

Solano County Emergency Operations Plan

Recovery Annex



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Section 1. Introduction

1.1 Purpose

This annex is intended to provide guidance to officials in Solano County to organize and manage the short- and long-term recovery processes to guide and assist the County in becoming more resilient to impacts from future disasters. It should be used to guide a coordinated and community wide system to facilitate recovery for the County, its communities and residents. It provides guidance for County and city departments, as well as agencies, businesses, non-governmental organizations and citizens to assist in disaster recovery and to return the whole community to the “new normal” condition in restoring critical infrastructure, ongoing programs and vital services.

1.2 Scope

This annex has been developed to address the needs of all of Solano County, addressing the issues of recovery from a major disaster event. It addresses both short- and long-term needs and issues in repairing infrastructure and helping families, individuals and businesses, acknowledging that not all recovery issues can be anticipated. Subsequently, it sets up a scalable and flexible recovery organization that can provide a basis to respond to emergent needs of the community to restore services, facilities and infrastructure.

This annex provides the following information:

- Quick Guides to follow when the County needs to recover from disaster
- Authorities and references that relate to recovery
- Concept of operations for disaster recovery
- Agencies and organizations involved in disaster recovery
- Roles and responsibilities of jurisdictions and agencies regarding recovery
- Guidance to provide a coordinated recovery organization

1.3 Policy

It is the policy of Solano County to develop plans and procedures to address disaster recovery.

Quick Guide - Recovery

Table 1-1: Short Term Recovery Checklist

Short Term Recovery Checklist

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

- Establish the Recovery Unit in the Finance/Administration Section of the Emergency Operations Center (EOC)
- Have County agencies collect information on their ability to sustain agency operations.
- Develop staffing pattern for the Recovery Operations Organization
- Collect information on damages, duration and impact from the following:
 - Utility Providers
 - Social, medical and health services
 - Transportation routes and services
 - Debris issues
 - Solano County Government Operations
 - Private sector retail and wholesale providers
 - Schools
 - Others
- Develop initial short term and long term recovery objectives
- Refer to hazard specific Annexes for information
- Match short term recovery Operational Period with EOC Operational Period
- Develop information for the public on the recovery process and progress
- Develop a plan to assign personnel to sustain the recovery effort.
- Coordinate with the Operational Area, other local jurisdictions and the State on their recovery efforts.
- Begin developing a plan to transition from response to recovery when emergency lifesaving activities wind down.

Long Term Recovery Checklist

As emergency issues are resolved and the community works to return to the new post disaster “normal”, the general priority is to continue accurate situational awareness and to sustain the recovery group operations. As the community transitions to long term recovery, implement the following actions:

- Ensure enough people and the right people are assigned to the Recovery Organization and supported by their home agency or organization.
- Continue to collect information on progress, duration and impact from the following:
 - Utility Providers
 - Social, medical and health services
 - Transportation routes and services
 - Debris issues
 - Solano County Government Operations
 - Private sector retail and wholesale providers
 - Schools
 - Others
- Develop long term recovery objectives
- Determine appropriate Recovery Operational Period
- Continue to coordinate with the Operational Area, adjacent counties and the State.
- Seek regional coordination and solutions where appropriate
- Develop a group to develop the Community Recovery Plan
- Facilitate public involvement in the recovery process.
- Look for public/private partnerships to strengthen recovery efforts
- Refer to Mitigation Plans for ways to build resiliency
- Establish work groups based either on geographic or function need.
- Continue to provide information for the public on the recovery progress
- Coordinate recovery planning efforts with existing community general plans.

Section 2. Authorities and References

2.1 Authorities

2.1.1 Federal

- Public Law 93-288 Disaster Relief Act of 1974, as amended
- Title III of the Superfund and Re-authorization Act of 1986
- Homeland Security Act of 2002
- Homeland Security Presidential Directive/HSPD-5
- Homeland Security Presidential Directive/HSPD-8
- National Homeland Security Strategy, the National Infrastructure Protection Plan (NIPP)
- National Incident Management System (NIMS)
- Critical Infrastructure and Key Resources (CIKR) Annex

2.1.2 California

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

2.1.3 Solano County

- Solano County Emergency Operations Plan (EOP)

2.2 References

- National Response Framework
- The National Disaster Recovery Framework

Section 3. Assumptions and Considerations

3.1 Planning Assumptions

Recovery assumptions for this annex include the following:

- This recovery annex is based on the assumption that the hazards and analysis outlined in the County Emergency Operations Plan (EOP) are correct and present an accurate view of the hazards and effects that could impact Solano County. It should be noted that there may be hazards and impacts that are unanticipated and disaster response and recovery may require improvisational problem solving.
- Substantial Federal assistance may be requested which includes, but may not be limited to, public assistance to reimburse government jurisdictions for disaster-related losses and individual assistance to help individuals and small business with disaster-related losses.
- The recovery process may take years and may not be able to bring the County back to the same community that was in existence prior to the disaster; a “new normal” may be the recovery goal.
- Recovery is a complex process that can include special legislation, financial entanglements, massive construction programs and lawsuits.
- Many organizations and businesses have developed their own recovery plans that will assist them in their recovery and that of the community.
- Long term recovery will involve different participants and stakeholders, including the traditional first responder community that is primarily involved in the response to a disaster.
- Many businesses and services will not be able to supply basic necessities for a period of time after some disasters.
- Long-term recovery will require cooperation among all sectors of the community, including the public, private and non-governmental organizations sectors.

3.2 Recovery Considerations

Local government needs to lead their disaster recovery effort. To do this they must take an active role in pre-disaster recovery planning, just as they need to take an active role in being prepared to respond to disaster. If nothing else is done, the County should be aware of the following basic recovery planning concepts:

3.2.1 Different than Response

As in response, recovery will require executive leadership and support; however, it has different participants, different goals, different priorities, different time frames and different funding requirements and opportunities.

3.2.2 Long Term Leadership

The National Disaster Recovery Framework suggests that a jurisdiction must be prepared to identify a “Disaster Recovery Coordinator” or equivalent to provide leadership in recovery planning and prioritization of goals. This leadership is required to manage overall recovery coordination and management at the local level. In Solano County, this position has been designated as the Disaster Recovery Manager (DRM).

3.2.3 People

Both public and private sector jurisdictions and organizations have to be prepared to expand their administrative capacity. Recovery from a disaster will create a large number of “new” tasks that have to be done. The regular processes of

government have to be continued as well. Disaster recovery operations traditionally require a combination of adding new people to carry out the additional tasks, and prioritizing day to day government operations to ensure regular and additional tasks are completed. (For example – “Only disaster related Building Permits will be considered until....”)

3.2.4 Community Involvement

The public needs to be informed of the recovery process through media releases, public forums, town hall meetings and the like. Jurisdictions must continue to implement, coordinate and manage awareness and outreach efforts to individuals with disabilities, seniors, children and other members of vulnerable populations – this task cannot end as the focus shifts from response to recovery, and the same public alert and warning communications should be used.

3.2.5 Planning

Jurisdictions must incorporate principles of planning into the recovery process. Recovery that is allowed to just “happen on its own” leads to a variety of future problems for a community. Basic questions such as “Do we put it back the way it was?” or “Do we take this opportunity to mitigate?” need to be considered by the Recovery Coordination Group in discussion with the County Administrator and supervisors. A jurisdiction also needs to communicate post-disaster planning and operational needs to the State and lead an inclusive planning process, facilitating practices that comply with applicable laws, including civil rights mandates.

3.2.6 Partnerships

A community must coordinate with relevant regional planning organizations that provide resources and/or planning expertise. A community should work in pre-disaster planning to promote partnerships between nonprofit organizations, faith-based organizations, the private sector or other relevant organizations and nontraditional and/or underserved communities.

3.2.7 Priority Setting

There are an unlimited number of ways things can go wrong, so there are an unlimited number of ways a community could recover from them; subsequently, everything cannot be planned ahead of time or repaired at once. Priorities will have to be set and a pre-planned process to do this can speed the recovery process. This will also involve the review of pre-existing plans, cross-checking the pre-planning priorities against the post-disaster planning priorities that are set.

3.2.8 Transparency

As part of the community involvement in recovery, a jurisdiction needs to implement a transparent, accountable system to manage recovery resources. The more transparent the process the more cooperative the community will be during the recovery process.

3.2.9 Compliance

Recovery from a major disaster allows few exemptions from environmental, historic preservation, endangered species or other rules and regulations. Solano County must actively enforce all Federal worker protection laws for workers who are employed to rebuild the impacted community. These Federal laws include the *Fair Labor Standards Act*, *Occupational Safety and Health Regulations*, *National Labor Relations Act* and the laws administered by the Equal Employment Opportunity Commission (EEOC).

3.3 Recovery Planning Considerations

As the response phase of a disaster ends, Solano County operations will transition to recovery. First responders and the Solano County Emergency Operations Center will return to a state of readiness as recovery operations move to different facilities.

Recovery objectives are different than response objectives. The initial recovery objectives for the County include, but are not limited to, the following:

- Reinstatement of individual autonomy
- Restoration of family unity
- Provision of essential public services
- Permanent restoration of private and public property
- Restoration of normal government operations
- Restoration of public services
- Research to uncover residual hazards, advance knowledge of disasters and improve future emergency operations

Recovery objectives will be reviewed and revised based upon the circumstances of the disaster. As soon as possible, the Office of Emergency Services Manager will bring together private, local, State, and Federal Agencies to coordinate State and Federal assistance programs and establish support priorities.

Disaster assistance will be coordinated through assistance centers that may be staffed by representatives of Federal, State and local governmental agencies, private service organizations and private companies. If major damage has occurred, a local government recovery group will be formed to coordinate planning and decision making for recovery and reconstruction.

Section 4. Roles and Responsibilities

4.1 Overview

Recovery from a major disaster will involve the entire community. The Office of Emergency Services will lead recovery planning and work to develop relationships with community stakeholders who may be involved in recovery planning and operations.

Department Heads should ensure their management teams and staffs are familiar with recovery planning and recovery operational concepts. Those departments with separate Disaster Plans must review and update their respective plans and ensure they are included in the County's recovery concept of operations.

Those departments that have been identified as having recovery responsibilities and are tasked to fill positions in the recovery organization must identify the names and emergency phone numbers of the primary individuals, along with three backup names and phone numbers in case the primary person is not available to the Office of Emergency Services. This list is to be developed before the emergency begins, and updated as necessary.

The primary and backup individuals must familiarize themselves with the Solano County Recovery Annex, and be prepared to assume an active role in managing and coordinating recovery operations. Training sessions and practice exercises will be conducted periodically to ensure the recovery staff is adequately prepared to manage and coordinate recovery operations within the Solano County Operational Area.

4.2 Solano County

4.2.1 County Disaster Recovery Manager

The Assistant County Administrator is designated as the County's Disaster Recovery Manager (DRM). The Assistant County Administrator will designate at least three persons who can fill the role of Recovery Unit Leader in the EOC organization. These people should have the knowledge, skills and abilities to act as a Deputy Disaster Recovery Manager should the Recovery Organization need to be established.

4.2.2 Recovery Unit Leader

If necessary, when the EOC is activated, a Recovery Unit will be established in the Finance/Administration Section to start gathering recovery information and preparing for recovery efforts. The Recovery Unit Leader develops recovery plans and strategies for recovery operations that will become a primary focus of the county as the disaster response efforts are phased down.

The following is a list of responsibilities for the Recovery Unit Leader:

- Determine impacts of the emergency requiring recovery planning
- Initiate recovery planning meetings with appropriate individuals and agencies
- Develop the initial recovery plan and strategy for the jurisdiction
- Ensure that all appropriate agencies are kept informed and have the opportunity to participate in the recovery planning process
- Develop the strategy to transition from recovery planning in the EOC to a wider post-emergency recovery effort
- Supervise the Recovery Unit

4.3 Private and Non-Profit Entities

4.3.1 American Red Cross

The American Red Cross (ARC) is a volunteer-led, humanitarian organization that provides emergency assistance, disaster relief, and education worldwide. Officially sanctioned by the U.S. Congress under Title 36 of the United States Code, Section 30013, ARC provides disaster relief focused on victims and immediate emergency needs and provides shelter, food, and health and mental health services. As an emergency support agency, ARC does not engage in these first responder activities; however, ARC feeds emergency workers, such as flood fight responders, and handles inquiries from victims outside the disaster area. The American Red Cross (ARC), Solano County Chapter can assist in a variety of human needs functions in recovery. An ARC representative will have a seat in the Recovery Organization to provide a point of contact for Red Cross operations

4.3.2 Private Sector Entities

In many cases, private entities may provide recovery equipment, resources and services that are otherwise not accessible to the local authorities. These private entities should be identified in advance. Established vendors may be needed for recovery assistance, as well as certain specialists that are not typically needed.

4.4 Federal and State Entities

When the disaster extends outside of the capabilities of the County, State and Federal Assistance may be requested via normal SEMS resource request procedures.

4.5 Recovery Operations Responsibilities

4.5.1 Recovery Operations Functions and Departments

Table 4-1: Recovery Operations Responsibilities

Recovery Operations Responsibilities	
Function	Departments/Agencies
Political process management; interdepartmental coordination; policy development; decision making; and public information.	<ol style="list-style-type: none"> 1. County Administrator's Office 2. City Manager's Office 3. Special District Management
Restoration of critical infrastructure, such as water, sewer, power and transportation	<ol style="list-style-type: none"> 1. County Resource Management Department 2. Infrastructure owners/operators
Land use and zoning variance; permits and controls for new development; revision of building regulations and codes; code enforcement; plan review; building and safety inspections.	<ol style="list-style-type: none"> 1. County Resource Management Department 2. Jurisdictional Planning Departments
Restoration of medical facilities and associated services; continue to provide mental health services.	<ol style="list-style-type: none"> 1. County Health & Social Services Department
Debris removal; demolition; construction; management of and liaison with construction contractors; restoration of utility services.	<ol style="list-style-type: none"> 1. County Public Works Department 2. Jurisdictional Public Works 3. Utility Special Districts
Housing programs; assistance programs for the needy; oversight of care facility property management; low income and special housing needs.	<ol style="list-style-type: none"> 1. County Health & Social Services Department; 2. Jurisdictional Human Resources
Public finance; budgeting; contracting; accounting and claims processing; taxation; insurance settlements.	<ol style="list-style-type: none"> 1. County Finance Department 2. Jurisdictional Finance Departments 3. Special District Accounting Offices
Redevelopment of existing areas; planning of new redevelopment projects; financing new projects.	<ol style="list-style-type: none"> 1. City Redevelopment Agency
Applications for disaster financial assistance; liaison with assistance providers; onsite recovery support; disaster financial assistance project management.	<ol style="list-style-type: none"> 1. County Office of Emergency Services (OES) 2. Jurisdictional OES 3. Special District Accounting Offices

Recovery Operations Responsibilities

Function	Departments/Agencies
Provide advice on emergency authorities, actions, and associated liabilities; preparation of legal opinions; preparation of new ordinances and resolutions.	<ol style="list-style-type: none"> 1. County Counsel 2. Jurisdictional City Attorney
Government operations and communications; Management Information Services (MIS); acquisition; supplies and equipment; vehicles; personnel; and related support.	<ol style="list-style-type: none"> 1. County General Services Dept. 2. Information Technology Dept. 3. Jurisdictional Administration

4.5.2 Roles and Responsibilities Reference Matrix

The table below shows the various recovery functions and the entities with a primary role or supporting role. This table is not all inclusive and could be expanded to include additional local, State and Federal agencies.

Table 4-2: Roles and Responsibilities Table in Support of Recovery Operations

Roles and Responsibilities Table						
In support of Recovery Operations						
Cooperating Agency	Community Planning / Capacity Building	Economic Recovery	Health and Social Services	Housing	Infrastructure Systems	Natural and Cultural Resources
Assistant County Administrator	S	P	S	S	S	S
Resource Management	P		S	S	P	P
Health and Social Services	S		P	P		
Utility Special Districts	S				S	
Auditor-Controller	S	S				
Emergency Services	S	S	S	S	S	S
General Services	S	S			S	
Red Cross	S		S	S		
Cooperative Extension	S					S
Solano Co Water Agency	S				S	S

Section 5. Concept of Operations

5.1 Maintaining the Recovery Annex

5.1.1 Plan Maintenance

The Solano County *Recovery Annex* will be reviewed annually by County Office of Emergency Services (OES) staff to ensure that it is up to date with regard to new developments in Federal disaster assistance or organizational changes or statutory and regulatory changes that impact the roles and responsibilities of stakeholders in the recovery process.

Within 90 days of any significant disaster or emergency event that has impacted Solano County the Emergency Services Manager will provide an assessment of the Recovery efforts to determine if those efforts are adequate and comprehensive. The assessment will include recommendations for any needed updates to this Recovery Annex. The assessment will evaluate needs for ongoing recovery efforts

If an event is severe enough to result in the activation by the Solano County Recovery Organization, which may be comprised of a wide range of stakeholders from the business, non-profit, faith-based and government sectors, the Manager will seek input from these stakeholders as to the adequacy of the plan.

OES will prepare and distribute any changes to the plan to all Solano County government departments and other non-governmental entities cited in the Roles and Responsibilities section of the annex.

5.1.2 Training/Preparedness

To the extent possible, recovery issues and recovery operations should be included in tabletop, functional and full-scale exercises that simulate actual emergencies. Such exercises have historically been implemented to test response procedures and readiness, equipment and communication functions. The scope of regularly scheduled exercises should include recovery concepts, stakeholders and policy. This can be accomplished by including damage assessment documentation procedures, other County agencies active in recovery and appropriate community stakeholders such exercises.

5.2 Response

5.2.1 Recovery Damage/Safety Assessment

Recovery Damage and Safety Assessment is the basis for determining the type and amount of State and/or Federal financial assistance necessary for recovery. Under the Solano Operational Area Emergency Operations Center's Standard Operating Procedures, an Initial Damage Estimate is developed, during the emergency response phase, to support a request for a gubernatorial proclamation and for the State to request a presidential declaration.

During the recovery phase, this assessment is refined to a more detailed level. This detailed damage/safety assessment will be needed to apply for the various disaster financial assistance programs. A list of mitigation priorities will need to be developed by the jurisdictions' departments.

For the County, the detailed damage/safety assessment will be completed by the Solano County Department of Resource Management - Building Official in coordination with the County Office of Emergency Services and other applicable County

Departments. The Engineering Branch/Department of each jurisdiction will complete the detailed damage assessment. The administrative and operational divisions of special districts will, in most cases, complete the detailed damage assessment for their respective areas of responsibility.

5.2.2 Documentation

Documentation is the key to recovering eligible emergency response and recovery costs. Damage assessment documentation will be critical in establishing the basis for eligibility of disaster assistance programs.

Under the State Natural Disaster Assistance Act (NDAA), documentation is required for damage sustained to the following:

- Public buildings
- Levees
- Flood control works
- Irrigation works
- County roads
- City streets
- Bridges
- Other public works

Under Federal disaster assistance programs, documentation must be obtained regarding damages sustained to:

- Roads
- Water control facilities
- Public buildings and related equipment
- Public utilities
- Facilities under construction
- Recreational and park facilities
- Educational institutions
- Certain private and/or non-profit facilities

Debris removal and emergency response costs incurred by the affected entities should also be documented. It will be the responsibility of the County, jurisdictions, and special districts to collect documentation of these damages and submit them to the Recovery Manager for their respective jurisdiction. Special districts not within a city, should submit documentation to the County Recovery Manager.

The documenting information should include the location and extent of damage, and estimates of costs for: debris removal, emergency work, and repairing or replacing damaged facilities to a non-vulnerable and mitigated condition. The cost of compliance with building codes for new construction, repair and restoration will also be documented. The cost of improving facilities may be provided under Federal mitigation programs.

For each jurisdiction and special district, documentation must begin at the field response level and continue throughout the operation of their Emergency Operations Center as the disaster unfolds.

5.2.3 Best Practices in Local Government Funding for Disaster Recovery

There are a number of best practices and considerations in local funding mechanisms that can speed recovery.

Documentation: One of the most important best practices for local government in recovery is documentation. One of the more common sources of funding for disaster recovery comes from the Federal Emergency Management Agency (FEMA)

through their Public Assistance (PA) and Hazard Mitigation (Sections 404 and 406 of the Stafford Act) programs. The foundation for eligibility is that the damage occurred in the incident period and area declared by the President, that it was directly caused by the disaster and that the damages are under the legal authority of the applicant. Once a recovery project is eligible, documentation is the key, especially in the categories of Debris Clearance and Emergency Work.

Accounting: One best practice is for local jurisdictions to modify their existing accounting systems and develop documentation protocols that can meet both ongoing community requirements and provide sufficient documentation to justify claims for FEMA and insurance (See Section 2). One example is developing fund codes in the normal local accounting and budget processes that relate to FEMA eligibility requirements. This way, eligible overtime and other expenses can be documented separately from day to day costs at the beginning of any event that might lead to a Federal disaster declaration. Attention should be placed on ensuring that information about where work occurred, what equipment was utilized, and how the time and work effort was related to the disaster event is documented and maintained. This particularly can document disaster related work as opposed to increased operating expenses. If the event does end up in a Federal declaration, eligible overtime and emergency expenditures are easily separated for preparation of Project Worksheets, and can be justified against eligible activities and work sites.

Insurance Documentation: Another often major source of recovery funding is through insurance. Many insurance companies require similar documentation as FEMA (See Section 1), although insurance requirements are not always as rigid. Good documentation of specific damage and cost information can be very useful to insurance companies before they make payment on policy claims, particularly for business interruption payments and emergency protective measures work.

Procurement Procedures: It is extremely important the local jurisdictions have clear emergency procurement procedures outlined in their local ordinances, policies and procedures. They need to specify who has the authority to issue an emergency contract, and draw upon expected needs and scenarios to define (broadly) what purposes emergency contracts can be used for and what limits, if any, the community will place on spending in an emergency. Because emergency contracts may be executed absent full competition, it should be understood that jurisdictions may be required to re-compete contracts procured through emergency protocols as soon as the emergency period ends, or shortly thereafter.

Rapid Acquisition: Local jurisdictions should consider the incorporation of procurement procedures into emergency procedures that allow for very rapid and more competitive acquisitions when time allows (such as limited-detail and/or qualifications-based procurements with very short time-periods for response), the use of the Federal General Services Administration (GSA) schedule if State and local laws permit to access qualified support with minimal time, or establish processes and expectations ahead of time to ensure that shortly after a non-competitive emergency contract award, more competitive acquisition processes are implemented as soon as practicable to re-bid the work for the longer-term.

Financial Reserves: Disasters often place immediate financial pressures / requirements on local jurisdictions, yet most local governments do not maintain sufficient reserves to meet their financial needs after a major disaster event. Not all costs are reimbursed and even when they are, there is often a lengthy delay between when costs are incurred and when reimbursement arrives. For this reason, the availability of financial resources – be it in the form of budgeted reserves, the availability of a “Rainy Day Fund,” or the pre-event establishment of emergency lines of credit becomes extremely important. Also, there may be State statutes, rules and regulations concerning emergency borrowing authority and debt limitations that may limit the availability of resources to a community, even after a catastrophe (for example, many State bond houses have established maximums for community borrowing, limiting debt to a percentage of assessed value in the community, a percentage of tax revenues, or other measure).

Financial Limitations: It is important that a jurisdiction become familiar with any limitations that they may face, and consider how they can be overcome. In one recent disaster, for example, the local government was able to borrow needed money on the commercial market using eligible costs documented in FEMA Project Worksheets as collateral. This is the type of authority that is best considered before the disaster occurs. Pre-planning can considerably shorten the recovery time.

Pre-Disaster Debris Planning: Debris is a major issue after a disaster. It is a specific category (Category A) of the FEMA Public Assistance (PA) Program. A best practice is for local government to have a pre-disaster Debris Management Plan that identifies how debris will be handled, including but not limited to local landfill capacity, local debris management policies, pre-approved temporary sites, pre-executed environment, historic preservation and other permit requirements, and pre-approved local or regional debris contractors. This pre-planning can avoid major costs and delays in dealing with debris after a disaster which is often a very difficult time to set up debris operations.

Contracts and Bargaining Agreements: Local jurisdictions should review existing contracts and bargaining agreements with respect to receiving FEMA PA funds for emergency work. Past experience has shown that some government policies or bargaining agreements with public employees have been in conflict with FEMA regulations for reimbursement (for example, some jurisdictions have contracts with their public safety employees that provide for extra pay during disasters or emergencies, either in the form of multiples of normal hourly wages or the payment for all time in the station whether on duty or not; in many cases, some or all of these additional costs are not eligible for FEMA reimbursement).

Local governments need to understand this, and if their goal is to minimize unreimbursed expenses, work to modify policies and collective bargaining agreements to bring them in line with Federal reimbursement guidelines. Even if no such modifications or changes are made, local governments should understand the impacts of these policies on their financial exposure after disasters, and plan for having to pay a larger share of these added expenses.

Salaried Personnel: Another area where local governments sometimes have conflicts with FEMA eligibility rules is the assignment of salaried personnel to disaster work. These people often work many hours and the local government wants to provide some sort of extra compensation. Such onetime extra pay or benefit is not eligible under FEMA rules. If local governments want to be in a position to reward salaried employees for extra work in disaster, they should consider establishing some sort of documentation method and compensation package that would apply to all emergency work whether there is a presidential disaster declaration or not.

Volunteers: Another best practice is pre-planning the use and documentation for volunteers who do recovery work that is eligible for FEMA reimbursement. Plans can be made ahead of time for sign-in sheets that capture the amount and scope of work that is done. Salary equivalents can be set ahead of time for the equivalent work they are doing. This documented volunteer time can be used to offset the non-Federal share that is a requirement of the FEMA Public Assistance (PA) Program.

COOP/COG Planning: Local governments should review their Continuity of Operations (COOP) and Continuity of Governance (COG) plans and ordinances to ensure there are appropriate lines of authority and success for elected and appointed leaders. This can help to avoid the “Who is in charge?” question that often hinders decision making in major disasters and can ensure appropriate authorities make financial decisions to not jeopardize potential FEMA reimbursement.

5.2.4 Action Planning

The use of action plans in the Solano County EOC must provide a clear and measurable process for identifying objectives and priorities for a given event. Action planning is an important management tool that involves a process for identifying priorities and objectives for emergency response or recovery efforts.

Plans which document the priorities and objectives, and the tasks and personnel assignments associated with meeting the objectives.

A detailed assessment of damage in public and private facilities, with more precise dollar loss estimates, will be formulated and forwarded to California Governor's Office of Emergency Services (Cal OES) later, as recovery operations begin.

Detailed damage assessment information will be used to plan for both short and long range recovery, which will be given highest priority as the County emergency organization transitions from response to recovery operations.

5.3 Transition into Recovery Operations

Solano County, each of the cities in the Operational Area, and all the special districts serving the Operational Area will be involved in recovery operations for the Solano County Operational Area. In the aftermath of a disaster, many citizens will have specific needs that must be met before they can pick up the thread of their pre-disaster lives. Typically, there will be a need for such services as these:

- Assessment of the extent and severity of damages to homes and other property
- Restoration of services generally available in communities - water, food, and medical assistance
- Repair of damaged homes and property or provision of long term temporary housing
- Professional counseling when the sudden changes resulting from the emergency have resulted in mental anguish and inability to cope

Local governments can help individuals and families recover by ensuring that these services are available and by seeking additional resources if the community needs them.

As the threat to life, property, and the environment dissipates, the EOC Director, typically with the support of the Emergency Services Manager will consider deactivating the EOC. The EOC Director will direct Section Chiefs to deactivate their sections, ensuring that each unit/branch/section provides its logs and files to the Documentation Unit. The Recovery Unit will utilize the documentation for the financial recovery process.

The Recovery Unit Leader will coordinate the recovery effort, ensuring that all damaged public facilities and services are restored. In coordination with the EOC Director, the Recovery Unit will prepare the After-Action/Corrective Action Report, submitting it to the Cal OES's Coastal Region Office within 60 days of the disaster/event.

5.4 Recovery Operations Organization

Solano County recovery operations will be managed and directed by the Assistant County Administrator. Recovery issues involving Operational Area jurisdictions and special districts will be coordinated and managed between the Assistant County Administrator and designate representatives.

On a regularly scheduled basis, the Assistant County Administrator will convene meetings with County department directors, key individuals, and representatives from affected jurisdictions and special districts. These meetings will be held to make policy decisions collectively. They will also be used to obtain and disseminate information regarding completed and ongoing recovery operations.

The Solano County Emergency Services Manager and County OES staff will assist the Assistant County Administrator in facilitating and leading the recovery process. Solano County departments will also be represented and responsible for certain functions throughout the recovery process. A recovery operations organizational chart is depicted in Figure 5-1.

The Recovery Unit Leader Checklist and Disaster Recovery Manager Planning Checklist are located in Volume 2 Section 3.5.7. and Volume 2 Section 3.5.7.1, respectively.

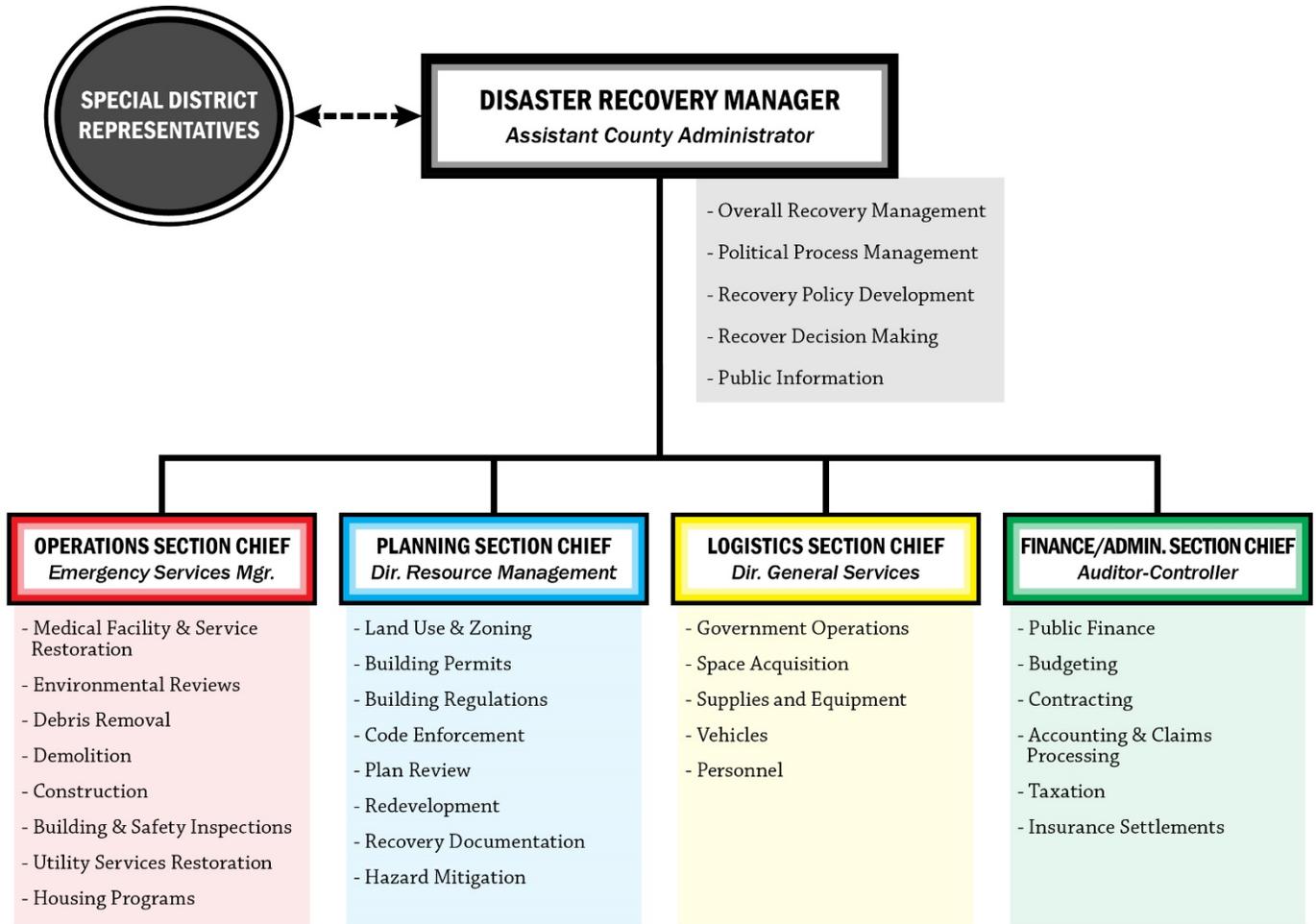


Figure 5-1: Solano County Operational Area Recovery Operations Organization Chart

5.5 Short Term Recovery

Short-term recovery operations will begin during the response phase of the emergency. The major objectives of short-term recovery operations include rapid debris removal and cleanup, and orderly and coordinated restoration of essential services (electricity, water, and sanitary systems). Short-term recovery operations will include all the agencies participating in the Operational Area.

The goal of short-term recovery is to restore local government to at least a minimal capacity. Short-term recovery includes:

- Utility restoration
- Expanded social, medical, and mental health services
- Re-establishment of Solano County government operations
- Re-establishment of transportation routes
- Debris removal
- Cleanup operations; and abatement and demolition of hazardous structures

Each jurisdiction will coordinate its efforts to restore utility systems and services during recovery operations. Medical services may need to operate from temporary facilities, as necessary. Solano County Mental Health Services will help coordinate and conduct Critical Incident Stress Debriefings for emergency response personnel and victims of the disaster event.

For Federally declared disasters, Disaster Assistance Centers may be established by the Federal Emergency Management Agency (FEMA) to assist disaster victims and businesses in applying for grants, loans, and other benefits. In coordination with the American Red Cross, the County and other jurisdictions will provide sheltering for disaster victims until housing can be arranged.

The County and cities will ensure that debris removal and cleanup operations are expedited. On the basis of the County and other Operational Area jurisdictions' assessments, structures that pose a public safety concern will be repaired or demolished.

5.6 Long Term Recovery

The goal of long-term recovery is to restore facilities to pre-disaster condition. Long-term recovery includes hazard mitigation activities, restoration or reconstruction of public facilities and disaster response cost recovery. Each affected jurisdiction will be responsible for their own approach to mitigation, which could include zoning variances, building codes changes, plan reviews, seismic safety elements, and other land use planning techniques.

With public safety a primary concern, rapid recovery may require adjustments to policies and procedures to streamline the recovery process. Hazard mitigation actions will need to be coordinated and employed in all activities in order to ensure a maximum reduction of vulnerability to future disasters. The County, Operational Area jurisdictions, and special districts will strive to restore essential facilities to their pre-disaster condition by retrofitting, repairing or reconstructing them during long-term recovery operations.

The major objectives of long-term recovery operations include:

- Coordinated delivery of social and health services
- Improved land use planning
- Improved Solano Operational Area Emergency Operations Plan

- Re-establishing the local economy to pre-disaster levels
- Recovery of disaster response costs
- Effective integration of mitigation strategies into recovery planning and operations

Participating agencies and jurisdictions of the Operational Area will handle the long-term recovery activities on their own. Public information during the recovery process will be handled independently by each agency or jurisdiction. However, information will be coordinated among the agencies and jurisdictions, through the Office of Emergency Services. Recovery programs will also be sought for individual citizens and private businesses.

The County's and other Operational Area jurisdictions' redevelopment agencies will play a vital role in rebuilding commercial areas of the Solano County Operational Area.

5.7 Best Practices in Pre-Emergency Proclamation Financial Strategies

The following are best practices that should be considered to expedite recovery operations and documentation:

- Set up rules in local policies and procedures identifying persons/positions and their authorities to make expenditures
- Establish procedures for "Quick Bids," including bid criteria, telephone documentation and thresholds for financial limits
- Sometimes departments can do bids faster than the central County procurement division; consider delegating certain authorities and thresholds to departments for unique expertise if they do not have purchasing authority already; there should be oversight from the central authority
- Pre-identify surge staff, such as reservists, retirees, mutual aid from neighbors, etc.; provide periodic training in County procurement policy and procedures
- Pre-establish authorities to avoid County Council special approvals; this can get cumbersome and political, potentially slowing the process down
- Consider authorizing "Purchase Cards" for certain individuals to quickly acquire smaller value needed items
- Consider combining emergency purchasing policies and procedures with typical "end of year" purchasing needs
- Establish pre-approved emergency contracts that can be implemented as needed, not as a result of a local proclamation

5.8 Critical Infrastructure in Disaster Recovery

After the events of 9/11 and the formation of the Department of Homeland Security, government has increased efforts to work with the critical infrastructure in the public and private sectors, with the majority being private. Disruption of critical infrastructure in Solano County could have a regional or even a national effect.

Under Federal planning guidance critical infrastructure is defined as follows: Systems and assets, whether physical or virtual, so vital that the incapacity or destruction of such may have a debilitating impact on the security, economy, public health or safety, environment, or any combination of these matters, across any local, State, tribal and Federal jurisdiction.

Under the National Homeland Security Strategy, the National Infrastructure Protection Plan (NIPP) and the Critical Infrastructure and Key Resources (CIKR) Annex to the National Response Framework (NRF) provide guidance for CIKR protection and recovery designed to support the maintenance and restoration of the nation's CIKR. The NIPP provides a risk management framework that incorporates hazard mitigation strategies; critical infrastructure, environmental and cultural resource protection; and sustainability practices for reconstructing the built environment, such as housing and infrastructure, and for revitalizing the economic, social and natural environments.

The NRF and the National Disaster Recovery Framework (NDRF) provide guidance to implement recovery and to work with the various sectors of our critical infrastructure and key resources (CIKR). Recovery planning should provide the specific guidance for a community's recovery strategies to minimize the risk to all hazards and to strengthen the community's ability to recover from disasters.

These documents support the national policy of the primacy of local, State and tribal governments in preparing for, managing the response to and leading the recovery from catastrophes. The strategy also incorporates the central tenets of the National Incident Management System (NIMS).

Recovery Planning should guide the integration of community recovery planning that involves mitigation strategies and building community resilience in pre-disaster recovery planning. The recovery planning process will require Solano County's leadership in the following tasks:

- Developing public-private partnerships to facilitate coordination and information sharing among all levels of government and private sector owners and operators of critical infrastructure
- Identifying criteria for prioritizing key recovery actions and projects
- Developing plans for recovery leadership and an organizational framework that involves key sectors and stakeholders to manage recovery planning and coordination
- Developing recovery plans and procedures that include recovery planning best-practices and other preparedness, mitigation and resilience-building work

Solano County's leadership in these tasks can improve the speed and quality of post-disaster recovery decisions. Building pre-disaster partnerships between Solano County personnel involved in the recovery planning process and leadership from the private sector and the areas critical infrastructure can build the foundation for effective decision-making, multi-entity coordination, community engagement, public awareness and resilient rebuilding.

The private sector will play a critical role in maintaining public confidence after a disaster. When the private sector is resilient in restoring critical services, the community recovers more quickly. More jobs are retained and the tax base recovers sooner. Experience has shown that communities where public private partnerships have worked in recovery planning, the public has been more optimistic about the community's ability to recover. And because the vast majority of the nation's critical infrastructure, such as electric power, financial and telecommunications systems is owned by the private sector, they play a major role in the recovery of a community and the region as a whole. Subsequently, it is critical that the recovery planning process creates opportunities for pre-disaster planning with the private sector.

The resources and capabilities of private sector utilities, banks and insurance companies can play an important role in encouraging mitigation and creating community resilience. Banks can create products to encourage individuals and businesses to be financially prepared for disasters. Insurance companies can educate community members on risks, reach out to underserved populations and work with local, State and tribal governments to find ways to provide coverage for families and businesses in the community.

Businesses and critical infrastructure owners and operators will be major players in the community's recovery. They need to be involved in the decision processes to mitigate risks and increase community disaster preparedness. Businesses should develop and exercise business continuity plans to minimize disruptions and purchase adequate all-hazards insurance policies. History has shown over and over that businesses that plan for disruption are less likely to go out of business.

Critical Infrastructure will play a role in many of the Recovery Support Functions (RSFs), specifically Long Term Community Recovery, Infrastructure and Economic Recovery. These RSFs will provide strategies and guidance to incorporate resilience

and mitigation considerations in the design for infrastructure systems and as part of the community's capital planning process; provide incentives for the private sector critical infrastructure to recovery in a timely and efficient manner to minimize service disruptions; and to match infrastructure systems to Solano County's current and projected demand on as built and virtual environment.

Federal recovery guidance outlines some basic responsibilities for private sector critical infrastructure. These include the following:

- Building relationships with emergency managers and other recovery officials to be part of the recovery planning process
- Developing business continuity of operations and restoration plans that take into account worker safety and potential employee availability
- Training employees and exercising *Continuity of Operations Plans (COOP)*
- Informing employees about preparedness efforts for work that address individual and family needs
- Carrying adequate insurance to rebuild damaged facilities and survive work disruption
- Incorporating mitigation measures in design and construction, and mitigating risk by relocating from hazardous areas, hardening facilities and elevating critical infrastructure
- Participating in local recovery planning; articulating anticipated disaster needs and identifying resources available to support community recovery

It is the local government's responsibility to be prepared to both respond and recover from a disaster. This is accomplished through planning and leading mitigation efforts. This also includes leading community efforts to restore and revitalize all sectors of the community, including local critical infrastructure and essential services, business retention and the redevelopment of housing units damaged, disrupted or destroyed by the disaster.

Appendix A. Acronyms

Table 5-1: Acronyms

ARC	American Red Cross
Cal OES	California Governor’s Office of Emergency Services
CIKR	Critical Infrastructure and Key Resources
COG	Continuity of Government
COOP	Continuity of Operations
DAC	Disaster Assistance Center
EARS	Emergency Animal Rescue Service
EEOC	Equal Employment Opportunity Commission
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
FEMA	Federal Emergency Management Agency
GSA	General Services Administration
MIS	Management Information System
NDAA	National Disaster Assistance Act
NDRF	National Disaster Response Framework
NIMS	National Incident Management System
NIPP	National Infrastructure Protection Plan
NRF	National Response Framework
PA	Public Assistance
PDA	Preliminary Damage Assessment
PIO	Public Information Officer
RSF	Recovery Support Functions
SEMS	Standardized Emergency Management System

Attachment A Recovery Planning and Recovery Operations Checklists

The following checklists are designed to guide further development of recovery plans and procedures for the County, county agencies and departments and cities in Solano County as well as to guide recovery operations when a disaster occurs.

These checklists should be used to help Solano County and its partners and stakeholders get ready for disaster and disaster recovery. They are drawn from FEMA Guidance, the Target Capabilities Lists that relate to Recovery and best practices and experience from local communities that have been involved in major disaster recovery operations.

FEMA Individual Assistance Programs Checklist

The Preliminary Damage Assessment (PDA) Teams looking at Individual Assistance needs may include representatives from FEMA and Cal OES, the SBA, the Red Cross, the Department of Labor and other agencies and organizations that deal with human needs. It is important to have identified problems that relate to individuals and businesses prior to the teams arrival.

This information needs to be gathered and sent to the County EOC at the onset of potential disaster problems so County-wide information can be sent to the State. By organizing the information from the very beginning in the FEMA format, there is much less to do when you are notified that PDA teams are coming and it is easier to prepare for the teams' arrival.

To do this, local governments need to be prepared to do the following:

- Gather information on damages and impacts to homeowners, renters and other private property.
- Gather information on physical damages to businesses. (Actual damage to buildings, inventory, machinery, etc.)
- Gather information on economic impact on businesses. (Loss of customers, loss of raw materials, loss of access, etc.)
- Gather information on impacts on people. (Unemployment, lack of access, dislocation, shelter needs, housing needs, etc.)
- Gather information on any issues or needs for special or vulnerable populations and the communications methods needed to keep them informed of recovery information.
- Work with the Red Cross, Salvation Army, churches and other community service organizations to further identify issues and human needs of which they are aware.
- Prepare outreach information for the media and providing a local point of contact for reporting human needs such as habitability of homes, insured and non-insured losses and loss of employment.
- Prepare a map(s) showing the locations of private property damage.
- Obtain from the County Assessor the median values for high cost, medium cost and low cost homes for the areas shown on the map(s).
- Identify local representatives to accompany the FEMA/State teams.

FEMA Public Assistance Programs Checklist

The Preliminary Damage Assessment (PDA) Teams looking at Public Assistance needs may include representatives from FEMA and CAL OES, the Corps of Engineers and other Federal and State agencies that deal with public infrastructure. It is important to have identified problems that relate to public agencies and facilities prior to the teams arrival.

This information needs to be gathered and sent to the County EOC at the onset of potential disaster problems so County-wide information can be sent to the State. By organizing the information from the very beginning in the FEMA format, there is much less to do when you are notified that PDA teams are coming and it is easier to prepare for the team's arrival.

To do this, local governments need to do the following:

- Gather information, including photographs, on damages to the County broken down by FEMA Category. (See Checklist 4)
- Gather information, including photographs, on damages to cities, towns, special districts and other public entities broken down by FEMA Category.
- Gather information, including photographs, on damages to private non-profit organizations that provide public services.
- Gather information on public agency response costs for such things as traffic control, debris removal, evacuation and other emergency work.
- Make a list of the damage sites and mark them on a County road map, city map or FEMA Flood insurance map.
- Obtain copies of insurance policies on damaged structures and note any ownership or maintenance agreements on jointly managed structures.
- Collect information on and photos of any historic structures that might be damaged, and for structures that have environmental concerns.
- Establish a system to develop repair/restoration cost estimates.
- Maintain actual cost documentation for emergency response and ongoing work.
- Assess the level of debris and how you will deal with it--avoid excessive costs. Ask for technical assistance from FEMA before you sign major contracts.
- Identify local representatives to accompany the FEMA/State teams.

Checklist for FEMA PA Preliminary Damage Assessment by Category

Damage assessments identifying Public Assistance (PA) program requirements focus on damage to facilities belonging to Solano County or municipality, eligible private non-profit organization, public entity, unincorporated town, tribal government, or rural community. The following items may be considered in developing a profile of the damage and the impact on the community, as well as in translating impact into FEMA PA requirements:

DEBRIS (CATEGORY A)

- Type and Volume. Estimate the amount and type of debris (may include building materials, trees, mud, temporary disposal sites, etc).
- Affected Property. Identify types of property affected by debris; such as farmland, roads, schools, commercial centers, and public or private property.
- Affected Services. Identify local transportation, communication, water supply, or sewage disposal affected by debris problems.
- Distribution/Density. Describe the size of the area over which the debris is distributed and its density within that area.
- Removal Requirements. Identify requirements for special equipment needed to remove debris. Identify the requirements for and availability of debris disposal sites, both temporary and permanent.
- Local Response. Describe the progress of local debris removal activities (by municipality, as well as voluntary efforts). Identify sites of total infrastructure destruction over a wide spread area with potential for large-scale demolition and debris removal.

EMERGENCY PROTECTIVE MEASURES (CATEGORY B)

- Nature of the Threat. Note the conditions, which threaten public health, safety, and property, and describe the threat.
- Nature of Protective Work. Identify such measures as pumping, sandbagging, vector control, and stream clearance, and describe the requirements.
- Impact. Determine essential services affected by the threatening situation.
- Local Response. Describe actions by the department and voluntary groups to deal with the problem, and the need, if any, for additional resources to combat it.

ROADS (CATEGORY C)

- Maintenance Responsibility. Identify maintenance responsibility (County, or municipality; private; Federal Aid System; or other Federal agency, e.g., Forestry Service; Bureau of Indian Affairs). Make distinction between arterial and non-arterial streets and roadways. Note the County location even for roads that are the responsibility of the State DOT.
- Road Description. List name or route number, road width, pavement type, etc.
- Damage Description. Describe types of damage including road material, shoulder erosion, culvert washouts, debris (including slides), and the size of each type of damage.

- Alternate Routes. Identify alternate routes, their lengths, and the amount of traffic.
- History. Describe the type, cost, and frequency of damage from previous incidents.
- Impact. Describe the social and economic effect the damage has had on local activities.

BRIDGES (CATEGORY C)

- Maintenance Responsibility. Identify maintenance responsibility (State, County, or local government, private; Federal Aid System; or other Federal agency, e.g., Forestry Service, BIA).
- Bridge Description. Identify the length, type, location, historical significance and specify the number of lanes or width, number of spans, and construction material.
- Damage Description. Describe the type of damage and the approximate extent of damage, especially when the bridge was not completely destroyed. Specify damage to piers, parapets, surfaces, abutments, superstructures, and approaches.
- Impact. Describe the effect the loss of this bridge has on local traffic flow and circulation, particularly if it isolates the community or an essential service, such as a hospital or major employer.
- Alternate Routes. Estimate the number of days out of service, the length of any available detours or alternate routes, or the need for an emergency replacement structure.

WATER CONTROL FACILITIES (CATEGORY D)

- Maintenance Responsibility. Identify the organization responsible for maintenance. Identify potential flood control works that are the responsibility of other Federal agencies, i.e. USACE or NRCS.
- Facility Description. Provide the approximate pre-disaster height and length of the facility and its construction material (e.g., earth, concrete, rock, and wood).
- Function. Describe the purpose of the facility.
- Damage Description. Describe specific damage to major components and give the location, extent and type of damage (seepage, overtopping, erosion, or actual breaks).
- Impact. Describe the threat existing because of the damage and note any need for evacuation and the approximate timeframe.

BUILDING AND EQUIPMENT (CATEGORY E)

- Functions of Damaged Buildings and Equipment. Describe the uses of major buildings and equipment damaged, such as schools, hospitals, government buildings, and commercial structures.
- Prevalent Construction Types. Identify the construction material (e.g., masonry, steel and glass, brick, and wood) and give dimensions.
- Damage Description. Indicate the type of damage (e.g., windows broken, roof blown off, height of flood water), indicate if the item was destroyed or is repairable, and describe equipment and content damage.
- Impact. Report the availability of alternate facilities, and the general consequences of interruption of activities carried on in the damaged major buildings when such buildings are no longer usable.
- Insurance Coverage. Estimate the percentage of damaged buildings covered by general and/or flood insurance, along with the extent of coverage, if available.
- Historical Issues. Identify if structure is potentially subject to 36 CFR.
- Environmental Consideration. Identify if structure is in floodplain or coastal barrier area.

UTILITIES (CATEGORY F)

1. For Damage to Physical Plants Function and Location of the Utility.

Identify the type of (water, gas, electric, or sewage treatment) and its organization (e.g., public, private nonprofit cooperative).

- Damage Description. Describe the damage to each major component or subsystem; (e.g., buildings, filters, generators, or other equipment affected by fires, short-circuiting, water damage, structural damage, and underground breaks).
- Operating Status. Estimate the number of days out of service and the approximate time until service resumption.
- Impact. Describe health and safety problems caused by the damage and specify any need for an alternate or emergency system.
- History. Obtain a description from the local utility operator of any previous damage history and then compare with the severity of current damages. Include references to the location of operational certifications.
- Local Response. Describe the State and local response to the situation.

2. For Damage to Distribution and Collection Systems.

- Damage Description. Describe the nature of the damage, supplemented by an estimate of the important dimensions of the damaged portion (e.g., size of, length, and number of manholes).
- Interim Restoration. Estimate the feasibility of bypassing the damaged section and, if so, describe the bypass.
- Impact. Describe health and safety problems caused by the damage.
- History. Identify the extent and frequency of damage due to previous incidents.

PARKS AND RECREATION, OTHER (CATEGORY G)

- Facility Description. Identify the type of facility, which has sustained damage.
- Function. Give the purpose of the facility.
- Maintenance Responsibility. Identify the organization responsible for maintenance.
- Damage Description. Describe the specific damage; if the item was destroyed or is repairable; location, dimensions, and other applicable information.
- Impact. Describe any threat, or health and safety problems, resulting from the damage, and the general impact the loss of the facility has on the community.

Generic Long Term Recovery Planning Checklist

The FEMA document, *Long-Term Community Recovery Planning Process, a Self-Help Guide*, published in December 2005 provides useful information on developing and managing long term community recovery. It provides a checklist that is paraphrased below to guide communities in developing long term recovery planning. It is provided as a generic guide for agencies, departments and jurisdictions as they develop their long term recovery planning.

1. Damage Assessment

- Have teams been identified to determine the extent/type of damages sustained by geographic areas or by jurisdiction responsibility?
- Have you identified the potential long-term impacts of these damages?
- Have Housing needs been identified?
- Have Economic needs been identified?
- Have Infrastructure/Environmental needs been identified?
- Have strengths, weaknesses, opportunities and threats been analyzed? (S.W.O.T.)
- Have relationships been developed to gather damage assessment information from the community?

2. Selecting a Leader and Outlining a Solano County Recovery Program

- Has a lead person or department been identified?
- Has a long term recovery Planning Team been identified?
- Have you established a time frame based on the Damage Assessment information?

3. Securing Outside Support

- Have you identified potential partners for participation on the Recovery Planning Team?
- Have you identified additional sources of funding?

4. Establishing a Public Information Campaign

- Have you identified a person to lead the public information outreach or to provide information to the department outreach efforts?
- Based upon your department mission, establish contacts with outside stakeholders with whom to coordinate your outreach program?

5. Reaching Consensus

- Have you developed a community decision making process?
- Have you identified ways to involve the community and to keep them informed?

6. Identifying Long Term Recovery Issues

- Have you developed a way to set community priorities?

- Have you developed a way to update the community general plan as necessary?

7. Articulating a Vision and Setting Goals

- Have you developed a process to develop a community recovery vision?
- Have you developed a process to identify goals to reach the vision?

8. Identifying, Evaluating, and Prioritizing Solano County Recovery Projects

- Have you developed a way to identify recovery projects to meet the community goals?
- Have you developed a mechanism for the community to prioritize these projects?

9. Developing a Long Term Community Recovery Plan

- Have you identified an appropriate process to develop a Recovery Plan?
- Have you developed an appropriate process for approval of the Recovery Plan?

10. Choosing Project Champions

- Have you identified potential community champions to help with plan and project approval?
- Have you developed a way to solicit comments suggestions from the community leadership?

11. Preparing a Solano County Recovery Funding Strategy

- Have you reviewed potential and alternate funding sources?
- Have you developed a plan to leverage funding for outside sources?

12. Implementing the Plan

- Have you identified who is in charge of the plan implementation process?
- Have you identified who provides support functions?

13. Updating the Plan

- Have you identified who is in charge of the plan update process?
- Have you identified ways to keep the public involved?

Generic Long-Term Community Recovery Project Template/Checklist

Experience has shown that projects identified during the planning process have varying levels of impact on the recovery of a community. FEMA has developed and published the *Long-Term Community Recovery Planning Process, a Self-Help Guide, published in December 2005*. This document contains general guidance to communities as to the characteristics that typically make some projects more beneficial to recovery than others. The information does not attempt to evaluate the overall importance of any project to the community – only to the process of recovering from disasters of all types.

The Recovery Value Tool enables FEMA, other Federal and State agencies and affected communities to determine which recovery projects are likely to have the most significant impact on recovery of the affected area. The Tool is intended to be used by a Long-Term Community Recovery Planning Team as they develop projects in support of the long-term recovery process. The Tool allows the local Planning Team to provide better information to FEMA and potential funding agencies, and allows the affected community to focus resources on projects most likely to promote substantive recovery from a disaster.

This FEMA Guide should be used in its entirety by a jurisdiction, but the following checklist is included to demonstrate the type of questions that should be considered by a community in developing long term recovery projects. Information gathered and/or provided at the time of project development will assist in better definition of the project and will provide information needed in determining a project's recovery value.

1. Post-Disaster Community Need

- Project Description: Provide general description of project to include location, cost (if known), funds currently available (if any), and other general characteristics of project.
- Identify how project relates to damages from the disaster event.
- Does project provide an opportunity to improve upon pre-disaster conditions? Explain.
- Is project addressed in existing plans?
- How does project related to key health and safety issues in the community?
- Does the project leverage several potential sources of funding? What are they?
- Document the community's support for the project.
- Does the project benefit low to moderate-income households? To what extent? Provide documentation or estimate.
- Identify whether the project supports distinct social or cultural aspects of the community.

2. Project Feasibility

- Identify and assess the probability of acquiring necessary funding within the project timeframe.
- Assess compatibility of project with existing plans and regulations. Explain.

- Make sure there are definable outcomes within the scope of the project.
- Assess the feasibility of completing the project within an identified timeframe.
- Identify the project s champion(s). Identify any obstacles to completion of the projects.

3. Project Sustainability

- Determine whether the project can pay for itself or be financed over the long-term without additional aid from local government. Provide estimates.
- Identify whether the project or aspects of the project are identified in mitigation or safety plans for the area.
- Does the project apply mitigation or safety measures to avert future losses? Explain.
- Explain how the project addresses efficient land use strategies and/or supports principles of Smart Growth.
- Explain geographic location of project within community and how it encourages connections to other nodes or activity centers within the community.
- How does the project impact ecosystems within the community? Wildlife? Natural Areas? Air and Water Quality?
- Estimate whether the project will result in reduction in water and/or energy use and whether it addresses innovative wastewater technologies.
- Identify whether and how the project improves availability of mass transit or advances transportation solutions.

4. Economic Impact

- Does the project replace pre-disaster jobs or provide new, permanent jobs?
- Does the project rebuild or redevelop damaged properties using sustainable development measures?
- Identify whether the project provides opportunities for affordable building space – purchase or lease.
- Identify estimates of any increase in business income resulting from project.
 - ___ Identify any new economic opportunities resulting from the project.
 - ___ Diversification of economy
 - ___ Job training/opportunities for increased wages
 - ___ Business attraction
- To what extent does the project increase local capacity for economic development? Plans? New programs? Increases professional staff?

5. Project Visibility and Potential to Build Community Capacity

- Identify whether the project has potential to obtain investment from a cross-section of community.
- Document level of community awareness and recognition of project within the community.
- Identify whether project addresses key services/operations in the community (city hall, water distribution, waste hauling, post office, etc.).

- Does this project serve as a catalyst in attracting new development or other recovery projects?
- Identify whether the project has the potential to attract various sources of financial support.
- Document potential markets that could be impacted by the project; e.g., housing, retail, manufacturing, etc.
- Identify the geographic area or areas that the project serves or supports.
- Document any innovative techniques employed as part of the project.
- Identify any new/improved public policy or principles that are a result of this project.

6. Project Linkages and Connections

- Identify whether and how the project physically connects neighborhoods, key features within the community, districts, services, or communities and/or whether the project functions as a magnet to attract people from other parts of community.
- Does the project support the existing resources of the community (cultural, physical, natural, or environmental)? Identify.
- Document how project involved various local, State, or Federal agencies/organizations as part of its planning, regulatory review, funding resources, etc.
- Identify whether the project has an impact on the region; i.e., areas beyond the disaster-affected community.
- Identify whether the project, or parts of the project, complement other projects and/or is part of an overall recovery/redevelopment strategy.

7. Quality of Life

- Does the project promote existing strengths within the community? Existing tourism? Attract additional growth? Etc.
- Identify whether project addresses community services, such as schools, libraries, cultural centers, community gathering places, recreational facilities, etc.
- Identify whether the project affects critical facilities, such as hospital, fire and police stations, and other emergency response facilities.
- Does the project enhance housing options and assisted living facilities?
- Identify whether the project positively affects any culturally significant facilities or resources in the community.

Generic Checklist for Planning, Permitting and Enforcing Codes

There are a number of planning and permitting considerations that may to be addressed by planning and permitting departments as part of the development of a Recovery Annex. This information is derived from *Planning and Post-Disaster Recovery and Reconstruction, Planning and Advisory Service Report Number 483/484*, published by the American Planning Association and FEMA. These considerations may include, but not limited to the following:

- Coordinate Emergency Management Planning, including Mitigation Planning, with growth and economic development planning.
- Develop a process for decision making to begin in the early phases of recovery. Identify partners and build relationships.
- Develop policies for expediting repair permits, including policies for suspending permits for non-disaster recovery work.
- Develop and provide training for staff on your Continuity of Operations Plan (COOP) to ensure you are able to continue doing your job after a disaster.
- Identify sources for extra help, including mutual aid with other local governments in the State that are not impacted or from out of State resources. Ensure requests are coordinated through the County EOC to the State EOC to avoid duplication.
- Include NGOs and special vulnerable populations in post disaster planning. Think in terms of function needs such as communication, medical needs, maintaining functional independence, supervision and transportation.
- Be prepared to form ad hoc task forces to resolve special problems.
- Ensure personnel rules and training make staff aware that they may have to work out of class in the recovery environment
- Prepare to deal with staff stress including good management practices, monitoring breaks, encouraging good diet, exercise and wellness efforts.
- Ensure you have identified adequate staff that have been trained and given to tools for keeping appropriate records.
- Develop policy and procedures for allowing access to damaged facilities.
- Establish linkages with business and associations. Public Private Partnerships need to be developed ahead of time. Work with business to anticipate needs.
- Be prepared to deal with non-conforming use permits in the recovery process. A tradeoff can be mitigation of mechanical systems.
- Consider developing partnerships with Historic Commissions and advocacy groups.

- Consider the potential for joint public private ownership to increase the chances for Federal reimbursement. Contact the State Historic Preservation Officer (SHPO) for more information.

Generic Planning Checklist – Planning Tools

There are a number of Recovery Planning Tools that may to be needed by planning and permitting departments as part of the development of a Recovery Annex. This information is derived from *Planning and Post-Disaster Recovery and Reconstruction, Planning and Advisory Service Report Number 483/484*, published by the American Planning Association and FEMA. These tools may include, but not limited to the following:

- Damage Assessment:** Agencies and jurisdictions need to identify the people to do it and the information needed for management and setting priorities, State needs for preparing the Governor’s request of Federal assistance and for accessing FEMA programs. This is also critical for decision makers to set priorities for infrastructure repair and rebuilding plans.
- Development Moratoriums:** Based on information received from the damage assessment process, agencies and jurisdictions need to identify the process for establishing moratoriums on certain construction and development. This can buy time for the jurisdiction to develop their long term recovery strategy.
- Temporary Repair Permits:** Agencies and jurisdictions need to develop guidance to separate the permits that need to be issued quickly to get the community back on its feet and permits that may compromise hazard mitigation opportunities.
- Demolition Regulations:** Agencies and jurisdictions need to ensure procedures are in place to coordinate with all legal requirements, such as Historic Preservation and Environmental rules.
- Zoning for Temporary Housing:** Agencies and jurisdictions need to develop coordination and relationships with Social Services agencies to ensure that temporary housing is established in locations conducive to residential use, with access to utilities and transportation.
- Infrastructure Development:** Must include flood plain and seismic considerations and be tied to Mitigation Plans and the County General Plan.



Generic Planning Checklist for Housing

There are a number of housing considerations that may to be addressed by departments that deal with housing as part of the development of a Recovery Annex. This information is derived from *Planning and Post-Disaster Recovery and Reconstruction, Planning and Advisory Service Report Number 483/484*, published by the American Planning Association and FEMA. These considerations may include, but not limited to the following:

- Identify potential funding sources for economic revitalization, low and medium income housing, redevelopment and economic development.
- Identify Federal and State programs for low and medium income housing that can be targeted to meet recovery needs.
- Identify what programs exist now that can be redirected in a housing emergency. Consider housing development districts.
- Incorporate long term housing needs into the General Plan and other community long term regulatory documents. Be prepared to make adjustments through the prescribed planning process as the pre-existing General Plan may not fit the post disaster environment.
- Identify and train staff that can provide damage assessment information on housing damage, impact to people and available housing options.
- Develop relationships with associations and organizations that represent neighborhoods, apartment owners and operators, building owners and the like to get damage assessment and availability information.
- Pre-planning should consider immediate short term housing options.
- Coordinate with the local housing authority to consider housing options.
- Ensure housing policy needs to take into account low income, special needs populations and highly vulnerable populations.
- Identify staff that will have the lead on specific issues such as zoning, growth and environmental issues.
- Develop a strategy for citizen involvement from existing advocacy groups and anticipating those that might emerge.



Target Capabilities List

Structural Damage Assessment Checklist

Structural Damage Assessment is the capability to conduct damage and safety assessments of general civil, agency or department, commercial and residential infrastructure and to perform structural inspections and mitigation activities. It includes the provision of contractor management, construction management, cost estimation and other engineering services. This checklist is developed from guidance provided in the Structural Damage Assessment Checklist in the DHS Target Capabilities List. As you develop your respective department recovery annex, note that not every item in this checklist will apply to every department.

1. Develop and Maintain Plans, Procedures, Programs and Systems

- Identify and document one or more Damage Assessment Teams and team leader(s). Consider separate teams for utilities, key infrastructure (hospitals, roads, bridges, and water systems), key public structures, etc.
- Develop simple procedure for identifying and mobilizing qualified personnel to support structural damage assessment operations. Specify who's in charge, disaster employee status (volunteer or paid), and de-mob process.
- Identify and develop relationships with associations and organizations that may provide damage assessment information on community buildings.
- Prepare basic plan and procedure for conducting inspections and assessments and performing post-incident follow-up. Set general timelines and reporting protocol. Consider establishing priorities for building inspections, e.g. hospitals, schools, city hall, known HAZMAT sites, etc.
- Provide for regular "Situation Reports" for each Operational Period.
- Include, in above procedure, prepared samples of required forms, reports, and documentation, to include "follow-up notation"- especially on structures "tagged" red or yellow. Thorough documentation is essential in qualifying for Federal disaster recovery funds.
- Identify mitigation measures which you intend to undertake/ fund during a Recovery period. Reference the jurisdiction Hazard Mitigation Plan. Identify plans and procedures to develop the mitigation measures.
- Prepare and publish emergency restoration procedures. Prioritize work to be done. Reference Federal / State laws (e.g. environmental/ historic preservation, etc.) and any authorized exceptions.
- Prepare and publish procedures for identifying and selecting qualified contractors for recovery / restoration services. Consider screening and pre-approval for local contractors. Anticipate some local contractors may be victims and unable to perform.
- Prepare and publish qualifications and certification standards for paid and volunteer staff. Distinguish between "affiliated" and "unaffiliated" volunteers. Determine which skill sets demand certification (e.g. engineering, medical/ healthcare, special needs populations, legal services, etc.) Specify the certification process and validation procedure.

- Specify how Code Enforcement activities will be managed during Recovery.
- Provide a ready source of current street maps reflecting closed/ damaged infrastructure, such that Recovery efforts can use alternate routes. Update with each Operational Period.
- Prepare and publish Critical Resource List for the agency/ jurisdiction. Recommend including source(s), location, and point of contact to acquire.

2. Develop and Maintain Training and Exercise Programs

- Develop “Just-in-Time” training program for Recovery workers. Consider basic ICS (100), field safety, PPE use, and position-specific requirements. Pre-identify instructors, training site(s), logistics and training requirements. Implement via the Incident Action Plan.
- Schedule and conduct training (for permanent staff and likely volunteers) on the damage assessment plans and procedures. Consider involving AIA and Engineering associations in ATC-20 classes and other disaster recovery training.
- Schedule and conduct damage assessment exercise(s) to test procedures and communications. Real-world efforts (e.g. damage assessment following a windstorm, minor earthquake, minor flooding event, etc.) provide the best training for major incidents provided follow-up action begets continued improvement.
- Schedule and conduct an annual exercise of mitigation plans and procedures. Re-evaluate cost-benefit analyses of select mitigation projects. Practice use of Federal forms and formulas.

3. Activation of Structural Damage Assessment

- Develop and publish method and process for emergency dispatch of structural damage assessment teams. Conduct and document exercise of emergency dispatch function.
- Document ability to mobilize damage assessment personnel (both permanent staff and contractors) within 24 hours of notification.
- Identify suitable contractors to assist with structural damage assessment and publish contact list. Include emergency / after-hours phone numbers. Consider annual training events. Update roster annually.

4. Direction of Structural Assessment Operations

- Identify and document how you will engage the private sector and how they expect to participate in recovery efforts. Consider grocery chains, communications companies, private utilities, trucking companies, hospitals and clinics, demolition contractors, builders, transportation companies, etc.
- Prepare a plan to develop critical infrastructure priorities after damage assessments are completed. Determine who will be involved in determining the priority (i.e. elected officials, emergency management, and functional managers.) Propose a place and timeline for discussion and decision. Identify proposed funding source(s).
- Document the process of prioritizing both FEMA and non-FEMA mitigation activities. This effort should be concurrent with development of FEMA’s Project Worksheets. Work with the FEMA Public Assistance Coordinators.

5. Conducting Inspections and Assessments

- Document how you will conduct and obtain Situation Assessments beginning immediately and continuing for the duration of the recovery effort. Document methods, sources, timeframes, Essential Elements of Information, estimated costs. Consider using Incident Action Plan. Document should address the following:
- Document how (or if) you will conduct and obtain Situation Assessments via aerial reconnaissance.
- Document how (or if) you will conduct and obtain Situation Assessments via remote sensing.
- Document how (or if) you will conduct and obtain Situation Assessments via computer modeling (e.g. HAZUS or plume models.)
- Document how (or if) you will conduct and obtain Situation Assessments via rapid field assessments/ windshield surveys.
- Comment on how assessment operations are coordinated with COOP efforts to relocate essential services to back-up locations.
- Document the process by which detailed Situation Assessments (especially of buildings in danger of collapse, or threatened critical resources/ infrastructure) will be completed within 48 hours.
- Document the process by which building safety inspections (“red-yellow-green tagging”) will be completed within 4 weeks.
- Document the process and procedures you will use to assess debris; determine its volume and type. Consider household hazardous waste, construction debris, debris contaminated by flood waters, asbestos, radiological or other materials.
- Prepare a plan for decontamination and safe demolition, removal, and disposition of contaminated debris.
- Prepare a plan for the safe demolition, removal, and disposition of non-contaminated debris.

6. Providing Mitigation and Technical Assistance for FEMA Work

- Document how you expect to obtain / provide technical assistance to responders within 24 hours of an incident.
- Outline the plan/ process by which you will process and review FEMA Project Worksheets within 14 days of their being entered in NEMIS.

7. Demobilization Plans

- Pre-identify a Demobilization Unit or assign experienced, reliable staff to the task of demobilizing internal and Mutual Aid resources assigned to the incident. Assign staff to maintain and complete required documentation in a timely manner.
- Prepare Demobilization Plans which return personnel and equipment to normal operations. Include “Check-out” process for personnel; cleaning, inspection, and transportation of equipment; and personnel evaluations, if required.



Target Capabilities List

Restoration of Lifelines Checklist

Restoration of Lifelines is the capability to initiate and sustain restoration activities. This includes facilitating repair/replacement of infrastructure for oil, gas, electric, tele-communications, and water, wastewater, and transportation services. This checklist is developed from guidance provided in the Restoration of Lifelines Checklist in the DHS Target Capabilities List. As you develop your respective department recovery annex, note that not every item in this checklist will apply to every department.

1. Develop and Maintain Plans, Procedures, Programs and Systems

- Document the credentialing procedures you use to allow repair personnel access to critical sites.
- Document the procedures you use to identify and report affected lifelines (entities and structures).
- Document the procedures for assessing lifeline damage and prioritizing its repair.
- Document the interdependencies among lifelines. Note: such information (along with list of critical infrastructure) may be For Official Use Only and not subject to the Freedom of Information Act.
- Develop relationships and agreements with private sector organizations that can provide information and resources and can distribute information concerning lifeline restoration.
- Prepare and exercise procedures for mobilizing personnel and equipment to restore lifelines.
- Document the ways and means (procedures) for housing and supporting personnel mobilized to the incident.
- Identify and train one or more staff members to serve as Agency/ Jurisdiction liaison to the County EOC or to the Joint Field Office (JFO). Determine if the individual is to serve as an "Agency Representative." If so, assignment comes with great responsibility and authority to commit agency resources.
- Prepare a restoration plan for lifelines which coordinates government and private sector lifeline response efforts, and includes the following:
 - Contingent contracts and mutual aid agreements for personnel and equipment.
 - Key routes for emergency workers.
 - Appropriate waiver procedures to facilitate recovery activities.
 - Cross-jurisdictional agreements designed to standardize regulatory requirements and post-disaster waivers.
 - Reporting guidelines to ensure the County EOC and other coordination centers receive timely and accurate information concerning lifeline assessments and restoration.
 - Demobilization process for emergency workers assigned to restoring lifelines.

2. Develop and Maintain Training and Exercise Programs

- Conduct and document training and exercises which include lifeline sectors.

- Develop and deliver training on lifeline restoration processes.
- Document how you collect and disseminate best practices in mitigating potential damage and restoring lifelines.
- Document customer outreach regarding what to expect from your agency/ jurisdiction following a major incident, together with recommended preparedness steps.

3. Direct Mechanisms to Facilitate the Restoration of Lifelines

- Incorporate the following into the Lifeline Restoration plan:
 - A list of entities affected by loss of lifeline infrastructure.
 - A list of entities that can provide lifeline status information.
 - Those resources required to manage and restore lifeline operations.
 - Any anticipated obstacles to restoration, and possible “work-arounds.”
 - Plan for fuel delivery and re-supply for onsite restoration operations.
 - Plan to provide lifeline services via alternate means.
 - Communications plan to facilitate coordination among restoration personnel.
 - Develop coordination between lifeline management and the County and agency EOCs.

4. Activating the Restoration of Lifelines

- Construct the Lifeline Restoration Plan to include the following:
 - Process you will use to notify lifeline restoration personnel.
 - Process you will use to mobilize the lifeline restoration personnel.
 - Process you have in place to mobilize appropriate equipment and other resources.

5. Implementing the Restoration of Lifelines

- Specify in the Lifeline Restoration Plan how you will direct and control the restoration activity.
- Identify the feedback mechanisms in the plan to keep the EOC informed.
- Document the ways and means, if Mutual Aid will be used in lifeline restoration operations.
- Identify any pre-event contracts in place to provide for private sector assistance in restoration work.
- Establish and publish Documentation requirements for lifeline restoration operations. Identify who is responsible to capture the documentation.

6. Demobilization of Lifeline Restoration Operations

- Establish a Demobilization Unit and assign responsibilities for demobilizing restoration operations.
- Develop plan to return personnel and equipment to normal operations. Address both integral and mutual aid resources.

Target Capabilities List

Economic and Community Recovery

Economic and Community Recovery is the capability to implement short and long term recovery and mitigation processes after a disaster. This includes identifying the extent of the damage, conducting thorough assessments and providing the coordination and support needed for recovery and restoration of activities to minimize future loss from similar events. This checklist is developed from guidance provided in the Economic and Community Recovery Checklist in the DHS Target Capabilities List. As you develop your respective department recovery annex, note that not every item in this checklist will apply to every department.

1. Develop and Maintain Plans, Procedures, Programs and Systems

- Prepare a Department Continuity of Operations (COOP) Plan to ensure continuity of department operations.
- Identify protocols for ready access to emergency workers and qualified people. Develop a list of people with skills needed for economic and Community Recovery (appraisers, insurance company reps, Chamber of Commerce liaisons, Volunteers Active in Disasters (VOAD), etc.) and a process in place to validate their currency and credentials.
- Develop a process to mobilize personnel to support economic and community recovery operations.
- Develop relationships and agreements with organizations and associations that can provide input into the recovery process and that can distribute information concerning the recovery process to the community.
- Develop a process you will use to assess and prioritize community needs.
- Develop procedures to notify the public about disaster relief programs.
- Develop procedures to mobilize recovery efforts, to demobilize those resources and return them to normal operations, and to properly document these actions.
- Link your recovery and mitigation planning efforts to the Continuity of Operations (COOP) Plan, to ensure they are coordinated.
- Include private sector and volunteer agency input in your planning process. Document their contributions.
- Ensure you have appropriate insurance coverage in force, especially NFIP coverage, if appropriate; earthquake and fire coverage; liability coverage; vehicle coverage, etc.
- Spell out how you intend to locate and recall staff, when needed.
- Ensure that the department recovery annex addresses key community functions and critical infrastructure related to your department's mission.
- Ensure that your recovery annex includes a process to prioritize the recovery sequence, and the process for requesting State and Federal aid, and the anticipated process for establishing long term recovery priorities.

2. Develop and maintain Training and Exercise Programs

- Develop a program to train personnel to use the recovery annex.

- Prepare a plan and schedule for exercising the recovery annex.

3. Direction and Control of Economic and Community Recovery Operations

- Develop policy and procedures for activating the recovery annex.
- Appoint a lead person responsible for Economic and Community Recovery with respect to your department mission.
- Develop a process to coordinate with State and regional entities to provide support of community recovery and rehabilitation services.
- Develop a process to collect and document the information required for State and Federal assistance. Specify coordination involved.
- Develop mechanisms to establish long term recovery goals.
- Include reference to the Solano Co. Debris Management Plan and how you intend to implement debris management strategies.
- Develop or document the review process to evaluate existing codes, and a process to consider any changes in code.
- Develop a process to initiate coordination with the private sector, non-profit sector, NGOs and other levels of government concerning long term recovery.
- Develop procedures to assess and document the social and economic consequences of a major incident.
- Develop procedures to monitor the progress and effectiveness of recovery policies and strategies in your recovery annex.
- Develop procedures to implement property damage mitigation measures.
- Develop procedures to provide public information concerning instructions to the public, progress of recovery, availability of programs, and addressing unmet needs.

4. Assessment and Prioritization of Recovery Needs

- Develop procedures to conduct post-incident assessment and planning for long-term recovery needs.
- Specify the procedures you use to assess and forecast the economic needs of victims. Include the process to assess business recovery needs.
- Develop procedures to notify citizens, businesses, private non-profits, and government agencies of available relief programs.
- Develop procedures coordinate and support local, State and Federal relief programs for citizens, businesses, private non-profits, and government agencies.
- Develop procedures you will use to work effectively with FEMA Recovery programs to meet regulatory timelines and requirements.
- Develop steps you will take to assess housing needs following a major incident.
- Prepare procedures to develop, coordinate, and support preliminary temporary housing plans.

- Prepare procedures to assess and support unmet family and social needs and support services. Include procedures to assess the needs of victims with special functional needs and to coordinate with service providers to persons with special needs.

5. Demobilization of Economic and Community Recovery

- Develop documentation procedures and assign responsibility for proper documentation of demobilization activities.
- Assign responsibilities for developing and implementing a demobilization plan to return workers and equipment to normal operations.

