



# Emergency Operations Plan

## Annex D: Recovery

December 22, 2020



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# AUTHORITIES, ACRONYMS, AND DEFINITIONS

Legal authority to undertake the development of the Emergency Operations Plan and subsequent actions in an emergency derives from the Goochland County Director of Emergency Management/Services.

## RELATED AUTHORITIES

### FEDERAL

- The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-388, as amended
- The Disaster Mitigation Act of 2000, Public Law 106-390 (amendment to the Stafford Act)
- The Intelligence Reform and Terrorism Protection Act of 2004, Public Law 108-458, Section 7302
- “Emergency Services and Assistance,” Code of Federal Regulations, Title 44
- Homeland Security Presidential Directive 5, Management of Domestic Incidents, February 28, 2003
- National Response Framework (NRF), January 2008
- National Preparedness Goal, September 2011
- National Incident Management System (NIMS), February 2008
- National Disaster Recovery Framework (NDRF), September 2011
- Presidential Policy Directive 8 (PPD 8), National Preparedness, March 30, 2011
- Sandy Recovery Improvement Act (SRIA) of 2013
- Disaster Relief Appropriations Act, 2013

**ACRONYMS**

<b>AAR</b>	After Action Report
<b>DRC</b>	Disaster Recovery Centers
<b>EPG</b>	Emergency Policy Group
<b>EOC</b>	Emergency Operations Center
<b>FEMA</b>	Federal Emergency Management Agency
<b>IAP</b>	Initial Action Plan
<b>IDA</b>	Initial Damage Assessment
<b>LDRM</b>	Local Disaster Recovery Manager
<b>NDRF</b>	National Disaster Recovery Framework
<b>NIMS</b>	National Incident Management System
<b>PA</b>	Public Assistance
<b>PDA</b>	Preliminary Damage Assessment
<b>PIO</b>	Public Information officer
<b>SHSP</b>	State Homeland Security Program
<b>SITREP</b>	Situation Report
<b>UASI</b>	Urban Area Security Initiative
<b>VDEM</b>	Virginia Department of Emergency Management

## DEFINITIONS

**National Incident Management System:** This system provides a flexible national framework within which government and private entities at all levels can work together to manage domestic incidents, regardless of their cause, size, location, or complexity. This flexibility applies across all phases of incident management: prevention, preparedness, mitigation, response, and recovery.

**Preliminary Damage Assessment:** A mechanism for determining the effect and ratio of damage and the resulting needs of the private and public sectors. The State uses information collected through preliminary damage assessment may contribute to a Governor's request for a Presidential Disaster Declaration.

**Incident Action Plan (IAP):** A written, or verbal plan designed to provide a terse and comprehensible method of capturing and disseminating the comprehensive incident: objectives, strategies, priorities, and tactics.

**Local Disaster Recovery Manager (LDRM):** The LDRM's function is to organize, coordinate, and advance recovery at the local level. LDRM's bring recovery management and administration experience, critical thinking habits, and resource development skills to recovery operations.

**Disaster Recovery Centers:** A readily accessible facility or mobile office where those impacted may acquire information and be referred to appropriate services.

**Emergency Operation Center:** A specified location that serves as a focal point for emergency communications, coordination, information, and decision-making.

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# INTRODUCTION

## ATTACHMENTS

The following attachments are found at the end of this Annex:

Attachments	Contents
<b>1: Recovery Checklist</b>	<ul style="list-style-type: none"> <li>• Short-Term Recovery Checklist</li> <li>• Long-Term Recovery Checklist</li> </ul>
<b>2: Rapid Impact Assessment Worksheet</b>	<ul style="list-style-type: none"> <li>• Single Family, Multi-Family and Mobile Homes</li> <li>• Businesses</li> <li>• Hospitals</li> <li>• Public Facilities/Buildings</li> <li>• Schools</li> <li>• Utilities</li> <li>• Public Roads</li> <li>• Bridges</li> </ul>
<b>3: Preliminary Damage Assessment Checklist</b>	<ul style="list-style-type: none"> <li>• Detailed checklist for preliminary damage assessment</li> </ul>
<b>4: Proposed Annex Change Form</b>	<ul style="list-style-type: none"> <li>• Used by stakeholders to request changes to Annex</li> </ul>
<b>5: ICS Responsibility Matrix</b>	<ul style="list-style-type: none"> <li>• Position Log and Significant Events Guidance</li> <li>• Mission/Resource Request Guidance</li> <li>• Situation Report Guidance</li> <li>• WebEOC Boards and Purposes</li> </ul>

## BACKGROUND

Goochland County's Director of Emergency Management manages the County's Emergency Services program. This Recovery Annex provides:

- Guidance on how to initiate recovery operations as soon as an event is anticipated within the County.
- A framework that will guide Goochland's recovery activities in emergencies or disasters.
- Guiding principles of Goochland and departmental cooperation to enhance recovery operations.

Each department should become familiar with this Annex to ensure efficient and effective execution of emergency responsibilities. This document will continue to be evaluated, updated, and refined to meet the changing needs of the County. The Director of Emergency Management, or their designee, will update and maintain this Plan. Department of Fire-Rescue & Emergency Services will work with all county departments in continuing to enhance recovery operations.

Goochland County will carry out a recovery program that involves both short- and long-term efforts in the event that disasters occur.

Short-term operations seek to restore vital services and provide for the basic needs of the Whole Community. Long-term recovery focuses on restoring the County to its normal or new normal state.

The Federal government, under the Stafford Act, provides the vast majority of disaster recovery assistance. The recovery process includes assistance to individuals, businesses, and to government and other public institutions. Examples of recovery programs include temporary housing, restoration of government services, debris removal, restoration of utilities, disaster mental health services, and reconstruction of damaged roads and bridges. Each department should become familiar with this Annex to ensure efficient and effective execution of emergency responsibilities.

## **PURPOSE**

The purpose of this Recovery Annex is to provide a framework to effectively implement recovery strategies after an incident or disaster to restore normalcy, build resiliency, and protect Goochland County financially. This Plan is consistent with the National Incident Management System (NIMS) and the National Disaster Recovery Framework (NDRF).

The County is prepared to coordinate with state and federal agencies to facilitate individual assistance for our residential population, apply for federal assistance (if available), or file insurance claims. This includes ensuring accurate documentation during response activities to capture funding and recover financial expenditures to the greatest extent possible.

Goochland County utilizes the Incident Command System and the National Incident Management System (NIMS) to manage major special events, emergencies, and disasters.

The ultimate goals of the Goochland County Department of Fire-Rescue & Emergency Services program are to:

- Provide effective communications, coordination, and application of resources regarding life safety measures and property loss reduction;
- Provide for the rapid resumption of impacted mission-essential programs and services;
- Provide inclusion emergency policies that ensure persons with access and functional needs can all access public safety and emergency services; and
- Provide accurate documentation and records required for future cost recovery and future mitigation efforts.

## SCOPE

This Annex is intended to address recovery from a disaster. A disaster is an incident that surpasses the County's ability to respond to or recover from without additional assistance. This Recovery Annex will provide a framework for adapting Goochland's organizational structure and maximizing capabilities to recover from disasters faster and more efficiently.

## EMERGENCY MANAGEMENT PHASES

This Annex applies to Goochland County's phases of emergency prevention, preparedness, mitigation, response (when appropriate), and recovery operations during local, State, and Presidentially declared emergencies or disasters. This Plan applies to all county departments with operational responsibilities for recovery. This Annex will be applied early in the response phase for no-notice events and pre-event for events with notice prior to improve recovery time and reduce expenses. Response operations may still be occurring when this Plan is initiated.

## RECOVERY PRIORITIES

The following **rank-ordered** priorities are intended to provide guidance for prioritizing actions and undertaking investments by the County during recovery and restoration.

The priorities below are not specific to actual pieces of infrastructure, resource-allocation decisions, or policy development. Instead, they are intended to help guide such real-world decisions in the wake of a disaster. Note that the below priorities are not intended to be *exclusive* of one another—they are intended to provide a *relative* framework for the design and implementation of recovery programs; the direction of recovery actions; and allocation of limited resources:

1. Address life-safety concerns.
2. Provide for basic needs including public safety/security, health, and social/human services' needs.
3. Protect property and maintain economic stability.
4. Respect personal liberties, legal protections, and privacy safeguards.
5. Maintain standards of fairness, individual rights, and Goochland County's interests.
6. Support general well-being and address intangible social/personal impacts.
7. Protect and restore the County's resources.

## CONCEPT OF OPERATIONS ORGANIZATION

All county departments will have assignments throughout the recovery phase, in addition to their regular, day-to-day duties. As Emergency Operation Center (EOC) and response operations transition to recovery, staff with recovery mission assignments will be identified. The Director of Emergency Management, or their designee will outline how the current operations will transition to recovery operations. These assignments usually parallel or complement regular duties. The assignments of each department are listed in the “Organization” section of this plan.

Recovery procedures, training, and education for recovery assignments need to be accomplished before an event and should be refreshed yearly. Each department is responsible for developing and maintaining its own procedures, training, and education. Education should include details of how personnel should perform the recovery assignments outlined in this plan.

The Director of Emergency Management, or their designee will be responsible for organizing, coordinating, and advancing recovery within the County. During recovery operations, departmental staff may be assigned specific positions in a recovery organization structure, or the Director of Emergency Management, or their designee may give them mission assignments.

### ACTIVATION AND IMPLEMENTATION OF THE RECOVERY PLAN

The transition from Response to Recovery is a gradual process, the pace and timing of which will depend upon the circumstances. As response activities diminish, recovery activities will increase. During the response phase, the Director of Emergency Management, or their designee will decide when to transfer direction and control of recovery operations. The Local Disaster Recovery Manager (LDRM) will serve as the Incident Commander (Recovery role) and the Director of Emergency Management, or their designee will supervise the LDRM functions if a support contractor is used.

### RECOVERY GOVERNANCE AND COMMAND

#### GOVERNING AUTHORITIES

The Director of Emergency Management or their designee, maintains full authority to direct recovery activities that promote Goochland County’s recovery.

#### LOCAL DISASTER RECOVERY MANAGER

The Director of Emergency Management, or their designee appoints the Local Disaster Recovery Manager (LDRM). He/she serves as the Lead for coordination and command of all local recovery efforts. The LDRM will oversee the County’s recovery organization. The LDRM, in coordination with the Director of Emergency Management, may activate additional resources or contract them as appropriate to best support recovery.

The LDRM will serve for a period of time determined by the recovery efforts and dictated by the Director of Emergency Management. This individual will be dedicated to the recovery effort and may be unable to perform duties related to their permanent job/home department until released from duty by the Director of Emergency Management. The LDRM may be a full-time appointment or contracted position.

Specific skill sets and credentials of the individual designated as the LDRM will depend on the needs presented by the incident. Considerations for the position include:

- Ability to navigate political environments within Goochland County;
- Ability to quickly comprehend the complexity of State, Federal, and NGO roles in recovery;
- Authority to make/recommend time-sensitive financial decisions; and,
- Understanding of historical and geographical influences in the County environment.

Under the direction of the Director of Emergency Management or their designee, the LDRM is Goochland's primary point-of-contact for disaster recovery programming, organization, implementation, and coordinating with the Virginia Department of Emergency Management (VDEM), and the Federal government. The LDRM is authorized to liaise directly with the State Disaster Recovery Coordinator (SDRC) and the Federal Disaster Recovery Coordinator (FDRC). The LDRM can appoint a deputy and other staff to positions consistent with the ICS organizational structure, as necessary.

Depending on the scope of the disaster, long-term recovery may continue for many years. As noted, Goochland County may consider a pre-event recovery support contract for the LDRM and other disaster accounting and recovery roles for a major disaster.

## ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

### RECOVERY ORGANIZATION

The Recovery organization incorporates the LDRM (see the previous section above), leaders of the recovery effort, command staff, and general staff positions as deemed necessary. Command and General Staff may be detailed to the Recovery organization full or part-time, depending on the situation.

The cost of recovery organization staff and recovery tasks will be borne by the County unless such costs are eligible for reimbursement under Federal or State programs, or if Goochland County identifies other funding mechanisms.

The Recovery organization structure will be consistent with the principles of ICS. This generally means:

- It will be scalable and flexible to adapt to the size and scope of the disaster recovery effort.
- Only positions that are needed will be filled.
- Activated positions will be filled by whoever has the applicable skill sets and experience at that time.
- Tasks assigned to positions that are not filled will revert up the chain of command to that position's supervisor.
- The staffing, scale, and structure of the Recovery organization may expand, change, or contract over time based on the situation.
- No single supervisor should directly oversee more than seven staff ("ICS span of control").
- Each individual in the Recovery organization will report directly to only one supervisor ("ICS unity of command").

### RECOVERY ORGANIZATION ACTIVITIES

Goochland County will follow the NDRF to ensure a more effective recovery. The NDRF illustrates recovery as a fluid process that begins with preparedness and can extend for months or years. Each phase requires a unique set of considerations for the recovery organization to consider.

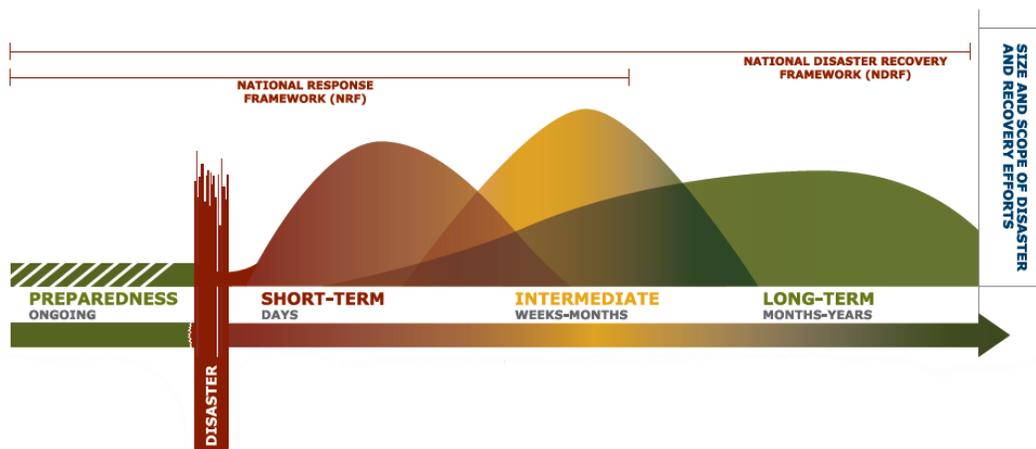


Figure 1– National Disaster Recovery Framework

## PREPAREDNESS ACTIVITIES

- Review responsibilities and authorities with legal counsel to ensure existing laws/ordinances ensure the health, safety, and welfare of citizens following a disaster (i.e., protective measures, access restrictions, reentry policies, curfews, price controls, public nuisance and other emergency rules of operation etc.).
- Build and maintain a disaster recovery organization.
- Develop and maintain memorandums of agreements (MOAs), memorandums of understanding (MOUs), and cooperative agreements with neighboring jurisdictions, the private sector, and NGOs.
- Conduct pre-disaster preparedness exercises to test and improve capabilities.
- Identify potential candidates to serve as the LDRM.
- Determine surge requirements for resource management and personnel.
- Develop agreements that will supplement existing staff.
- Pre-identify services to meet the emotional and health care needs of the County's Whole Community in the event of a disaster.
- Develop pre-scripted public information messages that can be used to deliver information about recovery efforts on the Citizen Information Line, when not staffed.
- Build and maintain relationships with private sector partners who can provide critical services for recovery such as financing, grocery, pharmacy, transportation, etc.
- Develop a mechanism for communicating with the private sector following an emergency or disaster.
- Inventory resources, capabilities, and current contracts for recovery operations.
- Understand county, state, and federal regulations/legislation that will create potential support or barriers for local recovery efforts.

- Ensure that current plans, policies, and procedures include information on aiding those with disabilities, functional, and access needs during recovery operations.
- Review existing financial system policies, procedures, and supporting infrastructure to ensure effective documentation and tracking of disaster costs being generated by all departments as soon as response and recovery activities are initiated (e.g., personnel, equipment, supplies, contract services, travel etc.)
- Facilitate the sorting, retrieving, and packaging of the disaster finance information and for cost reimbursement purposes.
- Develop/provide the necessary pre-event and “Just-In-Time” training to ensure effective and timely implementation of disaster recovery plans.
- Identify staff to support local damage assessment teams and provide the appropriate training to prepare teams.
- Pre-establish local debris monitoring and management contracts to address debris removal needs in a timely and effective manner.

### SHORT-TERM RECOVERY ACTIVITIES

Short-term Recovery overlaps both the response and intermediate recovery actions.

- Assess and develop a strategy for post-disaster short-, interim-, and long-term disaster recovery damages/impacts/needs of affected communities.
- Coordinate re-entry with local municipalities.
- Extend and expand emergency services as needed to support the recovery mission.
- Provide emergency and temporary medical care and establish surveillance protocols as needed.
- Engage those with disabilities, functional, and access needs to ensure that critical needs are being addressed.
- Initiate the damage assessment process, including informal “windshield assessments” as well as formal assessments of facilities.
- Initiate actions for enactment, repeal, or extension of emergency ordinances, moratoriums, and resolutions.
- Assess infrastructure damages and work to establish temporary or interim infrastructure to support Goochland’s reopening.
- Review and brief department staff on disaster assistance available under the Stafford Act and other applicable disaster assistance programs. Explain associated program requirements relating to cost reimbursement, documentation, and procurement.
- Maintain contact with utility providers to determine when major utilities will be restored.
- Request outside assistance as necessary.
- Monitor recovery operations to ensure compliance with all applicable laws, regulations, policies, and programmatic requirements.

- Document and track all expenditures during the recovery process.

### RESPONSE ACTIVITIES

As noted in the previous section and **Annex C: Response**, the Director of Emergency Management, or their designee monitors the need for and implements pre-recovery activities during the response phase. This includes rapid impact assessment (infrastructure assessment) and damage assessment for Public Assistance (PA) and Small Business Administration (SBA) eligibility and support for Individual Assistance (IA).

### INTERMEDIATE RECOVERY ACTIVITIES

In this phase, life safety response activities have ceased, and vital services may/may not have been restored. However, the community has not returned to “normal.”

- Complete damage assessment to support the County and State Disaster Declaration and trigger Federal Assistance.
- Identify Recovery and Post-Disaster Mitigation projects, develop project worksheets (PWs), and participate in FEMA applicant meetings.
- Aid the affected population (i.e., crisis counseling, transportation, etc.).
- Coordinate with county resources, to determine potential locations for emergency shelter and/or temporary housing and family/disaster assistance centers (DRCs).
- Develop transportation restoration and rebuilding plans for increased resiliency.
- Ensure that environmental and historic preservation laws and executive orders are met.
- Utilize the Recovery organization to review the County’s rebuilding and resiliency goals.
- Ensure that all new construction done by volunteers meets building codes.
- Provide the Whole Community with recovery and mitigation resources.
- Assesses the need to activate departmental COOPs and/or the County’s COOP.
- Conduct post-disaster After-Action Review and update emergency management/services plans as appropriate.

### LONG-TERM RECOVERY ACTIVITIES

Long-term recovery consists of those activities and ongoing projects that return Goochland County to a sense of “normalcy,” or a new normal.

- Manage Recovery and Mitigation grant-funded projects, track PW progress and reporting requirements, and ensure the retention of documentation.
- Ensure participation in applicable meetings relating to recovery (housing, economic recovery, environmental remediation, etc.).
- Conduct ongoing monitoring of acute and chronic effects on the environment as a result of the long-term implications.

- Re-establish county services, programs, systems, resources and workforce levels, and provide for the devolution of COOP activities.
- Prioritize long-term services required for at-risk populations, including social, medical and mental/behavioral health needs.
- Remediate areas where hazardous material releases have occurred.
- Aid in the transition of remaining emergency temporary housing populations to permanent housing.
- Identify additional mitigation initiatives following long-term recovery.
- Update resource directories, vendor lists, and inter-agency agreements, reflecting changes, additions, and newly discovered resources for future preparedness planning.

## ASSIGNMENT OF RESPONSIBILITIES

To ensure the most effective use of the services and functions of existing departments within the County for emergency operations, selected roles have been assigned emergency services responsibilities in this Recovery Annex as illustrated below.

<b>Position:</b>  <b>Executive Policy Group</b>	<b>Role:</b> Assist the Emergency Services program in developing strategic goals for recovery operations. This includes but is not limited to reviewing, updating, adopting county ordinances, policies and procedures, providing legal guidance, etc.
<ul style="list-style-type: none"> <li><input type="checkbox"/> Directs recovery activities, develop strategic recovery goals, pass laws and ordinances to promote the County's recovery.</li> <li><input type="checkbox"/> Appoints or activates pre-event contract (if applicable) to designate a Local Disaster Recovery Manager to lead recovery.</li> <li><input type="checkbox"/> Ensures that the Recovery organization is established, and the identified partners are able to support recovery needs, strategies, and plans.</li> <li><input type="checkbox"/> Understands key hazards and evolving risks in the Community.</li> <li><input type="checkbox"/> Adopts and enforces mitigation measures.</li> <li><input type="checkbox"/> Supports the Recovery through the identification and coordination of recovery resources and the engagement of partners.</li> <li><input type="checkbox"/> Shares information with the public on recovery efforts.</li> </ul>	

<p><b>Position:</b></p> <p><b>EOC Manager/Local Disaster Recovery Manager</b></p>	<p><b>Role:</b> The Local Disaster Recovery Manager (LDRM) may be a full-time appointment or a contracted position. The LDRM is solely dedicated to the recovery effort and may be unable to perform duties related to their permanent position until released from duty. The specific skillsets and credentials of the LDRM will depend on the needs presented by the incident.</p>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Identifies threats and hazards most likely to impact the County.</li> <li><input type="checkbox"/> Provides training and education to response partners and the Community on likely threats and hazards.</li> <li><input type="checkbox"/> Integrates hazard mitigation and recovery planning efforts to build resilience in the Community.</li> <li><input type="checkbox"/> Documents lessons learned and incorporate them into future plans and policies.</li> <li><input type="checkbox"/> Serves as the Lead Recovery Agent for the County and will oversee the recovery organization.</li> <li><input type="checkbox"/> Acts as the Liaison between the Local government and the State.</li> <li><input type="checkbox"/> Appoints a deputy and other staff to positions consistent with the ICS organizational structure, as necessary.</li> <li><input type="checkbox"/> Assesses impacts of the disaster and communicates the County's recovery priorities.</li> <li><input type="checkbox"/> Makes recommendations for enactment, repeal, or extension of emergency ordinances, and resolutions.</li> <li><input type="checkbox"/> Communicates the importance of administrative and documentation requirements that will be necessary for the event of a Presidentially Declared disaster.</li> <li><input type="checkbox"/> Interfaces with the State, private sector, and nonprofit organizations to facilitate the timely recovery of the impacted jurisdiction.</li> <li><input type="checkbox"/> Coordinates opportunities to exercise recovery plans.</li> <li><input type="checkbox"/> Works to assess and communicate local recovery priorities to state and federal partners.</li> <li><input type="checkbox"/> Establishes and maintains contact with recovery partners in neighboring communities (if necessary).</li> <li><input type="checkbox"/> Promotes mitigation, resilience, and sustainability measures in local recovery plans and strategies.</li> <li><input type="checkbox"/> Engages the Whole Community in the Recovery process including through with limited English proficiency and access and functional needs.</li> <li><input type="checkbox"/> Builds the Recovery team and identify subject matter experts as needed to support recovery.</li> <li><input type="checkbox"/> Coordinates opportunities to train and exercise recovery plans.</li> </ul>	

<b>Position:</b> <b>Public Information Officer</b>	<b>Role:</b> The Public Information Officer keeps the public informed and maintain all social media platforms of pertinent information to the public.
<ul style="list-style-type: none"><li><input type="checkbox"/> Serves as the official spokesperson for the Recovery organization.</li><li><input type="checkbox"/> Responds to all media and general public inquiries.</li><li><input type="checkbox"/> Maintains the appropriate flow of information about recovery operations to the media for public dissemination through public information releases via multiple channels (i.e., social media, governmental websites, public broadcasts, etc.).</li><li><input type="checkbox"/> Informs the public about the Recovery effort via multiple media channels (i.e., social media, disaster hotlines, local governmental websites, public broadcasts, L.E.D. signboards, etc.).</li><li><input type="checkbox"/> Develops public communication and messaging plan in the early stages of the Recovery effort that will serve as a roadmap for strategic communications between the Recovery unit and the public.</li><li><input type="checkbox"/> Maintains current information and summaries on the Recovery effort.</li></ul>	

<b>Position:</b> <b>Liaison Officer</b>	<b>Role:</b> The Liaison Officer maintains being point of contact for outside department recovery efforts.
<ul style="list-style-type: none"><li><input type="checkbox"/> Serves as the point of contact for representatives assisting and cooperating agencies and organizations.</li><li><input type="checkbox"/> Maintains a list of assisting and cooperating recovery agencies and representatives.</li><li><input type="checkbox"/> Coordinates intergovernmental/interagency deployments to the recovery organization.</li><li><input type="checkbox"/> Interacts with representatives from state agencies that have local offices and/or provide direct assistance to the recovery effort.</li><li><input type="checkbox"/> Monitors recovery operations to identify current or potential inter-organizational problems.</li></ul>	

<b>Position:</b>  <b>Safety Officer</b>	<b>Role:</b> The Safety Officer monitors incident recovery operations and advises the EOC Manager and LDRM on all matters relating to incident health and safety of emergency responder personnel. The Safety Officer has emergency authority to stop and/or prevent unsafe acts during incident operations.
<ul style="list-style-type: none"><li><input type="checkbox"/> Monitor and assess hazardous and unsafe working situations and develop methods for assuring personnel safety throughout recovery.</li><li><input type="checkbox"/> Collect and compile all risk information associated with the execution of recovery mission assignments.</li><li><input type="checkbox"/> Help develop safety messaging for recovery operations.</li></ul>	

<b>Position:</b> <b>Recovery Organization</b>	<b>Role:</b> The Recovery Organization maintains and directs personnel in their roles during a recovery.
<ul style="list-style-type: none"> <li><input type="checkbox"/> Assign personnel only to positions that are needed.</li> <li><input type="checkbox"/> Initially include command staff, general staff, and any other necessary resources in the Recovery structure, as appropriate.</li> <li><input type="checkbox"/> Fill activated positions with whoever has the applicable skillsets and experience.</li> <li><input type="checkbox"/> Pre-identify personnel with applicable recovery skillsets and experience.</li> <li><input type="checkbox"/> Adjust the organizational structure to suit the situation and phase of recovery over time (i.e., staffing, scare, and structure of the recovery organization).</li> <li><input type="checkbox"/> Do not directly oversee more than seven staff members (“ICS span of control”). [All supervisory positions]</li> <li><input type="checkbox"/> Report directly to only one supervisor (“ICS unity of command”). [All recovery personnel]</li> <li><input type="checkbox"/> Designate a Local Disaster Recovery Manager (LDRM).</li> <li><input type="checkbox"/> Serve as the lead recovery agent in the impacted jurisdiction. [LDRM]</li> <li><input type="checkbox"/> Support decision-making and help provide access to key resources throughout the Recovery. [All recovery personnel]</li> <li><input type="checkbox"/> Consider creating a Long-Term Recovery Committee.</li> <li><input type="checkbox"/> Help coordinate local recovery efforts and offer support to the Community’s needs. [Long-term Recovery Committee]</li> <li><input type="checkbox"/> Manage recovery from the Local government, if applicable. [Long-term Recovery Committee]</li> </ul>	

**Position:****Operations Section Chief**

**Role:** The Operation Section Chief oversees all recovery efforts. While engage with other section chiefs to maintain and prioritize recovery efforts.

- Manages recovery operations in coordination with the LDRM.
- Supervises the execution of recovery operations as defined in the recovery action plan.
- Activates and deactivates additional support as needed for recovery operations.
- Determines resource needs for managing the locality's recovery activities.
- Participates in damage and impact assessments with other recovery partners.
- Ensures inclusiveness within the Whole Community Recovery process including persons with disabilities and limited English proficiency.
- Communicates recovery priorities to the State and Federal government (as needed or required) and other recovery stakeholders and supporters.
- Works closely with the recovery leadership at all levels to ensure a well-coordinated, timely, and well-executed recovery.
- Develops and implements recovery progress measures and communicates adjustments and improvements to applicable stakeholders and authorities.

**Position:****Planning Section Chief**

**Role:** The Planning Section Chief develops, monitors and supervises the Recovery Action Plan.

- Develops the Incident Action Plan (IAP) to accomplish recovery objectives.
- Supervises the preparation of the Recovery Action Plan.
- Collects, evaluates, disseminates, and documents information about recovery operations and status of resources.
- Compiles and reports on damage assessment data using the Initial Damage Assessment (IDA) Report Form.
- Monitors and documents decision-making and action planning around recovery to ensure it is fair and equitable.
- Organizes recovery planning processes that include individuals with disabilities and access and functional needs.
- Leads the development of the Recovery organization's visions, priorities, resources, capability and capacity.
- Conducts and facilitates recovery planning meetings.
- Compiles and displays recovery status information.
- Provides relevant situational information, plans and reports to VDEM.
- Determines the need for specialized recovery resources.
- Oversees the preparation of the Demobilization Plan.
- Coordinates the development of the Recovery effort After-Action Report (AAR).

<b>Position:</b> <b>Logistics Section Chief</b>	<b>Role:</b> The Logistics Section Chief maintains on support needs and equipment for the recovery operation.
<ul style="list-style-type: none"><li><input type="checkbox"/> Provides all support needs to aid the County and orders all resources as requested by those dealing with the Recovery.</li><li><input type="checkbox"/> Helps identify resources for recovery facilities, transportation, supplies, equipment maintenance, fuel, food services, communications and information technology support throughout the Recovery process.</li><li><input type="checkbox"/> Manages all recovery logistics.</li><li><input type="checkbox"/> Identifies anticipated and known recovery services and support requirements.</li><li><input type="checkbox"/> Oversees the development of communications, medical, and traffic plans during recovery.</li><li><input type="checkbox"/> Establishes, supports, and maintains any physical sites that are established.</li></ul>	

<b>Position:</b> <b>Finance/Admin Section Chief</b>	<b>Role:</b> The Finance/ Admin Section Chief maintains, tracks and files all financial costs incurred during the recovery effort.
<ul style="list-style-type: none"><li><input type="checkbox"/> Processes vouchers, timesheets, and paystubs.</li><li><input type="checkbox"/> Monitors and approves disaster recovery-related costs (i.e., lodging and rental vehicles).</li><li><input type="checkbox"/> Provides overall fiscal guidance, training, and issues purchasing cards to staff and secure advances when necessary.</li><li><input type="checkbox"/> Provides financial and cost analysis information as requested.</li><li><input type="checkbox"/> Tracks and coordinates payment for recovery supplies and services.</li><li><input type="checkbox"/> Ensures that all recovery documentation is prepared, stored appropriately, and completed on time.</li><li><input type="checkbox"/> Briefs the recovery organization on all recovery-related costs needing attention.</li><li><input type="checkbox"/> Maintains expenditure records for federal recovery programs.</li></ul>	

## RECOVERY LEADS

Depending on the scale of the incident, the Director of Emergency Management, or their designee may need to designate Recovery Leads. Each Recovery Lead will serve as the primary agent to accomplish their assigned objectives within the County's Recovery operation. The Recovery Lead will coordinate activities, resources, and identification of recovery needs. Recovery Leads are not expected to have all necessary assets, expertise, or capabilities internally; however, they are responsible for requesting, tasking, coordinating, and supporting the activities of supporting departments and partners to accomplish assigned objectives. The Recovery Leads will also coordinate with other elements of the Recovery operation through the Recovery Action Planning cycle.

Each Recovery Lead will be responsible for educating supporting departments and their representative staff to the Recovery operation on plan activation and transition from response to recovery. The Recovery Leads will provide an initial transition briefing specific to the roles and responsibilities of their assigned mission areas.

## SUPPORTING DEPARTMENTS AND PARTNERS

Each Recovery mission area may have supporting departments and partners. These departments and partners offer specific capabilities or resources that are available to support the Recovery Lead in executing assigned Recovery operational objectives. Supporting departments and partners may provide information, advice, counsel, operational support, and coordination. Supporting partners may include non-profit organizations, private sector firms, community groups, county, state, and federal agencies, and other organizations external to Goochland County.

## ADDITIONAL AND EXTERNAL RESOURCES

Recovery Leads, through the Operations Section Chief, may request additional or external resources. The Operations Section Chief will, in cooperation with the Logistics and Finance/Admin Sections, coordinate with the Director of Emergency Management, or the LDRM, to identify additional volunteer, mutual aid, and/or contracted resources.

If the need for contractor support is identified, those individuals and organizations will be managed through the established Recovery structure in a way that will not compromise the County's Recovery authority. The respective contracting department will administer contracts, and responsibility for contractor performance will be managed by the Department under which the contractor is mobilized.

## DIRECTION, CONTROL, AND COORDINATION

Goochland County will carry out a recovery program that involves both short- and long-term efforts in the event that disasters occur.

The Director of Emergency Management, or their designee will provide the primary direction, control, and coordination function for all short-term and long-term recovery activities following a disaster.

Short-term operations seek to restore vital services to the County and provide for the basic needs of the whole community. Long-term recovery focuses on restoring Goochland to its routine or new normal state.

### DAMAGE ASSESSMENT

#### RAPIDS IMPACT ASSESSMENT (SIZE-UP)

A rapid impact assessment, also referred to as “Size-Up,” is the first estimation of damages sustained following an event. The assessment will identify the boundaries of the disaster area(s), access points to the disaster area(s) and casualty information. This assessment provides a quick glimpse as to whether or not the County, State, and/or Federal assistance is warranted and to what extent resources are needed. This assessment generally begins immediately after a disaster, or when conditions are deemed safe and will be completed within the first 24 hours post-impact. See **Attachment 2: Rapid Impact Assessment Worksheet**.

#### INITIAL DAMAGE ASSESSMENT (IDA)

As soon as conditions are safe and response and recovery operations allow, all county departments and offices will conduct an IDA of all county-owned and operated infrastructure, buildings, equipment, vehicles, roads, etc., as follows:

**Collection:** Goochland County will collect damage information from facilities and departments. The caller’s name, facility, facility location, department, and damages will be recorded.

**Assessment:** Once a list of facilities, departments, and addresses have been collected, a team will go out to confirm and further define the extent of damage at each location. Damaged areas not previously reported may be identified during this process and should be recorded as well.

**Analysis:** Once all the data is collected, the Director of Emergency Management, or their designee, will work to identify problem areas and provide information related to those areas.

**Reporting:** Within 72 hours of the event, the Director of Emergency Management, or their designee, will provide a Cumulative Local IDA summarizing damage to county facilities, departments, and infrastructure. Often, this information is used by the County to request a Preliminary Damage Assessment (PDA) from the State.

## JOINT PRELIMINARY DAMAGE ASSESSMENT (JPDA)

The Joint Preliminary Damage Assessment (JPDA) is a coordinated, county-wide effort to verify initial assessments from the Initial Damage Assessment (IDA) and determine whether the damage meets established thresholds that would prompt state and federal Individual and/or Public Assistance.

- Prior to the conduct of a JPDA, VDEM will confirm that the information captured in the IDA is complete and consistent with the programmatic assessment criteria prior to requesting a Joint Federal and State Preliminary Damage Assessment.
- Once the request for a JPDA is made, the Commonwealth of Virginia will provide IDA data to the FEMA Regional Recovery Division. FEMA and VDEM will then discuss the information submitted, determine team requirements, and schedule a JPDA briefing.
- VDEM will work with the County to schedule field assessments. Goochland County Emergency Services will coordinate the event with VDEM.
- The damage assessment field team will include one representative from the Federal government, one state representative, and a local representative who is familiar with the extent and location of damage in the area.
- JPDA's are intended to validate the information captured in the IDA.
- JPDA Teams should start with the most heavily damaged areas.
- Once the JPDA has been completed, the state will review the validated information and make a recommendation to the Governor on the need to request a Stafford Act declaration.

## PUBLIC ASSISTANCE

FEMA's Public Assistance Program (PA) is designed to provide supplemental Federal disaster grant assistance for debris removal, emergency protective measures, and the repair, replacement, or restoration of disaster-damaged, publicly owned facilities and the facilities of certain Private Non-Profit (PNP) organizations. The PA Program also encourages the protection of these damaged facilities from future events by assisting with hazard mitigation measures during the recovery process.

The Federal share of assistance is no less than 75% of the eligible cost for emergency measures and permanent restoration. The grantee (usually the State) determines how the non-Federal share (up to 25%) is split with the sub-grantees (eligible applicants). In Virginia, the Local jurisdiction is responsible for the 25%, based on the Commission on Local Governments Economic Index stress factor for individual localities.

It is important to note that in-kind County contributions (supplies) and volunteer utilization if properly documented, can potentially provide up to 100% of the local match. Proper documentation of previously purchased resources and volunteer management (*volunteer timekeeping should mirror the same process as for employees, which documents their disaster-related mission and accurate hours*) becomes a critical factor for proving matching contributions. The ICS 214 should be used to document paid and volunteer labor.

A claim must be filed with the County's insurance carrier(s) prior to applying for Federal monies. The steps below are necessary for local participation in the Public Assistance program:

- Preliminary Damage Assessment;
- Governor’s Request;
- Declaration;
- Applicant’s Briefing;
- Request for Public Assistance;
- Kickoff Meeting;
- Project Formulation;
- Project Review;
- Project Funding; and,
- Program Closeout.



Figure 2– Public Assistance Process

If these steps are completed, in accordance with FEMA guidance, the County may be approved for funding from FEMA’s PA Program. Requests for PA must be filed with the State within 30 days from the date of the federal declaration designating the areas as eligible for PA. Program funds can be used to assist with debris removal, restoration of public infrastructure, and emergency protective measures.

Goochland is responsible for:

1. Educating at least one staff member on the PA process.
2. Executing the local debris management plan.
3. Ensuring that Goochland’s insurance policy covers all publicly owned government facilities.
4. Assisting in Project Worksheet generation.
5. Attending applicant briefing meetings.
6. Completing and submitting “Requests for Public Assistance” forms.
7. Sending a representative to the Kick-Off Meeting.

## DISASTER RECOVERY CENTERS (DRCs)

Goochland County will work with Emergency Services to establish locations for a DRC following a disaster.

- The County should maintain a desk at the DRC to answer questions and concerns from county citizens and to better coordinate Individual Assistance (IA) programs, referrals to supporting NGOs, and issues with state and federal officials.

## DEBRIS MANAGEMENT

An initial debris “push” is vital for major road clearance and ingress and egress to Goochland’s critical infrastructure facilities, access by emergency services, emergency responders, and utility restoration crews. Recovery cannot begin unless there is safe access to the area.

Debris Management is the coordination of debris removal, collection, and disposal following a disaster. Debris Management is essential to mitigate potential threats to the health, safety, and welfare; expedite recovery efforts in the impacted area and address any threat of significant damage to property.

Debris Management support entails removing debris from county-owned property and rights-of-way (not covered by VDOT), enabling vehicle access and reinstating traffic patterns, minimizing health risks that might result from disaster debris, and disposing of debris in the most efficient, effective, and permissible manner.

Debris removal and management also supports the damage assessment process as well as providing critical and emergency services. It is essential to be aware of the logistical and environmental challenges of debris collection. Debris should be separated into different types, including household waste, hazardous materials (paint, chemicals, etc.), organic/vegetative debris, appliances, and other types.

# COMMUNICATIONS

During recovery operations, communication between the Director of Emergency Management, the LDRM, departments, and their partners will be crucial. Teams working outside of the Emergency Operation Center (EOC) to conduct recovery operations will maintain communication with the EOC using telephones, email, or WebEOC.

## INTERNAL COMMUNICATIONS

The Director of Emergency Management, or the LDRM, will be responsible for the organization and structure of internal communications (i.e., among the recovery stakeholders). This function may address key issues such as:

- Communication activities that will be needed and who will be responsible for those activities.
- Effective communication with elected officials.
- Methods of sharing information, including management of sensitive issues.
- Resource levels that may be needed.
- Internal communications methods will include the following:
  - WebEOC;
  - Landline, cell, and satellite telephone;
  - Radios;
  - E-Mail; and,
  - SMS text messages.

The Director of Emergency Management recognizes that sufficient communications will not always be available and that no-tech, low-tech, and high-tech communications strategies may need to be implemented.

## EXTERNAL COMMUNICATIONS

The Director of Emergency Management, or the LDRM, will take the lead role for the coordination and dissemination of recovery information. Information will be shared with the county, regional, and state PIOs to ensure consistent messaging. Social media will be leveraged as appropriate for communicating recovery information and priorities to the public.

Public education and outreach will be conducted using a variety of accessible formats to ensure that the entire affected population receives sufficient content and detail.

Methods used to communicate with and disseminate information to the public will include:

- Portable and fixed electronic sign boards;
- Radio;
- Television;
- Social Media;
- Flyers and word of mouth.

# ADMINISTRATION, FINANCE, AND LOGISTICS

## ADMINISTRATION AND FINANCE

It is paramount that detailed records are kept and backed up with documentation that supports the incurred disaster event-related cost. Costs that should be tracked include but are not limited to personnel hours, supplies, materials, equipment, and expendable resources (such as fuel). This detailed cost-tracking approach is necessary for obtaining state and/or federal disaster declarations, reimbursements, and payments for staff and projects during recovery. Each program should be reviewed carefully to determine the eligibility of damages and expenses.

Qualifying for and obtaining assistance from the state and federal government relates directly to the approach and details of cost tracking. Goochland County may need to modify existing accounting systems and develop documentation protocols that can meet both ongoing operational requirements and provide sufficient documentation to justify claims for FEMA and insurance.

Goochland County Departments should employ their own internal process for recording and documenting expenditures throughout the incident. All recovery-related records must be kept for a minimum of five years following the last action on the disaster application. All department cost tracking processes must be consistent with the County's overall disaster recovery policy and procedures.

Financial personnel will gather ICS 214 forms and other supporting documentation regularly throughout the event to determine the total expenses incurred by the County.

## DOCUMENTATION

At a minimum, Emergency Management/Services should maintain the following documentation to ensure maximum reimbursement and financial assistance:

- Itemized Receipts;
- Equipment cards;
- Journal vouchers;
- Material requisitions;
- Purchase orders;
- Detailed documentation, which correlates to the time/date a specific employee or volunteer worked with any rental car or hotel room utilized; and,
- Timesheets.

Goochland County Emergency Management/Services must include the following documentation when making a formal request for assistance or reimbursement:

- Copy of the local disaster proclamation and resolution (if required);
- Initial damage estimate for debris removal, emergency work, and repairing or replacing damaged facilities (note: the cost of compliance with building codes for new construction, repair and restoration should also be documented);

- Written request/resolution by a designated official;
- Type of disaster;
- Date of occurrence and whether the situation is continuing;
- Areas affected; and,
- Type of assistance needed.

## DEACTIVATION/DEMobilIZATION

Recovery staff and assets may be deactivated and/or returned to normal operations at the discretion of the Director of Emergency Management or designated LDRM. This determination may be based on the completion of operational objectives, the ability to accomplish objectives without support or coordination from the Recovery organization, or Goochland's return to a "new normal."

After the Recovery organization is demobilized, any incomplete goals identified in the Recovery Action Plan and/or Recovery Plan will revert to non-disaster planning and implementation mechanisms.

Overall deactivation of the Plan and demobilization of the Recovery organization will be at the discretion of the Director of Emergency Management/LDRM in consultation with the County Administration.

## PLAN MAINTENANCE

Goochland County Emergency Management/Services is responsible for the overall development and maintenance of the Recovery Annex. The Director of Emergency Management, or their designee, will ensure the Annex is reviewed and updated by each involved department. It should be updated with minor changes based on lessons learned following an actual or threatened emergency situation or exercise.

The Recovery Annex should be reviewed annually in conjunction with the EOP to add and correct deficiencies identified through actual emergency response operations, drills, exercises, and through changes in the County organizational structure, technological changes, etc. Annex updates will be documented **Attachment 4: Proposed Change to Recovery Annex Form.**

## ATTACHMENT 1: RECOVERY CHECKLISTS

### SHORT-TERM RECOVERY CHECKLIST

The initial actions for short-term recovery center on accurate situational awareness and getting the recovery group organized. When there is a disaster event that is of such a magnitude that coordination efforts will be needed for recovery, implement the following actions:

- Fully activate the Recovery organization.
- Develop a strategy for post-disaster short, interim, and long-term disaster recovery damages/impacts/needs of affected communities.
- Have departments collect information on their ability to sustain operations.
- Collect information on damages, duration, and impact from the following:
  - Utility Providers;
  - Social, medical and health services;
  - Transportation routes and services;
  - Debris issues;
  - County government operations;
  - Private-sector retail and wholesale providers; and,
  - Others.
- Work to have debris cleared from primary transportation routes.
- Develop information for the public on the recovery process and progress.
- Reach out to members of the Whole Community with access and functional needs to make sure critical needs are being met.
- Coordinate with neighboring counties and state jurisdictions on recovery efforts as needed.
- Begin developing a plan to transition from response to recovery when emergency lifesaving activities wind down.

## LONG-TERM RECOVERY CHECKLIST

As emergency issues are resolved and the County works to return to the new post-disaster “normal”, the general priority is to continue accurate situational awareness and to sustain recovery operations.

As Goochland transitions to long term recovery, implement the following actions:

- Ensure enough people and the right departments are assigned to Recovery operations.
- Continue to collect information on progress, duration, and impact of the following:
  - Utility Providers;
  - Social, medical, and health services;
  - Transportation route and services;
  - County Government Operations;
  - Debris issues; and,
  - Others.
- Assist with financial assistance concerning County property repairs.
- Determine potential locations for temporary placement of residents.
- Seek regional coordination and solutions where appropriate.
- Facilitate departmental involvement in the recovery process.
- Develop partnerships to strengthen recovery efforts.
- Refer to Mitigation Plans for ways to build resiliency.
- Continue to provide information for the public on the recovery process.
- Prioritize long-term services.



## ATTACHMENT 3: PRELIMINARY DAMAGE ASSESSMENT CHECKLIST

- Establish a local damage assessment team and assign roles.
- Familiarize the team with risk and vulnerability assessment data.
- Determine the functional roles and responsibilities of personnel assisting in the damage assessment process.
- Identify resources necessary to conduct local damage assessment.
- Identify damage assessment zones.
- Establish defined standards for damage assessment (i.e., 4-point scale).
- Train and exercise the damage assessment process.
- Collect damage information from Rapid Needs Assessment reports.
- Determine if the damage warrants a joint PDA.
- Collect supplies and contact information including:
  - Review information with PDA team members;
  - Make necessary travel and lodging arrangements;
  - Contact individuals who will be conducting the assessment;
  - Identify potential Public Assistance/Infrastructure damages;
  - Initiate Project Worksheets (PWs); and,
  - Capture Applicant damages, narratives, and impact statements.
- Collate damage data for the County.
- Update existing Damage Assessment information as new information becomes available.
- If the damage threshold meets the FEMA threshold, ensure the Virginia Department of Emergency Management (VDEM) requests a Joint Preliminary Damage Assessment (JPDA).
- Provide a representative to join the JPDA team.
- If a declaration is received, the Director of Emergency Management, or their designee should plan to attend the Applicant briefings.

# ATTACHMENT 4: PROPOSED ANNEX CHANGE FORM

**Instructions:** This form is used to a change to the Recovery Annex. Please email the completed form with the top portion completed to: rhillmand@gochlandva.us

<b>RECOVERY ANNEX CHANGE FORM</b>		Date:
Name:	Department:	
Phone:	Email:	
<b>CHANGE REQUESTED</b>		
	Reason for Change: Typos.	
	Proposed Change Language: See attachment	
<b>COUNTY EMERGENCY SERVICES USE</b>		
Reviewed by:	Change Approved? Yes <input type="checkbox"/> No <input type="checkbox"/>	
Approved Change Language:		
<input type="checkbox"/> Recorded in Record of Changes    Date: <input type="checkbox"/> Updated Annex Sent to Plan Holders		

# ATTACHMENT 5: ICS RESPONSIBILITY MATRIX

	EOC Command	Liaison Officer	Safety Officer	Public Information Officer	<b>Operations Section</b>	Law Enforcement Group	Fire Services Group	Emergency Medical Services Group	Public Works Group	Agriculture and Natural Resources Group	Public Health and Medical Services Group	Sheltering and Mass Care Group	Volunteer/Donation Management Group	<b>Planning Section</b>	Resource Unit/WebEOC Data Entry Unit	Situation/Intelligence Unit	Recovery/Planning Unit	<b>Logistics Section</b>	Communications/IS Unit	Personnel Services Unit	Facilities/Transportation Unit	Supply/Ground Support Unit	<b>Finance/Admin Section</b>	Procurement/Claims Unit	Cost/Time Unit
AGENCY																									
<b>Local</b>																									
Animal Protection												S													
Building Inspection															P										
Administrative Services				P																					
Commissioner of Revenue																						S	S		
Community Development																P									
Community Services												S													
County Administration						S										S					S				
County Assessor																					S				
County Attorney's Office						S	S	S	S												S				
Commonwealth's Attorney						S	S														S				
Economic Development																P									
Emergency Management/SERVICES							S	S	S			S			P										



AGENCY	EOC Command				Operations Section							Planning Section			Logistics Section				Finance/Admin Section			
	Liaison Officer	Safety Officer	Public Information Officer	Law Enforcement Group	Fire Services Group	Emergency Medical Services Group	Public Works Group	Agriculture and Natural Resources Group	Public Health and Medical Services Group	Sheltering and Mass Care Group	Volunteer/Donation Management Group	Resource Unit/WebEOC Data Entry Unit	Situation/Intelligence Unit	Recovery/Planning Unit	Communications/IS Unit	Personnel Services Unit	Facilities/Transportation Unit	Supply/Ground Support Unit	Procurement/Claims Unit	Cost/Time Unit		
State Corporation Commission								S												S		
Department of Transportation					S			S											P			
National Guard					S																	
State Police					S				S	S									S			
Department of Forestry								S											S	S		
Department of Fire Programs								S												S		
Department of Environmental Quality						S		S	S										S			
Department of CES								S	P	S			S						S			
Department of Health										S	S									S		
Department of Mental Health										S	S									S		
Department of Labor										S										S		
Department of Housing & Community Affairs									P	S												
Department of Game & Inland Fisheries								S	S													



Food Banks									S	S	S			S				
Agriculture Associations									S									
Animal Protection									S		S							
Goochland Pet Lovers									S		S							
<b>Private Sector</b>																		
nTelos														S	S			S
Sprint														S				S
Verizon							S							S	S			S
Computer Internet Servers														S	S			S
Comcast							S							S				S
Colonial Pipelines							S											S
Dominion Virginia Power							S											S
Bottled Gas Suppliers							S											S
Debris Removal																		S
HM Removal Contractors						S												
Local Funeral Directors																		S
Private Security Industries					S													S
LPG/NG Suppliers							S											
Columbia Pipeline							S											
Veterinarians								S										
Food suppliers								S			S	S						
Radio & TV				S														
Construction Companies							S											

