

SACRAMENTO COUNTY

OFFICE OF EMERGENCY SERVICES



Sacramento County Recovery Plan



**FINAL
DECEMBER 2020**

ACKNOWLEDGEMENTS

Numerous individuals have contributed their time, efforts, insights, and resources towards the completion of the Sacramento County Recovery Plan (Plan). The strategies, guidance, and information in this Plan represent their diligent work. The Sacramento County Office of Emergency Services (OES) would like to thank the people who invested their time and energy into developing this Plan and to all those who contributed their subject matter expertise during the planning meetings, provided insights and data, and supported the Plan development.

This Plan provides a framework to facilitate an organized and effective countywide recovery from a catastrophic disaster in Sacramento County. As with any working plan, this document represents planning strategies and guidance as understood as of the date of this Plan's release.

LETTER OF PROMULGATION

December 2020

To: Officials and Employees of Sacramento County

The preservation of life and property is an inherent responsibility of all levels of government. Devastating disasters can happen at any time. Sacramento County must establish safeguards through planning, preparedness measures, and training in order to save lives and minimize property damage when a disaster occurs. Sound emergency plans that are carried out by knowledgeable and well-trained personnel can and will minimize the loss of life and property.

The Sacramento County Recovery Plan provides a comprehensive framework for countywide recovery planning and operations. It addresses the roles and responsibilities of government organizations and provides identifies local, state, federal, and private organizations and resources that may be activated to address disaster recovery in Sacramento County.

This Plan was developed for each Sacramento County department, local special districts with emergency services responsibilities, and the cities within Sacramento County. The content is based upon guidance provided and approved by the California Governor's Office of Emergency Services (Cal OES) and the Federal Emergency Management Agency (FEMA). The Sacramento County Recovery Plan ensures consistency with current policy guidance and describes the interrelationship with other levels of government. This Plan will continue to evolve as lessons are learned from disaster and emergency experiences; through ongoing planning, training, and exercise activities; and when changes are made to federal guidance.

Once adopted, this Plan becomes an extension of the California State Emergency Plan. The Plan will be reviewed and tested bi-annually and revised as necessary to meet changing requirements.

The Sacramento County Board of Supervisors and County Executive have given their full support to this Recover Plan and urge all public employees and county residents to prepare for emergencies before they occur.

Ann Edwards
Acting County Executive

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APPROVAL AND IMPLEMENTATION

Foreword

The Sacramento County Recovery Plan is based on the recognition that a successful recovery begins before the disaster ever occurs. Through pre-planning, training, and exercising, we more effectively build and sustain our recovery capabilities in the service of our respective jurisdictions and amongst our Whole Community partners.

Parts of this Plan address the County of Sacramento'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 Sacramento's role as the local government of the unincorporated area of Sacramento County and speak to the recovery management and operations of county departments solely within their roles, responsibilities, and authorities.

This Plan implements at the local level two concepts introduced in FEMA's National Disaster Recovery Framework: The Local Disaster Recovery Manager (LDRM) and the Recovery Support Functions (RSF).

The LDRM provides a focal point for recovery considerations to be incorporated and monitored through a jurisdiction's recovery process.

RSFs 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.

Incorporated jurisdictions may use parts of this Plan as a framework for their own planning and recovery operations and are encouraged to develop, sustain, and build upon their recovery capabilities.

Components of this Plan identify Whole Community partners with valuable insight, expertise, and resources that are an essential part of a community's journey from pre-disaster planning through response and recovery.

Plan Approval and Implementation

Upon concurrence of the Board of Supervisors, the Plan will be officially adopted and promulgated. The approval date will be included on the title page. The Plan will be distributed to those county departments, supporting agencies, and community organizations that have assigned functions or responsibilities within the Sacramento County Recovery Plan.

Plan Modifications

Upon the delegation of authority from the Chief of Emergency Services, specific modifications can be made to this Plan without the signature of the Board of Supervisors. This Sacramento County Recovery Plan, its Recovery Support Function Annexes, Resource Specific Appendices, and other attachments supersede all previous versions of the Sacramento County Recovery Plan,

RECORD OF CHANGES

(Note: File each revision transmittal letter behind this record page.)

REVISION NUMBER	ENTERED BY	DATE	REVISION NUMBER	ENTERED BY	DATE
1			21		
2			22		
3			23		
4			24		
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6			26		
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RECORD OF CONCURRENCE

The County Executive signature documents her concurrence and receipt of the Sacramento County Recovery Plan. The signed Board Resolution documents Board concurrence and receipt of the Sacramento County Recovery Plan. As needed, revisions will be submitted to the Sacramento Office of Emergency Services.

Signature

Anne Edwards
Acting County Executive

Date

SECTION 1.0 PURPOSE, SCOPE, SITUATION AND ASSUMPTIONS

1.1 Purpose

The purpose of this Plan and its Functional Annexes is to provide guidance to officials in Sacramento County on how to organize and manage the short-and long-term recovery processes to assist the county in becoming more resilient to the impacts from future disasters. The Plan should be used to guide the development of a coordinated and community-wide system to facilitate recovery for the County, its communities, and residents. It provides guidance for county and city departments, as well as agencies, businesses, non-governmental organizations, and residents to assist in disaster recovery and the return of the Whole Community to the "new normal" condition by restoring critical infrastructure, ongoing programs, and vital services.

Allied agencies, private enterprises, special districts, and volunteer organizations having roles and responsibilities established by this Plan are encouraged to develop operating protocols and emergency action checklists based on the information contained within.

1.1.1 Whole Community Approach

Per FEMA's National Preparedness Goal, the Whole Community Preparedness is a focus on enabling the participation in preparedness activities of a wider range of players from the private and nonprofit sectors, including non-governmental organizations and the public, in conjunction with the participation of all levels of government to foster better coordination and working relationships.

Sacramento County is committed to achieving and fostering a Whole Community Preparedness emergency management system that is fully inclusive of people who have disabilities and others with access and functional needs (AFN). In collaboration with the Sacramento Access and Functional Needs Coordination Advisory Group (AFN-CAG), this Plan has been developed utilizing a Whole Community approach, which includes the integration and coordination of emergency preparedness, response, and recovery for people with disabilities and those with access and/or functional needs, as well as limited English proficiency, before, during, and after a disaster.

1.2 Scope

The scope of this Plan applies to any extraordinary emergency associated with any hazard, natural or human-caused, which may affect the County of Sacramento and creates situations requiring planned, coordinated recovery activities by multiple agencies or jurisdictions.

The provisions, policies, and procedures of this Plan are applicable to all agencies and individuals, public and private, having responsibilities for emergency preparedness, response, recovery, and/or mitigation in the County. The other governmental agencies within the County of Sacramento maintain their own emergency operations plans, and those plans are consistent with the policies and procedures established by this Plan.

Incorporating the FEMA Comprehensive Preparedness Guide (CPG) 101 version 2.0 and State of California Emergency Plan best practices, this Plan is designed to be read, understood, and exercised prior to an emergency and establishes the framework for implementation of the California SEMS and the National Incident Management System (NIMS) for the County. The Plan is designed to provide guidance to the County of Sacramento in its role as the Operational Area, as well as any departments with countywide responsibilities, while also describing the County's role in leading recovery in the unincorporated areas.

Each jurisdiction and special district in the Operational Area is responsible for the development of their own individual recovery plan or recovery annex to complement existing Emergency Operations Plans (EOPs). The Sacramento County Recovery Plan may be used as a framework for jurisdictions to develop

their own recovery plans for their municipalities and districts.

1.2.1 California Recovery Support Functions

The California Disaster Recovery Framework establishes the California Recovery Support Functions (CA-RSF) as a key component of California's system for all-hazards emergency management. The California Governor's Office of Emergency Services initiated the development of the CA-RSFs in cooperation with California's emergency management community, including federal, state, tribal, and local governments, public/private partners, and other stakeholders to ensure effective collaboration during the recovery phase of emergency management. The development of the CA-RSFs involves the organization of the participating stakeholders and the gradual development of recovery function components.

Each CA-RSF is made up of specific state and local agencies, volunteers, and non-governmental organizations, as well as representatives from the private sector. Each CA-RSF is led by a State Coordinating Agency and will engage and coordinate with identified CA-RSF State Primary Agencies and Supporting Organizations, federal and regional partners, community stakeholders, and individuals under the direction of the State Disaster Recovery Coordinator.

1.2.2 Federal Recovery Support Functions

The RSFs comprise the coordinating structure for key functional areas of assistance in the National Disaster Recovery Framework (NDRF). Their purpose is to support local governments by facilitating problem-solving, improving access to resources, and fostering coordination among state and federal agencies, non-governmental partners, and stakeholders.

RSFs and the leading coordinating agency:

Community Planning and Capacity Building (CPCB) Recovery Support Function

FEMA

Coordinates support (technical, financial, capacity) and helps to build the recovery capacities and community planning resources of state, tribal, territorial, and local governments before and after disasters. Focuses on enhancing governmental capacities to effectively plan for, manage, and implement disaster recovery activities in large, unique, or catastrophic disasters.

Economic Recovery Support Function

U.S. Department of Commerce

Integrates the expertise of the Federal Government to help local, state, and tribal 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 significant natural and man-made disasters.

Health and Social Services Recovery Support Function

U.S. Department of Health and Human Services

The mission is for the Federal Government to assist locally-led recovery efforts in the restoration of public health, healthcare, and social services networks to promote the resilience, health, and well-being of affected individuals and communities.

Housing Recovery Support Function

U.S. Department of Housing and Urban Development (HUD)

Addresses pre-and post-disaster housing issues and coordinates and facilitates the delivery of federal resources and activities to assist local, state, and tribal governments in the rehabilitation and reconstruction of destroyed and damaged housing, whenever feasible, and development of other new accessible, permanent housing options.

Infrastructure Systems Recovery Support Function

U.S. Army Corps of Engineers (USACE)

Integrates the capabilities of the federal government to support tribal, state, and local governments and other public and private infrastructure owners and operators to expedite to long-term infrastructure recovery.

Natural and Cultural Resources Recovery Support Function

U.S. Department of Interior

Integrates federal assets and capabilities to help state and tribal governments and communities address long-term environmental and cultural resource recovery needs after large-scale and catastrophic incidents. Works to protect natural and cultural resources and historic properties through appropriate actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and in compliance with appropriate laws.

1.3 California ESF – California RSF Matrix

1.3.1 California Emergency Support Functions

The table below is an example of California's Emergency Support Function (CA-ESF) and CA-RSF connections in a disaster. The connection is not a handoff, but rather interdependencies. Therefore, there is a need for both pre- and post-disaster coordination between the CA-ESFs and CA-RSFs. Depending on the types and impacts of disasters, there may be more connections than are shown in this table. The activities included are examples and not all-inclusive.

CA-ESF	Response Activities	Corresponding CA-RSF(s)	Recovery Activities
CA-ESF 1: Transportation	Assists in the management of transportation systems and infrastructure during domestic threats or incident response.	Infrastructure Systems, Economic	<ul style="list-style-type: none"> • Clearing transportation routes. • Rebuilding or repairing severely damaged transportation routes and systems. • Supporting the opening of transportation routes that facilitate trade and economic recovery.
CA-ESF 2: Communications	Provides resources, support, and restoration of government emergency telecommunications, including voice and data.	Infrastructure Systems	<ul style="list-style-type: none"> • Rebuilding or repairing communications infrastructure. • Providing technical assistance to facilitate the development of integrated emergency communications infrastructure.
CA-ESF 3: Construction and Engineering	Organizes the capabilities and resources of the state government to facilitate the delivery of services, technical assistance, engineering expertise, construction management, and other support to local jurisdictions.	Infrastructure Systems, Economic	<ul style="list-style-type: none"> • Supporting the restoration of public facilities and infrastructure. • Supporting the development of infrastructure that facilitates restoration and redevelopment of the impacted economy.
CA-ESF 4: Fire and Rescue	Monitors the status of fire mutual aid activities. Coordinates support activities related to the detection and suppression of urban, rural, and wildland fires and emergency incident scene rescue activities, and provides personnel, equipment, and supplies to support local jurisdictions.	None	While there is no direct relationship between this ESF and the RSFs, the critical activities of this ESF facilitate the initiation of some RSF activities.
CA-ESF 5: Management	Coordinates and resolves issues among the CA-ESFs in the four phases of emergency management to ensure consistency in the development and maintenance of the separate annexes. During emergencies, it serves in an advisory capacity to the Emergency Operations Center (EOC) Director.	All CA-RSFs	<ul style="list-style-type: none"> • Collaborating and planning with recovery partners. • Integrating response efforts into recovery efforts where appropriate.
CA-ESF 6: Care and Shelter	Coordinates actions to assist responsible jurisdictions in meeting the needs of victims displaced during an incident, including food assistance, clothing, non-medical care and sheltering, family reunification, and victim recovery.	Housing, Health, and Social Services	<ul style="list-style-type: none"> • Providing interim and permanent housing solutions. • Ensuring the continuity of care during the intermediate and long-term phases of recovery.

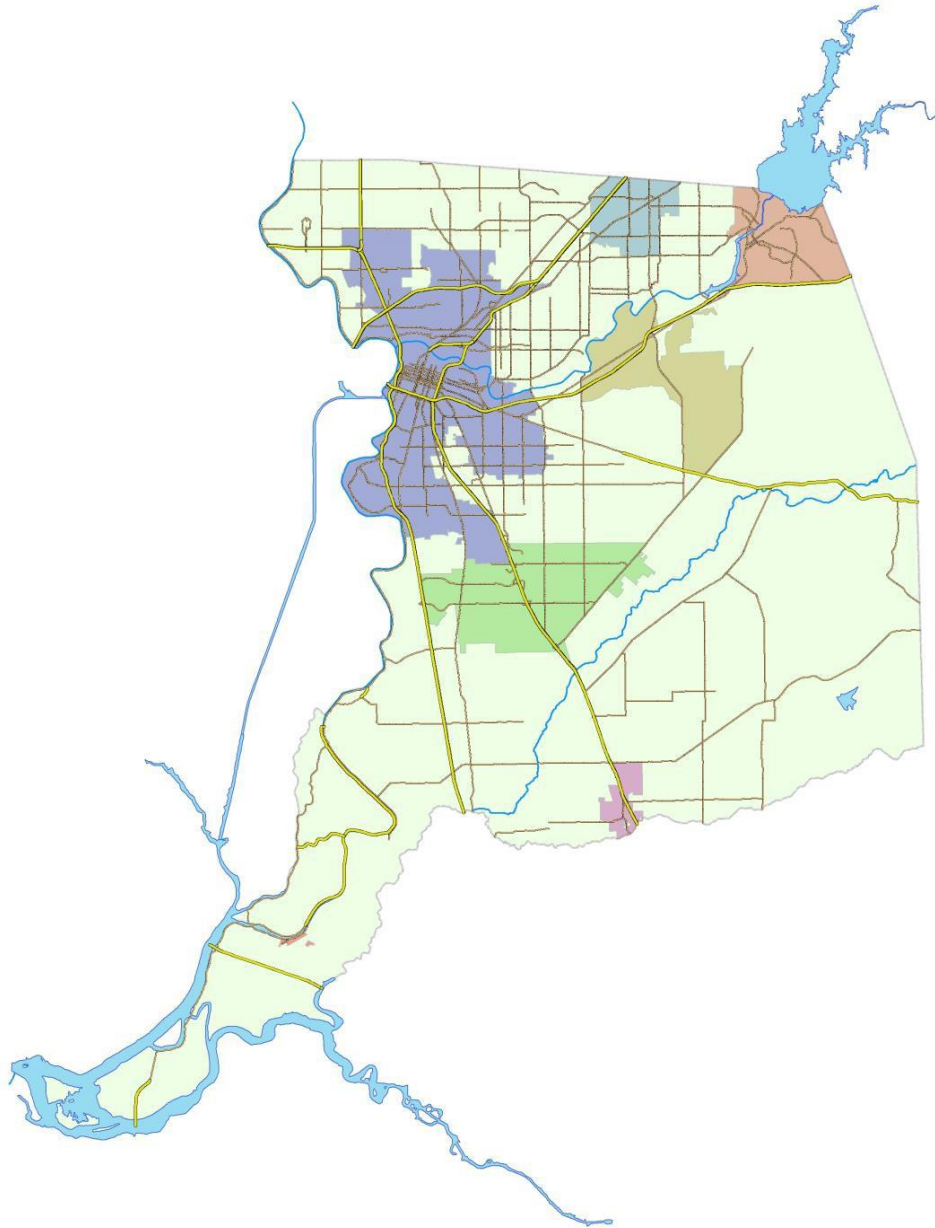
CA-ESF	Response Activities	Corresponding CA-RSF(s)	Recovery Activities
CA-ESF 7: Resources	Coordinates plans and activities to locate, procure, and pre-position resources to support emergency operations.	All CA-RSFs	<ul style="list-style-type: none"> • Determining the facility needs for deployed resources. • Determining contract support needs. • Determining supply needs that support recovery efforts.
CA-ESF 8: Public Health and Medical	Coordinates public health and medical activities and services statewide in support of local jurisdiction resource needs for preparedness, response, and recovery from emergencies and disasters.	Health and Social Services	<ul style="list-style-type: none"> • Re-establishing health and social services in impacted areas. • Determining long-term community needs with respect to public health, environmental health and healthcare services, and supplies.
CA-ESF 9: Search and Rescue	This Emergency Support Function was merged into CA-ESF 4: Fire and Rescue for Urban Search and Rescue requests and CA-ESF 13: Law Enforcement for Search and Rescue.	No data	No data
CA-ESF 10: Hazardous Materials	Coordinates state resources and support the responsible jurisdictions to prepare for, prevent, minimize, assess, mitigate, respond to, and recover from a threat to the public or environment by actual or potentially hazardous materials releases.	Natural and Cultural Resources, Health and Social Services, Economic	<ul style="list-style-type: none"> • Providing technical assistance to develop long-term mitigation strategies to avoid a repeat incident. • Identifying and removing hazardous materials that threaten the environment and public health. • Facilitating the removal of hazardous materials from private property to allow the reconstruction of homes and businesses.
CA-ESF 11: Food and Agriculture	Supports the responsible jurisdiction and coordinates activities during and immediately following a disaster impacting the agriculture and food industry. Supports the recovery of impacted industries and resources post-disaster.	Economic, Natural, and Cultural Resources	<ul style="list-style-type: none"> • Supporting the recovery of impacted food and agricultural industries. • Supporting the rehabilitation of natural resources.
CA-ESF 12: Utilities	Provides resources and support to responsible jurisdictions and in partnership with the private sector to restore gas, electric, water, wastewater, and telecommunications.	Infrastructure Systems, Economic	<ul style="list-style-type: none"> • Supporting the re-establishment of public utilities. • Developing sustainable, cost-efficient energy and water solutions.
CA-ESF 13: Law Enforcement	Coordinates state law enforcement personnel and equipment to support responsible law enforcement agencies, coroner activities, and public safety in accordance with Law Enforcement and Coroner's Mutual Aid Plans.	All CA-RSFs	<ul style="list-style-type: none"> • Providing technical assistance to ensure the security of all recovery activities. • Providing law enforcement personnel and equipment as necessary for high-risk recovery activities.

CA-ESF	Response Activities	Corresponding CA-RSF(s)	Recovery Activities
CA-ESF 14: Recovery	Supports and enables the economic recovery of communities and California from the long-term consequences of emergencies and disasters.	None	<ul style="list-style-type: none"> • Transitioning to the RSF structure and supporting the State Disaster Recovery Coordinator (SDRC).
CA-ESF 15: Public Information	Supports accurate, coordinated, timely, and accessible information dissemination to affected audiences, including governments, media, the private sector, and the local populace, including individuals with disabilities or AFN.	All CA-RSFs	<ul style="list-style-type: none"> • Gathering and disseminating information about recovery. • Serving as public information liaison between state and federal partners and impacted jurisdictions.
CA-ESF 16: Evacuation	This Emergency Support Function was merged into CA-ESF 13 Law Enforcement in August 2013.	No data	No data
CA-ESF 17: Volunteer and Donations Management	Supports jurisdictions in ensuring the most efficient and effective use of affiliated and unaffiliated volunteers and organizations and monetary and in-kind donations to support incidents that require a state response.	Community Planning and Capacity Building	<ul style="list-style-type: none"> • Providing information, intelligence, and technical assistance on spontaneous and affiliated volunteer coordination and in-kind and monetary donations.
CA-ESF 18: Cybersecurity	Supports jurisdictions to prepare, mitigate, respond, and recover from a significant cybersecurity incident.	Economic, Infrastructure Systems, Health, and Social Services	<ul style="list-style-type: none"> • Supporting the cybersecurity of key economic assets. • Providing technical assistance to ensure key assets and critical systems are protected from cyber-attacks during recovery.

1.4 Situation Overview

The Plan is an all-hazards recovery plan for incidents of varying magnitude. The Plan incorporates lessons learned from the response and recovery efforts within the Sacramento Operational Area, as well as emergency management best practices from around the nation. Refer to the Multi-jurisdictional Hazard Mitigation Plan for an in-depth identification of risks in the County.

Figure 1 - Base Map of Sacramento



1.5 Assumptions

Every disaster recovery plan has a foundation of assumptions upon which the plan is based. These assumptions limit the circumstances that the plan addresses, and these limits define the magnitude of the disaster the organization is preparing to address. This 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 Sacramento County Recovery Plan:

- The geographical area of Sacramento County is of significant size and is subject to a range of hazards; therefore, it is unlikely to experience a major natural disaster that will cause the entire county to be destroyed.
- The geographical area of Sacramento County is of significant size, so that natural disasters and/or man-made/technological incidents are likely to occur. The variable severity of the likely disaster requires the establishment of scalable, adaptable recovery operations.
- The geographical area of the State of California is of significant size and is subject to a wide range of hazards; therefore, it is unlikely to experience a major natural disaster that will cause the state to be destroyed.
- Enough trained staff will be available for and capable of performing the functions defined within this Plan.
- The Plan is relevant for all-hazards disasters that do not overwhelm federal resources.

1.6 Goals and Objectives

County recovery goals include the coordinated gathering and evaluation of damage assessment information; accurate estimation of the financial value of losses and recovery costs; engagement of the 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 Plan establishes the following objectives for the County:

- Within the operational period that damages are first reported, begin the damage assessment process, to include the activation of trained and equipped all-hazard damage assessment teams for the assessment of private property damage and coordination with county departments and external jurisdictions to consolidate public and private property damage assessments at the County level.
- During the transition from the response into short-term recovery, engage the Whole Community, including people who have disabilities and others with AFNs, as well as stakeholders identified under the RSF Annexes, to identify impacts, unmet needs, and potential recovery resources within the community.
- Within the first operational period that the County EOC is activated, begin the documentation and compilation of known and estimated costs related to response and recovery within the unincorporated area. As the Operational Area, begin the compilation of countywide Initial Damage Estimates from all impacted jurisdictions.
- To meet Cal OES deadlines for requesting California Disaster Assistance Act (CDAA) funding within the first 72 hours, and no later than ten calendar days after the start of the incident, determine if the incident's impacts, damages, and costs are beyond the County's capability and, if so, decide if a Proclamation of Local Emergency with a request for individual and/or public assistance is necessary.
- Upon receipt, relay to Cal OES Region IV Staff Duty Officer all local Proclamations of Emergency, requests to the State for response and recovery resources, and submission of Initial Damage Estimates received from impacted jurisdictions, per SEMS guidelines.

- As the Operational Area, coordinate during all recovery phases with county departments leading recovery efforts in the unincorporated area, incorporated jurisdictions, and Whole Community partners, including those that work with people who have disabilities, AFN, and those stakeholders identified under the RSF Annexes. Identify, monitor, and support the restoration of community services and infrastructure.
- During response and recovery, identify potential mitigation actions for inclusion in After Action Reports/Improvement Plans, updates to the Multi-Jurisdictional Hazard Mitigation Plan, and possible requests for mitigation funding.

SECTION 2.0 CONCEPT OF OPERATIONS

The various functions that constitute recovery operations occur on the continuum of Response, and Short-Term, Intermediate, and Long-Term Recovery operations. Very rarely are their distinct start and stop points between the phases, but the different phases help provide a conceptual framework to describe the nature of completed, ongoing and remaining recovery activities.

2.1 Response to Recovery Transition

While response operations provide the foundation of the Plan, recovery operations typically begin concurrently with or shortly after the commencement of response operations. For example, cost recovery and resource demobilization are recovery functions that begin during the response phase.

In recognition of recovery's close relationship to response, the County will staff the position of Recovery Coordinator as a member of the County EOC staff to coordinate recovery activities from impacted jurisdictions within the County EOC during the incident response phase.

The role of the Recovery Coordinator 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 County Recovery Coordinator if activated.

When directing recovery operations as the local government within the unincorporated areas of the county, the County's LDRM will be selected by the County EOC Policy Group from the Office of the County Executive, as appropriate to the need.

Due to the significant role local government plays in leading recovery efforts, the County's LDRM is utilized to lead recovery operations in the unincorporated areas of the county, and local jurisdictions are responsible for leading their individual recovery operations.

This local primacy does not negate the role and responsibilities of the Operational Area under SEMS to coordinate resources amongst its member jurisdictions and to serve as a communication and coordination link to the region and state-level EOCs.

When a disaster impacts an incorporated or unincorporated jurisdiction within the county, and requests for state or federal recovery assistance are made, a Recovery Coordinator from County OES will facilitate communications and coordination between the requesting jurisdiction and Cal OES.

When multiple jurisdictions are impacted and have requested state or federal recovery assistance, a Recovery Coordinator from County OES will facilitate communication and coordination across those jurisdictions and Cal OES as well as to deconflict recovery operations and prevent duplication of effort.

Short-Term Recovery operations may continue to be coordinated from the County EOC after the response phase is over, as needed. Termination of the emergency response phase is concurrent with the deactivation of the County EOC. However, continued coordination from the Response phase into the Recovery phase may be necessary to support ongoing recovery operations.

If the County 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 the Recovery Operations Center (ROC).

2.2 Short-Term Recovery Operations

Short-Term Recovery operations include all agencies and jurisdictions participating in the County's disaster response and during the transition into the initial days of Recovery. Recovery activities begin during the Response phase of the emergency.

The key objectives of Short-Term Recovery operations are to assess damages; identify Whole Community needs and resources; begin restoration of shelter, services, and facilities; and determine if state and/or federal assistance is needed. Generally, within a jurisdiction, these operations may include the implementation and/or coordination of:

- Damage assessment.
- Debris removal and clean-up operations.
- Transportation route restoration.
- Re-establishment of government operations and services.
- Engagement with the Whole Community, including RSF stakeholders and people with disabilities and/or AFNs.
- Building safety inspections.
- Abatement and demolition of hazardous structures.
- Proclamations of Local Emergency and/or Local Health Emergency (with County Public Health Officer).
- Expanded social, medical, and mental health services (with County Health and Human Services agency).

Emergency actions may be taken to address specific conditions, such as:

- Clearing primary transportation routes, including pedestrian paths of travel to public transit facilities.
- Establishing a temporary or interim infrastructure to support business reopening.
- Reestablish cash flow.
- Providing emergency and temporary medical care and establish appropriate surveillance protocols (with County Health and Human Services).
- Assessing and understanding risks and vulnerabilities.
- Managing volunteers and donations.
- Distributing commodity.
- Establishing accessible Assistance Centers, including virtual, telephonic, Local/Family/Business, FEMA Disaster Recovery Centers (DRCs), etc.
- Requesting utilities to provide bill relief.
- Waiving permit fees for damage repairs.
- Providing front-of-line rebuilding service.
- Addressing the need for accessible temporary housing and business space.
- Changing or altering traffic patterns (public transit, paratransit, school bus routes, etc.).
- Identifying adults and children who would benefit from counseling or behavioral health services and begin treatment (with County Health and Human Services).
- Providing integrated mass care and emergency services access to the Whole Community (with County Health and Human Services).

Under most circumstances, the transition from Short-Term to Intermediate Recovery operations will occur within 30 days of the termination of the emergency response or close of the incident period. The 30-day time is intended only as a guide. Transition to Intermediate Recovery operations may occur at any time within or after the 30-day period, depending on the severity of the emergency's impact and the effectiveness of the coordinated local, state, tribal, and/or federal response.

2.3 Intermediate Recovery Operations

Intermediate Recovery occurs in the weeks and months following the emergency as more permanent recovery actions are implemented, including actions to assist in rebuilding impacted communities. Intermediate Recovery activities within a jurisdiction may include:

- Providing accessible interim housing solutions.
- Initiating general debris removal operations.
- Providing immediate infrastructure repair and restoration.
- Supporting re-establishment of businesses, where appropriate.
- Establishing business recovery centers.
- Engaging the community in hardening facilities during rebuilding and possible mitigation actions.
- Coordinating with County Assessor for Reassessment of Property Damaged by Misfortune or Calamity.
- Engaging support networks for ongoing emotional/psychological care (with County Health and Human Services).

As Intermediate Recovery operations are completed, demobilized, discontinued, and/or able to be addressed within the standard organizational structure of the jurisdiction while still addressing any remaining Long-Term Recovery needs, the Recovery Operations Structure and ROC will be deactivated.

2.4 Long-Term Recovery Operations

The primary goal of Long-Term Recovery operations is to rebuild safely and wisely, reduce future hazards, and optimize community improvements. As with all phases of Recovery, Long-Term Recovery should include Whole Community planning, engaging the RSF stakeholders and people with disabilities and AFNs, to best incorporate community input, resources, and needs. The major objectives of these operations within a jurisdiction include:

- Developing long-term, universally accessible housing solutions.
- Rebuilding infrastructure to meet future Whole Community needs, including the needs of people with disabilities and AFNs.
- Implementing economic revitalization strategies.
- Facilitating practical funding assistance for business rebuilding.
- Following-up on ongoing counseling, behavioral health, and case management services (with County Health and Human Services).
- Reestablishing disrupted health care facilities (with County Health and Human Services).
- Implementing mitigation strategies.
- Recovering eligible disaster-related costs through insurance, applicable fees, mutual aid reimbursement, and state/federal public assistance programs.

Hazard mitigation actions will be coordinated and employed in all activities by all jurisdictions, in accordance with the Multi-jurisdictional Hazard Mitigation Plan, to ensure a maximum reduction of vulnerability to future disasters. Each jurisdiction is responsible for its own approach to mitigation, which could include zoning variances, building code changes, plan reviews, seismic safety elements, and other land use planning techniques.

Local jurisdictions and special districts within the county will strive to restore essential facilities through repair, reconstruction, improvement, or mitigation during Long-Term Recovery operations. Work with the CA-RSF stakeholders for housing, economy, and infrastructure will play a vital role in rebuilding commercial areas.

Jurisdictions and special districts will also continue to assist individual residents and private businesses through Long-Term Recovery operations with the continued provision of local services and information regarding state and federal assistance programs.

Local jurisdictions are responsible for managing and directing their jurisdiction's overall emergency response and recovery activities and may choose to designate an LDRM within their jurisdiction to manage their recovery functions.

When a disaster exceeds local capabilities, local authorities of jurisdiction within the county may request state disaster recovery resources and assistance through the Operational Area in accordance with the requirements of the Emergency Services Act, California State Emergency Plan, SEMS Mutual Aid System, and/or the CDAA.

2.5 Recovery Operations Activation

The Plan will be activated when an emergency occurs and threatens to exceed the community's capabilities to recover from the incident(s) independently. The scope of an emergency and the corresponding EOC activation level will largely determine whether the Plan will be activated and to what level.

For planning purposes, Cal-OES has established three "levels" of response to emergencies. The County of Sacramento also employs this system to guide local response to emergencies. Emergency recovery includes the following three levels:

2.5.1 Activation Levels

Activation Level	Recovery Components
EOC Level III (Lowest):	<ul style="list-style-type: none"> • A Recovery Coordinator from County OES will be appointed to coordinate recovery across impacted jurisdictions. • Short-Term Recovery can be coordinated within the EOC. • County recovery needs are supported within the EOC and jurisdiction's existing organizational structure.
EOC Level II:	<ul style="list-style-type: none"> • Recovery Operations are of such size and complexity that some or all components of a dedicated Recovery Organizational Structure are needed. • An LDRM will be appointed to lead the recovery in their jurisdiction. • A Recovery Coordinator from County OES will be appointed to facilitate communications across the County. • Recovery Operations, initially supported by the EOC, may still require dedicated support even after the EOC deactivates. • A ROC may be established. • Field survey and inspection teams may be activated. • Damage assessments may be required.
EOC Level I (Highest):	<ul style="list-style-type: none"> • Almost all sections of the Recovery Organizational Structure are fully activated. • An LDRM will be appointed to lead the recovery in their jurisdiction. • A Recovery Coordinator from County OES will be appointed to facilitate communications across the County, and a ROC will be established. • The EOC will coordinate with the LDRM and ROC to support ongoing operational recovery needs as the emergency response transitions to Short-Term and Intermediate Recovery, and the EOC begins to deactivate or support new disaster responses. • Field survey and inspection teams will be fully activated. • Damage assessments will be required. • The full recovery phase will be initiated.

For the unincorporated part of the county, activation and termination of this Plan shall be at the direction of (1) the County Executive (CE) (2) a designated Assistant CE/Deputy CE; or (3) the Chief of Emergency Services or designated representative.

SECTION 3.0 ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

The organization of these phases is developed using a maximum impact incident. For the unincorporated area, the transition between the Response, Short-Term, Intermediate, and Long-Term Recovery phases will be signaled by the Chief of Emergency Services when the EOC has not been activated, or EOC Director or LDRM if appointed.

Generally, the EOC Director, or LDRM, for a distinct jurisdiction, such as the unincorporated area, incorporated areas, etc., will only activate the positions, units, and branches needed for their jurisdiction's recovery organization. Responsibilities of positions, units, and branches not activated are assumed by the next position up in the organization.

3.1 Recovery Organization

Depending on the type, nature, and severity of the disaster, the Chief of Emergency Services may appoint a Recovery Coordinator from the Office of Emergency Services early in the response phase to begin planning and coordinating recovery efforts with impacted jurisdictions across the county geographic area. The Recovery Coordinator will be assigned to the County EOC Command Staff upon any level EOC activation to coordinate recovery efforts with impacted jurisdictions throughout the Operational Area, including the County of Sacramento, as the local government of the unincorporated area. This Recovery Coordinator will not manage recovery operations within any specific jurisdiction but will support communications and coordination amongst impacted areas countywide. If needed, for minor incidents in which the EOC is not activated, the Recovery Coordinator will be assigned to the staff of the Chief of Emergency Services.

3.1.1 Recovery Coordinator and Local Disaster Recovery Manager

Two different positions have been identified to support recovery operations in various levels of County EOC activation, in support of the role of the County as a local government for the unincorporated area, and in support of the Operational Area concept under SEMS. These positions are that of Recovery Coordinator and the LDRM.

Recovery Coordinator: Staffed by County OES, the Recovery Coordinator communicates and coordinates amongst all impacted jurisdictions, including the County as a local government of the unincorporated area, to collect, compile, and relay to the State Initial Damage Estimates from across the county, to relay local government requests for state/federal recovery resources to the State, and to deconflict and prevent duplication of effort amongst impacted jurisdictions in their recovery operations.

Local Disaster Recovery Manager: As described in FEMA's NDRF, the role of the LDRM is to organize, coordinate, and advance the recovery at the local level of their jurisdiction. They provide focal points for incorporating recovery considerations into the decision-making process and monitoring the need for adjustments in assistance where necessary and feasible throughout the recovery process.

3.1.2 Short-Term Recovery Organization

Depending on the level of EOC activation, Short-Term Recovery operations for the unincorporated area will be coordinated by the Recovery Coordinator from County OES (EOC level III, lowest level activation) under the direction of the Chief of Emergency Services, or by LDRM for the unincorporated area (EOC level II or I, middle or highest-level activation).

The LDRM will be assigned by the Policy Group, from within the Office of the County Executive, to manage recovery operations in the unincorporated area, or from County staff as appropriate to the need, for coordination and support of recovery operations amongst incorporated jurisdictions. The County's LDRM will have dedicated personnel to support the ongoing functional needs of the short-term and intermediate recovery phases in the unincorporated area. When centrally located, this structure will be identified as a ROC.

If the EOC is not activated or the incident does not rise to the level of appointing an LDRM, the Recovery
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Coordinator will be supervised by the Chief of Emergency Services. Jurisdictions are encouraged to develop a recovery structure sufficient to meet their operational recovery needs. For planning purposes, an example organizational chart built around similar recovery functions found in the unincorporated area's recovery structure is depicted in Figure 2.

3.1.3 Intermediate Recovery

Depending on the level of EOC activation for the unincorporated area, the Chief of Emergency Services may appoint a Recovery Coordinator (EOC level III), or the Policy Group may appoint an LRDM (EOC level II or I) to manage intermediate recovery activities after the response and short-term recovery phases have ended. The Recovery Coordinator will work under the direction of the County EOC Director, and the LRDM, if appointed, will work under the direction of the Policy Group to direct recovery operations in the unincorporated areas of the county. During the intermediate phase, remaining functional recovery needs being met by the Recovery Organization/ROC serving the unincorporated parts of the county should begin to be transferred to existing county departments and/or recovery stakeholders as appropriate.

3.1.4 Long-Term Recovery Organization

As the EOC focus transitions from response to recovery, EOC responders and agencies will also have recovery mission assignments. The LRDM will lead the transition to Long-Term recovery and the creation of the Long-Term Recovery Group (LTRG). LTRG will consist of a core group of departments, the Access and Functional Needs Coordination Advisory Group (CAG), and other community-based organizations (CBOs), faith-based organizations (FBO), Non-Governmental Organization (NGO), and Sacramento Regional Voluntary Organizations Active in Disaster (VOAD) agency representatives. The LTRG may identify additional agencies based on the nature of the incident. The LTRG may include additional stakeholders from such groups as churches, schools, voluntary organizations, housing authorities, and healthcare providers.

LTRG roles and responsibilities include:

- Ensuring accountability, transparency, and equitability in the recovery process.
- Ensuring the recovery plan and programs and affiliate progress is communicated to the public.
- Ensuring resources and staffing are provided in a timely manner to accomplish actions.
- Formulating new subcommittees or modifying subcommittee structure as needed for the efficiency of implementation.
- Initiating recommendations for enactment, extension, or repeal of emergency ordinances and procedures that affect long-term recovery, such as moratoriums.
- Monitoring progress towards meeting long-term recovery goals and objectives and setting a timetable for reaching milestones.
- Overseeing coordination between the different levels of government as it relates to implementing actions.
- When necessary, activate the Local Assistance Center (LAC) Annex to ensure appropriate representatives are available to provide social services and case management during recovery.
- Working with city agencies and relevant stakeholder organizations to keep information on recovery efforts current.
- Recommending budget requests and approval of grant agreements for the implementation of actions.
- Reviewing damage assessments and evaluating the need to modify or augment post-disaster actions.
- Reviewing priorities for action implementation on a regular basis during post-disaster phases and adjusting priorities as conditions warrant.
- Identifying and prioritizing long-term needs and projects according to the goals and priorities of the reconstruction projects identified through community discussion in Sacramento County.
- Considering existing plans and existing resources.

As part of the LTRG, the Access and Functional Needs Coordination Advisory Group (CAG) will ensure people

with disabilities and/or AFNs are properly considered throughout recovery, including:

- Coordinating with and assisting the Recovery and Reconstruction Unit Leader on identifying unmet needs for people with disabilities and/or AFNs.
- Serving as a subject matter expert to the LDRM on people with disabilities and AFNs, including providing information on available resources, accessible transportation, home health services, special dietary foods, durable medical equipment (DME).
- Ensuring the availability of Consumable Medical Supplies (CMS), assistive technology, support systems, and mental health services.
- Ensuring the LTRG reaches out to stakeholders or agencies that support people with disabilities and AFNs and that these organizations are invited to participate in the recovery process.
- Working with LTRG members such as Planning Department, Building and Safety, and other stakeholders to ensure long-term housing meets ADA, §504 of the Rehabilitation Act and Federal Housing Administration (FHA) requirements.

3.1.5 Business Operations Center

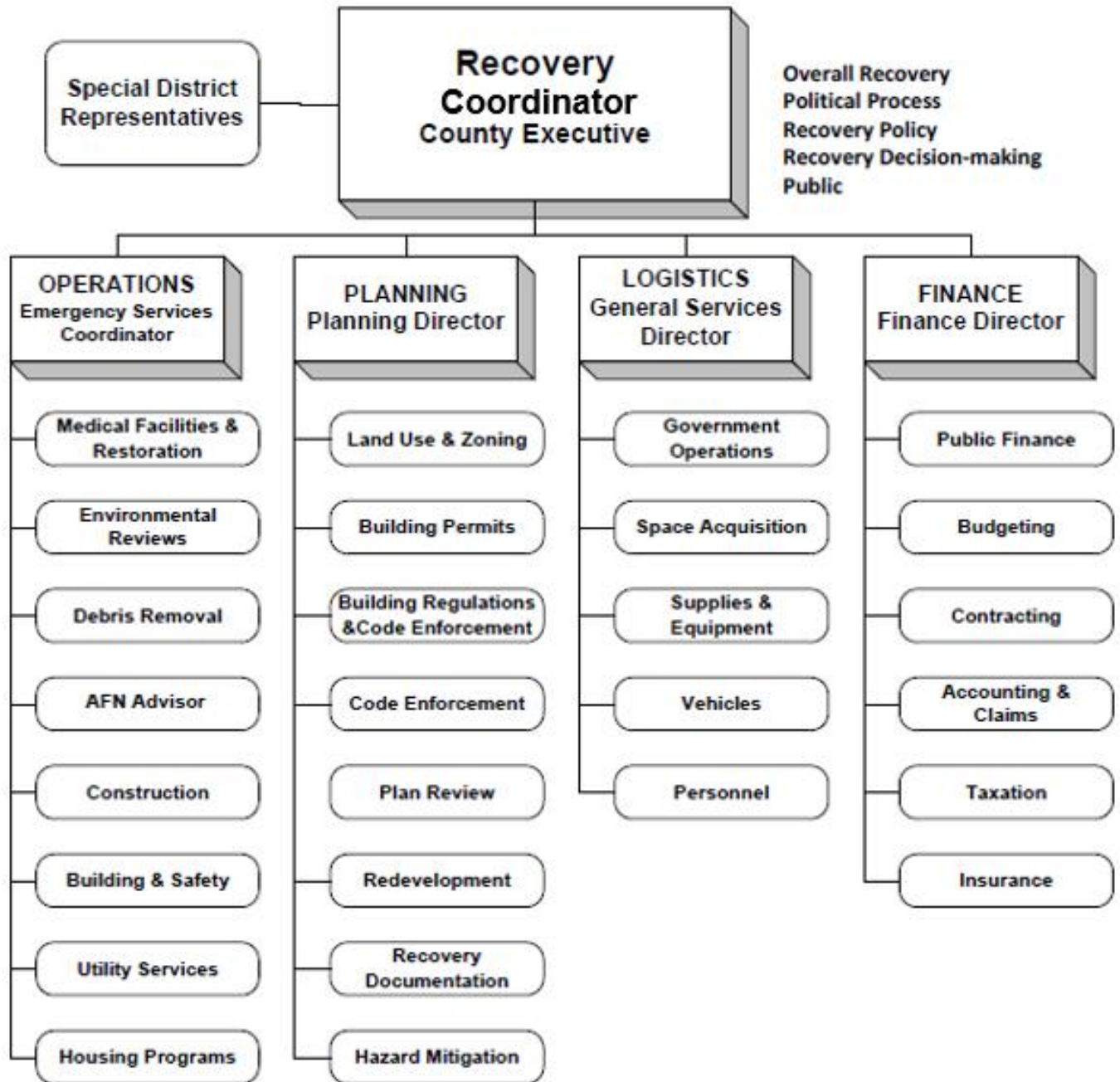
The Business Operations Center (BOC) will be established to narrow the gap between public and private sector partnerships during an emergency and to facilitate communication between the public and private sectors in all phases of emergency management. The BOC does this by integrating numerous stakeholders and industries into a physical and virtual hub for public-private coordination in the EOC.

The BOC is comprised of a network of organizations and individuals who serve on behalf of their respective sectors, an EOC management cell that provides policy, operational direction, and resource support, as well as a Sacramento County Economic Development management team that provides leadership and facilitation for BOC operations on behalf of the County. During recovery, the BOC will serve to exchange information with the private sector.

For more information, see the Economic Recovery Annex

Figure 2

Sacramento County Recovery Operations Organization



Each incorporated jurisdiction is responsible for developing a recovery plan or annex. The adopted document should support the performance of all functions, roles, and responsibilities not provided by the County, utilities, non-profit and CBOs, or the state and the federal government. Within each jurisdiction, the following responsibilities should be assigned to an existing position, or a new position should be established to provide the following:

Response Phase Coordination (generally a jurisdiction's EOC Director)

- Determining if a Proclamation of Local Emergency is needed.
- Identifying and articulating any recovery needs beyond the local capabilities.
- Maintaining or generating a Designation of Applicant's Agent Resolution if seeking state/federal public assistance.
- Filing a Request for Public Assistance (RPA) with Cal OES, if state and/or federal financial assistance is granted.
- Documenting damages, costs, and impacts via an Initial Damage Estimate, such as with the Cal EMA 95 Form, and relaying this information to County EOC.
- Coordinating with Cal OES and any involved federal agencies regarding validation of IDE damages, usually through a Preliminary Damage Assessment (PDA), to confirm locally reported and vetted impacts.
- Assisting their jurisdiction's LDRM, as necessary.
- Facilitating their jurisdiction's attendance at the state and/or FEMA Applicants' Briefings, in coordination with County OES for briefings involving multiple jurisdictions.
- Coordinating with the County OES Recovery Coordinator, as necessary.

3.2.1 Local Disaster Recovery Manager

It is expected that the Director of Emergency Services of each jurisdiction will assign an LDRM to oversee their disaster recovery process. For the County of Sacramento, the LDRM will be assigned by the County EOC Policy Group from the Office of the County Executive to lead the recovery in the unincorporated area.

Responsibilities of a jurisdiction's LDRM, in general, are as follows:

- Coordinating their jurisdiction's overall recovery activities (examples: damage assessment, debris management, public/private rebuilding, etc.).
- Coordinating amongst their jurisdiction's stakeholders to support ongoing recovery activities initiated during the Response and Short-Term Recovery phases.
- Serving as the liaison between their jurisdiction and all state and federal disaster recovery agencies.
- Coordinating with the Finance Section and all involved departments for all financial recovery activities.
- Ensuring all documentation regarding damages is in the proper format for review by state and federal inspectors.
- Coordinating with the Departmental Point of Contact concerning site inspections by state and federal disaster recovery inspectors.
- Coordinating with departments to maintain accurate records of project sites, including copies of the Project Worksheets, applicable photographs, and other documentation.
- Archiving disaster recovery files with the appropriate jurisdictional agent following the conclusion of the disaster period.
- Communicating with Recovery Coordinator from County OES regarding cross-jurisdictional recovery issues.

3.2.2 Departmental Point of Contact

Each department within a jurisdiction that has expended funds or suffered damage should identify a single point of contact for their respective recovery operations for coordination with their jurisdiction's Finance Section. The name, title, work phone number, and home phone number of this point of contact will be provided, in writing, to their Recovery Coordinator/LDRM within 48 hours of activation of their recovery plan.

The responsibilities of the departmental point of contact are as follows:

- Gathering information from their department concerning damage and/or expenditures to be included in Initial Damage Estimates and report this information to their jurisdiction's LDRM or their designee.
- Responding to questions from FEMA or Cal OES staff on their department's damages and/or expenditures in coordination with their LDRM or their designee.
- Coordinating with their LDRM for damage site visitations by state and federal disaster recovery inspectors for confirmation of reported damages through PDAs.
- Providing and retaining all required documentation for each site and all activities for each project as directed by the LDRM and in accordance with applicable jurisdictional and departmental policies and procedures and the FEMA Public Assistance Program and Policy Guide.

3.3 Operational Area

The County of Sacramento is the lead agency within the Operational Area with the responsibility to manage and/or coordinate information, resources, and priorities among responding to local governments. The County also serves as the coordination and communication link between Operational Area jurisdictions, special districts, and Region IV. The role of the County as the Operational Area lead agency does not change the coordination of discipline-specific resources, such as fire, law, and medical, through their established mutual aid systems.

County OES is the administrator for the Operational Area and provides the Operational Area Coordinator, who is responsible for the day-to-day needs of the operational area.

The roles and responsibilities for the County of Sacramento, its departments, and agencies differ for the incorporated and unincorporated areas of the county. Some County of Sacramento departments have responsibilities that are countywide; others have responsibilities solely within the unincorporated area of the county, and some departments have responsibilities both countywide and solely in the unincorporated area, depending upon the program. Those different responsibilities are described below.

3.4 County Agencies – Countywide

3.4.1 Assessor's Office

- Following up on field reports received by a jurisdiction's damage assessment process to provide potential property tax relief to owners of damaged private property via a County Assessor Reassessment of Property Damaged by Misfortune or Calamity.

3.4.2 Department of Child Support Services

- Accessing the statewide Child Support Enforcement System (CSE) at the LAC or through the Department of Child Support Services (DCSS) to research the status of the individual customer accounts.

3.4.3 Environmental Management Department

The Environmental Management Department (EMD) Incident Response (IR) Program is a partnership under a Sacramento County Joint Powers Agreement. The IR Program is comprised of Hazardous Materials Technicians and Specialists from local fire-rescue departments and the Sacramento County EMD. EMD services all unincorporated Sacramento County areas, seven municipalities, McClellan Air Force Base, and Wilton Rancheria tribal lands.

- Evaluating regulated food facilities and public swimming pools for sanitation and operational standards to ensure safe operation may resume.
- , Conducting epidemiological outbreak surveillance in coordination with County Public Health Services, as it relates to regulated facilities.
- Coordinating the sampling of water at beaches and posting signs warning of contaminated water at beaches when bacteria levels in monitoring results exceed state health standards.
- Conducting an initial inspection of temporary emergency shelters for sanitation, food safety, and housing requirements. Shelters with continued operations will receive ongoing food safety inspections region-wide. Shelters with continued operations in the unincorporated area will receive ongoing sanitation and housing inspections.
- Providing guidance for hazardous waste management and Household Hazardous Waste (HHW) screening.
- Providing guidance on debris collection sites and solid waste waivers.
- Assisting with the coordination and evaluation of the sampling, public notification, and "Boil Water Order" responses when public drinking water systems have lost pressure and/or are potentially contaminated following a disaster to ensure the ongoing safety of community drinking water supplies.

3.4.4 Department of General Services

- Inspecting and reporting on the status of communications sites and regional/county facilities in incorporated cities and continuing to maintain these facilities throughout the disaster.
- Providing repair status including type and extent of damages, suitability for continued use, and developing repair scope of work and budget estimates.
- Providing guidance on the county-owned property that could be made available for LAC or other uses.

3.4.5 Department of Human Assistance

The Department of Human Assistance (DHA) assists Sacramento County residents following a disaster by providing services and referrals to ensure that all victims receive the assistance they need and for which they are eligible. DHA's role includes overseeing and responding to all DHA issues, coordinating the distribution of DHA services, providing support to LAC Operations, and coordinating with DHA staff, contractors, or other agencies. Some of the services DHA typically provides following a disaster or significant incident include:

- Assisting with and providing guidance on obtaining Veteran's Affairs (VA) death benefits, pensions, and insurance settlements.
- Assisting with short-term housing applications and/or referrals.
- Ensuring self-sufficiency services by assisting with Cal Fresh Program applications and authorizing emergency food stamp benefits.

3.4.6 Department of Health Services

- Assisting, supporting, and providing outreach services to older adults, children, people with disabilities and AFNs, and their families.
- Ensuring behavioral health services such as crisis counseling and mental health referrals to individuals and families impacted by a disaster.

- Coordinating public health services to assist individuals with obtaining prescriptions that were lost during the disaster.

3.4.7 Office of Emergency Services

The OES is responsible for developing, maintaining, and testing the Plan. OES responsibilities include:

- Directing, coordinating, and/or supporting recovery activities.
- Coordinating damage assessment stakeholders.
- Reporting situation and damage to Cal OES.
- Relaying proclamations of local emergency and requests for assistance to Cal OES.
- Coordinating and maintaining reports of all initial damage estimates.
- Coordinating the Advanced Recovery Initiative (in incorporated jurisdictions, when requested.)
- Staffing the position of Recovery Coordinator within the County EOC.

3.4.8 Sacramento County District Attorney – Victim Assistance Program

The County of Sacramento District Attorney's Office Victim Assistance Program offers comprehensive services to victims of all types of crimes free of charge. Victim Advocates assist victims from all walks of life and experiences, regardless of age, background, and/or immigration status. An advocate can assist victims even if a suspect is not identified or if criminal charges have not been filed. Victims of violent crimes may receive reimbursement for eligible losses from the California Victim Compensation Board. Eligible losses may include medical expenses, mental health treatment, income loss, funeral and burial expenses, support loss, relocation expenses, home security improvements, and/or crime scene cleanup.

3.4.9 Sheriff's Department

The Sacramento County Sheriff's Department provides contract law enforcement services for the cities of Rancho Cordova and Isleton. In these cities, the Sheriff's Department serves as their police department, providing a full range of law enforcement services, including patrol, traffic, and investigative services. During recovery, the Sheriff's Department responsibilities also include:

- Providing initial field situation reports and updates from field units and Air Operations Bureau.
- Maintaining perimeter security and providing law enforcement services for recovery activities, if necessary.

3.4.10 Disaster Service Workers

Under California Government Code, Section 3100-3109, all public employees are obligated to serve as Disaster Service Workers (DSW's). Public employees (civil service) are all persons employed by any county, city, state agency, or public district in the State of California. Disaster Service Workers provide services and support during declared emergencies or disasters.

During a major emergency or disaster, county employees may be called upon to perform certain duties in support of emergency management operations, such as: serving in a position in the EOC, supporting shelter operations, or working at a logistics base in the field.

- County employees may be required to work at any time during a declared emergency and may be assigned to disaster service work.
- Assignments may require service at locations, times, and under conditions other than normal work assignments.
- Assignments may include duties within the EOC, in the field, or at another designated location.

3.5 County Agencies – Unincorporated Areas

3.5.1 Environmental Management Department

- Assisting with the evaluation of county facilities for re-occupancy after an emergency.
- Assisting with the performance of health hazard evaluations for departments regarding disaster-related issues (including asbestos, lead, mold, etc.).
- Expediting plan reviews for repairing damaged private sewage disposal systems and water wells.
- Assisting with the coordination and evaluations of sampling, public notification, and "Boil Water Order" responses when public drinking water systems have lost pressure and/or are potentially contaminated following a disaster to ensure the ongoing safety of community drinking water supplies.
- Assisting with the development of pre-debris removal screening for household hazardous wastes processes.
- Providing operational support to Unincorporated Area LDRM and LACs as needed during recovery operations.
- Providing guidance to county departments on hazardous waste management.
- Conducting an initial inspection of temporary emergency shelters for sanitation, food safety, and housing requirements. Providing shelters with continued operations with on-going food safety, sanitation, and housing inspections.

3.5.2 Department of General Services (DGS)

- Inspecting and reporting on the status of communications sites and regional/county facilities and continuing to maintain these facilities throughout the disaster.
- Providing guidance on the county-owned property that could be made available for LAC or other uses and/or lease property needed for any recovery purpose, including securing the right to enter private property to remove debris or setting up bins for debris collection.
- Providing support to OES for the set-up of assistance centers (local, family, and disaster) if located in county-owned facilities or in the unincorporated areas.
- Providing generators, with continued fuel, for county-owned facilities.
- Providing repair status including type and extent of damages, suitability for continued use, and developing repair scope of work and budget estimates.

3.5.3 Fleet Operations

The Fleet Operations Division of the DGS is responsible for maintaining a record of all county equipment. This record must be provided in a written format and will be used by state and federal inspectors when completing the equipment record portion of the Project Worksheets (PWs).

This record is to include:

- The number of units for each type of county asset.
- Description of equipment (e.g., 5-ton dump truck), using department, and parking location.

3.5.4 Department of Parks and Recreation (DPR)

- Inspecting and reporting on damage to the county park and recreation facilities.
- Providing the use of county park space for temporary housing in the time of a disaster.
- Making available all county parks for use to house the evacuated public and large animals, at the request of law enforcement.
- Making available all county parks and community centers for temporary fire recovery centers and programs, as requested.
- Making DPR vehicles available, upon request from law enforcement, fire agencies, and/or OES, to assist with recovery efforts.

3.5.5 Department of Public Works & Infrastructure

- Inspecting and reporting on county-maintained road right-of-way facilities.
- Inspecting and reporting on county-maintained drainage/flood control facilities.
- Inspecting and reporting on county-owned water and wastewater facilities.
- Supporting law enforcement by opening and closing county-maintained public roads.
- Managing the county debris removal program and DPW's public property rebuilding efforts in the unincorporated areas during the recovery process.

3.5.6 Office of Emergency Services

The OES is responsible for developing, maintaining, and testing the Plan. OES responsibilities include:

- Coordinating and maintaining documentation and records during the recovery phases.
- Coordinating the development of after-action reports.

3.5.7 Economic Development, Community Planning, and Agriculture

- Coordinating with Damage Assessment Teams in the unincorporated area.
- Providing services to people who have lost or had homes or structures damaged in the unincorporated area.
- Liaising with California Building Officials (CalBO) for building inspector Mutual Aid/Safety Assessment Program (SAP).

3.5.8 Finance Department

- Serving as the Finance Section Chief during recovery, reporting to the LDRM for these activities.
- Coordinating with OES and county departments involved in response and recovery to develop cost accounting and documentation maintenance procedures, processing all expenses associated with response and recovery, and managing the financial recovery.
- Serving as the primary liaison with FEMA and Cal OES staff for all actions related to financial recovery.
- Coordinating the production of all documents and claims related to financial recovery and providing them to FEMA and Cal OES with OES and county departments.
- Coordinating with OES and county departments to manage and maintain documentation of claims and managing and maintaining all correspondence related to financial recovery.

3.5.9 Sheriff's Department

- Providing initial field situation reports and updates from field units and Air Operations Bureau.
- Maintaining perimeter security and patrolling recovery activities, as necessary.

3.6 Role of the Private Sector

3.6.1 Sacramento Residents

The residents of Sacramento are the primary beneficiaries of the County's emergency management system. At the same time, residents play an important role in emergency management by ensuring that they and their families are prepared for disasters. Before an emergency, residents can assist the emergency management effort by taking first aid training, maintaining supplies, and being prepared to evacuate or shelter-in-place for several days.

Many residents join disaster volunteer programs such as Community Emergency Response Teams (CERT) and remain ready to volunteer or support emergency response and recovery efforts. During an emergency, residents should monitor emergency communications and carefully follow directions from authorities. By being prepared, residents can better serve their family, their community and reduce demands on first responders.

3.6.2 Populations with Disabilities and Access and Functional Needs

According to the 2017 Behavioral Risk Factor Surveillance System, there are over 9 million people in California who identify as having a disability. Populations with AFNs include those members of the community who may have additional needs in a functional area before, during, and after an incident, including but not limited to maintaining independence, communications, transportation, supervision, and medical care.

Individuals in need of additional response assistance may include people who:

- Have disabilities – temporary and/or lifelong
- Live in institutionalized settings
- Are elderly or living alone without any assistance, particularly those who are medically fragile or who have sensory mobility impairments
- Are unaccompanied children
- Have limited English proficiency or are non-English speaking
- Have sight or hearing losses (impairments)
- Are transportation dis-advantaged
- Have other situations that would require assistance

Lessons learned from recent emergencies involving people with physical and mental disabilities, and older adults have shown that the existing paradigm of emergency planning, implementation, and response must change in order to meet the needs of these groups during an emergency. These lessons show four areas that are repeatedly identified as most important to people with disabilities and older adults:

- **Communications and Public Information** – Emergency notification systems must be accessible to ensure effective communication for people who are deaf/hard of hearing, blind/low vision, cognitively impaired; have learning disabilities; have limited English proficiency, and/or are both deaf and blind.
- **Evacuation and Transportation** – Evacuation plans must incorporate the use of transportation providers who can accommodate the needs of people who have a disability, older adults, people with mobility impairments and their assistive devices, and those with transportation disadvantages.
- **Sheltering** – Care and shelter plans must address the AFNs of people with disabilities and older adults to allow for sheltering in general population shelters, including their mobility devices, services animals, and other support people or equipment.
- **Americans with Disabilities Act** - When shelter facilities are activated, the State will work with local, state, and federal officials to ensure they apply the provisions of the Americans with Disabilities Act (ADA), the CA Fair Employment and Housing Act, the Unruh Act and other federal and state civil rights laws that ensure equal rights for persons with disabilities.

3.6.3 At-Risk Individuals

Another requirement is to consider the needs of people who may not be able to access emergency service providers through traditional methods. These people may feel they cannot comfortably or safely access and use the standard resources offered in preparedness, response, and recovery. These include, but are not limited to individuals who are:

- Homeless
- Without transportation
- Without radio or television access to receive direction on actions to take
- Without access to telephones

- Visiting or temporarily residing in an impacted region
- Not familiar with available emergency response and recovery resources
- Limited in their understanding of English
- Geographically or culturally isolated

3.6.4 Businesses

Much of Sacramento's critical infrastructure is owned or maintained by businesses and must be protected during a response to ensure a quick and complete recovery after an emergency. These same businesses provide valuable resources before, during, and after an emergency, as well as play a critical role in meeting the needs of those impacted by an emergency.

Target Hazards: Some key industries are potential targets for terrorist attacks and must institute measures to prevent attacks and protect their infrastructure and the surrounding community. This requires businesses to coordinate with local, state, and federal governments to ensure that their emergency plans are integrated with government plans.

Area Plan for Emergency Response to Hazardous Materials Incidents in Sacramento County: The Emergency Response Area Plan (Area Plan) details the duties and responsibilities of governmental and other response agencies in a hazardous material incident. The Area Plan provides information for agencies involved in hazardous material response within Sacramento County.

Hazardous Materials Business Plan: The goal of the Hazardous Materials Business Plan is to prevent or minimize the damage to public health and safety and the environment from a release or threatened release of hazardous materials. This is achieved through businesses providing their chemical inventories to local agencies that, in turn, provide the information to their emergency responders.

California Accidental Release Program (CalARP): The goal of the CalARP Program is to reduce the likelihood and severity of consequences of extremely hazardous materials releases. CalARP requires certain facilities that handle specified chemicals to take specified actions to proactively prevent and prepare for chemical accidents by creating a Risk Management Plan.

Hazardous Materials Area Plans: Some industries are required by law or regulation to have emergency operations procedures to address a variety of hazards. The Cal OES Hazardous Materials Program requires businesses that handle hazardous materials that meet certain quantity or risk thresholds must submit Business Program Plans and Risk Management Plans to the Sacramento County Certified Unified Program Agency (CUPA). The CUPA can then develop Hazardous Materials Area Plans to respond to a hazardous materials release within Sacramento County.

Business Emergency Plans: The Business Emergency Plan recommends that all businesses develop comprehensive emergency plans that include employee injury and illness prevention programs, business resumption, and continuity of operations elements. A comprehensive business emergency plan can assist the business and the community-at-large by providing:

- Information to the employees on how to protect themselves and their families from the effects of potential emergencies.
- An emergency organizational structure for the business that identifies positions that have clear and specific emergency roles, responsibilities, delegated authority, and identified successors.
- Identification of actions necessary to protect company property and records during emergencies.

- A listing of critical products and services.
- Production shutdown procedures.
- A company command post.
- Alternate work sites.
- Methods and channels of communication.
- Contacts with local emergency management officials. A method to provide and accept goods and services from other companies.

Business Operations Centers: The Business Operations Centers Plan also promotes the use of business operations centers to enhance public and private coordination. Local governments can effectively coordinate with businesses by establishing a business operations center that is linked to their existing EOC.

3.6.5 Volunteer Organizations

Sacramento recognizes the value and importance of organizations that perform voluntary services in their community. These organizations have resources, which can augment emergency response and recovery efforts. Some examples of voluntary organizations in Sacramento are the following:

- VOAD
- American Red Cross (ARC) Gold Country Chapter

3.6.6 Public-Private Partnerships

The private sector provides valuable assistance and resources to support emergency response and recovery activities. The goal of public-private partnerships is to advise on:

- Appropriate agreements to provide for quick access to emergency supplies and essential services in order to minimize the need to stockpile such supplies during non-emergency times.
- Logistic measures that are required to deliver needed supplies and services to affected areas quickly.
- Methods to utilize non-profit and private sector capabilities to increase the surge capacity of local agencies responding to emergencies.
- Methods to promote the integration of the non-profit and private sectors into the emergency services system so that people can be better informed and prepared for emergencies.
- Systems that aid business and economic recovery after an emergency.

3.7 Tribal Governments

The Wilton Rancheria Tribe, the only federally recognized tribal nation in Sacramento County, has a unique nation-to-nation relationship with the U.S. government. The Tribe also has formal and informal relationships with other government and non-government stakeholders within the county and state.

Knowledge of tribal-specific cultural beliefs and practices is essential for successfully assisting tribal communities in disasters. Emergency management and emergency responders will be better prepared to provide culturally competent services to support the Wilton Rancheria Tribe if they have the advanced training and preparation on tribal-specific cultural beliefs and organizational structure.

Because of the diversity of cultural characteristics and governmental structures, it is important for those providing disaster-related support to respect the authority of elected and appointed tribal leaders and their governments, seeking their input and permission before making assumptions regarding what is best for tribal members. It is equally important to become familiar with the relevant coordination processes, roles, and responsibilities of federal, state, tribal, local, and NGOs that are integral to tribal

disaster response.

The Sandy Recovery Improvement Act of 2013 amended the Stafford Act to provide federally recognized Indian tribal governments the option to make their own request for a presidential emergency or major disaster declaration independent of a state or to seek assistance under a declaration for a state.

While the Wilton Rancheria Tribal Nation maintains sovereignty over their individual disaster declaration process, the Tribe may still choose to seek federal assistance under a County Proclamation of Local Emergency, and their impacts and costs may assist local jurisdictions and the State in meeting the FEMA Public Assistance threshold for California and Sacramento County.

Additionally, many faith-based, service-based, and community-based organizations can and do work fluidly across jurisdictional lines and are essential recovery partners in coordinating and addressing the recovery needs of tribal nations.

Cal OES maintains an Office of Tribal Coordination and can assist in state-tribal recovery planning and response issues.

The Bureau of Indian Affairs Office of Justice Services Emergency Management Division can assist in federal-tribal recovery planning and response issues.

3.8 State Government

3.8.1 California Office Of Emergency Services

- Coordinating state and federal resources to aid in disaster recovery for individuals, families, farmers, certain Private non-profit (PNP) organizations, and local and state governments.
- Coordinating requests for state and federal emergency declarations.
- Participating in damage assessments.
- Providing environmental/historical, engineering, and technical assistance.
- Administering state and federal public assistance and hazard mitigation grants, including payment and processing.
- Providing program oversight of another state-administered disaster recovery.
- Leading community relations elements in times of disaster.
- Coordinating the establishment of Joint Field Offices (JFOs), DRCs, and LACs.
- Communicating with the Recovery Coordinator from County OES regarding recovery issues that cross-jurisdictional boundaries within the county.

3.8.2 California Department of Transportation

California Department of Transportation (Caltrans) responsibilities include providing reports and estimates on **state** roads, highways, and freeways, including all overpasses, underpasses, and bridges.

3.8.3 California Highway Patrol

California Highway Patrol (CHP) responsibilities include providing initial reports on damage to roads, highways, and freeways. Coordinating with CALTRANS and local jurisdictions as applicable to barricade or secure unsafe sections of roadway. Monitoring truck traffic to ensure safe transport of debris during debris removal and demolition operations.

3.8.4 California Environmental and Natural Resources Agencies

Jurisdictions and special districts will be required to coordinate with several California environmental and natural resources agencies during recovery. Some of these agencies include the Coastal

Commission, Resources Agency, Environmental Protection Agency, Conservation, Fish and Wildlife, State Water Resources Control, and CalRecycle.

3.8.5 State Board of Equalization

The State Board of Equalization's responsibilities includes providing tax relief services that may allow for the transfer of tax basis to another property, exemptions for property losses, and deferment of a tax bill until the damaged property can be surveyed to reflect its value following a disaster.

3.8.6 Franchise Tax Board

Per Franchise Tax Board Publication 1024, taxpayers may deduct a disaster loss for any loss sustained by a disaster in any city or county in California when the President of the United States or the Governor of California declares there to be a state of emergency. To qualify as a disaster loss for federal purposes, the President of the United States must declare the area in which the disaster occurred as a disaster area, eligible for federal assistance under the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

3.8.7 California Victims Compensation Board

The California Victim Compensation Board (CalVCB) is a state program dedicated to providing reimbursement for many crime-related expenses to eligible victims who suffer physical injury or the threat of physical injury as a direct result of a violent crime. Resources are provided to victims affected by child abuse, drunk driving, domestic violence, human trafficking, sexual assault, etc. CalVCB funding comes from restitution paid by criminal offenders through fines, orders, penalty assessments, and federal funds and may provide reimbursement for crisis counseling, income loss, legal, medical, mental health, and relocation services as well as funeral/burial expenses.

3.9 Federal Government

The overall responsibility for recovery rests with state and local governments. The National Response Framework (NRF) and the NDRF recognize the primacy of state and local governments in defining response and recovery requirements and identifying needs. The federal government's primary role is to complement and supplement state, local, and private resources to facilitate Whole Community recovery. Specific federal roles are listed below.

3.9.1 FEMA

- Receiving reports and requests from Cal OES.
- Determining eligibility and providing federal recovery assistance through the Public Assistance (PA) and Individual Assistance (IA) Programs.
- Establishing a JFO to coordinate inter-agency recovery following certain declared disasters.
- Coordinating disaster relief efforts of local and state government agencies as well as other federal agencies.
- Establishing DRCs to coordinate service delivery to individuals and households.
- Coordinating across the federal RSFs. The RSFs) comprise the coordinating structure for key functional areas of assistance in the NDRF. Their purpose is to support local governments by facilitating problem-solving, improving access to resources, and fostering coordination among state and federal agencies, non-governmental partners, and stakeholders.
- The list of RSFs and the lead coordinating agency:
 - Community Planning and Capacity Building Recovery Support Function – FEMA/HUD
 - Economic Recovery Support Function – U.S. Department of Commerce
 - Health and Social Services Recovery Support Function U.S. Department of Health and Human Services
 - Housing Recovery Support Function – HUD

- Infrastructure Systems Recovery Support Function – USACE
- Natural and Cultural Resources Recovery Support Function – U.S. Department of Interior

3.9.2 US Small Business Administration

The mission of the U.S. Small Business Administration (SBA) Office of Disaster Assistance is to provide low-interest disaster loans to businesses of all sizes, private non-profit organizations, homeowners, and renters to repair or replace real estate, personal property, machinery and equipment, inventory and business assets that have been damaged or destroyed in a declared disaster; and to provide eligible small businesses necessary working capital to help overcome the economic injury of a declared disaster.

3.9.3 US Federal Highway Administration

The U.S. Department of Transportation's Federal Highway Administration (FHWA) has an Emergency Relief (ER) Program for federal-aid highways. The ER Program supplements the commitment of resources by states, their political subdivisions, or other federal agencies to help pay for unusually large expenses resulting from extraordinary conditions. The applicability of the ER Program to a natural disaster is based on the extent and intensity of the disaster. Damage to federal-aid highways must be severe, occur over a wide area, and result in unusually high expenses to the highway agency. Federal-aid highways include state, county, and city roads based on their functional classification. There are two types of relief, emergency repairs, and permanent repairs. Emergency repairs are repairs made during or immediately following a disaster to meet the program goals to restore essential traffic, minimize the extent of damage, or protect the remaining facilities. Permanent repairs go beyond the restoration of essential traffic and are intended to restore damaged bridges and roads to conditions and capabilities comparable to those before the incident.

Additionally, Emergency Transportation Operations (ETO) for Disasters provides tools, guidance, capacity building, and good practices that aid local and state Department of Transportations (DOTs) and their partners in their efforts to improve transportation network efficiency and public/responder safety when a non-recurring incident either interrupts or overwhelms transportation operations.

3.9.4 US Department of Agriculture

The U.S. Department of Agriculture (USDA) offers a variety of programs and services to help communities, farmers, ranchers, and businesses that have been hard hit by many types of disasters. The USDA offers compensation, financial assistance, and loans for many of the following: grazing losses, livestock, honeybee, and farm-raised fish deaths, and orchard or nursery destruction.

3.9.5 US Department of Housing and Urban Development

HUD provides a variety of disaster resources. They partner with federal, state, and local agencies to help implement disaster recovery assistance. Under the NRF, FEMA and the SBA offer initial recovery assistance before HUD's programs are implemented, but often HUD is the mission assigned right after a disaster to assist residents or local governments with housing recovery. For presidentially declared disasters, HUD offices activate a variety of offerings, which may include: Federal Housing Administration (FHA)-insured loan programs and mortgage assistance; Section 8 rental assistance and other subsidized housing programs; housing counseling; and community development and housing assistance. Following disasters that receive federal Disaster Recovery Community Development Block Grant (CDBG-DR) funding, HUD works with state and local government to administer these funds.

3.9.6 US Department Of Justice Office for Victims Services

The Department of Justice Office for Victims of Crime (OVC) supports a broad array of programs and services that focus on helping victims in the immediate aftermath of crime and supports them as they rebuild their lives. OVC channels funding for victim compensation and assistance throughout the United

States, raises awareness about victims' issues, promotes compliance with victims' rights laws, and provides training and technical assistance and publications and products to victim assistance professionals. Although the specific type of outreach provided varies by need and location, the common goal of OVC is to reach out with a compassionate, skilled, and effective response to victims who have suffered physical, sexual, emotional, and financial harm because of crime.

3.9.7 US Army Corps of Engineers

Under the NDRF, the USACE serves as the coordinating agency for the Federal Infrastructure Systems (IS) RSF. The IS RSF refers to a group of federal agencies and national organizations that have been identified in the NDRF to have authorities, experts, and other resources applicable to infrastructure systems recovery and resilience. As the coordinating agency, USACE's key responsibility is ensuring effective communication and collaboration among federal IS RSF primary agencies, supporting organizations and other partners and stakeholders that include, but are not limited to, local, state, tribal, territorial, insular area, private sector, and non-governmental organizations. USACE does this by facilitating coordination and providing oversight of IS RSF efforts, particularly when activated by FEMA. USACE's coordinating agency responsibilities extend through the preparedness, response, and recovery phases.

SECTION 4.0 DIRECTION, CONTROL AND COORDINATION

4.1 Recovery Support Functions

4.1.1 Operational Area Community Planning and Capacity Building

Following the model of the RSFs in the NDRF, the mission of the Community Planning and Capacity Building (CPCB) RSF is to enable local jurisdictions to carry out community-based recovery planning and management effectively and efficiently in a post-disaster environment.

CBOs and other private agencies differ in size, organizational structure, and capacity, but all share a common objective of addressing the disaster concerns of individuals and the needs of communities. The Operational Area will continue to establish and maintain coordination with CBOs and other private agencies with multi-jurisdictional or countywide recovery roles during Short-Term and Intermediate Recovery operations.

Refer to the Community Planning and Capacity Building RSF Annex for additional details and community recovery considerations.

4.1.2 Economic Recovery

Economic recovery is 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. Following the model of the RSFs in the NDRF, the Sacramento County Economic RSF Annex integrates the expertise of the Whole Community to help local, regional/metropolitan, and tribal governments and the private sector to sustain and/or rebuild businesses and employment and develop economic opportunities that result in sustainable and economically resilient communities after an incident.

The goal of the Sacramento County Economic RSF is to monitor and coordinate with the appropriate entities to ensure the economy is restored and there are adequate employment opportunities for Sacramento County residents, businesses, and the workforce to support the restoration of services and the overall community recovery.

Refer to the Economic RSF Annex for additional details and economic recovery considerations.

4.1.3 Health and Social Services

Healthcare is an economic driver in many communities, which, if damaged, makes 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 more effective and rapid recovery. The Health and Social Services RSF outlines the local framework to support locally-led recovery efforts 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.

Refer to the Health and Social Services RSF Annex for additional details and recovery considerations.

4.1.4 Housing

The Housing RSF coordinates and facilitates the delivery of Whole Community 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 in order to make a difference for the Whole Community.

Refer to the Housing RSF Annex for additional details and housing recovery considerations.

4.1.5 Infrastructure Systems

Following the model of the RSF in the NDRF, the Infrastructure Systems RSF works to facilitate the restoration of infrastructure systems and services to support a viable, sustainable community and improve resilience to and protection from future hazards. Objectives include private sector infrastructure owners and operators and related service providers in planning at all levels, as follows:

- Providing technical assistance to all levels of local governments for identifying/prioritizing critical infrastructure systems and assets.
- Creating an inter-agency, inter-jurisdictional recovery planning process.
- Coordinating adequate local support and resources to assist affected local jurisdictions with effective community planning and redevelopment efforts.
- Identifying legal, policy, and programmatic requirements that may potentially limit efficient recovery and mitigate to the extent possible.
- Encouraging the concepts of regional infrastructure resiliency.
- Providing mitigation opportunities that leverage innovative and green technologies.
- Creating processes, policies, and timelines that support renewed economic activity.

Refer to the Infrastructure System RSF Annex for additional details and infrastructure recovery considerations.

4.1.6 Natural and Cultural Resources

The Natural and Cultural Resources RSF facilitates the integration of capabilities of the Whole Community 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.

Refer to the Natural and Cultural RSF Annex for additional details and recovery considerations.

4.2 Resumption of Local Government Operations

Resumption of local government operations is an essential part of Short-Term, Intermediate, and Long-Term Recovery. Depending on the extent of damage after a disaster, governmental agencies may be forced to operate from widely scattered, makeshift locations with little or no notice, inadequate communications, and shortages of supplies, staff, and other limitations.

Communication amongst agencies will be difficult, and day-to-day inter-departmental processes will most likely be impeded. Provisions for issues such as emergency relocation of government agencies and the reconstruction of public facilities should be addressed in local government plans.

Refer to the County of Sacramento – Continuity of Government Plan for additional details and recovery considerations.

4.3 Debris Removal and Management

Major disasters can generate enormous volumes of debris in short periods of time. Debris clearance, removal, and disposal operations must be implemented quickly to protect the public health and safety

of the local population.

Debris removal and management within the unincorporated area will be coordinated through the Recovery Coordinator or LDRM if activated; however, each jurisdiction is responsible for disaster debris cleanup within their jurisdictional boundaries unless alternative arrangements are made, such as a mutual aid agreement, etc.

Due to factors such as the size, severity, concentration, type of debris, local capability, local capacity, and possible volunteer, state, and federal assistance, various options exist for disaster debris removal and management.

4.3.1 Recycling and Waste Diversion

To conserve the regional landfill capacity and comply with state policy to maximize all waste diversion options to reduce the amount of solid waste that must be disposed of it is the County's intent that disaster-related debris is processed and diverted from landfills or centrally held until it can be processed for maximum diversion. Processing costs for recycling, reuse, and other methods of waste diversion are considered a cost of debris clearance if local debris management plans, existing prior to the disaster, provide for separate handling and cost accounting for disaster-created debris.

Local jurisdictions are encouraged to develop disaster debris plans that maximize waste diversion as part of individual emergency operations plans.

4.3.2 Debris Clearance

Disaster debris may fall on roadways and block access to certain neighborhoods or communities. Clearance of this debris from roadways to the extent necessary to allow the safe passage of emergency vehicles is an emergency response function, not a recovery function or a routine road maintenance function. Any additional debris removal, whether from publicly maintained roads, the public road right-of-way, private roads dedicated to public use, or other private roads, is a recovery function and should be planned and conducted as debris removal.

4.3.3 Curbside Debris Removal

Removal of debris placed within the public right-of-way is referred to as curbside debris removal. When a curbside debris removal program is implemented, disaster debris may be placed within the right-of-way by residents and businesses as private lots are cleaned. Debris located within the public right-of-way is a threat to public health and safety, and its removal is considered by FEMA and Cal OES to be a response or short-term recovery function that can be eligible for public assistance funding. However, handling firestorm ash and burned debris twice – once to move it to a public right-of-way and again to place the ash and burned debris into bins for removal – would increase the likelihood of releases of ash into the air or in runoff. Removal strategies that pick-up ash and burned debris for direct placement into bins are therefore preferred. Curbside debris removal can be a safe management option for flood, mudflow, and windstorm debris, and potentially for inert recyclable firestorm debris.

In some circumstances, a jurisdiction may provide debris bins to assist with the collection and removal of disaster debris in their jurisdiction. The placement of bins should consider both the anticipated means for moving ash and burned debris into bins and the most current and incident-specific guidance available from FEMA (where applicable) and Cal OES.

4.3.4 Private Property Debris Removal

Private property debris removal (PPDR) is generally not eligible for state or federal recovery funding programs because it is the responsibility of the individual property owner. If the debris on private residential property is so widespread that public health, safety, or the economic recovery of a community is threatened, FEMA may fund PPDR, but FEMA must approve this activity in advance, and

all appropriate Rights of Entry (ROEs) must be secured. In general, FEMA's public assistance eligibility for a PPDR Program will require the local health officer to make a formal determination that there is a threat to public health that makes it a public agency's responsibility to act before FEMA considers a PPDR Program to be eligible. Other requirements also apply, including monitoring and cleaning sites to a state standard, arranging indemnity protection for the state and the federal government, and requiring local agency efforts to recover available insurance proceeds from owners from defraying program costs.

4.3.5 Demolition

Demolition of disaster-damaged structures may be eligible for emergency work assistance if the work is necessary to:

- Eliminate an immediate threat to lives, public health, and safety.
- Eliminate immediate threats of significant damage to improved public or private property.
- Ensure the economic recovery of the affected community to the benefit of the community-at-large.
- Mitigate the risk to life and property by removing substantially damaged and associated appurtenances as needed to convert property acquired through a FEMA hazard mitigation program to uses compatible with open space, recreation, or wetlands management practices.

Removal of slabs or foundations and covering of pads and driveways that do not present a health or safety hazard (except for structures in a FEMA-funded buyout program) is not currently eligible for reimbursement.

As with PPDR, demolition of private structures requires approval by FEMA prior to the start of work and appropriate agreements with local governments to hold the Federal Government free from damages due to the performance of the work that must be in place. Demolition also requires condemnation by an authorized local official in accordance with state and local law.

4.4 Donated Resources Management

Resource management is a process that ranges from determining needs to finding and staging resources to meet those needs, to their demobilization and return. Volunteer services (organized or spontaneous), donated equipment, and donated materials are types of resources that can facilitate Short-Term, Intermediate, and in some circumstances, even Long-Term Recovery. If managed effectively, donated resources can complement recovery efforts and enable jurisdiction or special district personnel to focus on the immediate demands of the disaster. If managed poorly, donated resources can be a distraction and overwhelm or burden recovery efforts.

Some types of donated resources can be credited against the state or federal cost-share requirements for federal programs. Therefore, the use of these resources should be carefully documented in case they may be used as part of the local cost-share requirements when receiving state or federal financial assistance.

4.4.1 Volunteers

Whenever possible, volunteer activity within the county will be coordinated through Sacramento VOAD and its members. Spontaneous, unaffiliated volunteers, for their safety and for the span of control of any response or recovery operations, should be directed to connect with known established community-based organizations beforehand. By volunteering with established voluntary organizations, volunteers receive training appropriate to any volunteer work they may be engaging in and may receive additional insurance and liability protections.

Refer to the Volunteer Management Plan for additional details and recovery considerations.

4.4.2 Donated Equipment, Materials, And Goods

Donations can be an important resource for survivors, especially when there are unmet needs following a disaster due to a lack of insurance, underinsurance, or limited federal IA Programs. However, an overabundance of donations, especially if the type(s) of donations are not needed by survivors, can become a challenge to deal with and take up local government and NGO resources.

Depending on the size of the disaster, community needs, and donations available, proactive monitoring, messaging, and management may be needed. In most circumstances, unless there is an identified need for a specific commodity, financial donations are better for the impacted community. They require no storage, transportation, or staff to sort, clean, package, or distribute. Additionally, financial donations can be used to acquire the exact resources needed at the time they are needed, as well as help the local economy recover.

Messaging about donating responsibly and coordinating with the VOAD and its members is critical to a successful donations management effort.

4.4.3 Financial

Financial donations are usually more beneficial in supporting disaster survivors than commodities. Members of the community looking to donate should be encouraged to consider a financial gift to a trusted local organization with missions and services that meet the donor's interests and intent. Sacramento VOAD is made up of numerous local organizations with various disaster missions that donors may consider. In larger disasters, grant-making organizations such as The Sacramento Foundation have also assisted by setting up disaster funds to receive donations, which may then be used to support the disaster survivors' recovery. The County will most likely not be able to accept monetary donations directly and will encourage donors to contribute to organizations directly responding to the emergency.

Refer to the Financial Donations Management Concept of Operations for additional planning and response considerations, which jurisdictions may use for their own donations planning and operations.

4.4.4 Commodities and In-Kind Donations

Commodity and in-kind donations, especially when unsolicited, untyped, unpackaged, and unplanned for, can become a challenge during the response and recovery phases. Managing donated goods take up space, personnel, and time, and in many circumstances, may not meet the needs of survivors. Efforts should be made to mitigate against unsolicited commodity donations through early and consistent public information messaging.

If there is an identified need for commodity donations, it is important to provide clear information on the commodities needed, quantity needed, who will be accepting them, where they may be delivered, who will be transporting them (donor if possible), how they are to be packaged, and any special handling needs, i.e., refrigeration, lift gates, forklifts, etc., in the messaging.

Some Sacramento VOAD members may accept commodity donations if commodity donations are being offered or are becoming an issue in the field (at temporary evacuation points, shelters, points of distribution, etc.). Coordination with the member organizations is required for possible donation drop-off sites and/or if pick up is needed at specific locations.

For large-scale commodity donations management issues, a multi-agency warehouse may need to be established to assist in housing the donated commodities while local NGOs work to distribute the donated resources amongst the community.

If establishing a multi-agency warehouse, the Logistics Section should work with involved stakeholders to identify the exact needs of the warehouse, i.e., size, location, security, etc.

Refer to the Commodities Donations Management Concept of Operations for additional planning and response considerations, which jurisdictions may use for their own donations planning and operations.

4.5 Assistance Centers

4.5.1 Local Assistance Center

LACs may be activated to provide assistance to individuals. LACs provide a centralized location for services and resource referrals for unmet needs following an emergency or disaster. State and/or federal funding may be available for LAC operations. Historically, LACs have proven to be a key factor for a successful recovery. LAC characteristics may include:

- Located close enough for ease of access by the entire Whole Community, but safely out of the immediate impact area of the disaster.
- Established, managed, and coordinated by the impacted jurisdiction(s).
- Provide enough space for service providers from local, state, federal agencies, as well as Sacramento VOAD member organizations, insurance providers, and utilities as appropriate (no proselytizing or selling of services).
- Open for a length of time appropriate to the size and severity of the disaster.

If a disaster is of sufficient scale to require a federal IA Program declaration, LAC activation may be coordinated in conjunction with a FEMA DRC activation to avoid functional duplication and ensure efficient and cost-effective service delivery.

For disasters that impact multiple jurisdictions in which a LAC is warranted, jurisdictions should communicate with the County OES Recovery Coordinator to prevent duplication of effort and confusion amongst survivors and service providers. The establishment of one or more joint LACs may be considered.

Refer to the Establishing Local Assistance Center Plan for more thorough planning and operational LAC considerations.

4.5.2 Family Assistance Center (FAC)

Family Assistance Centers (FACs) are facilities often, but not always, established by the ARC and operated in coordination with CBOs. FACs are locations where families can receive emergency funds for food, clothing, and emergency medical needs and be placed in temporary lodging if they have no other place to stay.

FACs differ from LACs in that FACs are used primarily for mass fatality incidents involving mass transit incidents or mass violence/terrorism. Transit carriers often have regulatory responsibilities for establishing FACs following an incident. Local government is often responsible for establishing FACs when an incident is related to mass violence and/or terrorism.

Through its Advanced Recovery Initiative, the County has pre-identified and pre-trained specific county employees, working as disaster service workers, to establish and operate FACs to host the various service providers assisting disaster survivors.

The ARC, County of Sacramento Medical Examiner, Sacramento County District Attorney's Victims Services Division, California Victim Compensation Board, the Department of Justice's Office for Victims

of Crime, and the Victims Services Division of the Federal Bureau of Investigation (FBI) Sacramento Field Office are key stakeholders in the establishment of a mass violence/terrorism-related FAC.

4.5.3 Disaster Recovery Center (DRC)

DRCs are established to facilitate recovery for individuals and businesses and are generally operated under the umbrella of FEMA's IA Program. The nature and requirements of a particular disaster will determine which services are provided through the DRC and how long they will be provided.

When a DRC is activated, FEMA assumes responsibility for acquiring and paying for the facility, utilities, telephone, childcare, and other standard custodial functions. The State OES, via the Region IV and County OES, will be responsible for coordinating staffing support functions for the agencies providing assistance at a DRC.

4.6 Types of Assistance

Individuals are expected, whenever possible, to provide for themselves and be responsible for their own personal recovery. However, many individuals will need and expect the government to deliver assistance to them well after the disaster.

Emergency Assistance includes assistance provided to individuals and families by family, friends, volunteer organizations, churches, etc.

Insurance Assistance includes assistance provided by private insurance carriers.

Housing Assistance may be available for displaced persons whose residences were heavily damaged or destroyed. Funding also can be provided for housing repairs and the replacement of damaged items to make homes habitable.

Other Needs Assistance may be available to help meet other serious disaster-related needs and necessary expenses not covered by insurance and other aid programs. These may include the replacement of personal property, and transportation, medical, dental, and funeral expenses.

Unemployment assistance may be available through the federal Disaster Unemployment Assistance (DUA) Program that provides unemployment benefits and re-employment services to individuals who have become unemployed because of major disasters.

Low-Interest Disaster Loans may be available after a disaster for homeowners and renters from the SBA to cover uninsured property losses. Loans may be for the repair or replacement of homes, automobiles, clothing, or other damaged personal property. Loans may also be available to businesses for property loss and economic injury.

Long Term Recovery Committees and Unmet Needs Sub-committees may be established by Sacramento VOAD to coordinate amongst the faith-based, service-based, and community-based organizations willing and able to assist with long-term recovery and unmet needs that remain after survivors have navigated through all other available private (insurance) and public (FEMA/SBA/etc.), individual assistance is offered through several NGOs including the ARC. The Unmet Needs Sub-committees work to connect survivors' unmet needs with the resources, services, and missions of involved Whole Community stakeholders that are able to assist.

Federal and state disaster assistance programs will only be available when specifically granted, at a county-by-county level, following declared or proclaimed major disasters. The objective of the County, its jurisdictions, and special districts is to provide residents with all the necessary information to help them recover from the disaster.

4.7 Individual Assistance

FEMA's Individuals and Households Program (IHP) provides financial help or direct services to those who have necessary expenses and serious needs if they are unable to meet these needs through other means. Up to ~\$34,000 (adjusted each year) is available in financial help, although some forms of IHP assistance have different limits.

4.7.1 Housing Assistance

Temporary Housing: Money to rent a different place to live or a temporary housing unit (when rental properties are not available).

Repair: Money for homeowners to repair damage from the disaster that is not covered by insurance. The goal is to repair the primary home to a safe and sanitary living or functioning condition. FEMA may provide up to ~\$34,000 for home repair. The homeowner may then apply for an SBA disaster loan for additional repair assistance. FEMA will not pay to return a home to its condition before the disaster. Flood insurance may be required to qualify for financial assistance if the home is in a Special Flood Hazard Area. Repair and replacement items include:

- Structural parts of a home (foundation, outside walls, roof)
- Windows, doors, floors, walls, ceilings, cabinetry
- Septic or sewage system
- Water well or other water systems
- Heating, ventilating, and air conditioning system
- Utilities (electrical, plumbing, and gas systems)
- Entrance and exit ways from the home, including privately owned access roads
- Blocking, leveling, and anchoring of a mobile home and reconnecting or resetting its sewer, water, electrical, and fuel lines and tanks

Replacement: Under rare conditions and when a replacement can be accomplished with limited funds, FEMA may provide up to ~\$34,000 to replace a disaster-damaged primary home. If the home is in a Special Flood Hazard Area, the homeowner must comply with flood insurance purchase requirements and local flood codes and requirements.

Semi-Permanent or Permanent Housing Construction: Direct assistance or money for the construction of a home. This type of assistance occurs only in very unusual situations, in locations specified by FEMA, where no other type of housing assistance is possible. Construction shall follow current minimal local building codes and standards where they exist or minimally acceptable construction industry standards in the area. Construction will aim toward average quality, size, and capacity, taking into consideration the needs of the occupant. If the home is in a Special Flood Hazard Area, the homeowner must comply with flood insurance purchase requirements and local flood codes and requirements.

4.7.2 Other Needs Assistance

The Other Needs Assistance provision of the IHP provides grants for uninsured, disaster-related necessary expenses. Flood insurance may be required on insurable items (personal property) if they are to be in a Special Flood Hazard Area. Assistance includes:

- Medical and dental expenses
- Funeral and burial costs
- Repair, cleaning, or replacement of:
 - Clothing
 - Household items (room furnishings, appliances)
 - Specialized tools or protective clothing and equipment required for the applicant's job
 - Necessary educational materials (computers, schoolbooks, supplies)

- Clean-up items (wet/dry vacuum, air purifier, and dehumidifier)
- Fuel (fuel, chain saw, firewood)
- Repairing or replacing vehicles damaged by the disaster or providing for public transportation or other transportation costs
- Moving and storage expenses related to the disaster, including evacuation, storage, or the return of property to a home
- Other necessary expenses or serious needs (e.g., towing, connecting essential utilities for a housing unit not provided by FEMA)
- The cost of a National Flood Insurance Program group flood insurance policy to meet the flood insurance requirements

4.7.3 Conditions and Limitations of Individual Housing Assistance

Non-discrimination: All forms of FEMA disaster housing assistance are available to any affected household that meets the conditions of eligibility. No federal entity or official (or their agent) may discriminate against any individual based on race, color, religion, sex, age, national origin, disability, or economic status.

Residency status in the United States and its territories: To be considered for disaster housing assistance, the applicant or a household member must provide proof of identity and sign a declaration stating that the applicant/household member is a United States citizen, a non-citizen national, or a qualified alien.

Supplemental Assistance: Disaster housing assistance is not intended as a substitute for private recovery efforts but to complement those efforts when needed. FEMA expects minor housing damage or the need for short-term shelter to be addressed by homeowners or tenants. Furthermore, the Disaster Housing Program is not a loss indemnification program and does not ensure that applicants are returned to their pre-disaster living conditions.

Household Composition: People living together in one (1) residence before the disaster are expected to continue to live together after the disaster. Generally, assistance is provided to the pre-disaster household as a unit. However, if the assistance provided to the household is not shared with all household members, an individual household member may apply to become an applicant separate from the household. Furthermore, if the new residence is too small or causes a household member undue hardship, a household member may request to become a separate applicant and apply for assistance separate from the pre-disaster household.

Type of Assistance: Generally, more than one (1) type of IHP assistance may be provided to the household. Only FEMA has the authority to determine which type(s) of assistance is most appropriate for the household and the period of assistance to be covered.

Proper Use of Assistance: All financial assistance provided by FEMA should be used for the specified purposes: to rent another place to live, to make the home repairs identified by FEMA, to prevent eviction or foreclosure, or to replace or repair the personal property. Failure to use the money as specified may make the applicant ineligible for additional assistance. All money provided by FEMA is tax-free.

Documentation: It is the applicant's responsibility to provide all documentation necessary for FEMA to evaluate their eligibility. The applicant may need to provide proof of occupancy, ownership, income loss, and/or information concerning the applicant's housing situation prior to the disaster.

The applicant is responsible for keeping all receipts and records for any housing expenses incurred

because of the disaster. This includes receipts for repair supplies, labor, and rent payments.

Insurance: If applicants have insurance, any assistance provided by FEMA should be considered an advance and must be repaid to FEMA when applicants receive their insurance settlement payment. If the applicant's settlement is less than FEMA's estimated cost to make the applicant's home habitable, the applicant may qualify for funds to supplement the applicant's insurance settlement, but only for repairs relating to the home's habitability. FEMA does not provide replacement value amounts or assistance with non-essential items.

Duration of Assistance: Repair and replacement assistance is provided as a one-time payment. Temporary housing assistance (or a mobile home/travel trailer) is provided for an initial period of one (1), two (2), or three (3) months. To be considered for additional assistance, applicants must demonstrate that applicants have spent any previous assistance from FEMA as instructed, and applicants must demonstrate their efforts to re-establish permanent housing. Additional assistance is generally provided for one (1), two (2), or three (3) months at a time. The maximum period for IHP assistance is 18 months unless extended by the President of the United States.

Appeal Rights: If an applicant disagrees with FEMA's determination of eligibility or the form of assistance provided, the applicant has the right to appeal within 60 days of the date of their notification letter.

4.8 Public Assistance

Public assistance refers to disaster assistance provided to public agencies and certain private non-profit 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 disaster assistance to some public agencies or for some public facilities when the statutory responsibility to provide disaster assistance belongs to another federal agency. For example, the FHWA has primary responsibility for repairs to the Federal Aid System (FAS) roadways, not FEMA.

Each jurisdiction and special district have the responsibility to complete and submit the required documents for both state and federal public assistance programs if seeking and accepting such assistance. County OES will complete the required public assistance program application and supporting materials for the County as the government of the unincorporated area. Special districts will typically assign representatives from their accounting offices to complete application materials and coordinate with state and federal representatives.

4.8.1 FEMA Public Assistance

FEMA's Public Assistance (PA) Program provides federal assistance to government organizations and certain private nonprofit (PNP) organizations following a federal disaster declaration.

The PA Program provides grants to state, tribal, territorial, and local governments, and certain types of PNP organizations so that communities can quickly respond to and recover from major disasters or emergencies.

Through the PA Program, FEMA provides supplemental federal disaster grant assistance for debris removal, life-saving emergency protective measures, and the repair, replacement, or restoration of disaster-damaged publicly owned facilities and the facilities of certain PNP organizations.

The PA Program also encourages the protection of these damaged facilities from the future incident by providing aid for hazard mitigation measures during the recovery process.

The federal share of assistance is not less than 75 percent of the eligible cost. The recipient (usually the state) determines how the non-federal share (up to 25 percent) is split with the sub-recipients (eligible applicants).

Activities generally eligible for reimbursement include overtime labor hours associated with emergency response operations, equipment usage for response and recovery operations, and repair costs for public facilities. Disaster-related costs are documented by FEMA in Project Worksheets (PWs).

Before making a recommendation to the President to grant PA as part of a major disaster declaration, FEMA evaluates several criteria, including the aggregate of public sector costs and impacts for the state and the individual counties seeking assistance, based on a per-capita formula. In 2018, the approximate threshold for a state the size of California was ~\$53 million.

Refer to the current FEMA Public Assistance Program and Policy Guide for more detailed planning and operational considerations.

Departments should track the following costs for all disasters:

- Force account labor
- Donated labor
- Force account equipment (FEMA equipment rates)
- Rental equipment
- Donated equipment
- Materials purchased or used from stock
- Donated materials
- Contracts
- Pay and benefits
- Direct administrative costs (tracked on a per-project basis)
- Damaged property
- Damaged equipment or vehicles
- Personnel Meals

4.8.2 Fire Management Assistance Grant Program

The Fire Management Assistance Grant Program (FMAG) is available to states, local and tribal governments for the mitigation, management, and control of fires on publicly or privately-owned forests or grasslands, which threaten such destruction as would constitute a major disaster. The declaration process for an FMAG is initiated when a State submits a request for assistance to FEMA's Regional Administrator at the time a "threat of major disaster" exists. The entire process is accomplished on an expedited basis, and a FEMA decision is rendered in a matter of hours.

The FMAG Program provides a 75 percent federal cost-share, and the requesting jurisdiction pays the remaining 25 percent for actual costs. Before a grant can be awarded, a state must demonstrate that total eligible costs for the declared fire meet or exceed either the individual fire cost threshold, which applies to single fires, or the cumulative fire cost threshold, which recognizes numerous smaller fires burning throughout a state.

Eligible firefighting costs may include expenses for field camps; equipment use, repair and replacement; tools, materials, and supplies; and mobilization and demobilization activities. Refer to the current FEMA Fire Management Assistance Grant Program Guide for more detailed information regarding the request and implementation of the FMAG Program.

4.8.3 National Resources Conservation Service Emergency Watershed Protection Program

The National Resources Conservation Service (NRCS) Emergency Watershed Protection (EWP) Program is designed to undertake emergency measures, including the purchase of flood plain easements, runoff retardation, and soil erosion prevention to safeguard lives and property from floods, drought, and the products of erosion on any watershed whenever fire, flood, or any other natural occurrence is causing or has caused a sudden impairment of the watershed.

4.8.4 Rehabilitation and Inspection Program

The Rehabilitation and Inspection Program is the USACE program that provides for inspection of flood control projects, the rehabilitation of damaged flood control projects, and the rehabilitation of federally authorized and constructed shore protection projects. The inspection of non-federal flood control works is accomplished under provisions of PL 84-99. Projects initially constructed by the USACE and turned over to the local sponsor for maintenance, including shore protection projects, are inspected under the authority of the Inspection of Completed Works (ICW) Program. Should an eligible project require rehabilitation because of damage from a significant flood or storm, project rehabilitation would be accomplished under provisions of PL 84-99.

4.8.5 Federal Highway Administration Emergency Relief Program

The FHWA Emergency Relief (ER) Program is for the repair or reconstruction of federal-aid highways and roads that have suffered serious damage because of natural disasters or catastrophic failures from an external cause. This program supplements the commitment of resources by states, their political subdivisions, or other federal agencies to help pay for increased expenses resulting from extraordinary conditions.

The applicability of the ER Program to a natural disaster is based on the extent and intensity of the disaster. Damage to highways must be severe, occur over a wide area, and result in unusually high expenses to the highway agency. Applicability of the ER Program to catastrophic failure due to an external cause is based on the criteria that the failure was not the result of an inherent flaw in the facility but was sudden, caused a disastrous impact on transportation services, and resulted in unusually high expenses to the highway agency.

4.8.6 U.S. Department of Housing and Urban Development

HUD supports community recovery using existing or expanded programs (e.g., CDBG-DR) and leads the Housing RSF under the NDRF.

HUD provides flexible grants to help cities, counties, and states recover from federally declared disasters, especially in low-income areas, subject to the availability of supplemental appropriations. In response to federally declared disasters, Congress may appropriate additional funding for the CDBG-DR to rebuild the affected areas by providing money to start the recovery process. Since CDBG-DR assistance may fund a broad range of recovery activities, HUD can help communities and neighborhoods that otherwise might not recover due to limited resources. CDBG-DR Grants often supplement the disaster programs of FEMA, the SBA, and the USACE. In addition, HOME Disaster Recovery Grants can provide an important resource for providing affordable housing to disaster victims. CDBG-DR funds are made available to states, units of local government, tribal nations, and insular areas designated by the President of the United States as disaster areas. These communities must have significant unmet recovery needs and the capacity to carry out a disaster recovery program. Typically, recipients are governments that already receive HOME or CDBG allocations. At times, supplemental appropriations restrict funding solely to states rather than the local cities and/or counties.

4.8.7 U.S. Department of Agriculture Emergency Loans

The USDA's Farm Service Agency (FSA) provides emergency loans to help producers recover from production and physical losses due to drought, flooding, other natural disasters, or quarantine. Emergency loan funds may be used to:

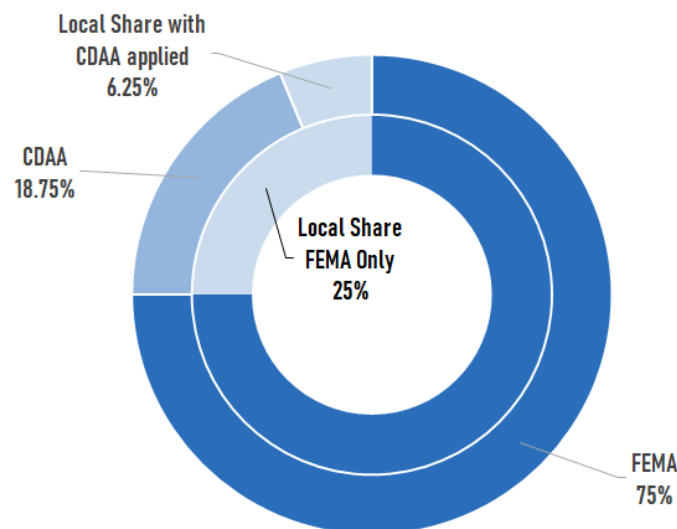
- Restore or replace essential property
- Pay all or part of production costs associated with the disaster year
- Pay essential family living expenses
- Reorganize the farming operation
- Refinance certain debts

4.8.8 California Disaster Assistance Act Program

The CDAA Program is the State disaster program for local governments and special districts. Although CDAA is comparable to FEMA's PA Program, state agencies and PNPs are not eligible. The CDAA Program may be implemented as a "stand-alone" funding source following the State OES Director's concurrence with a local emergency or the Governor's State of Emergency Proclamation when there is no federal declaration. The CDAA Program may provide reimbursement for disaster-related costs, including emergency response, emergency protective measures, and restoration of public infrastructure.

A request for CDAA Program funding does not automatically guarantee an award. The impacted jurisdiction must officially request CDAA Program funding via a local proclamation of emergency or an equivalent formal request. They must also suitably demonstrate to the State that the disaster is beyond their local resources and capabilities.

The Governor may allow utilization of CDAA Program funds to augment funding received from the Stafford Act. FEMA cost-share awards split the financial responsibility between the federal government and a state at a typical ratio of 75% to 25%. With a CDAA Program funding award, the State assumes responsibility for 75% of the 25% cost-share, or 18.75% of the total cost, with the local responsibility being reduced to 6.25%. The inner ring shows FEMA and local share only. The outer ring shows how CDAA and local share apply to the 25% local share left after FEMA reimbursement.



SECTION 5.0 INFORMATION COLLECTION AND DISSEMINATION

5.1 Damage Assessment

Damage assessment is primarily a short-term recovery function that begins during the response phase and is the basis for determining the type and amount of state and/or federal financial assistance that

may be needed to facilitate long-term recovery. If state and/or federal disaster assistance is requested via a proclamation of a local emergency or through similar official channels, Initial Damage Estimates (IDE) will be requested by the State. In coordination with the Incident Commander, IDEs will be started during or immediately following the emergency response phase to support a request for a gubernatorial proclamation of a state of emergency and for the State to request a presidential declaration. Jurisdictions requesting state and/or federal assistance must submit their IDEs to the State through the County Staff Duty Officer and/or the County OES Recovery Coordinator for submission to Cal OES. Per Cal OES, an IDE should include:

- Type and extent of public and private sector damage
- Estimates of damages and emergency response costs
- Any acute public health and environmental issues

5.1.1 Preliminary Damage Assessment

When an IDE is conducted (preferably on a Cal EMA 95 form or equivalent) and reported to the State as part of a request for state and/or federal disaster assistance, PDAs are conducted by the State and respective federal agencies from whom assistance is being requested. Sometimes these inspections are completed jointly; other times, they may be conducted days or weeks apart.

It is the requesting jurisdiction's responsibility to coordinate the availability of site visits of damaged locations with the appropriate representatives and subject matter experts. PDAs are not meant to search for damages but to confirm damages already vetted and reported by the requesting jurisdiction.

5.1.2 Local Jurisdiction Damage Assessment

Incorporated cities have primary responsibility for damage assessment within incorporated areas of the county. During the response, the County of Sacramento OES has the primary responsibility for identifying and communicating the need for damage assessment within unincorporated areas of the county. During recovery, the EOC Safety Assessment staff will coordinate ongoing damage assessment activities as part of the County's Recovery Organizational Structure for the unincorporated area. Both will coordinate with the following departments:

- The Building Services Division of the County Department of Planning & Development Services and the County Fire Authority is responsible for the structural-damage assessment of private property in the unincorporated area.
- EMD is responsible for the assessment of EMD regulated facilities to check for safe resumption/continuation of services, providing guidance for the pre-debris screening of household hazardous wastes, damage assessments of water wells and individual sewage disposal systems, assisting with the location of debris collection sites, and providing waivers for solid waste facilities.
- The Department of Public Works (DPW) is responsible for the damage assessment of DPW maintained infrastructure.
- DGS is responsible for the damage assessment of DGS facilities and resources.
- The Department of Parks and Recreation (DPR) is responsible for the damage assessment of DPR's parks and facilities.

All county departments are responsible for documenting their disaster-related damages and response costs, for assisting the EOC Policy Group in determining if the damages are beyond local resources if there is a need to proclaim a local emergency, and for possible reimbursement of eligible disaster costs.

5.1.3 County Fire Authority Damage Assessment

The County Fire Authority and California Department of Forestry and Fire Protection (CAL FIRE) have a cooperative agreement in place and routinely coordinate and share resources. County Fire Authority

personnel are responsible for structural damage assessment of private property and are trained in the cloud-based Geographic Information Systems (GIS) and centralized electronic database for data collection used by CAL FIRE. County Fire Authority personnel can be incorporated into the CAL FIRE Incident Management Teams (IMT) when activated for specific incidents in collaboration with CAL FIRE Damage Inspection (DINS).

5.1.4 CAL FIRE Damage Inspection

In accordance with the California Strategic Fire Plan, CAL FIRE has a responsibility to evaluate how structures are damaged or destroyed in a wildland fire. CAL FIRE has developed a damage inspection process. This process allows CAL FIRE to leverage cloud-based GIS technology while creating one centralized electronic database from which important data analysis can occur.

DINS teams are often requested and incorporated into CAL FIRE IMT when activated for a specific incident. Initially, DINS personnel may utilize Field Observer (FOB) reports, aerial reconnaissance, and other resources to identify preliminary areas to conduct detailed damage inspections. Through GPS tracking, GIS mapping, and data collection through mobile devices, DINS teams can quickly begin damage inspection, often concurrently with the firefighting operations.

If DINS teams are activated, the County EOC or ROC will coordinate with the Incident Commander or the Liaison Officer of the respective IMT to ensure timely and accurate damage inspection information is being collected and disseminated to appropriate stakeholders.

5.1.5 Cal OES Safety Assessment Program

Cal OES coordinates a statewide program of the private sector and governmental engineers, architects, building inspectors, and emergency managers trained in SAP procedures. SAP is based on the Applied Technology Council (ATC) – 20 Building Safety Evaluation Form and Placards. Though associated with damage assessment, the SAP Program is meant to support response and repopulation, to expeditiously assess the safety of living spaces and critical infrastructure, and to hasten the return of evacuated individuals and services, when safe to do so. SAP's red, yellow, and green placards and guidelines have been incorporated into the County's own localized procedures. Incorporated jurisdictions are responsible for coordinating any SAP resources that they have requested.

5.1.6 Small Business Administration Damage Assessment

SBA is a joint program for all disasters, both presidentially declared and non-declared. To receive SBA assistance, certain thresholds must be met. SBA requires damages within the county to exceed 25 destroyed or significantly damaged homes and/or businesses that have suffered over 40% uninsured property loss. Once confirmed through an SBA PDA, low-interest disaster loans may be made available by the SBA to eligible business owners, homeowners, and renters.

5.1.7 County OES Private Property Damage Reporting Form

To assess recovery needs and begin collecting and consolidating reports of private property damage, County OES maintains an online survey on www.SacCounty.net that solicits the information needed to request an SBA disaster declaration, primarily information on uninsured damages to property/dwelling of the applicant. This information is checked and confirmed via a phone interview with the reporting party.

Survey results from residents in incorporated jurisdictions or tribal nations within the county are shared with those jurisdictions' emergency managers. County personnel do not phone check or conduct field inspections within incorporated or tribal jurisdictions.

5.1.8 Other Government Affiliated Damage Assessment

Other additional federal recovery resources have specific damage assessment requirements. If

pursuing such resources, the County EOC or ROC Damage Assessment Unit will coordinate the collection of needed information and the facilitation of state/federal site visits for the PDA process.

5.1.9 Non-Governmental Organization Damage Assessment

Certain NGOs have their own damage assessment processes to help them assess community needs and the services they may be able to provide. While NGO damage assessment information can be a vital source of situational awareness and assist in targeting parts of the community for further detailed assessment, the definitions and information gathered by NGOs may not be the same as that needed for federal and/or state assistance. If authorized to do so by an NGO's clientele, certain information may be shared with a jurisdiction's emergency management agency, but this information does not take the place of a jurisdiction's damage assessment.

Jurisdictions are responsible for their individual damage assessment when seeking state and federal disaster assistance.

SECTION 6.0 COMMUNICATIONS

Communication is a critical part of recovery. The County uses many common communications methods (face-to-face, phone, email, press releases, etc.) as well as numerous customized and localized systems, including:

- recovery updates, maps, and other information hosted at www.SacCounty.net. Jurisdictions may have their own recovery websites.
- Recovery email and hotline.
- Rebuilding Liaisons who provide single points of contact for survivors.
- Communications and coordination with volunteer organizations.
- Social media.
- A dedicated Public Information Officer for coordination with media.

Typically, recovery operations personnel communicate with each other using telephones, text, or email, depending on which model is most functional. To the extent possible, recovery personnel leverage established communication mechanisms, including WebEOC, email groups, and messaging boards to facilitate coordination.

Additionally, existing data management systems are leveraged to maintain comprehensive situational awareness and management of information regarding unmet community needs.

Messaging to the public regarding financial recovery support is coordinated with the public information function established to support recovery. This might include coordination with Sacramento County OES.

For more information, see the Sacramento County Emergency Communications Plan.

SECTION 7.0 ADMINISTRATION, FINANCE, AND LOGISTICS ADMINISTRATION

The County OES coordinates financial recovery for the jurisdictional area of the County of Sacramento. Each incorporated jurisdiction and special district are responsible for developing and implementing that jurisdiction or district's financial recovery procedures.

While the County may proclaim a local countywide emergency, including all political subdivisions of the county or solely for the unincorporated area, if public assistance is granted, it may only apply on behalf of the unincorporated area. Each incorporated jurisdiction and special district within the county must apply individually for Cal OES and FEMA disaster relief funds.

Thorough financial documentation and adherence to all FEMA and Cal OES requirements, including requirements for contracting, are critical financial recovery elements. Adherence to the guidance in the FEMA Public Assistance Program and Policy Guide and Code of Federal Regulations Part 200 – Uniform Administrative Requirements, Cost Principles, and Audit requirements of Federal Awards (2CFR200) is required.

Financial recovery begins with the expenditure of local funds during the disaster's response phase and ends with the completion of applicable local, state, or federal auditing processes, which can occur well into the disaster's Long-Term Recovery phase.

Recovery, financial, and procurement staff should be familiar with the Department of Homeland Security Office of Inspector General document Audit Tips for Managing Disaster-Related Projects.

7.1 Designation of Applicant's Agent Resolution for Non-State Agencies

The County maintains a universal Designation of Applicant's Agent Resolution (Cal OES 130) to identify, by title, who in the County is authorized by the Board of Supervisors to execute on behalf of the County for the purpose of obtaining state and federal disaster-related financial assistance and to complete Requests for Public Assistance.

Incorporated jurisdictions are responsible for completing and/or maintaining their own Designation of Applicants' Agent Resolution, either through a universal resolution that is renewed every three years or through a disaster-specific resolution effective only for specifically identified disasters.

7.2 Notification of Recovery Coordinator/Director

Each jurisdiction is responsible for providing written notification to their jurisdiction's LDRM as they expend funds for damage-related clean-up or repairs (labor, equipment, or material costs) to both assess eligibility for possible reimbursement and determine if the impacts are beyond local capabilities and necessitate a proclamation of a local emergency and the request of state and/or federal assistance.

Local jurisdiction and special district coordinators or, in the case of the County, the appropriate department(s) are encouraged to utilize Cal OES form Cal EMA 95 as the template or basis for their IDE. If state and/or federal reimbursement is granted, this form is used to develop the list of projects for tracking project and site-specific reimbursement.

7.3 Documentation

All county departments and Operational Area jurisdictions, and special districts are responsible for fully documenting recovery activities. For the County, the Finance Director oversees the preparation and maintenance of all supporting documentation with reference to financial recovery project eligibility for the County of Sacramento. Documentation of eligible work is essential for state and or federal reimbursement.

7.4 Resource Demobilization

Recovery involves the final disposition of all resources used during the response and recovery phases of the incident.

Demobilization of certain resources could signal to decision-makers appropriate transitions between the Response, Short-Term Recovery, and Intermediate Recovery phases of the operation. For example, de-activation of the EOC and demobilization of related response resources could signal the transition between Response and Short-Term Recovery. Similarly, the suspension of curbside debris removal activities and subsequent demobilization of related resources could signal the transition between Short-Term and Intermediate Recovery.

During the demobilization process, it is essential that any remaining recovery operations be sufficiently supported in the transition from EOC supported operations, up to and including the return to the jurisdiction's routine operations.

Resource demobilization should be planned concurrently with the mobilization process and documented, according to the guidelines described for the Demobilization Financial Packet.

7.4.1 Demobilization Financial Packet

Putting the Packet Together: Collect the paperwork listed below and assemble it into a completed packet. Create an electronic packet saved appropriately to the Sac Drive and retain a hard-copy packet for each unit.

Cover Letter: The cover letter should be on agency letterhead and include the following information:

- Subject line: Reimbursement claim
- Include the total amount for response services
- Include a list of attachments that are included as part of the packet
- Copy unit supervisor and the Sacramento County OES Chief

Cost Summary: Within the WebEOC Document Library, units may find the forms listed below or obtain them from the Finance Section. The workbook contains multiple tabs that calculate the allowable expenses for federal disaster recovery. It is each unit's responsibility to ensure the calculations are correct, as sometimes other individuals may modify Excel formulas. The Excel workbook contains the following tabs:

- **Force Account Labor Summary:** This is a record of each unit's time on the incident and includes each unit's rate of pay and benefits. If units are unsure of their benefit amount, obtain that figure from their Payroll Analyst.
- **Force Account Equipment Summary:** This is a record of any agency issued equipment, such as a county vehicle. Units will need to indicate the type, make, and model of the vehicle and the hours it was used. The equipment rates for vehicle type may be found on FEMA's Equipment Rate Sheet. Always be sure units are using the most recent rate sheet available. If each unit's agency has a different rate than FEMA's, they must attach the documentation for that rate.
- **Materials Summary:** This form is used to record the costs of supplies and materials purchased in response to the disaster or used to repair damages caused by the disaster. Emergency responders infrequently use this form. Keep each unit's receipts.
- **Rental Equipment Summary:** This form is used for any rental equipment that is utilized in each unit's deployment. For example, units traveled by plane to a requesting jurisdiction and needed to rent a car for each unit's response. Keep each unit's receipts.
- **Contract Work Summary Record:** This form is used to document contract work performed

for eligible projects.

- **Travel:** This form is used to calculate any travel costs associated with each unit's deployment that are not paid for directly by the requesting jurisdiction.
- **Benefits Calculator:** This tool is used to calculate labor benefit rates. Units can also contact their payroll analyst for help with calculating their labor benefit rate.

ICS 214 Activity Logs: The ICS 214 is used to document the work completed by each unit while deployed. It also serves as a daily timecard since it captures start and end times each day. If units are deployed for seven days, they should have seven (7) ICS 214s attached, one for each day. If the requesting agency utilizes an electronic activity log, or they have access to Sacramento County WebEOC to track their activity, each unit must print out and submit their activity log for each day.

Within WebEOC:

1. Access the activity log.
2. Filter by personnel last name.
3. Print to PDF all the unit activity, log records and file according to the instructions in the DEMOB Plan.

Receipts: There may be situations when units will need to make purchases during their deployment for which they are eligible for reimbursement. Allowable travel expenses that are not paid for by the requesting agency are included. If units made other purchases, they need to include documentation to show purchase authorization (email, memo, a delegation of authority, etc.). Units also need to include copies of any County documentation used for internal reimbursement.

Items to attach in this section may include:

- County Travel Reimbursement Form and associated receipts
- County General Ledger Statement proving personnel were paid for their time
- County General Ledger Statement proving personnel were reimbursed for receipts
- Any other receipts and the authorization received to make a purchase

Policies: Each bargaining unit has policies on how it will handle overtime or emergency work. If those policies are utilized to compensate each unit either with overtime or compensatory time off (Comp Time), a copy of the policies must be included.

Items to attach in this section:

- Bargaining unit or management policies
- Copy of County Code 2.100.080 Management Time
- Copy of the labor rate for personnel position
- Equipment rates if different from the FEMA rate

SECTION 8.0 PREPAREDNESS, TRAINING AND EXERCISES

From each disaster, emergency management professionals worldwide gain experience and knowledge that, when shared, can improve incident response and recovery. Operational Area emergency managers and staff may become aware of "lessons learned" from updated state and federal regulations or guidelines; participation in conferences, seminars, training, and exercises; and updates made to relevant plans and Standard Operating Procedures (SOPs).

This section addresses the maintenance of the Plan, as well as training and exercises designed to facilitate efficient and safe response and recovery operations.

8.1 After-Action Reporting

SEMS regulations require that any local government or special district proclaiming a local emergency, for which the Governor proclaims a state of emergency, must complete an after-action report. This report must be transmitted to Cal OES Region IV within ninety (90) days of the close of the incident period (California Code of Regulations, section 2900(q)). The after-action report will provide, at a minimum:

- Response actions are taken
- Application of SEMS
- Suggested modifications to SEMS
- Necessary modifications to plans and procedures
- Identified training needs
- Recovery activities to date

The after-action report will serve as a source for documenting emergency response activities within the county and identifying areas for improvement and success. It will also be used to develop and describe a work plan for implementing improvements.

An after-action report may be EOC- or jurisdictionally specific, or even be a composite document for all SEMS levels, providing a broad perspective of the incident, referencing more detailed documents, and addressing all areas specified in regulations. The after-action report will be written to the standards of the Homeland Security Exercise Evaluation Program (HSEEP), in simple language, well structured, brief, well presented, and geared to multiple audiences.

County OES will be responsible for completing and distributing the County's after-action report and will send it to Cal OES Region IV within the required 90-day period when there is a proclamation of a local emergency that receives a gubernatorial disaster declaration. Completion of the after-action report may be coordinated with the jurisdictions within the county.

Other jurisdictions and special districts are responsible for completing and distributing their after-action reports as applicable.

8.2 Training and Exercises

Efficient and timely disaster response and recovery are objectives of many emergency management organizations. Because recovery operations are rooted in the response phase of an emergency, the County EOP is the first step toward achieving this objective. This Plan complements the County EOP and is the second step toward achieving this objective. However, planning alone will not accomplish preparedness for response and recovery operations. Training and exercises are essential at all levels of government to ensure recovery personnel is prepared to execute their responsibilities.

Exercises provide recovery staff with opportunities to practice the execution of their responsibilities. The best method of training staff for recovery operations is through exercises. Exercises allow personnel to become familiar with the procedures, facilities, and systems that may be used during recovery operations.

There are several different types of exercises. Tabletop exercises provide a convenient and low-cost method of introducing situations for discussion and problem-solving among stakeholders. Such exercises can be used to evaluate whether appropriate emergency policies and procedures exist. Routinely scheduled tabletop exercises specific to Short-Term, Intermediate, and Long-Term Recovery operations within the county are recommended.

Functional and full-scale exercises that simulate actual emergencies also provide opportunities to train for the execution of recovery operations. While typically designed to exercise procedures and test

readiness of response personnel, communications, and facilities, functional exercises can be completed with an eye toward recovery by reviewing documentation and contracting procedures to facilitate cost recovery and considering demobilization when discussing resource allocation and deployment.

As a critical element to ensuring the success of the Plan, training must include both classroom training as well as the “hands-on” practice provided by drills and exercises. Recognizing this, the signatories to this Plan agreed to participate in scheduled training and exercises.

SECTION 9.0 PLAN DEVELOPMENT AND MAINTENANCE

9.1 Plan Development and Maintenance Responsibility

This Plan is developed under the authority conveyed to the Sacramento OES in accordance with the County’s Emergency Organization, which has the primary responsibility for ensuring that necessary changes and revisions to this Plan are prepared, coordinated, published, and distributed.

9.2 Review and Updating

This Plan and its supporting documents or annexes will be reviewed annually, with a full document update minimally conducted every two years. Changes to the Plan will be published and distributed to all involved departments and organizations. Recommended changes will be received by the Sacramento OES, reviewed, and distributed for comment on a regular basis.

Elements of this Plan may also be modified by the Sacramento OES, any time state or federal mandates, operational requirements, or legal statute so require. Once distributed, new editions of this Plan shall supplant older versions and render them inoperable.

SECTION 10.0 AUTHORITIES AND REFERENCES

10.1 Authorities

Federal

- Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988, 42 U.S.C. 5121, et seq., as amended
- Homeland Security Presidential Directive 5, *Management of Domestic Incidents*, February 28, 2003
- Homeland Security Presidential Directive 8, *National Preparedness*, December 17, 2003
- The Code of Federal Regulations, Title 44, Chapter 1, Federal Emergency Management Agency, October 1, 2007

State

- Article 9, Emergency Services, Section 8605 of the Government Code, Operational Areas
- California Code of Regulations Title 19, Division 2, Chapter 1, Article 4. Standardized Emergency Management System
- California Disaster and Civil Defense Master Mutual Aid Agreement, November 1950
- California Emergency Services Act, Chapter 7 of Division 1 of Title 2 of the Government Code
- California Fire Assistance Agreement, 2015
- California Fire Service and Rescue Emergency Mutual Aid System Plan, December 2014
- California Law Enforcement Mutual Aid Plan, June 2016
- Integrated Waste Management Disaster Plan. California Integrated Waste Management Board, January 1997
- State of California Coroners' Mutual Aid Plan, 2014 Edition
- State of California Emergency Plan, June 2009, and sub-plans

County

- Sacramento County Emergency Services Code Chapter 2.46 of the Sacramento County Code

10.2 References

Federal

- National Response Framework, 2019
- National Incident Management System (NIMS)
- Comprehensive Preparedness Guide 101 version 2.0

State

- California State Emergency Plan, July 2009 edition
- Standardized Emergency Management System
- California Disaster Assistance Act
- Continuity of Government in California (Article IV, Section 21 of the State Constitution)
- Preservation of Local Government

County

- Sacramento County Emergency Operations Plan, 2017
- Sacramento County Hazard Mitigation Plan, 2016

SECTION 11.0 SUPPORTING DOCUMENTS

11.1 Record of Distribution

The following documents the distribution and record list of the Sacramento County Recovery Plan.

Department/Agency	Title of Recipient	Number of Copies

SECTION 12.0 RECOVERY SUPPORT FUNCTION ANNEXES

12.1 Annex A: Community Planning and Capacity Building

12.1.1 Purpose

The goal of the CPCB RSF is to ensure effective and efficient actions are being taken to expedite recovery and to ensure access to needed governmental services. The CPCB RSF stakeholders identify and assess needs, coordinate support (technical and financial), and help build the recovery capacities and community planning resources for the County before and after disasters. The CPCB RSF stakeholders achieve this goal by creating a systematic process that engages the Whole Community in the development of executable, operational, and/or community-based approaches to meet defined recovery objectives.

12.1.2 Recovery Capabilities

Targets and core recovery capabilities for CPCB include the ability to effectively plan and implement disaster recovery activities, engaging the Whole Community to achieve recovery objectives and increase resilience. These capabilities are met by establishing an inclusive planning team to oversee disaster recovery planning and by developing an initial recovery plan that provides an overall strategy and timeline; addresses commonly needed disaster recovery capabilities; and integrates socioeconomic, demographic, accessibility, and risk assessment considerations.

Typical CPCB RSF post-disaster topics are suggested below and are based upon previous disaster experiences:

- Community planning (capability, resources, staff, and financial)
 - Integration and coordination of recovery planning
 - Recovery/community development toolkits
- Stakeholder engagement
 - Gaps in resources/services for underserved populations
 - Community meetings/forums
- Services
 - Identify post-disaster revenue declines and budget shortfalls
 - Economic development
 - Post-disaster abandonment and blight abatement
 - Mitigation and sustainability opportunities
 - Resilience and sustainable improvements opportunities
 - Land use and zoning
 - Floodplain management
 - Energy efficiency

The decision to engage the County's RSFs primarily occurs after the start of an escalating incident. If an incident evolves into such a magnitude that recovery activities exceed the ROC capabilities or require external resources from agencies not represented in the ROC (if activated), RSFs may be activated.

After the decision has been made to activate the CPCB RSF, the County's Recovery Coordinator/LDRM is the primary point of contact for the implementation.

12.1.3 RSF Stakeholders

- Sacramento County
 - Office of Emergency Services
 - Sheriff's Office
 - Department of Health Services

- Planning & Environmental Review
- Metropolitan Fire District
- Environmental Management Department
- Animal Care and Regulation
- Housing and Redevelopment Agency
- Sacramento Area Council of Governments
- 2-1-1 Sacramento
- Access and Functional Needs Working Group
- Interfaith Council of Greater Sacramento
- Sacramento Regional VOAD
- American Red Cross Gold Country Chapter
- Sacramento County Farm Bureau
- Civic groups
- Employee unions and development groups
- Labor and workforce development entities
- Representatives from appropriate community partners (Whole Community)

12.1.4 Activation Thresholds

Not all incidents will require the CPCB RSF to be activated. The following thresholds are general guidelines that may indicate the need to activate the CPCB RSF and other RSFs:

- The EOC may or may not be activated.
- Damage assessments are required.
- Field survey and inspection teams are activated.
- A significant number of residents within the county are affected.
- A significant number of critical government agencies are affected.
- Many civic organizations are impacted.
- Elected officials have made a proclamation of a local emergency, state of emergency, or federally declared disaster.
- Critical lifelines and essential infrastructures are damaged and unavailable to portions of the community.

An established RSF that is operational during response activities will facilitate the transition out of response and short-term recovery activities into an organized reconstruction and redevelopment (Intermediate and Long-Term Recovery) phase.

12.1.5 Objectives

The CPCB RSF stakeholders work together to accomplish the following objectives:

- Evaluate and share information on community conditions and CPCB throughout the disaster area.
 - Assess community conditions.
 - Assess incident challenges, opportunities, and capacity.
 - Provide CDAA recovery assistance.
 - Provide FEMA/Stafford Act recovery assistance.
 - Communicate with the public on services, stability, and safety issues.
 - Establish LACs/ DRCs, as needed.
 - Identify any unmet needs and establish a recovery committee to address these unmet needs.
- Coordinate and resolve conflicts and leverage and optimize the use of recovery planning and local capacity assistance.
 - Engage stakeholders.

- Conduct incident-specific recovery planning.
 - Identify resources.
 - Develop and sustain partnerships.
 - Coordinate training and preparation with CPCB interagency partners.
 - Identify and track the resolution of gaps and conflicts.
 - Restore key resources in health, life, and safety areas.
- Aid the community in identifying, securing, and utilizing the needed capacity to lead, plan, manage, and implement recovery activity
 - Coordinate deployment of resources.
 - Coordinate the application of sustainable hazard mitigation planning principles.
 - Conduct redevelopment planning and design.
 - Provide training, mentoring, and other targeted technical assistance.
 - Provide project implementation, grants, and financial assistance.
 - Identify and implement mitigation activities.
 - Rebuild affected areas following an approved permitting process.
 - Engage in preparedness efforts to improve the resiliency of the community.

12.1.6 Communication and Coordination

The CPCB RSF stakeholders will continue to engage with local and potentially national RSF agencies and applicable state agencies to coordinate the immediate actions requiring RSF engagement. Many entities will be active participants in the CPCB RSF following an incident. The post-disaster requirements for stakeholder involvement will be incident specific; changing based on the required expertise and capabilities required to support county resources.

When activated, CPCB RSF works with state and community partners through coordination with the County's Recovery Coordinator/LDRM. Recovery activities will likely require direct relationships with non-governmental organizations, the private sector, and non-profit sector partners. It is important that the CPCB RSF and the County's Recovery Coordinator/Local Disaster Recovery Manager work with the local, state, tribal, territorial, unincorporated areas, private, and non-profit partners to complete the following actions:

- Develop a coordinated recovery strategy that addresses CPCB recovery needs for the local, state, tribal, territorial, and unincorporated communities.
- Establish a process for obtaining baseline data/information.
- Identify metrics to measure progress.
- Designate state, territorial, tribal, and local organizations that will coordinate community recovery efforts.
- Identify sources for the funding required to execute objectives. Funding sources may include the private sector and philanthropic organizations.
- Establish processes to reduce fraud, duplication, and waste.
- Determine local, state, tribal, territorial, and insular area capacity to apply for federal assistance. Identify training requirements for increasing capacity.

The CPCB RSF must make sure recovery activities are coordinated with those of the other RSFs. While the ultimate coordination of activities is the responsibility of the County's Disaster Recovery Coordinator/Manager, adequate coordination between RSFs is necessary. There are multitudes of interrelated and interdependent issues that require extensive inter-RSF coordination. In some situations, the CPCB RSF can provide input on the needs of the community and subject matter expertise for other RSF efforts. In other situations, the CPCB RSF can benefit from the work of the other RSFs, thereby leveraging their outputs.

12.2 Annex B: Economic Recovery

12.2.1 Purpose

The goal of the Economic RSF is to monitor and coordinate with the appropriate entities to ensure the economy is restored and there are adequate employment opportunities for the county's residents, businesses, and the workforce to support the operations of government services. The key role of this RSF is to drive and coordinate economic recovery.

The Economic RSF consists of federal and state partners, as well as local, tribal, non-governmental organizations, faith-based and nonprofit groups, private sector industry, and other members of the Whole Community. The Economic RSF is an alliance of agencies, departments, and other stakeholders with similar functional responsibilities that collaboratively prepare for, respond to, and recover from disasters within the county. During multi-jurisdictional emergencies, each jurisdiction and the special district is responsible for conducting and managing emergencies within its boundaries.

12.2.2 Recovery Capabilities

Targets and core recovery capabilities for the Economic RSF include the ability to effectively plan and implement disaster recovery activities, engaging the Whole Community to achieve recovery objectives and increase resilience. These capabilities are achieved by establishing an inclusive planning team to oversee disaster recovery planning and developing an initial recovery plan that provides an overall strategy and timeline, addresses commonly needed disaster recovery capabilities, and integrates socioeconomic, demographic, accessibility, and risk assessment considerations.

The key elements established as benchmarks for the Economic RSF to accomplish mission-critical activities are:

- Economic assessment: Conduct ongoing assessments of economic issues and identify potential inhibitors to fostering stabilization of the affected communities.
- Buildings and other facilities: Identify private businesses with building structures that have been damaged by the disaster and assist them in finding temporary locations, contractors to provide repairs, replacements, and/or improvement funding opportunities.
- Employees and personnel: Identify the need and ensure sufficient and appropriate staff are available to coordinate and identify needs that would hinder personnel from returning to work.
- Supporting infrastructure: Identify infrastructure support requirements, including dependencies and interdependencies, for businesses to resume the provision of services.
- Supply chain inventory: Identify the supply requirements for supporting service delivery and business operations.
- Governance: Through the conduct of an after-action review that is documented in an after-action report (AAR)), identify the need for revision to existing regulations, ordinances, codes, and policies to ensure there are no barriers to service provisions (e.g., business licenses, zoning, site permit requirements, business property tax, etc.). Identification and development of new regulations may be required.

The decision to engage the County's RSFs primarily occurs after the start of an escalating incident. If an incident evolves to the magnitude that recovery activities exceed the ROC capabilities or require external resources from agencies not represented in the ROC (if activated), RSFs may be activated.

After the decision has been made to activate the CPCB RSF, the County's Recovery Coordinator/LDRM is the primary point of contact for the implementation.

12.2.3 RSF Stakeholders

- Sacramento County

- Office of Emergency Services
- Agricultural Commissioner's Office
- Planning & Environmental Review
- Auditor-Controller
- Finance
- Public Information
- Contract & Purchasing Services
- Economic Development
- Sacramento County Business Environmental Resource Center
- Sacramento Area Council of Governments
- Small Business Administration – Sacramento District Office
- Sacramento Metro Chamber of Commerce

12.2.4 Activation Thresholds

Not all incidents will require Economic RSF to be activated. The following thresholds are general guidelines that may indicate the need to activate the Economic RSF:

- The EOC may or may not be activated.
- Damage assessments are required.
- Field survey and inspection teams are activated.
- A significant number of residents within the county are affected.
- A significant number of critical government agencies are affected.
- Many civic organizations are impacted.
- Elected officials have made a proclamation of a local emergency, state of emergency, or federally declared disaster.
- Critical lifelines and essential infrastructures are damaged and unavailable to portions of the community.

An established RSF that is operational during response activities will facilitate the transition out of response and short-term recovery activities into an organized reconstruction and redevelopment (Intermediate and Long-Term Recovery) phase.

Economic RSF Specific Indicators

The Sacramento County Department of Finance should maintain a database of economic indicators measuring the monthly vitality of the Sacramento economy. Indicators to be tracked include:

- Economic indexes
- Employment data
- Housing indicators
- Mortgage rates
- Sales statistics
- Stock indexes
- Tourism industry

The County can use these economic indicators as a decision support tool for determining the need to engage the Economic RSF following an incident. Additional economic indicators for consideration include:

- Number of businesses lost
- Number of commercial bankruptcies
- Number of banking institutions lost
- The percentage increase in unemployment claims
- Percentage of population under the poverty rate

Agencies that may have information about economic and demographic indicators include:

- Sacramento Area Council of Governments (www.sacog.org): Provides data on demographics, jobs, wages, and economic impact by the traded cluster.
- California Employment Development Dept. (www.edd.ca.gov): Provides data on jobs and wages by occupation, jobs by industrial sector, the number of companies and size of companies by employees by sector, total employment, and unemployment rate.
- California Association of Realtors (www.car.org): Provides data on the median home price by county and housing affordability.
- Sacramento Association of Realtors (www.sacrealtor.org): Provides data on median home price and the number of homes sold by zip code.
- Sacramento Metro Chamber of Commerce (www.metrochamber.org): Provides data on the gross regional product.
- Sacramento Business Journal Book of Lists (www.bizjournals.com/sacramento): Provides data on the largest companies by sector.
- Sacramento County Business Environmental Resource Center (www.sacberc.saccounty.net)

12.2.5 Objectives

Pre-Disaster: This phase ends with the occurrence of an incident that requires recovery operations. This phase includes activities that take place prior to an incident and is inclusive of the following major tasks:

- Conduct pre-disaster recovery planning
 - Facilitate the processes for businesses to engage in pre-disaster recovery planning.
 - Engage businesses in business continuity planning and incorporate this process as a fundamental part of their business model.
- Build community capacity and resilience
 - Identify how businesses can make strategic investments in projects to make their organizations more resilient, including insuring risk and diversifying telecommunications, power systems, physical space requirements, and supply chains.
 - Identify financial recovery grant programs available for post-disaster recovery efforts.
- Training and exercises
 - Integrate recovery operations into training and exercises to provide an opportunity for RSF stakeholders to practice performing their roles during an incident that requires enhanced recovery activities.
 - Provide business continuity training and exercise opportunities for large and small private businesses.

Short-Term Recovery: This phase begins when an incident occurs and ends when the Short-Term Recovery objectives are met. The Short-Term Recovery phase is part of response operations and includes activities immediately following the incident to save lives, protect property and the environment, and mitigate the threat. This phase includes the following major tasks:

- Economic assessment
 - Conduct initial assessments of economic recovery issues and use economic indicators to prepare demographic and economic baseline information. The initial economic assessment should contain three basic elements of information:
 - The economic baseline of the affected geography (e.g., demographics, economic activity, employment)
 - Actual and projected economic issues/damage and uncertainties of the disaster aligned to the six target capabilities
 - Existing or forecasted agency recovery activities

- Review the impact of the incident on the County's tax base.
- Building and other facilities
 - Identify the impact on government, business, public, and private primary/secondary school buildings and facilities.
- Employees and personnel
 - Provide technical assistance to promote economic recovery, financial literacy, and strategic planning.
 - Identify local employment issues (e.g., workers available to work).
- Supporting infrastructure
 - Identify cash flow issues for government agencies, businesses, and individuals. If possible, develop solutions for identified issues.
- Supply chain inventory and commodities
 - Identify impacts on critical supply chains and local industries (e.g., producer, supplier, distributor, and vendor that are impacted).
 - Identify availability of essential community resources (e.g., water, food, shelter, and if disrupted, the timeline for restoration).
 - Consider the establishment of Points of Distribution (POD) and Regional Staging Areas (RSA) as required to meet the needs of the community.
 - Continually re-assess the need for PODs and RSAs as private sector services are restored.
- Governance
 - Support insurance claim processing.
 - Encourage timely government procurement.

Intermediate Recovery –This phase begins during short-term recovery and ends when the intermediate recovery objectives are met. This phase includes the following major tasks:

- Economic assessment
 - Determine the need to establish a DRC(s).
 - Determine if incident impacts meet the thresholds for federal post-disaster recovery grants such as the FEMA PA and IA Programs or SBA disaster loans.
 - Identify economic recovery considerations for the County's General Plan.
 - Mitigate "false economies" resulting from post-disaster construction and response.
- Building and other facilities
 - Engage with private sector partners to assess their recovery needs, complete damage assessments, and inventory all damaged commercial and industrial buildings and other facilities.
 - Identify long-term restoration and reconstruction actions as needed to protect the long-term stability of commercial and economic sectors, employment, and other essential support services.
 - Identify funding sources from federal, non-profit, and private sources.
 - Establish a business recovery one-stop center(s) to aid and expedite governmental loans through the U.S. SBA and others as applicable.
 - Identify access to capital (high existing debt burden combined with a need for immediate cash to fund rebuilding), concerns (unknown future market conditions, the unknown outcome of insurance claims, etc.).

- Employees and personnel
 - Assist employers in locating and contacting employees.
 - Provide employers with current recovery messaging and updates.
 - To the extent possible, require contracted recovery vendors to employ workers who are residents of the county.
 - Ensure businesses are provided current information about the availability of supporting infrastructure services.
 - Support remaining employment opportunities and plan for new employment opportunities in all sectors (private, non-profit, and governmental sectors).
 - Facilitate the use of public and private sector resources to catalyze further projects that encourage job replacement and job growth in the impacted jurisdiction.
 - Assess and coordinate childcare needs through childcare referral services.

- Supporting infrastructure
 - Ensure businesses are provided with critical infrastructure services (digital, utility, transportation).
 - Ensure businesses, employees, and consumers are provided with public safety and fire service services during the recovery process.
 - Restore private sector capacity (e.g., supporting investment in restoring infrastructure development and redevelopment, encouraging business retention and expansion).

- Supply chain inventory
 - Provide transportation and access for businesses to receive and store supplies and inventories.

- Governance
 - Evaluate all existing local, county, state, and federal regulations, ordinances, codes, administrative or tax code provisions, and government and non-government entity policies for potential barriers or restrictions that could impede restoring the county's economic health.
 - Conduct an after-action review and write an AAR detailing a timeline of response operations and the transition to recovery operations, including strengths and areas for improvement. Coordinate with the Community Planning and Capability Building (CPCB) RSF, regional, and federal stakeholders to create and implement needed regulations, ordinances, codes, administrative or tax code provisions, and government and nongovernment entity policies to help implement objectives to restore the county's economic health.
 - Further economic diversification initiatives.

Long-Term Recovery –This phase begins when the County has determined its recovery end state and ends when the community has reached the desired end state. This phase includes the following major tasks:

- Economic assessment
 - Continue to assess economic recovery issues and prepare demographic and economic baseline data using the economic indicators.

- Building and other facilities
 - Repair or replace all commercial facilities.
 - Implement the County's General Plan related to commercial development.

- Employees and personnel
 - Assist businesses in recruiting and retaining employees living in the county.

- Ensure employment services are available for individuals and families in the county.
- Develop and implement workforce initiatives.
- Establish childcare services in the impact communities.
- Supporting infrastructure
 - Ensure businesses have the adequate supporting infrastructure.
- Supply chain inventory
 - Provide transportation and access for businesses to receive and store supplies and inventories.
- Governance
 - Evaluate all existing and newly created County regulations, ordinances, codes, administrative or tax code provisions for potential barriers or restrictions that could impede restoring the county's economic health.
 - Promote businesses in the county and attract tourism.
 - Expand and increase commerce and economic functions within the county as needed to meet the demand during the recovery phase.
 - Engage all members of the community in economic, commercial, and employment recovery planning and implementation.

12.2.6 Communication and Coordination

Following the completion of the initial economic impact assessment, the Economic RSF stakeholders will continue to engage with local and potentially national RSF agencies and applicable state agencies to coordinate the immediate actions requiring RSF engagement. Many entities will be active participants in the Economic RSF following an incident. The post-disaster requirements for stakeholder involvement will be incident specific; changing based on the required expertise and capabilities required to support county resources.

When activated, the Economic RSF works with state and community partners through coordination with the County's Recovery Coordinator/LDRM. Recovery activities will likely require direct relationships with NGOs, private and non-profit sector partners. It is important the Economic RSF and the County's Recovery Coordinator/LDRM work with the local, state, tribal, territorial, unincorporated areas, private, and non-profit partners to:

- Develop a coordinated recovery strategy that addresses specific economic recovery needs for the local, state, tribal, territorial, and unincorporated communities.
- Establish a process for obtaining baseline data/information.
- Identify metrics to measure progress.
- Designate state, territorial, tribal, and local organizations that will coordinate the economic recovery efforts.
- Identify sources for the funding required to execute objectives. Funding sources may include the private sector and philanthropic organizations.
- Establish processes to reduce fraud, duplication, and waste.
- Determine local, state, tribal, territorial, and insular area capacity to apply for federal assistance.
- . Create training opportunities to increase capacity.
- Establish an integrated public website to provide information to the public and enables users to identify programs that are most appropriate for their individual situation.
- Provide assistance to impacted businesses. Examples include the following:
 - Access to capital events: Multi-jurisdictional, multi-organizational events intended to integrate many resource partners into a single venue/event to enable jurisdictional stakeholder's access to what resources exist.
 - Peer-to-peer events: Often occur along industry lines, where industry leaders with

disaster recovery experience present lessons learned and facilitated recovery planning efforts with their counterparts in the impacted area.

- Business assistance and risk management presentations: These presentations are targeted outreach efforts to provide business assistance and risk management information at existing business association meetings. This strategy is intended to leverage existing meetings and complement a wide range of meetings and agendas.
- Business disaster case management: This is a focused effort, often led by the Chamber of Commerce, to provide direct business counseling to impacted businesses to assist them in completing loan applications, retrieving vital records, and re-designing business plans. This effort has been employed through local centers and “virtually” through mobile business counselors. The impact and local culture will dictate the best model for an impacted community.
- Business Disaster Help Desk: The help desk is a resource that businesses call to receive direct assistance for specific issues/questions. The help desk employs many of the same resources available through business disaster case management but lacks the ability to conduct follow-up activities. The effort relies heavily on well-informed referral networks and is typically resourced at the state or NGO-level.

The Economic RSF must ensure recovery activities are coordinated with those of the other RSFs. While the ultimate coordination of activities is the responsibility of the County’s Recovery Coordinator/ LDRM, adequate coordination between RSFs is necessary. There is a multitude of interrelated and interdependent issues that require extensive inter-RSF coordination. In some situations, the Economic RSF can provide input such as financial information and subject matter expertise for other RSF efforts. In other situations, the Economic RSF can benefit from the work of the other RSFs, thereby leveraging their outputs.

12.3 Annex C: Health and Social Services

12.3.1 Purpose

The goal of the County Health and Social Services RSF is to continue to sustain essential services, restore and improve health and social services operations and networks, and promote resilience, independence, health (including behavioral health), and well-being of the Whole Community.

The Health and Social Services RSF consists of partners at the federal and state level as well as local, tribal, non-governmental organizations, faith-based and nonprofits groups, private sector industry, and other members of the Whole Community. The Health and Social Services RSF is an alliance of agencies, departments, and other stakeholders with similar functional responsibilities that collaboratively prepare for, respond to, and recover from disasters within the County of Sacramento. During multijurisdictional emergencies, each jurisdiction and the special district is responsible for conducting and managing emergencies within its boundaries.

12.3.2 Recovery Capabilities

Target capabilities and key elements for the Health and Social Services RSF are focused on restoring the health and social services-related operations, services, programs, and networks. Post-disaster capabilities may require the development of specialized or geographically based teams/task forces that are specific to each disaster. Typical Health and Social Services RSF post-disaster topics are suggested below and are based upon previous disaster experiences:

- Access to services
 - Displaced persons
 - At-risk populations
 - AFN populations
 - Underserved areas or populations
 - Individuals not displaced but with impacted infrastructure
 - Children, seniors, and the elderly
 - Pets and pet care services
- Provider and network access to capital and services (repair/restoration and mitigation)
 - Communications
 - Telephone communications
 - Cell Phone communications
 - Lifelines
 - Utilities
 - Power
 - Water
 - Transportation
 - Wastewater
 - Sanitation/waste
 - Staff capacity
 - Health care
 - Social services
 - Education
 - Childcare
- Health impacts due to mold, asbestos, and lead
- Education/training

- Community
- Local health departments
- Mitigation
- Safety/prevention of exposure during cleaning and rebuilding
- Pest control
 - Rodents
 - Mosquitoes
- Food safety
- Long-term emergency impacts
 - Behavioral health
 - Post-traumatic stress
 - Behavioral issues (for example, depression, domestic violence, and substance abuse)

The decision to engage the County's RSFs primarily occurs after the start of an escalating incident. If an incident evolves into such a magnitude that recovery activities exceed the ROC capabilities or require external resources from agencies not represented in the ROC (if activated), RSFs may be activated.

After the decision has been made to activate the Health and Social Services RSF, the County's Recovery Coordinator/LDRM is the primary point of contact for the implementation.

12.3.3 RSF Stakeholders

- Sacramento County
 - Office of Emergency Services
 - Department of Health Services
 - Environmental Management Department
 - Child Support Services
 - Emergency Medical Services Agency
 - Public Health
- 2-1-1 Sacramento
- Access and Functional Needs Working Group
- Sacramento Regional VOAD
- American Red Cross Gold Country Chapter
- Sacramento County Hospital Preparedness Program
- The Agency on Aging Area 4
- Sacramento County Healthcare Coalition
- Salvation Army
- Sacramento County Adult and Aging Commission
- Childcare centers
- YMCA Children's Resource Services
- Community congregate care
- Developmental services
- Family support programs
- Health care services
- Home health care associations
- Managed health care departments/associations
- Mental health institutions/departments
- Senior centers

- Small Business Administration/Chamber of Commerce
- Social services
- Substance abuse networks
- Tribal health networks
- Veterans Affairs

12.3.4 Activation Thresholds

Not all incidents will require the Health and Social Services RSF to be activated. The following thresholds are general guidelines that may indicate the need to activate the Health and Social Services RSF and other RSFs:

- The EOC may or may not be activated.
- Damage assessments are required.
- Field survey and inspection teams are activated.
- A significant number of residents within the county are affected.
- A significant number of critical government agencies are affected.
- Many civic organizations are impacted.
- Elected officials have made a proclamation of a local emergency, state of emergency, or federally declared disaster.
- Critical lifelines and essential infrastructures are damaged and unavailable to portions of the community.

An established RSF that is operational during response activities will facilitate the transition out of response and short-term recovery activities into an organized reconstruction and redevelopment (Intermediate and Long-Term Recovery) phase. The various functions that constitute recovery operations occur on the continuum of Preparedness, Short-Term Recovery, Intermediate Recovery, and Long-Term Recovery operations. Short-Term Recovery operations may continue to be coordinated from the EOC after the response phase is over.

12.3.5 Objectives

Pre-Disaster: This phase ends with the occurrence of an incident that requires recovery operations. This phase includes activities that take place prior to an incident and is inclusive of the following major tasks:

- Conduct pre-disaster recovery planning
 - Identify recovery priorities, incorporate hazard mitigation strategies in the wake of a disaster, and articulate post-disaster options.
- Build community capacity and resilience
 - Engage in a rigorous assessment and understanding of risks and vulnerabilities that might endanger the community or pose additional recovery challenges.
 - Incorporate hazard mitigation and land use planning strategies; critical infrastructure, environmental, and cultural resource protection; and sustainability practices to reconstruct the built environment and revitalize the economic, social, and natural environments.
- Establish partnerships
 - Establish partnerships and collaborate across groups, sectors, and governments to promote a successful recovery process.
 - Ensure inclusiveness of individuals with disabilities and others with AFN, advocates for children, seniors, and members of underserved populations.
 - Ensure that sensitivity and respect for social and cultural diversity are always maintained.
 - Ensure compliance with equal opportunity and civil rights laws.

- Identify and provide public education needs to support recovery operations
 - Ensure all public education messages are multilingual and available in formats that can be used by those who have diminished vision and hearing capabilities.
 - Ensure the public receives information on disaster assistance, health precautions, long-term sheltering, and other important issues involving the community's recovery operations.
 - Ensure public education tasks include the development and delivery of pre-disaster information and education programs.
 - Ensure there is a mechanism whereby the largest possible segment of the population, including the elderly and those with disabilities, and others with AFNs, can be effectively educated on disasters.
- Conduct training and exercises on disaster recovery
 - Ensure coordination of recovery training and exercise activities.

Short-Term Recovery: This phase begins when an incident occurs and ends when the Short-Term Recovery objectives are met. The Short-Term Recovery phase is part of response operations and includes activities immediately following the incident to save lives, protect property and the environment, and mitigate the threat. This phase includes the following major tasks:

- Coordinate emergency medical care via the medical operations center.
- Ensure the immediate needs of vulnerable populations are being met.
- Utilize existing data about people with disabilities and AFN to inform short-term recovery planning.
- Address immediate environmental health and safety concerns.
- Coordinate animal services to provide for immediate needs.
- Provide emotional and psychological services, as needed.
- Identify adults and children who benefit from counseling or behavioral health services and begin treatment.
- Provide emergency medical care and establish appropriate surveillance protocols.
- Provide integrated mass care and emergency services.
- Track disaster-related recovery costs.

Intermediate Recovery: This phase begins during Short-Term Recovery and ends when the intermediate recovery objectives are met. This phase includes the following major tasks:

- Engage emotional and psychological support networks for the provision of ongoing care.
- Address intermediate environmental health and safety concerns.
- Provide public information on disaster recovery, public health, and medical efforts.
- Address the intermediate needs of vulnerable populations.
- Ensure continuity of care through temporary facilities.
- Support re-establishment of environmental health and safety programs.
- Support re-establishment of animal care services.
- Provide public information targeting the general public and response/recovery workers about the longer-term effects of a post-disaster environment.
- Continue to track disaster-related recovery costs.

Long-Term Recovery: This phase begins when the County has determined its recovery end state and ends when the community has reached its desired end state. This phase includes the following major tasks:

- Continue to provide ongoing emotional and psychological support for the impacted community.
- Establish long-term permanent housing solutions for vulnerable populations.
- Re-establish disrupted health care facilities and social services.
- Reconstitute environmental health and safety services.
- Reconstitute animal care services.
- Continue to track disaster-related recovery costs.

12.3.6 Communication and Coordination

Following the completion of the initial economic impact assessment, Health and Social Services RSF stakeholders will continue to engage with local and potentially national RSF agencies and applicable state agencies to coordinate the immediate actions requiring RSF engagement. Many entities will be active participants in the Health and Social Services RSF following an incident. The entities that will need to be involved post-disaster fluctuate to obtain the appropriate expertise or capabilities of other entities beyond direct County control that are known to support or can support recovery efforts rather than continual participation in the RSF.

Health and Social Services RSF partners' technical expertise can be used to foster a systematic approach to recovery that recognizes the interdependencies and complex relationships of health and social services to the well-being of the community. The Health and Social Services RSF serves as a collaborative forum for engaging stakeholders to reduce risks and expediting recovery efforts.

12.4 Annex D: Housing

12.4.1 Purpose

The goal of the County Housing RSF is to monitor the housing needs and coordinate with appropriate entities to offer housing options for displaced individuals. Housing stakeholders achieve this goal by creating a systematic process that engages the Whole Community in the development of an executable, operational, and/or community-based approach to meet defined recovery objectives. This RSF monitors and assesses housing impacts, needs, and priorities.

The Housing RSF consists of partners at the federal and state level as well as local, tribal, non-governmental organizations, faith-based and non-profit groups, private sector industry, and other members of the Whole Community. The Housing RSF is an alliance of agencies, departments, and other stakeholders with similar functional responsibilities that collaboratively prepare for, respond to, and recover from disasters within the county. During multi-jurisdictional emergencies, each jurisdiction and the special district is responsible for conducting and managing emergencies within its boundaries.

12.4.2 Recovery Capabilities

Targets and core recovery capabilities for the Housing RSF are the ability to implement housing solutions that effectively support the needs of the Whole Community and contribute to its sustainability and resilience. These capabilities are achieved by establishing an inclusive planning team to oversee disaster recovery planning and developing an initial recovery plan that provides an overall strategy and timeline, addresses commonly needed disaster recovery capabilities, and integrates socioeconomic, demographic, accessibility, and risk assessment considerations. Typical Housing RSF post-disaster objectives are listed below and are based upon previous disaster experiences:

- Identify short-term sheltering needs and resources
 - Coordinate shelter, warming, and cooling sites with Regional Care and Shelter Working Group, the ARC, and Emergency Support Function #6 – Mass Care, Emergency Assistance, Housing, and Human Services.
 - Coordinate shelter management with EOC Care and Shelter Branch.
 - Identify at-risk populations (homeless, those with access and functional needs, those without transportation, etc.) that may need sheltering resources by using partners' identification lists.
 - Coordinate with County Animal Services and the Humane Society regarding co-locating pet and companion animal sheltering.
 - Coordinate public information with 2-1-1 systems and social media.
- Evaluate housing needs
 - Assess privately managed and subsidized housing options for re-occupancy.
 - Conduct an inventory of existing housing options.
 - Rental market
 - Rehabilitation options
 - Access to services
 - Identify flexible and adaptable housing options.
- Inventory capability and resource availability of support:
 - Local or tribal groups
 - Non-governmental organization, private sector
 - Network of volunteers for rapid deployment
 - Salvation Army Feed the Need (overlaps with the Health and Social Services RSF)
 - State
 - Federal

- Evaluate housing alternatives in terms of:
 - Affordability
 - Land use/codes/zoning
 - Production, design, and logistics
 - Financing concerns
 - Insurance
- Identify barriers to repair or access permanent housing.
- Conduct an inventory of:
 - Existing homes
 - Construction supplies
 - Financing options
 - Infrastructure supports (e.g., roads, transportation, and utilities)
 - Permitting
- Identify gaps and overlaps in housing assistance programs.
 - Negotiate altering assistance.
 - Discuss policy or programmatic changes to maximize resources.
- Coordinate with Sacramento Housing and Redevelopment Agency and other local, state, federal, and non-profit and private sector partners to implement effective housing solutions.
- Facilitate the connection between housing and community-related services to meet the urgent housing needs of the disaster victims.
- Disaster recovery housing needs are coordinated while promoting self-sufficiency and the health and well-being of affected individuals.
- Integrate current and post-disaster requirements into planning conducted by organizations that perform land and community planning and building code administration.
- Ensure programs, industry, and construction options for addressing post-disaster housing needs are in place.
- Collaborate with state and federal housing task forces to address disaster housing issues.
- Facilitate pre- and post-disaster interaction among federal agencies and stakeholders with a focus on reconstructing permanent housing, including affordable and accessible housing that incorporates resilience, sustainability, and mitigation concepts.
- Facilitate the timely construction of housing that complies with local, state, and national model building codes, including accessibility standards.

The decision to engage the County’s RSFs primarily occurs after the start of an escalating incident. If an incident evolves to a magnitude that recovery activities exceed the ROC capabilities or require external resources from agencies not represented in the ROC (if activated), RSFs may be activated.

After the decision has been made to activate the Housing RSF, the County’s Recovery Coordinator/LDRM is the primary point of contact for the implementation.

12.4.3 RSF Stakeholders

- Sacramento County
 - Office of Emergency Services
 - Planning & Environmental Review
- Sacramento Housing and Redevelopment Agency
- 2-1-1 Sacramento
- Access and Functional Needs Working Group
- Sacramento Regional VOAD
- American Red Cross Gold Country Chapter
- Salvation Army

- Regional Care and Shelter Working Group
- Sacramento Area Council of Governments
- Sacramento County Farm Bureau
- Insurance Advocacy
- Sacramento Steps Forward
- Habitat for Humanity
- Sacramento Hotel Association
- Sacramento Self Help Housing
- Sacramento Tenants Union
- Each incorporated jurisdiction and its housing authorities

12.4.4 Activation Thresholds

Not all incidents will require the Housing RSF to be activated. The following thresholds are general guidelines that may indicate the need to activate the Housing RSF:

- The EOC may or may not be activated.
- Damage assessments are required.
- Field survey and inspection teams are activated.
- A significant number of residents within the county are affected.
- A significant number of critical government agencies are affected.
- Many civic organizations are impacted.
- Elected officials have made a proclamation of a local emergency, state of emergency, or federally declared disaster.
- Critical lifelines and essential infrastructures are damaged and unavailable to portions of the community.

An established RSF that is operational during response activities will facilitate the transition out of response and short-term recovery activities into an organized reconstruction and redevelopment (intermediate and long-term recovery) phase. The various functions that constitute recovery operations occur on the continuum of Preparedness, Short-Term Recovery, Intermediate Recovery, and Long-Term Recovery Operations. Short-Term Recovery operations may continue to be coordinated from the EOC after the response phase is over if required.

12.4.5 Objectives

Housing RSF stakeholders work together to accomplish the following objectives:

- Assess preliminary housing impacts and needs, identify available options for temporary housing, and plan for permanent housing.
- Ensure community housing recovery plans continue to address interim housing needs, assess options for permanent housing, and define a timeline for achieving a resilient, accessible, and sustainable housing market.
- Establish a resilient and sustainable housing market that meets the needs of the community, including the need for accessible housing, within the specified timeframe in the recovery plan.

Pre-Disaster: This phase ends when an incident occurs that requires recovery operations. This phase includes activities that take place prior to an incident that would necessitate recovery operations. This phase consists of the following major tasks:

- Conduct pre-disaster recovery planning.
- Build community capacity and resilience.
- Document an inventory of available housing.

- Establish partnerships.
- Identify and provide public education needs to support recovery operations.
- Conduct training and exercises on disaster recovery.

Short-Term Recovery - Begins when an incident occurs. This phase ends when the Short-Term Recovery objectives are met. The Short-Term Recovery phase is part of response operations and includes activities immediately following the incident to save lives, protect property and the environment, and mitigate the threat. This phase consists of the following major tasks:

- Assess the impact of the incident on housing.
- Coordinate with relevant stakeholders, including the American Red Cross (ARC), Non-governmental Organizations (NGO)s, and the private sector.
- Identify who is displaced.
- Understand the desired housing end state of recovery operations.
- Provide mass care and sheltering.
- Identify the need for a local assistance center/disaster recovery center and establish it as appropriate.
- Identify how many shelters are needed.
- Track disaster-related recovery costs.

Intermediate Recovery – Begins sometime during Short-Term Recovery and ends when the Intermediate Recovery objectives are met. This phase includes the following major tasks:

- Obtain resources to support interim housing solutions to include working with HUD for appropriate funding.
- Assess the zoning, reconstruction, and overall urban planning needs.
- Continue to track disaster-related recovery costs.

Long-Term Recovery: This phase begins when the County has determined its recovery end state and ends when the community has reached its desired end state. This phase includes the following major tasks:

- Develop and implement permanent housing solutions.
- Continue to track disaster-related recovery costs.

12.4.6 Communication and Coordination

Following the completion of the initial economic impact assessment, the County's Housing RSF will continue to engage with local and potentially national RSF agencies and applicable state agencies to coordinate the immediate actions requiring RSF engagement. Many entities will be active participants in the Housing RSF following an incident. The entities that will need to be involved post-disaster fluctuate to obtain the appropriate expertise or capabilities of other entities beyond direct County control that are known to support or can support recovery efforts rather than continual participation in the RSF.

The Housing RSF must make sure recovery activities are coordinated with those of the other RSFs. While the ultimate coordination of activities is the responsibility of the County's Recovery Coordinator/LDRM, adequate coordination between RSFs is necessary. There are many interrelated and interdependent issues that require extensive inter-RSF coordination. In some situations, the Housing RSF can provide input and subject matter expertise for other RSF efforts. In other situations, the Housing RSF can benefit from the work of the other RSFs, thereby leveraging their outputs.

12.5 Annex E: Infrastructure Systems

12.5.1 Purpose

The goal of the County Infrastructure Systems RSF is to integrate the capabilities of the County to expedite infrastructure restoration throughout their area to expedite Short-Term, Intermediate, and Long-Term infrastructure restoration and reconstruction. The Infrastructure Systems RSF stakeholders coordinate support (technical and financial) and help build the recovery capacities and community planning resources for the County before and after disasters. The Infrastructure Systems RSF stakeholders achieve this goal by creating a systematic process that engages the Whole Community in the development of executable, operational, and/or community-based approaches to meet defined recovery objectives.

The Infrastructure Systems RSF consists of partners at the federal and state level as well as local, tribal, non-governmental organizations, faith-based and non-profit groups, private sector industry, and other members of the Whole Community. The Infrastructure Systems RSF is an alliance of agencies, departments, and other stakeholders with similar functional responsibilities that collaboratively prepare for, respond to, and recover from disasters within the county. During multi-jurisdictional emergencies, each jurisdiction and the special district is responsible for conducting and managing emergencies within its boundaries.

12.5.2 Recovery Capabilities

Targets and core recovery capabilities for the Infrastructure Systems RSF are focused on the ability to efficiently restore the county's infrastructure systems and services to support a viable, sustainable community and improve resilience to and protection from future hazards. Prior to a disaster, the Infrastructure Systems RSF works in conjunction with the County on developing the following objectives and capabilities:

- Assess and analyze threats to, vulnerabilities, and consequences for critical infrastructure to inform risk management activities.
- Secure critical infrastructure against human, physical, and cyber threats through sustainable efforts to reduce risk while accounting for the costs and benefits of security investments.
- Enhance critical infrastructure resilience by minimizing the adverse consequences of incidents through advance planning and mitigation efforts, as well as effective responses to save lives and ensure the rapid recovery of essential services.
- Share actionable and relevant information across the critical infrastructure community to build awareness and enable risk-informed decision making.
- Promote learning and adaptation during and after exercises and incidents.

The Infrastructure Systems RSF provides the coordinating structures, framework, and guidance to ensure:

- Resilience, sustainability, and mitigation are incorporated as part of the design for infrastructure systems and as part of the community's capital planning process.
- Infrastructure systems are fully recovered in a timely and efficient manner to minimize the impact of service disruptions. The private sector that owns critical infrastructure has the incentive and the means to support a unified community and national recovery effort.
- The capacity of all infrastructure systems is adequately matched to the community's current and projected demand on its built and virtual environment.

The Infrastructure Systems RSF post-disaster objectives are listed below and are based upon previous disaster experiences:

- Evaluate infrastructure system status.
- Establish a prioritized sequence for the restoration of critical infrastructure. Consider interdependencies and cascading impacts as priorities that will be incident specific:
 - Electric, gas, water, and communication systems restoration priorities
 - Hospitals and lifeline sectors including emergency services without emergency power
 - Communications systems
 - Utilities
 - All water treatment plants
 - Wastewater treatment plants
 - Pumping stations
 - Elevated tank sites
 - Airport
 - Community areas based upon populations with the greatest need/number of people
 - Solid waste facilities
 - Information systems restoration priorities
 - Oracle
 - Microsoft Exchange
 - Internet
 - Treasury
 - Additional priorities
 - Transportation sector resources without power
 - Telecommunications systems
 - Lifeline sectors that have emergency power
 - Facilities handling emergency purchases, food, shelter, and resource distribution and management
 - Community areas with minor damage and other government facilities
 - Community areas with major damage
 - Community areas with catastrophic damage
- Facilitate collaboration between the infrastructure owners/operators and infrastructure service providers to meet the urgent restoration needs of disaster victims.
- Implement mitigation/hardening/increased resiliency strategies.
- Address regulatory issues that speed restoration or implementation of mitigation.
- Identify available funding and funding gaps.
- Leverage funding to avoid duplication of effort.
- Implement the use of energy efficiency and renewable energy systems.

The decision to engage the County's RSFs primarily occurs after the start of an escalating incident. If an incident evolves to a magnitude that recovery activities exceed the ROC capabilities or require external resources from agencies not represented in the ROC (if activated), RSFs may be activated.

After the decision has been made to activate the Infrastructure Systems RSF, the County's Recovery Coordinator/LDRM is the primary point of contact for the implementation.

12.5.3 RSF Stakeholders

- Sacramento County
 - Office of Emergency Services
 - Public Works & Infrastructure
 - Water Agency

- Environmental Management
- Waste Management and Recycling
- General Services
- InfraGard Sacramento
- Pacific Gas and Electric Company - Sacramento Division
- Central California Intelligence Center
- Sacramento Metropolitan Air Quality Management District
- California Utility Emergency Association
- Sacramento Regional Transit District
- Access and Functional Needs Working Group
- AT&T
- Verizon
- Auxiliary Communications Service (ACS)
- U.S. Department of Homeland Security (DHS), Office of Infrastructure Protection

12.5.4 Activation Thresholds

Not all incidents will require the Infrastructure Systems RSF to be activated. The following thresholds are general guidelines that may indicate the need to activate the Health and Social Services RSF:

- The EOC may or may not be activated.
- Damage assessments are required.
- Field survey and inspection teams are activated.
- A significant number of residents within the county are affected.
- A significant number of critical government agencies are affected.
- Many civic organizations are impacted.
- Elected officials have made a proclamation of a local emergency, state of emergency, or federally declared disaster.
- Critical lifelines and essential infrastructures are damaged and unavailable to portions of the community.

An established RSF that is operational during response activities will facilitate the transition out of response and short-term recovery activities into an organized reconstruction and redevelopment (Intermediate and Long-Term Recovery) phase. The various functions that constitute recovery operations occur on the continuum of Preparedness, Short-Term Recovery, Intermediate Recovery, and Long-Term Recovery Operations. Short-Term Recovery operations may continue to be coordinated from the EOC after the response phase is over if required.

12.5.5 Objectives

Within the Infrastructure Systems RSF, there are four phases to the recovery process. The phases that constitute the recovery process are Preparedness (Pre-disaster), Short-Term Recovery, Intermediate Recovery, and Long-Term Recovery.

Pre-Disaster: This phase ends when an incident occurs that requires recovery operations. This phase includes activities that take place prior to an incident that would necessitate recovery operations. This phase consists of the following objectives:

- Conduct pre-disaster recovery planning
 - Identify recovery priorities, incorporate hazard mitigation strategies in the wake of a disaster, and articulate post-disaster options.
- Build community capacity and resilience
 - Engage in a rigorous assessment and understanding of risks and vulnerabilities that might

- endanger the community or pose additional recovery challenges.
- Incorporate hazard mitigation and land use planning strategies; critical infrastructure, environmental, and cultural resource protection; and sustainability practices to reconstruct the built environment and revitalize the economic, social, and natural environments.
- Establish partnerships
 - Establish partnerships and collaborate across groups, sectors, and governments to promote a successful recovery process.
 - Ensure inclusiveness to include individuals with disabilities and AFNs, advocates of children, seniors, and members of underserved populations.
 - Ensure sensitivity and respect for social and cultural diversity are always maintained.
 - Ensure compliance with equal opportunity and civil rights laws.
- Identify and provide public education needs to support recovery operations
 - Ensure all public education for emergency operations is multilingual and available in formats that can be used by people who have diminished vision and hearing capabilities.
 - Ensure the public receives information on disaster assistance, health precautions, long-term sheltering, and other important issues about the community's recovery operations.
 - Ensure public education tasks include the development and delivery of pre-disaster information and education programs.
 - Ensure there is a mechanism whereby the largest possible segment of the population, including the elderly and those with disabilities and AFN, can be effectively educated on disasters.
- Conduct training and exercises on disaster recovery
 - Ensure coordination of recovery training and exercise activities.

Short-Term Recovery: This phase begins when an incident occurs and ends when the Short-Term Recovery objectives are met. The Short-Term Recovery phase is part of response operations and includes activities immediately following the incident to save lives, protect property and the environment, and mitigate the threat. This phase includes the following major tasks:

- Assess the impact of the incident on infrastructure systems.
- Define the desired infrastructure system's end-state of recovery operations.
- Identify and restore critical infrastructure.
- Coordinate restoration priorities with operators.
- Track disaster-related recovery costs.

Intermediate Recovery: This phase begins sometime during Short-Term Recovery and ends when the Intermediate Recovery objectives are met. This phase includes the following major tasks:

- Develop courses of action for the execution of temporary and/or permanent repairs.
- Plan immediate infrastructure repair and restoration.
- Continue to track disaster-related recovery costs.

Long-Term Recovery: This phase begins when the County has determined its recovery end state and ends when the community has reached its desired end state. This phase includes the following major tasks:

- Develop metrics and timelines for overall restoration and recovery efforts and revise, as necessary.
- Rebuild infrastructure to meet future community needs and achieve the desired end state.

- Continue to track disaster-related recovery costs.

12.5.6 Communication and Coordination

Following the completion of the initial economic impact assessment, the Infrastructure Systems RSF stakeholders will continue to engage with local and potentially national RSF agencies and applicable state agencies to coordinate the immediate actions requiring RSF engagement. Many entities will be active participants in the Infrastructure Systems RSF following a disaster. The entities that will need to be involved post-disaster fluctuate to obtain the appropriate expertise or capabilities of other entities beyond direct County control that are known to support or can support recovery efforts rather than continual participation in the RSF. The Infrastructure Systems RSF serves as a collaborative forum for engagement with all critical infrastructure systems stakeholders to reduce critical infrastructure risks and expedite recovery efforts.

When activated, the Infrastructure Systems RSF works with stakeholders through coordination with the County's Recovery Coordinator/LDRM to:

- Develop a coordinated recovery strategy that addresses specific infrastructure systems recovery needs for the county's communities.
- Establish a process for obtaining baseline data/information.
- Identify metrics to measure progress.
- Designate organizations that will coordinate the infrastructure systems recovery efforts.
- Identify sources for the funding required to execute objectives. Funding sources may include the private sector and philanthropic organizations.
- Establish processes to reduce fraud, duplication, and waste.
- Determine local, state, tribal, territorial, and insular area capacity and training needs for federal assistance applications.

12.6 Annex F: Natural and Cultural Resources

12.6.1 Purpose

The goal of the County Natural and Cultural Resources (NCR) RSF is to provide guidance for coordinating disaster recovery, and to connect members to available resources or programs that assist with the long-term recovery of damaged or destroyed NCR. RSF members work together to leverage existing NCR capabilities, build additional NCR capabilities, and identify potential funding and other resources to help address at-risk and affected NCR with long-term solutions. This goal is achieved by creating a systematic process that engages the Whole Community in the development of executable, operational, and/or community-based approaches to meet defined recovery objectives.

The NCR RSF consists of partners at the federal and state level as well as local, tribal, non-governmental organizations, faith-based and non-profit groups, private sector industry, and other members of the Whole Community. The NCR RSF is an alliance of agencies, departments, and other stakeholders with similar functional responsibilities that collaboratively prepare for, respond to, and recover from disasters within the county. During multi-jurisdictional emergencies, each jurisdiction and the special district is responsible for conducting and managing emergencies within its boundaries

12.6.2 Recovery Capabilities

Targets and core recovery capabilities for NCR RSF include the ability to effectively plan and implement disaster recovery activities, engaging the Whole Community to achieve recovery objectives and increase resilience.

- Integrate the management and protection of NCR, community sustainability, and compliance with environmental planning and historic preservation requirements into recovery.
- Maintain the County's ability to address post-disaster NCR recovery needs.
- Coordinate programs to support disaster recovery, technical assistance, and capabilities, and data sharing.
- Develop natural and cultural assessments, and studies needed post-disaster, including proposed solutions to environmental and historic preservation policy and process impediments.

Typical NCR RSF post-disaster objectives are suggested below and are based upon previous disaster experiences:

- Leverage resources and available programs to meet local recovery needs.
- Identify opportunities to leverage natural and cultural resource protection with hazard mitigation strategies.
- Address government policy and agency program issues, gaps, and inconsistencies related to natural and cultural resource issues.

Encourage stakeholders at all levels of government and their private sector partners to support the local community's recovery plan and priorities by developing an NCR action plan that identifies how the stakeholders leverage resources and capabilities to meet the community's needs.

Promote a systematic, interdisciplinary approach to understand the interdependencies and complex relationships of the natural and cultural environments.

12.6.3 RSF Stakeholders

- Sacramento County
 - Office of Emergency Services
 - Parks & Recreation

- Planning & Environmental Review
- General Services
- Public Works & Infrastructure
- Sheriff's Department
- Access and Functional Needs Working Group
- Northern California Art Conservators
- City of Sacramento Office of Arts and Culture
- California Association of Museums
- California Preservation Program
- Cities within the Operational Area
- Sacramento Archeological Society
- Sacramento History Museum
- Sacramento Area Museums
- Preservation Sacramento
- Nonprofits and private sector organizations with natural and/or cultural resource missions
- Representatives from faith-based organizations

12.6.4 Activation Thresholds

Not all incidents will require the NCR RSF to be activated. The following thresholds are general guidelines that may indicate the need to activate the Health and Social Services RSF:

- The EOC may or may not be activated.
- Damage assessments are required.
- Field survey and inspection teams are activated.
- A significant number of residents within the county are affected.
- A significant number of critical government agencies are affected.
- Many civic organizations are impacted.
- Many natural and cultural resources are impacted.
- Elected officials have made a proclamation of a local emergency, state of emergency, or federally declared disaster.
- Critical lifelines and essential infrastructures are damaged and unavailable to portions of the community.

An established RSF that is operational during response activities will facilitate the transition out of response and short-term recovery activities into an organized reconstruction and redevelopment (Intermediate and Long-Term Recovery) phase. The various functions that constitute recovery operations occur on the continuum of Preparedness, Short-Term Recovery, Intermediate Recovery, and Long-Term Recovery operations. Short-Term Recovery operations may continue to be coordinated from the EOC after the response phase is over if required.

12.6.5 Objectives

The NCR RSF stakeholders work together to accomplish the following objectives:

- Coordinate and communicate regarding preservation with professionals, resources, materials, and services.
- Assist with locating secure and climatically stable storage facilities for items of historical and cultural significance that must be evacuated from their current or existing storage facilities.
- Secure essential personnel, materials, equipment, and services required to stabilize, conserve, and certain items of historical and cultural significance.
- Secure natural, cultural, and historically significant sites against further deterioration through natural or human-caused threats.

- Engage cultural and historic preservation leadership’s membership and participation in local recovery planning efforts.
- Emphasize the need to incorporate natural and cultural elements into local plans to ensure that the needs of the natural and cultural sectors, as well as their impact within the region, are recognized.
- Convene conference calls to discuss the status of recovery efforts and enable representatives of cultural institutions and historic properties to connect with emergency management directors.
- Provide technical assistance, including performing damage assessments by trained NCR response and recovery team members.
- Provide damage assessments for cultural and historical resources to local officials for inclusion in damage assessment calculations.
- Monitor conditions in the emergency/disaster areas.

An established RSF that is operational during response activities will facilitate the transition out of Response and Short-Term Recovery activities into an organized reconstruction and redevelopment (Intermediate and Long-Term Recovery) phase. The NCR RSF is organized to facilitate this transition to achieve the desired end state for the County.

During the early recovery phase, the County’s Recovery Coordinator/LDRM and the NCR RSF members will work closely with the EOC functional components and other RSFs to share information about impacts, the assistance provided, and working relationships at all levels. As the response and Short-Term Recovery missions decrease, the NCR RSF members will absorb the residual Short-Term Recovery activities related to natural and cultural resources and transition to the County’s disaster recovery coordination structure.

12.6.6 Communication and Coordination

Following the completion of the initial NCR impact assessment, the County’s NCR RSF stakeholders will continue to engage with local and potentially national RSF agencies and applicable state agencies to coordinate the immediate actions requiring RSF engagement. Many entities will be active participants in the NCR RSF following an incident. The entities that will need to be involved post-disaster fluctuate to obtain the appropriate expertise or capabilities of other entities beyond direct County control that are known to support or can support recovery efforts rather than continual participation in the RSF. The NCR RSF coordinating agencies will seek the expertise of supporting stakeholders and other partners as appropriate.

The NCR RSF partners’ technical expertise can be used to help foster a systematic approach to recovery that recognizes the interdependencies and complex relationships of NCR to the well-being of the community. RSF partners, through coordination with other agencies, organizations, and levels of government, can facilitate assistance to help achieve a successful recovery. In addition to these organizations, other partners must also be engaged to support a Whole Community effort to recover. These include non-governmental organizations, the non-profit sector, the private sector, and individuals. Such an array of stakeholders can potentially provide technical expertise, donated supplies and/or labor, and, in some cases, funding support for recovery projects. The combined efforts of all levels of government, organizations, and groups, and individuals can help foster Whole Community contributions to recovery and help ensure that a combination of perspectives and resources is drawn upon to enable a holistic recovery.

The NCR RSF must make sure recovery activities are coordinated with those of the other RSFs. While the ultimate coordination of activities is the responsibility of the County’s Disaster Recovery Coordinator/LDRM, coordination between RSFs is necessary. There are many interrelated and interdependent issues that require extensive inter-RSF coordination. In some situations, the NCR RSF can provide input such as cultural and historical building designations and subject matter expertise for other

RSF efforts. In other situations, the NCR RSF can benefit from the work of the other RSFs, thereby leveraging their outputs.

SECTION 13.0 APPENDICES

13.1 Appendix A: Acronyms

AAR	After-Action Report
ACS	Auxiliary Communications Service
ADA	Americans With Disabilities Act
AFN	Access and Functional Needs
ARC	American Red Cross
ATC	Applied Technology Council
BOC	Business Operations Center
CA-ESF	California Emergency Support Function
CalARP	California Accidental Release Program
CalBO	California Building Officials
CAL FIRE	California Department of Forestry and Fire Protection
Cal OES	California Governor's Office of Emergency Services
CalTrans	California Department of Transportation
CalVCB	California Victims Compensation Board
CAG	Coordination Advisory Group
CA-RSF	California Recovery Support Functions
CBO	Community-Based Organization
CDAA	California Disaster Assistance Act
CDBG-DR	Disaster Recovery Community Development Block Grant
CE	County Executive
CERT	Community Emergency Response Team
CHP	California Highway Patrol
CMS	Consumable Medical Supplies
CPCB	Community Planning Ad Capacity Building
CPG	FEMA Comprehensive Preparedness Guide
CSE	Child Support Enforcement
CUPA	Certified Unified Program Agency
DCSS	Department of Child Support Services
DGS	Department of General Services
DHA	Department of Human Assistance
DHS	Department of Homeland Security
DINS	Cal Fire Damage Inspection
DME	Durable Medical Equipment
DOT	Department of Transportation
DPR	Department of Parks and Recreation
DPW	Department of Public Works
DR	Disaster Recovery
DRC	Disaster Recovery Centers
DSW	Disaster Service Worker
DUA	Disaster Unemployment Assistance
EMD	Environmental Management Department
EOC	Emergency Operations Center
EOP	Emergency Operations Plan

ER	Emergency Relief Program
ETO	Emergency Transportation Operations for Disasters
EWP	Emergency Watershed Protection
FAC	Family Assistance Center
FAS	Federal Aid System
FBI	Federal Bureau of Investigation
FBO	Faith-Based Organization
FEMA	Federal Emergency Management Agency
FHA	Federal Housing Administration
FHWA	Federal Highway Administration
FMAG	Fire Management Assistance Grant Program
FOBS	Field Observer
FSA	Farm Service Agency
GIS	Geographic Information Systems
GPS	Global Positioning System
HHW	Household Hazardous Waste
HSEEP	Homeland Security Exercise Evaluation Program
HUD	US Department of Housing and Urban Development
IA	Individual Assistance
ICW	Inspection of Completed Works
IDE	Initial Damage Estimate
IHP	Individuals & Households Program
IMT	Incident Management Team
IR	Incident Response
IS	Infrastructure Systems
JFO	Joint Field Officer/Office
LAC	Local Assistance Center
LDRM	Local Disaster Recovery Manager
LTRG	Long Term Recovery Groups
NCR	Natural and Cultural Resources
NDRF	National Disaster Recovery Framework
NGO	Non-Governmental Organization
NIMS	National Incident Management System
NRCS	National Resources Conservation Service
NRF	National Response Framework
OA	Operational Area
OAC	Operational Area Coordinator
OES	Office of Emergency Services
OVC	Department of Justice Office for Victims of Crime
PA	Public Assistance
PDA	Preliminary Damage Assessment
PIO	Public Information Officer
Plan	Sacramento County Recovery Plan
PNP	Private Non-Profit
POD	Points of Distribution
PPDR	Private Property Debris Removal
PW	Project Worksheet

RFI	Requests for Information
ROC	Recovery Operations Center
ROE	Right of Entry
RPA	Request for Public Assistance
RSA	Regional Staging Areas
RSF	Recovery Support Function
SAP	Safety Assessment Program
SBA	Small Business Administration
SDRC	State Disaster Recovery Coordinator
SEMS	Standardized Emergency Management System
SOP	Standard Operating Procedure
USACE	US Army Corps of Engineers
USDA	US Department of Agriculture
VA	Veterans Affairs
VOAD	Voluntary Organizations Active in Disasters

13.2 Appendix B: Materials Summary Record

DEPARTMENT OF HOMELAND SECURITY Federal Emergency Management Agency MATERIALS SUMMARY RECORD				PAGE <input type="text"/> OF <input type="text"/>		O.M.B. Control Number: 1660-0017 Expires: December 31, 2019	
PAPERWORK BURDEN DISCLOSURE NOTICE							
Public reporting burden for this data collection is estimated to average .5 hours per response. The burden estimate includes time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and submitting this form. You are not required to respond to this collection of information unless a valid OMB control number is displayed on this form. Send comments regarding the accuracy of the burden estimate and any suggestions for reducing the burden to: Information Collections Management, Department of Homeland Security, Federal Emergency Management Agency, 500 C Street, SW, Washington, DC 20472-3100, Paperwork Reduction Project (1660-0017). NOTE: Do not send your completed questionnaire to this address.							
APPLICANT		PA ID #		PROJECT #		DISASTER	
LOCATION/SITE				CATEGORY		PERIOD COVERING	
DESCRIPTION OF WORK PERFORMED							
VENDOR	DESCRIPTION	QUAN.	UNIT PRICE	TOTAL PRICE	DATE PURCHASED	DATE USED	INFO FROM (CHECK ONE) INVOICE STOCK
GRAND TOTAL							
CERTIFIED		TITLE				DATE	

FEMA Form 009-0-124 PREVIOUS EDITION OBSOLETE

13.2.1 Checklist of Documents to Track

Supplies from stock

- Cost documentation such as original invoices or other historical cost records
- Inventory records
- Type of supplies and quantities used (should include support documentation such as daily logs)
- Location used

Purchased supplies

- Receipts or invoices
- Quantities used
- Justification (required if supplies were not used)

13.3 Appendix C: Rented Equipment Summary Record

DEPARTMENT OF HOMELAND SECURITY Federal Emergency Management Agency RENTED EQUIPMENT SUMMARY RECORD								
PAGE <input type="text"/> OF <input type="text"/>						O.M.B. Control Number: 1660-0017 Expires: December 31, 2019		
PAPERWORK BURDEN DISCLOSURE NOTICE								
Public reporting burden for this data collection is estimated to average .5 hours per response. The burden estimates includes time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and submitting this form. You are not required to respond to this collection of information unless a valid OMB control number is displayed on this form. Send comments regarding the accuracy of the burden estimate and any suggestions for reducing the burden to: Information Collections Management, Department of Homeland Security, Federal Emergency Management Agency, 500 C Street, SW, Washington, DC 20472-3100, Paperwork Reduction Project (1660-0017). NOTE: Do not send your completed questionnaire to this address.								
APPLICANT				PA ID #	PROJECT #	DISASTER		
LOCATION/SITE					CATEGORY	PERIOD COVERING		
DESCRIPTION OF WORK PERFORMED								
TYPE OF EQUIPMENT Indicate size, Capacity, Horsepower Make and Model as Appropriate	DATES AND HOURS USED	RATE PER HOUR		TOTAL COST	VENDOR	INVOICE NO.	DATE AND AMOUNT PAID	CHECK NO.
		W/OPR	W/OUT OPR					
GRAND TOTAL								
I CERTIFY THAT THE ABOVE INFORMATION WAS OBTAINED FROM PAYROLL RECORDS, INVOICES, OR OTHER DOCUMENTS THAT ARE AVAILABLE FOR AUDIT.								
CERTIFIED				TITLE			DATE	

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13.4 Appendix D: Contract Work Summary Record

DEPARTMENT OF HOMELAND SECURITY Federal Emergency Management Agency CONTRACT WORK SUMMARY RECORD		PAGE <input type="text"/> OF <input type="text"/>	O.M.B. Control Number: 1660-0017 Expires: December 31, 2019
PAPERWORK BURDEN DISCLOSURE NOTICE			
Public reporting burden for this data collection is estimated to average .5 hours per response. The burden estimate includes time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and submitting this form. You are not required to respond to this collection of information unless a valid OMB control number is displayed on this form. Send comments regarding the accuracy of the burden estimate and any suggestions for reducing the burden to: Information Collections Management, Department of Homeland Security, Federal Emergency Management Agency, 500 C Street, SW, Washington, DC 20472-3100, Paperwork Reduction Project (1660-0017). NOTE: Do not send your completed questionnaire to this address.			
DATE	PA ID #	PROJECT #	DISASTER
LOCATION/SITE	CATEGORY	PERIOD COVERING	
DESCRIPTION OF WORK PERFORMED			
DATES WORKED	CONTRACTOR	BILLING/INVOICE NUMBER	AMOUNT
GRAND TOTAL 			
I CERTIFY THAT THE INFORMATION WAS OBTAINED FROM PAYROLL, INVOICES, OR OTHER DOCUMENT THAT ARE AVAILABLE FOR AUDIT.			
CERTIFIED	TITLE	DATE	

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13.4.1 Required Contract Clauses

- Remedies Clause
- Termination for Cause
- Termination for Convenience
- Equal Employment Opportunity
- Contract Work Hours and Safety Standards
- Homeland Security Acquisition Regulation Class Deviation 15-01 clauses; "Safeguarding of Sensitive Information" and "Information Technology Security and Privacy Training" for existing and new contracts and solicitations that have a high risk of unauthorized access to or disclosure of sensitive information
- Clean Air Act
- Federal Water Pollution Control Act
- Debarment and Suspension
- Byrd Anti-Lobbying Amendment Clause
- Byrd Anti-Lobbying Amendment Certification; and
- Procurement of Recovered Material
- Changes Clause
- Access to Records
- Department of Homeland Security Seal, Logo, and Flags
- Compliance with Federal Law, Regulations, and Eos Clause
- No Obligation by the Federal Government
- Program Fraud and False or Fraudulent Statements or Related Acts

Documentation Requirements

- Procurement policy
- Procurement documents (i.e., requests for proposals, bids, selection process, etc.)
- A cost or price analysis (required for contracts above the simplified acquisition threshold)
- Contracts, change orders, and summary of invoices
- Dates worked
- Documentation that substantiates a high degree of contractor oversight, such as daily or weekly logs, records of performance meetings

13.5 Appendix E: Force Account Equipment Summary Record

DEPARTMENT OF HOMELAND SECURITY				PAGE <input type="text"/> OF <input type="text"/>						
Federal Emergency Management Agency				O.M.B. Control Number: 1660-0017						
FORCE ACCOUNT EQUIPMENT SUMMARY RECORD				Expires: December 31, 2019						
PAPERWORK BURDEN DISCLOSURE NOTICE										
Public reporting burden for this data collection is estimated to average .5 hours per response. The burden estimates includes time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and submitting this form. You are not required to respond to this collection of information unless a valid OMB control number is displayed on this form. Send comments regarding the accuracy of the burden estimate and any suggestions for reducing the burden to: Information Collections Management, Department of Homeland Security, Federal Emergency Management Agency, 500 C Street, SW, Washington, DC 20472-3100, Paperwork Reduction Project (1660-0017). NOTE: Do not send your completed questionnaire to this address.										
APPLICANT		PA ID #	PROJECT #	DISASTER						
LOCATION/SITE			CATEGORY	PERIOD COVERING						
DESCRIPTION OF WORK PERFORMED										
TYPE OF EQUIPMENT		OPERATOR'S NAME	DATES AND HOURS USED EACH DAY				COSTS			
INDICATE SIZE, CAPACITY, HORSEPOWER, MAKE AND MODEL AS APPROPRIATE	EQUIPMENT CODE NUMBER		DATE					TOTAL HOURS	EQUIPMENT RATE	TOTAL COST
			HOURS							
			HOURS							
			HOURS							
			HOURS							
			HOURS							
			HOURS							
			HOURS							
			HOURS							
GRAND TOTAL										
I CERTIFY THAT THE ABOVE INFORMATION WAS OBTAINED FROM PAYROL RECORDS, INVOICES, OR OTHER DOCUMENTS THAT ARE AVAILABLE FOR AUDIT.										
CERTIFIED			TITLE			DATE				

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13.5.1 Checklist of Documents to Track for Each Piece of Equipment

- Type of equipment and attachments used, including year, make, and model
- Size/capacity (e.g., horsepower, wattage)
- Locations, days, and hours used (include usage logs)
- Operator name
- Schedule of rates, including rates of components (required if not using FEMA rates)

Purchased equipment

- Invoices or receipts
- Locations, days, and hours used

Leased equipment

- Lease agreements
- Invoices or receipts
- Locations and days used
- Hours used (required if lease agreement charges hourly rates)
- Amount of fuel used, if not included in the rental cost

