



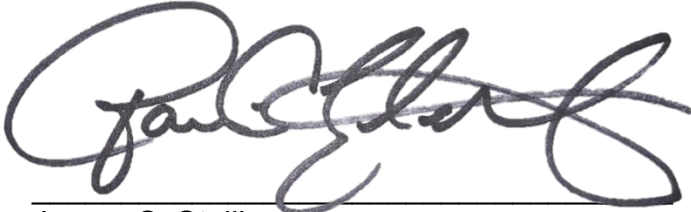
Georgia Disaster Recovery and Redevelopment Plan

2023

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Approval and Implementation

Transmitted herewith is the Georgia Disaster Recovery and Redevelopment Plan. This plan has been developed in accordance with guidance standards set forth in the Emergency Management Accreditation Program and Georgia's Emergency Management Program as detailed in the Georgia Emergency Operations Plan. This plan supersedes any/all previous emergency management recovery plans promulgated by the State of Georgia for this purpose.



James C. Stallings
Director
Georgia Emergency Management and
Homeland Security Agency

1/29/2024

DATE

Executive Summary

The Georgia Disaster Recovery and Redevelopment Plan, developed through the formal planning process utilizing stakeholders, describes the necessary steps the State will take to recover, redevelop and return Georgia communities to a sense of normalcy following catastrophic disasters. This plan reviewed the current hazards that are identified in the Georgia Hazard Identification and Risk Assessment. It describes the actions taken by the State's agencies that have been assigned Recovery Support Function roles. This plan is meant to be a guide, in that it allows the State of Georgia to adjust its recovery and redevelopment actions based upon the size and scope of the disaster. The Georgia Recovery and Redevelopment Plan is designed to meet the National Disaster Recovery Framework, Emergency Management Accreditation Program Standards, National Incident Management System requirements and is compliant with the Georgia Emergency Operations Plan. This Recovery and Redevelopment Plan also meets the Americans with Disabilities Act requirements for accessible reading.

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Record of Change

Change #	Date	Part Affected	Date Posted	Who Posted
1	10/15/2023	Entire document was revised with stakeholder input through external led workshop.		

Record of Distribution

Plan #	Office/Department	Representative	Signature
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1.0 Introduction

1.1 Purpose

The State of Georgia Disaster Recovery and Redevelopment Plan (GaDRRP) guides operations for Disaster Recovery and Redevelopment following major or catastrophic disasters. The mission of the GaDRRP is to assist communities in recovering from disaster and rebuilding to make them stronger than they were before. Communities must lead their own efforts and the state will provide support, guidance and expertise, when necessary, through the entire recovery and redevelopment process.

Pre and post disaster planning at the state level supports local recovery before a disaster strikes, allows Georgia to meet the unique recovery needs of our communities, and facilitates the strategic planning that will occur after a disaster strikes. With effective recovery planning, the state can more efficiently help communities meet recovery goals and provide any needed capacity to meet those goals. The GaDRRP establishes, and makes clear to stakeholders, scope, priorities, leadership, structure, roles and responsibilities in supporting the recovery process.

1.2 Scope

This plan is an extension of Georgia Emergency Operations Plan (GEOP) and Georgia Emergency Management and Homeland Security Agency (GEMA/HS) Recovery Division which provides guidance to state agencies and recovery partners following major and catastrophic disasters. Activation of state agencies assigned to recovery may continue for years in some cases. This plan does not prescribe community actions following disaster; however, State agencies and recovery partners will support communities and offer guidance and expertise when needed. Guidance will be offered to community leaders to assist in their recovery redevelopment planning.

This plan outlines the State Emergency Management Program's intent to guide operations for community recovery pre- and post-disaster. It is promulgated by State Executive Order and supports the Georgia Emergency Operations Plan.

2.0 Authority

The authority for the GEOP is based on Official Code of Georgia, Title 38, Section 3, Articles 1 , et. Seq., known as the Georgia Emergency Management Act of 1981, establishes legal authority for development and maintenance of Georgia's Emergency Management Program and organization, and defines the emergency powers, authorities, and responsibilities of the Governor and Director of GEMA/HS. This Act is compliant with the National Incident Management System (NIMS) and supports the National Response Framework.

Moreover, the State's Emergency Services and Disaster Laws require that state and local governments develop and maintain current Emergency Operations Plans in order to be prepared for a variety of natural and human- caused hazards. Executive Orders

by the Governor supplement the laws and establish specific planning initiatives and requirements.

3.0 Situations and Assumptions

3.1 Situation Overview

The current Situation Overview may be referenced in the GEOP.

3.2 Assumptions

- All elements of the situation from the GEOP remain the same through the recovery process.
- The GaDRRP may be activated as a response to any size or scale of an emergency within the state.
- Activation of the GaDRRP assumes other response and short-term recovery operations already underway and are guided by the National Framework as well as Georgia's own Emergency Support Functions (ESFs) and the GEOP.
- Local recovery and redevelopment teams will have primacy and State agencies, Non-Governmental Organizations will provide support and expertise as needed.
- Participating State agencies may be transitioned to a recovery committee or other entity created through the Office of the Governor to manage recovery and redevelopment projects and or programs over a multi-year period.
- Recovery programs such as Public Assistance, Individual Assistance, and the Hazard Mitigation Grant Program will function concurrently. Committees managing these recovery programs at the local level will have representation on recovery and redevelopment teams.
- As a result of climate change, significant and hazardous weather events have and will continue to become more intense and frequent. The impacts of climate change include, but are not limited to, more frequent and intense heat waves, increases in ocean and freshwater temperatures, frost-free-days, heavy downpours, floods, sea level rise, droughts, and wildfires.

4.0 Relationship of Recovery Operations with Response Operations

4.1 National Context for Recovery Planning

The core capabilities, established in the National Preparedness Goal, are referenced in many national preparedness efforts, including the National Planning Frameworks. The Goal groups the capabilities across the relevant five mission areas. Some core capabilities fall within a single mission area, while others apply to multiple or all mission areas. Recovery, through a focus on the timely restoration, strengthening and revitalization of infrastructure, housing, and a sustainable economy, as well as the health, social, cultural, historic, and environmental fabric of communities affected by a catastrophic incident.

Recovery Core Capabilities	
Planning	Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or community-based approaches to meet defined objectives.
Public Information and Warning	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available.
Operational Coordination	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
Economic Recovery	Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in a sustainable and economically viable community.
Health and Social Services	Restore and improve health and social services networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community.
Housing	Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.
Infrastructure Systems	Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.
Natural and Cultural	Protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them

Resources	consistent with post-disaster community priorities and best practices and in compliance with appropriate environmental and historical preservation laws and executive orders.
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Table 1.1 National Preparedness Goal, Recovery Core Capabilities - NDRP

4.2 Link Between Response and Recovery Planning

Response and recovery are different, but closely linked. When disaster strikes, response takes the spotlight. Emergency responders provide the most urgent and immediate needs to the impacted disaster area, including food, water, shelter, and medical attention. Response is top-down, directed operation due to immediacy of life safety operations.



Figure 1.1 Organizational structure during response

Recovery addresses short, intermediate, and long-term needs, and similar to response activities, the recovery process begins right after a disaster strikes. The recovery process begins during the response period with the gathering of information from damage assessments, ensuring that an understanding of recovery needs is captured early. Recovery is a collaborative effort between all partners to achieve the Long-term Recovery Goals.

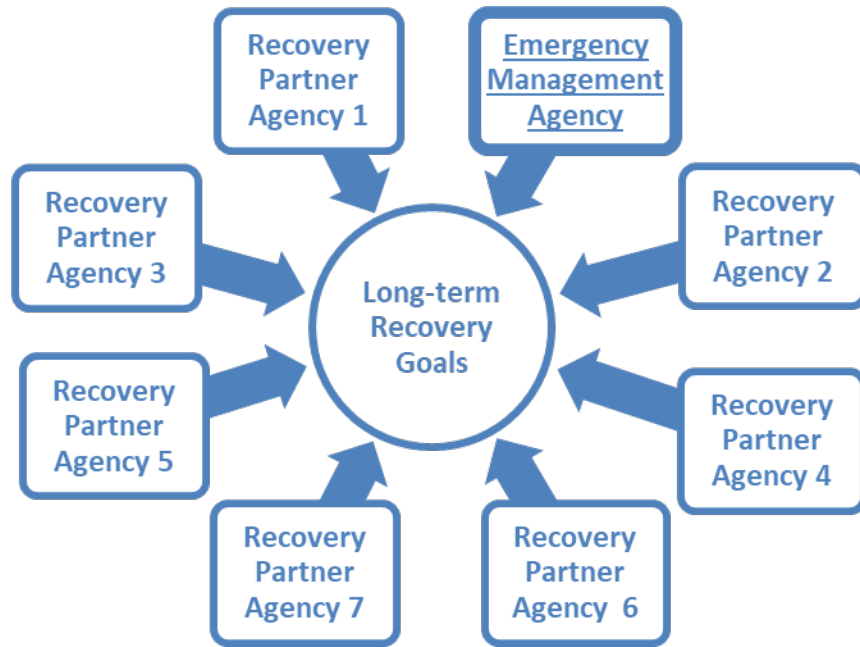


Figure 1.2 Organizational structure during recovery operations

This Plan will discuss the transition from emergency support functions that support response activities to recovery support functions that support recovery.

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. Short-term recovery relates to initial days to weeks.

Intermediate-Term 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. Intermediate-term recovery takes weeks to months.

Long-Term Recovery

Phase of recovery that may continue for months to 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.

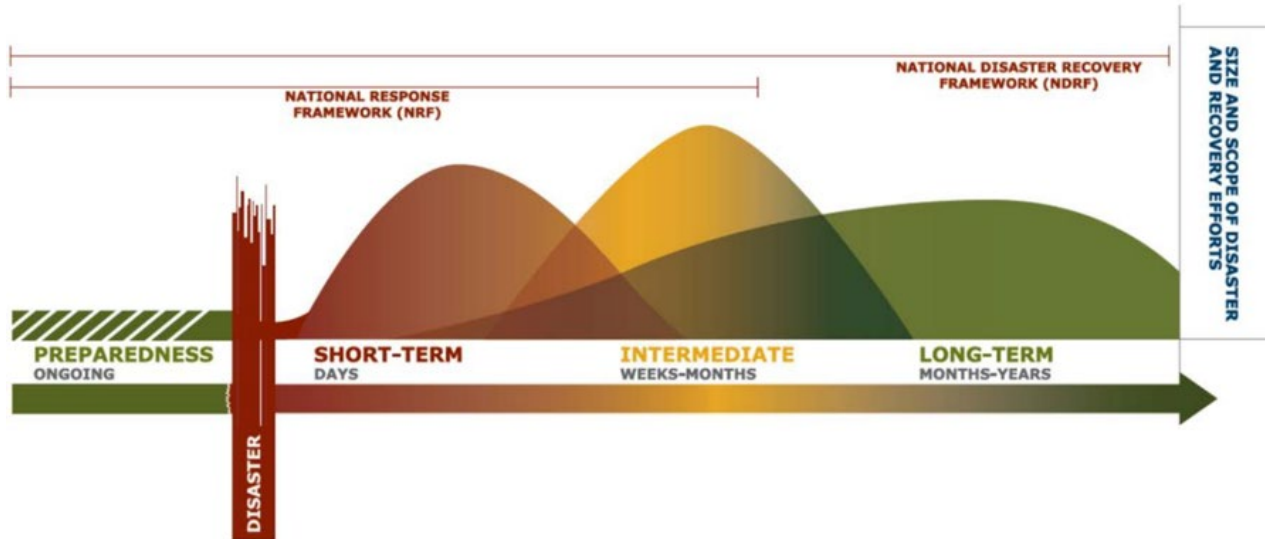


Figure 1.3 Recovery Continuum - NDRF

4.3 Link Between Pre-Disaster and Post-Disaster Recovery Planning

A variety of post-disaster planning steps can be addressed before a disaster occurs. Understanding needs, establishing leadership and partnerships, reaching consensus on priorities, and accomplishing other planning activities through a pre-disaster planning process will all help to facilitate the post-disaster recovery process. If completed in advance, then states will not need to spend valuable time organizing themselves in the wake of a disaster. They will be better prepared to address impacts immediately after disaster strikes and develop a post-disaster recovery plan with a vision, goals, objectives and priorities matched to available resources more quickly than if pre-disaster planning does not take place.

Addressing common post-disaster recovery problems through pre-disaster planning activities is also recommended. For example, state agencies focused on emergency management and state agencies focused on long term planning often have different perspectives regarding the appropriate scope of recovery activities, which can lead to coordination problems after a disaster. By involving emergency managers in the pre-disaster planning process, they can gain a better understanding of how recovery relates to emergency response management, allowing both processes to operate more smoothly in the field.

5.0 Functional Roles and Responsibilities

The National Disaster Recovery Framework (NDRF) establishes the coordinating structure to enhance recovery collaboration and coordination in support of disaster-impacted communities. The Georgia Disaster Recovery and Redevelopment Plan uses the NIMS methodology to frame an organizational structure for the State Disaster Recovery Coordinator (SDRC) and State agency representatives within the Recovery Support Functions (RSFs). The SDRC is the coordinator for State recovery efforts and

works to ensure that State agencies are working together in support of the state and local needs.

5.1 State Disaster Recovery Coordinator

The State Disaster Recovery Coordinator organizes, coordinates, and advances recovery at the state level. Their primary role is to manage and coordinate the redevelopment and building of their communities. The SDRC is appointed by the GEMA/HS Director with consultation from the Office of the Governor and the State Recovery Committee.

The SDRC has the responsibility to establish an SDRC-RSF management structure that is most appropriate to address the recovery issues and needs of the local jurisdictions and their respective recovery organizational structures. The recovery organizational structure will be based on the situation and referencing the State Operations Center (SOC) Standard Operating Guide (SOG).

The SDRC has the responsibility to establish an SDRC-RSF management structure that is most appropriate to address the recovery issues and needs of the local jurisdictions and their respective recovery organizational structures. The recovery organizational structure will be based on the situation and referencing the SOC SOG.

Figure 3.1 provides additional examples for the SDRC, both before and after a disaster event. The individual assigned to this position may change depending on the nature and timeline of the event.

STATE DISASTER RECOVERY COORDINATOR (SDRC)

PRE-DISTASTER RESPONSIBILITIES

- 1) Serve as primary POC for disaster recovery preparedness with local and Federal governments, particularly the Federal Disaster Recovery Coordinator (FDRC).
- 2) Coordinate development, training and exercise of jurisdiction disaster recovery plan.
- 3) Establish and maintain contacts and networks for disaster recovery resources and support systems.
- 4) Promulgate principles and practices that further resiliency and sustainability in development and strategic planning initiatives.

POST-DISTASTER RESPONSIBILITIES

1. Establish and/or lead a statewide structure for managing recovery. Provide support for local recovery dedicated organization initiatives.
2. Communicate the roles and responsibilities of the State to the local governments.
3. Work with recovery coordinators and leads at the Federal and other levels to facilitate the development of a unified and accessible communication strategy.
4. Support recovery planning processes, which includes individuals with disabilities and others with access issues, seniors and members of underserved communities, to fully engage constituents' input and result in development of the community's recovery visions, priorities, resources, capability and capacity.
5. Ensure inclusiveness in the community recovery process, including persons with disabilities and limited English proficiency.
6. Facilitate communication of recovery priorities for all impacted communities. Communicate statewide recovery priorities to the FDRC.
7. Encourage incorporation of critical mitigation, resilience, sustainability and accessibility by building measures into the recovery plans and efforts.
8. Coordinate Federal, state and other funding streams for recovery efforts and communicate issues and solutions to recovery assistance gaps and overlaps.
9. Collaborate with Federal and other stakeholders and supporters, such as the business and nonprofit communities, to raise financial support (including long term capital investment in the local businesses) for the community's recovery, leverage the resources where possible and resolve potential duplication of assistance.
10. Work closely with the recovery leadership at all levels to ensure a well-coordinated, timely and well-executed recovery.
11. Develop and implement recovery progress measures and communicate adjustments and improvements to applicable stakeholders and authorities.

Figure 3.1 State Disaster Recovery Coordinator Responsibilities.

5.2 State Recovery Committee

The State of Georgia Recovery Committee will coordinate activities of state agencies in support of recovery and redevelopment planning and project implementation. Agencies will provide technical expertise and assistance, as well as financial support where appropriate. The Recovery Committee will lead efforts to improve the State's ability to recover from disaster. The State Recovery Committee shall consist of the coordinating agencies for the RSFs and agencies as assigned to support incident specific operations.

5.3 Public Assistance (PA) Manager

- Monitoring daily damage reports via WebEOC, media, and local communications.
- Providing technical assistance to RSF Coordinators in leveraging PA opportunities.
- Coordinating PA activities across RSFs to synthesize Federal and State processes and activities suitable to community needs.
- Documenting and Tracking PA accomplishments achieved through work of the RSFs.
- Coordinating and integrating PA strategy activities with the SDRC and the Federal Disaster Recovery Coordinator (FDRC) in order to ensure that local and state PA priorities are being met.
- Participating and engaging in all required PA RSF functions.

5.4 Community Recovery

Functions of a Community Recovery Manager includes:

- Develop partnerships with national, state, local and regional partners to assist in recovery missions.
- Oversee short-term recovery coordination, such as Individual Assistance (IA) Preliminary Damage Assessments, feeding, distribution of emergency supplies, initial private property debris removal, congregate sheltering and transition to temporary housing.
- Provide support for all Federal IA Programs and related activities, including standing up Disaster Recovery Centers (DRCs), Just-in-Time training, and initial case management.
- Provide guidance in volunteer and donations management, starting long-term recovery groups and/or Community Organizations Active in Disasters (COADs).

5.5 State Hazard Mitigation Officer

Functions of the Mitigation Officer include:

- Providing technical assistance to the SDRC and RSF Coordinators on the integration of mitigation strategies, data, and initiatives underway from pre-disaster efforts to inform recovery planning.
- Providing technical assistance to RSF Coordinators in leveraging mitigation opportunities.

- Coordinating and integrating mitigation strategy activities with the Joint Field Office (JFO) Mitigation Branch Chief in order to ensure that local and state mitigation priorities are being met and are consistent with State Hazard Mitigation Strategy.
- Develop and administer the Hazard Mitigation Grant Program upon receipt of Federal Disaster Declaration.
- Conduct Post Disaster review of State Hazard Mitigation Strategy subsequent to Federal Disaster Declaration.

5.6 External Affairs Specialist

The External Affairs Specialist works in support of the State Coordinating Officer (SCO) and SDRC to ensure that accurate, actionable information is shared with all external recovery stakeholders including the general public and media; local, state, and Federal partners; the private sector; nongovernmental organizations; and members of General Assembly and their staff.

5.7 Local Disaster Recovery Manager

The Local Disaster Recovery Manager (LDRM) organizes, coordinates, and advances recovery at the local level. Their primary role is to manage and coordinate the redevelopment and building of their communities. Figure 3.2 provides examples of responsibilities for the LDRM for both before and after a disaster event. The individual assigned to this position may change depending on the nature and timeline of the event. For example, pre-disaster recovery activities may be coordinated by the local Emergency Management Agency director while post-disaster activities may transition to another position or organization.

LOCAL DISASTER RECOVERY COORDINATOR (LDRC)

PRE-DISTASTER RESPONSIBILITIES

- 1) Serve as primary POC for disaster recovery preparedness with State and neighboring local governments.
- 2) Coordinate development, training and exercise of jurisdiction disaster recovery plan.
- 3) Establish and maintain contacts and networks for disaster recovery resources and support systems.
- 4) Promulgate principles and practices that further resiliency and sustainability in development and strategic planning initiatives.

POST-DISTASTER RESPONSIBILITIES

1. Lead the creation and coordinate the activities of local recovery dedicated organization initiatives.
2. Work with the SDRC to develop a unified and accessible communication strategy.
3. Participate in damage and impact assessments with other recovery partners.
4. Organize recovery planning processes, which includes individuals with disabilities and others with access issues, seniors and members of underserved communities, to fully engage constituents' input and result in development of the community's recovery visions, priorities, resources, capability and capacity.
5. Ensure inclusiveness in the community recovery process, including persons with disabilities and limited English proficiency.
6. Communicate recovery priorities to Federal and state government and other recovery stakeholders and supporters.
7. Incorporate critical mitigation, resilience, sustainability and accessibility by building measures into the recovery plans and efforts.
8. Lead the development of the community's recovery plans and ensure that they are publicly supported, actionable, and feasible based on available funding and capacity.
9. Collaborate with Federal, state, and other stakeholders and supporters, such as the business and nonprofit communities, to raise financial support (including long term capital investment in the local businesses) for the community's recovery, leverage the resources where possible and resolve potential duplication of assistance.
10. Work closely with the recovery leadership at all levels to ensure a well-coordinated, timely and well-coordinated, timely and well-executed recovery.
11. Develop and implement recovery progress measures and communicate adjustments and improvements to applicable stakeholders and authorities.

Figure 3.2 Local Disaster Recovery Manager Responsibilities.

5.8 State Agency Responsibilities

State agencies support the overall recovery process by coordinating recovery activities that include providing financial and technical support. State agencies oversee regional coordination of recovery, set priorities on the use of State resources and direct assistance where it is needed.

State agencies are a conduit to local governments for key Federal recovery assistance programs. In addition to managing Federally-provided resources, the State of Georgia may develop programs or secure funding that can help finance and implement recovery projects. Where additional needs exist, State agencies can reassign existing internal resources to streamline and expedite recovery. State agencies play an important role in keeping the public informed through strategic messaging and working with all other stakeholders to provide an information distribution process.

5.9 Recovery Support Functions

The Recovery Support Functions comprise the coordinating structure for key functional areas of assistance. The GaDRRP includes seven RSFs that provide structure to facilitate different issues and promote coordination among state and Federal agencies, nongovernmental partners, and stakeholders. Through these seven RSFs, the State Government structures its support for assisting state partners, local jurisdictions, the private sector, nonprofit agencies, voluntary agencies, and individuals in addressing recovery issues. RSFs are the primary, but not exclusive, state coordinating mechanisms for building, sustaining, and delivering the Recovery core capabilities. The RSFs serve to integrate interagency resources and support the development and implementation of the State Recovery Support Strategy (SRSS). RSFs are not based on the capabilities of a single department or agency but represent groups of organizations that work together to deliver core capabilities and support effective recovery operations.

Each RSF is comprised of a Coordinating Agency, Primary Agencies, and Supporting Organizations. The RSF Coordinating Agency, with the assistance of GEMA/HS, provides leadership, coordination, and oversight for that particular RSF. Throughout the preparedness, response, and recovery phases, the Coordinating Agency supports ongoing communication and coordination between the Primary Agencies and Supporting Organizations, and between the Federal agencies and corresponding local, and state authorities, and Non Governmental Organizations (NGOs). An RSF Primary Agency is a state agency with specific authorities, roles, resources, or capabilities necessary for accomplishing the mission of the RSF. Supporting Organizations are those entities with specific capabilities or resources that provide support to accomplish the mission of the RSF. For more detail on the roles and responsibilities of RSFs, see the respective annexes.

The table located in Appendix 1 shows the Georgia agencies assigned as Coordinating Agency, Primary Agency, and Supporting Agencies for each RSF. Additional agencies may be required to provide support based on specific incident needs.

RSF 1 – Community Planning and Capacity Building

The Community Planning and Capacity Building RSF unifies and coordinates expertise and assistance programs from across the State and Federal government as well as non-government partners to aid local governments in building their local capabilities to effectively plan for and manage recovery and engage the whole community in the recovery planning process.

RSF 2 – Economic Recovery

Economic recovery is the ability to return to economic and business activities (including agricultural) to a state of health and develop new economic opportunities that result in a sustainable and economically viable community. The Economic Recovery RSF integrates the expertise of the Federal Government to help local, regional/metropolitan, state, and the private sector sustain and/or rebuild businesses and employment and develop economic opportunities that result in sustainable and economically resilient communities after an incident.

RSF 3 – Health and Social Services

Healthcare is an economic driver in many communities, which if damaged make this sector critical to most communities' disaster recovery. Social Services have a major impact on the ability of a community to recover. The support of social services programs for at-risk and vulnerable children, individuals, and families affected by a disaster can promote a more effective and rapid recovery. The Health and Social Services RSF outlines the Federal framework to support locally led recovery efforts to address public health, health care facilities and coalitions, and essential social services needs. Displaced individuals in need of housing will also need health and social services support.

RSF 4 – Housing

The Housing RSF coordinates and facilitates the delivery of State and Federal resources to implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience. Housing is a critical and often challenging component of disaster recovery, but must be adequate, affordable, and accessible to make a difference for the whole community.

RSF 5 – Infrastructure Systems

The Infrastructure Systems RSF works to efficiently facilitate the restoration of infrastructure systems and services to support a viable, sustainable community and improves resilience to and protection from future hazards.

RSF 6 – Natural and Cultural Resources

The Natural and Cultural Resources (NCR) RSF facilitates the integration of capabilities of the Federal Government to support the protection of natural and cultural resources and historic properties through appropriate response and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community

priorities and in compliance with applicable environmental and historic preservation laws and Executive orders.

RSF 7 – Voluntary Organizations Active in Disasters

The Voluntary Organizations Active in Disaster (VOAD) RSF promotes cooperation, communication, coordination and collaboration, fosters more effective delivery of services to communities affected by disaster, and facilitates a link between VOADs and Local Emergency Management Agencies.

6.0 State Recovery Goals

6.1 The State’s Short Term Goal is:

To manage and contain immediate impacts of an event on community systems, thereby creating an environment where recovery activities can continue.

6.2 The State’s Intermediate Term Recovery Goals

To return individual families, critical infrastructure, and essential government and commercial services back to a functional state, not necessarily a pre-disaster condition.

6.3 The State’s Long Term Recovery Goal is:

To return the whole community to a self-sufficient, sustainable, and resilient state through recovery and redevelopment.

7.0 Concept of the Operation

7.1 Transition from Response Operations and Implementation of Recovery Plan

Recovery activities begin soon after a major incident occurs and they overlap with response activities. Some recovery activities should begin as soon as a disaster is anticipated, prior to its occurrence, to ensure an effective recovery. At some point in the response to a disaster, the emphasis of the activities shifts from response to recovery as the requirements to save lives, protect property, and protect public health and safety diminish.

Disaster operations vary based on the nature, scope, and complexity of the specific incident. Therefore, the timing of the transition from the response to initial recovery operations and then to long-term recovery and redevelopment will vary from incident to incident. During response and in the early stages of recovery, RSFs may be deployed while ESFs are still operational and the two may coexist until the ESFs fully demobilize.

The GEMA/HS Director, upon recommendation from the SCO, SDRM and Center Director, will make the determination to transition from response to recovery operations, implementing the GaDRRP.

	Response	Short-Term Recovery	Intermediate - Term Recovery	Long-Term Recovery
Incident Contained	No	Mostly or Completely	Yes	Yes
Life Safety Issues	Yes	In Some Areas	No	No
Overall Goals	Contain the Incident to protect life safety and property	Provide support to people and businesses impacted by the disaster	Transition to Self-sufficient, sustainable, and functional state.	Restoration of services returning the community to a pre-disaster, or better, condition
Duration After Incident	A few days, at most a few weeks	Days to Weeks	Weeks to Months	Months to years

Figure 7.1 Comparison of Response and Recovery Phases

7.2 Coordination of the Response and Recovery Missions

While some post-incident recovery assessments and initiating activities occur simultaneously with response mission activities, typically the recovery operation is ramping up as the response operation is ramping down. To effectively deliver support to local and state partners, it is critical that the two mission areas recognize the timing overlaps in their mission activities. During this timing overlap, Response mission area and Emergency Support Function operational activities will, when necessary, transition to the Recovery mission area and associated RSFs. Key milestones that may indicate an increased demand for recovery process coordination and information sharing include:

- State or local partners request RSF engagement.
- Local government initiates its own recovery plan and activates its own recovery organization to manage recovery.
- The ESFs are demobilized.

Upon appointment, the SDRC will monitor response operations and offer advice when those operations may have cascading effects or impacts on recovery. The SDRC will work to ensure that recovery activities do not impede ongoing response operations. The Recovery and Response operations will be closely coordinated with the Federal, state and local partners to prevent duplicative activities and promote efficient leveraging of resources.

7.3 Recovery Priorities

Recovery priorities are identified through core capabilities and are used to guide goals and actions through the recovery process.

1. Critical Functions: economic recovery, health and social services, critical infrastructure, natural and cultural resources, and community resilience.
2. Services/Programs: mass care services, housing and economic recovery and unmet programs, public health, behavioral health and social services networks,

crisis counseling, grant and funding opportunities, and other vulnerable population needs.

3. Vital Resources: potable water, energy systems, communities and forests, libraries, museums, and preservation, conservation, rehabilitation, and restoration of Georgia's natural and cultural resources.
4. Facilities: governmental facilities and those operated by NGOs that provide vital services to our citizens to include prisons, health care facilities, and shelters.
5. Infrastructure: restoration of emergency communications 911, road infrastructure, IT, Dams, airport infrastructure, energy sector, railroads, ports of entry, pipeline systems, telecommunication, and utilities.

7.4 Key Steps and Objectives

Each State recovery support operation will be unique to the type and scale of the disaster. When determined necessary, State recovery support operations may employ a structured procedure of steps to ensure that recovery stakeholders at all levels have a shared understanding of the sequence and synchronization of activities around which they can plan to operate. The steps listed below are designed to provide the flexibility necessary to address the unique recovery challenges of each incident while providing State recovery support in a consistent, timely, and efficient manner. Each recovery operation will have the following six key operational steps:

1. Recovery Transition and GaDRRP Implementation.
2. Monitoring and Situational Awareness.
3. SDRC and RSF Deployment and Activation.
4. State Recovery Support Strategy Development.
5. State Recovery Support Strategy Implementation.
6. Transition and Return to Steady State Operations.

The ultimate objective of this multi-step process is the development and implementation of the State Recovery Support Strategy. The SRSS provides the unified strategy or approach that the SDRC and RSF agencies will take to support local governments. The SRSS is comparable to the Federal Recovery Support Strategy and should be developed with consultation of applicable Federal partners to maximize consistency and efficiency of recovery support operations.

Step 1: Recovery Transition and GaDRRP Implementation

GEMA/HS provides a single point to obtain key recovery and mitigation assistance related to information, planning assistance, and emergency management coordination. GEMA/HS may work in conjunction with Federal Emergency Management Agency and other state partners to provide support for all community recovery and mitigation related requests for assistance from state and local entities planning for, responding to or recovering from a natural or manmade disaster.

Step 2: Monitoring and Situational Awareness

Throughout all steps of a recovery operation, situational awareness will be maintained. After an incident (or in anticipation of an imminent threat, e.g., hurricane) and prior to

the formal designation of a State Disaster Recovery Coordinator, State agencies should maintain situational awareness. This allows all assets to maintain an understanding of current conditions and potential recovery issues. This step is characterized by an elevated state of alertness by RSF member agencies, with a focus on potential recovery issues. The objective of the monitoring and situational awareness step is to describe the current and anticipated environment and potential impact on recovery operations.

Situational awareness encompasses six related activities:

1. Recognizing that an incident may pose recovery challenges.
2. Reporting findings to the respective leadership and RSFs.
3. Reviewing all sources of available data.
4. Sharing Situational Report and WebEOC information.
5. Requesting information previously collected by the RSFs and/or information collected from regional agency staff.
6. Coordination of RSF activities.

During this step, GEMA/HS will assign staff who will contact and coordinate with RSF agencies to maintain situational awareness.

Step 3: State Disaster Recovery Coordinator and Recovery Support Function Activation

Recovery staff will monitor and assess the event to provide recommendations on the need for activating the Georgia Disaster Recovery and Redevelopment Plan. Activation of the GaDRRP begins with designating a State Disaster Recovery Coordinator by the GEMA/HS Director.

Once a SDRC is designated, Recovery staff will assist the SDRC in activating and coordinating with RSFs. The SDRC may request additional information prior to deciding which RSFs will be activated in the event.

In an event warranting activation of the GaDRRP, Recovery staff will provide state recovery support coordination until designation of a SDRC and activation of applicable RSFs.

Possible triggers for activating the GaDRRP include but are not limited to the following:

- Local jurisdiction designates a Local Disaster Recovery Manager and/or activates RSFs.
- Disaster (or imminent) event with catastrophic impacts.
- Disaster event involving multiple local jurisdictions with recovery support needs.
- Presidential Disaster Declaration.
- Governor executive order.
- GEMA/HS Director directive.

If a SDRC is designated and RSFs activated, then proceed to Step 4.

Step 4: Develop State Recovery Support Strategy

The State Recovery Support Strategy provides the unified strategy or approach of the SDRC-RSF operation and identifies specific steps that the SDRC and RSF agencies will use to support local governments in identifying recovery needs and issues. In larger disasters the SRSS may be a formal written document. In smaller disasters the format and purpose of the SRSS will facilitate defining the State's support to the local community's recovery. The SDRC will determine the need for a formal document or informal strategy development. The SRSS is not a local or state recovery plan. Rather, the SRSS will provide the structure and protocols for coordinating State interagency recovery support. The SRSS identifies the needed assistance specific to the RSF member organizations. The SRSS is modeled on the Federal Recovery Support Strategy (FRSS) and is intended to inform and be consistent with the FRSS in order to facilitate an effective and comprehensive recovery support structure.

The SRSS identifies how the SDRC-RSF operation will contribute to each jurisdiction's recovery operations and to help bridge resource gaps. The SRSS may provide an anticipated timeline for engaging with disaster-impacted communities and the level, type, and duration of State support to be provided to each affected jurisdiction. Ultimately, the level of support provided will vary according to each community's capacity and the scale of the disaster impact it suffers.

The SRSS is developed by the RSFs, under the leadership of the SDRC and in coordination with the Local Disaster Recovery Managers. The SDRC will ensure that the principles of the SRSS are addressed in a timely manner with consideration of local needs and program deadlines. GEMA/HS Recovery Staff may assist in the development of the SRSS.

State Recovery Support Strategy Key Elements and Activities

The State Recovery Support Strategy development and execution process will integrate and synthesize the key elements and activities below. The performance of some elements may be concurrent with others.

- Executive briefing/summary: This element provides an executive-level summary of the SRSS that can be used to brief high-level local, state, or other external recovery partners and announce the launch of the SRSS implementation process.
- Identification of recovery goals and objectives: The identification of the SRSS state operational recovery support objectives will evolve from and should be aligned with local recovery goals. Therefore, local recovery goals should be integrated into the SRSS development process as soon as they are available.
- RSF-specific support approaches: This element refers to the identification of RSF-specific actions and approaches to address sector-specific challenges and issues. These actions and approaches need to be integrated into a cohesive strategy that considers the interdependencies and overarching implications of the proposed actions. Participating State departments and agencies approve the approach before it is integrated into the SRSS to ensure they concur with the commitments included therein.

- SDRC-RSF operations management plan: This element outlines the administrative, logistical, staffing, and organizational elements necessary to support the SDRC-RSF management structure. This plan is primarily an internal document that will be developed early in the operation and will serve to inform how the SDRC-RSF operation will be supported.
- Coordination and communication plan: This element describes how the RSFs will coordinate and communicate with each other and how the RSFs will coordinate with local, state, tribal, territorial, and insular area recovery officials and organizations; voluntary, faith-based, and community organizations and service providers; and private sector stakeholders. Additionally, the approach will include how the SDRC and RSFs disseminate information to external stakeholders.
- Hazard mitigation strategy: This element provides a platform for the State Hazard Mitigation Officer to work closely with the RSFs to integrate mitigation needs/opportunities and resources within the SRSS.
- Approach for tracking recovery support: This element will provide an estimated timeline that includes milestones for measuring achievement of SRSS objectives. It will also describe how progress will be tracked during SRSS implementation to ensure that necessary adjustments in State support are made to reflect evolving conditions and needs. Progress will be measured by completion of key tasks that are directly linked to the achievement of SRSS objectives.
- Periodic revision based on new conditions and evolving state and local needs: The SRSS is inherently dynamic and the SRSS will periodically need revision to ensure that it reflects the latest understanding of local, state, tribal, territorial, and insular area recovery needs. The SDRC will review the SRSS regularly to ensure it reflects current conditions. The SRSS will be revised as milestones are achieved or levels of support needed shift as a result of new developments and evolving needs.

Step 5: Implement State Recovery Support Strategy

The aim of the SRSS is to both address local needs and build local capacity for recovery. The level and type of coordination and technical assistance support can take many forms. These include:

- Advising on community managed recovery efforts.
- Linking to funding sources (Federal, state, private, nonprofit) and other resources.
- Providing on-site technical assistance for recovery planning.
- Providing capacity-building and plan implementation support.
- Identifying tasks, projects, and priorities.
- Coordinating with Federal, State and regional stakeholders.
- Sharing lessons learned and best practices from other communities and local leaders with similar disaster recovery experiences.
- Sharing Federal and state data to support local planning efforts.
- Coordinating with and among state, regional, local, and nongovernmental long-term recovery groups and the private sector.

- Facilitating the development of recovery strategies and plans.
- Enhancing understanding of Federal and other assistance by bringing needed expertise.
- Developing a strategic approach for coordinating assistance and policies.
- Promoting inclusiveness and equitable access to resources in recovery.
- Advising on the incorporation of mitigation, sustainability, and resilience-building measures into recovery plans and implementation.
- Facilitating access to existing Federal funding and solutions to address gaps.
- Identifying and sharing data to meet the needs of the whole community, including individuals with disabilities and others with access and functional needs (e.g., transportation, communication, sheltering, temporary housing).
- Identifying resource gaps which may or may not be filled by state support.

Recovery Progress Tracking and Management

The SDRC will manage and track the progress of state recovery support efforts throughout the recovery operation to ensure that necessary adjustments in state support are implemented to reflect evolving conditions and needs. Progress will be measured by completion of key tasks that are directly linked to the achievement of SRSS strategic goals related to the provision of recovery support. Using the SRSS as the strategic guide and set of benchmarks, the SDRC will evaluate the adequacy and pace of recovery support and work with respective jurisdictions to identify gaps and/or additional support requirements.

The SDRC will coordinate communication between Federal, local, and state representatives and stakeholders regarding the status of the recovery planning process, the timeline for state engagement, and expected outcomes of the recovery support efforts.

Step 6: Transition out of Recovery and Return to Steady State Operations

Transition to steady state operations is a process that involves scaling down state recovery support operations to normal business operations of state agencies and partners. The SDRC will work with each RSF to determine an appropriate timeline for transition and returning to steady state operations. Recovery activities that are components to normal business operations may continue.

Criteria for Transition includes:

- The community is on track to acquire the needed internal capability and external support for implementing and managing its recovery.
- Key tasks that are directly linked to the achievement of SRSS strategic goals are complete.
- Federal recovery support is completed.
- State agencies are able to provide recovery support within normal business operations and existing programs. Coordination among multiple state agencies is no longer necessary to continue supporting communities.

As each RSF and activity conclude their actions independently there, most often, is no formal announced end of recovery and redevelopment operations.

8.0 Logistics Support, Communications and Resources Requirements

Initially Recovery Operations will be coordinated from the SOC. The SOC will designate specific space for Recovery personnel. Information Technology and supplies to support Recovery Operations in the SOC will be provided through GEMA/HS in accordance with the Georgia Emergency Operations Plan upon the implementation of the GaDRRP. As response activities subside and recovery operations increase the SOC will flex to meet the needs of the States requirements. If the SOC moves to an Alternate, Recovery Operations will transition with the rest of the SOC.

As Recovery operations continue after the SOC is deactivated, staff will operate from normal workspaces and GEMA/HS will provide additional space, if required by the operation. GEMA/HS will provide disaster recovery kits to DRCs upon request from SRDC.

When a Presidential Disaster or Emergency Declaration is made and the Federal Emergency Management Agency establishes coordination with the State, a JFO may be set up, the State's disaster recovery operations may transition to that site and be supported through the JFO and GEMA/HS internal resources.

9.0 Plan Maintenance and Revision

The GaDRRP will be reviewed and updated in accordance with the GEMA/HS Plans Standardization and Maintenance Policy. In addition, the document shall be evaluated for recommended revisions and corrective measures as an integral part of the Agency Exercise or Event After Action Reports / Improvement Plans, as well as internal reviews that will follow the issuance of any Governor Executive Order or passage of legislation impacting the Agency.

Appendix A – RSF Coordinating, Primary and Support Agencies

Agency	RSF1	RSF2	RSF3	RSF4	RSF5	RSF6	RSF7
Board of Regents of the University System of Georgia		S	S		S	S	
Georgia Archives							
Georgia Bar Association	S						
Georgia Building Authority					S	S	
Georgia Chamber of Commerce		S					
Georgia Department of Administrative Services	S						
Georgia Department of Agriculture	S	S	S			S	
Georgia Department of Behavioral Health & Developmental Disabilities	S		S				
Georgia Department of Community Affairs	S	S	S	<u>C, P</u>	S	<u>C, P</u>	
Georgia Department of Community Health			S				
Georgia Department of Corrections					S		
Georgia Department of Defense					S		
Georgia Department of Economic Development	S	<u>C, P</u>		S			
Georgia Department of Education		S	S		S		
Georgia Department of Human Services	<u>P</u>	S	<u>C, P</u>	S			
Georgia Department of Labor	S	<u>P</u>	S				
Georgia Department of Law, Consumer Protection Unit (CPU)							
Georgia Department of Natural Resources	S	S		S	S	<u>P</u>	
Georgia Department of Natural Resources-Environmental Protection Division			S		S		

Agency	RSF1	RSF2	RSF3	RSF4	RSF5	RSF6	RSF7
Georgia Department of Public Health	S		P		S		
Georgia Department of Public Safety					S		
Georgia Department of Revenue							
Georgia Department of Transportation	S	S			S		
Georgia Dept. of Human Services							
Georgia Development Authority		S	S	S			
Georgia Emergency Management and Homeland Security Agency	C, P	S		S	C, P		C, P
Georgia Environmental Finance Authority		S			S		
Georgia Forestry Commission	S					S	
Georgia Governor's Office of Consumer Affairs							
Georgia Office of Planning and Budget	S						
Georgia Office of the Commissioner of Insurance and Fire Safety	S			S			
Georgia Ports Authority		S			S		
Georgia Public Service Commission		S			S		
Georgia State Finance and Investment Commission							
Georgia State Property Commission					S	S	
Georgia Technology Authority					S		
Georgia Voluntary Organizations Active in Disasters	S		S	S			
Local Long Term Recovery Groups							S
Local NGO's							S

Agency	RSF1	RSF2	RSF3	RSF4	RSF5	RSF6	RSF7
Local VOADS and COADS							S
National VOAD							S
Private Utility Partners					S		
Small Business Administration (SBA)	S	S					
Technical College System of Georgia		S			S		
University of Georgia Small Business Development Resource Center		S					

Appendix B – Definitions

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. (From the U.N. International Strategy for Disaster Reduction.)

Glossary Section: NDRF - National Disaster Recovery Framework

Catastrophic (Incident) – Any natural or manmade incident, including terrorism, which results in extraordinary levels of mass casualties, damage, or disruption that severely affects the population, infrastructure, environment, economy, national morale, and/or government functions. A catastrophic incident could result in sustained national impacts over a prolonged period of time; almost immediately exceeds resources normally available to local, state, 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.

Glossary Section: NDRF - National Disaster Recovery Framework

Community Recovery – A process that begins within the first month following disaster that focuses on community and economic redevelopment. The process includes widespread community involvement in identifying and completing projects intended to rebuild communities and make them stronger than they were prior to disaster.

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.

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, territorial, insular area, and Federal jurisdiction.

Individual Assistance – Individual Assistance includes a variety of programs available to individuals and households adversely affected by a major disaster or an emergency. These programs are designed to help meet disaster applicants' sustenance, shelter, and medical needs during their path to recovery. Individual Assistance disaster assistance can include Mass Care and Emergency Assistance, Voluntary Agencies Individuals and Households Program, Small Business Administration, Disaster Unemployment Assistance, Crisis Counseling Services, and Disaster Legal Services. Some programs are available even if there is not a declared disaster.

Infrastructure – Those systems and facilities in both the public and private sector that are essential to the Nation's security, public health and safety, economic vitality, and way of life. The Nation's infrastructure is composed of 16 primary sectors such as water, transportation, communications, dams, energy and emergency services to name a few. Although infrastructure systems are defined and may operate independently; there are many interdependencies between the 16 sectors and their

associated systems and facilities that need to be considered in making a community, state or region whole following a major disaster. Infrastructure includes at a minimum, the structures, facilities, and equipment for, in the United States, roads, highways, and bridges; public transportation; dams, ports, harbors, and other maritime facilities; intercity passenger and freight railroads; freight and intermodal facilities; airports; water systems, including drinking water and wastewater systems; electrical transmission facilities and systems; utilities; broadband infrastructure; and buildings and real property. Infrastructure includes facilities that generate, transport, and distribute energy.

Glossary Section: Build America, Buy America Act

Major Disaster – any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought) or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of local, state governments and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

44 CFR 206.111; 2) *Glossary Section: NDHS - National Disaster Housing Strategy, NDRF - National Disaster Recovery Framework*

Disaster – A severe or prolonged emergency that threatens life, property, the environment, and critical systems. (EMAP Standard; Chapter 2: Definitions; 2.6, page 5)

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.

Glossary Section: NDRF - National Disaster Recovery Framework

Natural Resources – Land, fish, wildlife, biota and water. Water means salt and freshwater, surface and groundwater used for drinking, irrigation, aquaculture and recreational purposes, as well as in its capacity as fish and wildlife habitat.

Glossary Section: NDRF - National Disaster Recovery Framework

Non Governmental Organization (NGO) – An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with the government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross. NGOs, including voluntary and faith-based groups, provide relief services to sustain life, reduce physical and emotional distress, and promote the recovery of disaster survivors. Often these groups provide specialized services that help individuals with disabilities. NGOs and voluntary organizations play a major role in assisting emergency managers before, during and after an emergency.

Glossary Section: NDHS - National Disaster Housing Strategy

Public Assistance (PA) – Supplementary federal assistance provided under the Stafford Act to state and local governments or certain private nonprofit organizations other than assistance for the direct benefit of individuals and families. (Definition from 44 CFR part 206, Subpart G and 44 CFR part 206, Subpart H)

Glossary Section: Hazard Mitigation Assistance Guidance

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.

Glossary Section - NDRF - National Disaster Recovery Framework

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.

Glossary Section: NDRF - National Disaster Recovery Framework

Resilience – Ability to adapt to changing conditions and withstand and rapidly recover from disruption due to emergencies.

Glossary Section - NDRF - National Disaster Recovery Framework

Response – Those capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred.

Glossary Section - NDRF - National Disaster Recovery Framework

Sustainability – Meeting the needs of the present without compromising the ability of future generations to meet their own needs.

Whole Community – The National Mitigation Framework addresses individuals, nonprofit entities and nongovernmental organizations, the private sector, communities, critical infrastructure interests, governments, and the nation as a whole. Engaging the whole community is critical to success, and individual and community preparedness is a key component. The whole community includes children; individuals with disabilities and others with disabilities; those from religious, racial and ethnically diverse backgrounds; and people with limited English proficiency. Their contributions must be integrated into mitigation/resilience efforts, and their needs must be incorporated as the whole community plans and executes its core capabilities.

Glossary Section: Hazard Mitigation Assistance Guidance.

Appendix C – Acronyms

COAD – Community Organizations Active in Disaster
DRC – Disaster Recovery Center
ESF – Emergency Support Function
FDRC – Federal Disaster Recovery Coordinator
FEMA – Federal Emergency Management Agency
FRSS – Federal Recovery Support Strategy
GaDRRP – Georgia Disaster Recovery and Redevelopment Plan
GEMA/HS – Georgia Emergency Management and Homeland Security Agency
GEOP – Georgia Emergency Operations Plan
IA – Individual Assistance
JFO – Joint Field Office
LDRM – Local Disaster Recovery Manager
NDRF – National Disaster Recovery Framework
NCC – Natural & Cultural Resources
NGO – Non Governmental Organization
NIMS – National Incident Management System
PA – Public Assistance
PDA – Preliminary Damage Assessment
RSF – Recovery Support Function
SCO – State Coordinating Officer
SDRC – State Disaster Recovery Coordinator
SOC – State Operations Center
SOG – Standard Operating Guide
SRSS – State Recovery Support Strategy
VOAD – Voluntary Organization Active in Disaster