery Funding Resources Section.
- Transition all functions to their pre-disaster department(s), agency(ies), or activity(ies).
- Participate in the After Action Report Conference/Debrief.

Position Checklist: Recovery Funding/Finance Section Chief

Reports to: Recovery Coordinator

This checklist provides the recovery organization with proposed activities to support recovery operations. The checklist should not be considered exhaustive or static. As recovery operations evolve, so too will the requirements of the recovery organization staff, and additions or modifications to the items outlined below will likely be required.

Read entire position checklist before taking any action!

Responsibilities:

1. Track and coordinate payment for recovery supplies and services, maintaining expenditure records for federal recovery programs, and tracking of recovery staff time sheets.
2. Centralize management and administration of federal grants and other recovery assistance from FEMA, the Department of Housing and Urban Development (HUD), or other sources.
3. Ensure that the county receives all VA/ federal recovery assistance and reimbursement for which it is eligible, through collecting and coordinating relevant reporting on recovery activities and focusing on recovery financial concerns.
4. 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.
5. Provide technical assistance to county departments on financial recovery programs.
6. Prepare extraordinary funding requests for the Recovery Coordinator to submit to governing bodies, as needed.

Activation Phase:

- Review the PDRP, especially any sections specifically relevant to this position.
- Appropriately activate and staff the Section, continually monitoring for and resolving staffing needs.

- Obtain a preliminary situation briefing from the Recovery Coordinator and any other recovery organization staff as appropriate.
- Review county capabilities and identify gaps related to recovery purchasing, pre-positioned contracts, memoranda of understanding, mission-critical contracts, etc.
- Based on the need, activate Section Units and designate leaders for each.
- Establish a Recovery Programs Administration Unit, if indicated.
- Develop strategy for carrying out all Recovery Funding Resources Section responsibilities.

Operational Phase:

- Use the Financial Recovery Guide to guide financial documentation procedures.
- Identify additional funding and financing opportunities.
- Maintain central recording system and unique identifier process throughout recovery operations.
- Participate in all recovery action planning meetings; provide cost estimates when requested.
- Keep Recovery Coordinator and other Sections aware of the current fiscal situation and other related matters on an ongoing basis.
- Support the Recovery Programs Administration Unit in providing technical assistance to county departments involved in federal and state financial recovery assistance and reimbursement.
- Ensure that all financial records, agency and contractor staff time, expense claims, procurement and management documentation, cost documentation and other relevant documentation are maintained accurately.

Demobilization Phase:

- Review for completeness, all logs and documentation and provide to the Recovery Planning Section.
- Assign open actions to appropriate staff for follow up.
- Transition all functions to their pre-disaster department(s), agency(ies), or activity(ies).
- Participate in the After Action Report Conference/Debrief.

Position Checklist: Recovery Transition Unit

Reports to: Recovery Planning Section Chief

This checklist provides the recovery organization with proposed activities to support recovery operations. The checklist should not be considered exhaustive or static. As recovery operations evolve, so too will the requirements of the recovery organization staff, and additions or modifications to the items outlined below will likely be required.

Read entire position checklist before taking any action!

Responsibilities:

1. Manage the transition from response to recovery.
2. Act as the point of coordination for tracking organizational transition from response to recovery.

Activation Phase:

- Review the PDRP, especially any sections specifically relevant to this position.
- Appropriately activate and staff the Unit, continually monitoring for and resolving staffing needs.
- Obtain a preliminary situation briefing from the Recovery Planning Section and any other recovery organization staff as appropriate.
- Coordinate activation with the Recovery Branch of the Fairfax EOC (ESF 14).

Operational Phase:

- Identify and coordinate with agencies in the EOC that will transition to the recovery organization.
- Support transitioning agencies with developing respective Agency Transition Plans.
- Work with the Recovery Logistics Section to designate space and needed supplies for transitioning agencies.
- Track each agency's transition to recovery operations; resolve any issues identified by the Unit or brought by a transitioning agency.
- Provide the Recovery Planning Section regular updates on status of transition activities.

Demobilization Phase:

- Ensure that all paperwork is complete and that logs are closed and sent to the Recovery Planning Section.
- Ensure that any open actions are assigned to appropriate agency and/or recovery organization staff as appropriate.
- Deactivate the Unit and close out logs when authorized by the Recovery Planning Section.
- Transition all functions to their pre-disaster department(s), agency(ies), or activity(ies).
- Participate in After Action Report Conference/Debrief, as requested.

Position Checklist: Recovery Programs Administration Unit

Reports to: Recovery Funding/Financing Section Chief

This checklist provides the recovery organization with proposed activities to support recovery operations. The checklist should not be considered exhaustive or static. As recovery operations evolve, so too will the requirements of the recovery organization staff, and additions or modifications to the items outlined below will likely be required.

Read entire position checklist before taking any action!

Responsibilities:

1. Centralize management and administration of federal grants and other recovery assistance from FEMA, the Department of Housing and Urban Development (HUD), or other sources.
2. Ensure coordination of necessary documentation, consistent with the Financial Recovery Guide.

Activation Phase:

- Review the PDRP, especially any sections specifically relevant to this position.
- Appropriately activate and staff the Unit, continually monitoring for and resolving staffing needs.
- Obtain a preliminary situation briefing from the Recovery Funding Resources Section and any other recovery organization staff as appropriate.

Operational Phase:

- Maintain individual position logs and other documentation.
- Identify additional funding and financing opportunities; provide this information to all recovery organization staff, including Recovery Support Function (RSF) Branch Directors.
- Leverage the National Disaster Recovery Program Database (NDRPD) and the Catalog of Federal Domestic Assistance as sources to identify recovery 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.
- Provide the Recovery Funding Resources Section regular updates on status of transition activities.

Demobilization Phase:

- Ensure all expenditures and financial claims have been processed and documented.
- Ensure that all paperwork is complete and that logs are closed and sent to the Recovery Planning Section.
- Ensure that any open actions are assigned to appropriate agency and/or recovery organization staff as appropriate.
- Deactivate the Unit and close out logs when authorized by the Recovery Funding Resources Section.
- Transition all functions to their pre-disaster department(s), agency(ies), or activity(ies).
- Participate in After Action Report Conference/Debrief.

Position Checklist: Recovery Support Function (RSF) Branch Director

Reports to: Recovery Coordination Section Chief

This checklist provides the recovery organization with proposed activities to support recovery operations. The checklist should not be considered exhaustive or static. As recovery operations evolve, so too will the requirements of the recovery organization 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 mobilized RSF Branch staff have the most up-to-date situational information and mission assignments.
2. Assess and identify available resources and capabilities from pre-event inventories against what is available and required post-disaster.
3. Coordinate with the Recovery Funding Resources Section to maintain documentation for reimbursement, in accordance with the county Financial Recovery Guide.
4. Ensure RSF Branch operations comply with all county, state, and federal laws, regulations, reporting guidelines, standards, and privacy requirements.
5. Coordinate with the Safety Officer to ensure that RSF Branch staff, contractors, and volunteers are provided food, shelter, health and mental-health/spiritual care, and other basic needs as required.

Activation Phase:

- Review the PDRP, especially any sections specifically relevant to this position.
- Refer to the appropriate RSF Branch Annex of the PDRP.
- Appropriately activate and staff the RSF Branch, continually monitoring for and resolving staffing needs.
- Obtain a preliminary situation briefing from the Recovery Coordination Section and any other recovery organization staff as appropriate.
- Working with the lead agency, determine the need to assign supervisors to manage a functional area of the RSF Branch.
- Coordinate acquisition of resources with the Recovery Logistics Section.

- ❑ Coordinate with the Recovery Coordinator, Liaison Officer, and Public Information Officer (PIO) regarding the need for a branch-level Liaison Officer or PIO.

Operational Phase:

- ❑ Assist in the development and prioritization of RSF-specific recovery strategy and tactics, including input into development of Recovery Action Plans and the Community Recovery Plan.
- ❑ Develop regular status reports to be shared with the Recovery Coordination Section and the Recovery Planning Section, at minimum.
- ❑ Support Lead Agency in educating Supporting Agencies and their representative staff on PDRP activation and transition from response to recovery operations.
- ❑ Support Lead Agency in providing an initial transition briefing specific to the roles and responsibilities of the individual RSF functional area.
- ❑ Facilitate requests for resources from RSF Branch agencies to the Recovery Logistics Section.
- ❑ Pursue additional resources to address gaps in coordination with the recovery organization.
- ❑ Maintain adequate records of financial expenditures and ensure recovery expenses and extensions for services/resources are pre-authorized by the Recovery Coordination Section.
- ❑ Identify RSF-specific recovery issues and coordinate their incorporation into Recovery Action Plans and Community Recovery Plan, as appropriate.
- ❑ Actively share information with other Branches in the recovery organization.
- ❑ Support the Recovery Coordination Section 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 Recovery Planning Section in the ongoing review, evaluation, and maintenance of the Community Recovery Plan.

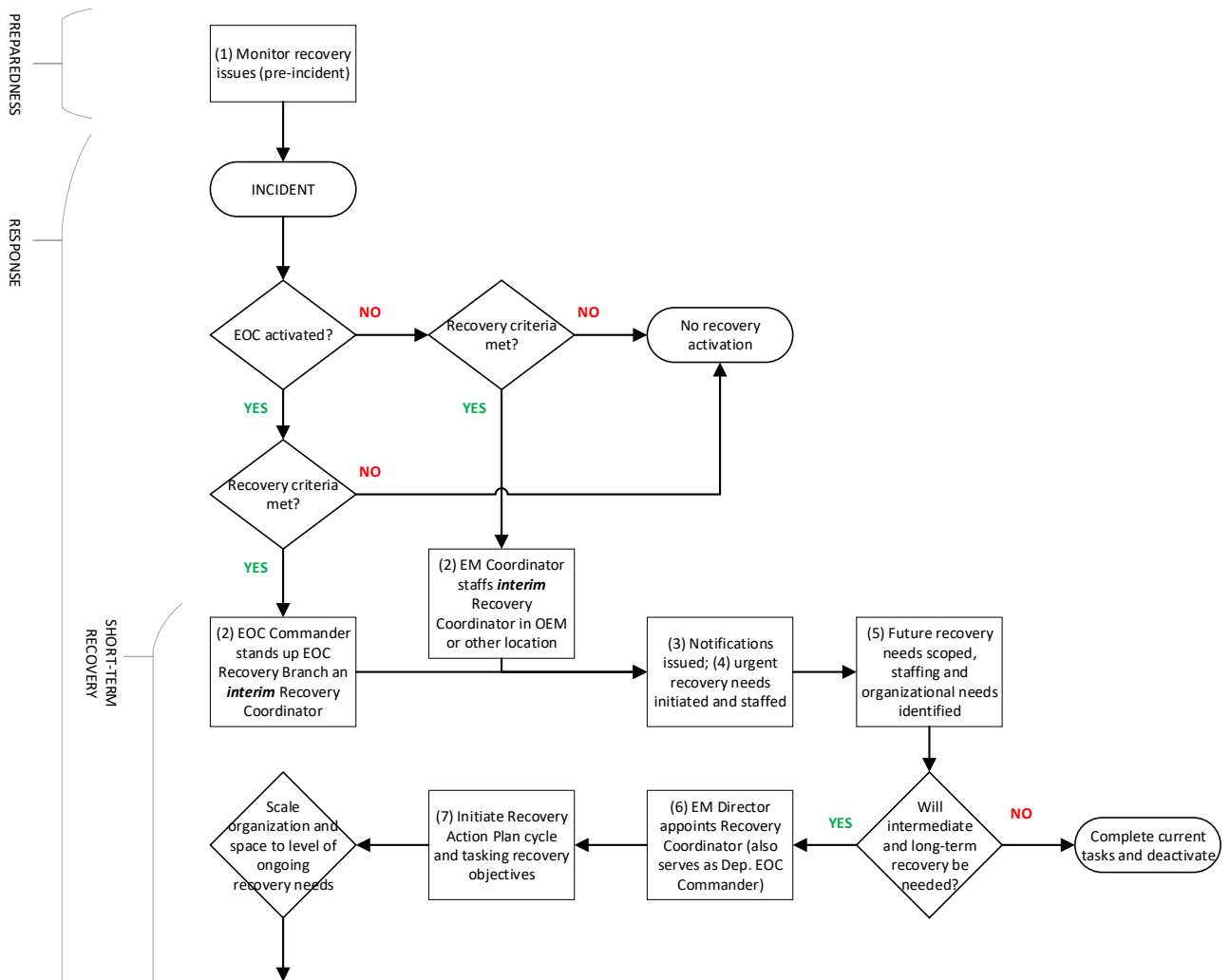
Demobilization Phase:

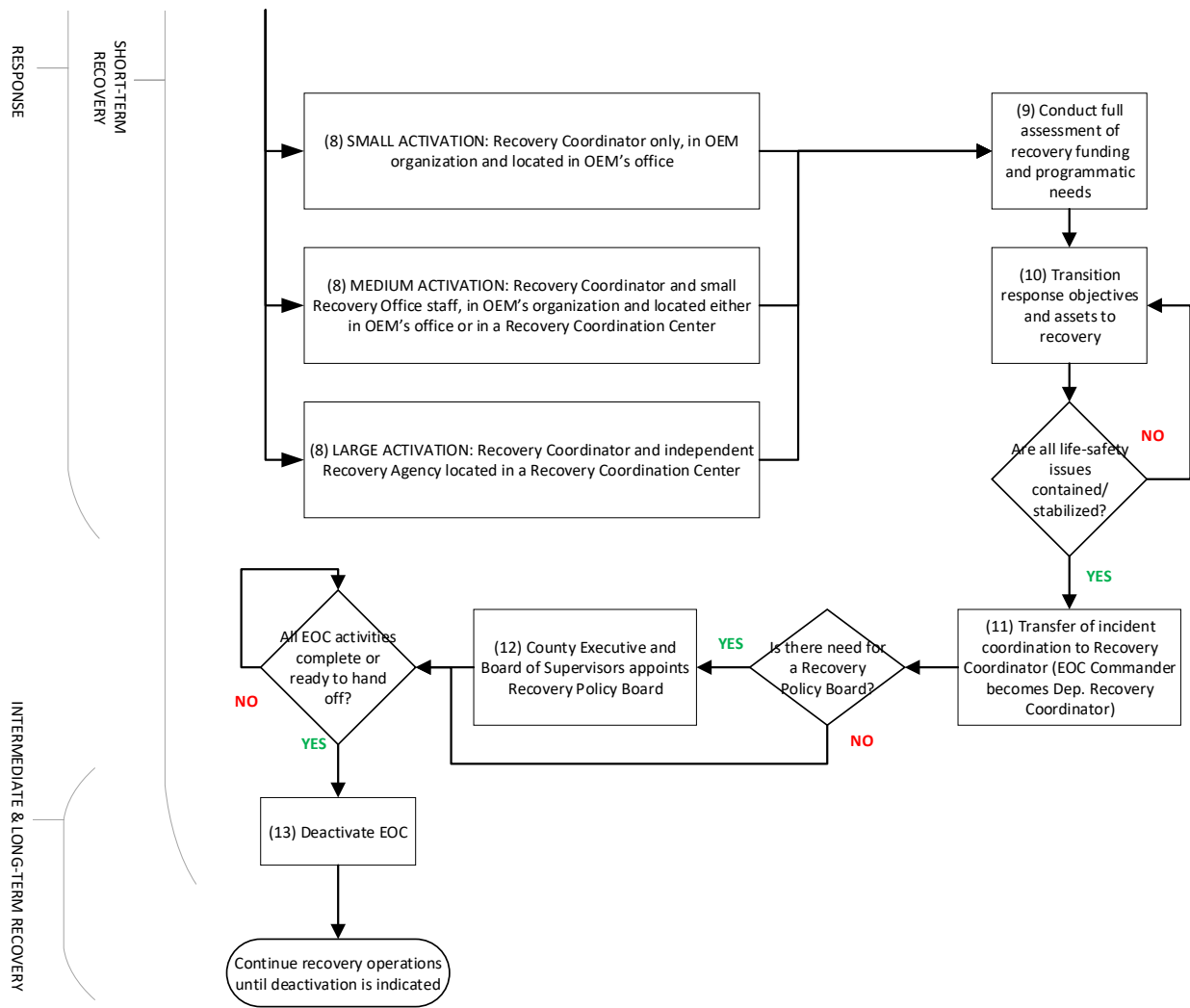
- Determine RSF Branch demobilization prioritization status and advise the Recovery Coordination Section.
- Use the Demobilization Plan developed by the Recovery Planning Section to guide demobilization of resources.
- Review for completeness, all logs and documentation and provide to the Recovery Planning Section.
- Assign open actions to appropriate staff for follow up.
- Ensure that all expenditures and financial claims have been coordinated through the Recovery Funding Resources Section.
- Transition all functions to their pre-disaster department(s), agency(ies), or activity(ies).
- Participate in the After Action Report Conference/Debrief.

Appendix 6: Activation Flowchart

The below flowchart depicts the activation process for the recovery organization. A simplified version of the below, plus text describing this step-by-step process, can be found in Sec. 5.

Figure A6.1: Activation Flowchart





Appendix 7: Recovery Action Plan

I. Recovery Action Plan (Template)

Incident Name		Operational Period		1. RECOVERY OBJECTIVES
		From:	To:	
Summary of Incident Status:				
Overall Incident Objectives			Broad Tactics (see "3. RSF Tasking" sheet for details)	
1				
2				
3				
4				
5				
Essential Elements of Information (EEIs)				
Prepared by:			Date/Time	

Incident Name		Operational Period			2. RECOVERY ORGANIZATION STAFFING
		From:		To:	
		Name	Agency	Contact	Location
Recovery Coordinator					
Deputy Recovery Coordinator					
<i>Command Staff</i>					
Public Information Officer					
Legal Advisor					
Liaison Officer					
Safety Officer					
<i>Recovery Planning Section</i>					
Section Chief					
Recovery Transition Unit Leader					
Current Planning Unit Leader					
Long-Term Planning (RSF A) Unit Leader					
<i>Recovery Logistics Section</i>					
Section Chief					

Incident Name		Operational Period			2. RECOVERY ORGANIZATION STAFFING	
		From:		To:		
Name		Agency	Contact	Location		
<i>Recovery Finance/Funding Section</i>						
Section Chief						
Recovery Programs Unit Leader						
Recovery Fiscal Agent						
Property Claims Unit Leader						
Compensation Claims Unit Leader						
<i>Recovery Coordination Section</i>						
Section Chief						
Economic Recovery (RSF B) Branch Director						
Natural & Cultural (RSF C) Branch Director						
Housing Recovery (RSF D) Branch Director						
Infrastructure Recovery (RSF E) Branch Director						
Safety & Security (RSF F) Branch Director						
Community Services (RSF G) Branch Director						
Prepared by:				Date/Time		

Incident Name		Operational Period		3. RSF TASKING (complete for each activated Branch)	
		From:			
RSF Branch					
		Name	Agency	Contact	Location
<i>Personnel Assigned</i>					
<i>RSF Branch Objectives</i>		<i>Tactics</i>			<i>Responsible Party</i>
Prepared by:				Date/Time	

Incident Name		Operational Period		4. APPROVAL
		From:	To:	
Prepared by:		Date/Time		
Approved by:		Date/Time		

II. Recovery Action Plan (Example)

Incident Name		Operational Period			1. RECOVERY OBJECTIVES
<i>August 2020 flood incident</i>		From:	<i>9/3/20</i>	To:	
<p>Summary of Incident Status:</p> <p><i>Incident contained completely; floodwaters completely receded and normal water heights. Life-safety issues remain a concern in uninhabitable residential neighborhoods and damaged businesses – sanitation hazards, debris, other potential health hazards. Approximately 200 affected homeowners. Approximately 20 small to medium businesses affected; 5 still unable to reopen due to extensive damage.</i></p>					
Overall Incident Objectives			Broad Tactics (see “3. RSF Tasking” sheet for details)		
1	<i>Coordinate Recovery Effort</i>		<ul style="list-style-type: none"> <i>M-W-F 1400 conf. call to update on objectives</i> <i>Weekly SitRep w/ EEI for distro M 0900</i> 		
2	<i>Eliminate life-safety issues.</i>		<i>See Safety/ Security RSF</i>		
3	<i>Reopen businesses.</i>		<i>See Economic RSF.</i>		
4	<i>Recover residential population.</i>		<i>See Housing RSF</i>		
5	<i>Support unmet human/ community needs</i>		<i>See Community Services RSF</i>		
Essential Elements of Information (EEIs)					
<i>Streets impassable due to debris</i>			<i>Persons without accommodations</i>		
<i>Housing units at >50%, <50% damaged</i>			<i>Persons in need of community services/ case mgt.</i>		
<i>Businesses closed</i>					
<i>Total persons displaced</i>					
Prepared by:	<i>Ken Johnson, Planning Section Chief</i>			Date/Time	<i>9/3/20 0930</i>

Incident Name		Operational Period			2. RECOVERY ORGANIZATION STAFFING
<i>August 2020 flood incident</i>		From:	<i>9/3/20</i>	To:	
	Name	Agency	Contact	Location	
Recovery Coordinator	<i>Jean Foster</i>	<i>OEM</i>	<i>(703) 555-5555</i>	<i>OEM</i>	
Deputy Recovery Coordinator	<i>n/a</i>				
Command Staff					
Public Information Officer	<i>Jason Parker</i>	<i>OPA</i>	<i>(703) 555-5555</i>	<i>Home agency</i>	
Legal Advisor	<i>n/a</i>				
Liaison Officer	<i>n/a</i>				
Safety Officer	<i>n/a</i>				
Recovery Planning Section					
Section Chief	<i>Ken Johnson</i>	<i>DPZ</i>	<i>(703) 555-5555</i>	<i>Detailed to OEM</i>	
Recovery Transition Unit Leader	<i>n/a</i>				
Current Planning Unit Leader	<i>n/a</i>				
Long Term Planning (RSF A) Unit Leader	<i>n/a</i>				
Recovery Logistics Section					
Section Chief	<i>n/a</i>				

Incident Name		Operational Period			2. RECOVERY ORGANIZATION STAFFING
<i>August 2020 flood incident</i>		From:	<i>9/3/20</i>	To:	
Name		Agency	Contact	Location	
Recovery Finance/Funding Section					
Section Chief	<i>Lance Dement</i>	<i>OEM</i>	<i>(703) 555-5555</i>	<i>OEM</i>	
Recovery Programs Unit Leader	<i>n/a</i>				
Recovery Fiscal Agent	<i>n/a</i>				
Property Claims Unit Leader	<i>n/a</i>				
Compensation Claims Unit Leader	<i>n/a</i>				
Recovery Coordination Section					
Section Chief	<i>Glenn Dubis</i>	<i>HCD</i>	<i>(703) 555-5555</i>	<i>Home agency</i>	
Economic Recovery (RSF B) Branch Director	<i>Melissa Mulloy</i>	<i>C-E for Comm. Devt.</i>	<i>(703) 555-5555</i>	<i>Home agency</i>	
Natural & Cultural (RSF C) Branch Director	<i>n/a</i>				
Housing Recovery (RSF D) Branch Director	<i>John McNally</i>	<i>HCD</i>	<i>(703) 555-5555</i>	<i>Home agency</i>	
Infrastructure Recovery (RSF E) Branch Director	<i>n/a</i>				
Safety & Security (RSF F) Branch Director	<i>Melissa Greeley</i>	<i>DPWES</i>	<i>(703) 555-5555</i>	<i>Home agency</i>	
Community Services (RSF G) Branch Director	<i>Rebecca Snyder</i>	<i>DFS</i>	<i>(703) 555-5555</i>	<i>Home agency</i>	
Prepared by:	<i>Ken Johnson, Planning Section Chief</i>		Date/Time	<i>9/3/20 0930</i>	

Incident Name <i>August 2020 flood incident</i>		Operational Period From: <i>9/3/20</i> To: <i>9/16/20</i>		3. RSF TASKING (complete for each activated Branch)	
RSF Branch <i>Economic Recovery¹</i>					
Name Agency Contact Location					
Personnel Assigned					
<i>Branch Director</i>	<i>Melissa Mulloy</i>	<i>C·E· for Comm· Devt·</i>	<i>(703) 555-5555</i>	<i>Home agency</i>	
<i>Business Restoration</i>	<i>Lance Bade</i>	<i>DEI</i>	<i>(703) 555-5555</i>	<i>Home agency</i>	
<i>Employment</i>	<i>Janine Bowman</i>	<i>DFS</i>	<i>(703) 555-5555</i>	<i>Home agency</i>	
RSF Branch Objectives Tactics Responsible Party					
<i>Reopen businesses·</i>	<i>Expedite licensing and permitting process·</i>		<i>L· Bade - coordinate with DPWES, LDS, HD as indicated</i>		
	<i>Identify temporary spaces in county·</i>		<i>L· Bade - coordinate with EDA</i>		
	<i>Provide subject-matter expertise to businesses on grants and other funding sources·</i>		<i>L· Bade - coordinate with DFS and Service/ Info Center; PIO</i>		
	<i>Assist businesses with post-disaster needs·</i>		<i>L· Bade - coordinate between DFS and Service/ Info Center, DEI, EDA, and C·E· for Comm· Devt·</i>		
<i>Maintain/ restore employment</i>	<i>Place residents back in the area workforce·</i>		<i>J· Bowman</i>		
Prepared by:	<i>Ken Johnson, Planning Section Chief</i>		Date/Time	<i>9/3/20 0930</i>	

¹ Sheet 3 (RSF Tasking) is shown only for the Economic Recovery RSF, as an example; a complete Recovery Action Plan would include this sheet for all activated RSF Branches

Incident Name <i>August 2020 flood incident</i>		Operational Period From: <i>9/3/20</i> To: <i>9/16/20</i>		4. APPROVAL
Prepared by:	<i>Ken Johnson, Planning Section Chief</i>	Date/Time	<i>9/3/20 0930</i>	
Approved by:	<i>Jean Foster, Recovery Coordinator</i>	Date/Time	<i>9/3/20 0930</i>	

Appendix 8: 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
- Catalog of Federal Domestic Assistance (CFDA): www.cfda.gov

Grant Type	Agency	Purpose	Eligible Recipients
Block Grants			
Community Development Block Grants (CDBG), esp. CDBG-DR (Disaster Recovery)	Housing and Urban Development (HUD)	<p>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.</p> <p>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.</p>	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) – 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	Ensures 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

Grant Type	Agency	Purpose	Eligible Recipients
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
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	<p>Provides temporary housing for disaster victims through three distinct missions:</p> <ul style="list-style-type: none"> • 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

Grant Type	Agency	Purpose	Eligible Recipients
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
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

Grant Type	Agency	Purpose	Eligible Recipients
Reprogram 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
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

Grant Type	Agency	Purpose	Eligible Recipients
Disaster Service Program	American Red Cross	<p>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.</p> <p>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.</p>	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 Un-employment 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
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

Grant Type	Agency	Purpose	Eligible Recipients
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
Housing recovery, social services	Virginia Disaster Relief Fund	Provides funding to non-profit, NGO, and volunteer agencies that provide direct services to survivors following a disaster.	Not-for-Profit Organizations
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

Grant Type	Agency	Purpose	Eligible Recipients
Fannie Mae-Freddie Mac	Fannie Mae-Freddie Mac	<p>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.</p> <p>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.</p>	Government – Local; Businesses
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

Grant Type	Agency	Purpose	Eligible Recipients
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	<p>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:</p> <ul style="list-style-type: none"> • 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
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

Grant Type	Agency	Purpose	Eligible Recipients
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 Transportation (DOT) – Federal Transit Administration (FTA) and Federal Highway Administration (FHWA)	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
Supplement or replacement for FEMA PA	Commonwealth Emergency Relief for Localities	<p>Establish procedures whereby the Governor can provide direct grants to cities and counties that cannot by other means meet the costs of disaster-related response activities or damages to public property. The primary intent of this program is to provide state assistance to cities and counties for uninsured disaster-related costs, such as debris clearance, following such a small-scale or localized disaster when federal disaster assistance is not forthcoming.</p> <p>“Commonwealth Emergency Relief for Localities Guidance” establishes the criteria, process and procedures for localities to receive the funding from the state.</p>	Government – Local

Grant Type	Agency	Purpose	Eligible Recipients
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
Preservation Technology and Training Grants	National Center for Preservation Technology and Training	<p>Support research, training, meetings, conferences, and publications that further the Center’s mission. Preference is given to research and training projects that:</p> <ul style="list-style-type: none"> • 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 	

Grant Type	Agency	Purpose	Eligible Recipients
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
Waterway debris incident	Virginia Marine Debris Emergency Response Guide – Comprehensive and Field Guide	Improves preparedness for response and recovery operations following an acute waterway debris incident in coastal Virginia. The term acute waterway debris incident is used to describe an incident – either natural or anthropogenic – that results in the release of large amounts of waterway debris. This document outlines existing response structures at the local, state, and federal levels to facilitate a coordinated, well-managed, and immediate response to waterway debris incidents impacting the Commonwealth of Virginia	Government – Local

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Appendix 10: Annual Reports

This appendix contains annual reports on the Fairfax County Pre-Disaster Recovery Plan. (See Sec. 7 for more information).