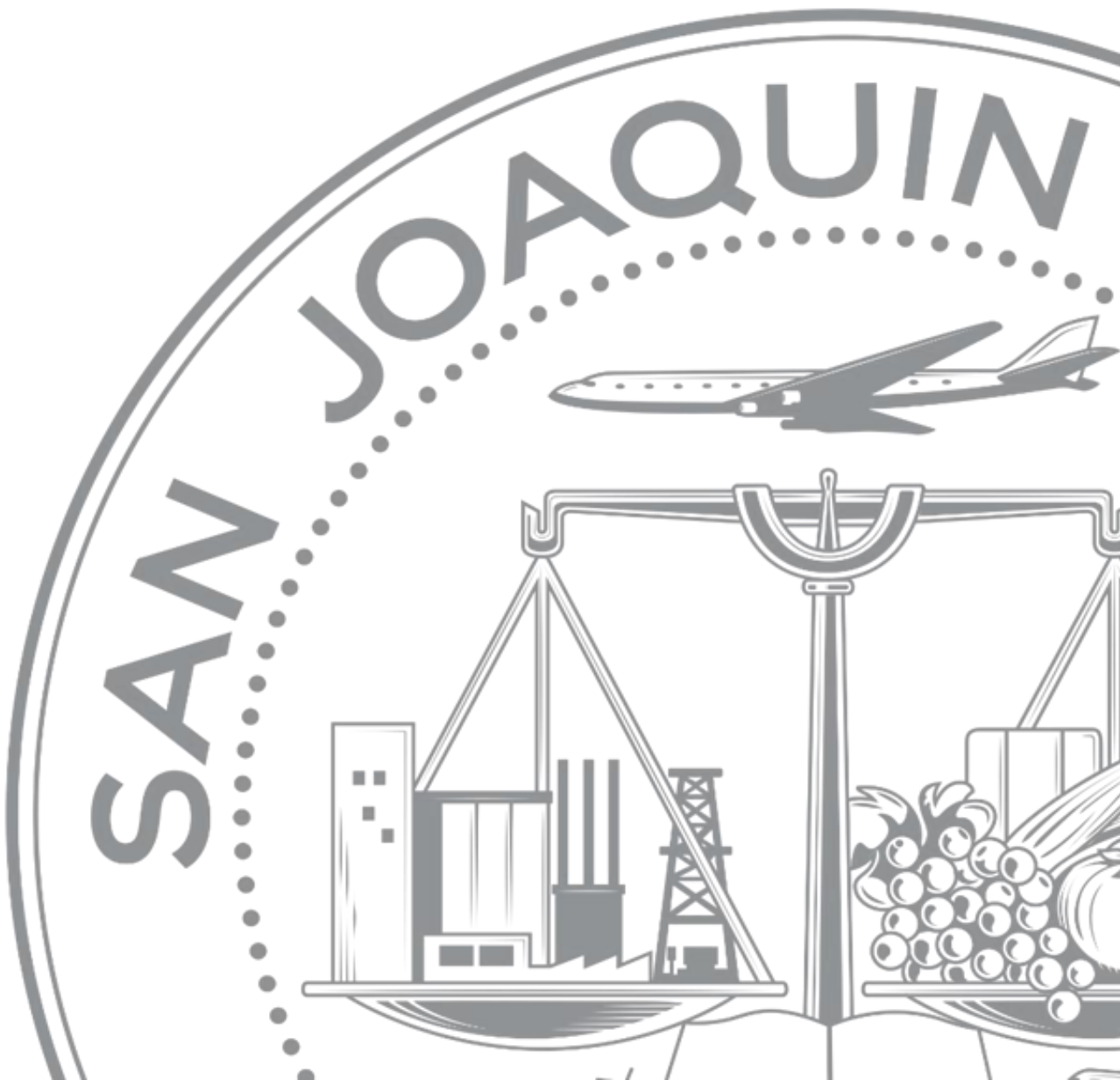# Long-Term Recovery Plan

February 25, 2020

This page intentionally left blank.

Letter of Promulgation

The San Joaquin Operational Area Recovery Plan is a comprehensive, all-hazard plan that establishes a framework for managing recovery efforts within the county. This plan assigns the roles and responsibilities to departments and agencies.

This annex was developed using the Federal Emergency Management Agency National Disaster Recovery Framework and California's emergency planning guidance documents. Adoption will occur following the established maintenance schedule; however, the plan may be modified in the interim without prior approval and formal adoption under the direction of the Director of Emergency Operations. The modified plan will be relayed digitally to all Primary and Support agencies identified as having assigned responsibilities in this annex. In addition, the plan will be available on the San Joaquin County Office of Emergency Services webpage and within the Advanced File Library of WebEOC. The Primary assigned agency will coordinate the review and update of the plan with the Support agencies as needed at least every two years. This annex supersedes any previous versions.

This plan replaces all previous plans of the same title.

_____   _____
Shellie Lima, Director Emergency Operations   Date

This annex will be formally promulgated by the chairperson of the Disaster Council of San Joaquin County at the next regularly scheduled meeting. The Disaster Council is empowered by County Ordinance to review and approve emergency and mutual aid plans.

_____   _____
Marcia Cunningham   Date

Chair, San Joaquin County Disaster Council

Director of Emergency Services

Table of Contents

EXECUTIVE SUMMARY

The San Joaquin Operational Area Recovery Plan is based on the recognition that a successful recovery begins before the disaster ever occurs. Through preplanning, training and exercising, we more effectively build and sustain our recovery capabilities in the service of our respective jurisdictions and amongst all our Whole Community partners.

Parts of this plan address the County of San Joaquin's role as an Operational Area under California's Standardized Emergency Management System (SEMS), to communicate and coordinate amongst the county's geographic area and all political subdivisions within the County area, as well as to serve as a link to the State. Other parts of this plan address the County of San Joaquin's role as the local government of the unincorporated area of San Joaquin County, and speak to the recovery management and operations of County departments solely within their roles, responsibilities, and authorities.

The Federal Emergency Management Agency (FEMA) National Disaster Recovery Framework (NDRF) outlines the strategy and doctrine for how the whole community builds, sustains, and coordinates delivery of Recovery. This plan recognizes the concept that Recovery extends beyond simply repairing damaged structures and roadways. It includes the continuation or restoration of services critical to supporting the physical, emotional, and financial well-being of impacted community members. The Recovery Support Functions are a grouping of six core recovery capabilities that provide a structure to outreach and facilitate problem solving, improve access to resources, and support coordination amongst Whole Community partners.

These include health (including behavioral health) and human services capabilities and networks, public and private disability support and service systems, educational systems, community social networks, natural and cultural resources, affordable and accessible housing, infrastructure systems, and local and regional economic drivers. Together, these elements of recovery contribute to rebuilding resilient communities equipped with the physical, social, cultural, economic, and natural infrastructure required to meet future needs.

1 INTRODUCTION

Effective emergency and recovery operations require periodic training and exercising of all potentially involved personnel and agencies. Laying an effective foundation for recovery outcomes is a key requirement of response activities, but planning for recovery begins before response.

The recovery process is best described as a sequence of interdependent and often concurrent activities that progressively advance a community toward its planned recovery outcomes. Decisions made and priorities set by a community pre-disaster and early in the recovery process have a cascading effect on the nature, speed, and inclusiveness of recovery.

Figure 1.1 Recovery Continuum
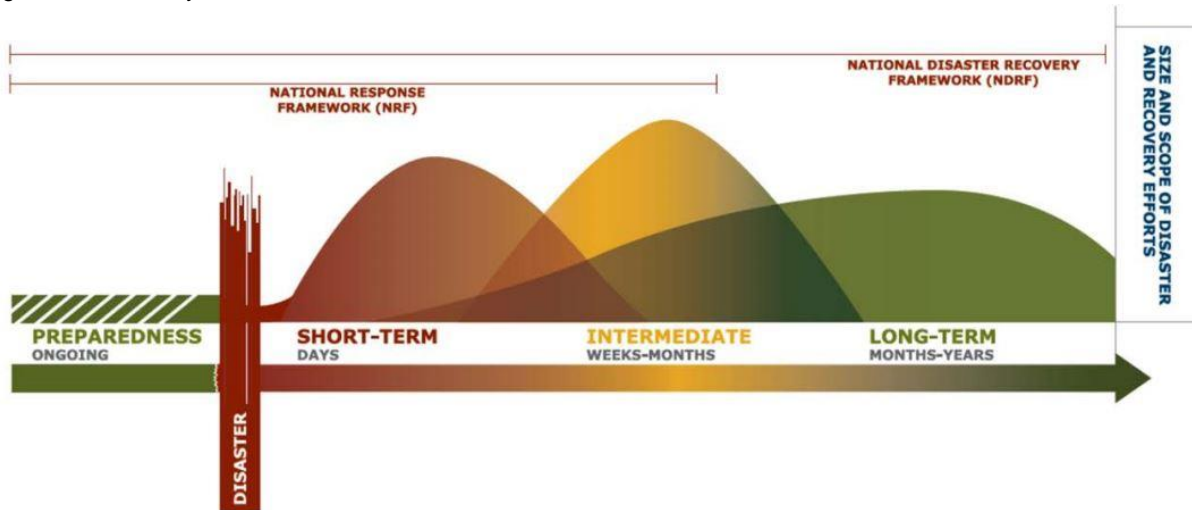
The Recovery Continuum highlights the reality that, for a community faced with significant and widespread disaster impacts, preparedness, response, and recovery are not and cannot be separate and sequential efforts. Laying an effective foundation for recovery outcomes is a key requirement of response activities, but planning for recovery begins before response. Community-level planning for recovery is a preparedness-phase activity that strengthens continuity and response and hastens recovery.

1.1 OBJECTIVE

Operational Area Recovery includes the coordinated gathering and evaluation of damage, accurate estimation of the financial value of losses and recovery costs, engagement of Whole Community regarding impacts, needs, and resources, the quick application for State and Federal disaster relief funds if needed, timely restoration of community services and infrastructure to pre-disaster condition, and implementation of cost effective and practicable mitigation measures.

The OA Recovery Plan establishes the following objectives for the Operational Area:

- Reinstatement of individual autonomy
- Restoration of family unity
- Provision of essential public services
- Permanent restoration of private and public property
- Restoration of normal government operations
- Restoration of public services

- Research to uncover residual hazards, advance knowledge of disasters and improve future emergency operations

1.2 WHOLE COMMUNITY

Per FEMA's National Preparedness Goal, the Whole Community is a focus on enabling the participation in preparedness activities of a wider range of players from the private and nonprofit sectors, including nongovernmental organizations and the general public, in conjunction with the participation of all levels of government in order to foster better coordination and working relationships. The San Joaquin Operational Area is committed to achieving and fostering a Whole Community emergency management system that is fully inclusive of individuals with disabilities and others with access and functional needs.

2 PLANNING ASSUMPTIONS

Every disaster recovery plan has a foundation of assumptions on which this plan is based. These assumptions limit the circumstances that this plan addresses and these limits define the magnitude of the disaster the organization is preparing to address. The OA Recovery Plan addresses incidents of local, regional, state, and national significance, including presidentially declared major disasters as defined in the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

The following assumptions were considered in developing the OA Recovery Plan:

- Future risk is evolving and presents new challenges.
- Incidents are typically managed at the lowest possible geographic, organizational, and jurisdictional level.
- Resilience, both physical and social, is a desired outcome—the state of being able to adapt to changing conditions and then withstand and effectively rebound from the impacts of disasters and incidents.
- Resilience can be acquired through a process of pre- and post-disaster planning, leadership development, and partnership building.
- The geographical area of San Joaquin County is of sufficient size and is subject to a sufficient diversity of hazards; therefore, it is unlikely to experience a major natural disaster that will cause the Operational Area to be completely destroyed.
- Departments and agencies across the County will need to respond on short notice to provide timely and effective assistance.
- A sufficient number of trained staff will be available for and capable of performing the functions defined within the OA Recovery Plan.
- The OA Recovery Plan is relevant for all-hazards disasters that do not overwhelm federal resources.
- Damage to commercial telecommunications facilities may occur, slowing dissemination of information and reporting of persons needing help.
- Effective emergency and recovery operations require periodic training and exercising of all potentially involved personnel and agencies.

3 PRIORITIES

The following rank-ordered priorities are intended to provide overall guidance regarding prioritization of actions and investments undertaken by the Recovery Organization. The priorities below are not specific to actual pieces of infrastructure, resource-allocation decisions, or policy development. Rather, they are intended to help guide such real-world decisions in the wake of a disaster. During the recovery process, it is fully anticipated that basic liberties and legal protections will still be in place.

The below priorities are not intended to be exclusive of one another; they are intended to provide a relative framework for the design and implementation of recovery programs and actions, and for the allocation of limited resources. These priorities were developed by the planning committee, and should be used as guidance for the policy group and RSF Leads when making difficult decisions regarding the use of critical resources and limited manpower.

- Public safety and security
- Critical infrastructure to include communications, roadways, water, sewer, natural gas, electrical power, aviation facilities, and railways
- Critical community services and facilities such as hospitals and other medical services, schools and child care resources
- Economic stability initially based on critical needs such as grocery and hardware stores, pharmacy and drug stores, gas stations and other suppliers of daily needed goods.
- Maintaining government services as described in the County's Continuity of Operations Plan (COOP)
- Social well-being which includes religious organizations, community centers, and other social support mechanisms
- Protection and restoration of natural and cultural resources such as libraries, museums, historical sites, and parks
- Protecting property and the environment

4 CONCEPT OF OPERATIONS

The San Joaquin County Operational Area has specific cultures, values, norms, and laws that reflect the history, residents, and geography. Coordination will build upon, rather than replace, the existing local organizations and entities within our community.

4.1 RESPONSE AND RECOVERY OPERATIONS

While response operations (ESF-14) provide the foundation of the OA Recovery Plan, recovery operations typically begin concurrently with or shortly after commencement of response operations. In recognition of recovery's close relationship to response, the OA will staff the position of Recovery Branch Director[1] as a member of the OA EOC staff to coordinate recovery activities from impacted jurisdictions within the Operational Area during the incident response phase. The role of the Recovery Branch Director may vary depending on the nature, type, size, severity and jurisdictional location of the disaster. Each jurisdiction is responsible for managing and appointing staff for their own recovery staffing and activities, including communication and coordination with the OA Recovery Branch Director, if activated.

When multiple jurisdictions are impacted and have requested State or Federal recovery assistance, a Recovery Branch Director from County OES will facilitate communication and coordination across those jurisdictions and Cal OES as well as to de-conflict recovery operations and prevent duplication of effort within the OA.

If the OA EOC is deactivated or addressing ongoing or emerging response needs as recovery operations are beginning or ongoing, which require dedicated support beyond routine County operations, a Recovery Organizational Structure may be established in parallel to, or following the EOC structure, to provide dedicated support to recovery operations in the unincorporated area of the county. This structure when centrally located within a jurisdiction will be their Recovery Operations Center (ROC).

4.2 LOCAL COORDINATING STRUCTURES

Local departments and agencies may implement a variety of coordination structures to help identify risks, establish relationships, and organize and build capabilities to effectively manage recovery. Coordination structures will build upon, rather than replace, the existing local organizations and entities within the community. Historically, these structures organize and integrate their capabilities and resources with neighboring agencies, the state, the private sector, and NGOs.

4.3 RECOVERY CAPABILITIES

4.3.1 Planning

Pre-disaster recovery planning enables local, regional, and state governments to effectively direct activities to identify roles and increase resilience. Pre-disaster plans provide a common platform to guide recovery decisions and activities and expedite a unified recovery effort. The responsibility of preparing for recovery begins with the individual and integrates with the larger responsibility of the community and local government. Community planning efforts need to reflect and involve the whole community and be supported by voluntary, faith-based community organizations; businesses; and local, regional, and state governments.

---

[1] A Local Disaster Recovery Manager will be identified and act as Recovery Branch Director during EOC Activation.

Post-disaster recovery planning supports a post event decision-making process to adapt and implement pre-disaster priorities and policies. Post-disaster community recovery planning allows local leaders and community stakeholders to make complex, community-wide decisions.

4.3.2   Public Information and Planning

Public information messaging helps manage expectations throughout the recovery process. During the recovery process, agencies work together to provide coordinated, prompt, reliable, and actionable information to the whole community to support recovery. Inclusive processes ensure accessibility to all, including individuals with disabilities, those with limited English proficiency, and others with access and functional needs.

Effective public information practices are two-way, that is, they will ensure affected residents, including those temporarily displaced due to the incident, have the opportunity to communicate with community leaders and provide input into recovery management planning and decisions. This ensures stakeholders have a clear understanding of available assistance and their own roles and responsibilities, makes clear the requirements and time needed to achieve recovery, and includes information and referral help lines, websites, social media, smartphone applications, kiosks, and other media and websites for recovery resources.

4.3.3   Operational Coordination

Operational Coordination enables operational functioning and promotes more effective use of resources, information sharing, and the collaboration of whole community partners, to include all levels of government, private sector, nonprofit organizations, business and faith-based communities, individuals, and households, including people with disabilities, others with access and functional needs, and owners and their animals (including household pets and service and assistance animals).

4.3.4   Economic Recovery

Economic Recovery integrates the expertise and resources of agencies and organizations, both governmental and private sector, to facilitate the pre- and post-disaster efforts of individuals; governments; and the private sector to sustain and/or rebuild businesses and employment and to develop economic opportunities that result in inclusive, economically viable communities. The contributions of the public sector, nonprofits, and the private sector collectively absorb costs borne from the incident and take active steps to reestablish the local economy.

Common stakeholders in this effort include chambers of commerce, economic and workforce development organizations, local governments, and regional planning organizations. Each of these organizations has a day-to-day responsibility to support economic development, workforce development, or business well-being in our community.

4.3.5   Health and Social Services

Timely restoration of health systems (i.e., hospitals, dialysis centers, etc.) and social services (i.e., child care, Head Start providers, etc.) is critical to our community recovery and requires a unified effort from all partners and stakeholders in our OA. Partners and stakeholders include local government agencies; aging, disability, nonprofit, voluntary, faith-based, and community organizations; for-profit businesses; service providers; and individuals and families accessing services—the whole community. By working together in an inclusive plan, recovery stakeholders can identify deficits, assess incident-related impacts, target appropriate resources for disaster activities, and develop strategies to promote the health and wellbeing of affected individuals and communities to foster resilience.

The Health and Social Services includes anticipated incident impacts to health care services, social services, behavioral health services, and environmental and public health, as well as food

and medical supply safety, children in disasters, and long-term health issues specific to responders.

4.3.6 Housing

Housing develops realistic accessible and affordable temporary and permanent housing options consistent with principles that are in line with and linked to existing long-term plans and processes. Across all incidents, the Housing will actively support development of permanent housing options within existing resources and statutory and regulatory authorities.

The ability to implement safe and healthy housing solutions that effectively support the needs of the whole community and contribute to sustainability and resilience can be achieved by focusing on adequate, affordable, and universally accessible housing. It is critical because the local economy cannot recover from disaster without adequate housing, especially affordable and accessible housing. Many years' worth of housing repair, rehabilitation, reconstruction, and new construction may need to occur at an accelerated pace as a result of an incident, and funding may not be available to fully support a community's housing needs, especially affordable and accessible housing. The immediate need to rebuild and the lack of resources readily available create design, construction, labor, materials, logistics, inspection, and financing issues.

4.3.7 Infrastructure Systems

Infrastructure Systems integrates the efforts of the owners and operators of public and private infrastructure. The goal of the recovery process is to match the post-disaster infrastructure to the community's projected demand on its built and virtual environment. Resource owners play the primary role in including resilience pre- and post-disaster activities and identifying the greatest vulnerabilities in terms of their systems and the people and businesses they serve. Those processes ensure that options for protection have been explored and implemented to the maximum extent possible.

Infrastructure Systems partners promote planning through their networks. Mitigation efforts help to minimize disaster consequences and put structures in position to recover more effectively. Infrastructure Systems recovery is first and foremost about maintaining continuous customer service. This necessitates workarounds and patches that must be engineered in conjunction with the permanent work. The principal driver for this complex effort is the empowerment of the whole community. Infrastructure Systems partners focus on this by sharing information, identifying/leveraging resources, and promoting common objectives.

Infrastructure support begins during the initial response and continues by providing support to the recovery as long-term activities increase. The public and private entities involved provide technical assistance and regulatory easements as well as funded programs.

4.3.8 Natural and Cultural Resources

The Natural and Cultural Resources (NCR) integrates the expertise and resources of all individuals; local, state, and Federal governments; other natural and cultural resource stakeholders such as nongovernmental, nonprofit, and voluntary organizations; and private sector entities to preserve, protect, and restore the community's natural and cultural resources and historic properties in a way that is inclusive, sustainable, and resilient.

The NCR recovery is first and foremost a preservation operation. By definition, natural and cultural resources are unique and often fragile and must be protected/conserved, since restoring or replacing them may be impossible. Partners focus on this by engaging the whole community and improving information sharing, identifying/leveraging resources, and promoting common objectives. When incidents are imminent or occur, the NCR partners concentrate on protection,

then minimization and/or mitigation of impacts to NCR, then restoration, and finally realizing opportunities to rebuild a more sustainable and resilient community.

4.4 RECOVERY SUPPORT FUNCTIONS

Distinct critical tasks provide a common vocabulary describing the significant functions that must be developed and executed across the whole community to ensure preparedness and timely recovery.

Table 4.1- Critical Tasks

Function	Critical Tasks
Planning	• Convening an inclusive whole community planning team which will oversee disaster recovery planning. • Identify achievable, tangible community based recovery actions and activities that support the recovery goals. • Coordinate planning efforts across jurisdictional boundaries.
Public Information	• Manage expectations through clarity, accuracy, and transparency. • Ensure information is in accessible formats for the whole community, including individuals with disabilities and others with access and functional needs, and owners and their animals (including household pets and service and assistance animals). • Provide achievable, tangible recovery goals to local and other audiences; follow up with progress reports, as appropriate.
Operational Coordination	• Coordinate and leverage Recovery resources. • Integrate the interests of the whole community into ongoing recovery efforts and future initiatives. • Establish mechanisms to more effectively engage whole community partners. • Improve future operational coordination through continual process improvements.
Economic	• Share, aggregate, and integrate economic impact data to assess economic issues and identify potential inhibitors to fostering stabilization of the affected communities. • Implement economic recovery strategies that integrate the capabilities of the private sector, enable strong information sharing, and facilitate robust problem solving among economic recovery stakeholders. • Ensure the community recovery and mitigation plan(s) incorporate economic recovery and remove inhibitors to post-incident economic resilience, while maintaining the rights of all individuals.
Health and Social Services	• Identify affected populations, groups and key partners in recovery. • Complete an assessment of community health and social service needs; prioritize these needs based on the whole community's input and participation in the recovery planning process; and develop a comprehensive recovery timeline that includes consideration of available human and budgetary resources. • Restore health care (including behavioral health), public health, and social services functions. • Restore and improve the resilience and sustainability of the health care system and social service capabilities and networks to promote the

	independence and well-being of community members in accordance with the specified recovery timeline. • Implement strategies to protect the health and safety of the public and recovery workers from the effects of a post-disaster environment.
Housing	• Assess preliminary housing impacts and pre- and post-disaster needs, identify available options for temporary housing, and support the local development of the plan for permanent housing. • Address affordable, accessible, and workforce housing needs in community planning efforts. • Address interim housing needs, assess options for permanent housing, and define an achievable timeline for achieving a resilient, accessible, and sustainable housing market in community recovery plans. • Meet the resilient and sustainable permanent housing needs of the community, including the need for accessible housing and housing options for owners and their household pets within a specified timeframe.
Infrastructure Systems	• Facilitate the restoration of and sustain essential services (public and private) to maintain community functionality. • Develop a plan with a specified timeline for developing, redeveloping, and enhancing community infrastructures to contribute to resilience, accessibility, and sustainability. • Provide systems that meet the community needs while minimizing service disruption during restoration within a specified timeline.
Natural and Cultural Resources	• Implement measures to protect and stabilize records and culturally significant documents, objects, and structures. • Mitigate the impacts to and stabilize the natural and cultural resources and conduct a preliminary assessment of the impacts that identifies protections that need to be in place during stabilization through recovery. • Complete an assessment of affected natural and cultural resources and develop a timeline that includes consideration of available human and budgetary resources for addressing these impacts in a sustainable and resilient manner. • Preserve natural and cultural resources as part of an overall community recovery that is achieved through the coordinated efforts of natural and cultural resource experts and the recovery team.

4.5 DEBRIS REMOVAL AND MANAGEMENT

Major incidents can generate enormous volumes of debris in short periods. Debris clearance, removal, and disposal operations must be implemented quickly to protect public health and safety of the local population. Incident debris may fall on roadways and block access to specific neighborhoods or communities. Clearance of this debris from roads to allow the safe passage of emergency vehicles is a response function. Debris located within the public right-of-way is a threat to general public health and safety, and its removal is considered a short-term recovery function. Private property debris removal (PPDR) is not eligible because it is the responsibility of the individual property owner. If the debris on private business and residential property is so widespread that public health, safety, or the economic recovery of a community is threatened, FEMA may fund PPDR. Still, FEMA must approve this activity in advance, and all appropriate Rights of Entry (ROEs) must be secured.

4.6 ASSISTANCE

Federal and State incident assistance programs will only be available following declared or proclaimed significant incidents. The objective of the OA, its jurisdictions, and special districts is to provide residents with all the necessary information to help them recover from the incident. OA jurisdictions and special districts will assist individuals in any way possible, including giving them with FEMA IA hotline number or directions to and phone numbers for operating Local Assistance Centers (LACs). LACs provide a centralized location for services and resource referrals for unmet needs following an emergency or incident. State or Federal funding may be available for LAC operations. Historically, LACs have proven to be a key factor for a successful recovery.

Public assistance is provided to public agencies and certain private nonprofit entities to restore community infrastructure and services. Cost recovery is achieved through Federal and State public assistance programs. The Stafford Act limits FEMA's ability to provide incident assistance to some public agencies or for some public facilities when the statutory responsibility to provide incident assistance belongs to another Federal agency.

Each jurisdiction and special district has the responsibility for completion and submittal of the required documents for both State and Federal public assistance programs. OES will complete the necessary public assistance program application and supporting materials for the County. The Recovery Manager will also serve as the primary contact. Special districts will typically assign representatives from their accounting offices to complete application materials and coordinate with State and Federal representatives. Documentation of incident-related costs incurred from response through long-term recovery is essential to the cost recovery function.

5 ROLES AND RESPONSIBILITIES

Successful recovery depends on all recovery stakeholders having a clear understanding of pre- and post-disaster roles and responsibilities. The establishment of recovery coordination and leadership positions for local, OA, and special district governments are recommendations to the whole community to facilitate recovery. Recovery management staff in all jurisdictions have a fundamental responsibility to consider the needs of all members of the whole community, including children; individuals with disabilities and others with access and functional needs; those from religious, racial, and ethnically diverse backgrounds; and people with limited English proficiency.

5.1 RECOVERY SUPPORT FUNCTIONS

Community Planning and Capability Building	
Unifies and coordinates expertise and assistance programs from across the County as well as nongovernment partners to aid local governments in building their capabilities to effectively plan for and manage recovery and engage the whole community in the recovery planning process.	
Primary Department(s)- San Joaquin County Office of Emergency Services	**Supporting Agencies-** Agricultural Commissioner, Assessor-Recorder, Auditor-Controller, Community Development, County Counsel, District Attorney, Employment and Economic Development, Environmental Health, General Services, Information Systems Division, Healthcare Services Agency, Human Resources, Human Services Agency, Office of Education, Public Works, Purchasing and Support Services, Sheriff's Department, Local Municipalities, Red Cross, Team Rubicon, Private Partners
Economic Recovery	
The ability to return 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. Integrate the expertise of area governments 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.	
Primary Department(s)- County Administrator, Employment and Economic Development	**Supporting Agencies-** Agricultural Commissioner, Assessor-Recorder, Auditor-Controller, Community Development, Environmental Health, General Services, Information Systems Division, Healthcare Services Agency, Human Resources, Human Services Agency, Public Works, Purchasing and Support Services, Sheriff's Department, Local Municipalities, Chambers of Commerce, SJC WorkNet, Private Partners
Health and Social Services	
Healthcare is an economic driver, which if damaged make this sector critical to most communities' disaster recovery. 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. Support locally led recovery to address public health, health care facilities and coalitions, and essential social service's needs. Displaced individuals in need of housing will also need health and social services support.	
Primary Department(s)- Health Care Services, Human Services Agency	**Supporting Agencies-** Agricultural Commissioner, Community Development, District Attorney, Employment and Economic Development, Environmental Health, General Services, Sheriff's Department, Local Municipalities, Office of Education, Red Cross, PNP, NGO's, Private Partners
Housing	
Coordinates and facilitates the delivery of resources to implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and	

Primary Department(s)- Community Development, Human Services Agency	Supporting Agencies- Agricultural Commissioner, Assessor-Recorder, Auditor-Controller, County Counsel, District Attorney, Employment and Economic Development, Environmental Health, General Services, Information Systems Division, Healthcare Services Agency, Human Resources, Office of Education, Public Works, Purchasing and Support Services, Sheriff's Department, Local Municipalities, Red Cross, Team Rubicon, Private Partners

resilience. Must be adequate, affordable, and accessible to make a difference for the whole community.

Infrastructure Systems

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.

Primary Department(s)- Community Development, Public Works, Information Systems Division,	Supporting Agencies- Agricultural Commissioner, Assessor-Recorder, Auditor-Controller, County Counsel, District Attorney, Employment and Economic Development, Environmental Health, General Services, Healthcare Services Agency, Human Resources, Office of Education, Purchasing and Support Services, Sheriff's Department, Local Municipalities, NGO's, Private Partners, Army Corps of Engineers

Natural and Cultural Resources

Facilitates the integration of capabilities all organizations 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 historical preservation laws and Executive orders.

Primary Department(s)- General Services,	Supporting Agencies – Agricultural Commissioner, Community Development, County Counsel, Employment and Economic Development, Environmental Health, Information Systems Division, Human Services Agency, Office of Education, Public Works, Sheriff's Department, Local Municipalities, Team Rubicon, Private Partners, Historic Societies, Fish and Game, Army Corps of Engineers

5.2 NON-GOVERNMENTAL ORGANIZATIONS

NGO are voluntary, faith-based, philanthropic, or community organizations that coordinate and collaborate to help individuals and communities respond to and recover from disasters. NGO support is provided by a range of organizations from small community-based nonprofits to national organizations with extensive experience in disaster response and recovery. NGOs provide targeted services to groups such as children, individuals with disabilities, people with access and functional needs, ethnically and culturally diverse communities, people with limited English proficiency, and animal owners, including household pets and service and assistance animals. As NGOs are pivotal to the recovery of an affected jurisdiction, it is crucial that the whole community understands their role and that they receive timely recovery information and the resources necessary to be an active participant in the recovery process.

Some NGOs are part of Voluntary Organizations Active in Disaster (VOAD) or Community Organizations Active in Disaster (COAD), which are responsible for meeting disaster-caused unmet needs of disaster survivors. The OA will encourage the use of VOAD to reduce the duplication of effort and streamlining unmet needs of the community. VOAD members adhere to standards and training which make their integration into recovery operations unified.

NGOs play a critical role in the implementation of an inclusive, locally led recovery organization and planning process. The expertise of NGOs means they are often well positioned to

contribute to recovery efforts. Throughout the recovery process, NGOs may note milestones achieved and document best practices for their use and for the benefit of their peers. This information may also be implemented into the planning process for the state VOAD as appropriate. The experience and subject matter expertise of NGOs can greatly assist with the management of money, manpower, and materials to meet recovery needs and obligations that otherwise are not funded by government programs. In addition to collaborating on disaster planning with recovery partners, it is beneficial for NGOs to develop their own plans for how they will support disaster recovery efforts.

5.3 PRIVATE SECTOR

The private sector plays a critical role in establishing public confidence immediately after an incident. When the business community is working, the area recovers more quickly by retaining and providing jobs, goods and services and a stable tax base. A prevailing indicator of future economic recovery efforts is when local and tribal nation leadership and the business community work together during pre-disaster periods to develop recovery plans, the public is more likely to be optimistic about the community's ability to recover.

As major players in recovery efforts, businesses, especially critical infrastructure owners and operators, have an important responsibility to improve resilience by identifying risks and incorporating mitigation measures into facility design and construction accordingly. If the incident necessitates rebuilding or repair of private sector facilities or infrastructure, private sector entities have an opportunity to incorporate mitigation measures to reduce the impacts of future incidents. These actions, coupled with purchase of adequate all hazards insurance policies, will expedite recovery from disaster and build resilience.

Apart from being an employer, and providing access to goods and services for members of the community, the private sector often provides resources to the community to assist with disaster recovery efforts. The exact nature of the resources provided will vary from community to community and business to business, but the community investment and philanthropic nature of the private sector in a post-disaster environment should be considered during both pre- and post-disaster recovery planning processes.

5.4 INDIVIDUALS, FAMILIES, AND HOUSEHOLDS

Individuals, families and households have a pivotal role in facilitating not only their recovery but the recovery of their community. One key action individuals and households can take is to have a disaster preparedness kit and recovery plan that addresses evacuation, sheltering-in-place, and sheltering needs. Each individual, family, and household will be better prepared in the immediate aftermath of a disaster if they build an emergency kit that includes food, water, and battery powered communication devices.

Individual plans should include requirements to address the access and functional needs of all individuals who reside in the household, including children, pregnant women, older adults, people with disabilities, and pet owners and their animals, including household pets and service and assistance animals that reside in the household. Those who prepare will reduce their personal stress, be able to reach out to others in need of assistance, and be better positioned to actively contribute to post-disaster recovery planning efforts.

Local governments and departments should encourage staff and model to community members the culture of preparedness and the positive outcome it can create in a disaster.

6 FINANCE AND ADMINISTRATION

The EOC Finance Section Chief activates the County's emergency resource and financial management procedures with the activation of the Emergency Operations Center or at the beginning of the response phase. These procedures remain in effect through the recovery phase.

- The Finance Section Chief may assign someone to assist in preparing applications and claims for state and federal assistance and expresses the importance of tracking expenses made on disaster operations.

- Coordinate closely with resource support activities to ensure that proper documentation of disaster-related expenses is tracked appropriately. The Finance Chief, will ensure that proper paperwork is completed, filed and tracked.

- Coordinate with the Recovery Manager and all County departments to determine which projects will be eligible for PA grants and to ensure that proper financial documentation for those projects is completed. The Board, with the recommendation of the OES Director, is responsible for identifying the primary and alternate applicant's agents for the County.

- Ensure that emergency purchases are made in accordance with state purchasing guidelines.

- Follow County procurement procedures.

- Manage records.

- Identify which records are required for recovery and grant assistance.

- Make personnel assignments for assembly and coordination of records.

- Establish a priority for filling identified gaps in the records.

- Coordinate records with other internal and external agencies

6.1 DOCUMENTATION

Documentation is the key to recovering qualified response and recovery costs. Damage assessment documentation will be critical in establishing the basis for eligibility of incident assistance programs. OES and County Auditor-Controller coordinate cost recovery and contracting procedures for the jurisdictional area of the County. Each incorporated jurisdiction, and the individual districts are responsible for developing and implementing cost recovery and contracting procedures individually. OES applies on behalf of the OA to Cal OES and the Federal Emergency Management Agency (FEMA) for incident relief funds. Each incorporated jurisdiction and individual district within the OA also applies to Cal OES and FEMA for incident relief funds. Documentation and contracting are critical cost recovery elements.

Cost recovery begins with an expenditure of local funds, during the incident's response phase, and ends with the completion of applicable local, State or Federal auditing processes, which can occur well into the incident's long-term recovery phase. Specific forms designed to assist in the recovery process can be found with the Finance Section. Special Districts not within a city should initially submit documentation to the Recovery Branch Director for an IDE. However, Special Districts will provide documentation for reimbursement directly to FEMA.

All County Departments, OA agencies, and special districts are responsible for adequately documenting response and recovery activities. OES and Auditor-Controller prepare and

maintain all supporting documentation concerning cost recovery and eligibility for the County. The categories of documentation required include:

- Site Documentation - Law Enforcement, Fire and Emergency Medical Services (EMS) activities
- Site Documentation - Damage and Clean-up
- Jurisdiction Labor Records
- Jurisdiction Equipment Records
- Rented Equipment
- Material Summary Records
- Contract Work Summary Record
- Emergency Contracting

Whenever the jurisdiction enters into an incident period, all involved departments (Fire, Law Enforcement, Public Works, EMS) need to begin tracking all of the above responses and incident-related expenditures. All equipment, material, and regular and overtime labor costs associated with these incidents are eligible for incident reimbursement. Each County Department will create a departmental file containing the following information:

- Name of contact for further details
- Copies of CAD incident histories for each incident-related incident (regardless of whether only regular hour personnel responded)
- Copies of invoices or contracts for contracted/purchased materials, equipment or services
- Force account labor records
- Force account equipment records (Hours and mileage)
- Material records
- Rented equipment records

The documentation is to be maintained and updated by the originating department. It will be turned over to the Recovery Manager for processing when the State and Federal inspection teams arrive to complete the Project Worksheets (PW).

7 TRAINING AND EXERCISE

Training and exercise, conducted regularly, enable the local government to educate recovery partners and stakeholders about the local pre-disaster recovery plan and to ensure recovery management and leadership capacity is maintained.

8 REFERENCES

8.1 FEDERAL

- Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), as amended;

- Post-Katrina Emergency Management Reform Act;

- Rehabilitation Act of 1973, as amended;

- Americans with Disabilities Act (ADA), as amended 2008;

- Fair Housing Act of 1968, as amended;

- Architectural Barriers Act of 1968;

- Communications Act of 1934, as amended;

- Individuals with Disabilities Education Act (I D E A) of 1975, as amended;

- Title VI of the Civil Rights Act of 1964, as amended;

- The Age Discrimination Act of 1975, as amended;

- Executive Order 12898 (February 11, 1994), – Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations;

- Executive Order 13166 (August 11, 2000), – Improving Access to Services for Persons with Limited English Proficiency; and

- Executive Order 13347 (July 22, 2004), –- Individuals with Disabilities in Emergency Preparedness.

8.2 STATE

- California Emergency Services Act, California Government Code, Sections 8550-8668.
- State of California Emergency Plan
- Standardized Emergency Management System (SEMS)