RECOVERY PLAN
San Diego County
Operational Area

Operational Area Recovery Plan
SEPTEMBER 2019
Unified San Diego County Emergency Services Organization and County of San Diego

Content and planning support for this plan were provided by:

COUNTY OF SAN DIEGO

- Air Pollution Control District
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- Agriculture, Weights and Measures
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- Department of Child Support Services
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- Department of Parks and Recreation
- Department of Public Works
- District Attorney – Victim Services Division
- Health and Human Services Agency Executive Office
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- Office of Emergency Services
- Planning & Development Services
- Public Safety Group Executive Office
- San Diego County Water Authority
- Sheriff's Department

CITY JURISDICTIONS

- City of San Diego Office of Homeland Security

STATE AGENCIES

- California Governor's Office of Emergency Services
- Victim Compensation Board

TRIBAL

- Inter Tribal Long Term Recovery Foundation

FEDERAL

- Federal Highway Administration
- U.S. Department of Housing and Urban Development
- United States Army Corps of Engineers
- Department of Justice Office for Victims of Crime

NON-GOVERNMENTAL ORGANIZATIONS

- 2-1-1
- American Red Cross
- San Diego Voluntary Organizations Active in Disasters
- San Diego Gas & Electric

The primary role of government is to provide for the welfare of its citizens. The welfare and safety of citizens is never more threatened than during disasters. The goal of emergency management is to ensure that mitigation, preparedness, response, and recovery actions exist so that public welfare and safety is preserved.

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

The San Diego Operational Area 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 actual disaster and emergency experiences, through ongoing planning efforts, training and exercise activities, and with federal guidance.

This section reserved for Board of Supervisors.

RECORD OF CHANGES

Change Number	Section or Page	Date of Change	Individual Making Change	Description of Change

RECORD OF DISTRIBUTION

Date of Delivery	Number of Copies Delivered	Method of Delivery	Name, Title, and Organization of Receiver

EXECUTIVE SUMMARY

The San Diego County Operational Area 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 all our Whole Community partners.

Parts of this plan address the County of San Diego's role as an Operational Area under California's Standardized Emergency Management System (SEMS), to communicate and coordinate amongst the county's geographic area and all political subdivisions within the County area, as well as to serve as a link to the State.

Other parts of this plan address the County of San Diego's role as the local government of the unincorporated area of San Diego 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 and the Recovery Support Functions.

The Local Disaster Recovery Manager provides a focal point for recovery considerations to be incorporated and monitored through a jurisdiction's recovery process.

The Recovery Support Functions are a grouping of six core recovery capabilities that provide a structure to outreach and facilitate problem solving, improve access to resources, and support coordination amongst Whole Community partners.

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 also 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 to their recovery.

RECOVERY SYSTEM OVERVIEW

The designated levels for Response and Recovery are organized according to the Standardized Emergency Management System (SEMS). Figure 3.1 depicts the organization of the levels.

Field: The field level is where recovery personnel and resources, under command of an appropriate authority, carry out recovery activities.

Local Jurisdiction: Local jurisdictions include cities, counties, and special districts. Local jurisdictions manage and coordinate recovery activities within their jurisdiction.
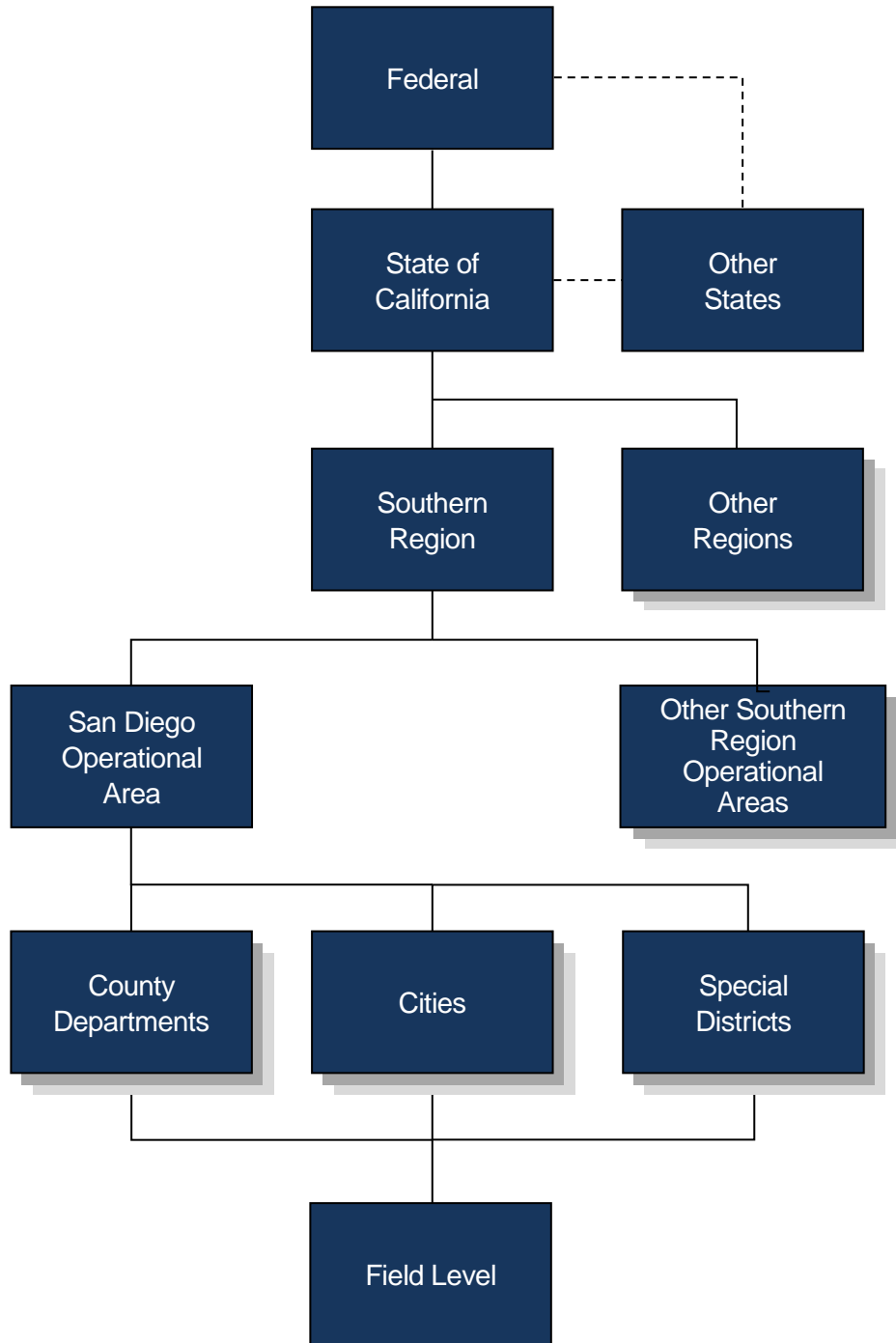
Operational Area: The Operational Area is defined as an intermediate level of the State emergency services organization consisting of all political subdivisions within San Diego County. The Operational Area is responsible for managing and/or coordinating information, resources, and priorities among local governments, and serves as the coordination and communication link between the local government level and regional level/state level.

Region: Because of its size and geography, the State has been divided into six (6) mutual aid regions. The regional level manages and coordinates information and resources among operational areas within the mutual aid region, and between the operational areas and the State level. The regional level also, along with the State level, coordinates overall State agency support for recovery activities within the region. The San Diego Operational Area is in the sixth mutual aid region, within the Governor's Office of Emergency Services, or the California Office of Emergency Services (OES), Southern Region.

State: The State level manages State resources in response to the needs of the other levels, as well as managing and coordinating mutual aid among the regions and between the regional level and State level. The State level acts as the provider of coordination and the communication link with the Federal disaster recovery system.

Federal: Federal resources supplement all local resources from the State to field operations. This task is filled by the Federal Emergency Management Agency (FEMA) in implementing the Individual and Public Assistance programs in declared major disasters. California is within FEMA Region IX.

Figure 3.1
SEMS Levels Organization

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   ┌─────────┴────────────────────────────┐
┌──────────────┐              ┌────────────────────┐
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│ Operational  │              │      Region        │
│     Area     │              │   Operational      │
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INTRODUCTION

Recovery operations include the development, coordination, and execution of service- and site-restoration plans for impacted communities, as well as the reconstitution of government operations and services. Reconstitution of government operations and services can be accomplished through individual, private sector, nongovernmental, and public assistance programs that identify needs and define resources, provide housing and promote restoration, and address long-term care and treatment of affected persons. Moreover, recovery involves incident-related cost recovery, identification and implementation of mitigation measures to reduce or eliminate effects of future incidents, and evaluation of lessons learned. Recovery operations should begin alongside or shortly after a disaster occurs and can be generally divided into three (3) phases, Short-Term (days), Intermediate (weeks to months) and Long-Term (months to years).

No single jurisdiction or agency has the capability and resources to address all disasters or major emergency situations. Therefore, the Unified San Diego County Emergency Services Organization (USDCESO) was established to provide and address disaster-related problems across the County geographic area. This "Operational Area Recovery Plan" (OA Recovery Plan) has been developed to provide guidance for the San Diego County Operational Area.

The OA Recovery Plan is incorporated by reference into the Operational Area Emergency Operations Plan (OA EOP) and is superseded by the OA EOP if the plans conflict. The OA Recovery Plan defines responsibilities, establishes a recovery organization, defines lines of communications, and is designed to be part of the statewide Standardized Emergency Management System (SEMS) and compliant with the National Incident Management System (NIMS).

The "Operational Area" consists of the county and each of its political subdivisions, including special districts within the geographic bounds of the county. Through a Joint Powers Agreement, the Operational Area Coordinator (OAC) is elected by the Unified Disaster Council and is historically the County of San Diego's Chief Administrative Officer (CAO). The County of San Diego's Office of Emergency Services (OES) serves as staff to the USDCESO.

During multi-jurisdictional emergencies, each jurisdiction and special district is responsible for conducting and managing emergencies within their boundaries.

The Operational Area and other government levels of response and recovery coordination in California are covered in further detail within this plan's Organization section and illustrated in figure 3.1.

PURPOSE

The basic premise of the OA Recovery Plan is that planning undertaken in advance of a disaster can accelerate a post-disaster return to normalcy. Additionally, this plan provides an outline of how recovery is organized for the County of San Diego as the local government for the unincorporated area of San Diego County, a framework that incorporated jurisdictions may use in the development of their own recovery plans.

Along with describing the County's recovery structure in the unincorporated area, this plan also highlights certain roles the County has as the Operational Area, as well as certain functions of County departments with countywide responsibilities. Finally, this plan identifies many Whole Community partners, either directly or in the context of Recovery Support Functions and their annexes, which are critical elements to a community's recovery.

SCOPE

The OA Recovery Plan is designed to provide guidance to the County of San Diego 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 area as the local government there.

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 OA Recovery Plan may be used as a framework for jurisdictions to develop their own recovery plans for their municipalities and districts.

GOALS AND OBJECTIVES

Operational Area 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 Whole Community regarding impacts, needs, and resources; the quick application for State and Federal disaster relief funds if needed; timely restoration of community services and infrastructure to pre-disaster condition; and implementation of cost-effective and practicable mitigation measures.

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

- Within the operational period that damages are first reported, begin the damage assessment process, including activation of trained and equipped all-hazard damage assessment teams, for the assessment of private property, as well as coordination with County departments and external jurisdictions for consolidation at the OA level of public and private property damage assessments.

- During the transition from response into Short-Term Recovery, engage the Whole Community, including those with disabilities and others with access and functional needs as well as stakeholders identified under the Recovery Support Function (RSF) Annexes, to identify impacts, unmet needs, and potential recovery resources within the community.

- Within the first operational period of the OA Emergency Operations Center activation, 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 funding within the first 72 hours, and no later than 10 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 Southern Region 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, during all recovery phases coordinate with County departments leading recovery efforts in the unincorporated area, incorporated jurisdictions, and Whole Community Partners, including those with disabilities and others with access and functional needs and those stakeholders identified under the RSF Annexes, as they are involved with implementing recovery efforts; to identify, monitor, and support 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.

WHOLE COMMUNITY APPROACH

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

The San Diego Operational Area is committed to achieving and fostering a Whole Community emergency management system that is fully inclusive of individuals with disabilities and others with access and functional needs. For further details on San Diego County's Whole Community approach to emergency management, which includes the integration of inclusive emergency management practices, refer to the Basic Plan of the OA EOP.

SITUATION OVERVIEW

The OA Recovery Plan is an all-hazards recovery plan for incidents of varying magnitude. The OA Recovery Plan incorporates lessons learned from response and recovery efforts within the San Diego 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 Operational Area.

PLANNING ASSUMPTIONS

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

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

- The geographical area of San Diego County is of sufficient size and is subject to a sufficient diversity of hazards; therefore, it is unlikely to experience a major natural disaster that will cause the Operational Area to be completely destroyed.

- The geographical area of San Diego County is of sufficient size and is subject to a sufficient diversity of hazards so that natural disasters and man-made/terrorist 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 sufficient size and is subject to a sufficient diversity of hazards; therefore, it is unlikely to experience a major natural disaster that will cause the State to be completely destroyed.

- A sufficient number of trained staff will be available for and capable of performing the functions defined within the OA Recovery Plan.

- The OA Recovery Plan is relevant for all-hazards disasters that do not overwhelm federal resources.

CONCEPT OF OPERATIONS

The various functions that constitute recovery operations occur on the continuum of Response, Short-Term, Intermediate, and Long-Term Recovery Operations. Very rarely are there 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.

RELATIONSHIP TO RESPONSE OPERATIONS

While response operations provide the foundation of the OA Recovery Plan, recovery operations typically begin concurrently with or shortly after 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 OA will staff the position of Recovery Coordinator as a member of the OA EOC staff to coordinate recovery activities from impacted jurisdictions within the Operational Area 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 OA Recovery Coordinator, if activated.

When directing recovery operations as the local government within the unincorporated areas of the County, the County's Local Disaster Recovery Manager (LDRM) will be selected by the OA EOC Policy Group from the Land Use Environment Group, 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 Operational Area, 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 communications and coordination link to region- and state-level EOCs.

When a disaster impacts an incorporated or unincorporated jurisdiction within the OA, 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 within the OA.

Short-Term Recovery operations may continue to be coordinated from the OA EOC after the response phase is over, as needed. Under the San Diego OA EOP, termination of the emergency's response phase is concurrent with the deactivation of the Operational Area EOC. However, continued coordination from the Response phase into the Recovery phase may be necessary to support ongoing recovery operations.

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

SHORT-TERM RECOVERY OPERATIONS

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

> **Short-Term Recovery – Phase of recovery which addresses the health and safety needs beyond rescue, the assessment of the scope of damages and needs, the restoration of basic infrastructure and the mobilization of recovery organizations and resources including restarting and/or restoring essential services for recovery decision-making.**
> **– FEMA National Disaster Recovery Framework**

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 those with disabilities and/or access and functional needs.

- 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:

- Clear primary transportation routes.

- Establish temporary or interim infrastructure to support business reopening.

- Reestablish cash flow.

- Provide emergency and temporary medical care and establish appropriate surveillance protocols (with County Health and Human Services).

- Assess and understand risk and vulnerabilities.

- Volunteer and donations management.

- Commodity distribution.

- Establishment of accessible Assistance Centers including virtual, telephonic, Local/Family/Business, FEMA Disaster Recovery Centers (DRCs), etc.

- Request utilities to provide bill relief.

- Waiver of permit fees for damage repairs.

- Provide front-of-line rebuilding service.

- Address need for accessible temporary housing and business space.

- Change or alter traffic patterns (public transit, para-transit, school bus routes, etc.).

- Identify adults and children who would benefit from counseling or behavioral health services and begin treatment (with County Health and Human Services).

- Provide integrated mass care and emergency services accessible 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 or close of the incident period. The 30-day time period 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 and the effectiveness of the coordinated local, state, tribal and/or federal response.

INTERMEDIATE RECOVERY OPERATIONS

Intermediate Recovery – Phase of recovery, which involves returning individuals, families, critical infrastructure and essential government or commercial services to a functional, if not pre-disaster, state. Such activities are often characterized as temporary actions that provide a bridge to permanent measures
– FEMA National Disaster Recovery Framework

The Intermediate Recovery phase 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.

- Initiation of widespread debris removal operations.

- Immediate infrastructure repair and restoration.

- Support reestablishment of businesses, where appropriate.

- Establishment of business recovery centers.

- Engaging community on strengthening 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).

- Ensuring continuity of public health care through accessible temporary facilities (with County Health and Human Services).

As Intermediate Recovery operations are completed, demobilized, discontinued, 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 Recovery Operations Center will be deactivated.

LONG-TERM RECOVERY OPERATIONS

> **Long-Term Recovery – Phase of recovery that may continue for months or years and addresses complete redevelopment and revitalization of the impacted area, rebuilding or relocating damaged or destroyed social, economic, natural and built environments and a move to self-sufficiency, sustainability, and resilience.**
> **– FEMA National Disaster Recovery Framework**

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 Recovery Support Function stakeholders and those with disabilities and others with access and functional needs, to best incorporate community input, resources, and needs. The major objectives of these operations within a jurisdiction include efforts to:

- Develop long-term universally accessible housing solutions.
- Rebuild infrastructure to meet future Whole Community needs, including needs of those with disabilities and others with access and functional needs.
- Implement economic revitalization strategies.
- Facilitate applicable funding assistance for business rebuilding.
- Follow up for ongoing counseling, behavioral health, and case management services (with County Health and Human Services).
- Reestablish disrupted health care facilities (with County Health and Human Services).
- Implement mitigation strategies.
- Recover 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, in order to ensure a maximum reduction of vulnerability to future disasters. Each affected jurisdiction is responsible for their 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 Operational Area will strive to restore essential facilities through repair, reconstruction, improvement, or mitigation during Long-Term Recovery operations. Work with the RSF Stakeholders for housing, economic, and infrastructure will play a vital role in rebuilding commercial areas. Jurisdictions and special

districts will also continue to assist individual citizens and private businesses through Long-Term Recovery operations with continued provision of local services and information regarding State and Federal assistance programs.

Local jurisdictions are responsible to manage and direct their jurisdiction's overall emergency response and recovery activities and may choose to designate a Local Disaster Recovery Manager 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 California Disaster Assistance Act.

PLAN ACTIVATION AND TERMINATION

Emergency operations are generally activated in three (3) levels based on the severity and scope of the incident and the availability of resources. The following are recommendations for the activation of the Recovery Plan, Recovery Organizational Structure, and Establishment of a Recovery Operations Center in relation to a jurisdiction's EOC activation levels:

EOC Level III (Lowest):	• A Recovery Coordinator from County OES will be appointed to coordinate recovery across impacted jurisdictions. • Short-Term Recovery is able to be coordinated within the EOC. • Operational Area Recovery needs are supported within the EOC and jurisdiction's existing organizational structure.
EOC Level II:	• Recovery Operations are of such size and complexity that some or all components of a dedicated Recovery Organizational Structure are needed. • A Local Disaster Recovery Manager will be appointed to lead recovery in their jurisdiction. • A Recovery Coordinator from County OES will be appointed to facilitate communications across the Operational Area. • Recovery Operations initially supported by the EOC may still require dedicated support even after the EOC deactivates. • A Recovery Operations Center may be established. • Field survey and inspection teams may be activated. • Damage assessments may be required.
EOC Level I (Highest):	• Most or all sections of the Recovery Organizational Structure are fully activated. • A Local Disaster Recovery Manager will be appointed to lead recovery in their jurisdiction. • A Recovery Coordinator from County OES will be appointed to facilitate communications across the Operational Area and a Recovery Operations Center 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. • 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 Chief Administrative Officer (CAO), in that capacity; (2) a designated Assistant CAO/Deputy CAO; or (3) the Director of County OES or designated representative.

OPERATIONAL AREA OVERVIEW

The organization of these phases is developed using a maximum impact event. For the unincorporated area, the transition between the Response, Short-Term, Intermediate, and Long-Term Recovery phases will be signaled by the Director of County OES 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.

RESPONSE ORGANIZATION

Depending on the type, nature and severity of the disaster, the Director of County OES 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 OA EOC Command Staff upon any level EOC activation to coordinate recovery efforts with impacted jurisdictions throughout the Operational Area, including the County of San Diego, 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 within the OA. If needed, for minor events in which the EOC is not activated, the Recovery Coordinator will be assigned to the staff of Director of County OES. The response organizational chart is depicted in Figure 3.2.

RECOVERY COORDINATOR AND LOCAL DISASTER RECOVERY MANAGER

Two different positions have been identified to support recovery operations in various levels of OA 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 Local Disaster Recovery Manager.

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 OA, 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 National Disaster Recovery Framework, the role of the Local Disaster Recovery Manager (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.

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 Operational Area EOC Director, 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 Land Use and Environment Group, 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 Recovery Operations Center (ROC).

If the EOC is not activated or the event does not rise to the level of appointing a LDRM, the Recovery Coordinator will be supervised by the Director of County OES. 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 3.3.

INTERMEDIATE RECOVERY

Depending on the level of EOC activation for the unincorporated area, the Director of County OES may appoint a Recovery Coordinator (EOC level III), or the Policy Group may appoint a Local Disaster Recovery Manager (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 Operational Area EOC Director, and the Local Disaster Recovery Manager, 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/Recovery Operations Center serving the unincorporated parts of the County should begin to be transferred to existing County departments and/or recovery stakeholders as appropriate.

LONG-TERM RECOVERY ORGANIZATION

During the Long-Term Recovery phase, any remaining functional recovery needs should be met by the resumption of or incorporation into routine local government operations, or through coordination with involved stakeholders such as community, faith-based, or service-based organizations, Long-Term Recovery Committees, Unmet Needs sub-committees, etc., or discontinued if no longer needed or unsustainable. Long-term recovery does not have a defined end date but is the phase where the community returns to a new normal state of functioning.

Figure 3.2
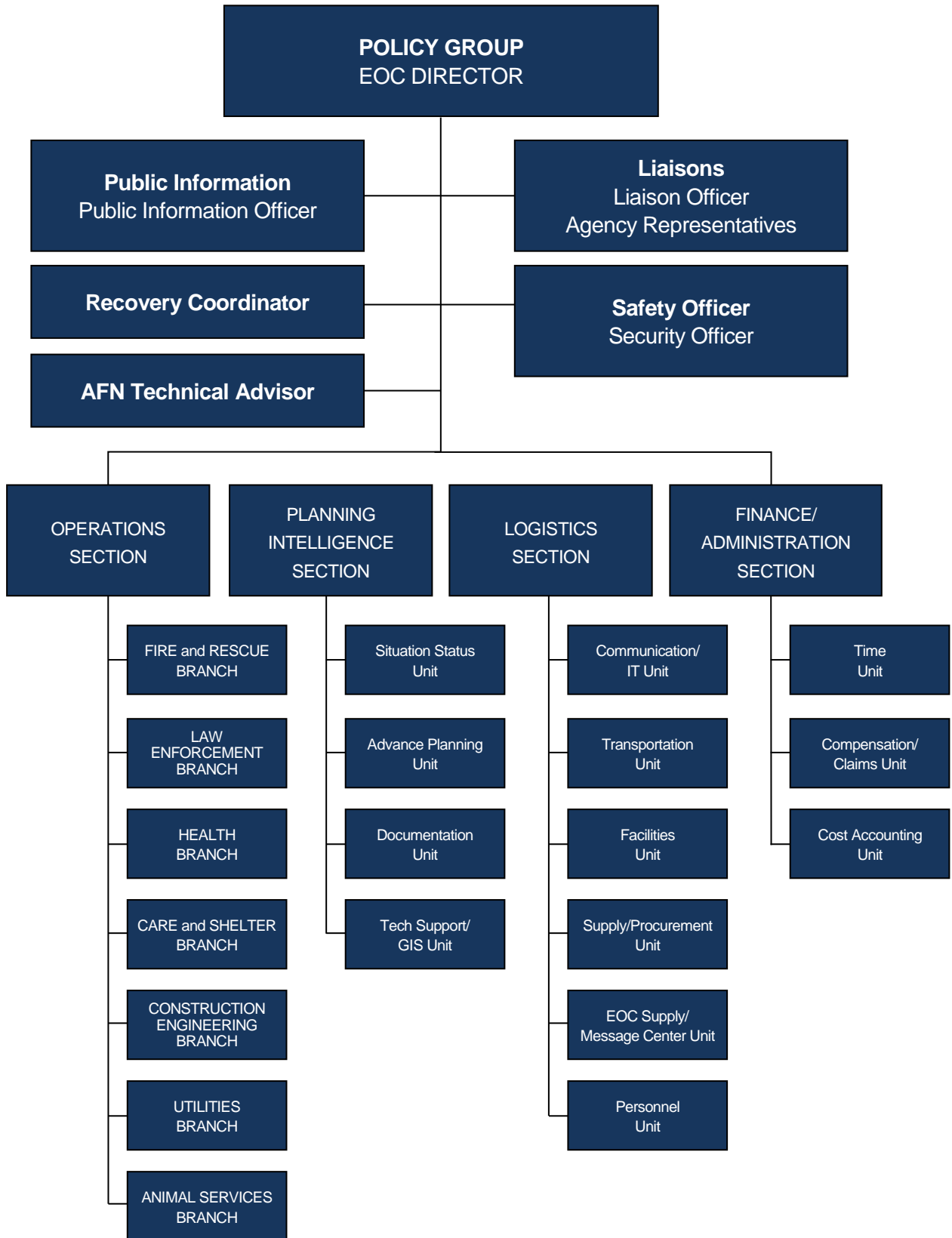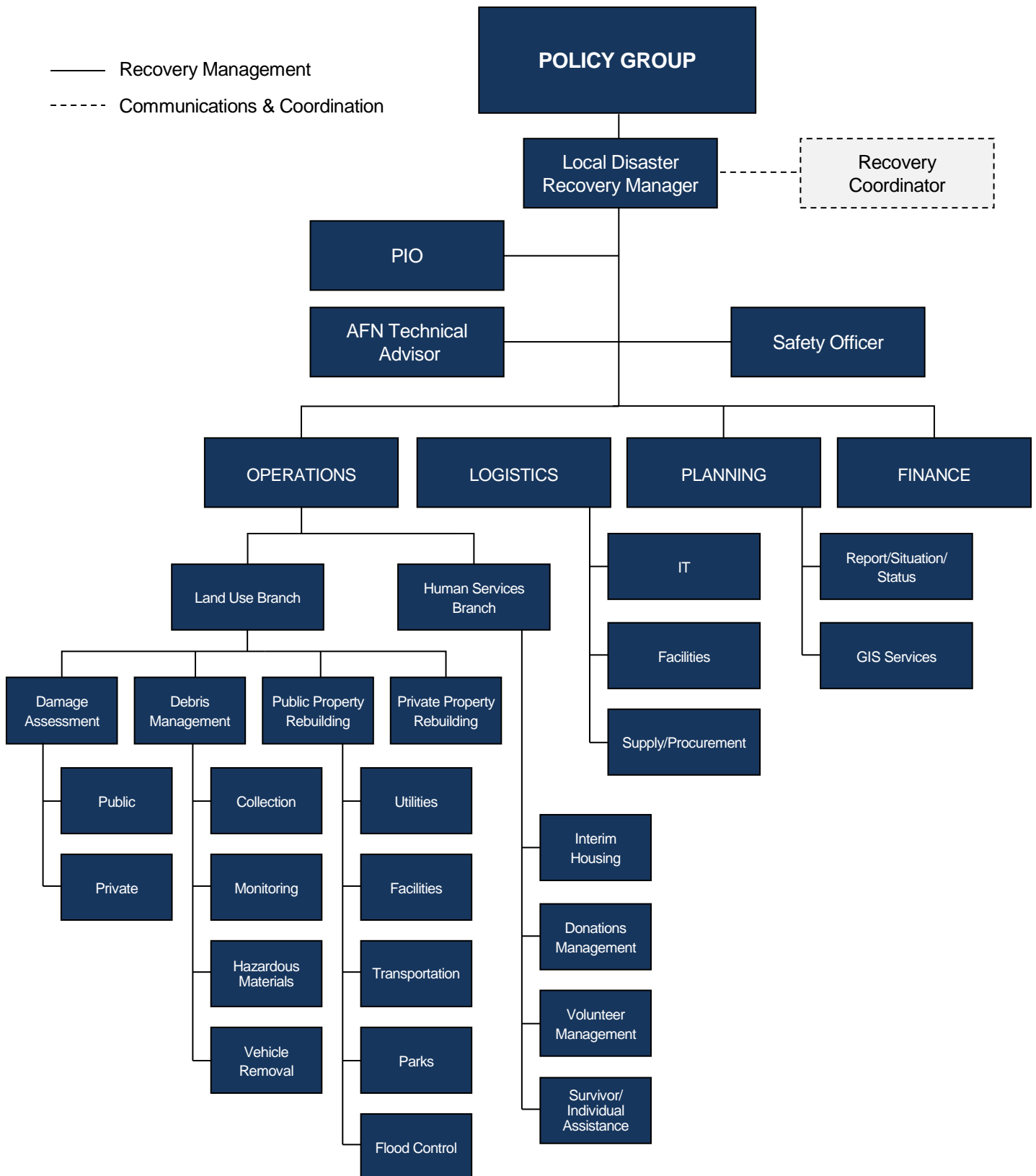**Response Organizational Chart**

Figure 3.3 Recovery Structure for the County of San Diego Unincorporated Area Example Recovery Organization
(based on functions found in unincorporated area's Recovery Organization)

Recovery Management
Communications & Coordination

POLICY GROUP

Local Disaster Recovery Manager

Recovery Coordinator

PIO

AFN Technical Advisor

Safety Officer

OPERATIONS

LOGISTICS

PLANNING

FINANCE

Land Use Branch

Human Services Branch

IT

Facilities

Supply/Procurement

Report/Situation/Status

GIS Services

Damage Assessment

Debris Management

Public Property Rebuilding

Private Property Rebuilding

Public

Private

Collection

Monitoring

Hazardous Materials

Vehicle Removal

Utilities

Facilities

Transportation

Parks

Flood Control

Interim Housing

Donations Management

Volunteer Management

Survivor/ Individual Assistance

LOCAL GOVERNMENT

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 community-based organizations (CBOs), or the State and 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)

- Determine if a Proclamation of Local Emergency is needed.
- Identify and articulate any recovery needs beyond the local capabilities.
- Maintain, or generate, a Designation of Applicant's Agent Resolution if seeking State/Federal Public Assistance.
- If State and/or Federal Financial Assistance is granted, file a Request for Public Assistance (RPA) with Cal OES.
- Document damages, costs, and impacts via an Initial Damage Estimate, such as with the Cal EMA 95 Form and relay to OA EOC.
- Coordinate 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.
- Assist their jurisdiction's LDRM as necessary.
- Facilitate their jurisdiction's attendance at State and/or FEMA Applicants' Briefings, in coordination with County OES for briefings involving multiple jurisdictions.
- Coordinate with the County OES Recovery Coordinator as necessary.

LOCAL DISASTER RECOVERY MANAGER

> **The role of the LDRM is to organize, coordinate, and advance the recovery at the local level. To effectively organize and manage recovery, this position calls for an individual with a good knowledge of management, leadership, public administration, community planning, and/or community development.**
>
> **In the event of a disaster, the LDRM takes the lead in coordinating local government-led recovery organizations and initiatives. LDRMs work with local emergency management to assess impacts and communicate local recovery priorities to the State and Federal governments, as well as other recovery stakeholders.**
> **– FEMA National Disaster Recovery Framework**

It is expected that the Director of Emergency Services of each jurisdiction will assign a LDRM to oversee their disaster recovery process. For the County of San Diego, the LDRM will be

assigned from the Land Use Environment Group to lead recovery in the unincorporated area. Responsibilities of a jurisdiction's LDRM in general are as follows:

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

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:

- Gather 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.
- Respond to questions from FEMA or Cal OES staff on their department's damages and/or expenditures in coordination with their LDRM or their designee.
- Coordinate with their LDRM for damage site visitations by State and Federal disaster recovery inspectors for confirmation of reported damages through Preliminary Damage Assessments.
- Per applicable jurisdictional and departmental policies and procedures and the FEMA Public Assistance Program and Policy Guide, provide and retain all required documentation for each site and all activities for each project as directed by the LDRM.

The County of San Diego is the lead agency within the Operational Area with the responsibility to manage and/or coordinate information, resources, and priorities among responding local governments. The County also serves as the coordination and communication link between Operational Area jurisdictions, special districts, and the Southern Region. 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 day-to-day needs of the operational area.

The roles and responsibilities for the County of San Diego, its departments, and agencies differ for the incorporated and unincorporated areas of the County. Some County of San Diego 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.

RESPONSIBILITIES – COUNTYWIDE

ASSESSOR'S OFFICE

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

DEPARTMENT OF CHILD SUPPORT SERVICES

- Department of Child Support Services (DCSS) coordinates County Disaster Service Worker support to 2-1-1 San Diego when increased demand for disaster-related public information requires additional call takers, through the Advanced Recovery Initiative.
- DCSS will access the statewide Child Support Enforcement System (CSE) at the LAC, or through DCSS to research the status of the individual accounts as customers come in.

DEPARTMENT OF ENVIRONMENTAL HEALTH

- Activate Department of Environmental Health's (DEH's) Departmental Operations Center (DOC), when needed.
- DEH Solid Waste Local Enforcement Agency assists with temporary and permanent solid waste facility permits for facilities in all jurisdictions, except the City of San Diego.
- DEH Hazardous Incident Response Team (HIRT) is a partnership under a San Diego County Joint Powers Agreement. The HIRT is comprised of Hazardous Materials Technicians and Specialists from the City of San Diego Fire-Rescue Department and

the San Diego County DEH, Hazardous Materials Division. HIRT services all unincorporated San Diego County areas, 18 municipalities, two military bases, and five Indian Reservations.

- DEH Food and Housing Division evaluates regulated food facilities and public swimming pools for sanitation and operational standards to ensure safe operation may resume.
- In coordination with Public Health Services, DEH conducts epidemiological outbreak surveillance as it relates to regulated facilities.
- DEH Land Water Quality Division coordinates the sampling and posting of signs warning of contaminated water at beaches when bacteria levels in monitoring results exceed State health standards.
- DEH conducts 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 and cities in which DEH is the contracted housing authority will receive ongoing sanitation and housing inspections.

DEPARTMENT OF GENERAL SERVICES

- Inspects and reports on the status of communications sites and regional/county facilities in incorporated cities and continue to maintain these facilities throughout the disaster.
- Provides repair status including type and extent of damages, suitability for continued use (e.g. Green/Yellow/Red Tag) and developing repair scope of work and budget estimates.
- Provides guidance on County-owned property that could be made available for LAC or other uses.

HEALTH AND HUMAN SERVICES AGENCY

The Health and Human Services Agency (HHSA) assists San Diego 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. HHSA's role includes overseeing and responding to all HHSA issues, coordinating the distribution of HHSA services, providing support to LAC Operations, and coordinating with HHSA staff, contractors or other agencies. Some of the services HHSA typically provides following a disaster or significant event include:

- Behavioral health services such as crisis counseling and mental health referrals to individuals and families impacted by a disaster.
- Public health services to assist individuals with obtaining prescriptions that were lost during the disaster.
- Assistance, support and outreach services to older adults, children, people with disabilities and their families.
- Assistance and guidance in obtaining Veteran's Affairs (VA) death benefits, pensions, and insurance settlements.
- Assistance with short-term housing applications and/or referrals.

- Self-Sufficiency services such as assisting with CalFresh Program applications, and authorizing emergency food stamp benefits.

OFFICE OF EMERGENCY SERVICES

The Office of Emergency Services (OES) is responsible for the development, maintenance, and testing of the OA Recovery Plan. OES:

- Directs, coordinates, and/or supports recovery activities
- Coordinates damage assessment stakeholders
- Reports situation and damage to Cal OES
- Relays Proclamations of Local Emergency and requests for assistance to Cal OES
- Coordinates and maintains reports of all Initial Damage Estimates
- Coordinates the Advanced Recovery Initiative (in incorporated jurisdictions, when requested)
- Staffs the position of Recovery Coordinator within the OA EOC

SAN DIEGO COUNTY DISTRICT ATTORNEY – VICTIM SERVICES DIVISION

The County of San Diego 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 Victim Compensation Board. Eligible losses may include the following: Medical Expenses, Mental Health Treatment, Income Loss, Funeral and Burial Expenses, Support Loss, Relocation Expenses, Home Security Improvements, and/or Crime Scene Cleanup.

SHERIFF'S DEPARTMENT

The San Diego County Sheriff's Department provides contract law enforcement services for the cities of Del Mar, Encinitas, Imperial Beach, Lemon Grove, Poway, San Marcos, Santee, Solana Beach and Vista. 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 will also:

- Provide initial field situation reports and updates from field units and Aerial Support to Regional Enforcement Agencies (ASTREA).
- Maintain perimeter security and patrols recovery activities events, if necessary.

DEPARTMENT OF ENVIRONMENTAL HEALTH

- Department of Environmental Health (DEH) Occupational Health program can assist with the evaluation of County facilities for re-occupancy after an emergency, including ventilation systems.
- DEH Occupational Health program can assist with performing health hazard evaluations and provide recommendations to Departments regarding disaster-related issues (including asbestos, lead, mold, etc.).
- DEH Occupational Health program can provide disaster-related health and safety training to include technical assistance to Departments on respiratory protection, fit tests, training and laws.
- DEH Occupational Health program can assist Departments in establishing effective health and safety programs (blood borne pathogens, hearing conservation, etc.).
- DEH Land and Water Quality Division expedites plan reviews for repairing damaged private sewage disposal systems and water wells.
- DEH Land and Water coordinates 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 event to ensure the ongoing safety of community drinking water supplies.
- DEH conducts pre-debris removal screening for household hazardous wastes.
- Provides operational support to Unincorporated Area LDRM and Local Assistance Centers (LACs) as needed during recovery operations.
- DEH's Occupational Health program can provide guidance to County Departments on hazardous waste management.
- DEH conducts an initial inspection of temporary emergency shelters for sanitation, food safety and housing requirements. Shelters with continued operations will receive on-going food safety inspections region-wide. Shelters with continued operations in the unincorporated area and cities in which DEH is the contracted housing authority will receive ongoing sanitation and housing inspections.
- DEH Hazardous Incident Response Team (HIRT) is a partnership under a San Diego County Joint Powers Agreement. The HIRT is comprised of Hazardous Materials Technicians and Specialists from the City of San Diego Fire-Rescue Department and the San Diego County DEH, Hazardous Materials Division. HIRT services all unincorporated San Diego County areas, 18 municipalities, two military bases, and five Indian Reservations.

DEPARTMENT OF GENERAL SERVICES (DGS)

- Inspects and reports on the status of communications sites and regional/County facilities and continues to maintain these facilities throughout the disaster.

- Provides guidance on 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 set bins for debris collection.
- Provides 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.
- Provides generators, with continued fuel, for County owned facilities.
- Provides repair status including type and extent of damages, suitability for continued use (e.g. Green / Yellow / Red Tag) and develops repair scope of work and budget estimates.

FLEET MANAGEMENT

The Fleet Management 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 the State and Federal inspectors when completing the equipment record portion of the Project Worksheets (PWs). This record is to include:

- County Asset Number of equipment (e.g. F11, S40 or SD, MTS).
- Description of equipment (e.g. 5-ton dump truck), using department and parking location.

DEPARTMENT OF PARKS AND RECREATION (DPR)

- Inspects and reports on damage to County Park and Recreation facilities.
- DPR may provide use of County park space for temporary housing in time of a disaster.
- All County parks will be available for the evacuated public and large animals at the request of law enforcement.
- All County parks and community centers will be available for temporary fire recovery centers and programs as requested.

- Upon request from law enforcement, fire agencies, and/or OES, DPR vehicles may be available for assistance with recovery efforts.

DEPARTMENT OF PUBLIC WORKS

- Inspects and reports on County-maintained road right-of-way facilities.
- Inspects and reports on County-maintained drainage/flood control facilities.
- Inspects and reports on County-owned water and wastewater facilities.
- Supports law enforcement by opening and closing County-maintained public roads.
- During the recovery process, manages County debris removal program and DPW's public property rebuilding efforts in the unincorporated areas.

OFFICE OF EMERGENCY SERVICES

The Office of Emergency Services (OES) is responsible for the development, maintenance, and testing of the OA Recovery Plan. OES:

- Coordinates and maintains documentation and records during the recovery phases.
- Coordinates the development of after-action reports.

PLANNING AND DEVELOPMENT SERVICES

- Coordinates structural Damage Assessment Teams in the unincorporated area.
- Provides rebuilding services to those that have lost or had homes or structures damaged in the unincorporated area.
- Liaisons with California Building Officials (CalBO) for building inspector Mutual Aid/Safety Assessment Program (SAP).

PUBLIC SAFETY GROUP EXECUTIVE OFFICE

- Acting as the EOC Finance Section Chief, the Finance Director (FD) of the Public Safety Group also serves as the Finance Section Chief during recovery, reporting to the LDRM for these activities.
- The FD coordinates with OES and with County departments involved in response and recovery to develop cost accounting and documentation maintenance procedures and processes for all expenses associated with response and recovery and to manage the financial recovery.
- The FD is the primary liaison with FEMA and Cal OES staff for all actions related to financial recovery.
- The FD coordinates the production of all documents and claims related to financial recovery and provided to FEMA and Cal OES with OES and County departments.
- The FD coordinates with OES and County departments to manage and maintain documentation of claims and to manage and maintain all correspondence related to financial recovery.

SHERIFF'S DEPARTMENT

- Provides initial field situation reports and updates from field units and Aerial Support to Regional Enforcement Agencies (ASTREA).
- Maintains perimeter security and patrols recovery activities events, if necessary.

RESPONSIBILITIES – STATE GOVERNMENT

CALIFORNIA OFFICE OF EMERGENCY SERVICES

- Coordinates State and Federal resources to aid in disaster recovery for individuals, families, farmers, certain Private Non-Profit (PNP) organizations, and local and State government.

- Coordinates requests for State and Federal emergency declarations.
- Participates in damage assessments.
- Provides environmental/historical, engineering, and technical assistance.
- Administers State and Federal public assistance and hazard mitigation grants, including payment and processing.
- Provides program oversight of other state-administered disaster recovery.
- Leads community relations elements in times of disaster.
- Coordinates the establishment of Joint Field Offices (JFOs), Disaster Resource Centers (DRCs), and Local Assistance Centers (LACs).
- Communicates with the Recovery Coordinator from County OES regarding recovery issues that cross-jurisdictional boundaries within the Operational Area.

CALIFORNIA DEPARTMENT OF TRANSPORTATION (CALTRANS)

CALTRANS provides reports and estimates on State roads, highways and freeways, including all overpasses, underpasses, and bridges.

CALIFORNIA HIGHWAY PATROL (CHP)

CHP provides initial reports on damage to roads, highways, and freeways. Coordinates with CALTRANS and local jurisdictions as applicable to barricade or secure unsafe sections of roadway. Monitors truck traffic to ensure safe transport of debris during debris removal and demolition operations.

CALIFORNIA ENVIRONMENTAL AND NATURAL RESOURCES AGENCIES

Jurisdictions and special districts will be required to coordinate with a number of 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, and Integrated Waste Management Board.

STATE BOARD OF EQUALIZATION

This agency provides 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.

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.

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.

RESPONSIBILITIES – FEDERAL & TRIBAL GOVERNMENT

The overall responsibility for recovery rests with State and local governments. The National Response Framework (NRF) and the National Disaster Recovery Framework (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 and Tribal roles are listed below.

FEMA

- FEMA receives reports and requests from Cal OES.
- Determines eligibility and provides federal recovery assistance through the Public Assistance (PA) and Individual Assistance (IA) programs.
- Establishes a Joint Field Office (JFO) to coordinate inter-agency recovery following certain declared disasters.
- Coordinates disaster relief efforts of local and State government agencies as well as other Federal agencies.
- Establishes DRCs to coordinate service delivery to individuals and households.
- Coordinates across the Federal Recovery Support Functions. The Recovery Support Functions (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 by fostering coordination among State and Federal agencies, nongovernmental partners and stakeholders.
- The list of Recovery Support Functions and the leading 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 – U.S. Department of Housing and Urban Development
  - Infrastructure Systems Recovery Support Function – U.S. Army Corps of Engineers

o Natural and Cultural Resources Recovery Support Function –
  U.S. Department of Interior

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.

US FEDERAL HIGHWAY ADMINISTRATION

The US 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 heavy 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, to minimize the extent of damage, or to 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 event.

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 event either interrupts or overwhelms transportation operations.

US DEPARTMENT OF AGRICULTURE

The US Department of Agriculture offers a variety of programs and services to help communities, farmers, ranchers, and businesses that have been hard hit by many types of disaster. 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.

US DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

The U.S. Housing and Urban Development Department (HUD) provides a variety of disaster resources. They partner with Federal, State and Local agencies to help implement disaster recovery assistance. Under the National Response Framework, FEMA and the SBA offer initial recovery assistance before HUD's programs are implemented, but often HUD is mission assigned right after a disaster to assist residents or local government 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.

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 as a result of crime.

US ARMY CORPS OF ENGINEERS

Under the National Disaster Recovery Framework (NDRF), the U.S. Army Corps of Engineers (USACE) serves as the coordinating agency for the Federal Infrastructure Systems (IS) Recovery Support Function (RSF). The IS RSF refers to a group of Federal agencies and national organizations that have been identified in the NDRF to have authorities, expertise, 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.

TRIBAL NATIONS

The 19 federally recognized Tribal Nations in San Diego County have unique nation-to-nation relationships with the U.S. government, in addition to other formal and informal relations with other government and nongovernment stakeholders within the Operational Area and State. There are over 20,000 individuals who identify as American Indian/Alaskan Native, with the reservation population, accounting with approximately half this total (U.S. Census 2010).

Knowledge of tribally specific cultural beliefs and practices is essential for successfully assisting tribal communities in disasters. Public health planners and emergency responders will be better prepared to support Tribes if they have the advance training and preparation, along with some level of cultural and linguistic understanding, to provide culturally competent services.

Tribes in San Diego represent a rich array of diverse cultures, traditions, and histories. 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, and seek their input and permission before making assumptions regarding what is best for the Tribes. It is equally important to become familiar with the relevant coordination processes, roles and responsibilities of federal, state, tribal, local and non-governmental organizations (NGO) 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 independently of a state, or to seek assistance under a declaration for a state.

While the 19 Tribal Nations in San Diego maintain sovereignty over their individual disaster declaration process, Tribes may still choose to seek federal assistance under a County Proclamation of Local Emergency, and their impacts and costs may assist in local jurisdictions and the state in meeting the FEMA Public Assistance threshold for California and San Diego 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 recovery needs of the whole community, including 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.

Refer to the OES Tribal Liaison Guide for additional details and recovery considerations.

RESPONSIBILITIES – RECOVERY SUPPORT FUNCTIONS

OPERATIONAL AREA COMMUNITY PLANNING AND CAPACITY BUILDING RSF

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

CBOs and other private agencies differ in size, organizational structure, and capacity, but all share a common bond 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.

RECOVERY SUPPORT FUNCTION ANNEX

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

ECONOMIC RSF

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 National Disaster Recovery Framework, the San Diego Operational Area 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 San Diego Operational Area Economic Recovery Support Function is to monitor and coordinate with the appropriate entities to ensure the economy is restored and there are adequate employment opportunities for San Diego County residents, businesses, and the workforce to support the restoration of services and the overall community recovery.

RECOVERY SUPPORT FUNCTION ANNEX

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

HEALTH AND SOCIAL SERVICES RSF

Healthcare is an economic driver in many communities, which if damaged make this sector critical to most communities' disaster recovery. Social services have a major impact on the ability of a community to recover. The support of social services programs for at-risk and vulnerable children, individuals, and families affected by a disaster can promote a more effective and rapid recovery. The Health and Social Services RSF outlines the 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.

RECOVERY SUPPORT FUNCTION ANNEX

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

HOUSING RSF

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 to make a difference for the whole community.

RECOVERY SUPPORT FUNCTION ANNEX

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

OPERATIONAL AREA INFRASTRUCTURE SYSTEMS RSF

Following the model of the RSF in the National Disaster Recovery Framework, the Operational Area 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:

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

RECOVERY SUPPORT FUNCTION ANNEX

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

NATURAL AND CULTURAL RESOURCES RSF

The NCR 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 historical preservation laws and executive orders.

RECOVERY SUPPORT FUNCTION ANNEX

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

DIRECTION, CONTROL, OR COORDINATION

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. Communications amongst agencies will be difficult, and day-to-day interdepartmental 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 San Diego Operational Area – Continuity of Government Plan for additional details and recovery considerations.

DEBRIS REMOVAL AND MANAGEMENT

OVERVIEW

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.

RECYCLING AND WASTE DIVERSION

To conserve the regional landfill capacity and comply with State policy to maximize all waste diversion options in order to reduce the amount of solid waste that must be disposed, it is the County's intent that disaster-related debris be 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.

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.

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 general 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 run-off. 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 collection and removal of disaster debris in their jurisdiction. The placement of bins should take into account both the anticipated means for moving ash and burned debris into bins, and the most current and event-specific guidance available from FEMA (where applicable) and Cal OES.

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 public assistance eligibility for a PPDR program will require the local health officer to make a formal determination that there is threat to public health that makes it a public agency responsibility to act, before FEMA will consider 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 in order to defray program costs.

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 start of work and appropriate agreements with local governments to hold the Federal government free from damages due to performance of the work must be in place. Demolition also requires condemnation by an authorized local official in accordance with State and local law.

DONATED RESOURCES MANAGEMENT

OVERVIEW

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 labor (organized or spontaneous), donated equipment, and donated materials are types of resources that can facilitate Short-Term, Intermediate, and in some circumstance, even Long-Term Recovery. If managed effectively, donated resources can complement recovery efforts and enable a jurisdiction or special district's 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.

Because some types of donated resources can be credited against State or Federal cost share requirements for federal programs, use of these resources should be carefully documented in case they may be contributed to the local cost share, if receiving State or Federal financial assistance.

VOLUNTEERS

Whenever possible, all volunteer activity within the Operational Area will be coordinated through San Diego Voluntary Organizations Active in Disasters (SDVOAD) 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.

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 Individual Assistance programs. However, an overabundance of donations, especially if of a type 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 need, and donations available, proactive monitoring, messaging, and management may be needed. In most circumstances, unless there is a specific 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 responsible donating and coordinating with SDVOAD and its members is critical to a successful donations' management effort.

FINANCIAL

Financial donations are usually more effective 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. SDVOAD is made up of numerous local organizations with various disaster missions that donors may consider. In larger disasters, grant-making organizations such as The San Diego 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.

COMMODITIES/IN KIND (CLOTHING, FURNITURE, HOUSEHOLD ITEMS, BULK GOODS)

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. Financial donations are usually more appropriate to best match survivors with the resources they specifically need.

If there is an identified need for commodity donations, it is important to be clear on the exact 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 packaged, and any special handling needs, i.e. refrigeration, lift gates, fork lifts, etc., in the messaging.

Some SDVOAD 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.), there should be coordination with the member organizations for possible donation drop-off sites 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.

ASSISTANCE CENTER TYPES

LOCAL ASSISTANCE CENTER (LAC)

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 whole community, but safely out of the immediate impact area of the disaster.
- Established, managed, and coordinated by the impacted jurisdiction(s).
- Enough space for service providers from local, state, federal agencies, as well as SDVOAD 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 Federal Individual Assistance (IA), LAC activation may be coordinated in conjunction with a FEMA Disaster Resource Center (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 Recovery Coordinator from County OES to prevent duplication of effort and confusion amongst survivors and service providers and may consider the establishment of one or more joint LACs.

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

FAMILY ASSISTANCE CENTER (FAC)

Family Assistance Centers (FACs) are facilities often, but not always, established by the American Red Cross (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 mass violence/terrorism related.

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 American Red Cross, County of San Diego Medical Examiner, San Diego 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 FBI San Diego Field Office are key stakeholders in the establishment of a mass violence/terrorism related FAC.

Refer to the Operational Area Terrorism/Mass Violence Recovery Plan for more thorough planning and operational FAC considerations.

DISASTER RECOVERY CENTER (DRC)

DRCs are established to facilitate recovery for individuals and businesses and are operated generally under the umbrella of FEMA's IA programs. 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 Southern Region and County OES, will be responsible for coordinating staffing support functions for the agencies providing assistance.

INDIVIDUAL 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. Disaster aid to individuals generally falls into the following categories, based in part on the sequence of delivery when federal Individual Assistance is granted, and survivors are navigating what resources they may be eligible for:

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

Insurance Assistance includes assistance provided from 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 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 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 U.S. Small Business Administration (SBA) to cover uninsured property losses. Loans may be for 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 SDVOAD 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.) assistance. The Unmet Needs Sub-committees work to connect survivors'

remaining needs with the resources, services, and missions of involved Whole Community stakeholders 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 Operational Area, its jurisdictions, and special districts is to provide residents with all the necessary information to help them recover from the disaster.

FEMA'S INDIVIDUAL ASSISTANCE PROGRAM

The Federal Emergency Management Agency'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 limits. Flood insurance may be required as indicated below. These forms of help are available:

- Housing Assistance (including Temporary Housing, Repair, Replacement, and Semi Permanent or Permanent Housing Construction)
- Other Needs Assistance (including personal property and other items)

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; then the homeowner may apply for a Small Business Administration 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 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
- Well or other water system
- 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: Money to replace a disaster-damaged home, under rare conditions, if this can be done with limited funds. FEMA may provide up to ~$34,000 for primary home replacement. If the home is located 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 minimal 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 located in a Special Flood Hazard Area, the homeowner must comply with flood insurance purchase requirements and local flood codes and requirements.

OTHER NEEDS ASSISTANCE

The Other Needs Assistance provision of the Individuals and Households Program provides grants for uninsured, disaster-related necessary expenses and serious needs. Flood insurance may be required on insurable items (personal property) if they are to be located 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 applicant's job
    - Necessary educational materials (computers, school books, 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 (for example, towing, or setup or 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
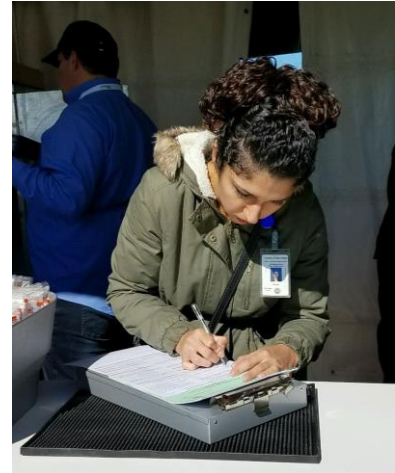
CONDITIONS AND LIMITATIONS OF IHP ASSISTANCE

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 on the basis of 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, applicant or a household member must provide proof of identity and sign a declaration stating that applicant/they are a United States citizen, a non-citizen national, or a qualified alien.

Supplemental Assistance: Disaster housing assistance is not intended to 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. If, however, the assistance provided to the household is not shared with applicant, or if the new residence is too small or causes applicant undue hardship, applicant may request assistance separate from applicant's 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 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 as specified in writing: to rent another place to live, to make the home repairs identified by FEMA, to prevent eviction or foreclosure, or to replace or repair 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. Applicant may need to provide proof of occupancy, ownership, income loss, and/or information concerning applicant's housing situation prior to the disaster. Applicant should keep all receipts and records for any housing expenses incurred as a result 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 applicant's settlement is less than FEMA's estimated cost to make applicant's home habitable, applicant may qualify for funds to supplement 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.

Appeal Rights: If applicants disagree with FEMA's determination of eligibility or the form of assistance provided, applicants have the right to appeal within 60 days of the date of their notification letters.

PUBLIC ASSISTANCE PROGRAMS

OVERVIEW

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 Federal Highway Administration (FHWA) has primary responsibility for repairs to 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 necessary 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.

FEMA PUBLIC ASSISTANCE

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

PA 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 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 protection of these damaged facilities from future events by providing assistance 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 FEMA makes a recommendation to the President to grant Public Assistance as part of a Major Disaster Declaration, they evaluate a number of 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 with ~$11 million of those costs needing to be within the San Diego Operational Area.

Refer to the most recent FEMA Public Assistance Program and Policy Guide for more thorough planning and operational FEMA Public Assistance considerations.

FIRE MANAGEMENT ASSISTANCE GRANT PROGRAM

Fire Management Assistance 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 Fire Management Assistance declaration process is initiated when a state submits a request for assistance to the Federal Emergency Management Agency (FEMA) Regional Director 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 Fire Management Assistance Grant Program (FMAG) 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 most recent FEMA Fire Management Assistance Grant Program Guide for more thorough considerations regarding the request and implementation of the FMAG Program.

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.

REHABILITATION AND INSPECTION PROGRAM

The Rehabilitation and Inspection Program is the U.S. Army Corps of Engineers' (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. Inspection of non-Federal flood control works are 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 authority of the Inspection of Completed Works (ICW) program. Should an eligible project

require rehabilitation as a result of damage from a significant flood or storm event, project rehabilitation would be accomplished under provisions of PL 84-99.

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 as a result 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 unusually heavy 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 ER to a 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.

US DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)

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

HUD provides flexible grants to help cities, counties, and States recover from presidentially declared disasters, especially in low-income areas, subject to availability of supplemental appropriations. In response to presidentially declared disasters, Congress may appropriate additional funding for the Community Development Block Grant (CDBG) Program as Disaster Recovery grants to rebuild the affected areas and provide crucial seed money to start the recovery process. Since CDBG Disaster Recovery (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. Disaster Recovery grants often supplement the disaster programs of FEMA, the Small Business Administration, and the U.S. Army Corps of Engineers. 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 general local governments, Indian tribes, 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 (usually these 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.

US DEPARTMENT OF AGRICULTURE EMERGENCY LOANS

The US Department of Agriculture's (USDA) 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

CALIFORNIA DISASTER ASSISTANCE ACT PROGRAM

The California Disaster Assistance Act (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.

CDAA is not automatically granted or guaranteed to be awarded upon request. The impacted jurisdiction must officially request it via 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.

Unlike FEMA Public Assistance, CDAA has no specific formula or threshold. Cal OES provides a recommendation to the Governor based on a number of criteria, including their assessment of the assistance needed being beyond the local capabilities and resources.

INFORMATION COLLECTION, ANALYSIS, AND DISSEMINATION

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 local emergency, or through similar official channels, Initial Damage Estimates (IDE) will be requested by the State, and they will be started during or immediately following the emergency response phase in coordination with the Incident Commander, 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 Operational Area 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

LOCAL JURISDICTION DAMAGE ASSESSMENT

Incorporated cities have primary responsibility for damage assessment within incorporated areas of the Operational Area. During response, County of San Diego OES has the primary responsibility for identifying and communicating the need for damage assessment within unincorporated areas of the Operational Area. During recovery, the Land Use Environment Group 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 are responsible for structural-damage assessment of private property in the unincorporated area.
- The Department of Environmental Health (DEH) is responsible for assessment of DEH permitted facilities to check for safe resumption/continuation of services and for pre-debris screening of household hazardous wastes in the unincorporated area.
- The Department of Public Works is responsible for the damage assessment of DPW maintained infrastructure.
- The Department of General Services (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, to assist the 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.

COUNTY FIRE AUTHORITY DAMAGE ASSESSMENT

The County Fire Authority and CAL FIRE have in place a Cooperative Agreement and routinely coordinate and share resources for a variety of purposes. 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) (see Policy 5.2.1.2).

CAL FIRE DAMAGE INSPECTION (DINS)

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 will allow CAL FIRE to leverage cloud-based Geographic Information Systems (GIS) technology, while creating one centralized electronic database from which important data analysis can occur.

Damage Inspection (DINS) teams are often requested and incorporated into CAL FIRE Incident Management Teams (IMT) when activated for a specific incident. Initially, DINS personnel may utilize Field Observer (FOBS) 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 are able to quickly begin damage inspection often concurrently with the firefighting operations.

If DINS is activated, the OA EOC or Recovery Operations Center 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.

CAL OES SAFETY ASSESSMENT PROGRAM (SAP)

Cal OES coordinates a statewide program of 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 PDS' own localized procedures. Incorporated jurisdictions are responsible for coordinating any SAP resources that they have requested.

SMALL BUSINESS ADMINISTRATION (SBA) DAMAGE ASSESSMENT

When seeking Federal Individual Assistance, SBA is a common program for non-Presidentially Declared Disasters. 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 business that have suffered over 40% uninsured property loss. Once confirmed through an SBA Preliminary Damage Assessment, low interest disaster loans may be made available by the SBA to eligible business owners, homeowners, and renters.

COUNTY OES PRIVATE PROPERTY DAMAGE REPORTING FORM

To assess recovery needs and to begin collecting and consolidating reports of private property damage, County OES maintains an online survey, on SDCountyRecovery.com, that solicits the information needed to request an SBA disaster declaration, primarily information on uninsured damages to property/dwelling of respondent. 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.

OTHER GOVERNMENT AFFILIATED DAMAGE ASSESSMENT

Other additional Federal recovery resources have specific damage assessment requirements. If pursuing such resources, the OA 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.

NON-GOVERNMENTAL ORGANIZATION (NGO) DAMAGE ASSESSMENT

Certain NGOs have their own damage assessment processes, which help them assess what community needs exist and what 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, it does not take the place of a jurisdiction's damage assessment.

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

PRELIMINARY DAMAGE ASSESSMENT (PDA)

When an Initial Damage Estimate (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 held days or weeks apart.

It is the requesting jurisdiction's responsibility to coordinate the availability of sites 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.

COMMUNICATIONS

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

- For the County, recovery updates, maps, and other information hosted at SDCountyRecovery.org and mirrored on the SD Emergency App for iOS/Android devices. Incorporated jurisdictions may have their own recovery websites.
- Recovery email and hotline.
- When feasible and appropriate, dedicated Rebuilding Liaisons to provide single points of contact with survivors.
- Close communications and coordination with Volunteer Organizations.
- Social media.
- Dedicated Public Information Officer for coordination with Media.

ADMINISTRATION, FINANCE, AND LOGISTICS

The County OES coordinates financial recovery for the jurisdictional area of the County of San Diego. 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 emergency for countywide 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 Operational Area 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, requiring 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).

Financial recovery begins with expenditure of local funds, during the disaster's response phase, and ends with 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.

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, renewed every three years, or through a disaster-specific resolution effective only for specifically identified disasters.

NOTIFICATION OF RECOVERY COORDINATOR/DIRECTOR

Each jurisdiction is responsible for providing written notification to their jurisdiction's Local Disaster Recovery Manager as they expend funds for damage-related clean-up or repairs (labor, equipment or material costs) to both assess for eligibility for possible reimbursement and for determining if the impacts are beyond local capabilities and necessitate a proclamation a local emergency and the requesting 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 Initial Damage Estimate. 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.

DOCUMENTATION

All County Departments and Operational Area jurisdictions and special districts are responsible for fully documenting recovery activities. For the County, the PSG Finance Director oversees the preparation and maintenance of all supporting documentation with reference to financial recovery project eligibility for the County of San Diego. Documentation of eligible work is essential for State and or Federal reimbursement.

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 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,

suspension of curbside debris removal activities and subsequent demobilization of related resources could signal 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, especially accounting for costs related to mutual aid and contracted resources.

PLAN MAINTENANCE, TRAINING, AND EXERCISES

With 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 receive "lessons learned" from updated State and Federal regulations or guidelines, conferences and seminars, and updates to relevant plans and SOPs, as well as training and exercises.

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

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 Southern Region 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 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 Operational Area and identifying areas for improvement and successes. It will also be utilized 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 Southern Region 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 Operational Area.

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

PLAN MAINTENANCE

The OA Recovery Plan will be reviewed every four (4) years, or as necessary following an actual or training event, to ensure that plan elements are valid and current. County OES will lead the responsible departments and involved stakeholders in reviewing and updating their portions of this plan and/or applicable SOP as required based on identified deficiencies experienced in drills, exercises, or actual occurrences. The County OES is responsible for making revisions to the OA Recovery Plan that will enhance the conduct of response and recovery operations and will prepare, coordinate, publish, and distribute any necessary changes to this plan to all County departments and other entities as shown on the distribution list on the Records Revision Page of this OA Recovery Plan.

TRAINING AND EXERCISES

The objective of any emergency management organization is efficient and timely disaster response and recovery. Because recovery operations are rooted in the response phase of any emergency, the OA EOP is the first step toward this objective. The OA Recovery Plan complements the OA EOP and is the second step toward 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 make recovery personnel operationally ready.

The best method of training staff for recovery operations is through exercises. Exercises allow personnel to become thoroughly familiar with the procedures, facilities and systems that will actually be used during recovery.

Exercises can be accomplished in several ways. Tabletop exercises provide a convenient and low-cost method of introducing officials to problem situations for discussion and problem solving. Such exercises are a good way to see if adequate emergency policies and procedures exist. Periodic tabletop exercises specific to Short-Term, Intermediate, and Long-Term Recovery operations within the Operational Area are recommended.

To the extent feasible and applicable, recovery operations should also be included in functional and full-scale exercises that simulate actual emergencies. While typically designed to exercise procedures and test readiness of response personnel, communications, and facilities, functional exercises should be completed with an eye on recovery. This can be accomplished by reviewing documentation and contracting procedures to facilitate cost recovery and consider demobilization when discussing resource allocation and deployment.

As a critical element to ensuring the success of the OA Recovery Plan, training must include both classroom training as well as the "hands on" experience provided by drills and exercises. Recognizing this, the signatories to the OA Recovery Plan agree to participate in scheduled training and exercises. The date and type of exercise will be identified in the annual work plan of USDCESO.

The Authorities and References related to this plan are organized alphabetically by title. All Authorities and References listed below are on file at the San Diego County Office of Emergency Services (OES). Also on file are other agreements with voluntary organizations and other governmental and private organizations.

FEDERAL

- Audit Tips for Managing Disaster-Related Projects (OIG-16-109-D). Department of Homeland Security Office of Inspector General, July 2016.

- Incident Command System, Field Operations Guide, (ICS 420-1), Department of Homeland Security, Federal Emergency Management Agency, June 2016.

- Individuals and Households Program Unified Guidance (FEMA FP104-009-03). Department of Homeland Security, Federal Emergency Management Agency, September 2016.

- Public Assistance Applicant Handbook (FEMA 323). Department of Homeland Security, Federal Emergency Management Agency, March 2010.

- Public Assistance Debris Management Guide (FEMA 325). Department of Homeland Security, Federal Emergency Management Agency, 2007.

- Public Assistance Program and Policy Guide (FP 104-009-2). Department of Homeland Security, Federal Emergency Management Agency, April 2017.

- Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended by Public Law 93-288, and Related Authorities as of April 2013.

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.

- Cooperative Emergency Memorandum of Understanding between San Diego County and Cal FIRE, April 2015.

- County of San Diego Resolution adopting the California Master Mutual Agreement, December 11, 1950.

- Emergency Response and Damage/Safety Assessment – Standard Operating Procedures. County of San Diego Department of Planning and Land Use. July 2006.

- Emergency Services Organization, San Diego County Code of Regulatory Ordinances § 31.101-31.110 as amended 2012.

- Evacuations and Repopulations SOG and Evacuation Checklist, Cal FIRE San Diego Unit Policy Manual, Revised October 2016.

- Multi-Jurisdictional Hazard Mitigation Plan, San Diego County, CA. County of San Diego Office of Emergency Services and the Unified Disaster Council, August 2010.

- Operational Area Disaster Debris Management Plan - Draft, County of San Diego Office of Emergency Services, October 2016.

- Operational Area Emergency Plan, Unified San Diego County Emergency Services Organization Operational Area Emergency Plan, Interim Draft, September 2014.

- Operational Area Fire and Rescue Emergency Mutual Aid Plan, 2014.

- Public Works Mutual Aid Plan.

- San Diego County Animal Control Mutual Aid Agreement, March 1990.

- Unified San Diego County Emergency Services Organization, Fifth Amended Emergency Services Agreement, 2005.

SUPPORTING ANNEXES

- Appendix A: List of Acronyms

- Annexes: This Plan includes six (6) annexes to aid readers and facilitate implementation:

  1. Community Planning and Capacity Building Recovery Support Function Annex
  2. Economic Recovery Support Function Annex
  3. Health and Social Services Recovery Support Function Annex
  4. Housing Recovery Support Function Annex
  5. Infrastructure Systems Recovery Support Function Annex
  6. Natural and Cultural Resources Recovery Support Function Annex

AAR	After-Action Report
ACS	Auxiliary Communications Service
ARC	American Red Cross
ASTREA	Aerial Support to Regional Enforcement Agencies
ATC	Applied Technology Council
B&I	Business and Industry
BTH	Business, Transportation and Housing
CalBO	California Building Officials
CalVCB	California Victims Compensation Board
CalWARN	California Water Agency Response Network
CAO	Chief Administrative Officer
CCP	Crisis Counseling Program
CDAA	California Disaster Assistance Act
CDBG-DR	Disaster Recovery Community Development Block Grant
CDC	Center of Disease Control
CDFI	US Department of Treasury, Community Development Financial Institutions
CHP	California Highway Patrol
CPCB	Community Planning ad Capacity Building
DCMP	Disaster Case Management Program
DCSS	Department of Child Support Services
DEH	Department of Environmental Health
DHS	Department of Homeland Security
DINS	CAL FIRE Damage Inspection
DLS	Disaster Legal Services
DOC	Department Operations Center
DPR	Department of Parks and Recreation
DPW	Department of Public Works
DR	Disaster Recovery
DRC	Disaster Recovery Centers
DUA	Disaster Unemployment Assistance
EDA	Economic Development Administration

EDC	Economic Development Councils
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ER	Emergency Relief Program
ESA	Endangered Species Act
ESP	Emergency Storage Project
ETO	Emergency Transportation Operations for Disasters
EWP	Emergency Watershed Protection
FAS	Federal Aid System
FBI	Federal Bureau of Investigation
FCC	Federal Communications Commission
FD	Finance Director
FEMA	Federal Emergency Management Agency
FHWA	Federal Highway Administration
FMAG	Fire Management Assistance Grant Program
FOB	Field Observer
FSA	Farm Service Agency
GIS	Geographic Information Systems
GO-Biz	Governor's Office of Business and Economic Development
HHSA	Health and Human Services Agency
HSEEP	Homeland Security Exercise Evaluation Program
HUD	US Department of Housing and Urban Development
IA	Individual Assistance
ICW	Inspection of Completed Works
IDC	Interfaith Disaster Council
IDE	Initial Damage Estimate
IHP	Individuals & Households Program
IS	Infrastructure systems
IT	Information Technology
ITLTRF	Inter Tribal Long Term Recovery Foundation
JFO	Joint Field Officer/Office
JIC	Joint Information Center
LAC	Local Assistance Center

LDRM	Local Disaster Recovery Manager
LTRG	Long Term Recovery Groups
LUEG	Land Use and Environment Group
MARC	Multi-agency Resource Centers
NCR	Natural and Cultural Resources
NDRF	National Disaster Recovery Framework
NEPA	National Environmental Policy Act
NGO	Non-governmental Organization
NIMS	National Incident Management System
NRCS	National Resources Conservation Service
NRF	National Response Framework
NVOAD	National Voluntary Organizations Active in Disasters
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
PNP	Private non-profit
POD	Points of Distribution
PPDR	Private property debris removal
PSG	Public Safety Group
PUC	Public Utilities Commission
PW	Project Worksheet
RFI	Requests for Information
RLF	Revolving Loan Fund
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
SDG&E	San Diego Gas and Electric
SEMS	Standardized Emergency Management System
UOC	Utility Operations Center
USACE	US Army Corps of Engineers
USDA	US Department of Agriculture
USDCESO	Unified San Diego County Emergency Services Organization
VA	Veterans Affairs
VAL	Voluntary Agency Liaison
VOAD	Voluntary Organizations Active in Disasters
VRC	Volunteer Reception Centers

ANNEX 1
Community Planning and Capacity Building Recovery Support Function (RSF)

Operational Area Recovery Plan
SEPTEMBER 2019

Unified San Diego County Emergency Services Organization and County of San Diego

GOAL

The goal of the Jurisdictional Community Planning and Capacity Building (CPCB) Recovery Support Function (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 jurisdiction before and after disaster events.

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.

OVERVIEW OF POTENTIAL PARTNERS

The CPCB 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 CPCB 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 a jurisdiction. During multi-jurisdictional emergencies, each jurisdiction and special district is responsible for conducting and managing emergencies within its boundaries.

Exhibit 1

CPCB RSF STAKEHOLDERS

- County of San Diego Office of Emergency Services
- Public Safety Group
- Health and Human Services Agency
- Land Use & Environment Group
- Fire Authority
- Environmental Health
- Planning and Development Services
- Animal Services
- Housing and Community Development
- Housing and Neighborhood Service Departments
- San Diego Association of Governments (SANDAG)
- 2-1-1 San Diego
- Community / Advisory Groups
- Unified Disaster Council
- Emergency Managers Working Group
- Regional Civilian/Military Coordination Group
- Access and Functional Needs Working Group
- Campus Emergency Planners
- Interfaith Disaster Council
- San Diego Voluntary Organizations Active in Disasters
- American Red Cross of San Diego/Imperial Counties
- Civic groups
- Employee unions and development groups
- Labor and workforce development entities
- Farm Bureau of San Diego County
- Neighborhood planning groups and homeowners' associations
- Non-profits and private sector organizations with community development or planning missions
- Representatives from appropriate community partners (whole community)

STATE STAKEHOLDERS

- California Governor's Office of Emergency Services
- California Department of Transportation (CALTRANS)
- Department of Housing & Urban Development
- California Environmental & Natural Resources Agency
- California Highway Patrol (CHP)

- Franchise Tax Board
- State Board of Equalization

FEDERAL COORDINATING AGENCY: FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA)

FEDERAL PRIMARY AGENCIES

- Department of Homeland Security/FEMA

FEDERAL SUPPORTING ORGANIZATIONS:

- Corporation for National and Community Service
- Department of Commerce
- Department of Education
- Department of Interior
- Department of Health and Human Services
- Department of Housing and Urban Development
- Department of Justice
- Department of Transportation
- Department of Treasury
-

- Environmental Protection Agency
- General Services Administration
- Small Business Administration
- U.S. Department of Agriculture
- Tribal Nations*
- Department of Defense*
- Navy Region Southwest*
- Marine Corps Installations West*
- San Diego Sector California U.S. Customs and Border Protection (CBP)*

*Federal entities with a local presence

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 needs:

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

CONCEPT OF OPERATIONS

The decision to engage the jurisdiction's RSFs primarily occurs after the start of an escalating incident. If an incident evolves into such a magnitude that recovery activities exceed the Emergency Operations Center (EOC) capabilities or requires external resources from agencies not represented in the EOC (if activated), RSFs may be activated. Section 4.1 lists implementation thresholds to assist the jurisdiction in determining the need to engage the CPCB RSF.

The established four phases of recovery as described in the National Disaster Recovery Framework (NDRF).

- **Phase 1: Preparedness (Pre-Disaster)** includes actions taken before an incident or event requiring RSF support.
- **Phase 2: Short-Term Recovery** includes actions taken within days to weeks following an incident.
- **Phase 3: Intermediate Recovery** includes actions taken within weeks to months following an incident.
- **Phase 4: Long-Term Recovery** includes actions taken within months to years following an incident.

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

IMPLEMENTATION 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 inspections teams are activated.
- A significant number of residents within the jurisdiction are affected.
- A significant number of critical government agencies are affected.
- A large number of 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 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 California Disaster Assistance Act recovery assistance.
  - Provide FEMA/Stafford Act recovery assistance.
  - Communicate with the public on services, stability, and safety issues.
  - Establish Local Assistance Centers/Disaster Recovery Centers as needed.
  - Identify any unmet need and establish a recovery committee to address these unmet needs.

- Coordinate and resolve conflicts and leverage and optimize 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 resolution of gaps and conflict.
  - Restore key resource in health, life, and safety areas.

- Aid the community in identifying, securing, and utilizing needed capacity to lead, plan, manage, and implement recovery.

  - 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.
  - Conduct 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.

Exhibit 2: Suggested CPCB Recovery Operations Implementation Checklist

Support Activities	Responsibility	Completed	Notes
Preparedness			
Coordinate the provision of preparedness planning and technical assistance to develop effective pre-disaster recovery plans that guide the full range of recovery efforts, both short- and long-term, and ensure all affected populations are included.		☐	
Coordinate the resolution of outstanding stakeholder program and policy issues identified in after action and other evaluations that present ongoing barriers or challenges for effective support for community planning and capacity necessary to facilitate an effective recovery process.		☐	
Develop multidisciplinary recovery tools and best practices.		☐	
Promote resiliency measures and enhance coordination of programs that build local leadership capacity, community member involvement, partnerships, and education on disaster preparedness for recovery.		☐	
Promote the importance of pre-disaster mitigation as an essential component of pre-disaster community recovery preparedness planning, including use of multi-hazard risk assessment.		☐	
Identify and leverage programs that assist communities in preparing, collecting, and analyzing relevant existing and future data necessary to plan and manage complex disaster recovery.		☐	
Integrate mitigation, recovery, and other pre-disaster plans and activities into existing planning and development activities, such as comprehensive plans, land use plans, economic development plans, affordable housing plans, zoning ordinances, and other development regulations through technical assistance.		☐	
Coordinate educational and cross-training opportunities for key participants in community recovery planning and capacity support, including emergency management personnel; elected officials; planning, economic development and other local officials; and non-profit and private sector partners for recovery.		☐	
Develop pre-disaster partnerships with other stakeholders such as agency extension programs, universities, national professional associations, and non-governmental organizations to facilitate recovery capacity building activities and expansion of resources available to communities after a disaster for planning and decision-making.		☐	

Support Activities	Responsibility	Completed	Notes
Short-Term Recovery			
Assess of the impact of the disaster, including: · Business, financial, and economic systems · Health and social service networks · Housing · Infrastructure systems · Natural and cultural resources		☐	
Compile the preliminary damage assessments for public and private property. This includes coordination with all task forces assigned to conduct assessments of the overall damage as well as provide a plan for assessing the needs.		☐	
Identify the goals, objectives, and desired end state of recovery operations. Develop an intermediate recovery plan to communicate shorter-term goals with the other RSFs and responding agencies.		☐	
Assess and understand community risks and vulnerabilities in relation to the disaster. Develop technical assistance teams that are focused on the impacted populations and unmet needs.		☐	
Coordinate short-term recovery activities with each of the RSFs.		☐	
Identify the resource request process and communicate it to other RSFs.		☐	
Collect and incorporate the information that needs to be disseminated to the affected communities. This includes all modes of communication, such as media, websites, social media, and community groups. Disseminate in formats that are accessible to all populations.		☐	
Conduct public outreach to ensure information and resources are available to vulnerable populations, including: · Persons with disabilities · Individuals with limited English proficiency · Individuals with hearing or vision impairment · Underserved populations		☐	
Provide information regarding Individual Assistance and community/charity-based donations and financial support for eligible residents impacted by the disaster.		☐	
Review appropriate recovery policies and federal disaster-specific guidance.		☐	
Coordinate with State, and Federal government agencies and private and non-profit organizations to		☐	

Support Activities	Responsibility	Completed	Notes
identify, request, and direct Short-Term Recovery resources.			
Determine the resources needed to provide interim resources for the identified impacted population.		☐	
Establish a process for capturing disaster-related costs and communicate the process to the other RSFs.		☐	
Track disaster-related recovery costs through a specific disaster code. Coordinate to identify specific methods to track unique community-related costs and coordinate with the other RSFs on cost codes and procedures.		☐	
Intermediate Recovery			
Coordinate with other RSFs to develop a Long-Term Recovery plan that identifies what goals and objectives should be met during that phase of recovery.		☐	
Inform community members of opportunities to build more resilient communities by providing information related to Individual Assistance and home buyout grant funding.		☐	
Develop an application process for homeowners, business owners, and government departments interested in Federal mitigation and public assistance funding.		☐	
Develop a process for tracking project management and materials costs for public assistance and hazard mitigation projects.		☐	
Coordinate with federal agencies and other organizations for information related to disaster-specific assistance and guidance.		☐	
Coordinate resource requests from other RSFs.		☐	
Provide public messaging as directed related to the recovery efforts of the RSFs.		☐	
Identify homeowners interested in Hazard Mitigation Grant Program funds and determine whether they would like a relocation of their property, a buyout, or another project. This should be done in coordination with the Housing RSF.		☐	
Continue to provide information regarding financial support for disaster-related costs to public entities.		☐	
Continue track disaster-related recovery costs through the specific disaster code. Coordinate and identify specific methods to track unique		☐	

Support Activities	Responsibility	Completed	Notes
community-related costs and coordinate with the other RSFs on cost codes and procedures.			
Long-Term Recovery			
Continue to coordinate recovery activities with each of the RSFs.		☐	
Implement approved mitigation and public assistance projects.		☐	
Track project management and materials costs for hazard mitigation and public assistance projects.		☐	
Continue to disseminate public information on disaster recovery resources and recovery efforts.		☐	
Continue to provide information regarding financial support for disaster-related costs to individuals.		☐	
Continue to provide information regarding financial support for disaster-related costs to public entities.		☐	
Continue to disseminate public information on disaster recovery resources.		☐	
Continue to disseminate public information on disaster recovery resources.		☐	
Continue track disaster-related recovery costs through the specific disaster code. Coordinate to identify specific methods to track unique community-related costs and coordinate with the other RSFs on cost codes and procedures.		☐	
Facilitate federal or other reimbursement of disaster-related costs.		☐	
Facilitate audit and review process of reimbursement for disaster-related costs, including Hazard Mitigation Grant Program or Public Assistance 406.		☐	
Demobilization			
Demobilize or reassign resources.		☐	
Finalize disaster-related recovery costs and complete the required federal documentation for reimbursement (if provided). This includes the closeout of recovery projects, including grant-related mitigation efforts or small business administration loans, specifically as it relates to public information.		☐	
Compile and reconcile costs and coordinate for reimbursement.		☐	

Support Activities	Responsibility	Completed	Notes
Capture after-action recommendations and lessons learned.		☐	
Identify possible mitigation strategies to be included in hazard mitigation plan(s) for future implementation.		☐	
Develop and implement corrective actions.		☐	

Every member of a recovery operations organization is responsible for documenting and reporting possible mitigation actions. All of a jurisdiction's departments may need to take responsibility for certain functions throughout the recovery process. All local jurisdictions and departments should:

- Maintain standard operating plans and functional checklists.
- Train personnel and alternates.
- Maintain communications and coordination with appropriate EOC(s).

Exhibit 3 provides a detailed list of roles and responsibilities.

Stakeholders	Functions
OES	• Reports situation and damage to State OES • Coordinates and maintains files of all initial assessment reports • Coordinates and maintains all records during the recovery phases, along with the Auditor and Controller's Office • Coordinates the development of after-action reports
Auditor and Controller's Department	• Coordinates with OES to develop cost accounting and documentation maintenance procedures and processes • Develops an audit trail for Auditor and Controller manual expenditures incurred during the recovery phase • Performs emergency warrant issuance activities • Coordinates and monitors FEMA documentation processes for eligible expenditures • Executes FEMA filing(s) • Works with Chief Technical Officer to re-establish County financial systems • Continues to administer County payroll • Continues to perform County accounts payable function
Assessor's Office	• Follows up on field reports received by a jurisdiction's damage assessment process in order to provide potential property tax relief to owners of damaged private property via a County Assessor Reassessment of Property Damaged by Misfortune or Calamity
Department of Housing and Community Development	• Administers federal disaster housing assistance for victims • Serves Section 8 Rental Assistance applicants currently on the program or Tenant Based Rental Assistance participants • Coordinates with the Federal Department of Housing and Urban Development
Department of Planning and Development Services	• Coordinates the Damage Assessment Team to include the field survey teams • Coordinates long-range land use planning to support recovery efforts • Analyzes privately initiated land use projects to ensure compliance with land use regulations • Advises the Board of Supervisors and Planning Commission on the land use projects

Stakeholders	Functions
	• Reviews building plan, conducts inspections, and ensures code compliance to help maintain public health and safety
2-1-1 San Diego	• Serves as a central point for disseminating public information during times of disasters and help control rumors • Conducts trend analysis to County officials and report community needs that are not being met • Acts as the central communications point for other community agencies and non-governmental organizations • Assists the public to secure recovery assistance • Provides information to the public about a variety of non-profit services and agencies in times of disaster
American Red Cross	• Provides for the critical needs of individuals such as food, clothing, shelter, and supplemental medical needs • Provides other assistance to individuals such as furniture, home repair, home purchasing, essential tools, and some bill payments as needed and requested • Assists local jurisdictions by conducting preliminary damage assessment "windshield surveys" in all portions of San Diego county, within 24 hours, as situation and resources allow • Provides detailed damage assessments to the community within 72 hours as requested
Humane Society & Animal Services	• Provides for the critical needs of animals such as food, shelter, and supplemental medical needs • Provides for the reunification of animals with owners before, during, and after a disaster

COMMUNICATION AND COORDINATION

The CPCB RSF stakeholders will continue to engage with local-level and potentially national-level 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 entities that will need to be involved post-disaster fluctuates in order to obtain the appropriate expertise or capabilities of other entities beyond direct jurisdictional control that are known to support or are capable of supporting recovery efforts rather than continual participation in the RSF.

CPCB RSF COORDINATION WITH THE LOCAL COMMUNITIES

When activated, CPCB RSF works with state and community partners through coordination with the jurisdiction's Recovery Coordinator/Local Disaster Recovery Manager. Recovery activities will likely require direct relationships with non-governmental organizations and private sector and non-profit sector partners. It is important that the CPCB RSF and the jurisdiction'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 of funding, including private sector and philanthropic organizations, to meet specific objectives.
- Put in place mechanisms to reduce fraud, duplication, and waste.
- Determine local, state, tribal, territorial, and insular area capacity and training needs for Federal assistance applications.

CPCB RSF COORDINATION WITH OTHER RSFS

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 Jurisdiction'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.

SPECIAL CONSIDERATIONS AND RESOURCES

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. Disaster aid to individuals generally falls into the following categories:

- Individual Assistance
- Insurance Recovery Assistance
- Disaster Housing Assistance
- Disaster Grants
- Unemployment Assistance
- Low-Interest Disaster Loans
- Other Disaster Aid Programs

COMMUNICATION TOOLS

The following resources are located within the County of San Diego and neighboring cities and may be useful for stakeholder engagement after a disaster:

- **Common communications capabilities** including in person meetings, conference calls, email distribution lists, webinars, video teleconferencing, etc. can be used with identified RSF stakeholders to identify and assess needs and coordinate recovery actions.

- **SDCountyEmergency.com** can be used to host disaster information and short-term Recovery Information in written, narrated, American Sign Language and Spanish formats. SDCountyEmergency can also highlight social media posts and mapped information with relevant recovery information.

- **SDCountyRecovery.com** can be used to host incident-specific recovery information, along with general recovery information and resources. The site also features an Individual Assistance Damage Assessment Survey to allow self-reporting by residents of their disaster damages to assist the County in gauging eligibility for Individual Assistance Programs.

- **SD Emergency App** for iOS and Android devices can be used to send push notifications and host disaster information and short-term Recovery Information, as well as the location of established Local Assistance Centers / disaster recovery centers.

- **Risk Communication Partner Relay** is a network of partners representing non-profit organizations, agencies and networks serving the homeless, houses of worship, and refugee resettlement agencies to assist in public communication during disasters and public health emergencies. These partners have agreed to assist the County by translating and disseminating critical disaster, safety, and health information to residents.

- **WebEOC** is used by the County and over 300 regional public safety partners and 4,000 users as crisis information management system and provides secure real-time information sharing among responding, agencies, organizations, and jurisdictions. WebEOC can be used to share information related to short-term recovery operations and conditions.

- **2-1-1 San Diego** works closely with the County of San Diego OES during a disaster to provide public information to the community and rumor control and trend analysis to County officials. 2-1-1 also reports community needs that are not being met, and acts as the central communications point for other community agencies and non-governmental organizations.

- National Disaster Recovery Framework

- Applicant Handbook (FEMA 323), DHS, FEMA

- Audit Tips for Managing Disaster-Related Projects, DHS Office of Inspector General

- Help After a Disaster – Applicant's Guide to the Individual and Household Program, DHS, FEMA, August 2005

- Incident Command System, Field Operations Guide, ICS 420-1

- Public Assistance Guide (FEMA 322), DHS, FEMA

- Public Assistance Policy Digest (FEMA 321), DHS, FEMA, October 2001

- Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended by Public Law 92-288, June 2013

STATE

- Article 9, Emergency Services, Section 8605 of the Government Code, OAs

- California Coroners Mutual Aid Plan

- California Emergency Plan (May 1998) and Sub-Plans

- California Emergency Services Act, Chapter 7 of Division 1 of Title 2 of the Government Code

- California Fire and Rescue Emergency Plan

- California Law Enforcement Mutual Aid Plan

- California Master Mutual Aid Agreement

- Disaster Debris Plan, California Integrated Waste Management Board

- Emergency Management in California, Cal EMA, October 2003

- Governor's Orders and Regulations for a War Emergency, 1971

- Petris (SEMS) SB 1841 Chapter 1069 – Amendments to the Government Code, Article 7, California Emergency Services Act

Exhibit 4: CPCB RSF Contact List

RSF Member	Name/Position	Telephone	Email
County of San Diego			
Suggested Stakeholder Entities			

ANNEX 2 Economic Recovery Support Function (RSF)

Operational Area Recovery Plan
SEPTEMBER 2019
Unified San Diego County Emergency Services Organization and County of San Diego

GOAL

The goal of the Jurisdictional Economic Recovery Support Function (RSF) is to monitor and coordinate with the appropriate entities to ensure the economy is restored and there are adequate employment opportunities for a jurisdiction'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.

OVERVIEW OF POTENTIAL PARTNERS

The Economic RSF consists of partners at the federal and state level 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 a jurisdiction. During multi-jurisdictional emergencies, each jurisdiction and special district is responsible for conducting and managing emergencies within its boundaries.

Exhibit 1

ECONOMIC RSF STAKEHOLDERS

ECONOMIC RSF STAKEHOLDERS

- County of San Diego Office of Emergency Services
- ReadySanDiego Business Network (The Network)
- Association of Contingency Planners
- Access and Functional Needs Working Group
- County Agriculture, Weights, and Measures
- County Land Use and Environment Group (LUEG)
- San Diego Regional Development Corporation
- San Diego North Economic Development Council
- San Diego East County Economic Development Council
- San Diego South County Economic Development Council
- San Diego Association of Governments
- Small Business Administration – San Diego District Office
- County Auditor and Controller
- County Treasurer/Tax Collector
- County Communications Office
- County Purchasing and Contracting
- San Diego County Chamber of Commerce
- County Communications Group

STATE STAKEHOLDERS:

- California Governor's Office of Emergency Services
- California Department of Commerce
- California Chambers of Commerce
- California Department of Agriculture
- California Department of Consumer Affairs
- California Department of Business Oversight
- California Department of Franchise Tax Board
- State Board of Equalization
- Employment Development Department
- Department of Insurance
- State Bar of California Office of Certification
- Department of Justice, Registry of Charitable Trusts
- California Tax Service Center
- Controller's Office, Unclaimed Property
- California Business Investment Services
- California Business Investment Services (CalBIS)
- Governor's Office of Business and Economic Development (GO-Biz)

FEDERAL COORDINATING AGENCY: DEPARTMENT OF COMMERCE

FEDERAL PRIMARY AGENCIES

- Department of Homeland Security/Federal Emergency Management Agency
- Department of Commerce

FEDERAL SUPPORTING AGENCIES

- Corporation for National and Community Service
- Department of Health and Human Services
- Department of Education
- Department of the Interior
- Department of Justice
- Department of Transportation

- Department of the Treasury
- Environmental Protection Agency
- General Services Administration
- Housing and Urban Development
- Small Business Administration
- U.S. Department of Agriculture
- Volunteer Organizations Active in Disasters

TARGET CAPABILITIES AND KEY ELEMENTS

The following key elements will be the targets for the Economic RSF to accomplish mission-critical activities:

- **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 that have been impacted by the disaster and assist them in finding alternate locations, potential 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 the need for supporting infrastructure, including dependencies and interdependencies, to ensure businesses can provide services.
- **Supply Chain Inventory:** Identify the need for supplies to ensure service provisions and necessary materials are available for business operations.
- **Governance:** Through the development of an After-Action Report (AAR), identify the need for revision to existing or additional 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.).

CONCEPT OF OPERATIONS

The decision to engage the jurisdiction's RSFs primarily occurs after the start of an escalating incident. If an incident evolves into such a magnitude that recovery activities exceed the Emergency Operations Center (EOC) capabilities or requires external resources from agencies not represented in the EOC (if activated), RSFs may be activated. Section 4.1 lists implementation thresholds to assist the jurisdiction in determining the need to engage the Economic RSF.

The established four phases of recovery as described in the National Disaster Recovery Framework (NDRF).

- **Phase 1: Preparedness (Pre-Disaster)** includes actions taken before an incident or event requiring RSF support.
- **Phase 2: Short-Term Recovery** includes actions taken within days to weeks following an incident.
- **Phase 3: Intermediate Recovery** includes actions taken within weeks to months following an incident.
- **Phase 4: Long-Term Recovery** includes actions taken within months to years following an incident.

After the decision has been made to activate the Economic RSF, the jurisdiction's Recovery Coordinator/Local Disaster Recovery Manager is the primary point of contact for the implementation.

IMPLEMENTATION THRESHOLDS

GENERAL

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

- The EOC may or may not be activated.
- Damage assessments are required.
- Field survey and inspections teams are activated.
- A significant number of residents within the jurisdiction are affected.
- A significant number of critical government agencies are affected.
- A large number of 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.

ECONOMIC RSF SPECIFIC

The County Finance and General Government Group maintains a database of economic indicators measuring the monthly vitality of the San Diego economy. Indicators are displayed in an Economic Indicator Report. Indicators that are tracked include:

- Economic Indexes
- Employment Data
- Housing Indicators
- Mortgage Rates
- Sales Statistics
- Stock Indexes
- Tourism Industry Statistics

A jurisdiction can use these economic indicators as a decision support tool to determine 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
- Percentage increase of jobless claims
- Percentage of population under poverty rate

Agencies that could be consulted for economic and demographic indicators include:

- San Diego Association of Governments (www.sandag.org): Provides demographics, jobs, wages and economic impact by traded cluster.
- California Employment Development Dept. (www.edd.ca.gov): Provides jobs and wages by occupation; jobs by industrial sector; number of companies and size of companies by employees by sector; total employment; unemployment rate.
- California Association of Realtors (www.car.org): Provides median home price by county; housing affordability.
- San Diego Association of Realtors (www.sdar.org): Provides median home price and number of homes sold by zip code.
- San Diego Regional Chamber of Commerce (www.sdchamber.org): Provides gross regional product.
- San Diego Business Journal annual Book of Lists (www.sdbj.com): Provides largest companies by sector.
- Centre City Development Corp. (www.ccdc.com): Provides demographics and new construction data on downtown San Diego.
- San Diego Regional Economic Development Corporation
- San Diego East County Economic Development Council
- San Diego North Economic Development Council
- South County Economic Development Council
- Tijuana Economic Development Corporation

PHASE 1: PREPAREDNESS (PRE-DISASTER)

Phase 1 is ongoing. 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

- Encourage and promote methods of facilitating pre-disaster recovery planning through their networks.
- Conduct business continuity planning and include it as a fundamental part of their business model.

BUILD COMMUNITY CAPACITY AND RESILIENCE

- Identify how businesses could make strategic investments in projects capable of making their organizations more resilient, including insuring risk and diversifying telecommunications, power system, physical space requirements, and supply chains.
- Identify financial recovery grants program available for post-disaster recovery efforts.

TRAINING AND EXERCISES

- Seek opportunities to integrate recovery operations into training and exercises to provide an opportunity for RSF stakeholders to practice performing their roles during an incident requiring enhanced recovery activities.
- Provide business continuity training and exercise opportunities for large and small private businesses.

PHASE 2: SHORT-TERM RECOVERY

Phase 2 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 focused on post-disaster targets. This phase consists of the following major tasks:

ECONOMIC ASSESSMENT

- Conduct initial assessments of economic recovery issues and prepare demographic and economic baseline data using the economic indicators. The initial economic assessment should contain three basic elements of information:
  - 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 impact of the incident on the jurisdiction's tax base.

BUILDING AND OTHER FACILITIES

- Identify impact to 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 and, where possible, troubleshoot cash flow issues for government agencies, businesses, and individuals.

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 commodities (e.g., water, food, shelter, and if disrupted, the timeline for restoration).
- Consider establishment of Points of Distribution (POD) and Regional Staging Areas (RSA) if needed to meet needs of the community.
- Continually assess need for PODs and RSAs as private sector services are restored.

GOVERNANCE

- Support insurance claim processing.
- Encourage timely government procurement.

PHASE 3: INTERMEDIATE

ECONOMIC ASSESSMENT

- Determine the need to establish Disaster Recovery Center(s).
- Determine if incident impacts meet the thresholds for Federal post-disaster recovery grants such as the Federal Emergency Management Agency's (FEMA) Public Assistance (PA) and Individual Assistance (IA) programs or the U.S. Small Business Administration (SBA) disaster loans.
- Identify recovery economic considerations for the jurisdiction'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 long-term stability of commercial and economic sectors, along with 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 provide assistance 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), uncertainty (unknown future market conditions, 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 efforts to employ workers who are residents of the jurisdiction.
- 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 leveraging of public and private sector resources to further catalyze 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 infrastructure services.
- Ensure businesses, employees, and consumers are provided adequate public safety and fire service 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 jurisdiction's economic health.
- Develop an After-Action Report (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 non-government entity policies to help implement objectives to restore the jurisdiction's economic health.
- Further economic diversification initiatives.

PHASE 4: LONG-TERM RECOVERY

ECONOMIC ASSESSMENT

- Continue to assess economic recovery issues and preparing demographic and economic baseline data using the economic indicators.

BUILDING AND OTHER FACILITIES

- Repair or replace all commercial facilities.
- Implement the jurisdiction's General Plan related to commercial development.

EMPLOYEES AND PERSONNEL

- Assist businesses in recruiting and retaining employees living in the jurisdiction.
- Ensure majority of employment services are available for individuals and families in the jurisdiction.
- Develop and implement workforce initiatives.
- Establish childcare services in the impact communities.

SUPPORTING INFRASTRUCTURE

- Ensure businesses have 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 jurisdictional regulations, ordinances, codes, administrative or tax code provisions for potential barriers or restrictions that could impede restoring the jurisdiction's economic health.
- Promote businesses in the jurisdiction and attract tourism.
- Expand and increase commerce and economic functions within the jurisdiction 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.

ROLES AND RESPONSIBILITIES

Every member of a recovery operations organization is responsible for documenting and reporting possible mitigation actions. All of a jurisdiction's departments may need to take responsibility for certain functions throughout the recovery process. All local jurisdictions and departments should:

- Maintain standard operating plans and functional checklists.
- Train personnel and alternates.
- Maintain communications and coordination with appropriate EOC(s).

Exhibit 2 provides a detailed list of roles and responsibilities.

Stakeholders	Functions
Jurisdiction	- Coordinates with the local stakeholders across the jurisdiction. - Maintains communication within the Economic RSF and across other RSFs for economic recovery issues - Coordinates Economic RSF activities with local RSFs - Monitors RSF initiated and implemented recovery programs - Represents the Economic RSF at the state and national level - Coordinates with the Jurisdictional Recovery Coordinator/Local Disaster Recovery Manager in post-disaster environments
Chamber of Commerce	- Prepares demographic and economic baseline data (e.g., pre-disaster conditions) for regions impacted by disasters during Economic RSF activations, as needed - Provides technical assistance and subject matter expertise for manufacturing sector issues - Provides economic development technical assistance and subject matter expertise for regionalized economic recovery - Provides direct financial assistance, market access, and technical assistance for minority business - Provides technical assistance to businesses for accessing foreign markets to encourage outside investment - Provides technical assistance and information regarding tourism consequences - Provides grants and technologies to spur the recovery of ecosystem-dependent economies to restore economically important habitats and to create mechanisms for the mitigation of damages
ReadySanDiego Business Alliance	- Educates businesses, families, schools, and faith-based organizations on emergency preparedness - Provides information to the public on available post-disaster recovery grants such as Public Assistance (PA) and Individual Assistance (IA) Programs - Connects businesses following an incident that can work together and share resources during post-disaster recovery operations

Stakeholders	Functions
Association of Contingency Planners	• Provides a forum for businesses to exchange experiences and information on common planning needs and potential recovery solutions • Provides networking opportunities through local and national alliances
County Agriculture, Weights and Measures	• Supports RSF national and local level operations with subject matter expertise and staffing support, as appropriate • Provides economic damage assessment information on agriculture infrastructure • Executes agency mission during disaster recovery, supporting agriculture, farm assistance, and the economy and quality of life • Tracks and informs the affected agricultural industry members on U.S. Department of Agriculture's Secretarial Disaster Designation with Cal OES and the California Department of Food and Agriculture on eligibility for disaster relief • Monitors, assesses, and provides technical support on the economic impacts on agricultural and the export activities and resumption of trade
OES	• Provides technical and financial assistance regarding program eligibility, application processes, and project requirements • Supports RSF national-level and local-level operations with subject matter expertise and staffing support, as appropriate • Provides economic damage assessment information regarding the insured and uninsured losses, economic recovery issues and other data sources gathered during federal response efforts • Executes the agency mission during disaster recovery through available PA, IA, and mitigation programs
San Diego Regional Development Corporation	• Collects and analyzes data on key economic metrics that are important to understanding the economy and San Diego's standing relative to other major metropolitan areas in the U.S. • Mobilizes business, government and civic leaders to maximize the region's economic prosperity • Responds to Requests for Information (RFI) to attract, retain, and grow companies • Researches key industry clusters to educate community and civic leaders to ensure their future growth and preservation • Coordinates and conducts outreach to discuss issues affecting companies' ability to stay and grow in the area • Works with elected officials, universities, and other policy makers to facilitate needs on workforce, infrastructure, transportation, housing, or other issues • Advocates for businesses on post-disaster recovery legislation • Works through local, state, national, and international communication channels to elevate the region, leading industry sectors, and individual companies
San Diego North Economic Development Council	• Builds a stronger North County economy through regional collaboration and leadership • Focuses on economic development, job creation, and coordinated infrastructure investment • Showcases and spotlights North County assets and attributes to developers, investors, and site selectors

Stakeholders	Functions
	• Brings together community leaders, elected officials, Chambers of Commerce, Economic Development Commissions (EDC) and businesses • Provides forums for community engagement by providing opportunities to discuss and be actively involved in current economic development issues, trends and strategies • Spearheads strategic initiatives, policies, and programs that strengthens regional economy and improve the regions' quality of life
San Diego East County Economic Development Council	• Builds a stronger East County economy through regional collaboration and leadership • Focuses on economic development, job creation, and coordinated infrastructure investment • Showcases and spotlights East County assets and attributes to developers, investors, and site selectors • Brings together community leaders, elected officials, Chambers of Commerce, EDCs, and businesses • Provides forums for community engagement by providing opportunities to discuss and be actively involved in current economic development issues, trends and strategies • Spearheads strategic initiatives, policies, and programs that strengthen regional economy and improve the regions' quality of life
San Diego South County Economic Development Council	• Builds a stronger South County economy through regional collaboration and leadership • Encourages private investment • Promotes diversified residential and overall business development • Publicizes the cultural, educational, social, and geographical opportunities of the area • Serves as an advocate for the area's public and private interests • Promotes understanding and nurtures bi-national business growth
San Diego Association of Governments	• Obtains census, current estimates, and forecast reports for customized geographic units within the San Diego region • Maintains quick profiles and data for the San Diego region, its 18 cities, and the unincorporated area • Maintains comprehensive data from the U.S. Census, conducted once every 10 years, as well as the American Community Survey • Produces estimates of population and housing characteristics for small geographic areas • Provides information about the regional growth forecasts • Maintains traffic count data for significant roadways and all Caltrans routes in the San Diego region, collects data to generate transit operator performance reports, counts transit passenger boarding and alighting, and generates transportation forecasts • Creates custom datasets from a selection of current estimates and forecast variables • Produces estimates of population and housing characteristics, including population by age and ethnicity, household income, and household size • Provides an inventory of the available non-retail employment land in the region

Stakeholders	Functions
Small Business Administration – San Diego District Office	• Provides loans for property damages to non-farm businesses of all sizes and private non-profit organizations • Provides technical assistance regarding program eligibility, application processes, and project requirements • Provides counseling and other free technical assistance to small businesses and entrepreneurs • Promotes small business access to capital through loans and investments aimed at sustaining businesses and encouraging entrepreneurial applications • Supports RSF national-level and local-level operations with small business expertise and staffing support, as appropriate • Executes agency mission during disaster recovery in support of business loans, technical assistance, and other forms of direct and indirect small business assistance • Provides program data for use in development of economic damage assessments, as appropriate
County Treasurer/Tax Collector	• Supports RSF national-level and local-level operations with subject matter expertise and staffing support, as appropriate • Supports the RSF in the areas of financial literacy and tax-related assistance through education, outreach, and tax return preparation assistance • Provides program data for use in economic damage assessments, as appropriate
County Communications Office	• Communicates with the public and the media by answering questions and providing information regarding County issues
County Purchasing and Contracting	• Provides effective and efficient procurement of goods, materials, and services, supporting County departments • Implements sound procurement processes to acquire the highest quality, goods, and services, at the best price • Disposes of surplus equipment and salvage materials • Manages the Countywide Records Management Program

COMMUNICATION AND COORDINATION

Following the completion of the initial economic impact assessment, the Economic RSF stakeholders will continue to engage with local-level, and potentially national-level, 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 entities that will need to be involved post-disaster fluctuates in order to obtain the appropriate expertise or capabilities of other entities beyond direct jurisdictional control that are known to support, or are capable of supporting, recovery efforts rather than continual participation in the RSF.

ECONOMIC RSF COORDINATION WITH THE LOCAL COMMUNITIES

When activated, the Economic RSF works with state and community partners through coordination with the jurisdiction's Recovery Coordinator/ Local Disaster Recovery Manager. Recovery activities will likely require direct relationships with non-governmental organizations (NGOs), private, and non-profit sector partners. It is important the Economic RSF and the jurisdiction's Recovery Coordinator/Local Disaster Recovery Manager 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 of funding, including private sector and philanthropic organizations, to meet specific objectives.

- Put in place mechanisms to reduce fraud, duplication, and waste.

- Determine local, state, tribal, territorial, and insular area capacity and training needs for Federal assistance applications.

- Provide information through an integrated public website that allows users to self-eliminate non-applicable resources options to narrow the list of programs that are most relevant.

- 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 facilitate recovery planning efforts with their counterparts in the impacted area.

  - **Business Assistance and Risk Management Presentations** – are targeted outreach efforts to provide business assistance and risk management information at existing business association meetings. These presentations are intended to leverage existing meetings and complement a wide range of meetings and agendas.

  - **Business Disaster Case Management** – a focused effort, often led by the Chamber of Commerce, that provides 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** – a resource made available to businesses to 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.

ECONOMIC RSF COORDINATION WITH OTHER RSFS

The Economic 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 jurisdiction's Recovery Coordinator/ Local Disaster Recovery Manager, adequate coordination between RSFs is necessary. There are a multitude of interrelated and interdependent issues that require extensive inter-RSF coordination. In some situations, the Economic RSF can provide input such as economic 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. Some of the projected interdependencies are captured in Exhibit 3.

Exhibit 3: Economic RSF Coordination

Recovery Support Function	Potential Support to Economic RSF	Potential Support from Economic RSF
Community Planning and Capacity Building	Community priorities for economic recovery and development	Programs that encourage/support strategic planning for economy/community
Health and Social Services	Assistance with health and social service networks, facilities, childcare, and/or providers that impact employment and support a customer base for businesses	Technical assistance to health and social services networks and providers for business recovery
Housing	Meeting the housing needs of employers and employees of businesses receiving Economic RSF assistance	Facilitation of local purchasing efforts to assist businesses with housing rehabilitation and development Technical assistance to housing developers for access to capital
Infrastructure Systems	Restoration status of sewer, roadway, electricity, communications, and other infrastructure needs impacting the economy	Information on infrastructure needs of businesses by geographic service areas
Natural and Cultural Resources	Rehabilitation of buildings for businesses within historic districts or landmarked/ historic buildings; status of tourism assets	Integration of natural and cultural resources (NCR) into the promotion of economic growth through tourism and other conservation initiatives

SPECIAL CONSIDERATIONS

Critical considerations are those elements of information that were taken into account when developing the Economic RSF Annex. The Economic RSF Annex considerations are:

- The activities and services addressed in the Economic RSF Annex may occur concurrently with other jurisdictional response and recovery activities.
- The Economic RSF should hold regular conferences to share recovery information, issues and strategize with local RSF agencies.
- The Economic RSF should meet with local, state, tribal, territorial and jurisdictional government representatives, as well as business, non-profit, and private sector stakeholders.
- The Economic RSF will serve as a primary operational point of contact in impacted localities and unincorporated areas for all economic recovery coordination issues.
- The Economic RSF should coordinate support for and inform other RSF representatives of any community-driven economic recovery initiatives.
- The Economic RSF Annex must consider the impact of the jurisdiction's critical infrastructure systems impact on economic conditions.
- The Economic RSF Annex must provide for the support of individuals not responsible for themselves, including the elderly and children, during recovery operations.

AVAILABLE RESOURCES

COMMUNICATION TOOLS

The following resources are located within the County of San Diego and neighboring cities and may be useful for stakeholder engagement after a disaster:

- **Common communications capabilities** including in person meetings, conference calls, e-mail distribution lists, webinars, video teleconferencing, etc. can be used with identified RSF stakeholders to identify and assess needs and coordinate recovery actions.

- **SDCountyEmergency.com** can be used to host disaster information and short-term Recovery Information in written, narrated, American Sign Language and Spanish formats. SDCountyEmergency can also highlight social media posts and mapped information with relevant recovery information.

- **SDCountyRecovery.com** can be used to host incident specific recovery information, along with general recovery information and resources. The site also features an IA Damage Assessment Survey to allow self-reporting by residents of their disaster damages to assist the County in gauging eligibility for IA Programs.

- **SD Emergency App** for iOS and Android devices can be used to send push notifications and host disaster information and short-term Recovery Information, as well as the location of established local assistance centers / disaster recovery centers.

- **ReadySanDiego Business Network (The Network)** was created as an open network, two-way communication forum for our partners to interact with the County of San Diego EOC during an emergency. During an emergency, members of The Network would have access to the EOC Business Liaison. During times of non-emergency, The Network also allows groups to communicate with each other for planning and preparedness purposes.

- **Risk Communication Partner Relay** is a network of partners representing non-profit organizations, agencies, and networks serving the homeless, houses of worship, and refugee resettlement agencies to assist in public communication during disasters and public health emergencies. These partners have agreed to assist the County by translating and disseminating critical disaster, safety, and health information to residents.

- **WebEOC** is used by the County and over 300 regional public safety partners and 4,000 users as crisis information management system and provides secure real-time information sharing amongst responding, agencies, organizations, and jurisdictions. WebEOC can be used to share information related to short-term recovery operations and conditions.

- **2-1-1 San Diego** works closely with the County of San Diego's OES during a disaster to provide public information to the community and rumor control and trend analysis to County officials. 2-1-1 also reports community needs that are not being met, and acts as the central communications point for other community agencies and NGOs.

FEDERAL FINANCIAL ASSISTANCE

There are many federal financial assistance resources and programs available that may be useful for stakeholder engagement after a disaster. Additionally, depending on the program (such as SBA Disaster Loans), those agencies establish extensive field presence to disseminate the assistance in the disaster-impacted area. Some examples of the types of assistance specially related to economic recovery include:

- **SBA Disaster Loans** provides low-interest disaster loans to businesses of all sizes, private non-profit organizations, homeowners, and renters. SBA disaster loans can be used to repair or replace the following items damaged or destroyed in a declared disaster: real estate, personal property, machinery and equipment, and inventory and business assets.

- **US Department of Housing and Urban Development (HUD), Community Development Block Grant Disaster Recovery Program (CDBG-DR),** provides flexible grants to help cities, counties, and states recover from presidentially declared disasters, especially in low-income areas, subject to availability of supplemental appropriations. In response to Presidentially declared disasters, Congress may appropriate additional funding for the CDBG program as Disaster Recovery grants to rebuild the affected areas and provide crucial seed 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.

- **USDA Business and Industry (B&I) Loan** is designed to improve, develop, or finance business, industry, and employment and improve the economic and environmental climate in rural communities. This is achieved by bolstering the existing private credit structure through the guarantee of quality loans, which will provide lasting community benefits. A borrower may be a cooperative organization, corporation, partnership, or other legal entity organized and operated on a profit or non-profit basis; an Indian tribe on a

federal or state reservation or other federally recognized tribal group; public body; or an individual. A borrower must be engaged in or proposing to engage in a business that will:

- Provide employment
- Improve the economic or environmental climate
- Provide the conversation, development, and use of water for aquaculture
- Reduce reliance on nonrenewable energy resources by encouraging the development and construction of solar energy systems and other renewable energy systems

- **US Department of the Treasury, Community Development Financial Institutions Fund (the CDFI Fund)** is designed to increase economic opportunity and promote community development investments for underserved populations and in distressed communities in the United States. Through monetary awards and the allocation of tax credits, the CDFI Fund helps promote access to capital and local economic growth in urban and rural low-income communities. Through its various programs, the CDFI Fund enables locally based organizations to further their goals such as: economic development (job creation, business development, and commercial real estate development); affordable housing (housing development and homeownership); and community development financial services (provision of basic banking services to underserved communities and financial literacy training).

- **Economic Development Administration (EDA)** can assist communities in addressing long-term disaster relief and recovery needs. Through competitive grants to eligible applicants, EDA's disaster recovery generally falls within three categories:

  - **Strategic Planning** – EDA offers financial resources and technical assistance to help develop and enhance economic development plans following a disaster. This is achieved through the funding of disaster recovery plans, strategies, and funding for disaster recovery coordinators.
  - **Infrastructure Development** – EDA offers grant funds to build new infrastructure (e.g., business incubators, technology parks, research facilities, basic utilities) that foster economic development to retain or attract jobs to the region.
  - **Capital for Alternative Financing** – Through EDA's Revolving Loan Fund (RLF) program, non-profit and governmental entities can apply to establish an RLF, which, in turn, makes below market rate loans to businesses to help recovery.

FEDERAL

- National Disaster Recovery Framework
- Applicant Handbook (FEMA 323), Department of Homeland Security, FEMA
- Audit Tips for Managing Disaster-Related Projects, Department of Homeland Security Office of Inspector General
- Help After a Disaster – Applicant's Guide to the Individual and Household Program, Department of Homeland Security, FEMA, August 2005
- Incident Command System, Field Operations Guide, ICS 420-1
- Public Assistance Guide (FEMA 322), Department of Homeland Security, FEMA
- Public Assistance Policy Digest (FEMA 321), Department of Homeland Security, FEMA, October 2001
- Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended by Public Law 92-288, June 2013

STATE

- Article 9, Emergency Services, Section 8605 of the Government Code, Operational Areas
- California Coroners Mutual Aid Plan
- California Emergency Plan (May 1998) and Sub-Plans
- California Emergency Services Act, Chapter 7 of Division 1 of Title 2 of the Government Code
- California Fire and Rescue Emergency Plan
- California Law Enforcement Mutual Aid Plan
- California Master Mutual Aid Agreement
- Disaster Debris Plan, California Integrated Waste Management Board
- Emergency Management in California, Cal EMA, October 2003
- Governor's Orders and Regulations for a War Emergency, 1971
- Petris Standardized Emergency Management System (SEMS) SB 1841 Chapter 1069 – Amendments to the Government Code, Article 7, California Emergency Services Act

Exhibit 4: Economic RSF Contact List

RSF Member	Name/Position	Telephone	Email
County of San Diego			
Suggested Stakeholder Entities			

ANNEX 3

Health and Social Services
Recovery Support Function (RSF)

Operational Area Recovery Plan
SEPTEMBER 2019
Unified San Diego County Emergency Services Organization and County of San Diego

GOAL

The goal of the Jurisdictional Health and Social Services Recovery Support Function (RSF) is to continue to sustain essential services and restore and improve health and social services operations and networks and to promote the resilience, independence, health (including behavioral health), and well-being of the whole community.

OVERVIEW OF POTENTIAL PARTNERS

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 a jurisdiction. During multi-jurisdictional emergencies, each jurisdiction and special district is responsible for conducting and managing emergencies within its boundaries.

Exhibit 1

HEALTH AND SOCIAL SERVICES RSF STAKEHOLDERS

- County of San Diego OES
- County of San Diego Aging and Independent Services (AIS)
- American Red Cross
- 2-1-1 San Diego
- Childcare Disaster Council
- Community Care Licensing
- Department of Child Support Services
- Department of Defense Health Services
- Department of Environmental Health
- Emergency Medical Services
- Healthcare Disaster Council
- Healthcare Coalition
- Health and Human Services Agency (HHSA)
- Public Health Services
- Salvation Army
- San Diego Health Council
- San Diego & Imperial Counties Volunteer Organizations Active in Disasters (VOAD)
- San Diego OES
- UC San Diego Health System
- Aging Commission of Mid-South
- Access and Functional Needs (AFN) advocacy networks
- Childcare centers
- Office of US Mexico Public Health
- Hospital Association of San Diego and Imperial Counties
- 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

STATE STAKEHOLDERS

- California Governor's Office of Emergency Services
- California OES
- California Emergency Management Agency
- California Environmental and Natural Resources Agencies
- California Health and Human Services Agency, Department of Public Health
- California Health and Human Services Agency
- California Health and Human Services Agency, Office of Statewide Health Planning Development
- California Health and Human Services Agency, Department of Social Services
- California Health and Human Services Agency, Department of Aging
- California Health and Human Services Agency, Department of Mental Health
- California Licensing and Certification
- California Emergency Medical Services Authority
- California Association of Health Facilities
- California Occupational Safety and Health Administration
- American Red Cross
- Board of Governors, California Community Colleges
- California Conservation Corps
- California Health and Human Services Agency, Department of Alcohol and Drug Programs
- California Health and Human Services Agency, Department of Developmental Services
- California Department of Food and Agriculture
- California Department of Commerce and Insurance - State Fire Marshal
- California Department of Corrections
- California Department of Safety
- California Department of Health Care Services
- California Department of Managed Health Care
- California Environmental Protection Agency
- Department of Education
- Department of Industrial Relations
- Department of Veterans Affairs

FEDERAL COORDINATING AGENCY: DEPARTMENT OF HEALTH AND HUMAN SERVICES

FEDERAL PRIMARY AGENCIES

- Corporation for National and Community Service
- Department of Homeland Security (DHS)/Federal Emergency Management Agency (FEMA) (National Preparedness, Protection Directive, and Civil Rights and Civil Liberties)
- Department of the Interior
- Department of Justice
- Department of Labor
- Department of Education
- Department of Veterans Affairs

FEDERAL SUPPORTING AGENCIES

- American Red Cross
- Center for Disease Control (CDC)
- Department of Agriculture
- Department of Transportation
- Department of Treasury
- Department of Veterans Affairs
- VOADs
- Small Business Administration
- Military treatment facilities

TARGET CAPABILITIES AND KEY ELEMENTS

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 based upon the specific needs of the disaster. Typical Health and Social Services RSF post-disaster topics are suggested below and are based upon previous disaster needs:

- 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
  - Pet care and 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)

CONCEPT OF OPERATIONS

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

The established four phases of recovery as described in the National Disaster Recovery Framework (NDRF).

- **Phase 1: Preparedness (Pre-Disaster)** includes actions taken before an incident or event requiring RSF support.
- **Phase 2: Short-Term Recovery** includes actions taken within days to weeks following an incident.
- **Phase 3: Intermediate Recovery** includes actions taken within weeks to months following an incident.
- **Phase 4: Long-Term Recovery** includes actions taken within months to years following an incident.

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

IMPLEMENTATION THRESHOLDS

GENERAL

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:

- Damage assessments are required.
- Field survey and inspection teams are activated.
- A significant number of residents within the jurisdiction are affected.
- A significant number of critical government agencies are affected.
- A large number of civic organizations are impacted.
- Local government begins recovery activities and requests jurisdiction RSF activation.

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.

Exhibit 2: Suggested Health and Social Services Recovery Operations Implementation Checklist

Support Activities	Responsibility	Completed	Notes
Short-Term Recovery			
In coordination with jurisdiction's EOC, assess the impact of the disaster on health and social services networks in the impacted area.		☐	
Understand the desired end state of recovery operations and identify solutions to achieve the desired end state.		☐	
Assess impact of staff needs for health and social providers.		☐	
Assessment of behavioral health needs and public health needs		☐	
Provide emotional and psychological services.		☐	
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.		☐	
Address immediate environmental health and safety concerns.		☐	
Provide animal services and support for immediate needs.		☐	
Review appropriate local, tribal, state, and federal recovery policies, and disaster-specific guidance.		☐	
Coordinate with local, tribal, state and federal government agencies and private and nonprofit organizations to identify, request, and direct short-term health and social services resources.		☐	
Coordinate with other RSFs to provide situational awareness and status of recovery operations.		☐	

Support Activities	Responsibility	Completed	Notes
Identify the need of a local assistance center / disaster recovery center and establish as appropriate.		☐	
Track disaster recovery costs.		☐	
Intermediate Recovery			
Engage health, behavioral health and social support networks for ongoing care:		☐	
Emergency medical services		☐	
Hospitals		☐	
Public health		☐	
Private health providers (for example, pharmacies, clinics, dialysis centers, other care providers)		☐	
Children management organizations and agencies		☐	
Points of distribution (commodities)		☐	
Food services, water, air quality		☐	
Government (local)		☐	
Access to Self-Sufficiency Services (CalFresh, WIC, etc.)		☐	
Mortuary services		☐	
Grief counseling, behavioral, critical stress incident management		☐	
Non-governmental Organizations (NGOs) and referral services		☐	
Ensure continuity of care through temporary facilities		☐	
Assemble committee to address unmet needs for assistance not met by existing services in coordination with non-governmental partners		☐	
Support re-establishment of environmental health and safety services		☐	
Support re-establishment of animal services		☐	

Support Activities	Responsibility	Completed	Notes
Provide public information to the population and response and recovery workers regarding the long-term effects of a post-disaster environment		☐	
Coordinate with local, tribal, state, and federal government agencies and private and nonprofit organizations to identify, request, and direct interim health and social services resources		☐	
Coordinate with other RSFs to provide situational awareness and status of recovery operations		☐	
Continue to track disaster-related recovery costs		☐	
Long-Term Recovery			
Implement health and social services revitalization strategies		☐	
Facilitate funding to rebuild business and health and social services drivers		☐	
Reconstitute animal services		☐	
Re-establish disrupted health care facilities		☐	
Reconstitute environmental health and safety services		☐	
Provide follow-up for ongoing counseling, behavioral health, and case management services		☐	
Coordinate with local, tribal, state, and federal government agencies and private and nonprofit organizations to identify, request, direct, and facilitate long-term health and social services resources		☐	
Coordinate with other RSFs to provide situational awareness and status of recovery operations		☐	
Continue to track disaster-related recovery costs		☐	
Finalize the jurisdiction's disaster-related recovery costs and report them to the		☐	

Support Activities	Responsibility	Completed	Notes
Recovery Coordinator/Local Disaster Recovery Manager			
Capture after-action recommendations and lessons learned		☐	
Develop and implement corrective actions		☐	
Demobilization			
Finalize the jurisdiction's disaster-related recovery costs and report them to the Recovery Coordinator/Manager		☐	
Capture after action recommendations and lessons learned		☐	
Develop and implement corrective actions		☐	

PHASE 1: PREPAREDNESS (PRE-DISASTER)

Phase 1 is ongoing. 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

- 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 government to promote a successful recovery process.
- Ensure inclusiveness to include individuals with disabilities and others with access and functional needs, advocates of children, seniors, and members of underserved populations.

- Ensure sensitivity and respect for social and cultural diversity is maintained at all times.
- Ensure compliance with equal opportunity and civil rights laws is upheld.

IDENTIFY AND PROVIDE PUBLIC EDUCATION NEEDS TO SUPPORT RECOVERY OPERATIONS

- Ensure all public education for emergency operations 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 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 access and functional needs, can be sufficiently educated on disasters to minimize panic and misunderstanding.

CONDUCT TRAINING AND EXERCISES ON DISASTER RECOVERY

- Ensure coordination of recovery training and exercise activities.

PHASE 2: SHORT-TERM RECOVERY

Phase 2 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:

- Continue to coordinate emergency medical care via the medical operations center.
- Continue to ensure immediate needs of vulnerable populations are being met.
- Utilize existing records for those with disabilities and others with access and functional needs, and support efforts for short-term planning.
- Address immediate environmental health and safety concerns.
- Coordinate animal services and support to meet 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.

PHASE 3: INTERMEDIATE

Phase 3 begins sometime during Short-Term Recovery. This phase ends when the intermediate recovery objectives are met. This phase consists of the following major tasks:

- Engage emotional and psychological support networks for 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 concerns.
- Support re-establishment of animal services.
- Provide public information to the population and response and recovery workers regarding the longer-term effects of a post-disaster environment.
- Continue to track disaster-related recovery costs.

PHASE 4: LONG-TERM RECOVERY

Phase 4 begins when the jurisdiction has determined its recovery end state. This phase ends when the community has reached its desired end state. This phase consists of the following major tasks:

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

ROLES AND RESPONSIBILITIES

Every member of a recovery operations organization is responsible for documenting and reporting possible mitigation actions. All of a jurisdiction's departments may need to take responsibility for certain functions throughout the recovery process. All local jurisdictions and departments should:

- Maintain standard operating plans and functional checklists.
- Train personnel and alternates.
- Maintain communications and coordination with appropriate EOC(s).

COMMUNICATION AND COORDINATION

Following the completion of the initial economic impact assessment, the Health and Social Services RSF stakeholders will continue to engage with local-level and potentially national-

level 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 fluctuates in order to obtain the appropriate expertise or capabilities of other entities beyond direct jurisdictional control that are known to support, or are capable of supporting, recovery efforts rather than continual participation in the RSF.

HEALTH AND SOCIAL SERVICES COORDINATION WITH THE LOCAL COMMUNITIES

Many entities will be active participants in the Health and Social Services RSF following a disaster. The entities that will need to be involved post-disaster fluctuates in order to obtain the appropriate expertise or capabilities of other entities beyond direct jurisdictional control that are known to support or are capable of supporting recovery efforts rather than continual participation in the RSF. The Health and Social Services RSF partners' technical expertise can be used to help 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.

HEALTH AND SOCIAL SERVICES RSF COORDINATION WITH OTHER RSFS

The Health and Social Services RSF serves as a collaborative forum for engagement with all Health and Social Services stakeholders on reducing Health and Social Services risks and expediting recovery efforts.

Exhibit 3: Health and Social Services RSF Coordination

Recovery Support Function	Potential Support to Health and Social Services RSF	Potential Support from Health and Social Services RSF
Community Planning and Capacity Building	Community priorities for economic recovery and development	Programs that encourage/support strategic planning for health and social services in the community
Economic	Technical assistance to health and social services networks and providers for business recovery	Assistance with health and social service networks, facilities, childcare, and/or providers that impact employment and support a customer base for businesses
Housing	Technical assistance to health and social services networks and providers for housing needs	Assistance with identification of housing needs and long-term impact for housing and social services
Infrastructure Systems	Restoration status of sewer, roadway, electricity, communications, and other infrastructure needs impacting the economy	Information on health and social services needs by geographic service areas
Natural and Cultural Resources	Rehabilitation of buildings for businesses within historic districts or landmarked/historic buildings; status of tourism assets	Integration of housing and social services resources into the promotion of economic growth through tourism and other conservation initiatives

Exhibit 4: Local Health and Social Services Considerations

Phase	Considerations	Responsible Stakeholder
Post-Disaster	• Restore basic health and social services functions; identify critical areas of need for health and social services, as well as key partners, and individuals with disabilities and others with access and functional needs and populations with limited English proficiency in Short-Term, Intermediate, and Long-Term Recovery. • Complete an assessment of community health and social service needs. • Evaluate health care services, social services, and behavioral health impacts. • Evaluate utilities (power, water, transportation, wastewater, and sanitation) impacts. • Evaluate communications (telephone, cell phone, and lifelines) impacts. • Evaluate environmental health impacts. • Review provisions for food safety and regulated medical products. • Identify healthcare issues specific to incident first responders. • Evaluate children in disasters and social services.	
	The following activities are typical activities stakeholders of this RSF may encounter: • Maintain situational awareness to identify and mitigate potential recovery obstacles during the response phase. • Leverage response, emergency protection measures, and hazard mitigation resources during the response phase to expedite recovery. • Provide technical assistance in the form of impact analyses, and support recovery planning of public health, health care, and human services infrastructure. • Manage debris and perform on-site environmental aspects related to recovery. • Establish communication and information sharing forum(s) for Health and Social Services RSF stakeholders and the community. • Coordinate and leverage applicable resources for health and social services. • Develop and implement a plan to transition from health and social services recovery operations back to a steady state. • Identify and coordinate with other local, state, and federal partners to assess food, animal, water, and air conditions to ensure safety. • Evaluate the effectiveness of health and social services recovery efforts. • Provide technical assistance in the form of impact analyses and recovery planning support of public health, health care, and human services infrastructure. Capture after-action recommendations and lessons learned. • Develop and implement corrective actions.	
RSF Outcomes	• Restore the capacity and resilience of essential health and social services to meet ongoing and emerging post-disaster community needs. • Restore utilities (power, water, transportation, wastewater, and sanitation/waste). • Restore communications (telephone, cell phones, and lifelines) services.	

Phase	Considerations	Responsible Stakeholder
	• Encourage behavioral health systems to meet the behavioral health needs of affected individuals, response and recovery workers, and the whole community. • Promote self-sufficiency and continuity of the health and well-being of affected individuals, particularly the needs of children, seniors, people living with disabilities that may have additional functional needs, people from diverse origins, people with limited English proficiency, and underserved populations. • Assist in the continuity of essential health and social services per departments' respective Continuity of Operations Plans (COOP). • Reconnect displaced populations with essential health and social services. • Protect the health of the population and response and recovery workers from the long-term effects of a post-disaster environment. • Promote clear communications and public health messaging to provide accurate, appropriate, and accessible information. Ensure information is developed and disseminated in multiple mediums and multilingual and alternative formats, is age-appropriate and user-friendly, and is accessible to underserved populations in accordance with the community affairs/public information policies within the jurisdiction.	

AVAILABLE RESOURCES

COMMUNICATION TOOLS

The following resources are located within the County of San Diego and neighboring cities and may be useful for stakeholder engagement after a disaster:

- **Common communications capabilities** including in-person meetings, conference calls, email distribution lists, webinars, video teleconferencing, etc. can be used with identified RSF stakeholders to identify and assess needs and coordinate recovery actions.

- **SDCountyEmergency.com** can be used to host disaster information and Short-Term Recovery Information in written, narrated, American Sign Language and Spanish formats. SD County Emergency can also highlight social media posts and mapped information with relevant recovery information.

- **SDCountyRecovery.com** can be used to host incident specific recovery information, along with general recovery information and resources. The site also features an Individual Assistance Damage Assessment Survey to allow self-reporting by residents of their disaster damages to assist the County in gauging eligibility for Individual Assistance Programs.

- **SD Emergency App** for iOS and Android devices can be used to send push notifications and host disaster information and Short-Term Recovery Information, as well as the location of established Local Assistance Centers.

- **Risk Communication Partner Relay** is a network of partners representing non-profit organizations, agencies and networks serving the homeless, houses of worship, and refugee resettlement agencies to assist in public communication during disasters and public health emergencies. These partners have agreed to assist the County by translating and disseminating critical disaster, safety and health information to residents.

- **WebEOC** is used by the County and over 300 regional public safety partners and 4000 users as crisis information management system and provides secure real-time information sharing amongst responding, agencies, organizations, and jurisdictions. WebEOC can be used to share information related to Short-Term Recovery operations and conditions.

- **2-1-1 San Diego** works closely with the County of San Diego's Office of Emergency Services (OES) during a disaster to provide public information to the community and rumor control and trend analysis to County officials. 2-1-1 also reports community needs that are not being met, and acts as the central communications point for other community agencies and non-governmental organizations.

RELEVANT PLANS OR STANDARD OPERATIONS PROCEDURES

FEDERAL

- National Disaster Recovery Framework
- Applicant Handbook (FEMA 323), Department of Homeland Security, FEMA
- Audit Tips for Managing Disaster-Related Projects, Department of Homeland Security Office of Inspector General
- Help After a Disaster – Applicant's Guide to the Individual and Household Program, Department of Homeland Security, FEMA, August 2005
- Incident Command System, Field Operations Guide, ICS 420-1
- Public Assistance Guide (FEMA 322), Department of Homeland Security, FEMA
- Public Assistance Policy Digest (FEMA 321), Department of Homeland Security, FEMA, October 2001
- Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended by Public Law 92-288, June 2013

STATE

- Article 9, Emergency Services, Section 8605 of the Government Code, Operational Areas
- California Coroners Mutual Aid Plan
- California Emergency Plan (May 1998) and Sub-Plans
- California Emergency Services Act, Chapter 7 of Division 1 of Title 2 of the Government Code
- California Fire and Rescue Emergency Plan
- California Law Enforcement Mutual Aid Plan
- California Master Mutual Aid Agreement
- Disaster Debris Plan, California Integrated Waste Management Board
- Emergency Management in California, Cal EMA, October 2003
- Governor's Orders and Regulations for a War Emergency, 1971
- Petris (SEMS) SB 1841 Chapter 1069 – Amendments to the Government Code, Article 7, California Emergency Services Act

Exhibit 5: Health and Social Services RSF Contact List

RSF Member	Name/Position	Telephone	E-mail
County of San Diego			
OES			
Aging and Independent Services (AIS)			
Department of Child Support Services			
Department of Environmental Health			
Emergency Medical Services			
2-1-1 San Diego			
Health and Human Services Agency (HHSA)			
Public Health Services			
Health and Social Services Stakeholders			
American Red Cross			
Childcare Disaster Council			
Healthcare Disaster Council			
Salvation Army			
San Diego Health Council			
San Diego & Imperial Counties VOAD			
UC San Diego Health System			
Aging Commission of Mid-South			
California Department of Agriculture			
California Department of Commerce and Insurance – State Fire Marshal			
California Department of Corrections			

RSF Member	Name/Position	Telephone	E-mail
California Department of Safety			
California Department of Human Services			
California Department of Health Services			
California Department of Public Health (CDPH) – Public Health, Licensing and Certification			
California Emergency Medical Services Authority			
California Association of Health Facilities			

ANNEX 4 Housing Recovery Support Function (RSF)

Operational Area Recovery Plan
SEPTEMBER 2019

Unified San Diego County Emergency Services Organization and County of San Diego

GOAL

The goal of the Jurisdictional Housing Recovery Support Function (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. Monitor and assess housing impacts, needs, and priorities.

MISSION

The mission of the Housing RSF as outlined in the National Disaster Recovery Framework (NDRF) is to:

"Address pre- and post-disaster housing issues and coordinate and facilitate 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."

Additionally, the NDRF indicates the core capability for the Housing RSF "is the ability to implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience."

OVERVIEW OF POTENTIAL PARTNERS

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 a jurisdiction. During multi-jurisdictional emergencies, each jurisdiction and special district is responsible for conducting and managing emergencies within its boundaries.

Exhibit 1

- County of San Diego Office of Emergency Services
- Insurance Advocacy
- Regional Care and Shelter Working Group
- American Red Cross (ARC)
- Access and Functional Needs (AFN) Working Group
- 2-1-1 San Diego
- Housing and Community Development
- SANDAG
- Campus Emergency Managers Group
- Farm Bureau
- Civ-Mil Working Group
- Planning and Development Services
- Regional Task Force on the Homeless
- County Communications Group
- Farmworker CARE Coalition
- Habitat for Humanity
- Salvation Army
- San Diego Hotel and Motel Association
- Renters Association
- Fair Housing Center of the Legal Aid Society of San Diego
- Each incorporated jurisdiction and their housing authorities
- Volunteer Organizations Active in Disasters (VOAD)

STATE STAKEHOLDERS:

- California Governor's Office of Emergency Services
- Department of Housing and Community Development
- Department of Real Estate
- California Housing and Finance Agency (Cal HFA)
- Department of Transportation
- Department of Insurance
- CHHSA, Department of the Aging
- CHHSA, Department of Community Services and Development
- CHHSA, Department of Development Services
- CHHSA, Department of Rehabilitation
- CHSSA, Department of Alcohol and Drugs Programs
- California Department of General Services
- Department of Veterans Affairs
- Natural Resources Agency, California State Lands Commission

FEDERAL COORDINATING AGENCY: HOUSING AND URBAN DEVELOPMENT (HUD)

FEDERAL PRIMARY AGENCIES

- Department of Homeland Security (DHS)/Federal Emergency Management Agency (FEMA)
- Department of Justice
- U.S. Department of Agriculture

FEDERAL SUPPORTING AGENCIES

- American Red Cross
- Corporation for National and Community Service
- Department of Commerce
- Department of Energy
- Environmental Protection Agency
- General Services Administration
- Health and Human Services
- Long-Term Recovery Groups
- Small Business Administration
- US Access Board
- Veterans Affairs
- Volunteer Organizations Active in Disasters (VOAD)

TARGET CAPABILITIES AND KEY ELEMENTS

Targets and core recovery capabilities for the Housing RSF is 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 met 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 jurisdictional commonly needed disaster recovery capabilities, and integrates socioeconomic, demographic, accessibility, and risk assessment considerations.

Typical Housing RSF post-disaster topics are suggested below and are based upon previous disaster needs:

- Identify short-term sheltering needs and resources

  - Coordinate shelter, warming, and cooling sites with Regional Care and Shelter Working Group, the American Red Cross, and Emergency Support Function #6 – Mass Care, Emergency Assistance, Housing and Human Services
  - Coordinate shelter management with Emergency Operations Center (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 HCD's fund recipients and other partner's identification lists
- Coordinate with County Animal Services and the Humane Society for 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
  - Inventory of existing housing options
  - Rental market
  - Rehabilitation options
  - Access to services
  - Identify flexible and adaptable housing options

- Evaluate capability and resources available to address needs

  - Local or Tribal
  - Non-governmental organization, private sector

    o Network of volunteers for rapid deployment
    o Salvation Army Feed the Need (overlaps with the Health and Social Services RSF)

  - State
  - Federal

- Evaluate alternatives and considerations

  - Affordability
  - Land use/codes/zoning
  - Production, design, and logistics
  - Financing concerns
  - Insurance

- Identify barriers to repair or access to permanent housing

- Inventories

    o Existing homes
    o Construction supplies

  - Financing
  - Lack of infrastructure (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 San Diego County Department of Housing 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 urgent housing needs of the disaster victims.

- Disaster recovery housing needs are coordinated while promoting self-sufficiency and continuity of the health and well-being of affected individuals.

- Planning for current and post-disaster requirements is integrated into the organizations that perform land and community planning and building code administration.

- Programs, industry, and construction options for addressing post-disaster housing needs are in place.

- Research results related to the disaster recovery housing area.

- Inter-agency knowledge and expertise are shared with state and federal housing task forces to address disaster housing issues.

- Pre- and post-disaster interaction and problem solving among federal agencies and stakeholders with a focus on reconstructing permanent housing, including affordable and accessible housing that incorporates resilience, sustainability, and mitigation concepts, is facilitated.

- Timely construction of housing that complies with local, state, and national model building codes, including accessibility standards, is facilitated.

CONCEPT OF OPERATIONS

The decision to engage the jurisdiction's RSFs primarily occurs after the start of an escalating incident. If an incident evolves into such a magnitude that recovery activities exceed the EOC capabilities or requires external resources from agencies not represented in the EOC (if activated), RSFs may be activated. Section 4.1 lists implementation thresholds to assist the jurisdiction in determining the need to engage the Housing RSF.

The established four phases of recovery as described in the National Disaster Recovery Framework (NDRF).

- **Phase 1: Preparedness (Pre-Disaster)** includes actions taken before an incident or event requiring RSF support.
- **Phase 2: Short-Term Recovery** includes actions taken within days to weeks following an incident.
- **Phase 3: Intermediate Recovery** includes actions taken within weeks to months following an incident.
- **Phase 4: Long-Term Recovery** includes actions taken within months to years following an incident.

After the decision has been made to activate the Housing RSF, the jurisdiction's Recovery Coordinator/Local Disaster Recovery Manager is the primary point of contact for the implementation.

IMPLEMENTATION 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 and other RSFs:

- The EOC may or may not be activated.
- Damage assessments are required.
- Field survey and inspections teams are activated.
- A significant number of residents within the jurisdiction are affected.
- A significant number of critical government agencies are affected.
- A large number of 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.

OBJECTIVES AND IMPLEMENTATION ACTIVITIES

The 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.

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.

PHASE 1: PREPAREDNESS

Phase 1 is ongoing and occurs 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.
- Develop an inventory of available housing.
- Establish partnerships.
- Identify and provide public education needs to support recovery operations.
- Conduct training and exercises on disaster recovery.

PHASE 2: SHORT-TERM RECOVERY

Phase 2 begins when an incident occurs and can be defined in terms of hours to days. 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 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 as appropriate.
- Identify how many shelters are needed.
- Track disaster-related recovery costs.

PHASE 3: INTERMEDIATE

Phase 3 begins sometime during Short-Term Recovery and can be defined in terms of weeks to months. This phase ends when the intermediate recovery objectives are met. This phase consists of 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.

PHASE 4: LONG-TERM RECOVERY

Phase 4 begins when the jurisdiction has determined its recovery end state and can be defined in terms of months to years. This phase ends when the community has reached its desired end state. This phase consists of the following major tasks:

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

Exhibit 2 below is a checklist outlining suggested implementation activities Housing RSF stakeholders may engage in throughout the various stages of an emergency.

Exhibit 2: Suggested Housing Recovery Operations Implementation Checklist

Support Activities	Responsibility	Completed	Notes
Preparedness			
Establish a regional disaster housing task force or use the RSF structure to develop recovery related housing partnerships in order to understand the roles and responsibilities for RSF stakeholders post-disaster.		☐	
Work with federal, local, state, and tribal governments, NGOs, and others in coordination with the jurisdiction-coordinated disaster housing task force and the local, state, and/or National Disaster Housing Task Force/Joint Housing Solutions Group.		☐	
Identify strategies and options that address a broad range of disaster housing issues, such as those dealing with planning, zoning, design, production, logistics, codes, and financing.		☐	
Build accessibility, resilience, sustainability, and mitigation measures into identified housing recovery strategies.		☐	
Coordinate the connection between the Individual Assistance Programs and the Housing RSF.		☐	
Review the Department of Homeland Security (DHS)/FEMA National Disaster Housing Strategy (2009), the Catastrophic Housing Annex (August 2012), and the Housing RSF-Guide to Housing Recovery Resources to evaluate federal support options that are relevant to the Housing RSF.		☐	
Coordinate and leverage federal, local, state, and tribal governments, NGOs, housing-related resources to assist the community with addressing housing-related disaster recovery needs.		☐	
Short-Term Recovery			
Assess the impact of the incident on housing.		☐	
Determine the number of residents that will require short-term (two weeks), long-term (temporary but not permanent), and permanent housing.		☐	
Coordinate with the Recovery Coordinator/ Local Disaster Manager to ensure the desired housing end state is in alignment with the jurisdiction's desired end state and recovery objectives. Once the end state is identified, identify solutions to achieve the desired end state for housing recovery efforts.		☐	
Provide short-term mass care and sheltering for impacted populations.		☐	
Review appropriate local, state, and federal recovery policies and disaster-specific guidance.		☐	
Identify potential funding sources for short-term, intermediate, and long-term housing needs.		☐	

Support Activities	Responsibility	Completed	Notes
Determine the resources needed to provide interim (weeks or months) housing for the identified impacted population. Request resources from the Recovery Coordinator/Local Disaster Recovery Manager.		☐	
Identify the need of a local assistance center/disaster recovery center and establish as appropriate.		☐	
Coordinate with local, state, and federal government agencies and private and non-profit organizations to identify, request, and direct short-term housing resources in coordination with the Recovery Coordinator/Local Disaster Recovery Manager.		☐	
Begin re-entry planning as appropriate.			
Coordinate with other RSFs and the jurisdiction's Recovery Coordinator/Local Disaster Recovery Manager to provide situational awareness and status of housing recovery operations.		☐	
Intermediate Recovery			
Coordinate with members of the RSF and provide accessible interim housing solutions for the populations that require interim housing solutions.		☐	
Determine the numbers of the population that will require long-term temporary or permanent housing solutions.		☐	
Determine the procedures for vetting new providers/vendors for housing construction, repair, and demolition.		☐	
Establish and implement consumer-protection reporting and safeguards to ensure fair and equitable practices are followed during construction and rebuilding projects.		☐	
Work with the rental representatives to determine the outcomes for rental owners and renters (including the legal responsibility if rent was paid but the home was evacuated).		☐	
Ensure standards and safeguards are followed for intermediate housing related to health and safety, building codes, environmental, and universal access.		☐	
Coordinate with local, state, and federal government agencies and private and non-profit organizations to develop a long-term temporary housing plan (including revitalization strategies) and present it to the Housing Task Force.		☐	
Coordinate the Federal Register notice publication with waivers and submit action plan.		☐	
Coordinate with other RSFs and the jurisdiction's Recovery Coordinator/Local Disaster Recovery		☐	

Support Activities	Responsibility	Completed	Notes
Manager to provide situational awareness and status of housing recovery operations.			
Continue to track disaster-related recovery costs through the specific disaster code. Coordinate and identify specific methods to track unique community-related costs and coordinate with the other RSFs on cost codes and procedures.		☐	
Long-Term Recovery			
Once the long-term temporary housing plan is approved by the Housing Task Force, identify the needed resources and utilize the jurisdiction's Recovery Coordinator/Local Disaster Recovery Manager to request them.		☐	
Implement the housing plan and revitalization strategies for identified populations.		☐	
Work with insurance representatives to identify insurance policies and issues related to long-term housing activities.		☐	
Coordinate with state and federal government agencies and private and non-profit organizations to identify, request, direct, and facilitate long-term housing resources.		☐	
Coordinate with other RSFs and the Jurisdiction's Recovery Coordinator/Local Disaster Recovery Manager to provide situational awareness and status of housing recovery operations.		☐	
Continue to track disaster-related recovery costs through the specific disaster code. Coordinate on any additional long-term housing-related costs.		☐	
Demobilization			
Finalize disaster-related recovery costs and complete the required federal documentation for reimbursement (if provided).		☐	
Capture after-action recommendations and lessons learned.		☐	
Identify possible mitigation strategies to be included in the Hazard Mitigation Plan for future implementation.		☐	
Develop and implement corrective actions.		☐	

ROLES AND RESPONSIBILITIES

Every member of a recovery operations organization is responsible for documenting and reporting possible mitigation actions. All of a jurisdiction's departments may need to take responsibility for certain functions throughout the recovery process. All local jurisdictions and departments should:

- Maintain standard operating plans and functional checklists.
- Train personnel and alternates.
- Maintain communications and coordination with appropriate EOC(s).

Exhibit 3 provides a detailed list of roles and responsibilities.

Exhibit 3: Local Housing Stakeholders

Stakeholders	Functions
Office of Emergency Services	• Reports situation and damage to State OES • Coordinates and maintains files of all initial assessment reports • Coordinates and maintains all records during the recovery phases, along with the Auditor and Controller's Office • Coordinates the development of after-action reports
County Assessor's Office	• Follows up on field reports received by a jurisdiction's damage assessment process in order to provide potential property tax relief to owners of damaged private property via a County Assessor Reassessment of Property Damaged by Misfortune or Calamity.
County Housing and Community Development	• Administers federal disaster housing assistance for victims • Serves Section 8 Rental Assistance applicants currently on the program or Tenant Based Rental Assistance participants • Coordinates with the Federal Department of Housing and Urban Development (HUD)
Department of Planning and Development Services	• Provides permitting and licensing services for rebuilding structures, etc.
2-1-1 Information Line	• Disseminates public information • Rumor control • Trend analysis
American Red Cross	• Provides for the immediate emergency disaster-caused basic human needs of individuals: shelter, food, health and mental health services • Feeds emergency workers and handles inquiries from family members outside the disaster area • Provides community recovery strategy development: leadership, technical assistance, preparedness and resiliency information in affected communities • Provides casework/recovery planning to individuals and families • Provides direct client assistance: where there is no federal declaration for individual assistance and may provide for individuals ineligible for FEMA/IA • Provides preparedness information **When resources allow, provide:** • Additional direct client assistance: health, mental health, housing/building and repair, occupational supplies, etc.

Stakeholders	Functions
	• Partner and interagency support: case management systems, material support, grants, etc. • Community preparedness and resilience building
Salvation Army	• Provides recovery assistance through its mobile feeding, emergency shelter, and other key services
Habitat for Humanity	• Assists with community rebuilding
Farmworker CARE Coalition	• Recognizes farmworkers as a vibrant part of the community and improves the living, working and health conditions, and access to health, social and educational services through empowerment, advocacy, and coordinated efforts
Insurance Advocacy	• Provides support and guidance regarding insurance
U.S. Department of Housing and Urban Development (HUD)	• Coordinates with FEMA and local housing authorities • Supports and oversees local housing authority in public outreach, counseling, and having a presence at all recovery assistance centers
Hotel and Motel Association	• Coordinates lodging needs
Renters Association	• Provides apartment vacancy information and rates of existing vacant units
Fair Housing Center of the Legal Aid Society of San Diego	• Provides fair housing services for the City and/or County of San Diego to eliminate housing discrimination and to ensure equal housing opportunities for all people in the City and County of San Diego
Local Jurisdictions Housing Commissions / Housing Authorities	• Administers federal disaster housing assistance for victims • Serves Section 8 Rental Assistance applicants currently on the program or Tenant Based Rental Assistance participants • Coordinates with HUD • Coordinates with the County Housing and Community Development Department
Campus Emergency Managers Group	• Provides student housing inventory • Provides status of housing needs for students

COMMUNICATION AND COORDINATION

Following the completion of the initial economic impact assessment, the jurisdiction's Housing RSF will continue to engage with local-level, and potentially national-level, 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 fluctuates in order to obtain the appropriate expertise or capabilities of other entities beyond direct jurisdictional control that are known to support, or are capable of supporting, recovery efforts rather than continual participation in the RSF.

HOUSING RSF COORDINATION WITH LOCAL COMMUNITIES

Many entities will be active participants in the Housing RSF following a disaster. The entities that will need to be involved post disaster fluctuates in order to obtain the appropriate expertise or capabilities of other entities beyond direct jurisdictional control that are known to support, or are capable of supporting, recovery efforts rather than continual participation in the RSF.

HOUSING RSF COORDINATION WITH OTHER RSFS

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 jurisdiction's Recovery Coordinator/Local Disaster Recovery 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 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. Some of the projected interdependencies are captured in Exhibit 3.

Exhibit 4: Housing RSF Coordination

Recovery Support Function	Potential Support to Housing RSF	Potential Support from Housing RSF
Community Planning and Capacity Building	Community priorities for economic recovery and development	Provide input to programs that encourage/support strategic housing planning for economy/community
Health and Social Services	Assistance with health and social service networks, facilities, childcare, and/or providers that impact employment, and support a customer base for businesses	Technical assistance to health and social services networks and providers for business recovery
Economic	Meeting the housing needs of employers and employees of businesses receiving Economic RSF assistance	Assist businesses with housing rehabilitation and development. Provide technical assistance to housing developers for access to capital
Infrastructure Systems	Restoration status of sewer, roadway, electricity, communications, and other infrastructure needs impacting housing	Information on infrastructure needs of businesses by geographic service areas
Natural and Cultural Resources	Rehabilitation of buildings for businesses within historic districts or landmarked/historic buildings; status of tourism assets	Integration of strategic housing planning into the promotion of economic growth through tourism and other conservation initiatives

SPECIAL CONSIDERATIONS AND AVAILABLE RESOURCES

SPECIAL CONSIDERATIONS

This section is designed to highlight key concepts or critical elements that may need to be considered once the Housing RSF is activated. These considerations include the following:

- The external regional impact on the jurisdiction following an incident occurring in a neighboring jurisdiction or other part of the State
- International border issues that may impact housing availability following a disaster
- Coordination with Immigration and Customs Enforcement
- Transportation, evacuation, and re-entry of affected populations
- Begin re-entry and repopulation planning
- Homeless population
- Accessible housing needs

COMMUNICATION TOOLS

The following resources are located within the County of San Diego and neighboring cities and may be useful for stakeholder engagement after a disaster:

- **Common communications capabilities** including in-person meetings, conference calls, email distribution lists, webinars, video teleconferencing, etc. can be used with identified RSF stakeholders to identify and assess needs and coordinate recovery actions.

- **SDCountyEmergency.com** can be used to host disaster information and Short-Term Recovery Information in written, narrated, American Sign Language and Spanish formats. SDCountyEmergency can also highlight social media posts and mapped information with relevant recovery information.

- **SDCountyRecovery.com** can be used to host incident specific recovery information, along with general recovery information and resources. The site also features an Individual Assistance Damage Assessment Survey to allow self-reporting by residents of their disaster damages to assist the County in gauging eligibility for Individual Assistance Programs.

- **SD Emergency App** for iOS and Android devices can be used to send push notifications and host disaster information and Short-Term Recovery Information, as well as the location of established local assistance centers/disaster recovery centers.

- **ReadySanDiego Business Network (The Network)** was created as an open network, two-way communication forum for our partners to interact with the County of San Diego EOC during an emergency. During an emergency, members of The Network would have access to the EOC Business Liaison. During times of non-emergency, The Network also allows groups to communicate with each other for planning and preparedness purposes.

- **Risk Communication Partner Relay** is a network of partners representing non-profit organizations, agencies and networks serving the homeless, houses of worship, and refugee resettlement agencies to assist in public communication during disasters and

public health emergencies. These partners have agreed to assist the County by translating and disseminating critical disaster, safety, and health information to residents.

- **WebEOC** is used by the County and over 300 regional public safety partners and 4,000 users as crisis information management system and provides secure real-time information sharing among responding, agencies, organizations, and jurisdictions. WebEOC can be used to share information related to Short-Term Recovery operations and conditions.

- **2-1-1 San Diego** works closely with the County of San Diego's OES during a disaster to provide public information to the community, and rumor control and trend analysis to County officials. 2-1-1 also reports community needs that are not being met, and acts as the central communications point for other community agencies and non-governmental organizations.

RELEVANT PLANS OR STANDARD OPERATIONS PROCEDURES

The following documents are specific to the Housing RSF.
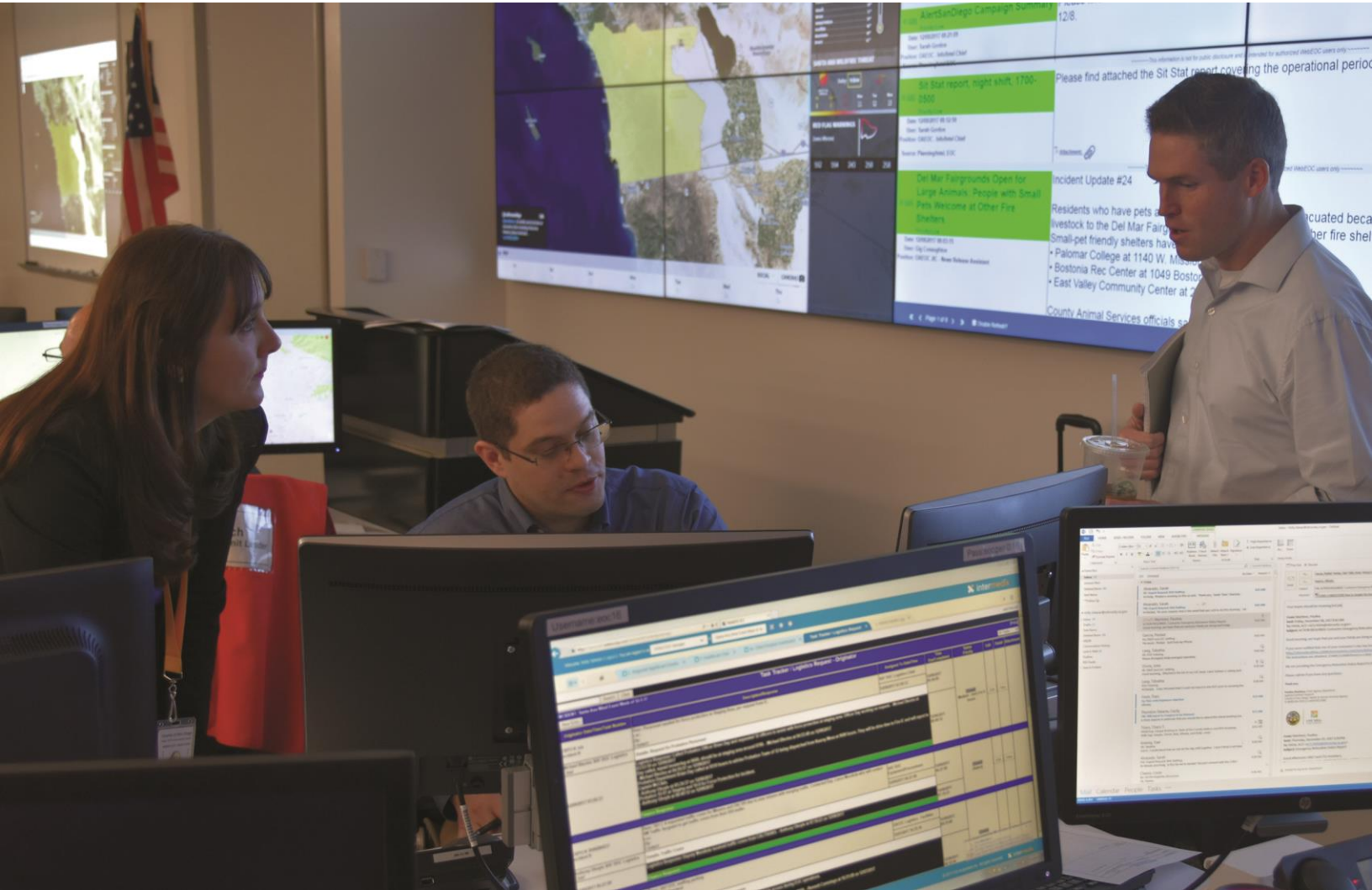
FEDERAL

- National Disaster Housing Strategy, 2009
- Federal Emergency Management Agency, 2009 Disaster Housing Plan

STATE

- State of California Emergency Plan Emergency Function Annexes

ANNEX 5   Infrastructure Systems Recovery Support Function (RSF)

Operational Area Recovery Plan
SEPTEMBER 2019
Unified San Diego County Emergency Services Organization and County of San Diego

GOAL

The goal of the Jurisdictional Infrastructure Systems Recovery Support Function (RSF) is to integrate the capabilities of a jurisdiction to expedite infrastructure restoration throughout their area to expedite Short-, 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 jurisdiction before and after disaster events. 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 as identified by the jurisdiction align with the Federal Infrastructure Systems RSF, as well as the 2013 National Infrastructure Protection Plan's Critical Infrastructure Sectors of: Chemical, Commercial Facilities, Communications, Critical Manufacturing, Dams, Defense Industrial Base, Emergency Services, Energy, Financial Services, Food and Agriculture, Government Facilities, Healthcare and Public Health, Information Technology, Nuclear Reactors, Materials, and Waste, Transportation Systems, Water and Wastewater Systems.

OVERVIEW OF POTENTIAL PARTNERS

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 a jurisdiction. During multi-jurisdictional emergencies, each jurisdiction and special district is responsible for conducting and managing emergencies within its boundaries.

Exhibit 1

INFRASTRUCTURE SYSTEMS RSF STAKEHOLDERS

- InfraGard San Diego
- San Diego Gas and Electric
- Lifelines Emergency Coordination Group
- Law Enforcement Coordination Center – Critical Infrastructure Protection Program
- County Department of Public Works
- County of San Diego Water Authority
- County of San Diego Air Pollution Control Board
- California Utility Emergency Association
- North County Transit District
- San Diego Metropolitan Transit System
- San Diego Integrated Waste Management Technical Advisory Committee
- San Diego County Air Pollution Control District
- County Department of General Services
- Access and Functional Needs Working Group
- AT&T
- Verizon
- Auxiliary Communications Service (ACS)
- U.S. Department of Homeland Security (DHS), Office of Infrastructure Protection

STATE STAKEHOLDERS:

- California Governor's Office of Emergency Services
- Public Utilities Commission (PUC)
- Department of Transportation
- California Energy Commission (CEC)
- Business, Transportation and Housing (BTH)
- Department of Parks and Recreation
- Seismic Safety Commission
- State Water Resources Control Board
- California OES Law Enforcement Branch – Critical Infrastructure Protection Unit

FEDERAL COORDINATING AGENCY:
DEPARTMENT OF DEFENSE/U.S. ARMY CORPS OF ENGINEERS

FEDERAL PRIMARY AGENCIES

- Department of Homeland Security (DHS) / Federal Emergency Management Agency (FEMA)
- DHS/National Protection and Programs Directorate
- Department of Energy
- Department of Transportation

FEDERAL SUPPORTING AGENCIES

- DHS
- United States Coast Guard
- Department of Commerce
- Department of Defense
- Department of Education
- Department of Interior
- Department of Treasury
- Environmental Protection Agency
- Federal Communications Commission
- General Service Administration
- Health and Human Services
- Long-Term Recovery groups
- U.S. Department of Agriculture
- Voluntary organizations active in disasters

TARGET CAPABILITIES AND KEY ELEMENTS

Targets and core recovery capabilities for the Infrastructure Systems RSF are focused on the ability to efficiently restore the jurisdiction's infrastructure systems and services in order 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 jurisdiction on developing the following targets and capabilities:

- Assess and analyze threats to, vulnerabilities of, and consequences to 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 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 targets can include the targets listed below and are based upon previous disaster needs:

- Evaluate infrastructure system status.

- Establish a prioritized sequence for restoration of critical infrastructure. Consider interdependencies and cascading impacts as priorities will be dependent on incident circumstances:

  - Current 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/CAD

  - Additional priorities

    - Transportation sector resources without power
    - Telecommunications systems

- o Lifeline sectors that have emergency power
- o Facilities handling emergency purchases, food, shelter, and resource distribution and management
- o Community areas receiving minor damage and other government facilities
- o Community areas receiving major damage
- o Community areas receiving catastrophic damage

- Facilitate the connection between the infrastructure owners/operators and infrastructure service providers to meet urgent restoration needs of the disaster victims.

- Implement mitigation/hardening/increased resiliency strategies.

- Address regulatory issues that speed restoration or implementation of mitigation.

- Inventory available funding and funding gaps.

- Leverage funding to avoid duplication of effort.

- Implement use of energy efficiency and renewable energy systems.

CONCEPT OF OPERATIONS

The decision to engage the jurisdiction's RSFs primarily occurs after the start of an escalating incident. If an incident evolves into such a magnitude that recovery activities exceed the Emergency Operations Center (EOC) capabilities or requires external resources from agencies not represented in the EOC (if activated), RSFs may be activated. This engagement is facilitated (virtually or on-site) with the assistance of personnel from RSF organizations as well as other coordinating agencies. Section 4.1 lists implementation thresholds to assist the jurisdiction in determining the need to engage the Infrastructure Systems RSF.

The established four phases of recovery as described in the National Disaster Recovery Framework (NDRF).

- **Phase 1: Preparedness (Pre-Disaster)** includes actions taken before an incident or event requiring RSF support.
- **Phase 2: Short-Term Recovery** includes actions taken within days to weeks following an incident.
- **Phase 3: Intermediate Recovery** includes actions taken within weeks to months following an incident.
- **Phase 4: Long-Term Recovery** includes actions taken within months to years following an incident.

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

GENERAL

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 Infrastructure Systems RSF and other RSFs:

- The EOC may or may not be activated.
- Damage assessments are required.
- Field survey and inspections teams are activated.
- A significant number of residents within the jurisdiction are affected.
- A significant number of critical government agencies are affected.
- A large number of 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.

Short-term Recovery operations may continue to be coordinated from the EOC after the response phase is over, if required.

OBJECTIVES AND IMPLEMENTATION ACTIVITIES

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.

PHASE 1: PREPAREDNESS (PRE-DISASTER)

Phase 1 is ongoing. 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

- 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 government to promote a successful infrastructure systems recovery process.
- Ensure inclusiveness to include individuals with access and functional needs, advocates of children, seniors, and members of underserved populations.
- Ensure sensitivity and respect for social and cultural diversity is maintained at all times.
- Ensure compliance with equal opportunity and civil rights laws is be upheld.

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 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 development and delivering of pre-disaster information and education programs.
- Ensure there is a mechanism whereby the largest possible segment of the population, including the elderly and the access and functional needs populations, can be sufficiently educated on disasters to minimize panic and misunderstanding.

CONDUCT TRAINING AND EXERCISES ON DISASTER RECOVERY

- Ensure coordination of recovery training and exercise activities.

PHASE 2: SHORT-TERM RECOVERY

Phase 2 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 infrastructure systems.
- Understand the desired infrastructure systems end state of recovery operations.
- Identify and restore critical infrastructure.
- Coordinate restoration priorities with operators.
- Track disaster-related recovery costs.

PHASE 3: INTERMEDIATE

Phase 3 begins sometime during Short-Term Recovery and can be defined in terms of weeks to months. This phase ends when the Intermediate Recovery objectives are met. This phase consists of the following major tasks:

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

PHASE 4: LONG-TERM RECOVERY

Phase 4 begins when the jurisdiction has determined its recovery end state. This phase ends when the community has reached its desired end state. This phase consists of 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 desired end state.
- Continue to track disaster-related recovery costs.

Exhibit 2: Suggested Infrastructure Systems Recovery Operations Implementation Checklist

Support Activities	Responsibility	Completed	Notes
Short-Term Recovery			
Ensure jurisdiction's utilities are shut down as needed. Work with private infrastructure companies to understand measures to be taken by homeowners and business owners regarding individual property utilities.		☐	
Conduct public education outreach to ensure individual utilities are shut off as needed.		☐	
Identify prioritized areas within the jurisdiction for debris removal.		☐	
Coordinate a robust database/geographic information system (GIS) process with appropriate stakeholders. Ensure data capture for all elements of infrastructure damage and restoration.		☐	
Coordinate debris assessments with stakeholders. Consider streamlining debris assessments between local, state, and federal entities.		☐	
Work with infrastructure companies and utilities to understand the disaster's impact on citizens, and how long they will be without services.		☐	
Understand the desired end state of infrastructure recovery operations, develop an infrastructure		☐	

Support Activities	Responsibility	Completed	Notes
restoration plan, and identify solutions to achieve the desired end state.			
Identify and clear primary transportation routes of debris on major arterial roads, critical infrastructure (including utilities and emergency services), and major transit systems.		☐	
Identify and restore critical infrastructure.		☐	
Review appropriate local, state, and federal infrastructure recovery policies and disaster-specific guidance.		☐	
Coordinate with local, state, and federal government agencies and private and non-profit organizations to identify, request, and direct short-term infrastructure systems resources.		☐	
Coordinate with other RSFs and all activated EOCs to provide situational awareness and status of infrastructure recovery operations.		☐	
Track disaster-related recovery costs and identify specific methods to track infrastructure-related costs.		☐	
Intermediate Recovery			
Develop a process for implementing public assistance and mitigation projects, including the tracking of financial resources and materials for grant reporting.		☐	
Initiate debris management plan to include identifying contractors to conduct debris operations; establish debris monitoring, establish financial tracking for debris removal; conduct public outreach to encourage residents to move debris to the right of way; and coordinate with local, state, and federal experts on debris removal efforts.		☐	
Coordinate with private entities to understand the timeline for infrastructure repair and restoration.		☐	
Coordinate with private entities to identify eligible projects for public assistance and mitigation funds.		☐	
Coordinate with the Natural and Cultural RSF to ensure that planned restoration and mitigation projects are in accordance with preservation laws and ordinances.		☐	
Coordinate to ensure that identified infrastructure projects are in synchronization with other planned recovery projects.		☐	
Coordinate with other RSFs to provide situational awareness and status of infrastructure recovery operations.		☐	
Continue to track disaster-related recovery costs and identify any additional interim infrastructure-related costs.		☐	

Support Activities	Responsibility	Completed	Notes
Long-Term Recovery			
Implement mitigation projects to protect critical infrastructure from future disasters.		☐	
Rebuild infrastructure to meet future community needs and achieve desired end state.		☐	
Coordinate with local, state, and federal government agencies and private and non-profit organizations to identify, request, direct, and facilitate long-term infrastructure resources.		☐	
Coordinate with other RSFs to provide situational awareness and status of infrastructure recovery operations.		☐	
Continue to track disaster-related recovery costs and identify any additional long-term infrastructure related costs.		☐	
Demobilization			
Finalize the disaster-related recovery costs.		☐	
Capture after-action recommendations and lessons learned.		☐	
Develop and implement corrective actions.		☐	

ROLES AND RESPONSIBILITIES

Every member of a recovery operations organization is responsible for documenting and reporting possible mitigation actions. All of a jurisdiction's departments may need to take responsibility for certain functions throughout the recovery process. All local jurisdictions and departments should:

- Maintain standard operating plans and functional checklists.
- Train personnel and alternates.
- Maintain communications and coordination with appropriate EOC(s).

Exhibit 3 provides a detailed list of roles and responsibilities.

Exhibit 3: Local Infrastructure Systems Stakeholders

Stakeholders	Functions
County of San Diego OES	- Reports situation and damage to State OES - Coordinates and maintains files of all initial assessment reports - Coordinates and maintains records during the recovery phases - Coordinates the development of after-action reports - Coordinates ACS resources

Stakeholders	Functions
County Department of General Services	• Inspects and reports on the status of communications sites and regional/County facilities • Responsible for cost recovery documentation of field response/repairs and estimates • Provides 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 • Provides generators for County-owned facilities
County Department of Public Works	• Inspects and reports on County maintained road right-of-way infrastructure • Inspects and reports on County maintained drainage/flood control facilities • Inspects and reports on County owned water and wastewater facilities • Supports law enforcement, opening and closing County roads • During recovery process, manages County debris removal program and DPW's public property rebuilding efforts in the unincorporated areas
San Diego Gas and Electric (SDG&E)	The utility shall prepare an emergency response plan to best protect life and property that has the following elements: • Coordination of internal activities in an EOC or suitable alternative • Media coordination to assure provision of timely and complete information • External and government coordination to ensure effective communications • Damage assessment procedures to expedite a response to the emergency • Restoration priority guidelines for service restoration to include prioritization for critical and essential customers • Mutual assistance procedures that detail intent to employ resources
County of San Diego Water Authority	• Monitors, assesses, and provides technical support on the economic impacts on agricultural and the export activities and resumption of trade • Conducts quarterly meetings and exercises to develop and coordinate member agency, regional and stage agency participation • Coordinates communications and response to include liaison deployment to the designated Operational Area EOC and interagency radio communication activation • Manages the Emergency Storage Project for effective deployment
AT&T	• Manages and maintains the National Security Emergency Preparedness disaster prevention, response, and recovery program • Manages the Telecommunication Service Priority system procedures for impacted areas in accordance with the Federal Response Plan
California Department of Transportation (CALTRANS)	• Provides technical oversight on assessment of impacted state roads, highways, and freeways, including all overpasses and bridges.

DHS, Office of Infrastructure Protection	• Maintains situational awareness of incidents:
	   ○ Assesses impacts to critical infrastructure
	   ○ Determines the status of critical infrastructure
	   ○ Addresses the information needs of federal, state, local, and private sector partners
	• Facilitates information sharing with stakeholders and provide timely analysis and distribution of collected information.
	• Identifies infrastructure dependencies, interdependencies, and cascading effects

Stakeholders	Functions
	• Provides prioritization recommendations to minimize cascading effects and support recovery and restoration • Provides critical infrastructure subject matter expertise to assist with federal, state, and local response
Cox Communications	• Cox maintains a Business Continuity Plan to prepare for, respond to and recover from catastrophic incidents. • Cox maintains an Incident Command structure to prepare for and respond to catastrophic events. • The Incident Command includes a Joint Information Center to coordinate commutations with San Diego County OES, San Diego Gas and Electric, Media, other agencies. • Cox will activate an Emergency Operations Center for any disaster response in California. • Cox maintains Regional and National Operations Centers to monitor system performance at all times including during catastrophic events.

COMMUNICATION AND COORDINATION

Following the completion of the initial economic impact assessment, the Infrastructure Systems RSF stakeholders will continue to engage with local-level, and potentially national-level, 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 fluctuates in order to obtain the appropriate expertise or capabilities of other entities beyond direct jurisdictional control that are known to support, or are capable of supporting, recovery efforts rather than continual participation in the RSF.

INFRASTRUCTURE SYSTEMS COORDINATION WITH LOCAL COMMUNITIES

When activated, the Infrastructure Systems RSF works with stakeholders through coordination with the jurisdiction's Recovery Coordinator/Local Disaster Recovery Manager to:

- Develop a coordinated recovery strategy that addresses specific infrastructure systems recovery needs for the jurisdiction'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 of funding, including private sector and philanthropic organizations, to meet specific objectives.
- Put in place mechanisms to reduce fraud, duplication, and waste.
- Determine local, state, tribal, territorial, and insular area capacity and training needs for Federal assistance applications.

INFRASTRUCTURE SYSTEMS COORDINATION WITH OTHER RSFS

The Infrastructure Systems RSF serves as a collaborative forum for engagement with all critical infrastructure systems stakeholders on reducing critical infrastructure risks and expediting recovery efforts.

Some of the projected interdependencies are captured in Exhibit 4.

Exhibit 4: Infrastructure Systems RSF Coordination

Recovery Support Function	Potential Support to Infrastructure Systems RSF	Potential Support from Infrastructure Systems RSF
Community Planning and Capacity Building	Community priorities for infrastructure systems recovery and development	Programs that encourage/support strategic planning for infrastructure systems recovery
Health and Social Services	Assistance with health and social service networks, facilities, childcare, and/or providers that impact infrastructure systems recovery	Technical assistance to health and social services networks and providers impacted by compromise of infrastructure systems
Housing	Meeting the housing needs of employers and employees involved in infrastructure systems recovery	Facilitation of local purchasing efforts to assist businesses with housing rehabilitation and development. Technical assistance to housing developers for use of infrastructure systems
Economic	Restoration of status of sewer, roadway, electricity, communications, and other infrastructure needs impacting the economy	Information on infrastructure needs of businesses by geographic service areas
Natural and Cultural Resources	Rehabilitation of buildings for businesses within historic districts or landmarked/historic buildings; status of tourism assets	Integration of Natural and Cultural Resources (NCR) into the promotion of infrastructure systems recovery

COMMUNICATION TOOLS

The following resources are located within the County of San Diego and neighboring cities and may be useful for stakeholder engagement after a disaster:

- **Common communications capabilities** including in person-meetings, conference calls, email distribution lists, webinars, video teleconferencing, etc. can be used with identified RSF stakeholders to identify and assess needs and coordinate recovery actions.

- **SDCountyEmergency.com** can be used to host disaster information and Short-Term Recovery Information in written, narrated, American Sign Language and Spanish formats. SDCountyEmergency can also highlight social media posts and mapped information with relevant recovery information.

- **SDCountyRecovery.com** can be used to host incident specific recovery information, along with general recovery information and resources. The site also features an Individual Assistance Damage Assessment Survey to allow self-reporting by residents of their disaster damages to assist the County in gauging eligibility for Individual Assistance Programs.

- **SD Emergency App** for iOS and Android devices can be used to send push notifications and host disaster information and Short-Term Recovery Information, as well as the location of established local assistance centers/disaster recovery centers.

- **ReadySanDiego Business Network (The Network)** was created as an open network, two-way communication forum for our partners to interact with the County of San Diego EOC during an emergency. During an emergency, members of The Network would have access to the EOC Business Liaison. During times of non-emergency, The Network also allows groups to communicate with each other for planning and preparedness purposes.

- **Risk Communication Partner Relay** is a network of partners representing non-profit organizations, agencies and networks serving the homeless, houses of worship, and refugee resettlement agencies to assist in public communication during disasters and public health emergencies. These partners have agreed to assist the County by translating and disseminating critical disaster, safety, and health information to residents.

- **WebEOC** is used by the County and over 300 regional public safety partners and 4,000 users as a crisis information management system that provides secure real-time information sharing among responding, agencies, organizations, and jurisdictions. WebEOC can be used to share information related to Short-Term Recovery operations and conditions.

- **2-1-1 San Diego** works closely with the County of San Diego OES during a disaster to provide public information to the community and rumor control and trend analysis to County officials. 2-1-1 also reports community needs that are not being met, and acts as the central communications point for other community agencies and NGOs.

RELEVANT PLANS OR STANDARD OPERATING PROCEDURES

FEDERAL

- National Disaster Recovery Framework, September 2011
- Recovery Federal Interagency Operational Plan, July 2014
- NIPP 2013: Partnering for Critical Infrastructure Security and Resilience, 2013

STATE

- Disaster Debris Plan, California Integrated Waste Management Board

ANNEX 6   Natural and Cultural Resources Recovery Support Function (RSF)

Operational Area Recovery Plan
SEPTEMBER 2019
Unified San Diego County Emergency Services Organization and County of San Diego

The goal of the Jurisdictional Natural and Cultural Resources (NCR) Recovery Support Function (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.

MISSION

The mission of the NCR RSF, stated in the National Disaster Recovery Framework (NDRF), is to:

"Integrate 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."

Aligning with the federal NCR RSF, the jurisdiction's NCR RSF facilitates the extension of expertise from jurisdictional departments, agencies, and partners with the intention of:

- Incorporating considerations related to the management and protection of NCR, community sustainability, and compliance with environmental planning and historic preservation requirements into Long-Term Recovery efforts.
- Enhancing the jurisdiction's ability to address the post-disaster Long-Term Recovery needs of natural and cultural resources and historic properties.
- Coordinating jurisdictional programs that support disaster recovery, technical assistance, and data sharing.

- Identifying and conducting post-disaster NCR assessments and studies.
- Identifying NCR subject matter experts to serve on a jurisdiction's damage assessment teams.

DEFINITIONS

- Cultural Resources[1]: Any building, site, district, structure, or object that has artistic, educational, historic, legal, scientific, architectural, archeological, cultural, or social significance. These resources may include a community's heritage and way of life, historic properties, and historic/cultural resources such as documents, art, and audiovisual materials. They may comprise aspects of a cultural system that are valued by or significantly representative of a culture or that contain significant information about a culture. A cultural resource may be a tangible entity or a cultural practice. Tangible cultural resources are characterized as, but not limited to, structures, archeological resources, cultural landscapes, museum collections, archival documents and photographs, sacred sites, and ethnographic resources. Also included are cultural items as defined in the Native American Graves Protection and Repatriation Act [25 U.S.C. 3001].
- Historic Properties[2]: A district, site, building, structure or object significant in American history, architecture, engineering, archeology or culture at the national, state, or local level [16 U.S.C. 470]. Historic properties will be included in cultural resources throughout this RSF.
- Natural Resources[3]: Includes physical resources such as water, air, soils, topographic features, geologic features, and paleontological resources; physical processes such as weather, precipitation, runoff, erosion, deposition, tidal action, and wildfire; biological resources such as native plants, animals, and communities; biological processes such as natural succession and evolution; and associated attributes such as natural sounds, solitude, clear night skies, and scenic vistas.

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1 Based on the U.S. Department of the Interior, Bureau of Reclamation, Glossary, June 2015.

2 Archeology and Historic Preservation: Secretary of the Interior's Standards and Guidelines, As Amended and Annotated, June 2015.

3 Department of Parks and Recreation, Natural Resources Division Manual, September 2004.

OVERVIEW OF POTENTIAL PARTNERS

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 a jurisdiction During multi-jurisdictional emergencies, each jurisdiction and special district is responsible for conducting and managing emergencies within its boundaries

Exhibit 1

NCR RSF STAKEHOLDERS

- San Diego County OES
- Natural, Cultural, and Historic Resources Task Force Members (NCHRTF)
- San Diego County Library
- San Diego County Parks and Recreation
- Department of Planning and Development Services
- Department of General Services
- Department of Public Works
- Sheriff's Department
- Access and Functional Needs Working Group
- Balboa Art Conservation Center
- Balboa Park Cultural Partnership
- California Association of Museums
- California Preservation Program
- Cities within the Operational Area
- San Diego Archaeological Center
- San Diego History Center
- San Diego Museum Council
- San Diego/Imperial County Libraries Disaster Response Network
- Save Our Heritage Organization
- Inter Tribal Long Term Recovery Foundation
- Nonprofits and private sector organizations with natural and/or cultural resource missions
- Representatives from faith-based organizations

STATE STAKEHOLDERS:
- California Governor's Office of Emergency Services
- California Environmental and Natural Resources Agencies
- California Office of Historic Preservation

- California State Parks
- California Natural Resources Agency
- California Health and Human Services Agency
- California State Archives
- California State Library
- California Preservation Program
- California Historical and Cultural Endowment
- California Cultural Resources Preservation Alliance, Inc.
- California Historical Society
- Native American Heritage Commission
- National Association of Tribal Historic Preservation (NATHPO)
- California Historical Records Advisory Board
- State Historical Resources Commission
- California Environmental Resources Evaluation System
- California Water Quality Monitoring Council
- California State Lands Commission
- State-level disaster-specific supporting entities

FEDERAL COORDINATING AGENCY: DEPARTMENT OF THE INTERIOR

FEDERAL PRIMARY AGENCIES

- Department of Homeland Security (DHS)/Federal Emergency Management Agency (FEMA)
- U.S. Department of Interior
- Environmental Protection Agency

FEDERAL SUPPORTING AGENCIES

- Advisory Council on Historic Preservation
- Heritage Emergency National Task Force
- Corporation for National and Community Service
- Council on Environmental Quality
- U.S. Department of Commerce
- Institute of Museum and Library Services
- Library of Congress
- National Endowment for the Arts
- National Endowment for the Humanities
- U.S. Army Corps of Engineers
- U.S. Department of Agriculture

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.

- The management and protection of NCR, community sustainability, and compliance with environmental planning and historic preservation requirements are integrated into recovery.
- The jurisdiction maintains the ability to address post-disaster NCR recovery needs.
- Programs to support disaster recovery, technical assistance, and capabilities and data sharing are coordinated.
- Natural and cultural assessments and studies needed post-disaster, including proposed solutions to environmental and historic preservation policy and process impediments, are developed.

Typical NCR RSF post-disaster topics are suggested below and are based upon previous disaster needs:

- 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 important 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.

CONCEPT OF OPERATIONS

If an incident evolves into such a magnitude that recovery activities exceed the Emergency Operations Center (EOC) capabilities or require external resources from agencies not represented in the EOC (if activated), RSFs may be activated. This engagement is facilitated (virtually or on-site) with the assistance of personnel from RSF primary agencies and supporting organizations as well as other coordinating agencies. Section 4.1 lists implementation thresholds to assist the jurisdiction in determining the need to engage the NCR RSF.

The established four phases of recovery as described in the National Disaster Recovery Framework (NDRF).

- **Phase 1: Preparedness (Pre-Disaster)** includes actions taken before an incident or event requiring RSF support.

- **Phase 2: Short-Term Recovery** includes actions taken within days to weeks following an incident.
- **Phase 3: Intermediate Recovery** includes actions taken within weeks to months following an incident.
- **Phase 4: Long-Term Recovery** includes actions taken within months to years following an incident.

After the decision has been made to activate the NCR RSF, the jurisdiction's Recovery Coordinator/Local Disaster Recovery Manager is the primary point of contact for the implementation.

IMPLEMENTATION THRESHOLDS

GENERAL 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 NCR RSF and other RSFs:

- The EOC may or may not be activated.
- Damage assessments are required.
- Field survey and inspections teams are activated.
- A significant number of residents within the jurisdiction are affected.
- A significant number of critical government agencies are affected.
- A large number of civic organizations are impacted.
- A large number of 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.

OBJECTIVES AND IMPLEMENTATION ACTIVITIES

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

- Coordinate and communicate regarding preservation 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 secure 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 historic resources to local officials for inclusion in damage assessment calculations.
- Monitor conditions at 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 in order to achieve the desired end state for the jurisdiction.

During the early recovery phase, the jurisdiction's Recovery Coordinator/Local Disaster Recovery Manager and the NCR RSF members will work closely with the EOC functional components and other RSFs to share information about impacts, 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 jurisdiction's disaster recovery coordination structure. NCR implementation activities are listed below.

Exhibit 2: Suggested NCR Recovery Operations Implementation Checklist

Support Activities	Responsibility	Completed	Notes
Preparedness			
Identify relevant local, state, and federal programs and incentives that have a role in supporting the preservation, protection, conservation, rehabilitation, recovery, and restoration of NCR during recovery.		☐	
Develop a pre-disaster NCR RSF action/sustainment plan to identify and communicate priority actions.		☐	
Identify environmental projects and programs that will protect natural resources and open space, while simultaneously reducing damage from natural disasters.		☐	

Support Activities	Responsibility	Completed	Notes
Identify and prioritize gaps and inconsistencies within and between relevant policies, program requirements, and processes affecting NCR that are used in disaster recovery, either separately or in combination with one another, and make recommendations to the jurisdiction's Recovery Coordinator/Local Disaster Recovery Manager.		☐	
Work with private nonprofits and other non-governmental organizations to leverage opportunities to encourage local organizations and institutions to develop emergency management plans that integrate natural and/or cultural resource issues.		☐	
Promote the principles of sustainable and disaster-resistant communities through the protection of natural resources such as coastal barriers and zones, floodplains, wetlands, and other natural resources critical to risk reduction.		☐	
Identify and assess appropriate hazard mitigation strategies for the protection of cultural resources.		☐	
Short-Term Recovery			
When activated by the jurisdiction's Recovery Coordinator/Local Disaster Recovery Manager, the supporting departments and agencies coordinate in support of the NCR RSF mission.		☐	
Facilitate the application and implementation of NCR recovery projects, including grant-related mitigation efforts or Small Business Administration loans.		☐	
Work to leverage local, state, and federal resources and available programs to meet community 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.		☐	
Coordinate cross-jurisdictional or multistate and/or regional natural and cultural resource issues to ensure consistency of support where needed.		☐	
Encourage responsible agencies at all levels of government and their important private sector partners to support the jurisdiction's recovery plan and priorities by developing an NCR action plan that identifies how the agencies leverage resources and capabilities to meet the community's needs.		☐	

Support Activities	Responsibility	Completed	Notes
Synchronize the NCR action plan with other RSFs, as appropriate, to support disaster recovery.		☐	
Help the community leverage opportunities inherent in recovery to mitigate impacts to natural or cultural resources.		☐	
Promote a systematic, interdisciplinary approach to understanding the interdependencies and complex relationships of the natural and cultural environments.		☐	
Maintain robust and accessible communications throughout the recovery process among the local, state, and federal government and all other partners to ensure ongoing dialogue and information sharing.		☐	
Conduct salvage operations for records deemed essential for the continuity of government. This includes identifying the appropriate contractors for salvage operations in coordination with the jurisdiction's Recovery Coordinator/Local Disaster Recovery Manager.			
Capture after-action recommendations and lessons learned.		☐	
Develop and implement corrective actions.		☐	
Develop an inventory of damaged natural and cultural resources.		☐	
Provide information and coordinate with the jurisdiction on environmental issues and preservation.		☐	
Understand the desired end state of recovery operations and develop a sustainability plan for the Intermediate and Long-Term phase of recovery.		☐	
Coordinate with the jurisdiction's Recovery Coordinator/Local Disaster Recovery Manager to ensure the desired NCR end state is in alignment with the jurisdiction's desired end state and recovery objectives.		☐	
Respond to time-critical actions to save NCR from permanent loss or damage. Examples may include: • Libraries, records repositories (including municipal and county clerk offices), and archives • Museums (including historical societies) and fine art galleries • Sites of historical and/or cultural significance • Endangered and protected plant and animal species		☐	

Support Activities	Responsibility	Completed	Notes
• Parks and environmental resources/areas			
Monitor debris management activities to ensure that debris operations are not causing further environmental damage (e.g., air quality issues related to burning) or breaking any environmental regulations in coordination with impacted jurisdiction.		☐	
Based on the damage inventory, determine the resources needed to salvage the identified natural and cultural resources and request those resources through the jurisdiction's Recovery Coordinator/Local Disaster Recovery Manager.		☐	
Identify potential funding sources for Short-Term, Intermediate, and Long-Term NCR recovery activities.		☐	
Develop guidance in determining how cultural and natural resources should be considered in applying for grant funds for public assistance and mitigation efforts.		☐	
Coordinate with state and federal government agencies and private and non-profit organizations to identify, request, request assistance, and direct resources where they are most needed.		☐	
Coordinate with other RSFs and the jurisdiction's Recovery Coordinator/Local Disaster Recovery Manager to provide situational awareness and status of NCR recovery operations.		☐	
Track disaster-related recovery costs through the specific disaster code.		☐	
Develop an inventory of damaged natural and cultural resources.		☐	
Provide information and coordinate with County of San Diego Environmental Health on environmental issues.		☐	
Intermediate Recovery			
Ensure further damage of natural and culturally significant resources is minimized during recovery.		☐	
Coordinate with the appropriate jurisdictional and State environmental officials to ensure the desired end state goals and objectives comply with environmental regulations and codes.		☐	
Utilize information gathered during the impact analysis to strengthen grant applications for Public Assistance and Hazard Mitigation Grant Program projects.		☐	

Support Activities	Responsibility	Completed	Notes
Coordinate with other RSFs and the jurisdiction's Recovery Coordinator/Local Disaster Recovery Manager to identify potential projects that will enhance the natural environment and review potential projects to ensure no harm is caused to the environment.		☐	
Develop/update the long-term sustainability plan for Long-Term Recovery.		☐	
Continue to track disaster-related recovery costs through the specific disaster code.		☐	
Long-Term Recovery			
Rebuild and restore NCR when possible and implement the long-term sustainability plan.		☐	
Coordinate with rehabilitation and conservation operations to ensure loss of historical and culturally significant resources is minimized.		☐	
Continuously monitor project progress to ensure consistency with natural and cultural resource preservation standards. This includes regular updates to the NCR RSF Coordinating Agency and jurisdiction's Recovery Coordinator/Local Disaster Recovery Manager.		☐	
Coordinate with other RSFs to provide situational awareness and status of recovery operations.		☐	
Continue to track disaster-related recovery costs through a specific disaster code.		☐	
Demobilization			
Demobilize or reassign resources.		☐	
Finalize disaster-related recovery costs and complete the required federal documentation for reimbursement (if provided). This includes the closeout of recovery projects, including grant-related mitigation efforts or Small Business Administration loans, specifically as it relates to NCR.		☐	
Compile and reconcile costs and coordinate for reimbursement.		☐	
Capture after-action recommendations and lessons learned.		☐	
Identify possible mitigation strategies to be included in the jurisdiction's Local Hazard Mitigation Plan for future implementation.		☐	
Develop and implement corrective actions.		☐	

Every member of a recovery operations organization is responsible for documenting and reporting possible mitigation actions. All of a jurisdiction's departments may need to take responsibility for certain functions throughout the recovery process. All local jurisdictions and departments should:

- Maintain standard operating plans and functional checklists.
- Train personnel and alternates.
- Maintain communications and coordination with appropriate EOC(s).

Exhibit 3: Local NCR Stakeholders

Stakeholders	Functions
Combined Functions	
County Libraries, County Parks and Recreation, OES, and the Natural Cultural and Historic Resources Task Force (NCHRTF)	• Support RSF national- and local-level operations with subject matter expertise and staffing support, as appropriate.
	• Coordinate and communicate regarding preservation 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 secure 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.
	• Engage natural resources leadership's membership and participation in local recovery planning efforts.
	• Emphasize the need to incorporate cultural and historic Subject Matter Experts (SMEs) into local planning efforts to ensure that the needs of the cultural and historic sectors, as well as their impact upon 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 Task Force members.
	• Provide damage assessments from cultural and historic resources to local officials for inclusion in damage assessment calculations.
	• Monitor conditions at the emergency/disaster areas.

Stakeholders	Functions
Individual County Departments, Agencies, and Offices	
Department of General Services	• Inspect and report on the status of communications sites and regional/county facilities.
Department of Planning and Development Services	• Coordinate the Damage Assessment Team to include the Field Survey Teams. Damage Assessment Teams will then report damages to OES.
Department of Parks and Recreation (DPR)	• Conduct damage assessment, document damage (photos), compile lists of affected assets, and immediately begin BMPs for erosion control. When it is safe, DPR will deploy DPR Damage Assessment Teams to affected areas. DPR Damage Assessment Teams will then report damage to OES.
Department of Public Works	• During recovery process, manages County debris removal program in unincorporated areas. Damages are reported back to OES.
County Libraries	• Protect and preserve cultural and historical resources stored within the library system.
Office of Emergency Services	• Activate the NCR RSF when appropriate. Coordinate actions of the NCHRTF.
Sheriff's Department	• Provide initial field situation reports.

COMMUNICATION AND COORDINATION

Following the completion of the initial NCR impact assessment, the jurisdiction's NCR RSF stakeholders will continue to engage with local-level, and potentially national-level, 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 fluctuates in order to obtain the appropriate expertise or capabilities of other entities beyond direct jurisdictional control that are known to support, or are capable of supporting, 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.

NCR RSF COORDINATION

Many entities will be active participants in the NCR RSF following a disaster. The number of entities that will need to be involved post-disaster fluctuates in order to obtain the appropriate expertise or capabilities of other entities beyond direct jurisdictional control that are known to support or are capable of supporting recovery efforts at any given time. 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.

COORDINATION WITH THE LOCAL COMMUNITIES*

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.

CONVENING THE NCR RSF TASK FORCE

Local jurisdictions, their Libraries and Departments of Parks and Recreation, and other members of the NCHRTF will coordinate through local command and control structures to determine the specific needs and priorities of natural and cultural resources and historic properties. Convening the NCR RSF Task Force may be unnecessary unless the community remains overwhelmed by the impacts from the disaster and the community's recovery strategy identifies a specific need. The jurisdiction's Recovery Coordinator/Local Disaster Recovery Manager must coordinate with the NCR RSF Task Force to develop contingency plans for securing technical assistance. See Appendix A: NCR RSF Contact List.

RSF COORDINATION WITH OTHER RSFS

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 Jurisdiction's Disaster Recovery Coordinator/Manager, adequate coordination between RSFs is necessary. There are a multitude of 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. Some of the projected interdependencies are captured in Exhibit 4: NCR RSF Coordination.

*Recovery Federal Interagency Operational Plan, July 2014

Exhibit 4: NCR RSF Coordination

Recovery Support Function	Potential Support to NCR RSF	Potential Support from NCR RSF
Community Planning and Capacity Building	Address natural or cultural resource impacts in a community through strategic planning, leveraging Community Planning and Capacity Building RSF resources as well as tribal, state, or local capacity.	• Shares best practices and assists in the development of programmatic approaches to address NCR issues • Facilitates the identification of NCR subject matter experts • Acts as the liaison for the NCR RSF recovery issues and develops an action plan to avoid duplication of efforts
Economic	Address the rehabilitation of commercial properties within historic districts, cultural properties and institutions, and parks and protected areas used for recreation and integrate NCR activities into economic growth through tourism or other initiatives.	• Provides technical and subject matter expertise in assessing the impacts on NCR during recovery activities • Provides technical assistance and/or subject matter expertise for obtaining potential financial assistance, potentially from other entities, for eligible disaster recovery projects or programs
Health and Social Services	Address impacted public health and social service programs that rely on NCR impacted by the disaster.	Provides NCR technical assistance and subject matter expertise to support recovery efforts for public health and social services infrastructure
Housing	Address the rehabilitation of residential buildings within historic districts and to integrate historic components into the rebuilding of historic homes.	Provides NCR technical assistance and subject matter expertise for the rehabilitation of historical districts and houses
Infrastructure	Address the rehabilitation of natural resources that may also act as part of a community's infrastructure (e.g., floodplains, natural dikes, roads acting as dams, water sources). In addition to natural resources, human-caused resources such as wastewater treatment plants may also be addressed.	Provides NCR technical assistance and subject matter expertise for assessing impacts on infrastructure following a disaster and during recovery activities

NATURAL RESOURCE CONSIDERATIONS

- **National Environmental Policy Act (NEPA) requirements.** NCR RSF members should be familiar with NEPA and how the Federal Emergency Management Agency (FEMA) region implements these requirements. Early coordination by NEPA experts will enable an efficient documentation process and avoid unanticipated delays in applicable agency coordination or project design changes, to minimize environmental effects.

- **State environmental policies.** NCR RSF members should either be familiar with or work with the State to understand how State policies may impact recovery planning efforts. Additionally, they should understand how State policies may relate to Federal policies (i.e., understand how one may be stricter than another with respect to specific environmental concerns).

- **Best management practices.** NCR RSF members should also understand best management practices as they relate to recovery projects that could have environmental impacts. More importantly, NCR RSF members should incorporate these practices as projects are developed.

- **Endangered Species Act (ESA) issue avoidance.** NEPA and ESA compliance can occur on parallel tracks, but ESA consultation must be executed prior to completion of the NEPA process. Early identification of any ESA issues and coordination with the appropriate federal agencies is essential. ESA issues will vary greatly among regions and states.

- Funding for programs is a major consideration for the recovery of NCR. Funding cycles as well as the general state of funding availability, may affect the availability of multiple agencies' funding for programs.

CULTURAL RESOURCE CONSIDERATIONS

- Bringing in specialists with specific preservation expertise will help ensure that preservation standards are met. Other specialists (such as grant and tax credit specialists) can be brought in to focus on funding issues.

- Collections of cultural and historic significance may be damaged in disasters. These holdings – including irreplaceable books, documents, photographs, audiovisual records, art, and artifacts – may represent a community's heritage and provide a focus for tourism. Their preservation is critical to both economic recovery and community resilience.

- Museum, library, and other cultural institutions are often dependent on grants and other funding and are not always well prepared for disaster (i.e., although they should, they do not always have emergency plans in place). In the past, FEMA has helped state-run or eligible nonprofits, but not all nonprofits are eligible for FEMA assistance. These institutions are often dependent on help from the preservation community or organizations and agencies such as the National Endowment for the Humanities, State Historic Preservation Office (SHPO), and the National Trust for Historic Preservation. It is important that these types of institutions understand both National Response Framework (NRF) and NDRF concepts and how they can be implemented to leverage resources. Additional information can be found in the Guide to Navigating Federal Emergency

Management Agency and Small Business Administration Disaster Aid for Cultural Institutions.

- Private nonprofits and individual owners or businesses are not always able to find the resources to rehabilitate or restore their historic properties. These properties can contribute to the economic health of the town (especially those on "Main Street") and, if they cannot be rebuilt or restored (or are rebuilt or restored in a way that negatively affects the historic integrity of and detracts from downtown); the ability of the community to recover from disaster may be hampered. Private sector operators of business on or in natural resources or cultural properties may play an important part of the local economy.

- There are several potential impediments to effective data sharing. Information on cultural resources is stored in different ways in each state. The information may be located at a clearinghouse run by the state, a university, or a museum. In some cases, the information is kept by the often-overwhelmed SHPO and Tribal Historic Preservation Office (THPO). The information may be in hard copy or electronic form. Mapped information may be in a geographic information system format, but the platform varies. Different types of information are also collected by each state, so comparing data can be problematic. These variables make analysis very difficult to accomplish quickly. Control of the information is also an issue, as much of it is considered sensitive data only to be shared with professionals, universities, or other predetermined parties. Finally, most of the available data on cultural resources comes from studies resulting from a need for NEPA or National Historic Preservation Act (NHPA) compliance. These studies only look at the project area, so there may be important resources that have not been identified or inventoried.

- The Federal Historic Preservation Tax Incentives program supports the rehabilitation of historic and older income-producing structures. Historic buildings are eligible for a 20% federal tax credit if listed individually in the National Register of Historic Places (NRHP) or as a contributing building to a National Register-listed or certified state or local historic district. In addition, historic rehabilitations must meet the Secretary of the Interior's Standards for Rehabilitation. Non-historic, non-residential buildings built before 1936 are eligible for a 10% federal tax credit. From time to time, Congress has increased these credits for limited periods for the rehabilitation of buildings located in areas affected by natural disasters. Many states also have similar state tax credit programs. Individual property owners may not: know if their properties are already eligible, have the resources or expertise to nominate their property/properties to become eligible, be aware the tax credit program exists, or know how to obtain tax credits. Misunderstandings exist about the meaning of having a property listed; providing more information about the benefits of listing, as well as the tax credit program, can be useful.

- Some funding gaps may occur when FEMA Public Assistance (PA) funding does not cover a particular aspect of a historic property. Further funding gaps can occur because a particular private non-profit does not qualify for FEMA PA funding. Partnerships and resource coordination have helped fill these gaps.

The following list was created from the National Register of Historic Places using the listed properties from 1966–2012. The National Register is the official list of the Nation's historic places worthy of preservation. Authorized by the National Historic Preservation Act of 1966, the National Park Service's National Register of Historic Places is part of a national program to coordinate and support public and private efforts to identify, evaluate, and protect America's historic and archeological resources. See Appendix C: National Register of Historic Places List for a list of the San Diego County properties.

AVAILABLE RESOURCES

COMMUNICATION TOOLS

The following resources are located within the County of San Diego and neighboring cities and may be useful for stakeholder engagement after a disaster:

- **Common communications capabilities** including in person meetings, conference calls, email distribution lists, webinars, video teleconferencing, etc. can be used with identified RSF stakeholders to identify and assess needs and coordinate recovery actions.

- **SDCountyEmergency.com** can be used to host disaster information and Short-Term Recovery Information in written, narrated, American Sign Language and Spanish formats. SDCountyEmergency can also highlight social media posts and mapped information with relevant recovery information.

- **SDCountyRecovery.com** can be used to host incident specific recovery information, along with general recovery information and resources. The site also features an Individual Assistance Damage Assessment Survey to allow self-reporting by residents of their disaster damages to assist the County in gauging eligibility for Individual Assistance Programs.

- **SD Emergency App** for iOS and Android devices can be used to send push notifications and host disaster information and Short-Term Recovery Information, as well as the location of established Local Assistance Centers/Disaster Recovery Centers.

- **SD County Planning and Development Services Historic Site Board Website** lists the historic properties and includes a photo album of some of the properties.

- **Risk Communication Partner Relay** is a network of partners representing non-profit organizations, agencies and networks serving the homeless, houses of worship, and refugee resettlement agencies to assist in public communication during disasters and public health emergencies. These partners have agreed to assist the County by translating and disseminating critical disaster, safety and health information to residents.

- **WebEOC** is used by the County and over 300 regional public safety partners and 4,000 users as crisis information management system and provides secure real-time information sharing among responding, agencies, organizations, and jurisdictions. WebEOC can be used to share information related to Short-Term Recovery operations and conditions.

- **2-1-1 San Diego** works closely with the County of San Diego OES during a disaster to provide public information to the community and rumor control and trend analysis to County officials. 2-1-1 also reports community needs that are not being met, and acts as the central communications point for other community agencies and non-governmental organizations.

TECHNOLOGY/GEOGRAPHIC INFORMATION SYSTEM (GIS) DATA MANAGEMENT

The following are GIS assets located within the County of San Diego and may be useful after a disaster:

- Data in the California Historical Resources Information System (CHRIS), maintained by San Diego State University (SDSU) for the County Planning Department
- County Data from Federal Cultural Databases (Forest Service, Camp Pendleton, Native American/Tribal, etc.)

NCR RSF SPECIFIC RESOURCES

Balboa Art Conservation Center   www.bacc.org

This is a regional conservation center for the preservation of material culture in the areas of art and history. Objects for which services are available include paintings, works on paper and documents, polychrome sculpture, photographic materials, murals as well as condition assessment of objects and collections and emergency response and recovery.

Balboa Park Cultural Partnership   www.bpcp.org

Alliance of 28 Balboa Park institutions dedicated to developing and sustaining the Park for the benefit of all now and into the future. The Partnership's member institutions vary in size and type and include museums, performing arts groups and theatres, cultural centers, gardens and the San Diego Zoo. The Board of Directors is composed of executive directors of member institutions.

California Association of Museums (CAM)   www.calmuseums.org

CAM is a professional organization that seeks to create a brighter future for museums and their communities. Our institutional members range in size, scope, and discipline. They include historical societies, cultural centers, art museums, botanical gardens, science centers, tribal museums, zoos, aquariums, and children's museums. CAM works collaboratively with many statewide and national partners to achieve shared goals.

California Preservation Program   www.calpreservation.org

CPP provides information, education, and expert assistance on preservation of collections to libraries, archives, historical societies, history museums, and records repositories in California. An emergency toll-free number 888-905-7737 connects with a disaster response specialist. Phone consultation is provided at no charge.

San Diego Archaeological Center   www.sandiegoarchaeology.org

The San Diego Archaeological Center is the only organization in San Diego County dedicated to the care, management and use ('curation') of archaeological artifacts found throughout the San Diego region.

San Diego History Center   www.sandiegohistory.org

The San Diego History Center is the steward of San Diego community heritage and the principal institution reflecting its identity. The History Center and Research Library (extensive photograph and document archives) in the Casa de Balboa, collects, preserves and displays collections of regional history.

San Diego Museum Council   www.sandiegomuseumcouncil.org

San Diego Museum Council increases awareness, connects, provide services, and advocates for the diverse museums within its membership. With more than 40 unique museums as members, the Council strives to be a sustainable, prominent, and influential organization that represents San Diego County's museum community.

San Diego/Imperial County Libraries Disaster Response Network (SILDRN)
sites.google.com/site/sildrn

SILDRN is a regional cooperative organization of university, community college, and public libraries and Balboa Park museum libraries and archives. Its purpose is to provide mutual aid in preparing for and coping with disasters affecting libraries and their collections.

Save Our Heritage Organization (SOHO)   www.sohosandiego.org

SOHO's mission is to preserve, promote and support preservation of the architectural, cultural and historical links and landmarks that contribute to the community identity, depth and character of the San Diego region.

Inter Tribal Long Term Recovery Foundation   www.itltrf.org

ITLTRF is designed to implement service projects and activities to strengthen the resilience of Southern California Tribes through preparedness and mitigation of disaster hazards for tribal communities. ITLTRF members are expected to coordinate the design, delivery, and implementation of community disaster education and mitigation campaigns for tribal communities in Southern California.

RELEVANT PLANS OR STANDARD OPERATIONS PROCEDURES

FEDERAL

- NDRF
- Applicant Handbook (FEMA 323), DHS, FEMA
- Audit Tips for Managing Disaster-Related Projects, DHS Office of Inspector General
- Help After a Disaster – Applicant's Guide to the Individual and Household Program, DHS, FEMA, August 2005
- Incident Command System, Field Operations Guide, ICS 420-1
- Public Assistance Guide (FEMA 322). DHS, FEMA
- PA Policy Digest (FEMA 321). DHS, FEMA, October 2001
- Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended by Public Law 92-288, June 2013

STATE

- Article 9, Emergency Services, Section 8605 of the Government Code, OAs
- California Coroners Mutual Aid Plan
- California Emergency Plan (May 1998) and Sub-Plans
- California Emergency Services Act, Chapter 7 of Division 1 of Title 2 of the Government Code
- California Fire and Rescue Emergency Plan
- California Law Enforcement Mutual Aid Plan
- California Master Mutual Aid Agreement
- Disaster Debris Plan. California Integrated Waste Management Board
- Emergency Management in California, Cal EMA, October 2003
- Governor's Orders and Regulations for a War Emergency, 1971
- Petris Standardized Emergency Management System (SEMS) SB 1841 Chapter 1069 – Amendments to the Government Code, Article 7, California Emergency Services Act

Exhibit 5: NCR RSF Contact List

RSF Member	Name/Position	Telephone	E-mail
San Diego County Contacts			
Office of Emergency Services (OES)			
County Libraries			
Department of Parks and Recreation			
Department of General Services			
Department of Planning and Development Services			
Department of Public Works			
Sheriff's Department			
Stakeholders and Subject Matter Experts			
Access and Functional Needs Working Group			
Balboa Art Conservation Center			
Balboa Park Cultural Partnership			
California Association of Museums			
California Preservation Program			
San Diego Archaeological Center			
San Diego History Center			
San Diego Museum Council			
San Diego/Imperial County Libraries Disaster Response Network			
Save Our Heritage Organization			
Inter Tribal Long Term Recovery Foundation			

Exhibit 6: NCHRTF Members Contact List

NCHRTF Member	Name/Position	Telephone	E-mail
Adobe Chapel Museum			
Air and Space Museum			
Athenaeum Music & Arts Library			
Balboa Art Conservation Center			
Balboa Park Conservation Center			
Balboa Park Cultural Partnership			
Barona Cultural Center & Museum			
Bonita Museum & Cultural Center			
Cabrillo National Monument			
Cal State San Marcos Library			
California Association of Museums			
California Conservation Program			
California Surf Museum			
California Western School of Law			
Coronado Historic I Association and Museum of History and Art			
Escondido History Center			
Escondido Public Library			
Flying Leatherneck Aviation Museum MCAS			
Gaslamp Museum at the William Heath Davis House			
Gemological Institute of America			
Heritage of the Americas Museum			
Japanese Friendship Garden Society of San Diego			
La Jolla Historical Society			
Lambda Archives of San Diego			

NCHRTF Member	Name/Position	Telephone	E-mail
Living Coast Discovery Center			
Lux Art Institute			
Maritime Museum of San Diego			
Marston House Museum & Gardens			
Mingei International Museum			
Mission Basilica San Diego			
Museum of Contemporary Art San Diego			
Museum of Making Music			
Museum of Photographic Arts			
National University			
Oceanside Museum of Art			
Oceanside Public Library			
Palomar College Library			
Rincon Museum			
Reuben H. Fleet Science Center			
San Diego Air & Space Museum			
San Diego Archaeological Center			
San Diego Automotive Museum			
San Diego Botanic Garden			
San Diego Children's Discovery Museum			
San Diego Chinese Historical Museum			
San Diego History Center			
San Diego Natural History Museum			
San Diego Law Library			
San Diego Model Railroad Museum			
San Diego Museum of Art			

NCHRTF Member	Name/Position	Telephone	E-mail
San Diego Museum Council			
San Diego State University Library and South Coast Information Center			
Santa Ysabel Store and Backcountry Visitor Center			
Save Our Heritage Organization			
Scripps Institution of Oceanography Birch Aquarium			
Sikes Adobe Historic Farmstead			
Southwestern College Library			
The New Children's Museum			
The Water Conservation Garden			
Tijuana River National Estuarine Research Reserve			
Timken Museum of Art			
Tribal Representative			
UC San Diego Library			
University of California – San Diego Libraries and the David May Gallery and Collection			
University of San Diego Legal Research Center			
USS Midway Museum			
Veterans Museum & Memorial Center			
Visions Art Museum			
Warner-Carrillo Ranch House			
Whaley House Museum			
Women's Museum of California			

Exhibit 7: San Diego County National Register of Historic Places List

Reference Number	Resource Name	Address
94000311	Americanization School	1210 Division St
85003431	Anza Borrego-Palo Verde Site, S-2	Address Restricted
85003432	Anza Borrego-Sin Nombre, S-4	Address Restricted
85003433	Anza Borrego-Spit Mountain Site, S-3	Address Restricted
93001018	Baker, Pearl, Row House	6122 Paseo Delicias
77000331	Balboa Park	CA Quadrangle 41
96001177	Balboa Theatre	868 4th Ave
66000227	Bancroft, Hubert H., Ranchhouse	Bancroft Dr. off CA 94
92001754	Bandy House	638 S. Juniper
93001462	Beach, A.H., House	700 S. Juniper
74000547	Bear Valley Archeological Site	Address Restricted
11000943	Beardsley, John R. and Florence Porterfield, House	3130 Shadowlawn St
90002220	BERKELEY	B Street Pier
91000942	Bingham, Samuel, House	6427 La Plateada
98001552	Bishop, Ellis, House	4802 El Arco Iris
08000343	Black, William, House – SDM-W-12 Locus A (CA-SDI-4669)	Address Restricted
86000010	Brawn, Charles A., House	790 Vale View Dr.
73000431	Brick Row	A Ave. between 9th and 10th Streets
86002665	Burnham--Marston House	3563 Seventh Ave
66000224	Cabrillo National Monument	10 mi. from San Diego off U.S. 10, near S tip of Point Loma
74000548	California Quadrangle	Balboa Park-El Prado Area
02001747	Canfield--Wright House	420 Avenida Primavera
93001016	Carlsbad Santa Fe Depot	400 Carlsbad Village Dr. (Elm Ave)
91000941	Carmichael, Norman and Florence B., House	6855 La Valle Plateada

Reference Number	Resource Name	Address
13000521	Case Study House No. 23C	2339 Rue de Anne
78000749	Castle, The	W of Ramona
78000750	Chaplain's House	836 Washington St
12001192	Chicano Park	Near National Ave. & Dewey St
91000943	Christiancy, George A. C., House	17078 El Mirador
98000833	City of San Diego Police Headquarters, Jails and Courts	801 W. Market St
91000939	Clotfelter, Reginald M. and Constance, Row House	6112 Paseo Delicias
83001227	Coulter House	3162 2nd Ave
07000935	Cuyamaca Village	Address Restricted
85002723	Eagles Hall	733 Eighth Ave
85001065	Edgemoor Farm Dairy Barn	9064 Edgemoor Dr., Edgemoor Geriatric Hospital
01001458	El Cortez Apartment Hotel	702 Ash St
76000515	El Prado Complex	Balboa Park
70000143	Estudillo House	4000 Mason St
73002252	Fages-De Anza Trail – Southern Emigrant Road	Anza-Borrego State Park
07001470	Felicita County Park Prehistoric Village Site	Address Restricted
98000700	Fleming, Guy and Margaret, House	12279 Torrey Pines Park Rd
73000433	Ford Building	Balboa Park, Palisades Area
80000841	Gaslamp Quarter Historic District	Bounded by RR tracks, Broadway, 4th, and 6th Streets
99000158	Georgia Street Bridge – Caltrans Bridge	Georgia St. and University Ave., bet. Florida St. and Park Blvd
06001157	Ginty, John, House	1568 Ninth Ave
75000465	Granger Hall	1700 E. 4th St
79000523	Grant, U.S. Hotel	326 Broadway St
92000966	Haines, Alfred, House	2470 E St

Reference Number	Resource Name	Address
82002245	Hawthorne Inn	2121 1st Av
92000319	Heilman Villas	1060, 1070, 1080, 1090 Seventh St and 706--720 (even nos.) Orange Ave
05000072	Holzwasser – Walker Scott Building and Owl Drug Building	1014 Fifth Ave and 402-416 Broadway
80000842	Horton Grand Hotel	332, 328 and 334 F St
92001752	Hotel Charlotta	637 S. Upas
71000181	Hotel Del Coronado	1500 Orange Ave
92001612	Howell House	103 W. Eighth St
78000751	Independent Order of Odd Fellows Building	526 Market S
74000550	Initial Point of Boundary Between U.S. and Mexico	S of Imperial Beach off Monument Rd
80000843	Johnson-Taylor Ranch Headquarters	E of San Diego and Black Mountain Rd
92000968	Kinsey, Martha, House	1624 Ludington Ln
92001268	Kuchamaa	SE of San Diego at the US--Mexico border
12001109	La Jolla Post Office	1140 Wall St
74000546	La Jolla Women's Club	715 Silverado St
12000443	Lafayette Hotel	2223 El Cajon Blvd
68000021	Las Flores Adobe	Stuart Mesa Rd, about 7 mi. N of jct. with Vandergrift Blvd
93000391	Las Flores Estancia	Jct. of Pulgas and Stuart Mesa Roads
75000464	Las Flores Site	Address Restricted
80000844	Lee, Robert E., Hotel	815 3rd Ave. and 314 F St
78000748	Libby, Charles, House	636 Rockledge St
01000027	Lindstrom House	4669 E. Talmadge Dr
76000516	Long-Waterman House	2408 1st Ave
90001477	Marine Corps Recruit Depot Historic District	S of jct. of Barnett Ave. and Pacific Hwy
74000552	Marston, George W., House	3525 7th Ave
80000845	McClintock Storage Warehouse	1202 Kettner Blvd

Reference Number	Resource Name	Address
79000524	Medico-Dental Building	233 A St
78000753	Mission Beach Roller Coaster	3000 Mission Blvd
89000805	Mission Brewery	1715 Hancock St
02000779	Mohnike Adobe	12115 Black Mountain Rd
84001181	Moylan, Maj. Myles, House	2214--2224 2nd Ave
91000590	Naval Air Station, San Diego, Historic District	Naval Air Station, North Island, N. shore
00000426	Naval Training Station	Barnett St. and Rosecrans Blvd
66000222	Oak Grove Butterfield Stage Station	13 mi. NW of Warner Springs on CA 79
89000257	Oceanside City Hall and Fire Station	704 and 714 Third St
66000225	Old Mission Dam	N side of Mission St.-Gorge Rd
74000350	Old Point Loma Lighthouse	Included in Cabrillo National Monument
71000182	Old Town San Diego Historic District	Jct. of US 5 and US 80
93001395	Olivenhain Town Meeting Hall	423 Rancho Santa Fe Rd
84001182	Panama Hotel	105 W. F St
83003432	Park Place Methodist Episcopal Church South	508 Olive St
14000136	Peterson, Robert O. – Russell Forester House	567 Gage Ln
10001160	Pilot (Pilot Boat)	Maritime Museum of San Diego, 1492 N Harbor Dr.
81000171	Pythias Lodge Building	211 E St. and 870 3rd Ave
94001161	Ramona Town Hall	729 Main St
92000261	Rancho De Los Kiotes	6200 Flying L.C. Ln
70000145	Rancho Guajome Adobe	2.5 mi. NE of Vista
91000940	Rancho Santa Fe Land and Improvement Company Office	16915 Avenida de Acacias
76002247	Red Rest and Red Roost Cottages	1187 and 1179 Coast Blvd

Reference Number	Resource Name	Address
11000990	Reknown (yacht)	San Diego Marriot Marina, A Dock, 333 W. Harbor Dr.
91000946	Rice, Lilian Jenette, House	16780 La Gracia
78000747	Robinson Hotel	2032 Main St
75002185	Rockwell Field	North Island
03000472	Rosecroft	530 Sivergate Ave
95000390	Rosicrucian Fellowship Temple	2222 Mission Ave
82002246	Ruiz-Alvarado Ranch Site	Address Restricted
07001177	San Diego Armed Services YMCA	500 W Broadway
13000130	San Diego Athletic Club	1250 6th Ave
88000554	San Diego Civic Center	1600 Pacific Hwy
70000144	San Diego Mission Church	5 mi. E of Old Town San Diego on Friars Rd
66000226	San Diego Presidio	Presidio Park
79000525	San Diego Rowing Club	525 E. Harbor Dr.
97000924	San Diego State College	5300 Campanile Dr.
99001565	San Diego Trust and Savings Bank Building	530-540 Broadway
00001167	San Diego Veterans' War Memorial Building--Balboa Park	3325 Zoo Dr.
70000142	San Luis Rey Mission Church	4 mi. E of Oceanside on CA 76
72000248	Santa Fe Depot	1050 Kettner St
71000180	Santa Margarita Ranchhouse	Off Vandergrift Blvd
77000330	Scripps, George H., Memorial Marine Biological Laboratory	8602 La Jolla Shores Dr.
91000944	Shaffer, Charles A., House	5610 La Crescenta
75000466	Sorrento Valley Site	Address Restricted
75000467	Spreckels Theatre Building	123 W. Broadway
73000432	St. Matthew's Episcopal Church	521 E. 8th St
66000223	Star of India	San Diego Embarcadero

Reference Number	Resource Name	Address
96000424	Station and General Office, California Southern Railroad	900 W. 23rd St
99001180	Sunnyslope Lodge	3733 Robinson Mews
87000621	Sweet, A. H., Residence and Adjacent Small House	435 W. Spruce and 3141 Curlew Streets
83003593	Table Mountain District	Address Restricted
98001193	Teacher Training School Building – San Diego State Normal School	4345 Campus Ave
91000945	Terwilliger, Claude and Florence, House	5880 San Elijo
92001684	Thomas House	208 E. Fifth Ave
93000578	Torrey Pines Gliderport	W of Torrey Pines Rd., bordering Torrey Pines Scenic Dr. and S and W of Torrey Pines Golf Course
98000699	Torrey Pines Lodge	12201 Torrey Pines Park Rd
98001248	Torrey Pines Park Road	Roughly the North/South R. within Torrey Pines State Reserve
75000468	U.S. Courthouse	325 W. F St
83001228	U.S. Inspection Station/U.S. Custom House	Virginia and Tijuana Streets
13000417	University Heights Water Storage and Pumping Station Historic District	4236 Idaho St
91001748	U.S. Inspection Station – Tecate	CA 188
85000137	U.S. Post Office – Downtown Station	815 E St
91000548	Verlaque, Theophile, House	645 Main St
71000183	Villa Montezuma	1925 K St
66000228	Warner's Ranch	4 mi. S of Warner Springs
79000526	Watts Building	520 E St