

Humboldt County Operational Area

Recovery Annex

to the
Emergency Operations Plan

January 2025



**CHAPTERS 3-4-5 OF THIS ANNEX
MAY BE REFERENCED IN A
“CHECKLIST” APPROACH**

**To do this, refer to the
Table of Contents pages and
use the black font Section Headings
of Chapters 3-4-5 as a
“Recovery Checklist”.**

**Notes: Not all sections or subsections may be
applicable in a specific recovery, and the sequence of
activities will likely vary from the organization of
information in this Annex.**

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Disclaimers and Liability Waiver

DISCLAIMERS and LIABILITY WAIVER

Except where otherwise expressly stated, the provisions of this Annex to the Emergency Operations Plan (EOP) shall be considered as **guidelines**.

There may be reasonable alternatives other than those described in this Annex and/or the EOP.

This Annex and the EOP are not intended to create an employment contract nor any employment rights or entitlements.

The content of this Annex and the EOP shall not be construed to create a higher standard or duty of care for civil or criminal liability against the County of Humboldt, its officials, or members.

The user of this Annex and the EOP shall hold harmless, defend and indemnify the County of Humboldt and its agents, officers, officials, employees and volunteers from and against any and all claims, demands, losses, damages, liabilities, expenses and costs of any kind or nature, including, without limitation, attorney fees and other costs of litigation, arising out of, or in connection with, use of this Annex, the EOP, or any related training. Any action taken based upon the content of this Annex and/or the EOP is strictly at the user's sole risk.

Promulgation Statement

January 28, 2025

The Humboldt County Board of Supervisors recognizes and adopts this Recovery Annex as a part of the all-hazards Emergency Operations Plan (EOP) for the County of Humboldt and the Humboldt County Operational Area (OA).


All government entities in the Humboldt OA have authority and responsibility, in cooperation with infrastructure operators, the private sector, and nongovernmental organizations, to prepare for, respond to, and support the recovery from emergencies and disasters as they reasonably can, in a manner compatible with the guidelines of this Annex.

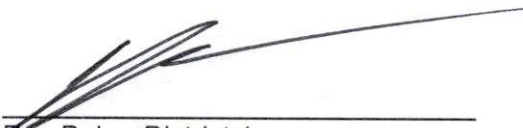
All entities should prepare and maintain their own procedures and guidelines, commit to carrying out the necessary training, exercises, and plan maintenance, collaborate with local partners, and coordinate efforts with the Sheriff's Office of Emergency Services.

All volunteers and employees of the County of Humboldt are directed to support and follow the guidance of this Annex as applicable, reasonable, and practicable during disaster recovery.

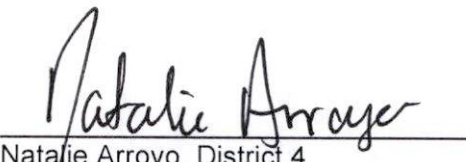
This promulgation is effective upon its signing and shall remain in full force and effect until amended or rescinded by further promulgation or resolution.

COUNTY OF HUMBOLDT BOARD OF SUPERVISORS


Michelle Bushnell, Chair, District 2


Rex Bohn, District 1


Mike Wilson, Vice Chair, District 3


Natalie Arroyo, District 4


Steve Madrone, District 5

Approval and Implementation

January 28, 2025

As the Director of Emergency Services for the Humboldt County Operational Area (OA), I am empowered through § 2210-07 of the [Humboldt County Code \(2011\)](#) (accessed 2024) to direct a coordinated and cooperative effort by the emergency organization of the County. Within the first hours and days after a disaster strikes, recovery activities should begin. Recovery will require weeks, months, and in many cases, years of effort. This Annex serves as an important guide and reference to effectively lead, coordinate, and support the activities of recovery.

This Annex supersedes all previous versions. All prior and existing County of Humboldt EOPs, annexes, and procedural documents that are in conflict with this Annex are rescinded, except to the extent that portions of existing plans, annexes, and procedural documents that have not been included herein remain in effect, provided that they do not conflict with the provisions of this Annex.

This Annex is always in effect, and its elements can be implemented at any time. The structures, roles, and responsibilities described in this Annex can be partially or fully implemented in pre-incident planning, training, in the context of a threat or hazard, in anticipation of a significant event, or following an incident.

The contents of this Annex should be considered as guidelines, except where otherwise expressly stated or when required by law. It is recognized that emergencies are not always predictable, and circumstances may arise which warrant departure from these guidelines.


This Annex should be reviewed at least annually by the Sheriff's Manager of Emergency Services or designee and its content updated every five (5) years or as necessary.

Substantive changes to its content should be approved by the Sheriff's Manager of Emergency Services and the Director of Emergency Services (Sheriff). Non-substantive changes, and any changes to appendices or attachments, may be made at any time by the Sheriff's Manager of Emergency Services. All changes and annual reviews should be summarized in the *Record of Annual Reviews and Changes* which immediately follows this page.

I approve this Annex, and I request that all political subdivisions, infrastructure operators, the private sector, and nongovernmental organizations in the Humboldt County OA be prepared to carry out, as applicable, the provisions of this Annex in a coordinated and cooperative effort.

This Annex shall be effective immediately upon recognition and adoption by the County Board of Supervisors via a signed and dated Promulgation statement.

Sincerely,



William F. Honsal, Sheriff
Director of Emergency Services
Humboldt County Operational Area

Record of Annual Reviews & Changes

Date	Review only	Summary of Changes	Approved by
01/28/2025	<input checked="" type="checkbox"/>	Initial version of this Annex approved.	Sheriff; Board of Supervisors
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Record of Annual Reviews & Changes (continued)

Date	Review only	Summary of Changes	Approved by
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(Photo of sunset from Bald Hills Road by Lisa Wilhelmi Perkins, used with permission; from: [County of Humboldt Facebook](#))

1. INTRODUCTION

1.1 Purpose of this Annex

This functional Annex is intended to provide detailed information and guidance regarding recovery concepts and activities for the Humboldt County Operational Area (OA)¹. Content of this Annex is intended to expand beyond the information provided in the current version of the [Humboldt OA Emergency Operations Plan \(EOP\)](#) which is maintained by the Humboldt County Sheriff's Office of Emergency Services (HumCo OES).

Applicable portions of this Annex should be considered early in the response phase of a major emergency, catastrophic incident, or disaster.

This Annex may also be used in preparing for recovery in advance of disaster. Collaborative and inclusive pre-disaster planning includes coordinating with whole community partners, mitigating risks, incorporating continuity planning, identifying potential recovery managers and other resources, and developing capacity to effectively manage the recovery process.

1.2 Users of this Annex

The users of this annex are the whole community, including emergency managers, community development professionals, recovery practitioners, government agencies, private sector, nongovernmental organization (NGO) leaders, and interested members of the public.

1.3 Local Responsibility for Recovery

The state will not define the recovery priorities of local governments.

The tribe, special district, local government, and/or locally-based federal or state entity with primary jurisdiction and responsibility should assume the lead role in planning for and managing all aspects of recovery. This is a basic underlying principle (refer the most current version of the [FEMA National Disaster Recovery Framework \(NDRF\) 2016](#)).

HumCo OES may serve in a coordinating/supporting role for involved entities during response and initial days of recovery, and/or as a link between the OA and the State of California.

¹ An "operational area" is an intermediate level of California's emergency services organization, consisting of a county and all political subdivisions within the county area ([Gov. Code § 8559](#)).

1.4 What is “Recovery”?

Although recovery from a major emergency or disaster has been defined as restoring a community to its pre-disaster condition, recovery can be the process of re-establishing a state of normalcy in the affected communities ([California State Emergency Plan \(SEP\) 2023 Draft](#)).

At the core of recovery are locally driven, whole community solutions, informed by a unified vision and supported as appropriate by state, tribal, and/or federal government resources ([FEMA Response and Recovery Interagency Operational Plan 2023](#)).

According to the Federal Emergency Management Agency (FEMA), effective recovery requires an organized, coordinated, whole community approach to:

- Recovery Goals**
- **Rebuild/strengthen infrastructure systems;**
 - **Provide adequate, accessible interim and long-term shelter addressing the needs of all survivors;**
 - **Revitalize health systems (including behavioral health) and social and community services;**
 - **Promote economic recovery and development;**
 - **Restore natural and cultural resources;**
 - **Review ways to avert or mitigate future emergencies; and,**
 - **Promote resiliency.**

“Recovery extends beyond simply repairing damaged structures. It also includes the continuation or restoration of services critical to supporting the physical, emotional, and financial well-being of impacted community members.”

[FEMA National Disaster Recovery Framework \(NDRF\) 2016](#)

Recovery is one of five emergency management National Mission Areas.

Table 1- Emergency Management National Mission Areas

Prevention	Protection	Mitigation	Response	Recovery
The capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism.	The capabilities necessary to secure the homeland against acts of terrorism and manmade or natural or natural disasters.	The capabilities necessary to reduce loss of life and property by lessening the impact of disasters.	The capabilities necessary to save lives, protect property and the environment, and meet basic needs after an incident has occurred.	The capabilities necessary to assist communities affected by an incident to recover effectively.

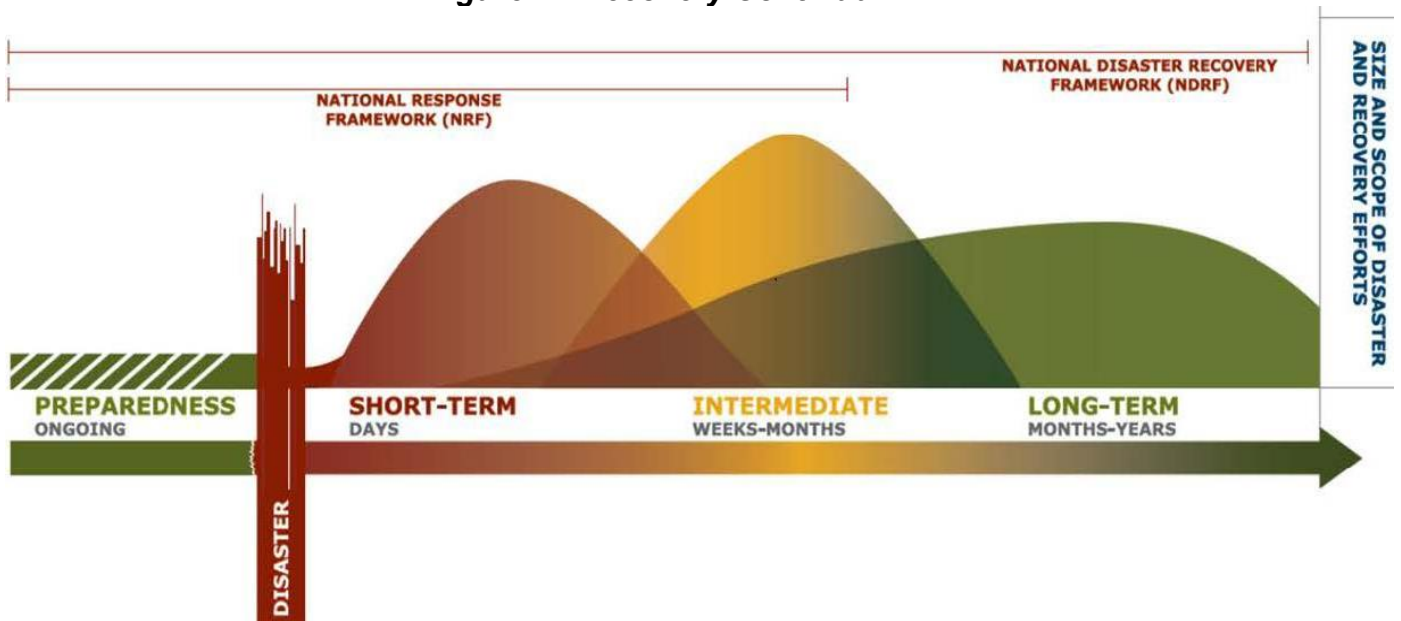
2. FEDERAL & STATE RECOVERY CONCEPTS

Users of this Annex should be aware of the following concepts and constructs which may be utilized by the California Office of Emergency Services (Cal OES) and/or FEMA as response transitions into recovery. Authorities generally have some flexibility to modify or adapt procedures to integrate with local recovery efforts.

2.1 Recovery Continuum (FEMA; Cal OES)

The recovery process is best described as a sequence of interdependent and often concurrent activities that progressively advance a community toward its planned recovery outcomes. Three overlapping periods of recovery are shown in the timeline chart below.

Figure 1 - Recovery Continuum



(Image sources: [National Disaster Recovery Framework 2nd edition, 2016](#) ; and, [State Emergency Plan 2023 Draft](#))

2.2 Three Phases of Response/Recovery (FEMA)

Users of this Annex should be aware that the phasing of response and recovery operations has been federally standardized across all hazards and all FEMA Regions, and in a major emergency or catastrophic disaster, FEMA’s three-phase approach may be referenced.

The FEMA 2021 Region 9 All-Hazards Plan – Continental US - May 2023 and the FEMA/Cal OES Plan for a Cascadia Subduction Earthquake/Tsunami both utilize FEMA’S three-phase sequencing structure for organizing pre-incident, response, and recovery operations. The three phases describe how operations can evolve over time, promoting unity of effort between local, regional, state, and national incident operations. FEMA’s three phase model (shown below) includes reference to a “Joint Field Office” (JFO)² which may be activated during a federal disaster response and recovery.

Figure 2 -FEMA’s Response/Recovery Operational Phases

Response / Recovery Operational Phases								
Phase 1			Phase 2			Phase 3		
Pre-Incident Operations			Incident Operations			Recovery and Restoration Operations		
1a	1b	1c	2a	2b	2c	3a	3b	3c
Monitor Threat	Elevated Threat	Credible Threat	Activation and Immediate Response	Community Stabilization	Sustained Operations	JFO Program Delivery Continues	Joint Recovery Operations	Disaster Closeout
PRE-INCIDENT OPERATIONS			STABILIZATION		TEMPORARY REPAIRS	RESTORATION		

(Image source: [National Disaster Recovery Framework 2nd edition, 2016](#))

Familiarity with the FEMA’s Response/Recovery Phases will be especially important when a catastrophic earthquake or major disaster strikes the Humboldt OA, and FEMA and other federal entities eventually arrive in the state to assume key leadership and coordination roles.

Federal (or state) personnel will supplement local recovery efforts, not assume control of them.

Understanding this process will better enable local emergency services to integrate into the recovery phase of major disasters and should help guide how to frame a local response/recovery that can include regional, state, and/or federal support.

² The table above mentions a “Joint Field Office (JFO)”, which may be established in Sacramento or other area to serve as a unified command center for disaster response and recovery. Stationed at the JFO may be representatives from FEMA, other federal entities, state agencies, and sometimes tribes. The JFO is not a physical location for directly servicing disaster survivors; it serves as a management office and provides services remotely.

2.3 Laws Authorizing Government Recovery Funding

2.3.1 The Stafford Act (Federal)

The [Robert T. Stafford Disaster Relief and Emergency Assistance Act](#) of 1988 (Stafford Act) governs how the United States government responds to disasters.

Broken into seven titles, the Stafford Act establishes a federal process for declaring disasters, determining the appropriate level of response, and dividing up the costs among federal, state, and local governments. In addition to providing federal assistance programs to deal with economic losses resulting from disasters, the Act articulates the need for state and local governments to create comprehensive disaster preparedness plans and mechanisms to prepare for intergovernmental coordination during times of crisis.

2.3.2 California Disaster Assistance Act (California)

The California Disaster Assistance Act (CDAA), established by statute in [Government Code §§ 8680 – 8899.95](#), and guided by [Title 19, Division 2, Chapter 6 of the California Code of Regulations](#), authorizes the Director of Cal OES to administer a disaster assistance program that provides financial assistance from the state for costs incurred by local governments and eligible nonprofits as a result of a disaster event.

Funding for the repair, restoration, or replacement of public real property damaged or destroyed by a disaster may be made available when the Director of Cal OES concurs with a *Proclamation of Local Emergency* and accompanying request for state assistance through the CDAA. The program may also provide for the reimbursement of local government costs associated with certain emergency activities undertaken in response to a Governor's *Proclamation of a State of Emergency*.

In addition, the program may provide matching fund assistance for cost sharing required under federal public assistance programs in response to a Presidential Major Disaster or Emergency Declaration.

The statutes establishing the CDAA and the regulations guiding it, along with other selected California authorities governing emergency management (e.g., the California Emergency Services Act, Standardized Emergency Management System (SEMS) regulations, Disaster Service Worker regulations, mutual aid compacts) are periodically reproduced in a single reference document that Cal OES refers to as "[The Yellow Book](#)".

Implementation of the CDAA is guided by the [California Code of Regulations](#), Title 19, Division 2, Chapter 6, [19 CCR §§ 2900–2999.5](#).

Knowledgeable Cal OES personnel should be regularly consulted during recovery to ensure compliance with current laws and regulations.

2.4 Proclamations and Declarations

Depending on the level of government that is requested to authorize release of funds for disaster assistance, one or more of the following levels of government will be required to formally “proclaim” or “declare” a state of emergency or disaster.

2.4.1 Local Government Proclamations

Local government may issue a *Proclamation of Local Emergency*. Proclamations may or may not include a request for assistance from the state and/or the federal government.³

As per [Government Code § 8630](#) and [§ 2970 of Title 19 of the Code of Regulations](#), the County of Humboldt must issue a *Proclamation of Local Emergency* within ten (10) days of the disaster, and the Board of Supervisors must ratify the proclamation within seven (7) days in order to qualify for state (and federal) assistance.

2.4.2 State⁴ Government Proclamations

The Governor may issue a *Proclamation of a State of Emergency* in an area affected by a natural or human-made disaster, when requested to do so by the governing body of the local agency affected, or the Governor finds the local authority is inadequate to cope with the emergency. A local jurisdiction should request the Governor to proclaim a state of emergency when the governing body of a city, county, or city and county determine:

- Emergency conditions are beyond the control of the services, personnel, equipment, and facilities of any single county, city, or city and county, and
- Emergency conditions require the combined forces of a mutual aid region or regions to combat.

If an incident is of such severity and magnitude that effective response is beyond the capabilities of the affected local government and the state (or tribal) government, and supplementary assistance is necessary, the Governor (or tribal executive) may request federal assistance, including a presidential emergency or disaster declaration.

2.4.3 Federal Declarations

There are a several different federal officials who hold certain authority to declare or designate an emergency or disaster, including executives in the Department of Agriculture (USDA), Small Business Administration (SBA), and the President. Presidential declarations are the primary federal declarations considered in this Annex.

³ In the [CA Emergency Disaster Proclamation and CDAA Fact Sheet \(Nov 2022\)](#), Cal OES suggests that it is more appropriate for the County to request CDAA assistance on separate letterhead once the Board of Supervisors has identified, and can certify, local resources are insufficient and the situation is beyond its capabilities.

⁴ As of 2023, federally-recognized tribes have the option, similar to a state, to directly request via FEMA a Presidential Declaration and federal emergency or disaster assistance; refer most current version of [FEMA Tribal Declarations Pilot Guidance 2017 \(2020\)](#).

2.5 Two Types of Presidential Declarations (FEMA)

As per [FEMA's webpage "How a Disaster Gets Declared" 2023](#), two types of Presidential Declarations are described in the federal Stafford Act: **Emergency Declarations** and **Major Disaster Declarations**. Either type may be prompted by a request from the Governor or a Tribal Chief Executive.

Both types allow the President to authorize federal disaster assistance; however, the events related to the two different types of declaration and scope and amount of assistance differ. Refer to the Code of Federal Regulations (CFR); 44 CFR Part § 206, [Subpart B](#).

2.5.1 Emergency Declarations

The President can declare an emergency for any occasion or instance when the President determines federal assistance is needed. Emergency declarations supplement state and local or tribal government efforts in providing emergency services, such as the protection of lives, property, public health, and safety, or to lessen or avert the threat of a catastrophe in any part of the United States. As of 2023, the total amount of assistance provided for in a single emergency should not exceed \$5 million.

Guidance for Emergency Declarations (as of 2023) includes the following:

- **Debris removal** and **emergency protective measures** are the principal types of Public Assistance programs that are authorized under an Emergency Declaration.
- **Individuals and Households Program** is the only form of Individual Assistance programs that may be authorized under an Emergency Declaration, and such authorization is rare.
- **Hazard Mitigation Grant Program** assistance is not available.
- A **Pre-Disaster Emergency Declaration** may be issued in advance or in anticipation of the imminent impact of an incident that threatens such destruction as could result in a major disaster.

2.5.2 Major Disaster Declarations

The President can declare a major disaster for any natural event, (e.g., hurricane, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, landslide, mudslide, snowstorm, or drought) or, regardless of cause, fire, flood, or explosion, that the President determines has caused damage of such severity that it is beyond the combined capabilities of state and local governments to respond. A Major Disaster Declaration may authorize one or more of a wide range of federal assistance programs for individuals and public infrastructure and may include funds for both emergency and permanent work.

Guidance for Presidential Declarations (as of 2023) includes the following:

- Not all programs are activated for every disaster.
- Federal assistance programs that may be authorized include [Individual Assistance](#), [Public Assistance](#), and [Hazard Mitigation Grant Program](#).

2.6 Three Primary Types of Assistance (FEMA; Cal OES)

This section summarizes the three primary categories of recovery assistance programs.

Some programs are administered by Cal OES, others by FEMA, and others by other government entities or even nongovernmental entities.

As of 2023, tribal governments may submit requests for Individual Assistance (IA) or Public Assistance (PA) through the Humboldt OA, or by direct request via FEMA to the President. More information is available in the most current version of the [FEMA Tribal Declarations Pilot Guidance 2017 \(updated 04/27/2020\)](#).

Cal OES personnel have knowledge and experience and can help local governments navigate many of these programs and may help bundle together recovery aid from multiple sources.

Not all recovery assistance programs are authorized following every disaster. Typically, FEMA will not authorize programs without a request from the Governor or Chief Tribal Executive, direction to do so in a Presidential Declaration, and careful evaluation of specific factors. For example, after a 2021 wildfire in a rural California county, federal Public Assistance to rebuild government infrastructure was authorized by FEMA, but federal Individual Assistance programs were not authorized for the residents of more than 500 homes destroyed in the fire.

2.6.1 Individual Assistance (IA) – Federal

FEMA INDIVIDUAL ASSISTANCE:

Under the Stafford Act, FEMA’s IA programs may be authorized to provide supplemental assistance to survivors for unmet needs caused by a federally-declared disaster.

Some IA programs may be available to both citizens and non-citizens.

Federal assistance may not supplant the combined capabilities of a state, tribal, or local government.

FEMA Authorization Factors for IA:

As of 2023, there is no dollar value “threshold” that triggers authorization of federal IA programs. As per [44 CFR § 206.48](#), when FEMA reviews a Governor’s request, the primary factors in making a recommendation to the President whether individual assistance is warranted include the following factors (as of 2023), as well as other relevant information.

- **State fiscal capacity and resource availability**, with other factors such as California’s total taxable resources, gross domestic product, per capita personal income by local area, and other factors; plus, resource availability from state, tribal,

“Individual Assistance” (IA)

Refers to assistance made available to individuals, households, homeowners, businesses, farmers, ranchers, and certain other private sector entities and organizations seeking to recover from disaster-related impacts.

Note: In some situations, the federal IA authorized under a Presidential Major Disaster Declaration can include funding and/or services to government agencies or qualified private organizations for [Disaster Case Management](#).

2. CONCEPTS

local nongovernmental organizations, and the private sector, along with consideration of the cumulative effect of recent disasters.

- **Uninsured home and personal property losses information** such as the cause of damage, jurisdictions and numbers of homes impacted and degree of damage, estimated cost of assistance, home ownership rate, percentage of households with insurance, and other relevant data.
- **Disaster-impacted population profile**, with consideration of such factors as percentages of population in poverty, receiving government assistance, unemployed, 65 or older, 18 or under, disabled; limited English proficiency, and unique considerations regarding tribal populations.
- **Impact on community infrastructure**, such as life-saving and life-sustaining services; essential community services; and transportation infrastructure and utilities.
- **Casualties**, referring to the number of individual persons missing, injured, or deceased due to the disaster.
- **Disaster-related unemployment**, meaning the number of disaster survivors who lost work or became unemployed; this may include tourism, fishing, or agriculture industries.

FEMA IA Programs

For the most up-to-date guidance on the programs below, refer to [FEMA, Cal OES IA](#), and the current version of the [FEMA Individual Assistance Program and Policy Guide ver. 1.1 \(2021\)](#). As of 2024, federal IA programs that *may* be authorized include:

- **[Serious Needs Assistance](#)** – is money (\$750 one-time payment, adjusted annually for inflation), to pay survivors for emergency supplies like water, food, first aid, breast-feeding supplies, formula, diapers, hygiene items, or fuel for transportation. It should be (as of 2024) available in disasters federally declared for IA.
- **[Displacement Assistance](#)** – is money that survivors can use to stay in a hotel or motel, stay with family and friends, or other available housing options. The amount of money disbursed (as of 2024) should be based upon 14 days of hotel costs based on a rate chosen by the State of California or the applicable tribal nation.
- **Mass Care/Emergency Assistance** - Services or “activities”, provided immediately before a potential incident, during the immediate response to an incident, and/or during the beginning of the post-disaster recovery effort. Activities may include: sheltering; feeding; distribution of emergency supplies; support for individuals with disabilities and others with access and functional needs (AFN); reunification services; support for household pets, service animals, and assistance animals; and mass evacuee support.
- **[Individuals and Households Program](#)** - There are two categories of IHP assistance: Housing Assistance and Other Needs Assistance (ONA). Funds for [temporary emergency shelter](#); [temporary emergency shelter units](#); [repair or replacement of owner-occupied homes](#) that serve as the household’s primary residence, including privately-owned access routes, such as driveways, roads, or

bridges; [hazard mitigation assistance](#) to help eligible homeowners repair or rebuild stronger, more durable homes; [other uninsured or under-insured disaster-caused expenses and serious needs](#). As of 2024, FEMA no longer requires survivors to first [apply to the Small Business Administration](#) (SBA) for a loan before being considered for certain types of assistance (although they retain the option to apply for a loan).

- **Disaster Case Management** - Case management services, to include financial assistance, to government agencies or qualified private organizations (non-federal entities), so that they may provide case management services to survivors to identify and address disaster-caused unmet needs.
- **Crisis Counseling Assistance and Training Program** - Supplemental funding to eligible governments and nongovernmental organizations to assist disaster-impacted individuals and communities in recovering from the major disasters through the provision of community-based outreach and psycho-educational services).
- **Disaster Legal Services** - Legal aid to low-income survivors via the Young Lawyers Division of the American Bar Association; may be limited to cases that would not normally incur legal fees such as: help with insurance claims, recovery or reproduction of lost legal documents, help with disputes with contractors or landlords, preparation of powers of attorney and guardianship materials, and FEMA appeals.
- **Disaster Unemployment Assistance** - May provide for a limited period, unemployment benefits and re-employment assistance services to eligible survivors of a major disaster, under the responsibility of the U.S. Department of Labor and administered by the state/local/tribal/government officials of the affected area(s).
- **Voluntary Agency Coordination**, typically through the support of FEMA Voluntary Agency Liaisons (VALs) assisting with delivery of IA services. FEMA VALs may establish and maintain relationships among federal and state/local/tribal governments, as well as voluntary, faith-based and community organizations active in preparedness, response, and recovery; coordinate with Humboldt COAD (Community Organizations Active in Disaster) and its member organizations, assist with translating and navigating federal programs; provide technical guidance and support with donations, unaffiliated and spontaneous volunteer management; and collaborate with outside nongovernment organizations (NGOs) that may deliver an array of disaster relief services.

State of California support for Individual Assistance:

The Governor does not have legal authority to directly offer financial individual assistance to private sector disaster victims.

However, Cal OES actively coordinates with federal, state, tribal, and local government partners and nongovernment organizations to identify other types of recovery assistance for individuals, households, businesses, and the agricultural community.

Cal OES personnel may help match resources with unmet needs of impacted individuals through a variety of means, including but not limited to supporting establishment of a [Local Assistance Center \(LAC\)](#).

Pre-disaster, Cal OES may be able to help with coordination, guidance, and training.

For more information, consult with Cal OES Recovery personnel or the current version of the [Cal OES IA webpage](#)

USDA Food Assistance to Individuals:

The United States Department of Agriculture (USDA) administers a Disaster Food Stamps (Disaster Supplemental Nutrition Assistance Program, or D-SNAP), that may be authorized after a Presidential Disaster Declaration approving IA, with a request for D-SNAP services by the Governor or Tribal Chief Executive.

Additional USDA Disaster Assistance programs are described in [Other Federal and State Disaster Assistance Programs section of this Annex](#).

2.6.2 Public Assistance (PA) – State or Federal

PUBLIC ASSISTANCE FROM STATE:

The state PA program may provide funding to cities, counties, special districts, school districts, community colleges, and certain private nonprofit organizations after a state disaster.

CDAAs assistance is not available for individuals, households, or businesses.

Funding may be authorized for the repair, restoration, or replacement of public real property damaged or destroyed by a disaster, and/or for the reimbursement of local government costs associated with certain emergency activities undertaken in response to a state of emergency proclaimed by the Governor.

“Public Assistance” (PA)

Typically refers to State of California or federal assistance that may be available to state agencies, local governments, special districts, school districts, community colleges, and eligible private nonprofit organizations seeking to recover from disaster-related impacts.

- **State share of Public Assistance costs** – as of 2023, in general, the state share will be no more than 75% ⁵ of the following eligible PA costs:
 - Overtime and associated wage additive costs for emergency response personnel;
 - Actual travel and per diem;
 - Supplies, materials, and equipment;
 - Repair, permanent restoration, and replacement costs for public facilities;
 - The cost of basic engineering services when necessary for construction projects;
 - Indirect and administrative costs (10% of total approved state share);
 - Costs for work performed under interagency assistance agreements for which an eligible applicant is legally obligated to pay; and
 - The local cost share required under federal public assistance programs.

⁵ The state may, upon request and approval, approve a higher percentage of state share to cover expenses on a project-by-project basis.

- **Matching California PA funds may be available for federal cost-sharing** required under PA programs authorized by a Presidential Declaration.
- **Funding for hazard mitigation measure implementation or replacement** may be authorized when, as per Government Code § 8686.4, the Cal OES Director determines such measures are cost-effective and substantially reduce the risk of future damage, hardship, loss, or suffering in an area where a state of emergency has been proclaimed by the Governor.
- **Cal OES Public Assistance Categories of Work** – as of 2023, Cal OES utilizes essentially the same seven (7) general categories of Public Assistance as FEMA, refer below and in the chart of examples later in this section.
 - EMERGENCY WORK – to address immediate threats, in public interest:
 - A – Debris removal**, meaning clearance, removal, disposal.
 - B – Emergency protective measures** before, during, or after an incident
 - PERMANENT WORK required to restore to pre-disaster design and function:
 - C – Roads and bridges**
 - D – Water control facilities**
 - E – Public buildings and equipment**
 - F – Public utilities**
 - G – Parks, recreational, and other facilities**

FEDERAL PUBLIC ASSISTANCE

Section 406 of the Stafford Act empowers the President to issue a Declaration authorizing FEMA to administer federal PA when the magnitude of an incident or threatened incident exceeds the affected state, tribal, local, or special district government capabilities to respond or recover. FEMA may provide state, tribal, local, or special district government agencies, and certain private nonprofit entities, with federal grants to cover eligible disaster recovery work on a cost-share basis.

FEMA Authorization Factors for Public Assistance:

As per [44 CFR § 206.48](#) (2023), when FEMA reviews a Governor's request, the primary factors in making a recommendation to the President whether public assistance is warranted include the following factors (as well as other relevant information):

- **Estimated cost of the assistance** (federal and nonfederal) against the statewide population to give some measure of the per capita impact within California. A minimum threshold of \$1 million in Public Assistance damages is expected.
- **Localized impact evaluations** of the disaster at the county and local government level, as well as impacts at the tribal government levels, because at times there are extraordinary concentrations of damages that might warrant federal assistance even if the statewide per capita is not met. This is particularly true where critical facilities are involved or where localized per capita impacts might be extremely high.
- **Insurance coverage** that is in force or should have been in force as required by law and regulation at the time of the disaster. (FEMA may reduce the amount of anticipated assistance by that amount).
- **Hazard mitigation** measures; such as the extent to which state and local government measures contributed to the reduction of disaster damages for the disaster under consideration.
- **Recent multiple disasters** within the last twelve-month period to evaluate better the overall impact on the state or locality; consideration may be given to declarations under the Stafford Act as well as declarations by the Governor and the extent to which California has spent its own funds.
- **Programs of other federal assistance**, because at times their programs of assistance might more appropriately meet the needs created by the disaster.

Tribal Public Assistance

When qualifying for a disaster declaration, tribes have the option of applying directly to the federal government or working through the OA to Cal OES. Consideration should be given to the possibility that one or more tribes, and the Humboldt OA do not independently qualify for a Presidential Major Disaster Declaration, but that combined reporting of damages could qualify both entities. The Humboldt OA may therefore coordinate with tribal governments when preparing/submitting [Initial Damage Estimates](#) and [Preliminary Damage Assessments](#).

FEMA may consider information provided by tribal government(s) when designating the counties eligible for federal disaster assistance under the Stafford Act.

Also, once a county is declared to be a disaster area by the President, all jurisdictions within the county geographic borders, including tribes, become eligible to apply for federal disaster assistance.

Tribes can also request a presidential disaster declaration on their own.

Common examples of authorized Public Assistance Activities are included in the table of PA categories on the next page.

For guidance as to how to apply for Public Assistance, key steps are described in [Chapter 3 of this Annex, Short Term Recovery](#).

Table 2- FEMA Categories of Public Assistance and Examples of Work That May Be Eligible for Reimbursement'

EMERGENCY WORK		PERMANENT WORK				
A	B	C	D	E	F	G
Debris Removal	Emergency Protective Measures	Roads and Bridges	Water Control Facilities	Public Buildings and Equipment	Public Utilities	Parks, Recreation, and Other Facilities
<p>Eliminate immediate threats to lives, public health, and safety, or, of significant damage to improved public or private property;</p> <p>Ensures economic recovery of the affected community;</p> <p><u>May include:</u> vegetative and/ or construction debris; sand; mud; silt; rocks; boulders; appliances; vehicle/boat wreckage.</p>	<p>Eliminate or lessen immediate threats to lives, public health, and safety, or, of significant damage to improved public or private property;</p> <p><u>May include:</u> Pre-positioning resources;</p> <p>Search; rescue; firefighting; flood fighting; law enforcement; traffic control; security; medical; sheltering; EOC costs.</p>	<p><u>Roads:</u> surfaces; bases; shoulders; ditches; drainage structures; low water crossings</p> <p><u>Bridges:</u> decking guardrails; girders; pavement; abutments; piers; slope protection; approaches; slope failures; lighting; sidewalks; signs.</p>	<p><u>May include:</u> Dams and reservoirs; levees and floodwalls; engineered drainage channels; canals; aqueducts; sediment and debris basins; storm water retention and detention basins; coastal shoreline protective devices; pumping facilities; navigational waterways .</p>	<p>Any of the below may be eligible for repair or replacement:</p> <p><u>Buildings:</u> Structural, non-structural, mechanical, plumbing, plumbing components; contents; furnishings;</p> <p><u>Equipment:</u> Vehicles; construction equipment.</p>	<p><u>May include:</u> Water storage, treatment plants, and delivery systems;</p> <p>Power generation and distribution turbines, generators, substations;</p> <p>Natural gas transmission/ distribution facilities;</p> <p>Sewage collection and treatment plants;</p> <p>Communication systems.</p>	<p><u>May include:</u> Mass transit facilities;</p> <p>Beaches, parks, playgrounds, pools, boat docks, piers, picnic tables, golf courses; ball fields;</p> <p>Fish hatcheries, Ports and harbors;</p> <p>Other facilities that do not fit in Categories C-F.</p>

2.6.3 Hazard Mitigation Grant Programs (HMGP) – Federal

Mitigation of future hazards is an important part of the recovery process. FEMA manages several different Hazard Mitigation Assistance (HMA) programs that support mitigation activities to reduce or eliminate potential losses to state, local, and tribal governments, fostering resilience against the effects of future disasters.

HMA programs can provide funding for hazard mitigation activities including mitigation projects and capability- and capacity-building. For detailed information on HMA programs, refer to the most current version of the [FEMA Hazard Mitigation Assistance Program & Policy Guide 2024](#).

The HMA programs (as of 2024) that can fund post-disaster mitigation activities and projects include:

- **Hazard Mitigation Grant Program (HMGP):**

[Federal Hazard Mitigation Grant Program](#) (HMGP) assistance, sometimes referred to as “404 mitigation”, helps communities implement hazard mitigation measures following a major disaster declaration in the areas of the state, tribe, or territory to reduce the risk of loss of life and property from future disasters.

A prerequisite for any local government entity to be awarded funds is their adoption of an approved hazard mitigation plan.

In this program, homeowners and businesses cannot apply for a grant. However, a local community may apply for funding on their behalf.

Federal HMGP assistance can be coordinated with provisions of the California State Hazard Mitigation Plan (SHMP), California’s primary guide for hazard mitigation.

Cal OES may be authorized to administer federally-awarded HMGP funds through the OES Recovery Section’s HMGP Unit. For more information, refer to the current version of the [Cal OES Hazard Mitigation Grant Program webpage](#).

Tribal applications: To be eligible for federal funding under the FEMA Hazard Mitigation Grant Program (HMGP), tribes must apply directly to FEMA for assistance.

Specific guidance regarding the HMGP may be found in the most recent version of the [FEMA Hazard Mitigation Assistance Program and Policy Guide 2024](#).

FEMA’s “Hazard Mitigation Grant Program” (HMGP)

provides funding to state, local, and tribal governments so they can develop hazard mitigation plans and rebuild in a way that reduces, or mitigates, future disaster losses in their communities. This grant funding may be available after a presidentially declared disaster.

HMGP and PA are two distinct assistance sources but can sometimes be used together to fund a hazard mitigation project and promote resilience.

- **Hazard Mitigation Grant Program Post Fire** (HMGP Post Fire): HMGP Post Fire assistance is available to help communities implement hazard mitigation measures after wildfire disasters in any area that receives a [Fire Management Assistance Grant \(FMAG\)](#) declaration. Refer to the next section for details about FMAG.

2.7 Other Disaster Assistance Programs

2.7.1 Fire Management Assistance Grants (FMAG)

An FMAG may be requested, even without a local emergency proclamation, when a wildfire threatens to become a major disaster and the request for an FMAG is submitted through Cal OES while the fire is burning uncontrolled.

FEMA Regional Administrators have the authority to issue FMAG declarations. An FMAG may be authorized to recover certain *response* costs (e.g., field camps, tools, mobilization/demobilization activities, equipment use, materials, supplies).

The FMAG Program is separate and distinct from the FEMA Disaster PA Program. FMAG declaration criteria, eligibility, and other program information are available at 44 C.F.R. Part 204, Fire Management Assistance Grant Program, and in the current version of [FEMA's Fire Management Assistance Grant Program and Policy Guide \(2021\)](#).

Also, as per the [FEMA Hazard Mitigation Assistance Program & Policy Guide 2024](#), HMGP Post Fire assistance may be available to help communities implement hazard mitigation measures after wildfire disasters in any area receiving a FMAG declaration.

2.7.2 US Small Business Administration (SBA) Programs

Users of this Annex should refer to the most current version of the [SBA Disaster Preparedness and Recovery Plan \(2019\)](#). As of 2023, the [US Small Business Administration Office of Recovery and Resilience](#) oversees the provision of disaster loans to cover uninsured, or underinsured, physical losses suffered by eligible:

- Businesses of all sizes.
- Private nonprofit organizations.
- Homeowners.
- Renters.

Also, the SBA may make economic injury disaster loans available to offset lost revenues and assist with ongoing operating costs of impacted:

- Small businesses.
- Small agricultural cooperatives.
- Small businesses engaged in aquaculture.
- Most private nonprofits.

Loan Availability: SBA disaster loans may be made available when one or more government entities declare that a disaster has occurred. There are six types of disaster

declarations to make SBA disaster loans available (details available in the most current version of the [SBA Disaster Preparedness and Recovery Plan \(2019\)](#)).

- Presidential Disaster Declaration.
- Administrative (Agency) Physical Disaster Declaration by the SBA.
- Governor Certification Declaration.
- Secretary of Agriculture Declaration.
- Military Reservist Economic Injury Disaster Loan Declaration.
- Additional Disaster Assistance.

Types of SBA Disaster Loans (may not require a local emergency proclamation):

- **Physical Damage Loans**: Homeowners, renters, nonprofit organizations, and businesses of all sizes may be eligible to apply for physical disaster assistance. Individuals who live in a declared disaster area and have experienced damage to their home or personal property may be eligible for financial assistance from the SBA — even if they do not own a business.

Those that own a business located in a declared disaster area that has experienced damage may be eligible for financial assistance from SBA. Businesses of any size and most private non-profit organizations may apply to SBA for a loan to recover after a disaster. SBA offers low-interest disaster loans to homeowners and small businesses impacted by declared natural and other disasters.

Requirements for SBA Physical Declaration (as of 2023):

- ✓ 25 homes and/or businesses
- ✓ Each suffering uninsured losses of at least forty percent of structure

- **Economic Injury Disaster Loans**: Eligible small businesses, small agricultural cooperatives, and most private nonprofit organizations located in a declared disaster area, and which have suffered substantial economic injury may be eligible for an SBA Economic Injury Disaster Loan (provided that the SBA determines they cannot obtain credit elsewhere). These loans may provide the necessary working capital to help small businesses impacted by a disaster survive until normal operations resume.

Requirements for SBA Economic Declaration (as of 2023):

- ✓ 5 or more small businesses
- ✓ Each suffering substantial economic loss

- **Mitigation Assistance Loans**: Eligible SBA borrowers may choose to receive expanded funding to help mitigate their home or business against future disasters.
- **Military Reservist Economic Injury Disaster Loans**: May be available to a small business owned by or employing a military reservist if the reservist is called up to active military duty during a period of military conflict, and he or she is an essential employee critical to the success of the business’s daily operation and whose call-up has caused or will cause the business substantial economic injury.

2.7.3 USDA Agriculture-Related Disaster Programs

The United States Department of Agriculture (USDA) offers (as of 2023) a variety of programs to help farmers, ranchers, communities, and businesses that have been hard hit by natural disaster events. Guidance should be available at the [webpage for the USDA Farm Service Agency \(FSA\) Disaster Assistance Programs](#).

USDA disaster programs may be authorized via declarations of the US President. Also, the US Secretary of Agriculture is authorized to designate counties as disaster areas to make emergency loans available to producers suffering losses in those counties and in counties that are contiguous to a designated county. Such disaster designations must be requested by the Governor, Tribal Chief Executive, or by an authorized executive of the Farm Service Agency. The Secretarial Disaster Designation is the most widely used. More information may be available in the most current version of the [USDA Emergency Disaster Designation Declaration Process Fact Sheet \(2022\)](#).

[USDA Disaster Assistance Programs](#) may not require a local emergency proclamation. They include (as summarized from the [FSA/USDA Disaster Assistance Programs at a Glance Brochure \(2022\)](#)):

- **Crop Insurance** - may provide indemnity payments to growers who purchased crop insurance for losses related to drought and other weather hazards).
- **Conservation Reserve Program Haying and Grazing** - may provide for emergency haying and grazing on certain qualifying lands).
- **Dairy Indemnity Payment Program** – may provide compensation to dairy producers when a regulatory agency directs them to remove their raw milk from the commercial market because it has been contaminated by pesticides, nuclear radiation or fallout, or toxic substances and chemical residues other than pesticides.
- **Emergency Assistance for Livestock, Honeybees and Farm-Raised Fish Program** - may provide assistance to eligible owners for losses due to disease, adverse weather, or other eligible conditions.
- **Emergency Conservation Program** - may provide funding and technical assistance for farmers and ranchers to restore farmland damaged by natural disasters and for emergency water conservation measures in severe droughts).
- **Emergency Forest Restoration Program** - may provide funding to restore privately-owned forests damaged by natural disasters and restore forest health on land damaged by floods, hurricanes, or other natural disasters.
- **Farm Loans** - may provide loans to help producers recover from production and physical losses due to natural disasters or livestock quarantine and can pay for farm operating and family living expenses.
- **Environmental Quality Incentives Program** – may provide agricultural producers with financial resources and one-on-one help to plan and implement improvements on the land including financial assistance to repair and prevent the excessive soil erosion caused or impacted by natural disasters; authorized activities may include

certain stream bank restoration, grassed waterways, buffers, and emergency animal mortality disposal from natural disasters.

- **Emergency Watershed Program** – may offer recovery options for communities to help people reduce hazards to life and property caused by floodwaters, droughts, wildfires, earthquakes, windstorms, and other natural disasters; funding may be approved to address erosion related watershed impairments by supporting activities such as removing debris from stream channels, road culverts, and bridges; reshaping and protecting eroded banks; correcting damaged drainage facilities; repairing levees and structures; and reseeding damaged areas.
- **Floodplain Easements** – may provide an alternative to other recovery efforts described above by purchasing floodplain easements where it is the more economical and prudent approach to reducing the threat to life or property.
- **Livestock Forage Disaster Programs** - may provide compensation to eligible livestock producers who have suffered grazing losses due to drought or fire on land that is native or improved pastureland with permanent vegetative cover or that is planted specifically for grazing.
- **Livestock Indemnity Programs** - may provide benefits to livestock owners and some contract growers for livestock deaths in excess of normal mortality that are the direct result of an eligible adverse weather event.
- **Noninsured Crop Disaster Assistance Program** – may provide financial assistance to producers of non-insurable crops to protect against natural disasters that could result in lower yields, crop losses, or prevention of crop planting.
- **Tree Assistance Program** – may provide financial cost-share assistance to qualifying orchardists and nursery tree growers to replant or, where applicable, rehabilitate eligible trees, bushes, and vines lost by certain natural disasters.

2.7.4 Other Federal Recovery Programs

Non-Stafford Act Programs: Depending on many factors, the federal government may provide recovery assistance directly to Recipients or through another state agency besides Cal OES. Examples may include: Federal Highway Administration Emergency Relief; Natural Resources Conservation Service Emergency Watershed Protection Program; US Army Corps of Engineers Rehabilitation and Inspection Program; and US Dept of Housing and Urban Development Community Block Grant Program.

2.7.5 Other Federal Hazard Mitigation Programs (FEMA)

The following programs are not specifically designed for recovery needs, but funding may depend on documentation of past disasters and their impacts.

- **Building Resilient Infrastructure and Communities** (BRIC): programs may fund innovative approaches to partnerships, such as shared funding mechanisms (e.g., multiple funding sources or in-kind resources from a range of private and public sector partners), and/or innovative projects that may offer multiple benefits to a community in addition to the benefit of risk reduction.

Through BRIC, FEMA seeks to invest in a variety of mitigation activities with an added focus on infrastructure projects benefitting disadvantaged communities, nature-based solutions, climate resilience and adaptation, and adopting hazard resistant building codes.

Small, impoverished communities, also known as economically-disadvantaged rural communities, may be eligible for an increase in cost share up to 90% federal non-federal funding under the BRIC program.

BRIC program principles include promoting equity, including by helping members of disadvantaged groups and prioritizing 40% of the benefits to disadvantaged communities as referenced in [Executive Order \(EO\) 14008](#) .

Assistance may be available in states that have received a major disaster declaration in the previous seven years, or to federally recognized tribal governments who have received a major disaster declaration or are located partially or entirely within the boundaries of such states in accordance with [42 U.S.C. § 5133\(g\)](#).

For detailed information on BRIC programs, refer to the most current version of the [FEMA Hazard Mitigation Assistance Program & Policy Guide 2024](#).

- **[Flood Mitigation Assistance](#)** (FMA): A competitive grant program that provides funding to states, local communities, and federally recognized tribes. Funds can be used for projects that reduce or eliminate the risk of repetitive flood damage to buildings insured by the National Flood Insurance Program.

Under FMA, FEMA chooses recipients based on the applicant's ranking of the project and the eligibility and cost-effectiveness of the project.

FEMA requires state, local, and tribal governments to develop and adopt hazard mitigation plans as a condition for receiving certain types of non-emergency disaster assistance, including funding for hazard mitigation assistance projects.

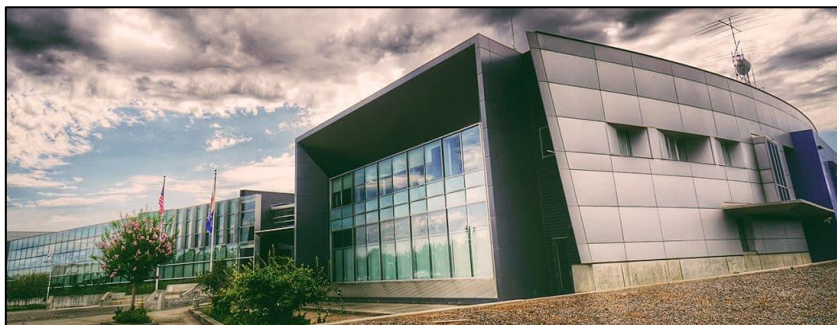
For detailed information on FMA programs, refer to the most current version of the [FEMA Hazard Mitigation Assistance Program & Policy Guide 2024](#).

2.7.6 Cal OES Matrix of Available Programs

The [California Disaster Recovery Framework \(CDRF\) 2019](#) includes in Appendix E a comprehensive overview of state and federal disaster programs listed by recovery sector, with hyperlinks to program websites.

**Cal OES
Headquarters,
Sacramento**

(image source:
caloes.ca.gov)



2.8 Recovery Support Team (Cal OES)

Cal OES disaster response procedures include the option to activate a Recovery Support Team (RST) comprised of state employees with recovery expertise, knowledge, skills, abilities, and connections to enhance local government recovery planning and management.

An RST can offer support remotely, or by temporarily deploying members to work for days or weeks in Humboldt County (depending on the nature of the disaster, resource and personnel availability, and other factors).

2.8.1 RST Coordinator

The RST Coordinator leads the RST and serves as a primary point of contact through which information funnels. The RST reports to a Cal OES Executive Sponsor who is often based in Sacramento. The RST should have a close working relationship with local disaster recovery staff, providing technical assistance and expertise with Recovery Planning, priorities, objectives, resources, and strategies.

2.8.2 Functional Area Liaisons

Functional Area Liaisons may accompany the RST, assigned to work with local governments and communities to inform them about aspects of their program, provide support, technical assistance, and help address unmet needs.

Assignment of Functional Area Liaisons will depend on the nature of the disaster and the needs associated with recovery.

2.8.3 Functional Area Descriptions (Cal OES)

The Cal OES organizational structure changes from time to time. Some Functional Areas (as of 2023) that could be particularly important during recovery include:

- **Individual Assistance (IA)** coordinates with federal, state, local, and voluntary/private nonprofit entities to provide recovery assistance through the SBA for individuals, households, and businesses; and, via the USDA for agricultural communities affected by an emergency or disaster. The IA Division also maintains relationships with voluntary/private nonprofit groups to support a variety of disaster recovery efforts. This division may help coordinate and support Local Assistance Centers.
- **Public Assistance (PA)** provides coordination and technical assistance to state agencies, local governments, special districts, and eligible private non-profit organizations impacted by a disaster, seeking to ensure state and federal support is provided to Applicants in an efficient and timely manner.
- **Debris Operations and Management** supports local government management of debris and tree removal in the aftermath of a major disaster.
- **Recovery Support Functions** supports disaster-impacted communities by providing technical assistance to assess the long-term impacts of disasters, identify unmet needs, and coordinate long term recovery assistance and programs available to

communities, including, but not limited to, external technical assistance, grants, loans, philanthropic funding, and materials.

- **Housing Task Force** interfaces between state, federal, and local jurisdictions to understand housing needs and implement solutions for survivors (including those with insurance). The task force seeks to identify available emergency shelter for temporary/interim solutions, and to develop permanent housing solutions.
- **Environmental and Historical Preservation** provides expertise regarding environmental and historic laws/regulations, reviews to determine whether proposed projects are in compliance with state and federal regulations, makes recommendations concerning methods to mitigate environmental impacts, and assists in resolving difficult and complex environmental issues.
- **Watershed and Debris Flow Task Force** facilitates collaboration to address post-disaster conditions, provides expertise for best management practices, and identifies unmet needs for the purpose of ensuring life safety and protection of property.
- **Office of Tribal Coordination** seeks to improve and maintain communication and collaboration between Cal OES and all Native American Tribes in California, seeking to facilitate informed and collaborative decision-making.
- **Voluntary Agency Liaisons:** (VALs) serve as key contacts to enhance engagement, communication, and coordination with voluntary agencies, nonprofits and NGOs, community and faith-based organizations during recovery. Cal OES and FEMA both utilize VALs.

**Additional Cal OES Recovery
Programs and Resources are
described in the ["Intermediate-Term
Recovery" Chapter 4 of this Annex](#)**

2.9 Recovery Support Functions and Recovery Outcomes (FEMA and Cal OES)

As of 2023, Cal OES and FEMA use essentially the same six Recovery Support Functions (RSFs) as a coordinating structure organized along different functional areas of recovery. For details regarding RSFs, see the [following table](#). Briefly, the RSFs are:

- **Community Planning & Capacity Building**
(FEMA modified this title around 2023 to “Community Assistance”)
- **Economic**
- **Health and Social Services**
- **Housing**
- **Infrastructure Systems**
- **Natural and Cultural Resources**

2.9.1 Cal OES CA-RSFs

In the [California State Emergency Plan \(SEP\) 2023 Draft](#), Cal OES promotes (but does not require) these same six sector-specific CA-RSFs, with Sacramento-based coordinators assigned for each, supporting jurisdictions by facilitating problem solving, providing technical assistance, improving access to resources, building capacity, and promoting community planning. Links to RSF Coordinator contact info, RSF Core Fact Sheets, and other resources are on the [Cal OES Recovery Support Functions webpage](#).

As of 2023, Cal OES follows an Outcome Driven Recovery (ODR) model that integrates the RSFs into state disaster recovery programs including HM, IA, and PA programs as well as Housing, Debris, and Debris Flow Task Forces.

When Cal OES is helping with disaster recovery, CA-RSFs may serve as a coordinating structure for state disaster recovery resources/assistance to local governments (with or without a Presidential Disaster Declaration).



2.9.2 FEMA RSFs

The [National Disaster Recovery Framework \(NDRF\) 2016](#) and the [FEMA/California Disaster Recovery Framework \(2019\)](#) both list these six RSFs with almost-identical titles. Also, the [FEMA Region 10 All-Hazards Plan 2020](#), the FEMA 2021 Region 9 All-Hazards Plan – Continental US - May 2023, and the [FEMA Response and Recovery Interagency Operational Plan 2023](#), identify a broad set of recovery outcomes aligned to these RSFs.




Designated federal RSF coordinating agencies (FEMA, Dept of Commerce/Economic Development Admin, Health & Human Services, Housing & Urban Development, Army Corps of Engineers, and Dept of Interior) often demonstrate effective recovery partnerships between entities at the federal level. This type of partnership serves as a model for local agency partnerships and coordination.

2.9.3 Table: RSFs and Recovery Outcomes

Table 3 -Recovery Support Functions and Recovery Outcomes

RSF Icon	RSF Title	CA-RSF Mission (Cal OES RSF webpage 2024)	FEMA Description	FEMA Unified Recovery Outcome Target
	Community Planning and Capacity Building (FEMA calls it “Community Assistance” as of 2023)	To support local and tribal governments to identify gaps in their recovery capabilities and to assist them to establish recovery solutions. The CPCB CA-RSF coordinates and integrates partner resources and expertise to build local recovery capacities and inclusive community planning efforts.	Unifies and coordinates expertise and assistance programs from across the federal government and nongovernment partners to aid local and tribal governments in building local capabilities to plan for and manage recovery, engaging the whole community.	Community is able to design, plan, and execute inclusive recovery solutions to reduce current and future risk.
	Economic	To integrate the expertise of the state and federal governments to support and enhance the efforts of local and tribal governments and the private sector; sustain and/or rebuild businesses and employment; and develop economic opportunities that result in sustainable and economically resilient communities after natural and human-caused disasters.	Returns economic and business activities (including agricultural) to a state of health; develops new economic opportunities. Integrates federal expertise to help local, state, and tribal governments and private sector sustain and/or rebuild businesses and employment; and, develop economic opportunities that result in sustainable and economically resilient communities.	Sustainable, diversified, and resilient economy, better prepared and positioned for future risk.
	Health and Social Services (FEMA calls it “Health, Education, and Human Services” as of 2024)	To assist locally led recovery efforts in the restoration of public health and environmental health, healthcare, and social services to meet the needs of impacted individuals and communities, including those with access and functional needs.	Outlines frameworks to support locally led recovery efforts to address public health, health care facilities and coalitions, and essential social services needs. Coordinates assistance for displaced individuals in need of emergency shelter.	Sustainable health, disability, and social services systems are in place.

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RSF Icon	RSF Title	CA-RSF Mission (Cal OES RSF webpage 2024)	FEMA Description	FEMA Unified Recovery Outcome Target
	<p>Housing</p>	<p>To facilitate the integration of the capabilities of the state and federal government, as necessary, to help local and tribal governments address disaster recovery housing issues and coordinate the delivery of available state and federal resources and programs to support the rehabilitation and reconstruction of destroyed and damaged housing and housing-related infrastructure.</p>	<p>Coordinates and facilitates the delivery of federal resources to implement emergency shelter solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience. Housing must be adequate, affordable, and accessible to make a difference for the whole community.</p>	<p>Accessible, sustainable, resilient, and affordable emergency shelter is available to all survivors; future risk to housing resources is reduced.</p>
	<p>Infrastructure Systems</p>	<p>To facilitate the integration of the capabilities of the state and federal government, as necessary, to support local and tribal governments, and other infrastructure owners and operators, and to ensure the capacity of all infrastructure systems aligns with impacted communities' current and projected demand on its built and virtual environment.</p>	<p>Works to efficiently facilitate restoration of infrastructure systems and services to support a viable, sustainable community; improves resilience to/protection from future hazards.</p>	<p>Restored, modernized, sustainable, hardened, and resilient systems, more resistant to current and future risk.</p>
	<p>Natural and Cultural Resources</p>	<p>To integrate subject matter experts, assets, and capabilities to support local and tribal governments and communities to address natural and cultural resource recovery and mitigate unavoidable adverse effects.</p>	<p>Facilitates government-supported protection of natural and cultural resources and historic properties through appropriate response and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and in compliance with environmental and historical preservation laws and executive orders.</p>	<p>Rehabilitated, restored, preserved, risk-resistant, and resilient resources.</p>

2. CONCEPTS

2.10 Community Lifelines (FEMA)

2.10.1 Community Lifelines Defined

Community lifelines are the most fundamental services in the community that enable all other aspects of society to function.

Lifelines are the integrated network of assets, services, and capabilities that are used day-to-day to support the recurring needs of the community.

When disrupted, decisive intervention (e.g., rapid service re-establishment or employment of contingency response solutions) is required to stabilize the lifeline.

Importance of Community Lifelines

“A lifeline enables the continuous operation of critical government and business functions and is essential to human health and safety or economic security.”

[FEMA Community Lifelines Toolkit ver.2.1, July 2023](#)

2.10.2 Purposes of Community Lifelines Approach









The community lifelines construct is a standardized impact assessment approach that should enable emergency planners, managers, and government officials to:

Benefits of Using Community Lifelines Approach

- **Gather and organize community impact information in a standardized format.**
- **Characterize an incident and identify the root causes of priority issue areas.**
- **Distinguish the highest priorities and most complex issues from other incident-related information.**
- **Produce simplified, standardized situational reporting & documentation.**
- **Use community lifelines stabilization as an objective in response planning.**

2.10.3 Eight (8) Standardized FEMA Community Lifelines

Table 4 -FEMA Community Lifelines, July 2023

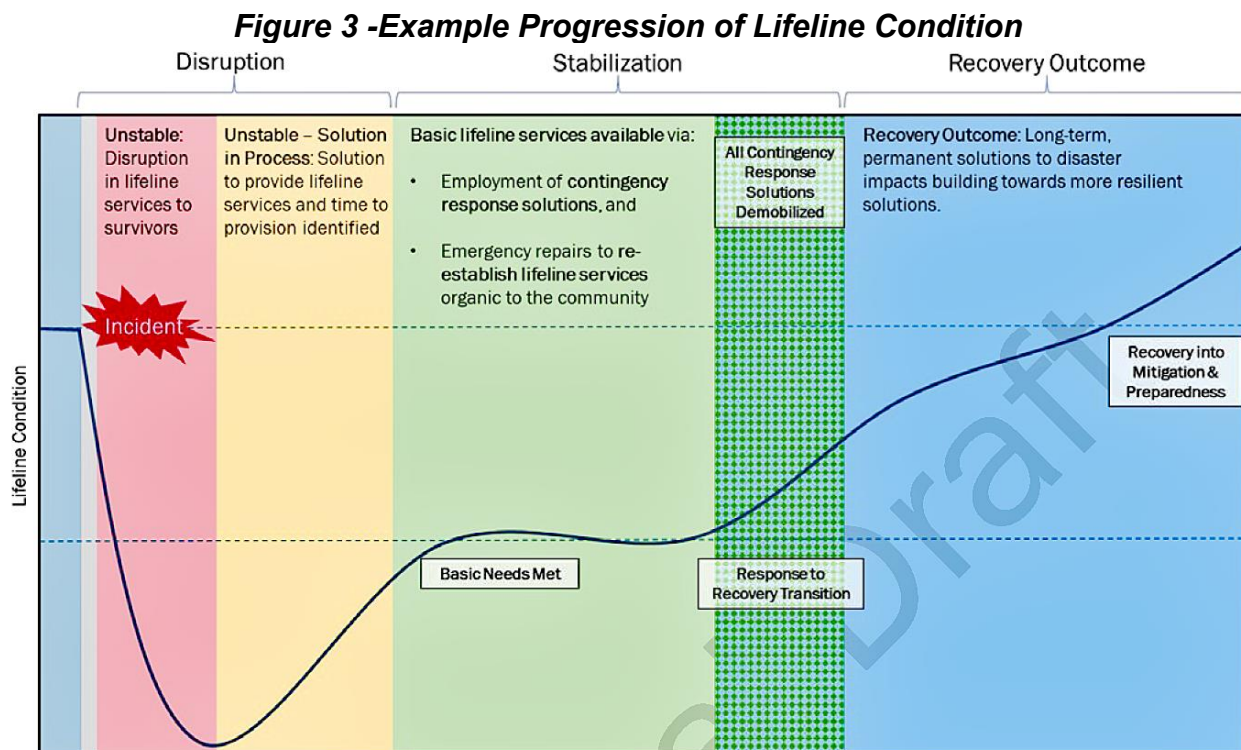
 <p>Safety and Security</p>	 <p>Health and Medical</p>	 <p>Communications</p>	 <p>Hazardous Materials</p>
 <p>Food, Hydration, Shelter</p>	 <p>Energy (Power & Fuel)</p>	 <p>Transportation</p>	 <p>Water Systems</p>

2.10.4 Stabilization of Community Lifelines Approach

Lifelines can efficiently convey the severity of impacts, so emergency and recovery managers can identify, coordinate, and implement the most effective solutions for alleviating threats through the stabilization of lifelines.

Response/recovery objectives and activities may advance multiple lifelines toward stabilization and a return to pre-incident levels of functionality.

The graphic below depicts progression of the condition of a community lifeline over the course of response to and recovery from a disaster incident.



(Image source: [FEMA Incident Stabilization Guide 2019 \(Operational Draft\)](#))

2.10.5 The 30 Standardized Components of Lifelines

Each lifeline is composed of multiple components (and subcomponents) that help define the services that make up that lifeline.

FEMA recommends use of their standardized list of 30 components that represent the general scope of services for the eight lifelines.

For example, the recommended components of the “Safety and Security” lifeline include Law Enforcement/Security, Fire Service, Search and Rescue, Government Service, and Community Safety. Refer table showing lifelines and components, next page.

Table 5 -FEMA's 8 Standardized Community Lifelines and 30 Components

Lifeline	Recommend Components				
	 Law Enforcement / Security	 Fire Service	 SAR Search and Rescue	 Government Services	 Community Safety
	 Food	 Hydration	 Shelter	 Agriculture	
	 Medical Care	 Patient Movement	 Public Health	 Fatality Management	 Medical Supply Chain
	 Power (Grid)	 Fuel			
	 Infra-structure	 Alerts, Warnings, & Messages	 911 9-1-1 and Dispatch	 Responder Communications	 Finance
	 Highway/ Roadway	 Mass Transit	 Railway	 Aviation	 Maritime
	 Facilities	 HAZMAT, Pollutants, Contaminants			
	 Potable Water Infrastructure	 Wastewater Management	blank	blank	blank

(Table adapted from the [FEMA Community Lifelines Implementation Toolkit](#), August 2023.)

Refer also to the current versions of the [FEMA Community Lifelines webpage](#) and the [FEMA Community Lifelines Implementation Toolkit ver.2.1, \(2023\)](#) for more information.

2.10.6 Variable Subcomponents of Community Lifelines

The 30 standardized components may be further divided into a variable number and types of subcomponents that categorize key functions and systems enabling the delivery of services to a community.

For example (refer graphic, below), the “Power (Grid)” component of the “Energy (Power & Fuel)” lifeline includes the subcomponents of Generation Systems, Transmission Systems, and Distribution Systems.

The subcomponents define each component and are subject to change depending on incident circumstances.

Subcomponents are variable; they may be added, subtracted, and adjusted as necessary, even during the lifespan of an incident.

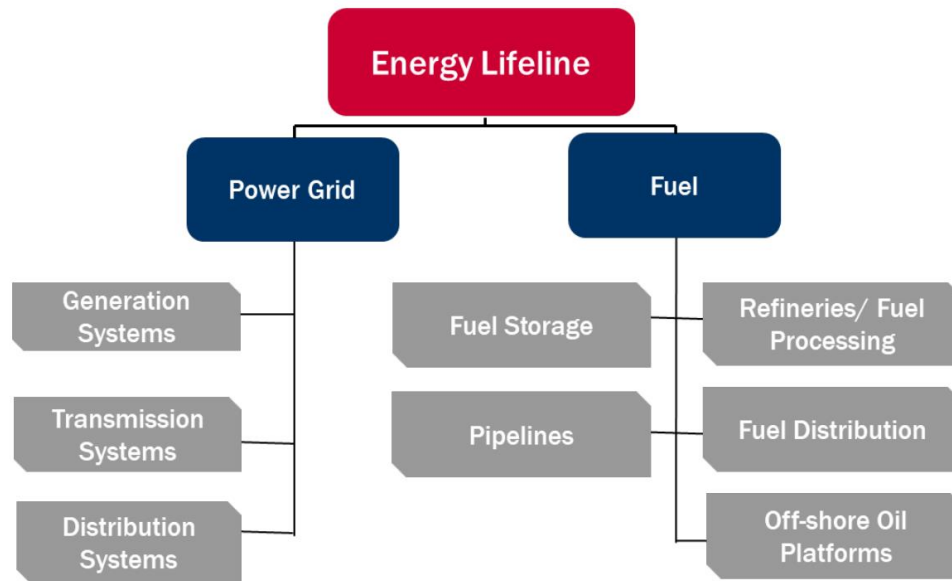
Roster of Lifeline Operators

HumCo OES maintains a current roster of entities and leaders responsible for management and operation of community lifeline components and some key subcomponents.

Selected information from this roster may be shared, as appropriate, with arriving regional, state, and/or federal entities assisting in recovery efforts.

Note: Not every incident will impact all lifelines, components, or subcomponents.

Example of Lifeline Standardized Components and Possible Subcomponents



2.10.1 Color Scheme for Lifeline Status “Snapshots in Time”

FEMA has established five different colors to visually represent a current “snapshot in time” of the status or condition of community lifelines (or their components).

Table 6 -Color Designations of Lifeline/Component Conditions

Color	Status / Condition	Description / Notes
Grey	Unknown	Indicates the extent of disruption and impacts to lifeline services are unknown.
Red	Significant Impact	Indicates there are severe challenges and obstacles hindering the essential services and resources associated with the lifeline. Immediate attention and resources are required to address the situation and restore functionality.
Yellow	Moderate Impact	Indicates that there are disruptions or limitations to the delivery of normal, pre-incident services and resources. The situation requires attention and proactive measures to prevent further deterioration and ensure community needs are met. Restoration of this lifeline is still in progress and the community has not returned to pre-incident levels of service. This includes instances in which lifeline restoration is being addressed through temporary means.
Green	Minimal Impact	Indicates that the lifeline is functioning at pre-incident levels, with only minor disruptions or limitations.

As of July 2023, FEMA places a focus on using lifelines to assess community impact and ultimately addressing that impact completely (rather than the actions needed or progress made to stabilize each disrupted lifeline).

Users should anticipate different perspectives and interpretations between local, tribal, regional, state, and federal partners as to the significance of an impact on a lifeline or component.

For example, a small special district might designate their “Water Systems” lifeline as “Significant Impact” (red color), whereas the Humboldt OA may report that (when impacts across the entire county are considered), the impact to this lifeline is only “Moderate” (yellow color) or even “Minimal” (green color).

Main Factors Used for Choosing Color Designation:

“There are two main factors that comprise and differentiate between the color definitions.

These two factors include:

- **Scope of impacts from disruptions; and**
- **Implementation of a resourced solution.”**

[FEMA Community Lifelines Toolkit 2.1 Presenter’s Guide, July 2023](#)

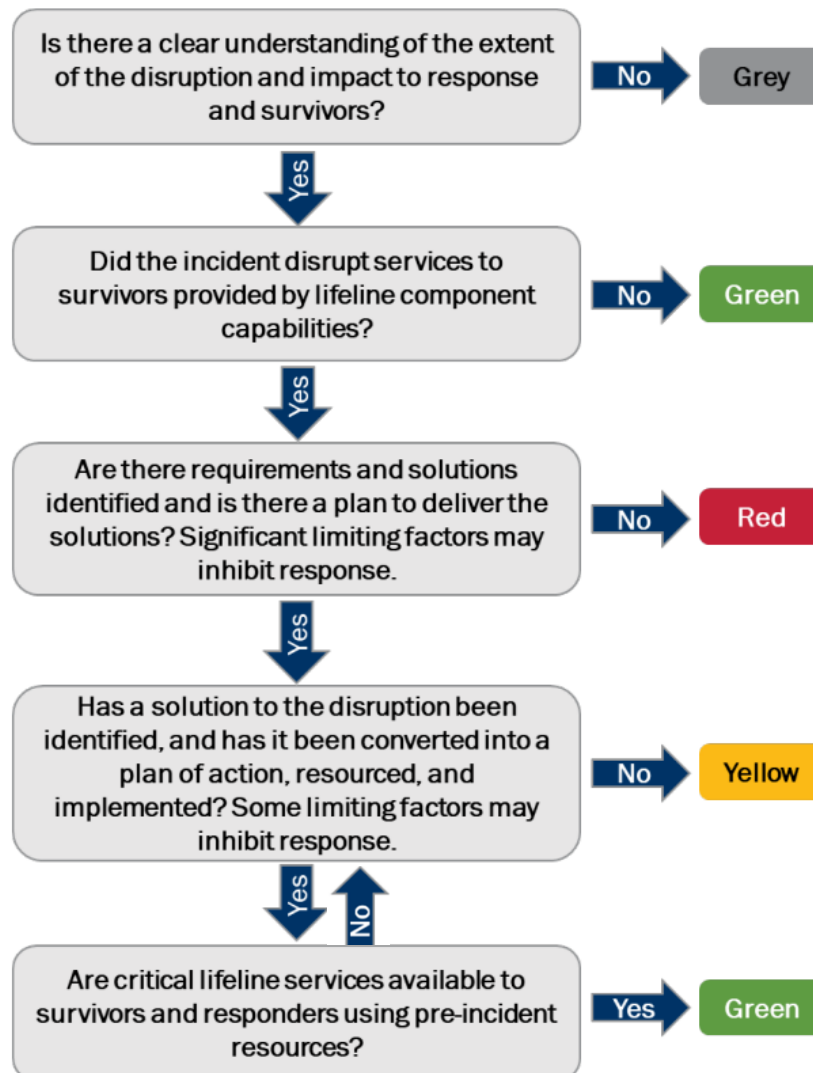
2.10.2 Assignment of Color to a Lifeline or Component

As of July 2023, [FEMA's Lifelines Implementation Toolkit v2.1](#) guidance includes:

- **Assess lifeline conditions as incident circumstances evolve, and periodically thereafter over the course of response/recovery operations.**
- **A color designation represents a snapshot in time for that operational period.**
- **The baseline to which lifelines should be compared is how the lifeline itself functions in pre-incident conditions.**

The flowchart below provides guidance as to how a lifeline color may be assigned.

Figure 4 -Flowchart: Assigning a Lifeline Condition Color



(Image source: [FEMA's Lifelines Implementation Toolkit v2.1, 2023](#))

2.10.3 Additional Guidance for Determining Lifeline Condition

As of July 2023, [FEMA's Lifelines Implementation Toolkit v2.1](#) guidance suggests that information be promptly gathered regarding the status and condition of the underlying components of each affected lifeline. Three important approaches are described in the box at right.

To assist in analyzing the information received, FEMA suggests asking and answering questions such as those listed below as a critical step to determining the condition of components and the lifelines they support, and assigning a corresponding color-coded status:

“The condition of each lifeline depends on the capability of the underlying components, and is informed by:

- *Situational awareness reports,*
- *Impact assessments, and*
- *Conversing with partners across the public, private, and non-profit sectors.”*

[FEMA Community Lifelines Toolkit ver.2.1, July 2023](#)

Questions to Help Determine Community Lifeline / Component Condition

- Did the incident **disrupt services to survivors** provided by component capabilities?
- What is the **extent of the disruption and impacts** on response and survivors?
- Has a **solution to the disruption been identified**?
- Has that solution been converted into a **plan of action**?
- Has that plan of action been **resourced**?
- Are there **limiting factors that are worsening impacts and/or preventing stabilization**? If so, to what extent are they limiting services?
- Are there **contingency response solutions in place**? How long until emergency repairs are completed?
- **When** can permanent repairs begin?
- Did the incident **create a surge in demand** exceeding component capabilities?

Depending on the incident and its impacts, there may be other useful questions to consider. FEMA empowers response personnel to use their best judgment (and communicate their rationale as appropriate).

The most accurate answers to these questions may be based upon information provided by field personnel. To the greatest extent possible, lifeline condition determinations should be driven by the ground truth. To that end, HumCo OES has developed a [Community Lifeline Rapid Assessment Worksheet](#) (refer to Chapter 7 of this Annex).

Final determination of a lifeline status/condition and associated color should be reviewed and approved by an appropriate authority before publication / dissemination.

2.10.4 Further Analysis of Lifeline Components

In its [Lifelines Implementation Toolkit v2.1](#) (2023) guidance, FEMA suggests a six-category approach of gathering and analyzing information about a component.

This approach may be most effective after some time has passed since an incident first occurred, because more information may be available then, such as estimated time to re-establish services.

Table 7 - Further Analysis of Lifeline Components

Category	Description
Component <i>(Which Component?)</i>	Identify the impacted component(s) of the specific community lifeline and any key elements and Essential Elements of Information (EEl)s within the component(s).
Status <i>(What happened?)</i>	Summarize the root cause(s) of disruption to lifeline services. (Status information should clarify why each applicable component is not stable.)
Impacts <i>(So what?)</i>	Explain the disaster’s impacts to specific communities, disaster survivors, and response operations. Detail how the survivor experience or response operation will improve if this component is addressed or stabilized. Summarize the impacted areas and total populations affected.
Actions <i>(Now what?)</i>	Describe the actions being taken to stabilize and re-establish the disrupted services. Summarize the most critical actions being taken across the whole community.
Limiting Factors <i>(What’s the Gap?)</i>	Express the issues that are preventing services from being stabilized or re-established. (Issues can stem from another lifeline/component, resource shortfall, management, policy, etc.)
Estimated Time to Status Change or to Re-establishment Requirements Being Met <i>(When?)</i>	Provide current condition of component(s) or an estimated timeframe for when a change in condition is expected.

(Table adapted from FEMA 2021 Region 9 All-Hazards Plan – Cont. US - May 2023)

2.11 FEMA Involvement (FEMA; Cal OES)

In a catastrophic disaster (e.g., Cascadia earthquake or other major disaster), FEMA involvement will be likely. With lessening levels of impact and damage, the likelihood of FEMA involvement decreases. As of 2023, some of the possible FEMA-related activities and approaches from response into recovery may include:

2.11.1 Response Activities: FEMA Integration

A catastrophic disaster should trigger rapidly expanding staffing at FEMA Region 9's **Regional Response Coordination Center (RRCC)**, including expansion of **federal Emergency Support Functions (ESFs)**. Federal staff at the RRCC should begin coordinating with California partners and collecting information about impacts, damages, and needs. Initial RRCC response objectives may be developed based on initial assessments of FEMA's community lifelines.

Incident Management Assistance Teams (IMATs) may be deployed to provide support at any level of government during the disaster response. An IMAT may be deployed to the Cal OES State Operations Center (SOC) in Sacramento or to an impacted area.

A **Federal Coordinating Officer (FCO)** may be appointed from FEMA.

A **State Coordinating Officer (SCO)** may be appointed from Cal OES.

Joint Field Office (JFO) Organization: The IMAT and FCO should serve as the conduit between California and the Region 9 RRCC. Once a Major Disaster Declaration has been issued by the President, the FCO and IMAT should work with the SCO and Cal OES to develop an incident response organization, including a multiagency or unified coordination JFO in Sacramento or other location.

A **Unified Coordination Group (UCG)**, the highest level of state coordination, is typically assembled at the JFO after a major disaster or when requested. Membership of the UCG is tailored according to the nature of the emergency. The UCG may be led by the SCO and the FCO, and may include senior leaders representing state, tribal, and federal interests and, in certain circumstances, local jurisdictions, the private sector, and NGOs. Unified coordination does not manage on-scene operations; instead, it offers support for the response effort, conducting broader operations beyond the incident site.

Mobile Emergency Response Support (MERS) deployments may bring mobile telecommunications, life support, logistics, and operational support to the response.

An **emergency logistics architecture** could include **Incident Support Bases (ISBs)** at large California airports to receive commodities requested by Region 9, **Federal Staging Areas (FSAs)** or **State Logistics Staging Areas (SLSAs)** at regional airports or other facilities, and **Commodity-Points of Distribution (C-PODs)** at community gathering locations to distribute life-sustaining water, food, and other commodities.

One or more federal **Area Field Offices (AFOs)** may be established on the North Coast or in another impacted geographic area around California. Each AFO should function as a forward element of the JFO Operations Section.

2.11.2 Recovery Activities: FEMA Integration

The FEMA Region 9 Recovery Division may evaluate the need to implement the most current version of the [FEMA National Disaster Recovery Framework \(NDRF\) 2016](#) and may coordinate some initial recovery activities during the response phase.

For large-scale disasters and catastrophic incidents, Cal OES may assign a **State Disaster Recovery Coordinator (SDRC)**, who may interface with FEMA.

FEMA may activate a **Federal Disaster Recovery Coordinator (FDRC)**. The FDRC should coordinate determination of short- and long-term recovery requirements and begin developing a short-term Recovery Plan. The FDRC may work as a deputy to the FCO for all matters concerning disaster recovery. The FDRC may be responsible for facilitating disaster recovery coordination and collaboration between federal, tribal, state, and local governments, the private sector, and voluntary, faith-based and community organizations.

A unified and collaborative approach between the FDRC and the SDRC is encouraged. They may partner with and support the Local Disaster Recovery Manager (LDRM) to facilitate disaster recovery in the impacted area.

FEMA (and Cal OES) may deploy **field staff for Public Assistance and/or Individual Assistance** programs.



(Image source: [City of San Diego](#))

FEMA may establish one or more **Disaster Recovery Centers (DRCs)** to support local government recovery efforts. Community members can visit a DRC for information about FEMA or other disaster assistance programs. A DRC can centralize public outreach operations for federal agencies and their assistance programs. If DRCs are activated, their location and operations should be coordinated with Cal OES and local jurisdictions.

Later, the RRCC activation level may be reduced and some RRCC capabilities demobilized, transferring responsibility for initial recovery activities to the JFO. The JFO should assume responsibilities for joint planning efforts, continued execution of response operations, as well as the conduct of initial/short-term recovery activities. As short-term recovery activities draw down, long-term recovery activities may be executed in accordance with the current version of the [FEMA National Disaster Recovery Framework \(NDRF\) 2016](#).

2.12 Local Disaster Recovery Manager (FEMA; Cal OES)

Given the significant role of local governments in leading recovery efforts, FEMA and Cal OES both strongly encourage the appointment of a Local Disaster Recovery Manager (LDRM) as the central manager for coordination of recovery planning and operations.

2.12.1 Appointment

Ideally, an LDRM can be appointed in advance of a disaster to carry out recovery planning at the local level, coordinating with significant recovery partners, and analyzing how local plans (e.g., EOP and hazard mitigation plans) interface with recovery.

If a major disaster strikes when and where there is no LDRM, one should be appointed quickly.

For a County of Humboldt-led recovery, the selection and appointment of the LDRM should be approved by the Director of Emergency Services (Sheriff).

What is a Local Disaster Recovery Manager (LDRM)?

The LDRM is a local government-appointed manager with strong knowledge of, and abilities in, management, leadership, public administration, community planning, and/or community development. The LDRM should be able to represent and speak on behalf of their jurisdiction's chief executive (e.g., county administrative officer, city manager, mayor, tribal chief).

After a disaster, the LDRM takes the lead in coordinating local government-led recovery organizations and initiatives, working to ensure an inclusive community recovery process that engages the whole community.

The LDRM should collaborate with state, federal, and other collaborators; and, with supporters such as the business and nonprofit communities, seeking to raise financial and operational support for the community's recovery, leverage resources where possible, and resolve potential conflicts and/or duplication of efforts.

2.12.2 Cal OES - LDRM Relationship

During initial recovery, the LDRM should work very closely with assigned specialists from Cal OES, including Recovery Support Teams (RSTs).

2.12.3 Funding the LDRM

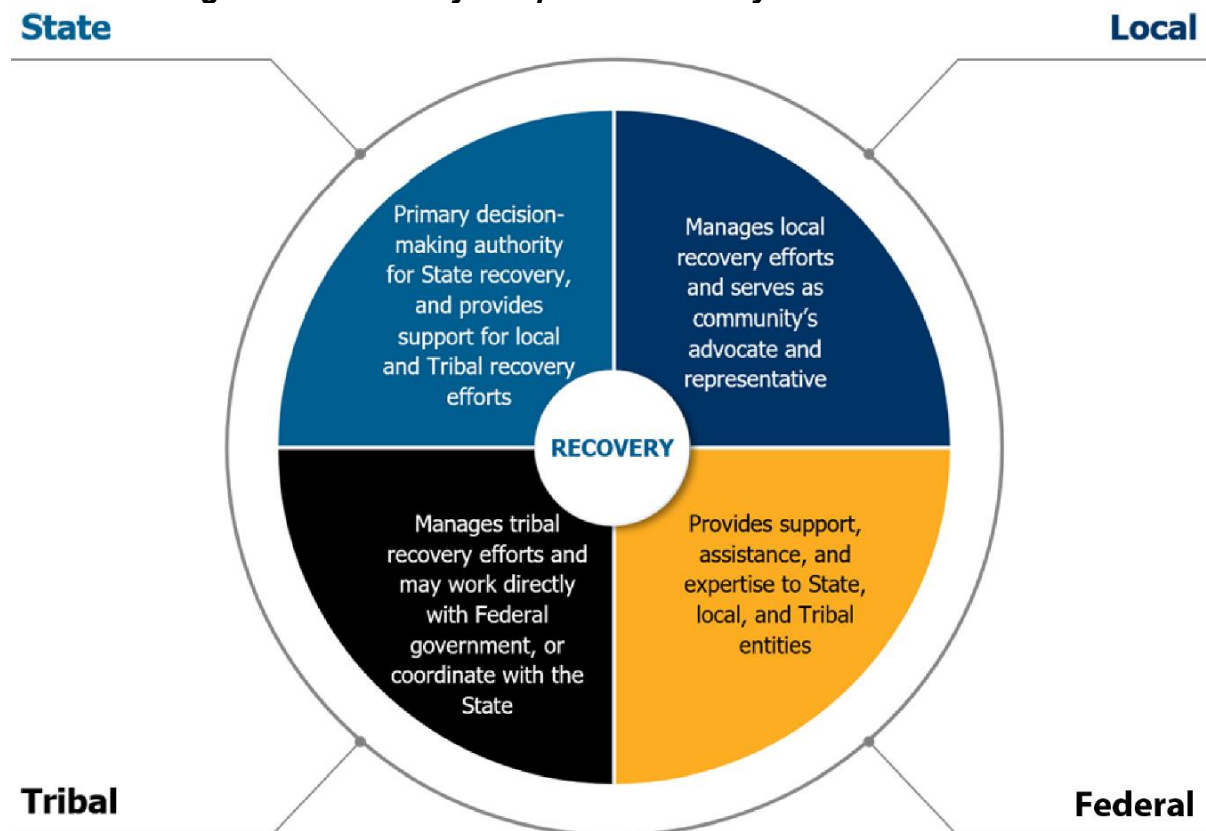
There are a variety of ways an LDRM may be funded, including but not limited to:

- Local government funds.
- State Public Assistance through the California Disaster Assistance Act (CDA).
- Reallocation of Community Development Block Grant (CDBG) or other flexible state funding, or by allocating a portion of Community Development Block Grant – Disaster Recovery (CDBG-DR) funding. Note: This CDBG-DR approach must be included when the state submits its action plan to the Department of Housing and Urban Development (HUD). Source: [FEMA Disaster Financial Management Guide \(2020\)](#).

2.13 Government Level Recovery Responsibilities

Equitable recovery for all impacted individuals, households, and communities is a general responsibility of all levels of government to work together. However, tribal and local governments have the primary responsibility for the recovery of their communities. Refer below diagram from the [California State Emergency Plan \(SEP\) 2023 DRAFT](#).

Figure 5 - Recovery Responsibilities by Level of Government



2.14 Guiding Principles of Recovery (FEMA and Cal OES)

Users of this Annex should consider and apply as appropriate the Guiding Principles for Effective Recovery (shown in the box at right) to plan, guide, and carry out recovery activities. When put into practice, these FEMA-researched principles, further expanded and described in the [California Disaster Recovery Framework \(CDRF\) 2019](#), should improve opportunities for achieving recovery success.

Guiding Principles for Effective Recovery

1. Individual and Family Empowerment
2. Leadership and Local Primacy
3. Pre-Disaster Recovery Planning
4. Engaged Partnerships and Inclusiveness
5. Public Information
6. Unity of Effort
7. Timeliness and Flexibility
8. Resilience and Sustainability
9. Psychological and Emotional Recovery

2. CONCEPTS

2.15 Situations and Assumptions (Cal OES; FEMA)

Many of these points are adapted from [California Disaster Recovery Framework \(CDRF\) 2019](#).

- Local and tribal governments have primary responsibility for recovery of their communities.
- Recovery plans and activities should consider and address the needs of culturally diverse people/communities, and the needs of those with access and functional needs (AFN).
- Effective recovery requires support and resources from across the community, including the public and private sector. Nonprofit, faith-based, and other nongovernmental organizations can fill essential roles during recovery. Entities may be locally-based or from other areas.
- Humboldt COAD (Community Organizations Active in Disaster) is a coordinated network of nonprofit and faith-based organizations, businesses, and other nongovernmental agencies (“members”) with important resources and services to address unmet recovery needs.
- Recovery may depend on early assessments of community lifelines, key resources, and infrastructure. Initial damage estimates for public infrastructure and property, other types of damage, impacts, and unmet needs must be noted and reported for an accurate understanding of recovery needs and timely submittal of resource requests.
- Emergency resources and funds will be limited and/or delayed, so recovery/restoration efforts will need to be prioritized.
- Local governments may request, through the Humboldt OA, disaster recovery assistance (e.g., skilled personnel, equipment, supplies, funding) from the state when recovery needs exceed local government resource capabilities. With a Governor’s *Proclamation of a State of Emergency*, state agencies may be directed to assist local recovery efforts.
- California may request support from other states and federal assistance when the state’s capabilities to recover from a disaster are insufficient or have been exhausted.
- Even when maximum levels of state and/or federal assistance are granted, there are limitations to these programs and some needs will not be met. Additional assistance from the business sector and other organizations may be required.
- Response activities and short-term, intermediate, and long-term recovery activities overlap, this reality makes prioritizing activities and allocating resources challenging.
- Recovery efforts should be flexible and scalable. Every recovery is different, from large-scale disasters with Stafford Act Presidential Declarations, to moderate incidents with a Governor’s SOE, to a *Proclamation of Local Emergency* only and state assistance under the CDAA, or in a recovery that involves no direct government funding at all.
- In accordance with the CDAA and California Government Code § 8607(a), local government entities should use the California Standardized Emergency Management System (SEMS) to be eligible for reimbursement of response-related costs under the state’s disaster assistance programs. SEMS incorporates the use of the ICS, the California Master Mutual Aid Agreement, the Operational Area Concept, and multi-agency coordination.
- Local government entities should also follow the National Incident Management System (NIMS) to be eligible for reimbursement under federal assistance programs.
- Some recovery activities and their sequence may differ from the guidance in this Annex.

3. SHORT-TERM RECOVERY

This chapter describes some possible recovery procedures and activities for the first days and weeks after a disaster. Not all activities listed will be needed for every incident.

These activities are organized in a roughly chronological sequence. In many cases, activities will overlap with one another, and multiple activities will be occurring at the same approximate time.

For more information about response activities, please refer to the current version of the [Humboldt OA Emergency Operations Plan \(EOP\)](#).

Short-Term Recovery

Refers to the first days and weeks after the incident. This phase of recovery addresses health and safety needs beyond rescue, the assessment of the scope of damage and needs, the restoration of basic infrastructure, the activation of recovery organizations, and the mobilization of resources.

- [Bay Area Disaster Recovery Framework \(2015\)](#)

3.1 Support Emergency Response Operations

In the first hours after the disaster strikes, the emergency response will likely involve:

- Private individuals, households, and businesses;
- Local agencies and locally-based resources from state, tribal, and federal agencies; and,
- Private, nongovernmental, and faith-based organizations.

Then, building on the local level, layers of response (and recovery) support may be requested and received from nongovernmental organizations, private sector entities, and local, tribal, state, and federal government agencies.

In a very large or catastrophic incident that overwhelms local resources, the state and/or the federal government may establish a temporary unified command structure to save lives, protect property, maintain operation of critical infrastructure/key resources, and contain the event.

The initial operational priorities should emphasize human life, health, and safety. Protective actions to save lives may be ordered (e.g., stay inside/shelter-in-place, evacuate).

Government agencies and community organizations (e.g., American Red Cross; organizational members of Humboldt COAD such as Food for People and Pay it Forward Humboldt) may provide response-related services such as transportation, mass care, sheltering and feeding.

3.2 Support Incident Stabilization Operations

Emergency responders should establish and seek to achieve reasonable objectives to mitigate the worst hazards and threats, stabilizing the situation.

Additional priorities during stabilization may include debris removal to improve ingress/egress and reduce hazards, and protection and preservation of critical infrastructure/key resources, private property, and other resources (natural/environmental, cultural, historically significant).

Stabilization efforts may (later) be deemed eligible for Public Assistance (PA) reimbursement funds. Costs must be associated with one or more of the following: debris removal; emergency work necessary to save lives, protect public health and safety, and protect property; restoration of damaged facilities, including buildings, equipment, and infrastructure.

3.3 Activate Humboldt Operational Area EOC

In a major or catastrophic disaster, or if one or more local EOCs are activated, or if the incident response requires resources outside the affected jurisdiction, the Humboldt OA EOC should be promptly activated and staffed.

The Humboldt OA EOC may coordinate response and/or recovery resource requests from the affected jurisdiction(s) to an unaffected local jurisdiction. Or; if resources are not available within the OA, the EOC may forward the request to Cal OES (typically via Cal OES online electronic platform). Cal OES responds by initiating missions and mission tasking to find and send the requested resource.

The Humboldt OA EOC Director reports to the Sheriff (or designee), who serves as the Director of Emergency Services for the Operational Area (i.e., the county and all political subdivisions therein).

The Sheriff is likely to utilize support from the EOC to inform elected and appointed leaders, initiate authorized actions, and engage with the public through alerts, warnings, and media.

The Humboldt OA EOC staff should follow ICS principles, seek consistency with SEMS and NIMS, and develop and utilize an EOC Action Plan (EAP) to guide its activities.

Refer [Diagram of Humboldt OA EOC Organization](#) later in this Annex to see one approach.

Initial Functions of Humboldt OA EOC

- Receive/collect, analyze, develop, and share information/intelligence.
- Serve as a centralized point for public information management (e.g., alerts, warnings, instructions, monitoring of media and other civilian reports).
- Develop and periodically update a common operating picture of the situation.
- Develop and submit to Cal OES requested Essential Elements of Information (EEIs).
- Support and submit resource needs and requests; coordinate in-county.
- Initiate projections of current and future resource needs.
- Support evacuation/mass care planning and other operational needs as appropriate.

3.3.1 Add Staff to Humboldt OA EOC

The Humboldt OA EOC relies on temporary reassignment of other government workers to staff functions at the EOC. More guidance may be found in the current version of the [Humboldt OA Emergency Operations Plan \(EOP\)](#).

3.3.2 Facilitate EOC Action Planning; Create an Action Plan

During response and short-term recovery, action planning and an **EOC Action Plan (EAP)** are needed to: reference priorities; lay out objectives and stabilization targets; to coordinate activities and resources; and, to lay foundation for recovery. EAPs are official documents which should be reviewed, approved, and retained. Refer to the current version of the [Humboldt OA Emergency Operations Plan \(EOP\)](#).

Purpose of the Humboldt EOC's Action Planning and EAP:

- Identifies the overall objectives (statements of guidance and direction) of the EOC.
- Outlines the EOC's overall coordination role.
- Helps develop and support the government's organization for recovery.
- Provides a measure of accountability for response and recovery actions.
- Answers the "who, what, when, and where" by providing situational awareness and a common operating picture (SA/COP).
- Provides a documentation record for response and recovery purposes.

3.3.3 Connect with Other Local EOCs

One or more local jurisdictions may activate their own EOC(s) based on an event and/or the need for coordinated management of the emergency response/recovery.

When activated, local EOCs can help all partners gain a common operating picture of the incident by sharing, collecting, analyzing, and disseminating information.

Upon activation, every local EOC's leader should notify and coordinate efforts with the Humboldt OA EOC. The link between local EOC(s) and the Humboldt OA EOC should enhance recovery planning and activities.

3.3.4 Support Evacuation, Mass Care Services

Recovery cannot begin until affected populations are safe. Depending on the nature and severity of impacts, the following EOC activities may be considered.

Protective actions planning, support, coordination, and public information for sheltering-in-place, evacuation, and as appropriate, movement to safer areas.

If a disaster occurs without the opportunity for advance planning, such as an earthquake, the Mass Care Unit may be activated by the EOC and is charged with coordinating and establishing mass care services for individuals displaced from their homes.

Refer to the most current version of the [County Mass Care and Shelter Plan](#).

3.4 Implement Agricultural Access Pass Program

Recovery of agricultural businesses may depend on owners' ability to access their crops and animals before emergency conditions are completely abated. This is especially true in a wildfire disaster, but other hazards might prompt the need for access to restricted areas.

HumCo OES, the Agricultural Commissioner's Office, the County Planning & Building Department, and/or other entities of the County of Humboldt may implement this local program involving the controlled issuance of Agricultural Access Passes, which may permit qualifying agricultural producers/cultivators and/or commercial livestock operators to gain entrance to evacuation zones or other restricted areas, to carry out short-term recovery activities such as providing feed, water, medical treatment, and other care to large scale commercial livestock, and/or to tend to crops.

Dependent on current laws and regulations, an Agricultural Area Access Pass may not grant authority to a pass holder to stay at their residence and/or business when an evacuation order is issued. The most current information should be at [Humboldt County Agricultural Access Pass Program](#) webpage.

Incident-specific determination to grant or deny access to a given area is typically the responsibility of the Incident Commander (IC) or designee of the IC and communicated to the appropriate designated County of Humboldt authority for final determination and notification of pass holders. The Humboldt EOC and HumCo OES should have the most current information regarding restricted areas and authorized entry. Access to restricted areas should not be authorized if conditions are unsafe.

On-site access control and case-by-case entrance should be managed by law enforcement or other government authorities assigned to control restricted area boundaries in coordination with the ICS field organization. Regular sworn patrols in marked vehicles may be appropriate for days or weeks after initial evacuation as a deterrent to violating provisions of this program.



(Image source: [County of Humboldt Facebook](#))

California Law is Evolving

As of 2024, California laws and regulations affecting Agricultural Access Pass Programs (also known as Ag or Livestock Pass Programs) are changing.

Recent legislation requires completion of specialized, certified wildfire awareness training will be by all applicants.

Pertinent changes to California law may include these sections:

- [Food and Agricultural Code Chapter 4 \(commencing with § 2350\) of Division 2;](#)
- [Health and Safety Code § 13105.6;](#) and,
- [Penal Code § 409.5.](#)

3.5 Support Coordination of Volunteers and Donations

Emergency managers should utilize current plans and agreements to support and coordinate management of volunteers and donations; these activities can greatly contribute to short-term recovery, providing survivors with a strong sense of community support and caring. Refer the HumCo OES Volunteers and Donations Management Annex (in development).

3.5.1 Anticipate Early Self-Activation of Organizations

During the first hours/days of response, the [Humboldt COAD \(Community Organizations Active in Disaster\)](#) and/or its member organizations may self-activate and mobilize to begin short-term recovery operations. Some people may trust these organizations more than they do government entities such as the Sheriff’s Office. Efforts may include but are not limited to: putting volunteers to work, accepting donations through a local organization (e.g., Pay It Forward Humboldt), and distributing water, food, and other commodities to disaster survivors. COAD may be a key link to local and outside recovery sources that are not well-known by government entities.

EOC Coordination is Critical

Although the first days following the onset of disaster will bring many organizational and communication challenges, the locations and activities of nongovernmental organizations should be coordinated with the EOC as soon as practicable.

3.5.2 Initiate Official Government-to-Organizations Requests

Some government-managed volunteer organizations (e.g., Community Emergency Response Teams or CERTs) and nongovernmental organizations (e.g., American Red Cross) require at least a government phone call or other official request for them to mobilize and assist in response and/or recovery. Emergency managers should therefore prioritize those requests when there reasonably appears to be a need for such services.

3.5.3 Collect First Impacts and Community Need Info

Because civilians providing services to survivors creates trust, Humboldt COAD and its member organizations are likely to learn early details from survivors such as how they have been impacted and what unmet needs are most urgent/prevalent. This information should be collected and promptly reported to the Humboldt OA EOC.

3.5.4 Seek Organization Representation at Humboldt OA EOC

As soon as practicable, the Red Cross, Humboldt COAD, and other key nongovernmental organizations should each deploy a representative to the Humboldt OA EOC to serve as a liaison between their organization and the multi-entity response/recovery effort. Benefits of a few hours at the EOC each day include:

Invite Attendance at EOC

Humboldt COAD, American Red Cross, and other key organization leaders should be invited and welcomed at the OA EOC for response/recovery daily briefings, meetings, information-sharing, collaboration, and coordination.

- Making a Common Operating Picture of the response/recovery more accurate.

3. SHORT-TERM

- Sharing impact and unmet needs information for planning and service delivery.
- Reducing duplication of efforts and increasing efficiency.
- Developing and advancing the Recovery Plan.

3.5.5 Monitor/Participate in Organizations’ “Huddles”

In-person and/or virtual communication and coordination volunteer organization meetings should be expected to spontaneously begin following a disaster event. Government representatives should, as reasonably practicable, participate in these meetings. The following examples are based upon 2024 guidance of Humboldt COAD:

- **“Time of Disaster Convening”** may come first, when Humboldt COAD may engage its list of contacts (organizational representatives and working groups) to meet and share information and discuss the developing community impacts and unmet needs.
- **“Huddles”** may be convened daily or as scheduled with the intention to share daily updates, provide virtual meeting space for local and outside partners to share resources and data, and coordinate ongoing efforts.
- **“Debriefs”** meetings may be held at an appropriate time after most immediate response and relief activities have been concluded. Lessons learned may be shared, after action reporting begins, and enhanced preparation may be planned.

3.5.6 Deploy Coordinators to Meet Organizations in Field

When staffing, resources, and conditions reasonably allow, consideration should be given to the deployment of one or more volunteer & donation coordinators to locations where spontaneous volunteers and/or donations seem to be most prevalent.

3.5.7 Encourage Organizations To Keep Records

Although reimbursements cannot be promised, records of community service hours and donations can be very important for recovery. As soon as practicable, all organizations should begin tracking their personnel, hours worked, and expenses, preferably using Incident Command System (ICS)-based forms such as or similar to the [ICS-214 Activity Log](#). This documentation may support applications for funds.

(Image source:

[Library of Congress](#))



3.6 Address Continuity of Essential Government Services

The functioning of local government is an essential part of recovery. In the first hours after disaster strikes, local, tribal, and County of Humboldt government officials should implement applicable provisions of their continuity plans.

3.6.1 Follow County of Humboldt Continuity Plan

The most current version of the [County of Humboldt Continuity of Government \(COG\) Plan](#) should include each County department's individual Continuity of Operations Plan (COOP). Each COOP should describe how that department should operate when a disaster threatens or incapacitates operations.

3.6.2 Address Key Continuity Issues and Procedures

In the event of a disaster, County government leaders should seek to rapidly assess impacts, identify needs, and implement appropriate actions in accordance with the COOPs and in coordination with the Humboldt OA EOC and other departments. Local government continuity and recovery actions may be needed in areas such as:

- Emergency response/stabilization actions and procedures.
- Identifying and prioritizing restoration of the most-needed essential functions.
- Following lines of succession to staff essential positions.
- Delegating authority to key officials.
- Activating alternate government facilities and worksites.
- Restoring interoperable communications and/or alternate communications.
- Protecting government resources, including facilities and personnel.
- Safeguarding critical records and databases.

3.6.3 Reach Out to Locally-Based Government Entities

Continuity efforts depend on effective information-sharing and coordination with locally-based government partners: local, state, tribal, and federal. Proactive, early outreach to these partners may produce important information (e.g., impacts, unmet needs, limited capacities, availability of resources).



(Image source: [County of Humboldt Facebook](#))

3.7 Initiate Public Information Activities

Effective government depends on maintaining high levels of public trust and engagement. Early and effective public information staffing and activities should support future recovery.

Objectives and activities may include but are not limited to:

3.7.1 Assign Extra Staff; Start Organizing a JIC

- Assign a **Public Information Officer (PIO)** for the Humboldt County OA.
- Activate and staff a **Joint Information Center (JIC)** in accordance with the current version of the [Humboldt County JIC Plan](#).
- Activate and staff a **Call Center / “Recovery Hot Line”**⁶ to answer questions and provide instructions.

3.7.2 Start Initial Dissemination of Information

- **Issue advisories, alerts, warnings, orders,** and instructions to local populations.
- Issue **news releases**.
- Facilitate **interviews and media briefings**.

Whenever practicable and realistic, ***the existing preferred communication pathways used by affected communities*** should be identified and emphasized.

3.7.3 Start Community Outreach

- **Use traditional and social media publicity** as a form of outreach to those in need of recovery assistance, offering guidance, pathways to seek help, links to resources, and related information.
- Use the **Call Center / “Recovery Hot Line”**⁷ to gather impact or unmet need info.
- **Coordinate and share information** with other governmental and nongovernmental agencies to improve consistency and minimize service gaps.
- **Gather information** from involved agencies, other PIOs, callers, messages, social media, and other sources.
- **Use novel approaches for messaging**, such as a “trap line” of bulletin boards at general stores, and portable electronic signage at prominent locations

When power and internet infrastructure reasonably allow, an ***Online Damage Report form*** may be activated for residents and businesses to provide preliminary descriptions of damages and other impacts.

⁶ In the first hours and days after the disaster, the Call Center may be supervised by the EOC PIO as part of the JIC.

⁷ Later, as the recovery function is staffed and the nature of the calls shift to recovery needs, the call center may be supervised by the EOC Recovery Section Coordinator, the Local Disaster Recovery Manager, or other supervisor as appropriate.

3.8 Gather First Reports of Impacts and Early Assessments

In the first hours after a disaster strikes, impact information will be in demand by a variety of response leaders and entities. Early assessments of death, injury, and critical damage will begin to surface, and these first reports should be gathered and aggregated by emergency managers and EOC staff, and confirmed as resources and conditions practicably allow. This preliminary information, along with any urgent unmet needs, should be quickly assembled as the foundation of a Common Operating Picture, critical for coordinated response and recovery.

Early assessments and first reports of impacts should be updated regularly.

3.8.1 Rely on Credible Information Sources

Early assessments and first reports may include but are not limited to:

- First-hand reports from deployed field personnel and response entity leaders.
- Credible damage reports received online, or at the Call Center / “Recovery Hot Line”.
- Credible reports from 9-1-1 Public Safety Answering Points and Dispatch Centers.
- Locally-based government partner entities: local, state, tribal, federal.
- Reports from **other reliable sources**, including but not limited to:
 - County agencies, such as Public Health, Environmental Services, etc.
 - Safety Assessment / Building “Tagging” representatives.
 - Humboldt COAD and member organizations (e.g., Red Cross).

3.8.2 Align Impacts Information Along Community Lifelines

As soon as practicable and conditions reasonably allow, first impacts information may be organized in alignment with the FEMA community lifelines construct. Refer to the “Community Lifelines” section and subsections of this Annex for guidance.

Local government entities may submit initial impact information to the Humboldt OA EOC in a format consistent with community lifelines. To that end, HumCo OES has developed a [Community Lifeline Rapid Assessment Worksheet](#) (refer to Chapter 7 of this Annex) that may be used to gather and submit impact information to the EOC.

3.8.3 Create Report of Community Lifeline Assessment

Staff at the Humboldt OA EOC may, should create the first “snapshot in time” of community lifeline status with a document such as the [Community Lifeline Assessment](#). The process may be repeated over time (e.g., every 48 hours, every four operational periods, etc.). The EOC Director or other designated authority should review and approve this report before it is considered official. All documentation should be retained.

3.8.4 Notify Assessor of Damaged Taxable Property

If taxable property has suffered significant damage, the Assessor’s Office should be notified early so that downward reassessments may be conducted, reducing future tax bills in accordance with current tax relief [guidelines of the State Board of Equalization](#).

Eligible property damaged in a calamity or disaster may include taxable real property, business equipment and fixtures, agricultural groves, aircraft, boats, and certain manufactured homes subject to local property taxation by the County Assessor.

3.9 Consider Possible Need for State or Federal Assistance

As first impact and early assessment information is assembled and confirmed, emergency managers and government leaders should begin to consider the local and tribal capacity to address response/recovery needs, and to consider:

- **Possible Need for State Assistance:** Emergency conditions appear to be beyond the control of the services, personnel, equipment, and facilities of Humboldt Co, and require the combined forces of a California mutual aid region or regions to combat.
- **Possible Need for Federal Assistance:** Severity and magnitude of the disaster exceeds local capabilities; it appears likely that federal assistance will be necessary to supplement the efforts and available resources available within California.

HumCo OES should prepare for conversations with Cal OES regarding the potential need for state or federal assistance, and pathways to request such assistance.

3.10 Get Early Information to Cal OES

3.10.1 Attempt Connection In Person or By Phone

By the time first reports of disaster impacts are being collected at the Humboldt OA EOC, an initial connection between HumCo OES and Cal OES should be established. Ideally, this connection should be in person, or via a phone call between the HumCo OES Manager and the Cal OES Emergency Services Coordinator (ESC) assigned to the Humboldt OA.⁸

Initial and/or subsequent conversations may include discussion of the likelihood and timing of Humboldt County officials [Proclaiming the Existence of a Local Emergency](#).

Early Info Needed by Cal OES

- Location of impact(s).
- Type, scope, and scale of disaster.
- Early death, injury, critical damage/ community lifeline impact reports.
- Ongoing hazards/threats.
- Response/recovery needs.
- Likelihood of needing state (and federal) assistance.
- Any intent to *Proclaim Existence of a Local Emergency*; timeframe.

⁸ In the event this conversation cannot be immediately facilitated, alternate persons

and/or communication pathways should be used to exchange information.

3.10.2 Prepare/Submit Essential Info to Cal OES Coastal Region

The Cal OES Coastal Region promulgates a standardized list of Essential Elements of Information (EIs) to assist the state in developing situational awareness and a common operating picture, foundational for a later Regional Event Summary (RES).

Timely and detailed EIs should enhance the ability of Cal OES to plan effective approaches to help meet Humboldt’s response/recovery needs.

EIs should precede the collection and submittal of [Initial Damage Estimate](#) information.

About Submitting Community Lifelines Information to Cal OES

As of 2024, Cal OES had not aligned its EEI submittal procedures along the FEMA Community Lifelines construct.

Depending on the incident, resources, and other factors, the Humboldt OA EOC Director or authorized designee may or may not utilize the community lifelines approach to organize and submit information to Cal OES.

Users of this Annex should consult with the current HumCo OES Manager for the latest version, format, and transmittal process of the Cal OES Coastal Region EIs.

3.11 Consider Proclaiming a Local Emergency

LOCAL EMERGENCY PROCLAMATION, HUMBOLDT COUNTY:

When the existence or threatened existence of conditions of disaster or extreme peril and other requirements are met, the County Board of Supervisors may pass a *Resolution Proclaiming Existence of a Local Emergency* throughout the county ([Government Code § 8558 \(c\)](#); [Humboldt Co. Code Title II, Div. 2, Ch. 10, 2210-7 \(2011\)](#), accessed 2024). If the Board is not in session, the Sheriff or designee (as the Director of Emergency Services) may make the proclamation.

Cal OES Online Resources

As of 2024, Cal OES maintained a [“Proclamation Process” webpage](#) that included summary information and links to downloadable guidance documents.

The written *Proclamation* must be submitted to the State (generally, via the Cal OES Regional Emergency Services Coordinator (ESC)) within 10 days to maintain funding eligibility.

The Board of Supervisors shall take action to ratify it within seven (7) days.

LOCAL HEALTH EMERGENCY PROCLAMATION:

When the County Health Officer reasonably determines that there is an imminent and proximate threat of disease and other requirements are met, they may declare a local health emergency in the jurisdiction or affected area ([Health & Safety Code § 101080](#); [Humboldt Co. Code Title II, Div. 2, Ch. 10, 2210-8 \(2011\)](#), accessed 2024). The Board of Supervisors shall take action to ratify it within seven (7) days.

As per ([Health & Safety Code § 101085](#), a local health emergency is considered a local emergency for the purposes of [Government Code § 8659](#), authorizing the Governor to initiate, as appropriate, state and federal response.

3.11.1 City/Special District Proclamations

An impacted city or special district may issue an initial *Proclamation* for their jurisdiction within 10 days and submit a written copy to the Humboldt Operational Area.⁹

A city or special district should ratify any *Proclamation* within 7 days and submit a written copy of the ratification to the Humboldt OA.

3.11.2 Proclaim Within 10 Days to Ensure CDAA Eligibility

As per [California Code of Regulations Title 19 CCR § 2970](#) and [Government Code § 8685.2](#) (accessed 2024), to be eligible for state assistance under the California Disaster Assistance Act (CDAA), the County of Humboldt must issue a *Proclamation of Existence of Local Emergency* within 10 days of the actual occurrence of the disaster.

To qualify for state (and federal) assistance, the local *Proclamation of Existence of Local Emergency* must be acceptable to the Director of Cal OES (or the Governor must make a *State of Emergency Proclamation*).

3.11.3 Consider Special Authority from Proclamation

PROCLAIMED LOCAL EMERGENCY AUTHORITY:

County of Humboldt regulations ([Humboldt Co. Code Title II, Div. 2, Ch. 10, 2210-7 \(2011\)](#), accessed 2024) and state statutes in [Government Code §§ 8630-8634](#) describe a variety of provisions made possible when a local emergency is proclaimed, such as:

- Empowering mutual aid from other political subdivisions.
- Releasing state mutual aid to affected political subdivisions.
- Issuance of special orders and regulations (including curfew) where necessary.

PROCLAIMED LOCAL HEALTH EMERGENCY AUTHORITY:

County of Humboldt regulations ([Humboldt Co. Code Title II, Div. 2, Ch. 10, 2210-8 \(2011\)](#)), and state law in [Health & Safety Code §§ 101080.2- 101095](#) describe a variety of provisions made possible when a local health emergency is proclaimed, such as:

- Isolating exposed individuals.
- Taking prevention measures that may be necessary to protect and preserve public health including issuing orders following due process for isolation and quarantine.
- Requiring information to be furnished regarding hazardous materials.
- Issuance of special orders and regulations (including curfew) where necessary.

⁹ When a county has proclaimed a local emergency in both unincorporated and incorporated areas, it is not necessary for cities to also proclaim the existence of a local emergency independently. Refer [California Code of Regulations Title 19 CCR § 2970](#).

3.11.4 Consider Potential Benefits of Proclaiming Early

- To serve as a timely and tangible public message locally, to other OAs, Cal OES regions, and the state that response/recovery is beyond the capability of locally-based resources of the Humboldt OA, and assistance will be necessary.
- To authorize special local rules and regulations on matters reasonably related to the protection of life and property.
- To obtain vital supplies, equipment and such other properties found lacking and needed for the protection of life and property.
- To require emergency services of any County of Humboldt officer or employee, and entitle to such persons to the privileges, benefits and immunities as provided to registered Disaster Service Workers.
- To requisition necessary personnel or material of any County department.

3.11.5 Select Proclamation Language to Expressly Request (or not request) State Assistance through Cal OES

There are at least four different model *Proclamations of Existence of Local Emergency*; refer to the most current version of the [Humboldt OA Emergency Operations Plan \(EOP\)](#) for several sample resolution language templates.

Some proclamations merely proclaim the existence or threatened existence of a local emergency. Others include requests for the Governor to initiate additional steps; these are typically interpreted as a request for state assistance under the CDAA.

For more information regarding the different options for local proclamations and using separate written request letters to seek state (and federal) aid, refer to the [Submit Written Request - State \(and Federal\) Assistance](#) section later in this Annex.

3.11.6 Know that Local Proclamation May Trigger a 72-Hour Deadline to Submit Initial Damage Estimate (IDE)

When a *Proclamation of Existence of Local Emergency* includes specific language addressing the Governor that:

- Requests the Governor to *Proclaim a State of Emergency* in the County, and/or
- Requests the Governor to request from the President a *Declaration* of an Emergency or Major Disaster in the State of California,
this action will be interpreted as a request for state assistance under the CDAA.

Whenever a *Proclamation of Existence of Local Emergency* (or a separate written request letter) expresses a request for state assistance, it will trigger an expectation that Cal OES will receive from the Humboldt OA an [Initial Damage Estimate \(IDE\)](#) no later than 72 hours after the *Proclamation* or request letter is submitted to Cal OES.

Refer to the [IDE Damage Estimate section](#) later in this Annex for guidance regarding the IDE process.

3.12 Set Stabilization Targets: Community Lifelines, Components, Critical Infrastructure, Services

Emergency managers should prioritize the re-establishment of critical infrastructure, services, and community lifelines. In many instances, stabilization may be achieved through emergency repairs and/or contingency response solutions (e.g., generators, emergency communications, sheltering, and emergency food and hydration efforts). Short-term recovery will not be possible without temporary and/or partial restoration of these lifelines, infrastructure, and services.

Stabilization targets for each lifeline should be developed collaboratively with key partners. Initially, this will be local governments and collaborators; later, with state and federal partners. Note: FEMA lifeline targets may differ from state and local targets.

Stabilization targets should reflect goals defined in deliberate planning and should be validated and refined throughout the incident. More information may be found in the current versions of the [FEMA Incident Stabilization Guide 2019 \(Operational Draft\)](#), the [FEMA Response and Recovery Interagency Operational Plan 2023](#), and the FEMA 2021 Region 9 All-Hazards Plan – Continental US - May 2023.

3.12.1 Refine Community Lifeline Stabilization Targets

Incident-specific lifeline stabilization targets may be drafted that incorporate desired language from the [FEMA Community Lifelines Implementation Toolkit ver.2.1, \(2023\)](#).

- **Safety and Security Lifeline Target Examples:** *Threats to life safety are no longer a concern for all response personnel and impacted communities. Government essential functions, including executive leadership, are operational (e.g., continuity plans and succession plans have been implemented). Sufficient search and rescue assets are on-scene to assist all survivors. Sufficient fire resources are available to support fire suppression efforts.*
- **Food, Hydration, Shelter Lifeline Target Examples:** *All survivors, their pets, and service animals have access to food, water, and sanitation. Sheltering (including reception, capacity, and wrap-around services) is supporting the displaced population. Sufficient resources are in place to sustain agricultural requirements.*
- **Health and Medical Lifeline Target Examples:** *All survivors, their pets, and service animals have access to required medical and veterinary care. Emergency medical systems can manage patient movement. Public health services are accessible to all survivors. Sufficient temporary fatality management support is in place to meet demand. Medical supply chain is capable of adequately resupplying medical care providers.*
- **Energy Lifeline Target Examples:** *Generators are providing temporary emergency power at critical facilities necessary to stabilize other lifelines. Fuel distribution is available for responders. Sufficient fuel distribution is available for survivors, including supporting individuals dependent on power for life-sustaining medical care.*
- **Communications Lifeline Target Examples:** *Survivors have access to commercial communications infrastructure to contact or be contacted by emergency services.*

Land mobile radio communications network is operational. Public safety answering points are available to the public. Survivors have access to financial services.

- **Transportation Lifeline Target Examples:** *Multimodal routes (air, rail, road, port) are clear of debris and accessible by normal or alternate means.*
- **Hazardous Material Lifeline Target Examples:** *All contaminated areas are identified and secure.*
- **Water Systems Lifeline Target Examples:** *Survivors have access to temporary or permanent infrastructure providing potable water and wastewater management services. Sufficient resources are in place to support the temporary or permanent delivery of baseline water systems services.*

3.13 Accept and Welcome Cal OES Resources

When a major or catastrophic disaster strikes Humboldt County, users of this Annex should anticipate that representatives of Cal OES will attempt to reach the affected area(s) to offer support and coordination with the Humboldt OA EOC, local emergency services, governmental entities, and nongovernmental organizations. Cal OES personnel should be welcomed and supported at the Humboldt OA EOC.

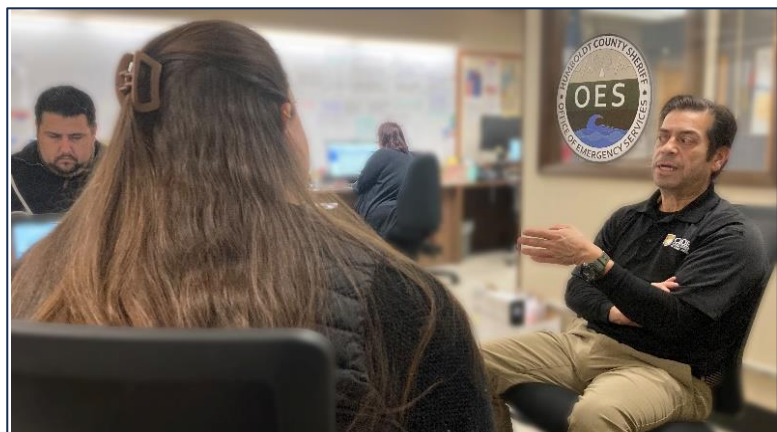
Cal OES response resources should enhance the flow of important and accurate information from Humboldt County to Cal OES. Early Cal OES involvement promotes effective recovery.

Arriving Cal OES response resources may include, but are not limited to :

- Emergency Services Coordinator (ESC).
- Assistant Chief(s) from Cal OES: Law, Fire.
- [Safety Assessment Program \(SAP\)](#) personnel for building assessment/"tagging" activities (refer following pages).
- Other Cal OES coordinator(s) and support personnel.

3.14 Engage with Cal OES Recovery Support Team (RST)

Within the first hours or days of a disaster, a Cal OES RST may be assigned to the Humboldt OA. The RST can serve as an invaluable recovery partner, regardless of whether they are on the ground in Humboldt County, in Sacramento, or at another location. Refer to the [Recovery Support Team section of this Annex](#) for more information.



Cal OES at Humboldt OA EOC, 2023 (HumCo OES Photo)

3.15 Support Safety Assessments and Building “Tagging”

Response and recovery entities should offer support and coordination to trained and authorized personnel deployed to conduct safety evaluations/assessments of structures, including “tagging” them.

Safety evaluation “tagging” **methods, definitions, and descriptions must be as consistent as possible.** Newly-arriving “tagging” personnel should be briefed before deployment.

3.15.1 Recognize the Importance of Tagging Structures

The objective of tagging is to get people back into safe homes and businesses as quickly as possible, and to keep people out of unsafe structures. By tagging, disaster recovery is advanced, and it may reduce demand on response/recovery entities.

Documentation: The location, type, and total numbers of tagged structures should be recorded in maps and/or documents and periodically updated. The changing status of these structures and occupancy can serve as an important metric to prioritize efforts and measure recovery progress.

3.15.2 Remember Tagging is About Life Safety

Tagging should focus on significant changes in the safety of buildings as a result of the disaster. Tagging should not consider issues of code compliance. The tagging process should not be a damage survey, but an evaluation/assessment of whether the building is safe for entry or occupancy at the time it is inspected.

3.15.3 Using Green Tags (“Inspected”)

Buildings can be damaged and still be safe. Buildings whose safety has not been significantly changed by the disaster should be green-tagged, even if conspicuously damaged, deficient with respect to the code, or known to be seismically vulnerable.

3.15.4 Using Red Tags (“Unsafe”)

Only conditions that are the result of the disaster and that pose an imminent threat to life safety for entry or occupancy in all or most of the structure under expected loads should be red-tagged.

3.15.5 Using Yellow Tags (“Restricted Use”)

“Restricted Use” tagging should be used when there is some risk posed by damage in all or part of the building that does not warrant red-tagging. Entry, occupancy, and lawful use are restricted in accordance with the area, occupancy duration, or other restrictions as written on the placard.

3.15.6 Consider State Tagging Resources

Cal OES has established a [Safety Assessment Program \(SAP\)](#) which utilizes volunteers and mutual aid resources to provide professional engineers, architects, and certified building inspectors to assist local governments in safety evaluations. **Cal OES SAP procedures may vary, and some tagged buildings may require reassessments.**

3.16 Initiate Initial Damage Estimate (IDE) Process

When it appears that state (and possibly federal) assistance will be needed, Cal OES expects HumCo OES to prepare and submit in a timely manner an Operational Area Initial Damage Estimate (IDE).

3.16.1 Refer IDE Guidelines

- **IDE creation:** The comprehensive Humboldt OA IDE should be created by HumCo OES and OA EOC staff, by compiling [worksheets](#) of data submitted by affected local entities.
- **Prerequisite:** Cal OES only requires an IDE if state (may also lead to federal) assistance is being requested.
- **Content:** As per the [California Emergency Disaster Proclamation and CDAA Process Fact Sheet \(Nov 2022\)](#), the Humboldt OA IDE should include:
 - Type and extent of public and private sector damage;
 - Estimates¹⁰ of damage and emergency response costs; and
 - Any acute public health and/or environmental issues.
- **Submittal:** As of 2023, the Humboldt OA IDE should be submitted to Cal OES via the [CalEOC online portal/platform](#).

3.16.2 Note IDE Deadline: 72 hours After State Assistance Requested

Cal OES expects to receive the Humboldt OA IDE within 72 hours of the date that state disaster assistance is requested in writing by the Board of Supervisors, (either in the *Proclamation of a Local Emergency*, or in a separate document to Cal OES).

¹⁰ Information and costs listed in the Humboldt OA IDE are initial estimates only and may be revised by HumCo OES in subsequent updates to Cal OES.

About Initial Damage Estimates (IDEs):

“Initial Damage Estimate” is primarily a Cal OES term that refers to the Operational Area (OA) summary of affected local jurisdictions’ identification and estimation of impacts, response, and recovery activities to date.

The IDE is only required when an emergency or disaster results in the apparent need for state (and possibly federal) assistance.

The Humboldt OA IDE should be compiled and submitted by HumCo OES to Cal OES.

The information in the IDE may be then validated by Cal OES in a “pre-assessment” that is comparable to the [FEMA Initial Damage Assessment \(IDA\) process](#).

The IDE serves to assist Cal OES in understanding the jurisdictions’ damage and prioritizing later [Preliminary Damage Assessment \(PDA\)](#) efforts, which in turn can lead to a state or federal disaster declaration.

An IDE may not be required for sudden emergencies with widespread impacts, emergencies of significant magnitude, or during fast-moving emergencies where immediate response assistance is necessary.

3.16.3 Use IDE Data Worksheets of Local Entities to Create IDE

- **Worksheets:** HumCo OES and OA EOC staff should use [IDE Data Worksheets](#) (sample attached in [Chapter 7 of this Annex](#)), sent to, completed by, and collected from participating local entities to compile and present the substance of the official Humboldt OA IDE documentation.
- **Participant entities:** The Humboldt OA IDE must include data from all its affected local governing bodies (cities, towns, unincorporated areas, etc.), special districts (school districts, water districts, community services districts, etc.), and eligible private nonprofit organizations.
- **A roster** of such entities should be available at the Humboldt OA EOC and may be used to disseminate worksheets.
- **Documentation** including all official versions of the IDE should be retained.

3.16.4 Support Tribal IDE Submissions as Appropriate

Tribes requesting disaster assistance directly from FEMA may submit their IDEs directly to FEMA.

Alternatively, tribes may submit IDEs through HumCo OES to Cal OES. [County/Tribal coordinated reporting of damages through the OA](#) could qualify all entities for assistance.



Cal OES Recovery Support at Humboldt OA EOC, 2023 (HumCo OES Photo)

3.17 Submit Written Request: State (and Federal) Assistance

As IDE information is received, compiled, and organized into official documentation, it should help inform government leaders as to the need to request state (and federal) assistance (if a request is not already incorporated in the text of a signed County *Resolution Proclaiming Existence of a Local Emergency*).

State assistance must be requested if federal assistance is to be requested by the Governor.

As per the [California Disaster Assistance Act \(CDAA\)](#) and the [California Disaster Recovery Framework \(CDRF\) 2019](#), if the Board of Supervisors knows and can certify that local resources are insufficient and the event is beyond its capabilities to respond and recover, state (and federal) assistance may be requested in one of two ways:

1. **Incorporated into the text** of a signed County [Resolution Proclaiming Existence of a Local Emergency](#), or,
2. **Via a separate request** on County of Humboldt letterhead to Cal OES, as a follow-up to its local emergency proclamation (preferred by Cal OES).

State Assistance Deadlines

A local request for the Cal OES Director’s concurrence or a Governor’s *State of Emergency Proclamation* must be submitted to Cal OES within 10 days of the disaster ([19 CCR § 2970](#), accessed 2024).

Regardless of the written format, Cal OES expects the Humboldt OA IDE to be submitted within 72 hours of any request for state assistance under the CDAA.

Local applications for state CDAA assistance must be submitted to Cal OES within 60 days after the date of the proclamation of a local emergency ([Gov. Code § 8685.4](#), accessed 2024).

Knowledgeable Cal OES Recovery personnel can provide additional guidance regarding the procedures to seek state (and federal) assistance. Refer following subsections.

3.17.1 Option: Separate Request to Cal OES Director for Concurrence in Local Emergency (and State Assistance)

As per the [California Emergency Disaster Proclamation and CDAA Process Fact Sheet \(Nov 2022\)](#) it is more appropriate for the County to request state assistance on a separate document submitted to Cal OES after the County *Resolution Proclaiming Existence of a Local Emergency* has been signed.

The separate request should be submitted to the Director of Cal OES through the Coastal Region, asking for the Cal OES Director’s concurrence in the local emergency. This action may lead to the Director authorizing (after additional review and consideration of various factors) financial assistance under the CDAA for certain disaster-related costs incurred by local governments.

The request may be in the form of a Resolution by the Board of Supervisors. A sample template for a *Resolution Requesting the Director of the California Office of Emergency Services’ Concurrence in Local Emergency* may be found in the most current version of the [Humboldt OA Emergency Operations Plan \(EOP\)](#).

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3.17.2 Option: Separate Request to Governor to Proclaim a State of Emergency (and State Assistance)

As per the [California Emergency Disaster Proclamation and CDAA Process Fact Sheet \(Nov 2022\)](#), it is more appropriate to request state assistance on a separate document submitted to the state (via Cal OES) after the County *Resolution Proclaiming Existence of a Local Emergency* has been signed.

The separate request should be directed to the Governor and routed through Cal OES, requesting a *Proclamation of a State of Emergency* in Humboldt County. This action can be an important step towards authorization and availability of financial assistance under the CDAA for certain disaster-related costs incurred by local governments.

The request may be in the form of a Resolution of the Board of Supervisors. A sample template for a *Resolution Requesting Governor to Proclaim a State of Emergency* may be found in the most current version of the [Humboldt OA Emergency Operations Plan \(EOP\)](#).

3.17.3 Combination: Local Proclamation of Emergency and Request to Governor for Proclamation of Emergency

As per the [California Emergency Disaster Proclamation and CDAA Process Fact Sheet \(Nov 2022\)](#), the County Board of Supervisors may incorporate specific language into its [Resolution Proclaiming the Existence of a Local Emergency](#) requesting the Governor issue a *Proclamation of a State of Emergency* in Humboldt County, which can lead to financial assistance for certain disaster-related costs.

The written request may be in the form of a Resolution by the Board of Supervisors, directed to the Governor, and routed through Cal OES. A sample template for a *Resolution Proclaiming the Existence of a Local Emergency and Requesting Governor to Proclaim a State of Emergency* may be found in the most current version of the [Humboldt OA Emergency Operations Plan \(EOP\)](#).

3.17.4 Combination: Local Proclamation of Emergency and Request to Governor for Proclamation of Emergency and Request for Presidential Declaration

The County Board of Supervisors may incorporate specific language into its [Resolution Proclaiming the Existence of a Local Emergency](#) requesting the Governor issue a *Proclamation of a State of Emergency* in Humboldt County and a request that the Governor request a *Presidential Emergency* or *Disaster Declaration*. These actions can lead to assistance from the state (and federal) governments.

The written request may be in the form of a Resolution by the Board of Supervisors, directed to the Governor, and routed through Cal OES. A sample template for a *Resolution Proclaiming the Existence of a Local Emergency and Requesting Governor to Proclaim a State of Emergency and to Request a Presidential Declaration* may be found in the most current version of the [Humboldt OA Emergency Operations Plan \(EOP\)](#).

3.18 Submit Updated IDE Information to Cal OES

3.18.1 Seek and Collect Updated IDE Data Worksheets

As affected local entities' identification and estimation of impacts, response, and recovery activities are revised, updated worksheets should be sought, collected, and compiled as directed by the Humboldt OA EOC Director or designee.

3.18.2 Revise Estimates in Updated IDE

HumCo OES should prepare an updated IDE, and after supervisory review and approval, retain documentation of the official updated IDE.

3.18.3 Send Updated IDE to Cal OES

The updated information should be promptly submitted to Cal OES via (as of 2023) the [CalEOC online portal](#).

The updated data should be compiled from all affected governing bodies (cities, towns, etc.), special districts (school districts, water districts, community services districts, etc.), and private nonprofit organizations in the county. **The Humboldt OA submits IDEs to the State (Cal OES) on behalf of impacted cities and special districts.**

The updated Humboldt OA IDE, compiled from worksheets received by participating entities, should include:

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

It may also include:

- **Number of homes and businesses not insured or underinsured.**
- **Agricultural damages.**
- **Disaster unemployment estimates.**

3.18.4 Consider Coordinating with Tribe(s) for Joint IDE

The Humboldt OA may seek to coordinate with federally-recognized local tribal government(s) to include tribe damages in the OA IDE, if deemed appropriate and practicable.

The combined damage data could make a difference as to whether the Humboldt OA qualifies for state (and federal) disaster assistance.

County/Tribal Coordination

Consideration should be given to the possibility that one or more federally-recognized tribes, other local governments, and/or the County of Humboldt do not independently qualify for a Presidential Major Disaster Declaration, but that combined reporting of damages could qualify all entities for assistance.

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3.19 Support Initial Damage Assessment (IDA)

(As of 2023) the Initial Damage Assessment (IDA) process may be initiated following Cal OES' review of the Humboldt [OA Initial Damage Estimate \(IDE\)](#) and the Cal OES Regional Event Summary (RES).

3.19.1 Cal OES IDE “Pre-Assessment”

- **Procedure:** After review of the Humboldt OA IDE and the Cal OES RES, a state “pre-assessment” of the IDE may be ordered, to be conducted by Cal OES Recovery within 7 days of receipt of the IDE. Cal OES may work with local jurisdictions' representatives to accomplish these “pre-assessments”.
- **Validation of IDE info:** Although it may not be called an “IDA”, the Cal OES “pre-assessment” can serve this purpose. The “pre-assessment” may verify or validate local government estimates contained in the previously-submitted Humboldt OA IDE. The Governor may follow with a *Proclamation of a State of Emergency* in Humboldt County, and may also request the President declare an emergency or major disaster exists in California, clearing a path for federal aid. For more information, refer to the current version of [CA Emergency Disaster Proclamation and CDAA Fact Sheet \(Nov 2022\)](#).

3.19.2 Refer FEMA IDA Guidance as Needed

- **Links:** refer to the current versions of the [FEMA Preliminary Damage Assessment Guide 2021](#) and the [FEMA Preliminary Damage Assessment webpage](#),
- **Role of IDA:** The IDA may serve as the initial basis on which additional disaster assistance is provided. IDAs capture damage information and impacts. IDAs require an understanding of FEMA work categories and the ability to identify and document relevant disaster impacts.
- **IDA leads to Joint PDA:** With information gathered during the IDA process, Cal OES and FEMA can establish a Joint PDA plan of action and the state can make an informed request to FEMA for a Joint PDA
- **Thorough IDAs may lead to Virtual Joint PDAs:** FEMA encourages state, tribal, and local governments to collect certain essential elements of information during IDAs to enhance the likelihood of a Joint PDA authorization and timely federal assistance. In some situations, complete IDAs may justify virtual Joint PDAs.

About Initial Damage Assessments (IDAs)

“Initial Damage Assessment” is primarily a FEMA term that refers to the effort by local authorities to collect data related to the extent of damage within a jurisdiction.

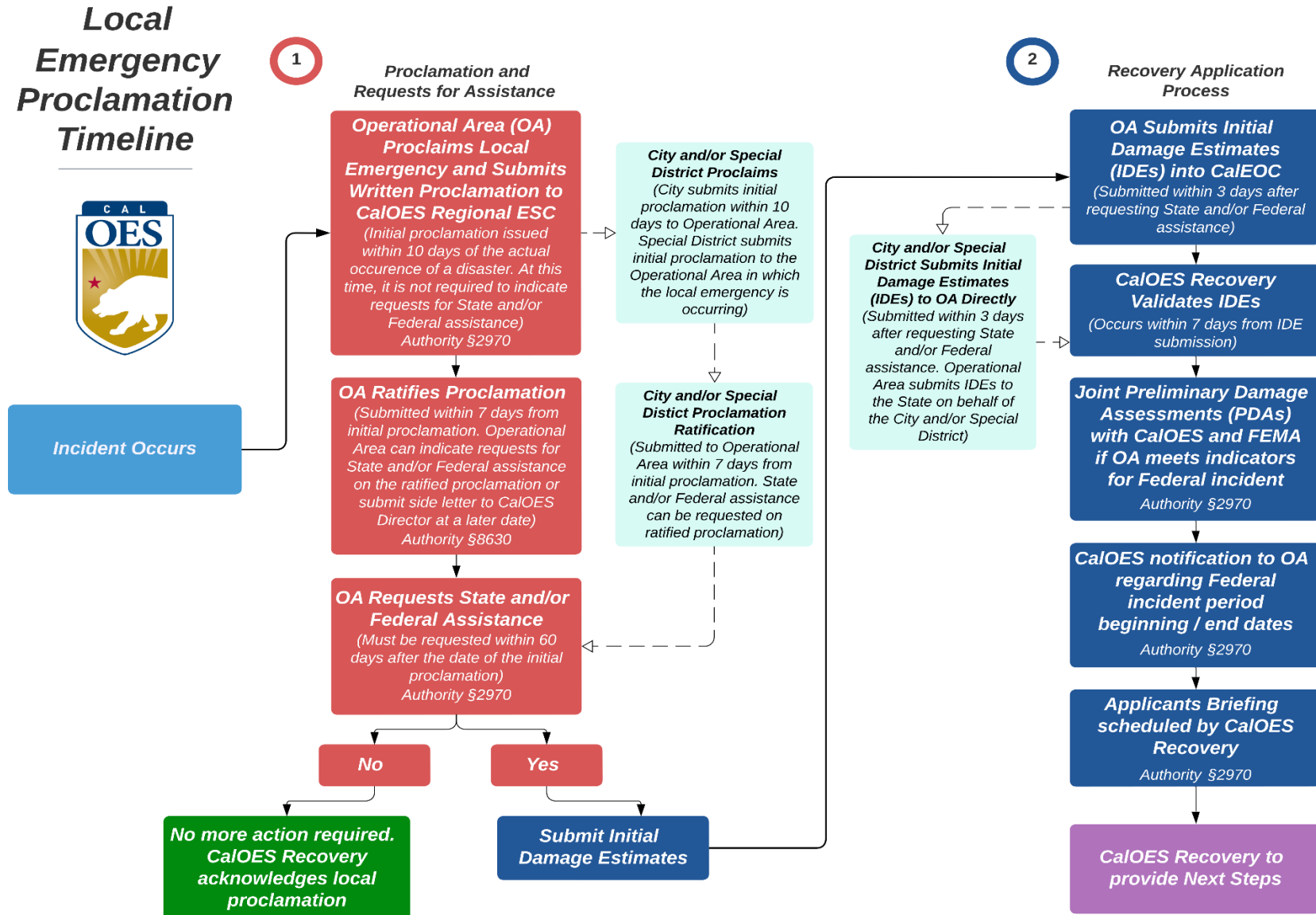
IDAs may follow IDEs.

IDAs may precede and justify Joint Preliminary Damage Assessments (PDAs) conducted by a Cal OES + FEMA team.

Both IDAs and PDAs may help in the evaluation of local and/or state assistance requests for:

- **Individual Assistance.**
- **Public Assistance.**
- [FEMA Preliminary Damage Assessment Guide 2021](#)

3.20 Timeline: Proclamation and Recovery Application (2023)



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3.21 Support Applications for State CDAA Public Assistance

This section describes some key aspects of applying for CDAA Public Assistance (PA) funding.

Users of this Annex should recognize that regulations are periodically updated, and that state and federal procedures change frequently.

3.21.1 Links to State Public Assistance Guidance

Additional information about Public Assistance through the CDAA, including state share of costs, eligible categories of work, and other details may be found in the [Public Assistance section of this Annex](#), and in the [Cal OES California Disaster Assistance Act webpage](#). Special procedures exist for eligible private nonprofits and school districts.

Regulations of the CDAA Application Process are available in the current version of [California Code of Regulations 19 CCR § 2970](#).

3.21.2 Links to How CDAA Requests are Evaluated

In evaluating a local request for financial assistance under CDAA, Cal OES evaluates several factors, such as the amount and type of damage, available funding locally and from other sources, costs of the event per capita, and other information.

Factors utilized by the state in considering a request for funding have been listed in the [California Emergency Disaster Proclamation and CDAA Process Fact Sheet \(Nov 2022\)](#).

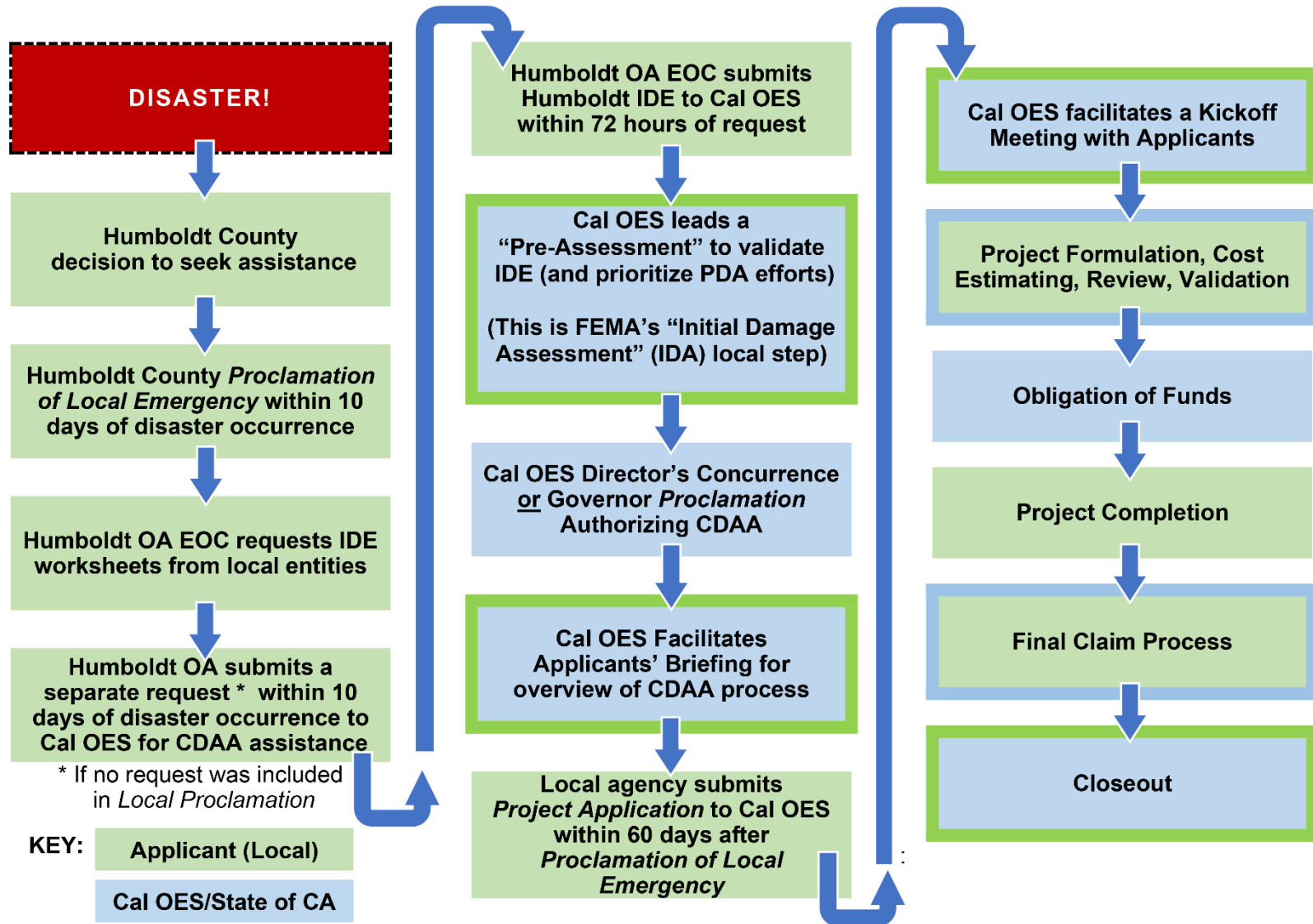
Refer also the [Cal OES California Disaster Assistance Act webpage](#).

3.21.3 Awareness: Sample CDAA Process

As of 2023, the following state CDAA process milestones may be expected:

- | | |
|--|--|
| 1. Initial Damage Estimate (IDE) | 7. Project Formulation and Cost Estimating |
| 2. State Pre-Assessment of IDE | 8. Project Review and Validation |
| 3. Director's Concurrence or Governor's Proclamation | 9. Obligation of Funds |
| 4. Applicants' Briefing hosted by Cal OES | 10. Project Completion |
| 5. Submission of Project Application by applicant | 11. Final Claim Process |
| 6. Kick-off Meeting for eligible local agency applicants | 12. Closeout |

3.21.4 Diagram: State CDAA Public Assistance Process Workflow 2023



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3.22 Support Applications for Federal Public Assistance

This section describes some key aspects of applying for federal Public Assistance funding.

Users of this Annex should recognize that regulations are periodically updated, and that state and federal procedures change frequently.

3.22.1 Links to Federal Public Assistance Guidance

More information about federal Public Assistance (PA) programs, including eligible categories of work and other details may be found in the [Public Assistance section of this Annex](#), the [Cal OES Federal Disaster Assistance webpage](#), and in the current version of the [FEMA Public Assistance and Policy Guide Ver.4 \(2020\)](#).

3.22.2 Link to How Federal PA Requests are Evaluated

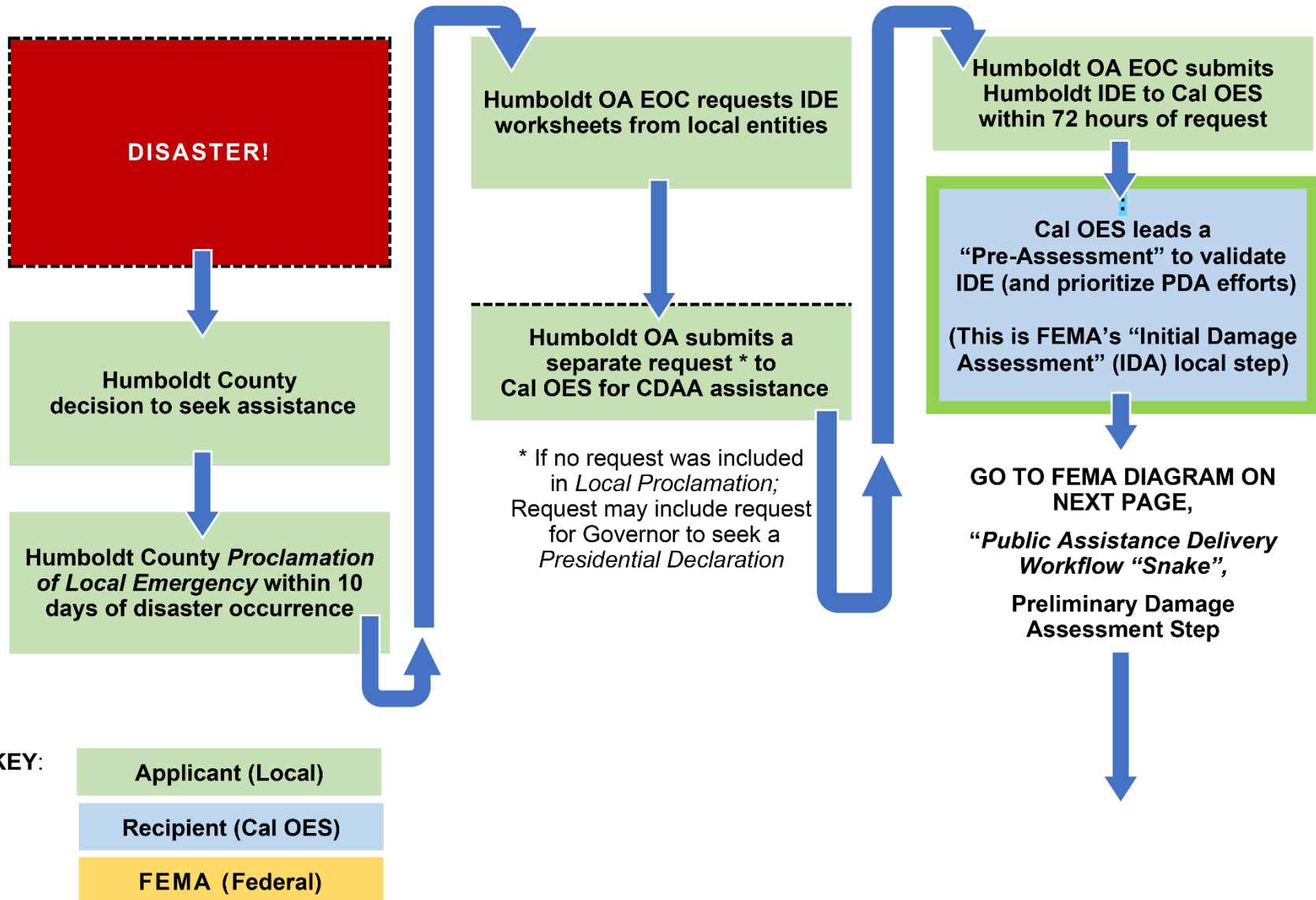
There are several different federal PA programs that may be authorized. The factors used by FEMA (2023) in evaluating a Governor's request for federal PA are summarized in the [Public Assistance section of this Annex](#).

3.22.3 Awareness: Sample Federal Process Milestones

As of 2023, the following federal public assistance process milestones may be expected:

1. Initial Damage Estimate (IDE)
2. State Pre-Assessment to validate IDE and prioritize joint Preliminary Damage Assessments (PDAs)
3. Director's Concurrence or Governor's Proclamation to authorizing state CDAA
4. Joint PDAs are conducted by FEMA / Cal OES / local entities
5. Governor requests Presidential Declaration
6. Presidential Declaration
7. Cal OES holds Applicants' Briefings for local entities
8. Applicants submit a Request for Public Assistance to Cal OES within 30 days of Declaration
9. Kick-off Meetings for eligible local agency applicants are held with FEMA and Cal OES
10. The applicant submits a List of Projects to Cal OES
11. Documentation using a Subgrant Application (Project Worksheet)
12. Project Worksheets obligated
13. Funds disbursed through Cal OES "Recipient" to "Applicant"
14. Applicants provide quarterly updates and submit time extension requests as required
15. Completion of projects
16. Cal OES and FEMA complete a closeout of the application

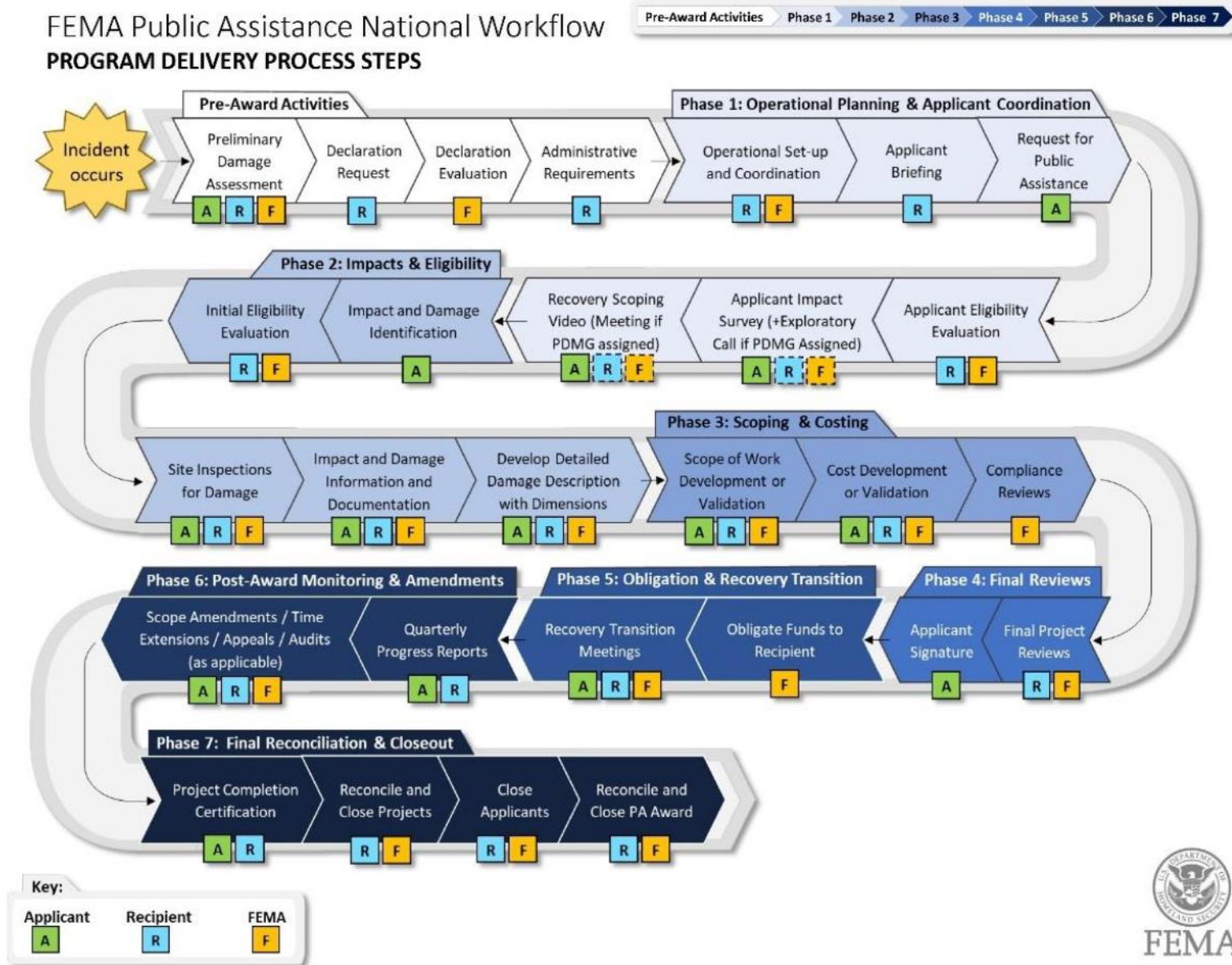
3.22.4 Diagram: FEMA Public Assistance Process 2022



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FEMA Public Assistance Delivery Workflow “Snake” from [Review of FEMA’s Public Assistance National Delivery Model 2023](#)

FEMA Public Assistance National Workflow
PROGRAM DELIVERY PROCESS STEPS



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3.23 Support Joint Preliminary Damage Assessments (PDAs) by FEMA + Cal OES

Depending on impacts, and in accordance with applicable provisions of the [FEMA Preliminary Damage Assessment Guide 2021](#) and [California Disaster Recovery Framework \(CDRF\) 2019](#), a joint federal/state Preliminary Damage Assessment (PDA) may be necessary.

Cal OES should request assistance from FEMA (and/or the federal SBA) to conduct the joint PDA as soon as practicable.

The PDA process should be performed in cooperation with affected local government and the private sector. See the [FEMA Preliminary Damage Assessment Pocket Guide 2021](#) for more information.

Preliminary Damage Assessments

The PDA process is requested by the state when the impact and magnitude of damage and the resulting unmet needs of individuals, businesses, the public sector, and the community exceed the local, tribal, and/or state capability to respond to or recover from.

Information collected in the PDA is used by the state as a basis for the Governor's request and by FEMA to document the recommendation made to the President in response to the Governor's request.

3.23.1 Joint PDA Applicability

- **Individual Assistance (IA) federal assistance to individuals and households** may be authorized via a Presidential Major Disaster Declaration issued in response to a Governor's request that includes Joint PDA information regarding disaster damages. A representative from the SBA may participate in IA Joint PDAs.

Factors used by FEMA when evaluating the need for IA should be listed in the current version of the [FEMA Preliminary Damage Assessment Guide 2021](#).

- **Public Assistance (PA) federal assistance to local governments and eligible private nonprofits** may be authorized via a Presidential Major Disaster Declaration issued in response to a Governor's request that includes Joint PDA information identifying disaster-related damage supporting eligibility for such funding.

FEMA encourages local and tribal governments to identify and document as many damaged sites as possible, regardless of whether they think the sites are eligible for PA. More information on various methods to conduct a PA Joint PDA and factors used to evaluate the need for PA may be found in the current version of the [FEMA Preliminary Damage Assessment Guide 2021](#).

- **Hazard Mitigation Grant Program (HMGP) federal assistance to implement migration measures** may be authorized via a Presidential Major Disaster Declaration issued in response to a Governor's request that includes Joint PDA information identifying disaster-related damaged facilities with potential for mitigation against future hazards.

FEMA refers to PA-funded hazard mitigation as “PA mitigation” and mitigation funded under HMGP as “HMGP mitigation”. HMGP and PA are two distinct assistance sources but can sometimes be used together to fund a hazard mitigation project and promote resilience. FEMA must ensure that PA funds do not duplicate HMGP funds.

Cal OES may be authorized to administer federally-awarded HMGP funds through the OES Recovery Section’s HMGP Unit. For more information, refer to the current version of the [Cal OES Hazard Mitigation Grant Program webpage](#).

3.23.2 Provide Key Local Information To Support Joint PDAs

To expedite and streamline the joint PDA process, local and/or tribal government agencies should collect and document damage information, such as the following:

- Locations of damage (including projected damages) using Global Positioning System (GPS) or annotated maps.
- Damage dimensions, materials, and size or capacity of damaged facility elements.
- Representative sample photographs of damage.
- Known access and functional needs (AFN) populations.
- Location of displaced households.
- How the state/tribe/locals are assisting (state disaster programs, food stamps, etc.).
- Lack of temporary emergency shelter.
- Primary languages spoken.

3.23.3 Use FEMA Definitions for Degrees of Damage to Homes

Local officials analyzing information and creating reports should avoid conflicts in PDA terminology. As of 2023, FEMA used these categories of damage for residences:

- **Affected:** damage to the home is mostly cosmetic.
- **Minor:** a home with repairable non-structural damage.
- **Major:** Structural damage or other significant damage that requires extensive repairs.
- **Destroyed:** the home is a total loss.



(Image source: [FEMA Preliminary Damage Assessment Guide 2021](#))

3.24 Coordinate Standardized Initial Impact Assessments

Personnel at the Humboldt OA EOC, preferably including a Data Specialist, should support information collection and analysis to better understand what community lifelines, essential infrastructure, and/or services have been impacted by the disaster, and what unmet needs are most urgent and/or prevalent in affected communities.

The Humboldt OA EOC Director and field response leaders have responsibility for choosing and assigning the method(s) of assessments. The following activities should be considered:

3.24.1 Seek & Collect Community Lifeline “Snapshot” Info

Impact information from jurisdictions and response agencies should be sought, collected, and analyzed. Whenever practicable and resources allow, consideration should be given to seeking and organizing this information in alignment with FEMA community lifelines, providing standardized periodic “snapshots in time” of impacts. The HumCo OES [Community Lifeline Rapid Assessment Worksheet and Assessment Forms](#) (refer to Chapter 7 of this Annex) may be used or adapted for this purpose.

Community lifeline reports and other official documentation should be retained.

3.24.2 Get a Data Specialist for the Planning Section of the EOC

Early appointment of a Data Specialist at the Humboldt OA EOC should result in the most timely, accurate, and well-organized information, foundational to recovery activities. The lack of, or delay in appointment, of a Data Specialist will likely result in a slower, less-efficient recovery. The Data Specialist may initially be assigned to the Planning Section of the EOC. Later in recovery, the Data Specialist may be reassigned.

The Data Specialist should be informed and involved in meetings regarding desired information to be gathered and methods to be used (e.g., surveys, intake forms). Ideally, the data specialist should be competent with government planning and Geographic Information Systems (GIS) databases that reference addresses, parcel numbers, etc.

Use of computerized platforms and/or disaster software (e.g., [Visionlink.org](#)) to manage and organize information may be extremely helpful as the recovery evolves.

3.24.3 Use Technology to Identify Affected Areas

Government response to emergency conditions will help identify the hardest-hit areas and the communities likely to be affected. This information can be supplemented by technical analysis and modeling methods, provided adequate resources exist. Such methods include but are not limited to:

- **Geographic Information Systems** (GIS) can be used to describe damage, perform analysis, and illustrate impacts.
- **Geospatial Analysis** can be carried out using pre- and post-event imagery and data to identify affected areas and expedite damage assessments.
- **Modeling** or predictive analysis can be carried out to estimate probable damage.

3.24.4 Assess Civilian Impacts & Unmet Needs Via Outreach

Impact assessments should include organized outreach to civilians that may need recovery assistance.

Initial information from civilians may lack detail but should be collected and recorded.

Attention should be placed on the equitable consideration of the unmet needs of the whole community, including culturally diverse individuals, and those with access and functional needs (AFN). The County Dept Health & Human Services (DHHS) should be involved in facilitating outreach.

Outreach methods include but are not limited to:

- **Publicity from the PIO & JIC** as to how to report unmet needs, such as:
 - Online “Disaster Impact Survey” form completion and submittal of information.
 - Call Center/ “Recovery Hot Line” and verbally providing information for government entry into an “Intake” form.
- **Government Office personnel, including:**
 - Call Center/ “Hot Line” operators (preferably at least some from DHHS).
 - Other County offices.
 - Other government and tribal offices.
- **Government in-field personnel conducting:**
 - Aerial Surveys.
 - Windshield Surveys.
 - Door-to-Door Assessments.
 - [Community Lifeline Rapid Assessment Worksheet](#) surveys (refer to Chap. 7).
- **Nongovernmental organization field personnel.**
 - American Red Cross and other disaster relief entities.
 - Pay it Forward Humboldt and other self-deploying local organizations.
 - Humboldt COAD and local [Recovery Network](#) representatives.
- **[Local Assistance Centers](#) and similar in-person events.**

Awareness of “Whole Community” Needs

Emergency management personnel in all agencies, entities, and jurisdictions have a fundamental responsibility to consider the needs of all members of the whole community, including: children; individuals with disabilities and others with access and functional needs; those from religious, racial, and ethnically diverse backgrounds; and people with limited English proficiency. It is important to consider members of a community who may be disproportionately impacted by disruptions in lifelines, infrastructure, and other services. For example, those who rely on power for life-sustaining medical equipment may have a greater immediate need than others to achieve basic lifeline stability.

3.24.5 Use Standardized Intake Forms

To efficiently collect impact and needs information from affected persons, a standardized intake form is absolutely crucial. Failure to use a standardized format may result in many inconsistencies, critical information gaps, and frustration.

A comprehensive disaster intake form was developed during the 2022 December Earthquake. The latest version of this form may be updated for the next disaster, and either posted online for civilian use, or completed by a government worker who is interviewing a survivor. An example [Local Assistance Intake Form](#) may be found in Chapter 7 of this Annex.

3.24.6 Consider Signing Information-Sharing Agreements

In many recovery activities, the personal information collected from disaster survivors needs to be shared with (or “disclosed” to or “transferred” to) authorized governmental and nongovernmental entities assigned to support and assist these survivors.

For example, in the 2022 December Ferndale-Rio Dell Earthquake recovery, the federal government’s Small Business Administration (SBA) asked the County of Humboldt to sign an MOU to establish procedures by which the SBA may exchange data, subject to the Privacy Act, with the County to avoid a duplication of benefits for individuals and businesses receiving assistance under federal disaster programs.

As of 2023, [California Government Code § 1798.24 \(e\)](#) and [§ 1798.25](#) provide guidance and governance regarding the sharing of personal information (defined in [§ 1798.3](#)) and the required accounting of all disclosures by the government.

To comply with applicable law and minimize risk, the responsible entities may develop (with review by legal counsel) an Information Sharing Access Agreement (ISAA).

FEMA may have examples of ISAA language. Cal OES Recovery officials may be able to provide expertise and examples of ISAA language.

A disaster-specific Information Sharing Access Agreement (ISAA) was developed, reviewed, signed, and used during the 2022 December Earthquake recovery. The latest version of this form may be adapted, reviewed, and used for the next disaster.

Refer example [Information Sharing Access Agreement](#) in Chapter 7 of this Annex.

3.24.7 Consider a Local Assistance Center (LAC)

A LAC may be opened by local government(s) to assist communities by providing a centralized location and venue for individuals, households, and businesses to learn about and access disaster assistance programs and services.

At the LAC, resource referrals for unmet needs may be facilitated as appropriate.

The LAC should be staffed and supported by local, state, and federal agencies, as warranted, as well as nongovernmental organizations. Representatives may include but are not limited to:

Cal OES Recovery Assistance with a LAC

Personnel may be available to help local government coordinate and support a temporary Local Assistance Center.

- Assessor’s Office
- Building and Planning
- DMV
- Employment Development
- FEMA
- Mental Health
- Nongovernmental Organizations
- Public Health
- Small Business Administration
- Social Security
- Social Services

The LAC needs to be physically accessible, and information needs to be provided in accessible formats for all community members.

If federal resources are authorized, a state-federal Disaster Recovery Center (DRC) may be co-located with the LAC.

See also the most current version of the [County of Humboldt Local Assistance Center Plan \(2011\)](#).



(Image source: [Cal OES News](#))

3.24.8 How to Organize Recovery Issues by [RSFs](#)

Initially, during the first days and weeks of short-term recovery, important issues may be identified and organized by Recovery Support Function (RSF) categories using approaches such as the following:

- **Community planning and capacity building issues for recovery** may be identified by: analysis of IDE worksheets and other information and data; meetings and other communications with government planners, elected officials, and community leaders; reference to long-term government plans.
- **Economic recovery issues** may be identified by: welcoming calls and communications from business owners; outreach to business and community organizations (e.g., service clubs, Chamber of Commerce); meetings, calls, emails, and other communications with government and elected officials; local assistance center events; and, intake needs assessment forms.
- **Public health and social services issues for recovery** may be identified by: Call Center / “Recovery Hot Line” phone reports; email reporting to government; online forms; community organization reports; government health and social services agency interviews and reports; local assistance center events; and, intake needs assessment forms submitted at assistance centers, shelters, or other locations.
- **Housing issues for recovery** may be identified by: IDE information; Call Center / “Recovery Hot Line” phone reports; email reporting to the government; online form completion; community service organization reports; government agency reports; local assistance center events; and, intake needs assessment forms completed at assistance centers, shelters, or other locations.
- **Infrastructure systems issues for recovery** may be identified by: analysis of IDEs and other information; meetings and other communications with infrastructure operators, government agencies, elected officials, and community leaders.
- **Natural/environmental and cultural resource issues for recovery** may be identified by: IDE information; Call Center / “Recovery Hot Line” phone reports; email reporting to the government; online form completion; community organization reports; government agency reports; local assistance center events; and, intake needs assessment forms completed at assistance centers, shelters, or other locations.

Presentation of the categorized RSF data may be through reports to government and elected leaders, and/or to a local government [Policy Group](#) created to provide strategic guidance and direction to the response/recovery effort.

Later, during [intermediate-term recovery, organizing impacts and recovery activities along RSFs](#) may be a valuable approach to effectively plan and manage preparation of the Recovery Plan.

3.25 Disseminate Updated Information from the EOC

In addition to updating the Humboldt OA IDE, personnel at the EOC should support appropriate efforts to gather and disseminate important information. Audiences and methods of sharing include, but are not limited to, the subsections immediately below.

3.25.1 Provide Imminent Hazard Updates

All government and nongovernmental partners in response and stabilization should be promptly informed of imminent hazards or worsening conditions. Dissemination methods should be coordinated with public information activities of the PIO and the JIC.

3.25.2 Prepare New Community Lifelines “Snapshots” in Time

Periodic updates regarding the scope, scale, and impacts of the disaster will be needed by various government officials, response/recovery authorities, as well as by the PIO & JIC to update the media and public. Consideration should be given to utilizing a standardized approach to organize impact information in alignment with FEMA’s community lifelines. The current HumCo OES [Community Lifeline Rapid Assessment Worksheet and Assessment](#) (refer to Chapter 7 of this Annex) may be used or adapted for this purpose. These “snapshots” and other official documents should be retained.

3.25.3 Update Response & Stabilization Resource Needs

Information updates regarding urgent response & stabilization needs and the status of resource requests should be regularly disseminated to advance the recovery. Methods include electronic, telephone, and in-person communications. Coordination at the Humboldt OA EOC may result in a local agency sharing a needed resource with a neighboring jurisdiction, or, in the acquisition of resources through a request to Cal OES.

3.25.4 Facilitate Humboldt OA Partner Update Calls

During the first weeks of recovery, the HumCo OES Manager or designee may schedule, announce, and facilitate a weekly (or more frequent) Humboldt OA conference call (phone or video) for partners in response, stabilization, and early recovery activities.

3.25.5 Issue Humboldt OA Situational Reports (SitReps)

At the discretion of the HumCo OES Manager and the Humboldt OA EOC Director, key pieces of information about the disaster, response, stabilization, and short-term recovery may be summarized in a short written/electronic standardized “Situation Report” (SitRep), provided that adequate resources are in place to carry out this activity.

3.25.6 Participate in Cal OES Region/Statewide Update Calls

A Cal OES leader for the Coastal Region and/or for the entire state may schedule, announce, and facilitate a weekly (or more frequent) conference call (phone or video) for affected Operational Area managers to participate in.

At the discretion of the HumCo OES Manager and/or the Humboldt OA EOC Director, information updates may be provided through these calls.

3.26 Support Governor’s Request: Presidential Declaration

As described in [California Emergency Disaster Proclamation and CDAA Process Fact Sheet \(Nov 2022\)](#), the Governor¹¹ may request that the President declare an emergency or major disaster exists in California. A Presidential Declaration may result in PA (may include HMGP), and IA (may include Disaster Case Management). The President’s analysis and determination involves evaluation of multiple factors.

3.26.1 Consider Tribal + County Coordination

Consideration should be given to the possibility that one or more federally-recognized tribes, other local governments, and/or the County of Humboldt do not independently qualify for a Presidential Major Disaster Declaration, but that combined reporting of damages could qualify all entities for assistance.

3.27 Understand the Presidential Declaration

The language of a Declaration may designate the types of federal assistance authorized.

3.27.1 Know Types of Assistance

The President may authorize:

- [Individual Assistance \(IA\)](#) to individuals and households.
- [Public Assistance \(PA\)](#) to governments (state, tribal, local), and eligible private nonprofits.
- [Hazard Mitigation Assistance \(HMA\)](#) and [Hazard Mitigation Grant Program \(HMGP\)](#) awards to state, tribal, local, and eligible private nonprofit organizations.

The Declaration language may establish the:

- Type of incident.
- Incident period.
- Designated areas.
- Types of assistance.
- Federal cost share.
- Name of the Federal Coordinating Officer (FCO).

3.27.2 Terminology for PA

The following terms have been important in past disasters:

- **“Recipients”** are states and tribes that receive and administer PA federal awards.
- **“Applicants”** (or sometimes **“Subrecipients”**) are state, tribal, or local governments or eligible private nonprofit entities that submit requests for federal assistance.

Some recoveries may allow for both California and federal public assistance. For more details, consult with Cal OES recovery personnel and refer to the current versions of the [FEMA Public Assistance and Policy Guide Ver.4 \(2020\)](#), and the [Cal OES California Disaster Assistance Act webpage](#).

¹¹ Tribes may request a Declaration directly to FEMA. [Refer Tribal Declarations Pilot Guidance](#).

3.28 Recognize Federal Individual Assistance (IA) Realities

Even when a Presidential Declaration authorizes IA, not all IA programs and types of assistance are automatically implemented. Designated FEMA officials at various levels may have authority to approve specific programs and types of assistance.

Users of this Annex should recognize that regulations are periodically updated, and that state and federal procedures change frequently. The [Cal OES Recovery Individual Assistance Unit](#) can be a valuable resource for the most current guidance..

3.28.1 Links to Federal Individual Assistance Guidance

More information about federal Individual Assistance (IA) programs, including eligible categories of work and other details may be found in the [Individual Assistance section of this Annex](#), the [Cal OES Individual Assistance webpage](#), and in the current version of the [FEMA Individual Assistance Program and Policy Guide ver. 1.1 \(2021\)](#).

3.28.2 How Federal IA Funding Requests are Evaluated

The factors used by FEMA in evaluating a Governor's request for federal IA are summarized in the [Individual Assistance section of this Annex](#).

3.28.3 No Single Federal Process for all IA Programs

There is no single application process for IA; there are many different IA programs, each with their own regulations and procedures, too complex to include in this Annex.

3.28.4 Seven (7) Different Federal IA Programs

As per the [FEMA Individual Assistance Program and Policy Guide ver. 1.1 \(2021\)](#), the following federal Individual Assistance programs were in existence (summary descriptions are in the [Individual Assistance section of this Annex](#)):

- **Mass Care/Emergency Assistance**
- **Individuals and Households Program (IHP) & Other Needs Assistance (ONA)**
- **Disaster Case Management (DCM)**
- **Crisis Counseling Assistance and Training Program (CCP)**
- **Disaster Legal Services (DLS)**
- **Disaster Unemployment Assistance (DUA)**
- **Voluntary Agency Coordination**

3.28.5 Various IA Services are Sequenced Over Time

In the [FEMA Individual Assistance Program and Policy Guide ver. 1.1 \(2021\)](#), FEMA establishes the order in which disaster relief agencies and organizations may provide assistance to disaster survivors. A clear sequence of delivery may reduce duplication of benefits, maximize available resources, and organize efforts to help disaster survivors navigate the recovery process. Refer Sequence and Timeline diagrams, next two pages.

3.28.6 Diagram: Sequence of Delivery of Individual Assistance

From the [FEMA Individual Assistance Program and Policy Guide ver. 1.1 \(2021\)](#).

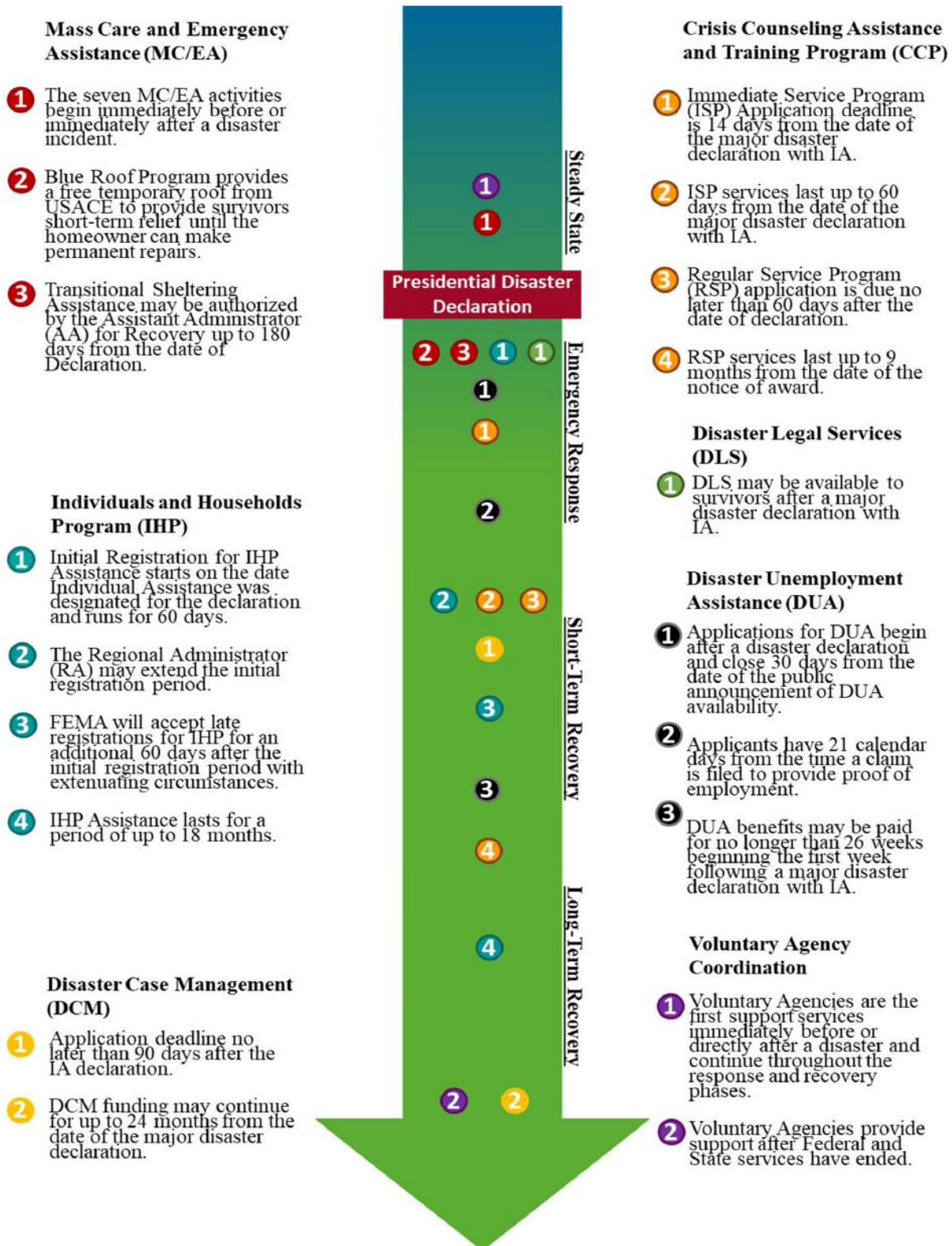


“ONA” refers to “Other Needs Assistance”

“SBA” refers to Small Business Administration

3.28.7 Diagram: Timeline of Federal IA Programs

From the [FEMA Individual Assistance Program and Policy Guide ver. 1.1 \(2021\)](#).



3. SHORT-TERM

3.29 Activate EOC Finance & Admin., Recovery Functions

As soon as resources, staffing, and conditions reasonably allow, consideration should be given to staffing these EOC functions: Finance & Administration; and, Recovery.

3.29.1 Develop an EOC Finance & Administration Function

As soon as practicable, the Humboldt OA EOC Finance & Administration Section should identify and staff dedicated positions to support and document recovery operations, financial document processing, and records collection/retention.

The EOC Finance & Administration Section Coordinator should consider [the “Good Practices” Section](#) described later in this Annex.

3.29.2 Develop An EOC Recovery Function

The Recovery function may begin as a unit or branch within the Operations Section or Finance & Administration Section of the EOC. It may also begin as or transition into its own separate EOC section alongside the traditional four ICS sections.

When resources allow, the Recovery function may be supported by a Recovery Planning Unit (may be within the Planning Section of the EOC) to analyze information, assess impacts, think ahead, anticipate needs, and carry out early planning for recovery.

Consideration should be given to appointing a **Recovery Data Specialist**, possibly by reassigning the [Data Specialist](#) originally assigned to the EOC Planning Section.

3.30 Support Regular Recovery Network Meetings

Within the first hours or days of a disaster, regular meetings of an evolving “Recovery Network” should be supported by the Humboldt OA EOC.

3.30.1 Recovery Network Participants

Participants may include but are not limited to:

- **Humboldt OA EOC Director** and/or staff.
- **EOC members assigned to Recovery functions.**
- **Cal OES Recovery Services Team** and Recovery Directorate.
- Government representatives of **affected jurisdiction(s)**.
- Government representatives of **principal agencies delivering recovery services.**
- **Humboldt COAD** and key member organizational leaders.

3.31 Establish a Local Government Policy Group

As soon as reasonable and practicable, given the scope and scale of the disaster, the affected local jurisdiction, the HumCo OES Manager and/or the Humboldt OA EOC Director should consider establishing a Local Government Policy Group.

Initially, the Policy Group may help clarify response and stabilization priorities. Later, the Policy Group may help confirm that the governing body has identified, and can certify, that local resources are insufficient and the situation is beyond its capabilities, endorsing requests for state (and federal) assistance.

As the Recovery Plan and organization start to take shape, the Policy Group may provide strategic direction related to the recovery.

If the Policy Group is still active when the Recovery Plan is drafted, it may be authorized to approve the Recovery Plan.

The Policy Group may be crucial in identifying, funding, and appointing a Local Disaster Recovery Manager.

What is a “Policy Group”?

The Policy Group should include authorized administrators/executives (or appointed representatives), brought together to meet weekly or as needed, to provide strategic guidance and direction to the Director of the EOC, and to government personnel leading the response/recovery effort. This Policy Group may develop and interpret policy, develop and adjust priorities, provide decisions, and make recommendations as to how and where to allocate resources among cooperating agencies and entities. This type of Policy Group is intended to be consistent with most concepts of Multi Agency Coordination (MAC) Groups as described in SEMS.

3.32 Appoint a Local Disaster Recovery Manager (LDRM)

Consistent with [FEMA’s National Disaster Recovery Framework 2016](#) and the [California Disaster Recovery Framework \(CDRF\) 2019](#), this Annex embraces a best practice approach of the appropriate level of government appointing an LDRM to serve as the central manager for coordination of Recovery planning and activities for the affected community.

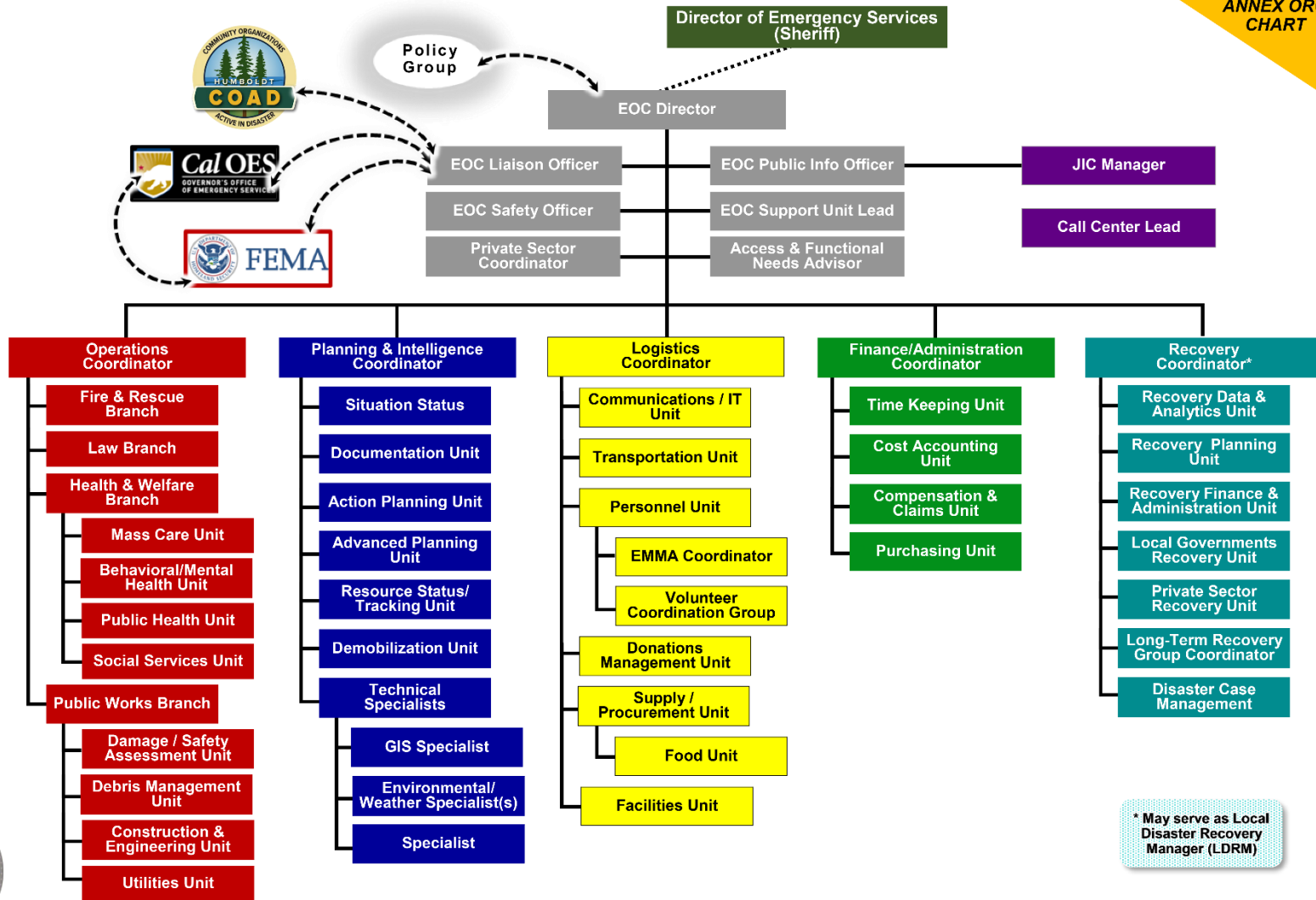
If the principal agency with jurisdiction and responsibility for the disaster recovery is:

- **An incorporated city, local tribe, or special district**, the LDRM should be appointed by that entity, unless the County of Humboldt assumes responsibility (e.g., by agreement for a very small jurisdiction without adequate resources).
- **The County of Humboldt**, a County-appointed LDRM should be named, as approved by the Director of Emergency Services (Sheriff), in the initial days after the disaster. The County LDRM should be incorporated into and/or supported by the Humboldt OA EOC organization. Until the EOC is demobilized from the recovery, the LDRM may serve as the Coordinator for the Recovery Branch or Section of the EOC, under the general guidance of the EOC Director and EOC General Staff, until the EOC is demobilized.

Refer to the [Local Disaster Recovery Manager section](#) in Chapter 2 of this Annex for more information about the LDRM.

3.33 Diagram: Humboldt OA EOC Organization (Recovery Function as a Section)

RECOVERY ANNEX ORG CHART



Organization is flexible; it may be modified for different or changing situations.
 Perform the function of any unfilled element at the next higher level.



* May serve as Local Disaster Recovery Manager (LDRM)

3. SHORT-TERM

3.34 Establish a Recovery Operations Center (ROC)

Depending on the scope/scale/impacts of the disaster and complexity of the recovery, a temporary physical location may be needed to host in-person coordination of disaster recovery information, planning, and resources.

Initially, the ROC may be co-located in an existing EOC facility, where the EOC staff and management may assist the recovery team. The ROC provides a place for authorized representatives from government entities, tribes, nongovernmental organizations, private sector, and community organizations to meet, share information and resources, and coordinate efforts.

As the recovery evolves, a location separate from the EOC may be chosen as the ROC facility. At some point it may be appropriate to partially or fully transition to a “virtual” ROC approach. A virtual ROC may use electronic communication, video conference, and telephone calls to plan and coordinate many recovery activities.

3.35 Review Local Disaster Recovery Plans

Ideally, as per [FEMA Disaster Financial Management Guide 2020](#), pre-disaster engagement with whole community partners and participants will have produced research and collaboration, establishment of accounting systems, and potential recovery management processes. Potential organizational approaches and courses of action may have been developed and documented.

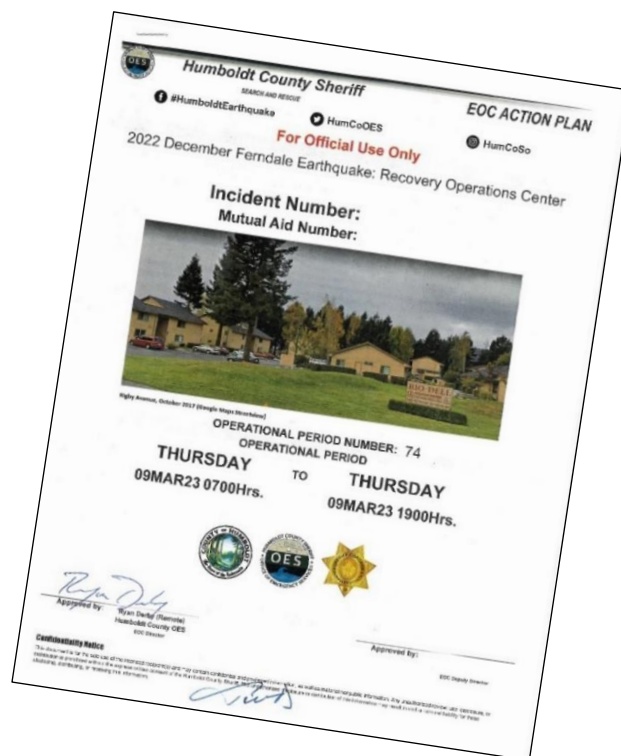
Review of new model Recovery Plan documents may be helpful.

3.35.1 Blend Recovery Action Planning into EOC Planning

Past disasters’ late response/early recovery EOC Action Plans (EAPs) may be important reference resources as the EOC emphasis transitions from response to recovery.

Consistent with concepts of the [FEMA Incident Stabilization Guide 2019 \(Operational Draft\)](#) and the [California Disaster Recovery Framework \(CDRF\) 2019](#), in the first days after the disaster, when the recovery function is still being developed in the EOC, short-term recovery priorities, desired outcomes, objectives, and activities may be blended into the EOC Action Plan (EAP).

EOC Planning Section staff (e.g., Action Planning, Advance Planning) may support or be dedicated to Recovery Plans and planning activities.



3. SHORT-TERM

3.36 Partner with Capable NGOs to Support Recovery

Throughout recovery, the Local Disaster Recovery Manager (LDRM) and recovery personnel should search for, identify, and explore development of agreements and contracts with nongovernmental organizations, especially those experienced in recovery data management, planning, financing, rebuilding housing, disaster case management, and coordinating organizations and service providers through intermediate- and long-term recovery. Voluntary Agency Liaisons (VALs) from Cal OES and/or FEMA can help with this process.

Early engagement and relationship-building with NGOs should result in better recovery.

3.36.1 Humboldt COAD is a Key NGO

In the 2023-2024 recovery from the 2022 Ferndale-Rio Dell Earthquake, one of the most important resources during intermediate- and long-term recovery was the [Humboldt Community Organizations Active in Disasters](#) (Humboldt COAD). COAD is a non-profit tax-exempt organization (§ 501(c)(3) Internal Revenue Code).



The Humboldt COAD does not enlist individual volunteers, but serves as a network to coordinate efforts of dozens of “member organizations” (nonprofits, faith-based organizations, service clubs, businesses, and other similar entities) and “partner organizations” (agencies, tribes, municipalities, and other governmental bodies).

Because of the day-to-day “blue sky” structure of Humboldt COAD, its member organizations and working groups could mobilize immediately after the 2022 earthquake to offer assistance to those affected, and is preparing to do so after the next disaster.

The COAD maintains relationships with local tribal and government organizations, including HumCo OES. A representative of COAD should always be welcome at the Humboldt OA EOC for two-way information-sharing and coordination of effort. This took place during the earthquake recovery.

In the weeks following the earthquake the Humboldt COAD formed the [Humboldt Eel River Long Term Recovery Group](#). (Refer to Chapter 4 of this Annex for detailed information about general concepts for a [Long-Term Recovery Group \(LTRG\)](#)). The Humboldt Eel River LTRG’s structure leverages the benefit of all its participating organizations already existing as core members of COAD.

In any disaster recovery, the LTRG may prioritize securing resources for developing and staffing of a Disaster Case Management (DCM) program (described later in [Chapter 4](#) of this Annex). NGOs are an important resource to develop an effective DCM program.

Later in the recovery, when the LTRG begins to taper down services, the option exists for the LTRG to downsize into an LTRG Working Group within the COAD.

3.36.2 Locally-Based NGOs

Examples of locally-based NGOs and roles in recovery include but are not limited to:

Name	Possible Role
Humboldt COAD and the Humboldt Eel River Long Term Recovery Group	Coordinates activation of nongovernmental entities for efficient response/recovery
Pay it Forward Humboldt	Manages donations to address unmet needs
Centro del Pueblo	Spanish translation and Latinx advocacy
Area 1 Agency on Aging	Elder Care support and advocacy
Arcata House Partnership	Disaster case management personnel services
Changing Tides Family Services	Disaster case management personnel services
North Coast Grantmaking Partnership	Collaborative, integrated planning entity for grant-making and project implementation; may involve the following foundations below.
Humboldt Area Foundation – Wild Rivers Foundation	Funding source for unmet needs and DCM training
Smullin Foundation	Funding source for unmet needs
McLean Foundation	Funding source for unmet needs

3.36.1 Regional and National NGOs

Examples of regional & national NGOs & roles in recovery include but are not limited to:

Name	Possible Role
American Red Cross	Meet immediate unmet disaster-caused needs
Catholic Charities Community Disaster Services Santa Rosa	Immediate relief, case management training, implementation support, and software services
Hope Crisis Response Network	Implementation support, disaster cleanup and construction services
Habitat for Humanity Yuba-Sutter	Construction support, grant/loan program identification, assistance with applications
Imagine You Foundation	Disaster case management training services
North Valley Community Foundation	Share publications and expertise related to nongovernmental funding and support to long-term recovery following the Camp Fire in Paradise
United Policyholders	Nonprofit serving as a trustworthy information resource for all types of insurance during recovery
Visionlink.org	Software services for disaster recovery
World Central Kitchen	Providing meals in coordination with local partners

3. SHORT-TERM

3.37 Choose Activities to Achieve Recovery Objectives

The [California Disaster Recovery Framework \(2019\)](#) identifies various possible priorities and related activities for short-, intermediate-, and/or long-term recovery. This section summarizes many of them.

Even before a formal Recovery Plan is developed, recovery leaders may consider the activities suggested in the subsections below and select the most important to implement right away. Others may be considered for inclusion in the Recovery Plan.

Most, but not all, of the subsections below also align with RSFs.

3.37.1 Debris Management Activities

Debris management is not an RSF, but timely and efficient management of disaster debris will contribute greatly to effective recovery. Specific activities may include but are not limited to:

- **Keep records of hours worked and costs expended!** Debris management costs, on average, total **45%** of the cost of a disaster. Well-documented costs may be eligible for reimbursement.
- Coordinate with **Humboldt County Environmental Health (HumCo DEH)**, the **Local Enforcement Agency (LEA) for solid waste**. This entity permits and regulates emergency solid waste/disaster debris transfer-processing facilities and may also issue temporary emergency waivers to existing facilities.
- **Seek assistance from the [Cal OES Recovery Debris Operations and Management Division](#)**, which can include supporting affected jurisdictions - before and after the disaster –in creation of Debris Management Plans (DMPs), or post-disaster, in the planning and management of lawful debris/tree removal operations to eliminate immediate threats to the public, the environment, and property.
- Refer to content of **local emergency plans and annexes** for debris management guidance. Debris management is frequently coordinated by response resources associated with the following Emergency Support Functions (ESFs):
 - ESF- 3 – Construction/Public Works and Engineering, and
 - ESF 10 – Hazardous Materials / and Oil.
- Work with the Humboldt County **health officer** for declaration of a local health emergency related to hazardous materials and debris, if warranted.
- Ensure **coordination with the Recovery PIO & JIC** for consistent messaging.
- Support establishment of a local **Debris Removal Operations Center (DROC)** to operate throughout the cleanup, abatement, removal, and restoration process.
- Support and coordinate **delivery of debris management technical assistance to local governments** in the development of debris management plans.

- Communicate to local governments the importance of **prioritizing the removal of debris from private property to facilitate housing recovery**, so displaced residents can move back to the community.
- Communicate to local governments **the requirements for seeking state and federal debris management assistance**, especially removal from private property.
- **Coordinate efforts with solid waste planning**, to include debris management strategies, reuse and recycling opportunities, quantity estimations, landfill capacities, landfill class/type and potential temporary storage sites.
- **Include a recycling strategy** in disaster debris management operations.
- Utilize **pre-identified debris removal contractors** (as of 2024, HumCo OES has contracts with [Humboldt Waste Management](#) and [DRC Emergency Services](#)).
- Seek to comply with **public/environmental health regulations and concerns**.
- Coordinate with **local air district** on dust mitigation strategies and National Emissions Standards for Hazardous Air Pollutants requirements.
- **Initiate (or continue) debris and hazardous material removal activities** when removal will:
 - Eliminate immediate threats to life, public health, environment, and safety;
 - Eliminate immediate threats of significant damage to improved public or private property (Note: threats to private property typically not reimbursable);
 - Be necessary for the permanent repair, restoration, or reconstruction of damaged public facilities; or
 - Be necessary for the permanent repair, restoration, or reconstruction of damaged housing, so displaced residents can move in on an interim or permanent basis (e.g., curbside or community bin programs; short-term manufactured housing on cleared land; or, enable repairs to bring residential property back into safe use).

3.37.2 Community Planning and Capacity Building Activities

These activities may align well with the RSF of the same name (Note: Around 2023, FEMA changed this RSF title to “Community Assistance”).

Activities should promote the community’s ability to design, plan, and execute inclusive recovery solutions to reduce current and future risk. Specific activities may include but are not limited to:

- **Consider engaging with resources of the [Cal OES Community Planning and Capacity Building Recovery Support Function](#)** to support local and tribal governments to identify gaps in their recovery capabilities and to assist them to establish recovery solutions. Cal OES may help coordinate and integrate partner resources and expertise to build local recovery capacities and inclusive community planning efforts toward sustainable and resilient communities.

- **Unify and coordinate expertise and assistance programs from across government and nongovernment partners** to aid local and tribal governments in building local capabilities to plan for and manage recovery, engaging the whole community. Consider engaging with the [Outreach Targets for Community Planning and Capacity Building listed previously in this chapter](#).
- **Engage with the federal Department of Housing and Urban Development (HUD)** for available and appropriate assistance, such as [Community Development Block Grant Disaster Recovery grant funds](#), which may provide crucial seed money to start the long-term recovery process. These flexible grants may help cities, counties, tribes, and states recover from Presidentially declared disasters, especially in low-income areas, subject to availability of supplemental appropriations. As of 2023, assistance may fund a broad range of recovery activities so HUD can help communities and neighborhoods that otherwise might not recover due to limited resources.
- **Engage with the state Department of Housing and Community Development (HCD)** for available and appropriate assistance programs. As of 2023, [HCD's Disaster Recovery & Mitigation program](#) administered special federal funds for both recovery and mitigation purposes. When appropriated funds from HUD, HCD works with local governments and organizations to support programs that provide long-term recovery assistance for housing, infrastructure, economic revitalization and mitigate disaster risks and reduce future losses.
- **Seek to integrate efforts across government offices, the private sector and NGOs** during the formulation and implementation phase of recovery projects and activities, including raising and leveraging recovery funds.
- Manage rebuilding so that **risk reduction opportunities are optimized**.
- Comply with **standards for accessible design**.
- **Coordinate with the California Business, Consumer Services, and Housing Agency (BCSH)**, the lead state agency organizing capabilities and resources of state government to facilitate delivery of services, technical assistance, engineering expertise, construction management, and other support to local jurisdictions.

3.37.3 Economic Recovery Activities

These activities may align well with the RSF of the same name.

Recovery activities should support a sustainable, diversified, and resilient economy, better prepared for future risk. Specific activities may include but are not limited to:

- **Consider engaging with resources of the Cal OES Economic Recovery Support Function** to integrate the expertise of the state and federal governments to support and enhance the efforts of local and tribal governments and the private sector; sustain and/or rebuild businesses and employment; and develop economic opportunities that result in sustainable and economically resilient communities after natural and human-caused disasters.

- **Consider seeking federal economic recovery support from the [Economic Development Administration](#) (EDA).** This may include Disaster Supplemental Funding, specific to actual disasters, intended for economic and resiliency projects.
- **Unify and coordinate expertise and assistance programs from across government and nongovernment partners** to aid local and tribal governments in building local capabilities to plan for and manage recovery, engaging the whole community. Consider engaging with the [Outreach Targets for Economic Recovery listed previously in this chapter](#).
- **Utilize the EOC Private Sector Coordinator and the County of Humboldt’s Economic Development Division [GoHumCo](#).**
- **Engage with business leaders, chambers of commerce, and related organizations. Coordinate activities such as:**
 - Providing [private sector outreach staff](#) at Local Assistance Centers and other “one-stop shop” events to engage with affected business owners.
 - [Economic Impact Surveys](#) to collect countywide data on economic and business losses;
 - Activating a free [Rapid Response & Layoff Aversion program](#) which is proactive, business focused, and flexible; deploy this program to mitigate layoffs and business closures by quickly coordinating services and providing immediate aid to companies and affected workers.
 - Publicize and support [Emergency Loan programs](#) such as offered by the SBA, [Vocality Community Credit Union](#), [Redwood Region Economic Development Commission](#), [Arcata Economic Development Corporation](#), and other similar entities, and small business lending centers.
 - Publicize and support [Emergency Grant programs](#) such as may be offered by the [Humboldt Area Foundation and the Wild Rivers Community Foundation](#), community organizations (e.g., Rotary member business owners), and other entities such as the [Northern California Indian Development Council](#).
 - Coordinate with the business community regarding planned repopulation efforts, so that local businesses can be engaged as an area is deemed safe for residents to return home, to work, and to school.
- Support **reasonable and appropriate modifications of building permits processes** to streamline repairs, rehabilitation, and re-occupancy.
- Recognize that **rental housing property owners and managers are in many ways part of the larger business community**; support reasonable efforts and activities to assist them.

3.37.4 Health and Social Services Recovery Activities

These activities may align well with the RSF of the same name.

Recovery activities should support recovery and delivery of sustainable health, disability, and social services systems. Achieving desired recovery outcomes in Health & Social Services involves many different entities and significant complexity. Specific activities may include but are not limited to:

- **Unify and coordinate expertise and assistance programs from across government and nongovernment partners** to aid local and tribal governments in building local capabilities to plan for and manage recovery, engaging the whole community. Consider engaging with the [Outreach Targets for Health and Social Services Recovery listed previously in this chapter](#).
- **Consider engaging with resources of the [Cal OES Health & Social Services Recovery Support Function](#)** to assist locally led recovery efforts in the restoration of public health and environmental health, healthcare, and social services to meet the needs of impacted individuals and communities, including those with access and functional needs.
- **Consider the nine core mission areas of the [US Department of Health & Human Services Recovery Support Function](#)**. Activities in these mission areas may be vital to recovery. They are summarized below.
- **(1) Public Health Mission Areas**
 - Support assessment and monitoring of public health, disease surveillance, and long-term health impacts to identify and mitigate health risks.
 - Support efforts to identify mitigation and recovery needs, request resources, and connect Public Health with those resources.
 - Support supply chains for medical supplies, prescription and over the counter medications, and durable medical equipment to ensure availability to residents.
 - Support Public Health and the Recovery PIO & JIC in developing risk reduction public health communications and transparent messaging regarding recovery.
- **(2) Healthcare Services Mission Areas**
 - Support assessments and monitoring of disaster-related impacts on health care facilities (e.g., hospitals, clinics, nursing homes, assisted living facilities, blood banks, dialysis centers, substance abuse treatment facilities, medical and dental offices).
 - Support and disseminate best practices for facilities to mitigate risk, providing technical assistance. Support efforts to identify mitigation and recovery needs, request resources, and connect Public Health with those resources.
 - Support Public Health and the Recovery PIO & JIC in developing coordinated public risk communications, public health messaging, and transparent messaging regarding recovery.

- **(3) Behavioral Health Mission Areas**
 - Assess disaster-related structural, functional, and operational impacts to behavioral health facilities and programs.
 - Support efforts to identify mitigation and recovery needs, request resources, and connect behavioral health programs and practitioners with those resources.
 - Support development of strategies, including population-based strategies, to address ongoing behavioral health assessment, surveillance, and long-term treatment needs.
 - Support behavioral health and the Recovery PIO & JIC in developing coordinated public risk communications, mental health messaging, and transparent messaging regarding recovery, including consistent messaging and guidance concerning stress management and mitigation strategies.
- **(4) Environmental Health Mission Areas** (includes Food Safety)
 - Support and coordinate efforts with Debris Management Activities.
 - Support assessments of the environment to determine if post-disaster conditions may cause adverse environmental health effects.
 - Support efforts to request and coordinate technical assistance (e.g., experts, scientific data, and modeling) and training. Assist authorities (e.g., FDA) as reasonable and appropriate.
 - Support efforts to monitor / assess food supply networks to ensure food safety.
 - Support efforts to request and coordinate technical assistance as needed and related to human food establishments and protecting public health.
 - Support efforts to identify environmental hazard mitigation and recovery needs, request resources, and connect environmental health workers and local entities with resources needed to mitigate environmental health risks.
 - Support local government, HumCo DEH, and the Recovery PIO & JIC in developing coordinated public risk communications, health messaging, and transparent messaging regarding recovery.
- **(5) Long-term Health Issues Specific to Responders Mission Areas**
 - Support efforts seeking to determine which groups of responders should be included in a health care or disease registry program to monitor long-term physical and behavioral health.
 - Support implementation of long-term tracking of responder health.
- **(6) Social Services Mission Areas**
 - Support assessments of disaster-related structural, functional, and operational impacts to social services facilities (community congregate care, childcare provider facilities, Head Start centers, senior centers, homeless shelters) and programs (domestic violence services, child support enforcement, foster care, family support programs).

- Support assessments and monitoring of disaster-related impacts to at-risk individuals (children, older adults, pregnant women, individuals experiencing homelessness, people living with disabilities and others who may have additional access and functional needs, people with pre-existing mental disorders, people with limited English proficiency, other underserved populations)
- Identify disaster-related social services needs that cannot be met with community resources.
- Support efforts to identify mitigation and recovery needs, request resources, and connect local entities with resources needed to mitigate risks.
- Continue to support local jurisdictions in providing Behavioral Health services and treatment to community members who may benefit from counseling or behavioral health services.
- Support efforts to request and coordinate technical assistance as needed related to assessing the healthcare services needs of disaster-impacted individuals and the applicability of state or federal programs, seeking flexibility and waivers that may be leveraged to enhance capacity to meet those needs.
- Support the involved experts and the Recovery PIO & JIC in developing coordinated public risk communications, health messaging, and transparent messaging regarding recovery.
- **(7) Referrals and Disaster Case Management**
 - Support implementation of local DCM and coordinated system(s) OF referral of individuals and households with unmet disaster-related needs to appropriate social services; strategically leverage federal social services programs to mitigate social disruption and transition individuals and households back to self-sufficiency.
 - Support, when possible, the delivery of federally supported DCM, either through the FEMA DCM State Grant, the Immediate Disaster Case Management Program, or other applicable mechanisms.
- **(8) Impacts to Children in Disasters Mission Areas**
 - Support efforts to identify and adapt existing undamaged spaces to temporarily house schools, classes, childcare centers, and other youth-centric services.
 - Support the repair and restoration of educational environments and facilities.
 - Support coordinated delivery of health and social services delivered to support impacted schools, their students, faculty, and staff.
 - Support government efforts to coordinate enrollment, educational services, and health and social services for children who are homeless and/or displaced prior to, or because of, the disaster.

3.37.5 Housing Recovery Activities

These activities may align well with the RSF of the same name.

Recovery activities should promote accessible, sustainable, resilient, and affordable emergency shelter or temporary housing available to all survivors. Activities should decrease future risk to housing resources. Specific activities may include but are not limited to:

- **Consider engaging with resources of the [Cal OES Housing Recovery Support Function](#)** to help local and tribal governments address disaster recovery housing issues and coordinate the delivery of available state and federal resources and programs to support the rehabilitation and reconstruction of destroyed and damaged housing and housing-related infrastructure. Compare pre-disaster housing needs with damage assessment data, shelter, and FEMA information to **identify post-disaster needs and priorities** for displaced residents, including the pre-disaster homeless in the impacted locations.
- **Unify and coordinate expertise and assistance programs from across government and nongovernment partners** to aid local and tribal governments in building local capabilities to plan for and manage recovery, engaging the whole community. Consider engaging with the [Outreach Targets for Housing Recovery listed previously in this chapter](#).
- **Engage the whole community**, including those displaced and their advocates, in transparent community planning discussions about emergency, interim and long-term housing needs and solutions that can creatively address local housing problems, including those existing before the disaster.
- Identify and **provide emergency shelter or interim housing solutions** for displaced residents, including people with disabilities and/or AFN (e.g., low income, elderly, children, limited English speakers, and transit dependent residents).
- For both urban and rural areas, all possible **short-term shelter or housing options that pose the least hardship** on displaced residents should be considered.
- Seek some housing options that **include housing and shelter for large and small domesticated animals** (cats, dogs, horses, etc.).
- With large populations of renters/limited rental housing options, **seek approaches to support rental owners** so available housing may stay in the community.
- **Identify funding sources (federal, state, and local)**; coordinate funding to support housing reconstruction and redevelopment loans.
- Where there are high percentages of low-income residents and/or rental housing, **HUD funding may be important** for rebuilding communities.
- **Engage NGOs**, both local and from beyond Humboldt County, to leverage housing, repair, reconstruction, donations, and other forms of housing assistance.
- **Support affordable housing developers** seeking to acquire/repair damaged residential properties to increase the local supply of accessible affordable housing.

3.37.6 Infrastructure Systems Recovery Activities

These activities may align well with the RSF of the same name.

Recovery activities should promote restored, modernized, sustainable, hardened, and resilient systems, more resistant to current and future risk. Specific activities may include but are not limited to:

- **Consider engaging with resources of the [Cal OES Infrastructure Systems Recovery Support Function](#)** to facilitate the integration of the capabilities of the state and federal government, as necessary, to support local and tribal governments and other infrastructure owners and operators, and to ensure the capacity of all infrastructure systems aligns with impacted communities' current and projected demand on its built and virtual environment.
- **Unify and coordinate expertise and assistance programs from across government and nongovernment partners** to aid local and tribal governments in building local capabilities to plan for and manage recovery, engaging the whole community. Consider engaging with the [Outreach Targets for Infrastructure System Recovery listed previously in this chapter](#).
- Plan **immediate repair and restoration of critical infrastructure**, including technology and services necessary for operational functions.
- Once critical infrastructure has been restored, **establish a timeframe for non-critical infrastructure stabilization and repair** based upon resource limitations. (Critical infrastructure are the assets, systems, and networks, whether physical or virtual, so vital to the community that their incapacitation or destruction would have a debilitating effect on security, the local economy, public health or safety, or any combination thereof.)
- Consider **land use restrictions** in infrastructure restoration planning.
- Consider **sustainability, environmental, and climate change** perspectives.
- Implement **waivers, zoning changes and other land use regulations** to promote recovery. Seek guidance regarding the California Environmental Quality Act (CEQA) and other state and federal environmental/historic laws and regulations.
- Consider incorporating **mitigation measures** when repairing/restoring infrastructure.

3.37.7 Natural and Cultural Resources Recovery Activities

These activities may align well with the RSF of the same name.

Recovery activities should promote rehabilitated, restored, preserved, risk-resistant, and resilient resources. Specific activities may include but are not limited to:

- **Consider engaging with resources of the [Cal OES Natural & Cultural Resources Recovery Support Function](#)** to integrate subject matter experts, assets, and capabilities to support local and tribal governments and communities to address natural and cultural resource recovery and mitigate unavoidable adverse effects.

- **Unify and coordinate expertise and assistance programs from across government and nongovernment partners** to aid local and tribal governments in building local capabilities to plan for and manage recovery, engaging the whole community. Consider engaging with the [Outreach Targets for Natural and Cultural Resources Recovery listed previously in this chapter](#).
- Identify the **key participating agencies/organizations and their representatives**; consider developing working groups or committees, possibly including experienced consultants, for coordinated recovery efforts.
- Identify and develop a list of **sensitive natural/environmental, cultural, and/or historically significant resources impacted or threatened** by the disaster.
- **Identify mitigation measures** to limit additional damage or loss to resources.
- **Coordinate with appropriate county/state/tribal/federal agencies** to ensure recovery actions will be compliant with applicable laws/regulations.
- **Implement coordinated actions to mitigate risk and preserve resources.**
- **Seek to determine and describe the disaster’s impacts on resources**, and to communicate the importance of resource preservation and restoration to the affected communities, private sector, economy, and tourism.

3.37.8 Restoration of Schools and Educational Services Activities

Schools and educational services are not an RSF, but timely and efficient restoration of educational systems and activities will contribute greatly to effective recovery. Specific activities may include but are not limited to:

- **Schools will not recover until students are able to attend.** Recovery Planning should address, as practicable and reasonable, support for the following activities:
 - Delivery of assistance to displaced households, which may include financial support as well as social and health services.
 - Identification and procurement of sites for temporary relocation of classrooms and social services so parents and caretakers can go back to work.
 - Modifying public transit routes to include areas where impacted residents are being temporarily housed.
 - Expediting health and safety assessments of impacted school facilities prior to re-occupancy.
- **Four Categories of Recovery for Schools:** The US [Readiness and Emergency Management for Schools \(REMS\) Technical Assistance Center](#) has links to many resources, including some that are recovery-focused. The REMS guide suggests recovery activities in four main categories below:
 - Academics: Consider sharing classrooms or other buildings; adjusting class schedules; re-evaluating the curricula; using buildings or facilities from neighboring school districts; and/or integrating students into other school districts.

- Physical and Structural Recovery: Thorough safety assessments of all facilities will be needed. The Cal OES [Safety Assessment Program \(SAP\)](#) may be of value. It is usually up to the district or local building jurisdiction to authorize safe reoccupation of schools. Coordination with local building officials is the responsibility of the school or district, however, this should be coordinated with the County Office of Education and HumCo OES. If damage is so severe that rebuilding is required, the Division of the State Architect may become involved in architectural design and approval. Once facilities are deemed structurally safe, activities such as hazard removal, cleaning, repair, coordination of volunteers & donations; restoration of equipment, and resumption of other support may follow.
- Business Functions Recovery: Consider use of pre-established vendor contracts; accessing emergency funding; accessing back-up information technology and business services; restoration of business services; registering students in other districts; continuing use of existing/new vendors; accessing long-term recovery funding; identifying whether/how systems can be resilient.
- Social, Emotional, & Behavioral Recovery: Consider providing [Psychological First Aid for Schools](#); conducting ongoing assessments/monitoring; ensuring staff and teachers have access to Employee Assistance Programs; making individual and group crisis counseling available; referring students, teachers, and staff to long-term interventions; providing trauma and grief-focused, school-based mental health programs; monitoring attendance, grades, and counselor's visits; and providing care for caregivers to help prevent or reduce compassion fatigue.
- **Whole School Community Recovery**: Consider engaging with resources of the [Cal OES Health and Social Services Recovery Support Function](#) . Efforts should be made to determine how segments of the school community may be impacted by an incident, and who may need support during recovery. These groups could include:
 - People with disabilities or those with AFN. For example, would students in wheelchairs be able to access temporary classrooms?
 - Homeless households: What support can be provided to households who are made homeless by the incident, including through the [McKinney-Vento Education for Homeless Children and Youth](#) program? Is there a district-level liaison who provides support for homeless households?
 - Students with Individual Education Programs (IEPs). How would a new environment affect the students' learning?
 - Bilingual households. How will households who have limited English proficiency be kept informed of the recovery process and services or support that is available to them?
 - Students requiring ongoing medical services or nutrition programs. How can this support continue to be provided at an alternate facility?

3.38 Emphasize Good Practices of Administrative & Financial Management

Many critical financial activities must be completed during short-term recovery efforts, but several activities may continue and/or occur later in the recovery process. Many disaster funding programs for recovery become available to jurisdictions months after the disaster has occurred, and more long-term funding programs for recovery can be implemented years into the recovery process. **Documentation is Key.** By incorporating post-disaster recovery activities into the regular rhythms of disaster financial management, emergency managers and recovery managers may continue to reduce financial risk and improve practices for potential future disasters. Some activities that jurisdictions may conduct during and after the initial weeks of recovery operations are below (refer to the [FEMA Disaster Financial Management Guide 2020](#)).

3.38.1 Utilize and Retain Standardized ICS Forms

Incident Command System (ICS) practitioners have developed and refined a set of numbered forms for incident action planning, requesting and tracking resources, personnel accountability, and other functions. Forms may be modified by the entity, but the numbering system and intended use should follow NIMS guidelines. Retention of completed ICS forms is crucial for future reimbursements and audits. Some comprise an Incident Action Plan (IAP) or an EOC Action Plan (EAP).

Table 8 - Common ICS Forms

ICS Form #	Form Title	ICS Form	Form Title
ICS-201 (or 301)	Incident Briefing	ICS-211 (or 311)	Check-In List
ICS-202 (or 302)	Incident Objectives	ICS-213 (or 313)	General Message
ICS-203 (or 303)	Organization Assignment List	ICS-213RR (or 313RR)	Resource Request
ICS-204 (or 304)	Assignment List	ICS-214 (or 314)	Activity Log
ICS-205A (or 305A)	Communications List	ICS-221 (or 321)	Demobilization Checkout
ICS-207 (or 307)	Organizational Chart	ICS-230 (or 330)	Daily Meeting Schedule

3.38.2 Accounting and Record-Keeping

- **Activate and use disaster accounting General Ledger Lines** to track costs precisely, report them for reimbursement, and for detailed reporting and analysis.
- **Log and track time and expenses** to create accurate and detailed records of the time and costs associated with response and recovery. Initiating a disaster accounting general ledger is one way to track associated time and costs.
- **Activate Emergency Procurements and Contracts as Needed:** Pre-existing contracts tremendously expedite response operations and can save the jurisdiction money, especially when terms and costs of response functions are pre-determined.

3. SHORT-TERM

- **Document all expenditures related to response and recovery**, using the general ledger line items to document every related expenditure. The jurisdiction must justify each expenditure and directly relate it to the incident response, as well as differentiating response costs from concurrent general operational costs.
- **Document all equipment and materials used during response activities:** Any reimbursements will require accurate documentation.
- **Document all damages and cost impacts:** Any fiscal reimbursement requires documentation of all damages and cost impacts. Documentation should include cost and expense reports, as well as established damage cost estimation processes.
- **Compile cost and expense data** to achieve certain thresholds for disaster cost reimbursements; jurisdictions must show proof of cost and impact, which requires compiling and aggregating fiscal information.
- **Adjust contracting and procurement thresholds to account for increased emergency expenditures** as response and recovery continues and expenses increase; local legal fiscal threshold limits may be reached very quickly. Jurisdictions should proactively analyze these ceilings and make necessary adjustments, consulting with the appropriate funding authorities to make sure any changes in procurement or other policies are consistent with legal requirements. Jurisdictions may need to reassess all emergency or exigency contracts and transition to a competitive contract once the emergency or exigency circumstance ends. Additionally, certain aspects of federal procurement apply even in emergencies, such as cost reasonableness and adequate documentation.
- **Apply value of donated resources** used during eligible emergency and permanent work toward the non-federal cost share of FEMA-approved projects. Recipients and subrecipients must meet certain conditions to apply the offset to specific work.
- **Document use of mutual aid and volunteer recovery programs**, tracking the mutual aid agreements and the costs associated with those response functions. This cost may become a component of the disaster declaration process and analysis. In certain instances, properly tracked volunteer labor may also be counted as a non-federal match for certain disaster funding programs, such as debris management.

3.38.3 Ensure Funding Eligibility

- **Double-check fiscal program eligibility and application processes**, remembering that fiscal and damage impact reports and analyses are often the basis for funding eligibilities and grant awards. Jurisdictions must ensure that the types of disaster costs incurred, such as emergency shelter, temporary housing, infrastructure, or transportation, are eligible expenses for the disaster recovery program utilized.
- **Consider using legal counsel for contracts and procurement compliance** after the initial response has wound down and operations are transitioning into recovery. Legal counsel may advise and consult on non-emergent contractual and fiscal functions, helping ensure compliance for future fiscal reimbursements.

3.39 Welcome Arriving Federal Resources, in Coordination with Cal OES

A major or catastrophic disaster in the region may bring federal agency representatives to Cal OES in Sacramento, and depending on many factors, to the Humboldt OA as well.

Early coordination with FEMA will be important for effective recovery. Federal and FEMA response resources may include, but are not limited to:

- **Air operations** personnel to support delivery of resources and evacuations.
- **Mobile Emergency Response Support (MERS)** detachments to provide mobile telecommunications, life support, logistics, and operational support to the response.
- **Federal Staging Area (FSA)** personnel (e.g., at Arcata/Eureka Redwood Coast Airport).
- **Commodity-Points of Distribution (C-PODs)** personnel to support points of distribution.
- **Area Field Office (AFO)** personnel, as a forward element of the JFO Operations Section.
- **Federal Disaster Recovery Coordinator (FDRC)** personnel, under the Federal Coordinating Officer for all matters concerning disaster recovery.
- **Public Assistance** field staff.
- **Individual Assistance** field staff.
- **Small Business Administration Office of Disaster Assistance** personnel.
- **Disaster Recovery Center (DRC)** personnel to support the establishment of DRC facilities where survivors may obtain information and referrals.

Expedited Presidential Declarations

A state may request, and FEMA may submit and recommend a declaration request to the President prior to completion of a Joint PDA when the magnitude of anticipated or actual impacts of an incident become unmanageable without national resources.

Depending on the extent of damage and accessibility of impacted areas, FEMA may use alternative methods— such as fly-overs or windshield assessments led by a federal official—to validate damage and make the full range of federal assistance available or conduct complete PDA operations at a later date.



(Image source: [FEMA Facebook](#))

3.40 Analyze Regional, State, National Information

As conditions and resources reasonably allow leaders at the Humboldt OA EOC should seek and consider information regarding the status and activities of Cal OES Coastal Regional, State of California, and national partners (federal agencies, FEMA, Dept. of Defense).

Sources of timely updated information from these authorities include but are not limited to:

- Conference calls, Briefings, and special reports.
- Situation Reports, Incident Action Plans (IAPs), and Recovery Plans.

The “Big Picture”

The ability to efficiently recover in the Humboldt County OA may be impacted when a catastrophic disaster affects a larger region, the entire state, or a larger area.

Cal OES State Operations Center

(image source: [Cal OES News Photos](#))



3.41 Terminate Local Emergency

As per [Humboldt County Code § 2210-7 \(2011\)](#) (accessed 2024), if a Local Emergency has been proclaimed, the Board of Supervisors:

- Shall take action to ratify the proclamation within seven (7) days thereafter or the proclamation shall have no further force or effect, and
- Once the proclamation is made or ratified, the Board of Supervisors shall review, at least every thirty (30) days until such local emergency is terminated, the need for continuing the local emergency, and
- Shall proclaim the termination of such local emergency at the earliest possible date that conditions warrant the termination. The frequency of review shall be in accordance with Government Code Section 8630 or successor statute.

Consideration should be given to delaying termination of the Local Emergency until after all disaster recovery projects have been submitted.

It may be desirable to align the date of termination for the Local Emergency to coincide with the date of termination for the corresponding California State of Emergency Proclamation.

3.42 Consider Support for Debriefings

After a disaster, affected community members and others may experience emotional instability, posttraumatic stress, anxiety, guilt, depression, relationship difficulties, and other symptoms. Effective treatment of the most severe symptoms can take months of one-on-one appointments.

Some individuals may experience improvement and relief, at least in the short-term, through participation in group “debriefings” within days or weeks after the incident. No-cost group debriefings are not a substitute for therapy, but they can sometimes mitigate loneliness, strengthen feelings of community, and enhance public confidence in the government’s intentions. Debriefings can convey important information about common stress reactions and general guidance regarding techniques of effective stress management.

Consideration may be given to supporting no-cost group debriefings for impacted civilians; the first responder community; and/or an affected organization or agency.

The flyer features a central logo of two hands holding a heart, with the text "ALL ARE WELCOME & ENCOURAGED TO JOIN US" in an arc above it. Below the logo is the title "COMMUNITY STRESS DEBRIEFING".

WHO SHOULD ATTEND: Anyone experiencing stress, anxiety, panic, trouble sleeping, trauma, etc.

WHY SHOULD YOU ATTEND: To receive some tools and guidance for managing Stress/Trauma, and ways to identify PTSD.

WHO ELSE IS COMING TO THE EVENT: We have the privilege to be joined by Rio Dell Volunteer Fire Department, CalFire Crisis Support Services, County Fire Chiefs Assoc. Stress Debriefing Team, DHHS, HCSO Chaplin, COAD.

<p>IN THIS TOGETHER</p> <hr/> <p>Thursday Jan 19th, 2023 6:00 PM</p> <hr/> <p>Scotia Lodge 100 Main St, Scotia, CA</p>	<p>HUMBOLDT MADE IS BRINGING</p> <p>FREE FOOD!</p> <p>Thursday's Free Hot Meals will be moved to the Scotia Lodge, and we will begin serving delicious food from multiple chefs starting at 5PM</p>
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(Image source: [Humboldt COAD](#))

4. INTERMEDIATE-TERM RECOVERY

The transition from short-term to intermediate-term recovery occurs as most vital services and community lifelines are stabilized. Like short-term recovery, there is no pre-determined timeline for this transition, and intermediate-term recovery can continue for weeks or months.

4.1 **Ensure Stabilization of Communities**

The recovery cannot proceed if impacts of the emergency or disaster are escalating and/or cascading, impairing the affected community's ability to move ahead towards long-term recovery and redevelopment. Cascading impacts must be managed and adequately mitigated to stabilize the community.

Intermediate-Term Recovery

Refers to the weeks and months after the incident. This phase of recovery involves returning individuals, households, critical infrastructure, and essential government or commercial services to a functional, if not pre-disaster, state. Such activities are often characterized by temporary actions that provide a bridge to permanent measures.

[Bay Area Disaster Recovery Framework \(2015\)](#)

4.1.1 **Monitor Community Lifelines and Update their Status**

As appropriate for the circumstances, Humboldt OA EOC leadership may direct the continued use of "snapshots" of information aligned with community lifelines, providing a standardized approach to communicating the impacts to and current status of lifelines. The HumCo OES [Community Lifeline Rapid Assessment Worksheet and Assessment](#) (refer to Chapter 7 of this Annex) may be used or adapted for this purpose.

The community lifelines approach may be reduced or discontinued after all lifelines have stabilized, at the discretion of the HumCo OES Manager and Local Disaster Recovery Manager (LDRM).

4.1.2 **Support Community Health**

Recovery leadership should seek to restore/provide reasonable levels of available mental and physical health services for the community. A reasonably healthy community is essential for effective recovery planning and engagement.

4.2 Organize Along Recovery Support Functions (RSFs)

The more that state and federal entities are involved in the recovery effort, the more important the use of [Recovery Support Functions](#) (RSFs) will be a best practice to organize intermediate- and Long-Term Recovery planning and activities. Although the use of RSFs is not required, they can serve as a useful coordinating structure for federal and state disaster recovery resources/assistance to local governments.

Cal OES RSF Quick Start Guide

First created by the [Cal OES RSF Team](#) in July 2024, the current version of their [online RSF Quick Start Guide](#) provides guidance for training, suggested members, and development of county or municipal RSF functions and teams.

The CA-RSFs and FEMA RSFs are summarized in [Table 2.9.3: Recovery Support Functions and Recovery Outcomes](#), which provides guidance for the responsibilities and desired outcomes for each RSF.

4.2.1 Transition of Local/Tribal Efforts to Recovery

Consistent with the Humboldt OA EOP and guidance from the [California State Emergency Plan 2024](#), local and tribal emergency response responsibilities are typically aligned using principles and organizational functions of the Incident Command System (ICS) and Standardized Emergency Management System (SEMS).

As the response winds down, locally-based resources become available for assignment/reassignment to recovery activities. While jurisdictions are not required to follow the RSF format, consideration should be given to aligning resources into one or more of six RSF categories summarized earlier in [2.9.3 Table: Recovery Support Functions & Recovery Outcomes](#). Each county/municipal RSF should have a designated coordinating agency that will lead the group and report to the jurisdiction's executives and elected officials.

Specific recovery objectives, assignments, and activities for local resources will depend on many factors including but not limited to the authority/qualifications/capacity of the resource, community lifeline status, and recovery leadership's current priorities.

4.2.2 Transition of State/Federal Efforts to Recovery






State and federal emergency agencies utilize ICS for their operations, while also arranging their response resources in categories known as Emergency Support Functions (Federal "ESFs" or California "CA-ESFs"). The ESF structure serves for grouping functions most frequently used to provide state and federal support.

The emphasis should transition from ESF activities to RSF activities. Cal OS may use [Recovery Support Task Forces \(RSTFs\)](#) to ensure continuity of operations.

[Appendix F of the Cal OES 2019 California Disaster Recovery Framework](#) has a matrix for pre-and post-disaster coordination between CA-ESFs and CA-RSFs to illustrate the connection between response and recovery with example activities for each.

In some situations, multiple ESFs may correspond to one RSF, or one ESF may correspond to multiple RSFs. The connection between ESF and RSF is not a simple "handoff"; there are interdependencies.

Community Lifelines Crosswalk to Recovery Support Task Forces

Community Lifelines	Recovery Support Task Forces	
Supports all ESFs/ RSFs: ESF 5 - Management, ESF 7 - Resources, ESF 14 - Recovery, ESF 15 - Public Information		
ESF 11 - Food & Agriculture ESF 18 - Cybersecurity	Agriculture & Economic Task Force	Economic RSF
ESF 6 - Mass Care & Shelter ESF 16 - Evacuation ESF 17 - Volunteer & Donations		Sheltering and Interim Housing Task Force
ESF 6 - Mass Care & Shelter ESF 8 - Public Health & Medical ESF 10 - Hazardous Materials		Priority Populations Task Force
ESF 4 - Fire & Rescue ESF 13 - Law Enforcement		
ESF 10 - Hazardous Materials		Natural & Cultural Resources RSF
ESF 1 - Transportation ESF 2 - Communications ESF 3 - Construction & Engineering ESF 12 - Utilities		Public & Private Infrastructure Task Force
Supports all RSFs/ESFs: Community Planning and Capacity Building RSF		
California Emergency Support Functions (ESFs)	California Recovery Support Functions (RSFs)	

(Image Source: [Cal OES Community Lifelines Factsheet 2024](#))

4.3 File 90-Day After-Action Report with Cal OES

Additional components of the documentation process include After-Action Reports (AARs).

4.3.1 City or County Reporting to Cal OES:

As per Standardized Emergency Management System (SEMS) Regulations, California Code of Regulations, Title 19, § 2450 (accessed 2024), any city or county declaring a local emergency for which the governor proclaims a state of emergency shall complete and transmit an AAR to Cal OES within ninety (90) days of the close of the incident period. For an emergency proclaimed by County of Humboldt government, HumCo OES should coordinate preparation of the AAR. The exact dates of the 90-day period should be determined by Cal OES.

The same SEMS regulation also requires any state agency responding to that emergency to complete and transmit an AAR to Cal OES within ninety (90) days of the close of the incident period.

4.3.2 AAR Content Requirements

As per CCR Title 19, § 2450, these AARs shall, at a minimum, be a review of:

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

Refer to Cal OES Planning & Preparedness Division and After-Action / Corrective Action Reporting webpage for additional information.

4.4 Initiate Steps Towards a Recovery Plan

As the recovery transitions from short-term to intermediate term recovery, the affected local government and the LDRM should take on increasing ownership of the recovery planning process, assigning staff as needed to develop a written Recovery Plan for this disaster.

By this point in time, the Recovery Plan should be separate from any EOC Action Plan, although EOC staff may be assigned to continue to support the recovery.

The development of the Recovery Plan should involve a collaboration of the local community - its citizens and leaders - partnering with local state and federal agencies to develop and assemble a “strategic blueprint”, in which specific goals, objectives, and projects are identified.

4.4.1 Get Cal OES Help In Community Recovery Planning

Recovery planners should consider utilizing the [Cal OES Community Planning & Capacity Building Recovery Support Function](#) to support local and tribal governments to identify gaps in their recovery capabilities and to assist them to establish recovery solutions. This Cal OES RSF can coordinate and integrate partner resources and expertise to build local recovery capacities and inclusive community planning efforts.

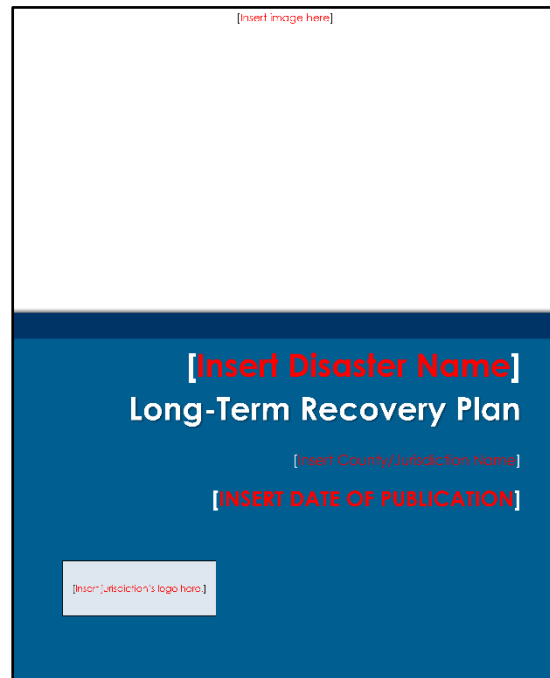
Additionally, [local/regional nongovernmental organizations](#) and/or other community planning entities may be able to provide guidance, staff and resources to assist.

4.4.2 Use Cal OES Recovery Plan Guide and Template

In July 2024 Cal OES published two important documents: the [Post-Disaster Long-Term Recovery Plan Guide](#), and the [Long-Term Recovery Plan Template](#).

The purpose of these companion documents is to provide a starting point for long-term recovery planning in communities recently affected by a disaster.

Recovery planners should consider using the current version of these documents when creating the Long-Term Recovery Plan.



(Images from [Cal OES Community Planning & Capacity Building Recovery Support Function Resources Webpage](#))

4.4.3 Timelines and Steps to Develop Recovery Plan

The length of time for the planning process will depend on many factors including but not limited to incident impacts and the availability of resources.

The planning process should be managed in alignment with a timeline, regularly producing perceptible signs of progress to avoid public disillusionment with recovery efforts, and to take advantage of the sense of community that usually follows a disaster.

Although the process for completion of the Recovery Plan may be undertaken within a relatively short time frame, it is important to recognize that planning is an ongoing process and implementation of the projects contained in the plan may take years.

The following general framework is adapted from the [FEMA Long-Term Comm Recovery Planning Process Self-Help Guide \(2005\)](#). More details about many of these steps are provided later in this Chapter in the [Build the Recovery Plan Section](#).

Table 9 - Recovery Plan Development Timeline

STEP	Link to Annex Section	TIMELINE
1	Prioritize Data Management	As soon as conditions and resources reasonably allow.
2	Prepare to Receive Community Feedback	
3	Get Cal OES Help in Recovery Planning	
4	Consider Recovery Outcomes aligned with RSFs	
5	Consider other State of CA Recovery Priorities	
6	Consider & Review Related Pre-Existing Local Plans	
7	Develop Plan Guidance Elements	
8	Plan Outreach to Update Known Issues for Recovery	
9	Initiate Outreach and Issue Identification/Visioning	As soon as stabilization of community lifelines reasonably allow; should be ongoing.
10	Conduct 1st Community Meeting	Within 2 -3 weeks after stabilization of key community lifelines.

STEP	Link to Annex Section	TIMELINE
11	Create Initial Draft Recovery Plan	Within 3-4 weeks after 1 st Community Meeting.
12	Distribution of Initial Draft Recovery Plan	Immediately upon completion of the Initial Draft, and/or at the 2 nd Community Meeting.
13	Leverage Cal OES Recovery Resources	Any time prior to the 2 nd Community Meeting.
14	Conduct 2nd Community Meeting	Within 4 weeks after the 1 st Community Meeting.
15	Create Recovery Plan Version 1	Within 3-4 weeks after 2 nd Community Meeting.
16	Consider Identifying a Recovery Plan Manager	Within 3-8 weeks after 2 nd Community Meeting.
17	Approval of Recovery Plan Version 1	Within 3-4 weeks after 2 nd Community Meeting.
18	Adoption of Recovery Plan Version 1	Immediately after approval, or within 1 week.
19	Distribution of Recovery Plan and/or other Materials	Within 1-2 weeks of approval.
20	Implementation of Plan	After approval, adoption, and management responsibility has been identified.

4.4.4 Prioritize Data Management

Recovery planners, supported by government agencies and nongovernmental organizations, should prioritize coordinated, standardized approaches to collect and organize unmet needs data and recovery activities information.

A [Data Specialist](#) (if not already appointed) should be identified and assigned for this task. Consideration may be given to developing an online “data dashboard” to post pertinent data, supporting a “data-driven” recovery approach.

4.4.5 Prepare to Receive Community Input/Feedback

Because the development of the Recovery Plan will involve a “Whole Community” approach, pathways to receive and organize input and feedback from recovery partners and the public will need to be developed in advance of outreach efforts.

Adequate staffing (e.g., the Call Center/Recovery Hot Line described in the [Start Community Outreach subsection](#) earlier in this Annex) is in place to receive and organize verbal and written information.

4.4.6 Consider State of CA Recovery Priorities

Cal OES may be able to provide the LDRM and staff leading the development of the Recovery Plan with guidance regarding priorities of the State (and/or FEMA).

Related information may be found in the current version of the [California Disaster Recovery Framework \(CDRF\) 2019](#) (summarized in the following subsections).

SUSTAINABLE COMMUNITIES

- **Development of long-term housing plans** that provide permanent affordable housing solutions.
- **Reconstruction of facilities and infrastructure** to meet future community needs, including the technology systems and services necessary for restoration of all operations and functions.

RESILIENT COMMUNITIES

- **Implementation of mitigation policies and strategies** to reduce the likelihood or degree of disaster-related damage, decrease demand on resources post-disaster and increase awareness of resilience as an important consideration in all community activities.
- **Mitigation activities** to increase public awareness of the need for disaster preparedness.
- **Clarification of solutions** for individuals versus communities.
- **Individual resilience solutions** such as: individual case management with a designated point of contact; crisis counseling; assistance with vital records access; assistance with access to in-home planning and building techniques to build more resiliency.
- **Community resilience solutions** such as: community counseling and discussion sessions; small in-person meetings; a physical or virtual “needs board” where people and organizations can post local resources to share and resources needed so people can connect; a social media page allowing for information on where and how people outside the area can help disaster victims and connect to resources; organizing and sharing options for access to capital to assist businesses with short-term cash flow issues and debt forbearance assistance programs; support local development, planning, building, vital records, social services, schools, and other government offices are supporting the recovery.
- **Review/revise existing mitigation plans** to address lessons learned.

ECONOMIC REVITALIZATION

- **Support both private business and agriculture redevelopment** in choosing/implementing economic revitalization strategies.
- **Facilitate connections to funding** for business and agriculture rebuilding.

RESTORED HEALTH CARE

- **Reestablish disrupted health care facilities.**
- **Support efforts to fund and deliver services** including but not limited to ongoing counseling, behavioral health, and case management services.

CLIMATE ADAPTATION

- **Support efforts towards achieving equity** because, while the effects of climate change impact all people, socially and economically sensitive populations bear a disproportionate burden. These populations must be considered when creating resilient communities.
- **Consider disadvantaged communities and those with access and functional needs.** They may experience higher rates of chronic disease and lower life expectancy and have fewer resources to plan and prepare for the additional impacts of climate change. These can be additional challenges for their resilience.
- **Use readily available climate adaptation resources** when addressing community resiliency, such as the current versions of the following:
 - The [California Climate Adaptation Strategy and Webpage](#) (accessed 2023)
 - [Protecting Californians From Extreme Heat: A State Action Plan to Build Community Resilience \(2022\)](#) .
 - [Cal OES California Adaptation Planning Guide \(2020\)](#)
 - The [Cal OES State Hazard Mitigation Plan \(2023\)](#).

4.4.7 Review Related Pre-Existing Local Plans

Local government and the LDRM leading the development of the Recovery Plan should seek out pre-existing local disaster recovery and other community planning documents, and ensure they are reviewed for content applicable to the recovery process.

Cross-checks of pre-existing plan content against proposed priorities and desired recovery outcomes of the Recovery Plan should be promptly conducted.

The Cal OES Community Planning and Capacity Building (CPCB) Recovery Support Function (RSF) can assist with identifying local plans and their relevance to long-term recovery planning.

Related Pre-Existing Plans

Past disaster recovery plans, hazard mitigation, climate adaptation, economic development, housing, and other plans can define a wide range of goals for the community and represent shared priorities of community members.

Linking recovery planning to build on the community’s existing plans helps inform recovery planning efforts and capitalize on past planning efforts so as not to “reinvent the wheel.”

[FEMA Pre-Disaster Recovery Planning Guide for Local Govt 2017](#)



(Image source: [County of Humboldt Facebook](#))

4.4.8 Develop Plan Guidance Elements

The LDRM and recovery planning leadership should develop the terms (words and phrases with common understanding) to be used as guidance elements in the Recovery Plan. The table below provides a starting point for discussion and modification.

Table 10 - Matrix of Plan Guidance Elements

TERM	DESCRIPTION	EXAMPLES
Vision	Outcome of whole-community collaboration involving those who live, work, and regularly visit, sharing: the things they love and want to retain; the concerns they want addressed; and new aspects/features they would like.	<i>“A clean, ecologically healthy, free-flowing Blue River passing through downtown, accessible by all.”</i>
Priorities	Define the intent of leader(s), in general terms, with regard to the most important things that must be accomplished through recovery.	<i>“Prevent ecological hazards from entering Blue River watershed.” “Improve river public access.” “Consider local tribal cultural and natural resources concerns.”</i>
Recovery Outcomes	Reflect desired recovery end-states identified by local and state governments. Outcomes may be broken down into discrete goals/objectives with associated milestones so progress can be monitored throughout recovery.	<i>“Rehabilitated, restored, preserved, risk-resistant, and resilient resources, including rivers, significant tribal cultural sites, and natural resources.”</i>
Goals/ Objectives/ Projects	Measurable steps that define what must be accomplished to fulfill the Vision, achieve the Priorities, and attain the Outcomes.	<i>“Repair and rebuild stronger wastewater treatment ponds.” “Daylight Blue River downtown.” “Protect sacred tribal site.” “Build accessible river facilities.”</i>
Strategies	Carefully devised approach or plans of action to achieve one or more Goals/Objectives. Strategies describe what actions and resources are required in working to achieve the specific objective.	<i>“Create Task Forces to plan and guide each river objective. Include government, tribal, private sector, nongovernmental representation.” “Use Cal OES and FEMA Public Assistance to fund projects.”</i>
Tactics/ Tasks/ Activities	Define how specific actions will be performed to achieve a planned outcome; who, what, where, when.	<i>“City Public Works and Acme Construction will build and complete accessible fishing pier at Maple St bridge by November 1.”</i>

4.5 Outreach to Update Known Issues for Recovery

In the first weeks of intermediate-term recovery, the LDRM should ensure that public information and outreach activities continue. Examples include those described [earlier in this Annex](#) and in the [FEMA Long-Term Community Recovery Planning Process Self-Help Guide \(2005\)](#). New approaches should be considered to reach affected persons and community participants to ensure that their intermediate and long-term concerns have been captured, and that realistic, achievable recovery outcomes are being developed for the Recovery Plan in development.

4.5.1 Seek Whole Community Planning Involvement

As stated in FEMA’s [FEMA National Disaster Recovery Framework \(NDRF\) 2016](#), individuals, households, households, businesses, private sector, and other organizations should be encouraged to get involved in their community’s recovery activities, including providing input in the post-disaster Recovery Planning process. Some entities may have the capacity to take on leadership roles in the recovery.

A whole community approach may help to identify socio-economic considerations that may impact the ability to provide recovery services to the whole community.

Civilian outreach methods may include [approaches mentioned earlier in this Annex](#). Community recovery workshops and forums may also be used to engage in “whole community” planning to rethink the vision for the community, improve conditions, mitigate hazards, and improve resiliency. The planning process should be inclusive and accessible by all. More information may be available in the current version of the [FEMA Long-Term Community Recovery Planning Process Self-Help Guide \(2005\)](#).

4.5.2 Be Visible and Accessible To Build Trust

Planning for effective recovery outcomes relies on updated, accurate information from those in need of intermediate- and long-term assistance. Outreach should help identify needs of individuals with access and functional needs, people of color, and others who have been historically underserved, marginalized, and adversely affected by persistent poverty and inequality. Needs may be addressed in recovery strategies.

Community trust must be built and sustained by: being visible and accessible, listening to the reports of unmet needs (and addressing simple needs when practicable) with ongoing engagement, outreach, and services by:

- Local and tribal government representatives; and
- Representatives of nongovernmental service providers, including private sector, faith-based, and community non-for-profit organizations.

Sustaining Community Trust

Identifying and promptly addressing unmet needs is crucial to building and sustaining the community trust and support that will be required to span the weeks and months until more complex recovery activities and organizations can be established (e.g., a Long-Term Recovery Group and Disaster Case Management).

4.5.3 Engage with Cultural Competence

In accordance with the California Emergency Services Act (Government Code § 8550 et seq., accessed 2024), government leaders and recovery personnel should consider and address in a “culturally competent” manner the needs of diverse people and groups who have been historically underserved, marginalized, and adversely affected by poverty and inequality.

These diverse people and groups may be referred to as “culturally diverse communities”. Refer to [Government Code § 8593.3.5\(c\)\(2\)](#) (accessed 2024).

“**Cultural competence**” means the ability to understand, value, communicate with, and effectively interact with people across cultures to ensure that the needs of all community members are addressed, with priority given to culturally diverse communities. Cultural competence” includes, but is not limited to, being respectful and responsive to the cultural and linguistic needs of diverse population groups.

- *Government Code § 8593.3.5(c)(1), accessed in 2024*

4.5.4 Select “Targets” for Outreach

Outreach activities to specific “targets” may identify funding, skilled persons, and/or other resources to advance towards recovery outcomes. Some additional possible targets for outreach are listed in the following subsections (organized by RSF categories).

Note: Outreach targets listed in the six subsections below are only listed once; some may be appropriate for several different RSF outreach efforts.

4.5.5 Community Planning & Capacity Building Targets

To identify important issues to include in the Recovery Plan for the community to complete the design, planning, and execution of inclusive recovery solutions to reduce current and future risk, outreach targets within the disaster-affected area may include but are not limited to:

- **Government offices and departments** such as locally-based state, county, tribal, local, and special district entities/departments such as airports, building and planning, climate action, community college and state university campuses, community development, community services, energy, environment, fire services, harbor, health/healthcare, law enforcement, public works, recreation services, roads, schools, transportation, water/wastewater.
- **Elected leaders** such as County Board of Supervisors and tribal, local, and special-district officials.
- **Local foundations** such as the [Humboldt Area Foundation](#), the [McLean Foundation](#), the [Smullin Foundation](#); and their grantees and projects.
- **Tribal development advocates and organizations** such as the [Northern California Indian Development Council](#) that leads social and economic programs.

- **Local government citizen commissions and committees** such as: Arts and Culture, Design Review, Economic Development, Energy, Natural Resources and Waterways, Historic Landmarks and Preservation, Housing and Homelessness, Open Space/Parks and Recreation, [Humboldt County Association of Governments](#), Planning, Public Safety, Resource Conservation, Transportation Safety.
- **Locally-active research and planning organizations** such as the [California Center for Rural Policy](#), [Humboldt Fire Safe Council](#), [Redwood Coast Tsunami Work Group](#), [Redwood Region Climate and Community Resilience Hub](#).
- **Nonprofits** for sustainable policies, leaders, and communities, such as [CivicWell](#).

4.5.6 Economic Recovery Targets

To identify important issues to include in the Recovery Plan for a sustainable, diversified, and resilient economy better prepared and positioned for future risk, outreach targets may include those mentioned above, as well as but not limited to the following:

- **Government economic development and agricultural support offices** such as [USDA Farm Service Agency](#), [USDA Rural Development](#), [GoHumCo](#), [City of Eureka Economic Development](#), [City of Arcata Economic Development](#)).
- **Economic development entities** such as [Redwood Region Economic Development Commission](#), [North Edge Financing \(formerly Arcata Economic Development Corp\)](#).
- **Government initiatives** such as the [Community Economic Resilience Fund](#), the [Redwood Region RISE \(Resilient Inclusive Sustainable Economy\)](#), and [North Coast Opportunities](#), and the [Workforce Development Coalition](#).
- **Nonprofits for effective economic development**, such as [Cooperation Humboldt](#), [Zero Waste Humboldt](#).
- **Agricultural business owner/operators/associations** such as the [Community Alliance with Family Farmers](#), the [Humboldt County Farm Bureau](#), the [Humboldt County Growers Alliance](#), the [Humboldt County Resource Conservation District](#), and the [North Coast Growers' Association](#).
- **Chambers of Commerce** such as [Arcata](#), [Blue Lake](#), [Eureka](#), [Fortuna](#), [McKinleyville](#), [Southern Humboldt](#), [Trinidad](#).
- **Fisheries owners/operators/associations** such as the [Humboldt Waterkeeper](#), [Humboldt Fishermen's Marketing Association](#), [Institute for Fisheries Resources](#), [Nordic Aquafarms](#), [Pacific Coast Federation of Fishermen's Associations](#).
- **Garbage, waste, and recycling entities**, such as [Hambro Recycling](#), [Humboldt Sanitation and Recycling](#), [Humboldt Waste Management Authority](#), [Recology](#), [Wes Green Company](#).
- **Healthcare, hospice, hospital, residential care, and skilled nursing facilities and local associations.**

- **Timber and forest products owners/operators/associations and timber advocacy groups** such as [ForEverGreen Forestry](#), [Green Diamond](#), [Humboldt Redwood Company](#), [Institute for Sustainable Forestry](#), [Redwood Region Logging Conference](#), and [Sierra Pacific Industries](#).
- **Tourism, leisure, and hospitality associations** such as the Humboldt Lodging Alliance, the [California Nations Indian Gaming Association](#), and the [Humboldt County Visitors Bureau](#).

4.5.7 Health and Social Services Targets

To identify important issues to include in the Recovery Plan for sustainable health, disability, and social services systems, outreach targets may include those mentioned elsewhere in this section, as well as but not limited to the following additional targets:

- **Government officials** such as locally-based state, county, tribal, local, and special district entities/departments such as the [County Department of Health and Human Services](#), including [Humboldt County Division of Environmental Health](#); [Veterans Service Office](#) and the [California Children's Services](#).
- **Health provider organizations** such as [Providence](#), [Mad River Hospital](#), [Southern Humboldt Health and Jerald Phelps Hospital](#), [Open Door Community Health](#), [Two Feathers Native American Family Services](#), [United Indian Health Services](#), [Adult Day Health Care of Mad River](#).
- **Community organizations**, such as [Arcata House Partnership](#), [Area 1 Agency on Aging](#), [Black Humboldt](#), [Companion Animal Foundation](#), [Cumbre Humboldt](#), [Eureka NAACP](#), [First 5 Humboldt](#), [Food for People](#), [Humboldt Community Access and Resource Center](#) (HCAR), [Humboldt County Council of the Blind](#), [Humboldt Animal Rescue Team](#), [Humboldt Food Policy Council](#), [Humboldt Network of Family Resource Centers](#) (HNFRC), [Humboldt Senior Resource Center](#), [LatinoNet](#), [Making Headway Center](#), [North Coast Stand Down](#), [Northcoast Children's Services and HeadStart](#), [Nuestra Comunidad](#), [Paso a Paso](#), [Providence Community Resource Centers](#), [Queer Humboldt Resources](#), [RAVEN Project](#) (part of RCAA), [Redwood Community Action Agency](#), [Redwood Coast Regional Center](#), [Redwood Coast Village](#), [Sequoia Humane Society](#), [Tri-County Independent Living](#), [Youth Services Bureau](#), [We Are Up Humboldt](#), [Willow Creek Family Resource Center](#).

4.5.8 Housing Targets

To identify important issues to include in the Recovery Plan for accessible, sustainable, resilient, and affordable emergency shelter and temporary housing that is available to all survivors, outreach may include those targets mentioned elsewhere in this section, as well as but not limited to the following additional targets:

- **Public Housing Agencies** such as the [Eureka-Humboldt County Housing Authority](#) and the [Hoopa Valley Housing Authority](#).

- **Community organizations**, such as [AHHA Affordable Homeless Housing Alternatives](#), [Betty Chinn Homeless Foundation](#), [Eureka Veterans' Village](#), [Housing Humboldt](#), [Humboldt Association of Realtors](#).

4.5.9 Infrastructure Systems Targets

To identify important issues to include in the Recovery Plan for recovery of restored, modernized, sustainable, hardened, resilient infrastructure systems, that are more resistant to current and future risk, outreach may include those targets mentioned elsewhere in this section, as well as but not limited to the following additional targets:

- **Government offices** such as [Cal Poly Humboldt Sea Level Rise Institute](#), [Caltrans District 1](#), [Redwood Coast Energy Authority](#), [Schatz Energy Research Center](#), [US Army Corps of Engineers](#), [US Coast Guard Sector Humboldt Bay](#).
- **Utilities providers** such as [Amerigas](#), [AT+T](#), [Chevron Eureka Marine Terminal](#), [Direct TV](#), [HughesNet](#), [Optimum](#), [PG&E](#), [Sequoia Gas](#), [T-Mobile](#), [US Cellular](#), [Valley Pacific/Renner](#), [Verizon](#).
- **Media entities** such as [Access Humboldt](#), [Bicoastal Media](#), [Jefferson Public Radio](#), [KAEF/KRCR TV News](#), [KIEM-TV Redwood News](#), [KHSU Public Radio](#), [KMUD Community Radio](#), [Lost Coast Communications](#), [Mad River Union](#), [North Coast Journal](#), [Redheaded Blackbelt](#), [Times-Standard](#).
- **Community energy and environmental organizations** such as the [Environmental Protection Information Center](#), [Northcoast Environmental Center](#), [350 Humboldt](#), [Friends of the Eel River](#), [Humboldt Waterkeeper](#), [North Coast Chapter of the California Native Plant Society](#), [Redwood Region Audubon](#), [RCEA Community Advisory Committee](#), the [Redwood Chapter of the Sierra Club](#), and the [Schatz Energy Advisory Board](#).

4.5.10 Natural and Cultural Resources Targets

To identify important issues to include in the Recovery Plan for rehabilitated, restored, preserved, risk-resistant, and resilient resources, and to ensure that long-term environmental restoration issues have been identified and realistic recovery outcomes identified, outreach may include those targets mentioned elsewhere in this section, as well as but not limited to the following additional targets:

- **Locally-based federal entities**, such as [Bureau of Indian Affairs](#), [Bureau of Land Management](#), [National Park Service](#), [Natural Resources Conservation Service](#), [US Forest Service](#), [US Fish and Wildlife](#)
- **Applicable state entities**, such as the [Bay Conservation and Development Commission](#), [Coastal Commission](#), [Coastal Conservancy](#), [California Fish and Wildlife](#), [Parks and Recreation](#), [State Lands Commission](#), [Water Resources](#)
- **Local government organizations**, such as the [Humboldt County Resource Conservation District](#), [Humboldt Bay Harbor, Recreation, & Conservation District](#).

- **Tribal, cultural, and natural resources community organizations**, such as the [Bear River Band of the Rohnerville Rancheria](#), [Big Lagoon Rancheria](#), [Blue Lake Museum](#), [Blue Lake Rancheria](#), [Blue Ox Millworks](#), [Cal Poly Humboldt Special Collections](#), [Cher-Ae Heights Indian Community of the Trinidad Rancheria](#), [Clarke Museum](#), [Eureka Heritage Society](#), [Eureka Historic Preservation Commission](#), [Ferndale Museum](#), [Fortuna Depot Museum](#), [Historical Sites Society of Arcata](#), [Hoopa Valley Historical Alliance](#), [Hoopa Valley Tribal Museum](#), [Humboldt Bay Maritime Museum](#), [Humboldt County Historical Society](#), [Karuk Tribe](#), [Mattole Valley Historical Society](#), [Mad River Alliance](#), [Society of Humboldt County Pioneers](#), [Timber Heritage Association](#), [Trinidad Museum](#), [Willow Creek China Flat Museum](#), [Wiyot Heritage Center](#), [Yurok Tribe](#).
- **Environmental resource managers and advocacy groups**, such as the [Friends of the Dunes](#), [Humboldt County Resource Conservation District](#), [Jacoby Creek Land Trust](#), [Mattole Restoration Council](#), [Northcoast Regional Land Trust](#), [Redwood Parks Conservancy](#), [Save the Redwoods League](#), [Sanctuary Forest Trust](#).

4.6 Leverage Cal OES Recovery Resources

Before the Recovery Plan Version 1 is finalized, recovery leadership should engage with the Recovery Support Team and other [Cal OES Recovery Directorate](#) programs and staff regarding possible sources of funding, managing funding streams, advancing hazard mitigation, and identification and implementation of promising community recovery projects and programs. The information in this section supplements that in [Chapter 2 of this Annex](#).

4.6.1 Finding Recovery Funding

The assigned members of the Cal OES Recovery Support Team should be able to help local and tribal governments of the Humboldt OA identify possible sources of disaster recovery funds. Additionally, the Cal OES [California Disaster Recovery Framework \(CDRF\) 2019](#) includes, in Appendix E, a comprehensive overview of state and federal disaster programs listed by recovery sector, with hyperlinks to program websites.

4.6.2 Managing Recovery Funding Streams with Cal OES Help

The Cal OES [Recovery Operations Section](#) may be able to help oversee critical disaster funding streams, cost recovery requirements, and debris removal operations. Its staff can manage grant documentation in compliance with applicable laws, regulations, procedures, and policies, and may provide reimbursement-related technical assistance to subrecipients. Staff can work directly with impacted local governments, state agencies, and private/non-profits to help navigate through federal and state grant processes and support local debris management operations.

4.6.3 Hazard Mitigation Support to Build Resiliency

The [Cal OES Hazard Mitigation Section](#) may support state and local mitigation efforts to reduce the negative impacts of future disasters on lives, property, and the environment. The staff may support Recovery Planning and projects that should reduce the effects of future natural hazard events and support eligible sub-applicants in their submission of projects that are eligible, feasible, and cost-effective.

4.6.4 Identifying Community Long-Term Recovery Solutions

The [Cal OES Interagency Recovery Coordination Section](#) is responsible for coordinating long-term recovery efforts, promoting resiliency throughout local jurisdictions, and providing technical assistance to disaster-impacted communities to support the identification and implementation of community recovery projects and programs. The staff may coordinate with state and local agencies, communities, organizations, and individuals regarding how best to promote resiliency efforts throughout local communities, identify critical community functions both before and after a disaster to prioritize effective recovery operations, facilitate community preparedness and risk management actions to reduce long-term vulnerabilities, and support post-disaster community recovery and redevelopment.

4.7 Build the Recovery Plan

4.7.1 Overview of Plan Development Steps

The following general framework is adapted from the [FEMA Long-Term Comm Recovery Planning Process Self-Help Guide \(2005\)](#). A suggested [Timeline](#) for these steps and other key activities is presented earlier in this Chapter.

- **Outreach and Issue Identification / Visioning** – begins as soon as is reasonable and should be ongoing throughout the recovery. To enhance this effort, refer to the [Consider State of CA Recovery Priorities](#) and the [Outreach to Update Known Issues for Recovery](#) sections earlier in this chapter.
- **The 1st Community Meeting** -may be conducted within 2-3 weeks after stabilization of key community lifelines allows. The goal is to seek ideas and input from the public on the community vision and help define important issues for recovery. This meeting may be facilitated in an open house format to encourage maximum participation by attendees. Meeting facilitators should ask questions such as: What are your community's strengths? Weaknesses? What are the issues? How should we rebuild? What do you want your community to look like in the next 20 years? What kind of community do you want for your children?
- **Create Initial Draft Recovery Plan** – may have a target date to be completed approximately 3-4 weeks after the 1st Community Meeting. The Initial Draft Recovery plan should include considerations of the community's input and ideas. While the LDRM and supporting personnel should use professional judgment when identifying proposed goals/objectives/projects, they should seek to ensure that each mentioned in the plan is connected to or based on a public concern or idea.

- **Distribution of Initial Draft Recovery Plan** - due to the compressed time frame of the Planning Process, the Initial Draft Recovery Plan may not be completed until the 2nd community meeting. If it is completed prior to the meeting, it should be distributed to the public and agencies prior to the 2nd Community meeting for review.
- **2nd Community Meeting** may be conducted approximately 4 weeks after the 1st Community Meeting to solicit feedback on the Initial Draft Recovery Plan. The next version of the Plan should reflect relevant community feedback from this meeting.
- **Create Recovery Plan Version 1** – may be completed approximately 3-4 weeks after the 2nd Community Meeting. Proposed goals, objectives, and projects may be fine-tuned, changed, or cut, based on many factors including feedback from the community. After these edits, the Recovery Plan may be dated and labeled “Recovery Plan Version 1” because it will evolve and be updated over time.
- **Approval of Recovery Plan Version 1** - Once the revised Recovery Plan has been completed, it should be labeled as “Version 1”, dated, and approved by the Local Government Recovery Policy Group (if still active) or by an appropriate authority of the affected local government, as is appropriate and lawful for the jurisdiction. The Recovery Plan is then ready for adoption.
- **Adoption of Recovery Plan Version 1** - If appropriate, formal adoption of the Recovery Plan may take place at a public meeting, where the Recovery Plan may be formally handed over to the local officials who will oversee implementation. It may be presented to and adopted by the local community as a guide for recovery.

As soon as practicable after adoption of the Recovery Plan, responsibility to manage the implementation of projects should be assigned, and activities should begin. This 'beginning' cannot be overstated.
- **Distribution of Recovery Plan / Other Materials** - the Recovery Plan may be posted on websites for mass review after adoption. Other materials, such as posters, calendars, or other creative materials that keep the projects in front of the community may be distributed at this time as well.
- **Implementation** - the Recovery Plan is the guiding document for implementation.
- **Subsequent Revisions of Plan** – The Recovery Plan should be evaluated periodically, dated, and labeled with a new “Revision” number. It should be approved by the Policy Group or by an appropriate authority of the affected local government.

4.7.2 Use of Community Lifelines Construct is Optional

When all community lifelines have been stabilized, the continued use of this construct may not be appropriate during intermediate and/or long-term recovery.

4.7.3 Consider Aligning Plan along RSFs and Outcomes

The new or updated Recovery Plan may be aligned to the six Recovery Support Functions (RSFs) and FEMA’s suggested recovery outcome targets for the RSFs.

When most stabilization goals have been achieved, recovery activities should expand to include additional priorities leading to effective intermediate- and long-term recovery. An “outcome driven recovery” approach may be used to plan and carry out these activities.

Outcome-driven recovery ensures that a community can set its own goals, access and coordinate resources to meet those goals, manage its own processes, and practice proper financial management to effectively secure and implement projects and funding sources.

Outcome driven recovery has been developed by FEMA as a problem-solving approach compatible with the National Disaster Response Framework and Recovery Support Functions, promoting unity of effort among participants to identify recovery needs, vision, and goals and to resource and deliver holistic recovery solutions.

Source: [FEMA Incident Stabilization Guide 2019 \(Operational Draft\)](#).

Outcome driven recovery can guide efforts across the entire recovery continuum to develop and accomplish interim and sustainable long-term solutions. The outcome driven recovery approach aims to accomplish the following:

- **Build collaborative partnerships** at all levels of government, private sector, private non-profits, philanthropic organizations, and NGOs to innovate recovery solutions;
- Create an inclusive **interagency, interjurisdictional** Recovery Planning process;
- **Include private sector** social service providers, infrastructure owners and operators, and other service providers in planning;
- **Leverage all possible funding sources** for recovery and mitigation;
- Encourage the concepts of **infrastructure resiliency**;
- Provide **mitigation** opportunities; and
- Create processes, policies, and timelines that support **enduring economic activity**.

The six Recovery Support Functions and suggested Recovery Outcomes are described in detail in the [Recovery Support Functions section of this Annex](#) .

4.7.4 Consider and Address Issues of Equity

Incidents disproportionately affect people of color and others who have historically been underserved, marginalized, and adversely impacted by persistent poverty and inequality. Recovery leaders and planners should consider and address equity in the Recovery Plan, seeking to identify and confront pertinent issues.

4.7.5 Recovery Plan Projects are Conceptual

While each version of the Recovery Plan will have identified objectives, and specific projects suggested for implementation, these will remain in a conceptual framework, far from a complete project ready for construction or government approval. Even after the Recovery Plan is approved and adopted, each project must still go through further planning, design, or analysis before it may proceed. In addition, each project must assemble the resources and secure the necessary funding, and government approval before they can move forward.

4.7.6 Seek to Create a Plan Compatible with Standards

The written Recovery Plan should be compatible with NIMS, SEMS, and ICS, structured but flexible, so that it may accommodate and allow for changes in priorities, desired outcomes, or circumstances that often occur during the recovery process.

4.7.7 Data-Driven Recovery, with Measurable Objectives

Consideration should be given to building a Recovery Plan that describes a data-driven approach, with measurable objectives, so that progress can be regularly evaluated.

4.7.8 Describe Recovery Organization in Plan

Recovery organization details and management objectives may be included in each version of the Recovery Plan, including but not limited to the activation and staffing important functions mentioned in this section. As these functions are activated, the Recovery Plan should describe in writing the roles, responsibilities, and relationships between the following entities for intermediate-and long-term recovery:

- [Recovery Policy Group](#).
- [Local Disaster Recovery Manager \(LDRM\)](#).
- [Recovery Plan Manager](#).
- [Recovery Operations Center \(ROC\)](#) and Recovery Staff.
- [Emergency Operations Center \(EOC\)](#) and EOC Staff.
- [Humboldt County Operational Area / HumCo OES](#).
- [California Office of Emergency Services \(Cal OES\)](#).
- [Federal Emergency Management Agency \(FEMA\)](#).
- [Community Organizations Active in Disasters \(Humboldt COAD\)](#).
- [Fiscal agent\(s\)](#) for receiving/managing/disbursing funds.
- [Long-Term Recovery Group \(LTRG\)](#) for this disaster (refer later in this section).
- [Disaster Case Management \(DCM\) program](#) for this disaster (later in this section).

4.7.9 Periodic Evaluation and Progress Reports

After each version of the Recovery Plan is approved and adopted, projects and the Plan will continue to evolve. Some high priority projects may come to fruition and yet other equally important projects may stall due to gaps in funding or resources or both.

Some projects may be too complex or cumbersome to implement as originally envisioned and evolve into alternative projects. In other cases, new sources of funding may materialize and jumpstart projects that have been idle. This ebb and flow of project status is typical in the life cycle of the Recovery Plan and continues throughout the intermediate and long-term recovery.

The Recovery Plan should be evaluated regularly, especially during the first year of recovery, when an evaluation of the plan and the implementation process might occur monthly. Plan updates and evaluation of progress made should continue during [long-term recovery](#).

All versions of the Recovery Plan should be retained for documentation purposes.

4.7.10 Subsequent Updates and Revisions of Plan

The Recovery Plan should be evaluated periodically for accuracy and the need to be updated.

Any significant changes in the Recovery Plan should result in an updated document that is dated and labeled with a new “Revision” number.

The new Recovery Plan Revision should be approved by the Policy Group or by an appropriate authority of the affected local government.

Recovery Plans are “Living Documents”

The Recovery Plan should be viewed as a 'living' document that adjusts and changes to specific needs as the community works through the recovery process.

The Recovery Plan should serve as an action-oriented planning tool to guide the implementation of recovery projects identified by the community.

The Recovery Plan is not an ordinance, law, or comprehensive/master plan, but it can serve as a strategic blueprint for community recovery and should be used as a decision-making tool for community resources, funding, and priorities.

[FEMA Long-Term Community Recovery Planning Process Self-Help Guide \(2005\)](#).

4.8 Identify Fiscal Agent(s)

4.8.1 Purpose of Fiscal Agent(s)

Recovery activities will likely be supported by a variety of funding mechanisms. Charitable donation dollars as well as grant funds should be received, accurately tracked, and managed with integrity. Appointment of one or more fiscal agent(s) will be necessary. An existing locally-based not-for-profit agency within the community may be the best choice for a recovery that is relatively small or may be of short duration.

At least one fiscal agent will be needed to direct funds to support the services and operations of a Long-Term Recovery Group (refer next section for LTRG details).

4.8.2 Fiscal Agent Procedures

Any fiscal agent should have in place internal safeguards and record protection procedures, as well as the ability to provide regular financial reports. Annual external audits should be required. The fiscal agent must agree to receive, manage, and disburse the funds, but not keep the funds as the agent's property. Records must be retained.

Ultimately, a written contract or Memorandum of Understanding (MOU) should be established between the fiscal agent and the coordination authority responsible for managing the recovery activities (a sample MOU is available at [National VOAD Long Term Recovery Guide \(2012\)](#)).

The [North Valley Community Foundation](#) website has links to resources including the [Disaster Recovery Blueprint for Philanthropic Organizations](#).

4.9 Develop a Long-Term Recovery Group (LTRG)

4.9.1 Purpose

The coordinating authority for managing long-term recovery activities is typically organized as a Long-Term Recovery Group (LTRG).

To effectively provide coordinated long-term recovery services for all affected people in the community, a Long-Term Recovery Group (LTRG) approach is considered a best practice.

One LTRG example is the **Humboldt Eel River Valley Long Term Recovery Group**, which seeks to uplift impacted communities in the wake of the 2022 Rio Dell/Ferndale Earthquake.

(Image source: humboldtrecovery.org)



The [Humboldt Eel River LTRG](#) also strives to be a model for preparedness and response in our region, enhancing the well-being and safety of our communities in the face of future disasters.

The LTRG approach seeks to unite recovery resources with community needs so that every household and individual, including the most vulnerable, may recover.

The LTRG, once formed, may develop a Disaster Case Management program to focus on addressing unmet needs in an organized manner.

4.9.2 Specific to Area & Disaster

Each LTRG should be aligned with a specific disaster event affecting a specific area. If a second disaster strikes the same area before recovery from the first event is complete, consideration should be given to creating a separate LTRG for the second disaster.

4.9.3 Community Sensitivity

Members of the LTRG and associated helpers should maintain an approach that they are in a sense “guest” in the affected community, seeking to build strong relationships of trust and respect, with dignity for all impacted residents of the whole community.

Navigation of the recovery assistance systems can be daunting. A sensitive, one-on-one approach with impacted people can be crucial in effective delivery of services.

4.9.4 Membership

The LTRG membership should be a collaboration of locally-based representatives from:

- Humboldt County Community Organizations Active in Disaster (COAD)
- Nongovernmental Organizations (NGOs)
- Non-profit organizations
- Faith-based organizations
- Community-based organizations
- Business and private sector partners

4.9.5 Leadership

The LTRG should be led by persons selected from the above organizations; one option is an “Executive Committee” of LTRG Chair, Vice Chair, Secretary, Treasurer.

What is a “Long-Term Recovery Group”?

According to the [National Voluntary Organizations Active in Disasters’ Long Term Recovery Guide \(2012\)](#), “A long term recovery group (LTRG) is a cooperative body that is made up of representatives from faith-based, non-profit, government, business and other organizations working within a community to assist individuals and families as they recover from disaster.

LTRGs are as varied in their structure as are the communities in which they work. The personality and operation of each group is unique and reflects local needs, available resources, cultural diversity, leadership style, and community support.”

4.9.6 Advisors

The LTRG should include Volunteer Agency Liaisons (VALs) and/or other advisors (may serve as a non-voting “Steering Committee”) from:

- Local, state, federal government entities
- Cal OES
- FEMA (if involved)
- Nongovernmental advisors

4.9.7 Partner Agency Roles

Partner agencies can:

- Convene participants to share information about the disaster and Recovery Plans.
- Identify disaster-related unmet needs and coordinate resources to assist in recovery.
- Mentor and/or provide ongoing training throughout the recovery process. It is important to invite experienced people to help provide guidance to the LTRG.
- Provide financial and other resources that will be needed in the recovery.
- Provide the venue for meetings and/or office space.

4.9.8 Informational Meeting Content

During an initial meeting of prospective partners and other concerned participants working together to create the LTRG, updates should be provided regarding the impacts that the disaster has had/is having on the community, based upon data including but not limited to important unmet needs. Local, Cal OES, and FEMA officials and liaisons should be able to help present updated information.

This information will help inform decisions regarding the approach to recovery, the scope of the LTRG’s work, and resources that will be needed. Impact information may include:

- Basic population demographics.
- Formal and informal community leadership structures and roles in this response.
- Geographic size of impacted area.
- Number of individuals and households affected.
- Number of owner-occupied homes affected and the level of impact.
- Number of rental properties affected.
- Number of businesses and public services affected.
- Other effects on individuals and households (high unemployment, etc.).
- Political and cultural subdivisions or jurisdictions involved.
- Whole community issues, including culturally diverse and AFN populations affected.

4.9.9 Initial Organizational Meetings

During intermediate-term recovery, meetings (preferably with a capable clearly-identified moderator) of emergency managers and LTRG collaborators will be needed to develop the specific makeup, leadership structure, mission, roles, and responsibilities of the LTRG. Meeting activities may include:

- Assess the most critical unmet needs; consider “**what does success look like?**”
- Begin drafting a **mission statement**, summarizing the LTRG’s purpose in a formal, short, written statement. The mission statement should serve to
 - State the overall goal for the recovery;
 - Inform the subsequent process of identifying/selecting an LTRG director;
 - Provide a sense of direction for LTRG leaders and members.
 - Begin developing an organizational structure for the LTRG. This may be highly structured (formal organization with board of directors, management team, and staff), or less structured (committee of representatives from local agencies involved in the recovery). The key is to identify participants who are committed to the recovery of their community, and to the long-term recovery process.
- Begin developing guidelines: **who will be offered services and how will eligibility be determined?** For example, will services be extended to: Any resident of Humboldt County or just those residing in certain communities? Homeless? College/university students? Other culturally-diverse individuals? Those with AFN? Low-income? Homeowners without insurance, or their SBA repair loan denied? Single parent? Renters? Rental property owners?
- Begin developing guidelines: **what type of services will be offered?** For example, if the LTRG is involved in home repair and reconstruction, what will be eligible to be repaired or replaced? Main structure only? Detached garages? Deferred maintenance / pre-existing conditions? Outbuildings? Mobile homes? Fencing?

4.9.10 Establish a Framework of LTRG Governance

Regardless of the structure of the LTRG, oversight and accountability (i.e., governance) are extremely important to a successful long-term recovery process. The LTRG will be handling financial resources, confidential information, and providing help and other resources to people in the community who have been traumatized by the disaster. How the LTRG proves itself to be trustworthy in the eyes of the community and supporters will influence success. The governance structure can take different shapes but may include a board of directors and/or executive committee whose primary responsibility is to set the direction for the group, and to provide ongoing oversight.

Members of the governing body should reflect the diversity of the disaster-affected community and should possess leadership skills along with the ability to work collaboratively. Further, these members should have sufficient authority from the organizations they represent to be able to make commitments and/or speak on behalf of that organization. LTRG leadership may emerge from:

- Any organization providing resources in the recovery process.
- Community-based organizations with programs to include disaster recovery needs.
- Emergency management or government.
- Faith-based groups and organizations with disaster services.
- Private sector and civic groups.
- Religious leaders.
- Volunteers with expertise in accounting, legal matters, grant writing, human resources, communications, marketing, building trades, etc.

The governing body should:

- Ensure that the LTRG adheres to the mission statement.
- Determine the operational structure for the LTRG.
- Develop a plan for staffing based on the structure adopted, and hire staff as needed (could be paid and/or volunteer).
- Develop short and long-term goals for the LTRG.
- Develop a preliminary budget.
- Develop operational policies and procedures, which will include assistance guidelines and criteria for meeting disaster-related unmet recovery needs (policies need to be responsive to emerging needs and fluctuating resources).
- Identify and develop resources, including human, material and financial.
- Ensure fair and equitable distribution of resources.
- Determine a system of financial management, reporting, and accountability.
- Determine how financial resources will be handled: sign a contract or MOU with a not-for-profit fiscal agent; or, for the LTRG to seek its own 501(c)(3) status.
- Establish organizational bylaws as needed.
- Have no more than 12-15 members; electing officers from within the body.
- Meet regularly, record meeting minutes, and make them available to the public.
- Develop a communications plan. Seek to ensure all participants, including the public, are kept informed about structure, policies, and program development.
- Seek to publicize success stories, especially early in the recovery.
- Obtain liability, officers and other insurance as needed.

4.9.11 Organizational Bylaws

Leaders of the LTRG should consider the benefits of developing written bylaws for the organization. As the mission statement helps to define the services that the LTRG will provide, the bylaws (even informal) will help identify how the LTRG intends to operate organizationally, and how it will relate to the larger community.

Of particular importance within the bylaws is defining the governance structure for the LTRG. If the structure for the LTRG is more formal and if it the LTRG is seeking its own 501(c)(3) status as a nonprofit, then the bylaws should be more formal. It is recommended that legal counsel should be consulted in this case. Sample bylaws can be found in [National VOAD Long Term Recovery Guide \(2012\)](#).

4.9.12 Committees and Subcommittees

The LTRG may operate most efficiently if activities and resources are organized through committees and/or subcommittees. Examples include:

- A **planning committee** to develop plans, strategy, objectives, metrics such as measurable accomplishments; and,
- **Subcommittees** (e.g., communications; volunteer management; donations management; finance; construction, mental and spiritual health; other unmet needs).

4.9.13 Funding the LTRG

The type/extent of unmet needs and the scope of the LTRG's mission will dictate the amounts of financial, volunteer, and other resources needed to carry out the recovery work. More information is in [National VOAD Long Term Recovery Guide \(2012\)](#).

- **The earlier the LTRG begins its program the better for donations:** donors will be more apt to give when the disaster event is still fresh in the minds of the public. The first place to look for funding is within the local community itself. Every community has resources (or assets) and should always take the lead with its own recovery.
- Start with what is **present within the community**: local government, volunteers, referral services, disaster response and other social service agencies, media outlets, foundations, corporations, large churches, and other religious institutions, etc.
- **Promote connections or relationships** between individuals, between individuals and organizations, and between organizations, encouraging them to share resources as they help to meet the needs of the wider community.
- **Public funds** may be available to support the LTRG. These sources may include FEMA, SBA, HUD / HHS block grant funds, disaster unemployment, workforce development, etc.). Cal OES and/or FEMA Volunteer Agency Liaisons (VALs) may be able to help identify funding sources.
- The [Center for Disaster Philanthropy](#) has posted an informational webpage and video about LTRGs and funding.

4.9.14 Keys to LTRG Success:

- Collaboration (keep egos in check).
- Focus on the impacted persons being served (not on the organization).
- Be sensitive to culturally diverse people and those with access/functional needs.
- Celebrate successes; freely express appreciation and support to all involved.
- Maintain thorough, detailed records documenting the LTRG’s finances and activities.

4.9.15 LTRG Relationship with Disaster Case Management

To carry out its mission, the LTRG may prioritize securing resources for, developing, and staffing of a Disaster Case Management (DCM) program (refer next section for more information about DCM). Some separation should be maintained between the LTRG and the DCM program. Disaster case managers from various entities may interact with the LTRG through an unmet needs committee, but DCM should operate its case management services separately from the LTRG administration and infrastructure.

There is no single “correct” way for the collaboration of disaster case management and LTRGs to be structured, as the most appropriate structure is dependent upon the nature of the disaster, the local community, the resources available, and the voluntary agencies working on the recovery. Refer [National VOAD Long Term Recovery Guide \(2012\)](#).

Disaster Case Management Appreciation Event, Butte County



[\(North Valley Community Foundation photo by Megan Smith, used with permission\)](#)

4.10 Develop a Disaster Case Management Program

To address unmet needs of individuals or households, a Disaster Case Management (DCM) program may be established for a limited period. Unmet recovery needs range from helping a client replace dentures lost in the disaster to assisting a household in rebuilding their red-tagged home.

Local DCM programs may begin as soon as established, or, launched after FEMA (if approved to deliver DCM services) ends its immediate DCM services and transitions to local DCM. Generally, the DCM program should be connected to, but separate from, the LTRG. More information is in [National VOAD Long Term Recovery Guide \(2012\)](#).

People and households seeking DCM may present themselves immediately after the disaster, while others may only reach out months later, after they have exhausted their own resources.

Disaster Case Management

Is the approach of using a structured and supervised program, activated for a limited period post-disaster, to assess and address each survivor's unmet needs, using a personalized approach and partnership between each disaster survivor/household ("client") and a skilled disaster case manager.

Together, the case manager and client identify:

- What unmet needs they have, or help they need to recover;
- What recovery help they have already received;
- What resources and programs they are eligible for; and,
- A shared and reasonable plan with realistic goals to get the client the help they need to recover.

4.10.1 DCM Process and Roles

At its core, DCM involves a partnership between a case manager and a disaster survivor or household (referred to as a "client"). Together, they develop and carry out an individualized "Disaster Recovery Plan". Their partnership is intended to provide the client with a single point of contact to facilitate access to a broad range of resources, but the client is also expected to play an active role in their own disaster recovery progress.

The DCM process generally involves:

- (a) Outreach to connect potential clients with the DCM program.
- (b) Intake screening of client eligibility for DCM services.
- (c) Assignment of a case manager to each client.
- (d) Identification (and verification) of client's unmet needs to recover from the disaster.
- (e) Assistance with documentation (as appropriate) with unmet needs.
- (f) Identification of resources and services the client has already received.
- (g) Development of an individualized disaster Recovery Plan that is realistic, goal-oriented, and outlines the steps necessary for the client to achieve recovery.
- (h) Identification of resources and services that may be available to the client.

- (i) Coordinated action and advocacy by the client and the case manager to obtain resources, services, and implement steps of the disaster Recovery Plan.
- (j) Shared monitoring of progress towards fulfilling the disaster Recovery Plan.
- (k) A “warm handoff” to other services (as applicable).
- (l) Case closure.

4.10.2 Disaster Case Manager Selection & Responsibilities

Each disaster case manager may be asked to handle as many as 30 clients and therefore should be carefully selected for this demanding role.

Criteria for selection may be based on life experience, skills, knowledge, ability, education, and/or training to competently provide for the populations served. Disaster case managers may be employees or volunteers. Although every DCM program will differ depending on the nature of the disaster, each case manager is likely to have most or all the following responsibilities:

- Conducting all work in a respectful, non-judgmental, and non-discriminatory manner, treating all persons with dignity, respect, and compassion.
- Providing information and referral to survivors of the disaster.
- Establishing equal partnerships with clients to help them recover.
- Verifying unmet recovery needs by obtaining records and/or contacting vendors.
- Networking with other organizations to guide clients through sequence of delivery without duplication of benefits or services.
- Advocating with and for clients by activities including but not limited to:
 - Preparing for and making case presentations on behalf of client.
 - Actively participating in long term recovery groups.
 - Providing support and advocacy with governmental and nongovernmental agencies and organizations when necessary.
- Helping survivors navigate through the sequence of disaster assistance.
- Performing ethically and with integrity.

4.10.3 State and Federal DCM Assistance

Cal OES does not offer DCM services. According to the [California Disaster Recovery Framework \(CDRF\) 2019](#), the California Governor may request DCM assistance in one of two ways: (1) as part of the State’s request for a Presidential Disaster Declaration (Declaration) that includes Individual Assistance (IA); or, (2) via a written request to the Federal Coordinating Officer (FCO) within 15 days of the date of declaration.

If the federal government determines the scope, scale, and impacts of the disaster qualify, a federally funded DCM supplemental program may be authorized for administration by FEMA in accordance with Section 426 of the Stafford Act.

The option chosen for federal delivery of DCM services should be determined by FEMA in coordination with federal partners, based upon a comprehensive assessment, as well as consideration of the most efficient and cost-effective delivery mechanism. Federally-managed Immediate Disaster Case Management (IDCM) may provide short-term, limited services to address immediate disaster caused unmet needs for 90-180 days. Thereafter, DCM services must be transitioned to a non-federal entity. Refer to current version of [FEMA Individual Assistance Program and Policy Guide ver. 1.1 \(2021\)](#).

[Nongovernmental entities listed earlier in this Annex](#) may be able to assist with DCM.

4.10.4 Funding and Operating the DCM Program

Additional sources that may be able to provide funding to support locally-led DCM operations and services may be identified within nongovernmental, not-for-profit, state, and/or federal programs. Possible funding and operational resources may include but are not limited to: [Arcata House Partnership](#), [Changing Tides Family Services](#), [Humboldt Area Foundation – Wild Rivers Community Foundation](#), [Smullin Foundation](#), [FEMA DCM grants: US Administration For Children and Families \(ACF\) Office of Human Services Emergency Preparedness & Response \(OHSEPR\)](#).

4.10.5 Federal to Local Transitions and Termination of DCM

If FEMA is involved in initial deployment of IDCM, as per the [FEMA Individual Assistance Program and Policy Guide ver. 1.1 \(2021\)](#), federal delivery of implementation of IDCM typically begins within 14-30 days of the Declaration. Federal services can be provided for up to 90 days, but may, at FEMA’s discretion, be extended up to 90 additional days for a total of 180 days of services. In extraordinary circumstances, such as catastrophic events, the program may be extended in additional 90-day increments by the Federal Coordinating Officer (FCO) deemed to be in the public interest.

At the conclusion of federal IDCM, the DCM clients and cases should be transitioned either to a DCM program or, if the non-federal entity elects not to apply for a DCM federal award or is not approved, to local providers (e.g., local or tribal government agencies, non-profits, etc.). Planning for this transition, particularly of survivor data, should begin early to ensure smooth and efficient transition of information and to streamline the access to services for survivors.

The LDRM, the Director of the LTRG, the manager of the DCM program, and the Recovery Policy Group should be involved in establishing a timeline for termination of locally-based DCM programs and services. Factors to be included in making this decision include progress towards recovery outcomes, numbers of clients, funding and other resource availability, and other factors.

4.10.6 Documentation of DCM Financing and Activities

From the initial creation of the DCM through its implementation and conclusion, appropriate records of financial activity and services provided must be created and retained.

5. LONG-TERM RECOVERY

As intermediate-term transitions into long-term recovery, most or all short-term outcomes, such as restoration of community lifelines, should have been achieved. At this point, contingency solutions should have demobilized, and repairs should be transitioning into long-term improvements which mitigate hazards and enhance community resiliency.

5.1 Revisit Responsibility

Local and tribal governments have primary responsibility for planning for and managing community recovery. Cal OES is prepared to vigorously support local and tribal governments when a disaster has exceeded the local jurisdiction’s capacity to effectively respond to and recover from the event.

Long-Term Recovery

Refers to the months and years after the incident. This phase of recovery addresses complete redevelopment and revitalization of the impacted area; the rebuilding or relocating of damaged or destroyed social, economic, natural, and built environments; and a move to self-sufficiency, sustainability, and resilience.

[Bay Area Disaster Recovery Framework \(2015\)](#)

5. LONG-TERM

5.2 Confirm Long-Term Recovery Leadership and Management

During the transition from intermediate to long-term recovery, collaborating entities should seek to clarify and confirm responsibility for leadership and management of the overall recovery effort. Conversations and agreements should lead to written documentation that clarifies the roles of key participants for that disaster. Collaborators could include, but are not limited to:

- **FEMA**
- **Cal OES**
- **Local and/or tribal government agencies, e.g., Planning, Env. Health**
- **Local Disaster Recovery Manager**
- **Long-Term Recovery Group**
- **Disaster Case Management**
- **Nongovernmental organizations; e.g., community-based, faith-based, disaster service, private sector, civic groups**

5.2.1 County OES Role Diminishes

In the long-term recovery phase, the emergency is clearly over. Although HumCo OES and its personnel may continue to attend recovery meetings, answer questions, provide information, and extend limited support to the recovery effort, the leadership and management for long-term recovery should be from persons other than HumCo OES members.

The Recovery Operations Center (ROC), if one is still in use, should be a facility that is separate from the HumCo OES EOC.

Transition Away from OES

The leadership and management for long-term recovery should be from persons other than HumCo OES members.

5.2.2 Support Continued Administration & Finance Functions

State and federal recovery programs (e.g., IA, PA, HMGP) will bring requirements for record-keeping, tracking resources, and reporting.

The [Good Practices of Disaster Administrative and Financial Management](#) described in Chapter 3 of this Annex should continue until all programs are closed and audited.

Additionally, consideration may be given to the following perspectives:

- Community participants should understand and have access to broad and diverse funding sources to finance recovery efforts.
- The community’s knowledge and professional administration of funding programs can greatly aid the recovery progress.
- Funders and resource providers may collaborate to provide program flexibility and implement finance planning.
- Recovery management programs for development and maintenance of adequate financial monitoring and accounting systems for new and large levels of investment. Systems can be implemented to seek, detect, and deter fraud, waste, and abuse.
- Recovery expenditures may maximize the use of local businesses to promote local economic development.

5.2.3 Consider Identifying a Recovery Plan Manager

For long-term recovery to be achieved, the implementation of the Recovery Plan needs someone to manage and lead. This Annex does not pre-identify a Plan Manager because disasters affect jurisdictions differently, and persons qualified for the task may or may not be available. The Plan Manager may be the existing LDRM, or it may be someone else who has the skills to manage multiple activities and inspire capable “project champions” to see their projects to completion.

If not the LDRM, the Recovery Plan Manager might be an existing or specially-appointed paid staff person within the affected government organization (city, county, tribe), or a paid staff person within a community organization/agency, such as the Chamber of Commerce, local development corporation, etc.

5. LONG-TERM

5.2.4 Consider Identifying “Project Champions”

Once specific projects have been identified and resourced, choosing a champion may be a very important step in the process of recovery.

A good champion should:

- Understand the needs of the project and will not pursue inefficient courses of action.
- Have a clear understanding of the politics that it could take to get the project started and to keep it going.
- Be familiar with and able to work with the appropriate entities to accomplish the project.
- Have support within the community - from politicians and public alike.

Examples of project champions may include but are not limited to:

- Elected officials.
- Local volunteers from community organizations.
- Capable government employees.
- Representatives of local professional organizations.

The leadership for long-term recovery should be open to the opportunity to identify project champions from non-traditional sectors within the community depending on the types of projects and the overall damage.

Nontraditional champions might come from the rural portion of the community, neighborhood associations or the arts community, etc. A champion for a particular project should not be selected without consideration for the other projects identified during the recovery planning process.

A good champion for one project may be a good choice for several other projects; however, choosing one person or organization to champion too many projects may dilute time and energy, reducing their ability to implement each project. There are other, less obvious types of potential champions who may be identified during the long-term community recovery planning effort.

What is a “Project Champion”?

A project champion is someone who will take the project and move it forward to realize the plan's goals and community vision.

A good choice for a champion is someone who has shown past interest in the project and may have even started working on the project prior to the disaster.

A project champion can be an individual or an agency, although one person should be the designated contact if it is an agency or organization.

[FEMA Long-Term Comm Recovery Planning Process Self-Help Guide \(2005\)](#)

5.3 Implementation of the Recovery Plan

Implementation of the Recovery Plan is the key to long-term community recovery. Without the follow-through by public and private sectors, the Recovery Plan is merely a report with interesting ideas and pretty pictures.

5.3.1 Identify Government Entity to Oversee Plan

Generally, the governing body of the area for which a recovery program has been initiated should oversee the Recovery Plan implementation, offering direction, coordination, and support as appropriate. The local governing body has the responsibility to both initiate and implement the plan. Some of the projects may require public dollars and action, some projects may require private dollars and actions, and some may require a public/private partnership to implement; however, the key to implementation is the support and commitment of the local elected officials.

5.3.2 Empower Recovery Plan Manager to Manage and Lead

The [Recovery Plan Manager](#) should be empowered and supported by local government and partners to serve as the manager for the project champions and entities carrying out activities to meet the Recovery Plan goals and objectives.

The Recovery Plan Manager should be provided with an appropriate time frame to jump-start the implementation process - at least until the project champions and the projects have enough momentum to move forward to project completion. The amount of time will depend on the overall damage to the community and the complexity of the recovery plan. That may be 3 months in some cases or 18 months or longer in others.

5.3.3 Consider Keys to Successful Plan Implementation

All involved in implementation of the Recovery Plan should recall and apply the [Nine Guiding Principles of Recovery \(FEMA and Cal OES\)](#) mentioned in Ch 2 of this Annex.

Additional keys to continued success, adapted from the [FEMA Long-Term Community Recovery Planning Process Self-Help Guide \(2005\)](#) :

- **Regular project completions.**
- **Maintaining flexibility in the Recovery Plan.**
- **Including applicable portions of the Recovery Plan in capital improvement projects of the community or in community comprehensive/master plans.**

5.3.4 Set Priorities for Project Implementation

Generally, project implementation priorities should be based on two general principles:

- **Focus on projects that will have the most impact on the community's recovery** when completed. Obviously, the high recovery value projects should have priority. These should get the major focus of the implementation manager and the local governing body.

- **Move forward on projects that can be completed relatively quickly, have significant public support, and available funding.** These would be the "low hanging fruit" of the recovery plan. Completion of these types of projects creates significant visibility for the recovery program and helps solidify community and political support for continued emphasis on plan implementation. In many cases, these may not have a high recovery value, but their completion will help hold the community's interest in the recovery program.



City of Rio Dell Groundbreaking Celebration for Water System Rebuild following 2022 Ferndale Earthquake (HumCo OES photos, 2024)

5. LONG-TERM

5.3.5 Monitor and Report Implementation Progress

Metrics or benchmarks may be used to help measure implementation progress toward goals, objectives, and project completion, enhancing leaders’ awareness.

Regularly and objectively communicating the progress of recovery should increase public confidence by conveying transparency and accountability.

Measuring and communicating progress also enables local leadership to identify ongoing recovery needs and engage partners in providing assistance and problem resolution. Recovery progress serves as a tracking mechanism for improving and adjusting recovery strategies and activities and ensuring continuing improvement.

5.3.6 Maintain Community Involvement

Once a community participates in the development of the Recovery Plan, they are invested in the outcomes, and should regularly observe progress. Progress may manifest itself in a variety of forms, but it should be visible to the overall community, such as public meetings, project presentations, press releases, legislative actions, groundbreaking, etc.

As projects evolve and change due to resources, regulations, and other factors, it is even more important that the community is kept informed. Regardless of the issue or the stage of the project, keeping the community involved and informed will promote the support and respect of the community.



City of Rio Dell Groundbreaking Celebration for Water System Rebuild following 2022 Ferndale Earthquake (HumCo OES photo, 2024)

5. LONG-TERM

5.3.7 Seek Implementation Feedback

Internal and “whole community” evaluation and feedback are key components of the recovery planning process. In addition to helping to improve the overall effort, progress that is evaluated and tracked can be used to communicate success.

- **Government regulatory partners** should have awareness of the recovery plan organization and empowered to follow designated reporting channels to submit observed progress or problems. Planners, engineers, public works inspectors, environmental health specialists, and other government officials working in the field can serve as perceptive “eyes and ears” for recovery leaders.
- **Public feedback** from other individuals and communities should also be welcomed, and multiple pathways publicized for anyone to ask questions, express a complaint, or offer support.

5.3.8 Recognize Importance of Plan Flexibility

The Recovery Plan should be viewed as a guide, not a fixed set of unchangeable rules. Its goals, objectives, projects, and specific activities are likely to change and evolve as more information surfaces and implementation progresses. This natural evolution should be communicated to the whole community, encouraging all involved to maintain flexibility, while seeking to honor the vision and the central goals.

5.3.9 Evaluation of Recovery Plan Implementation

Recovery leadership should evaluate the Recovery Plan and implementation on a regular basis to ensure that the community is following the appropriate path toward recovery. Refer to the [Periodic Evaluation and Progress Reports subsection](#) of Chapter 4 of this Annex.



(Image source: [FEMA](#))

5. LONG-TERM

5.4 Carry Out Local Government After-Action Reporting

5.4.1 First Year Recovery Plan Evaluation

In the first year following the disaster, an evaluation of the plan and the implementation process might occur on a monthly or quarterly basis. This evaluation may consist of regular status reports or presentations to community leaders and policy makers. Documentation should be retained.

5.4.2 Years 1-5 Recovery Plan Evaluations

After the first year and through year five (depending on the severity of the disaster), the progress of the LTRC plan implementation may be summarized in a quarterly, semiannual, or annual report, presented to the community, and a copy retained.

5.4.3 Annual Reports

Content of annual reports may include but is not limited to: the status of the implementation process, noted plan modifications, project challenges, and new implementation priorities for the coming year.

Summary Routine evaluations of the LTRC plan and the implementation process will allow communities to accommodate necessary changes and modifications while striving to fully achieve and implement the plan. View the LTRC plan as a guide, not a static document, that will be modified and revised as situations change and/or resources are identified. Over subsequent years, retention of these documents could prove valuable.

5.5 Develop Updated Recovery Plan Versions

When the plan is changed, updated versions should be prepared and made available.

Refer to the [Updates and Revisions of Plans subsection](#) of Chapter 4 of this Annex.

5.6 Terminate Recovery

A formal decision establishing the end date of a recovery is the responsibility of the appropriate authority of the affected local government.

5.7 Develop Pre-Disaster Recovery Plans

Local governments may consider the benefits of recovery planning in advance of disaster. Resources include, but are not limited to, the current versions of the following:

- [FEMA Long-Term Community Recovery Planning Process Self-Help Guide \(2005\)](#)
- [FEMA National Disaster Recovery Framework \(NDRF\) 2024](#) (3rd ed. accessed Dec 2024)
- [FEMA Pre-Disaster Recovery Planning Guide for Local Govt 2017](#)
- [FEMA/California Disaster Recovery Framework \(2019\)](#)
- [FEMA Response and Recovery Interagency Operational Plan 2023](#)

6. APPENDICES

6.1 Acronyms & Key Terms

TERM	MEANING
AAR	After-Action Report
AFN	Access and Functional Needs
AFO	Area Field Office (federal)
Annex	This County of Humboldt Recovery Annex to Humboldt OA EOP
ATC-20	Applied Technology Council’s Procedures for Postearthquake Safety Evaluation of Buildings
BRIC	Building Resilient Infrastructure and Communities (federal HMA)
C-POD	Commodity Point of Distribution (federal)
CA	California
Cal EOC	Cal OES’ internet-based portal/platform to coordinate with OAs
Cal OES	California Office of Emergency Services
CA-ESFs	California Emergency Support Functions
CA-RSFs	California Recovery Support Functions
CCR	California Code of Regulations
CDAAs	California Disaster Assistance Act
CDBG	Community Development Block Grant Program (California HCD)
CDRF	California Disaster Recovery Framework

TERM	MEANING
CERT	Community Emergency Response Team
CFR	Code of Federal Regulations
COAD	Community Organizations Active in Disaster (used in Humboldt)
County	County of Humboldt government
COG	Continuity of Government
COOP	Humboldt County Continuity of Operations Plans
COP	Common Operating Picture
CPCB	Community Planning and Capacity Building (a California RSF)
DCM	Disaster Case Management
DHHS	Department of Health & Human Services (County of Humboldt)
DMP	Debris Management Plan
DOI	US Department of Interior
DROC	Debris Removal Operations Center (local)
EAP	Emergency Operations Center Action Plan
EDA	US Economic Development Administration
EEIs	Essential Elements of Information
EF	Emergency Function (see Emergency Support Function or ESF)
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESA	Emergency Services Act (California Gov. Code § 8550-8669.7)
ESC	Emergency Services Coordinator (Cal OES)
ESF	Emergency Support Function
FCO	Federal Coordinating Officer
FDRC	Federal Disaster Recovery Coordinator (FEMA)
FEMA	Federal Emergency Management Agency
FMA	Flood Mitigation Assistance
FMAG	Fire Management Assistance Grants (federal)

TERM	MEANING
FSA	Farm Service Agency (part of USDA); <u>or</u> , Federal Staging Area
GIS	Geospatial Information Systems
GPS	Global Positioning System
HCD	California Department of Housing & Community Development
HHS	US Department of Health & Human Services
HM	Hazard Mitigation
HMA	Hazard Mitigation Assistance
HMGP	Hazard Mitigation Grant Program (federal)
HMP	Hazard Mitigation Plan
HUD	US Department of Housing and Urban Development
HumCo DEH	Humboldt County Division of Environmental Health
HumCo OES	Humboldt County Office of Emergency Services
IA	Individual Assistance (during recovery)
IAP	Incident Action Plan
ICS	Incident Command System
IDA	Initial Damage Assessment (FEMA)
IDE	Initial Damage Estimate (Cal OES)
IDCM	Immediate Disaster Case Management (FEMA-delivered)
IHP	Individual and Households Program (FEMA Indiv. Assistance)
IMAT	Incident Management Assistance Team (federal)
IMT	Incident Management Team (state or federal)
ISAA	Information Sharing Access Agreement
ISB	Incident Support Base (federal)
JIC	Joint Information Center
JFO	Joint Field Office (federal + state)
LAC	Local Assistance Center

TERM	MEANING
LDRM	Local Disaster Recovery Manager
LEA	Local Enforcement Agency for Solid Waste (HumCo DEH)
LHMP	Local Hazard Mitigation Plan
LTRG	Long-Term Recovery Group
MERS	Mobile Emergency Response Support (federal)
MOU	Memorandum of Understanding
NDRF	National Disaster Recovery Framework
NGO	Nongovernmental Organization
NIMS	National Incident Management System
NRF	National Response Framework
OA	Operational Area (a county and all political subdivisions within)
ODR	Outcome Driven Recovery
OES	Office of Emergency Services (local, county, tribal, or e)
PA	Public Assistance (during recovery)
PDA	Preliminary Damage Assessment
PDD	Presidential Disaster Declaration
PG&E	Pacific Gas and Electric Company
PIO	Public Information Officer
POC	Point of Contact
POD	Point of Distribution
RES	Regional Event Summary (Cal OES)
ROC	Recovery Operations Center

TERM	MEANING
RRCC	Regional Response Coordination Center (FEMA)
RSF	Recovery Support Function
RST	Recovery Support Team (Cal OES)
SA	Situational Awareness
SA/COP	Situational Awareness/Common Operating Picture
SBA	US Small Business Administration (for recovery loans)
SCO	State Coordinating Officer
SDRC	State Disaster Recovery Coordinator (Cal OES)
SEMS	Standardized Emergency Management System (California)
SEP	State of California Emergency Plan
SitRep	Situation Report
SHMP	State Hazard Mitigation Plan (California)
SLSA	State Logistics Staging Area
SOC	State Operations Center (Cal OES)
State	State of California Government
UCG	Unified Coordination Group (state and federal)
USACE	US Army Corps of Engineers
USDA	US Department of Agriculture
VAL	Voluntary Agency Liaison (federal or state)
VOAD	Volunteer Organizations Active in Disaster (used in other areas; see “COAD” in Humboldt County)

6.2 Authorities and References

The authorities and references listed below were used in developing the content of this Annex. This Annex is intended to be consistent or at least compatible with them:

Federal

- [FEMA Course IS 208 - State Disaster Management October 2003](#) (accessed April 2023)
- [FEMA Long-Term Comm Recovery Planning Process Self-Help Guide \(2005\)](#) (acc. May 2023)
- [FEMA National Disaster Recovery Framework \(NDRF\) 2016](#) (2nd ed. accessed April 2023)
- [FEMA National Disaster Recovery Framework \(NDRF\) 2024](#) (3rd ed. accessed Dec 2024)
- [FEMA Pre-Disaster Recovery Planning Guide for Local Govt 2017](#) (accessed May 2023)
- [FEMA National Incident Management System \(NIMS\) 2017](#) (accessed April 2023)
- [FEMA Tribal Declarations Pilot Guidance 2017 \(2020\)](#) (accessed July 2023)
- [FEMA Individual Assistance Program and Policy Guide ver. 1.1 \(2021\)](#) (accessed May 2023)
- [FEMA Quick Reference Guide: Serious Needs Assistance 2024](#) (accessed December 2024)
- [FEMA Quick Reference Guide: Displacement Assistance 2024](#) (accessed December 2024)
- [FEMA Public Assistance and Policy Guide Ver.4 \(2020\)](#) (accessed June 2023)
- [FEMA National Response Framework \(NRF\) 2019](#) (fourth edition accessed April 2023)
- [FEMA/California Disaster Recovery Framework \(2019\)](#) (accessed June 2023)
- [FEMA Community Lifelines Implementation Toolkit ver.2.1, \(2023\)](#) (accessed Sept 2023)
- [FEMA Incident Stabilization Guide 2019 \(Operational Draft\)](#) (accessed April 2023)
- [FEMA Disaster Financial Management Guide 2020.](#) (accessed April 2023)
- [FEMA Region 10 All-Hazards Plan 2020](#) (accessed April 2023)
- [FEMA Preliminary Damage Assessment Guide 2021](#) (accessed May 2023)
- [FEMA Preliminary Damage Assessment Pocket Guide 2021](#) (accessed May 2023)
- [FEMA Hazard Mitigation Assistance Program & Policy Guide 2023](#) (accessed August 2023)
- [FEMA Response and Recovery Interagency Operational Plan 2023](#) (accessed July 2023)
- FEMA 2021 Region 9 All-Hazards Plan – Continental US - May 2023 (accessed Sept 2023)
- [US SBA Disaster Preparedness and Recovery Plan \(2019\)](#) (accessed July 2023)
- [US Dept of Health & Human Services Recovery Support Function \(2021\)](#) (accessed May 2023)
- [Guiding Principles of ATC-20 Rapid Assessments \(“Tagging”\) \(2016\)](#) (accessed May 2023)

State of California

[California Standardized Emergency Management System \(SEMS\)](#) (accessed April 2023)

[California State Emergency Plan \(SEP\) 2017](#) (accessed April 2023)

[California State Emergency Plan \(SEP\) 2023 DRAFT](#) (accessed August 2023)

[California Disaster Recovery Framework \(CDRF\) 2019](#) (accessed April 2023)

[California Emergency Services Act \(ESA\) 2021](#) (accessed April 2023)

[California Disaster Assistance Act \(CDAA\)](#) (accessed April 2023)

[CA Emergency Disaster Proclamation and CDAA Fact Sheet 2022](#) (accessed April 2023)

[Cal OES RSF Overview and Contact List 2023](#) (accessed May 2024)

[Cal OES Overview of US SBA Individual Assistance 2023](#) (accessed December 2024)

[Cal OES Post-Disaster Long-Term Recovery Plan Guide \(2024\)](#) (accessed September 2024)

[Cal OES Long-Term Recovery Plan Template.](#) (accessed September 2024)

[Cal OES Community Lifelines Factsheet \(2024\)](#) (accessed September 2024)

Cal OES Local Emergency Proclamation Timeline (2023) (reviewed October 2024)

[State Board of Equalization New Information Guide for Disaster Relief for Damaged or Destroyed Property 2024](#) (accessed December 2024)

County of Humboldt

County/[Humboldt OA Emergency Operations Plan \(EOP\)](#) (accessed May 2023).

County of Humboldt [Continuity of Government \(COG\) Plan](#) 2015 (accessed April 2023)

County of Humboldt [Joint Information Center Plan](#) 2014 (accessed April 2023)

Additional references and resources

[National VOAD Long Term Recovery Guide \(2012\)](#) (accessed March 2023)

[Bay Area Disaster Recovery Framework \(2015\)](#) (accessed May 2023)

[Humboldt COAD \(Community Organizations Active in Disaster\) Quarterly Meeting, April 2024](#)

[Humboldt COAD Website](#)

[North Valley Community Foundation](#) Disaster Relief, [Publications](#), and the [Disaster Recovery Blueprint for Philanthropic Organizations](#). (accessed April 2024).

7. ATTACHMENTS

This chapter includes copies of forms and documents that (as of 2024) may be used to facilitate and document recovery activities.

7.1 Community Lifeline Rapid Assessment Worksheet

The next two pages depict the form (as of 2024) promoted by HumCo OES for gathering initial impact and status information regarding a given jurisdiction's lifelines and components.

Humboldt County OES Community Lifeline Rapid Assessment Worksheet

Form-309A

OES Main: 707-268-2500 Email: oes@co.humboldt.ca.us

Line	Explanation	<input type="checkbox"/> Date/Time: _____ or <input type="checkbox"/> Date/Time: 5/15/24 13:59
1	Person Making Assessment: (Name, Agency, Call Sign/Unit #)	1A. Incident Name:
2	Location: Name of Place (check one) <input type="checkbox"/> City <input type="checkbox"/> Unincorporated <input type="checkbox"/> Evacuation Zone # <input type="checkbox"/> Latitude-Longitude <input type="checkbox"/> Other	
3	Population Affected (estimated):	12. Assessment Summary (Most Urgent Circumstances):
	Brevity designation codes: R - Unstable, no solution in progress Y - Unstable, solution in progress G - Stable, stabilized/not impacted X - Unknown	
4	Safety and Security Lifeline <input type="checkbox"/> 4A - Law Enforcement/Security <input type="checkbox"/> 4B - Fire Services <input type="checkbox"/> 4C - Search and Rescue <input type="checkbox"/> 4D - Government Services <input type="checkbox"/> 4E - Community Safety	12A. Assessment Details:
5	Food, Hydration, Shelter Lifeline <input type="checkbox"/> 5A - Food <input type="checkbox"/> 5B - Hydration <input type="checkbox"/> 5C - Shelter <input type="checkbox"/> 5D - Agriculture	
6	Health and Medical Lifeline <input type="checkbox"/> 6A - Medical Care <input type="checkbox"/> 6B - Public Health <input type="checkbox"/> 6C - Patient Movement <input type="checkbox"/> 6D - Medical Supply Chain <input type="checkbox"/> 6E - Fatality Management	
7	Energy (Power & Fuel) Lifeline <input type="checkbox"/> 7A - Power Grid (electricity) <input type="checkbox"/> 7B - Fuel	
8	Communications Lifeline <input type="checkbox"/> 8A - Infrastructure <input type="checkbox"/> 8B - Responder Communications <input type="checkbox"/> 8C - Alerts, Warnings, & Messages <input type="checkbox"/> 8D - Finance <input type="checkbox"/> 8E - 911 and Dispatch	
9	Transportation Lifeline <input type="checkbox"/> 9A - Hwy-Rdwy-Motor Vehicle <input type="checkbox"/> 9B - Mass Transit <input type="checkbox"/> 9C - Railway <input type="checkbox"/> 9D - Aviation <input type="checkbox"/> 9E - Maritime	
10	Hazardous Materials Lifeline <input type="checkbox"/> 10A - Facilities <input type="checkbox"/> 10B - HAZMAT, Pollutants, Etc.	
11	Water Systems Lifeline <input type="checkbox"/> 11A - Potable Water Infrastructure <input type="checkbox"/> 11B -Wastewater Management	

7. ATTACHMENTS

HOW TO USE THIS FORM:

- A. Collect all applicable information needed to report for Community Lifeline Rapid Assessment:
1. List the name, agency, call sign/unit number of person making assessment.
 - 1A. List the Incident Name (if known).
 2. Determine the location of the affected area(s) and closest locality if known; indicate the type of area (city, unincorporated, evacuation zone number, latitude-longitude, or other) and other identifying location information.
 3. Estimate the number of people that are affected (population).
- B. Given the following categories, determine Lifeline and component status:
- [Red - Unstable, no solution in progress]**. Indicates there are severe challenges and obstacles hindering the essential services and resources associated with the lifeline. Immediate attention and resources are required to address the situation and restore functionality.
- [Yellow - Unstable, solution in progress]**. Moderate Impact - Indicates that there are disruptions or limitations to the delivery of normal, pre-incident services and resources. The situation requires attention and proactive measures to prevent further deterioration and ensure community needs are met. Restoration of this lifeline is still in progress and the community has not returned to pre-incident levels of service. This includes instances in which lifeline restoration is being addressed through temporary means.
- [Green - Stable, stabilized/not impacted]**. Minimal Impact - Indicates that the lifeline is functioning at pre-incident levels, with only minor disruptions or limitations.
- [X](Grey) - Unknown]**. Indicates the extent of disruption and impacts to lifeline services is unknown.
4. Determine the status of the Safety and Security Lifeline:
 - A. Law Enforcement/Security (Police Stations, Law Enforcement, Site Security, Correctional Facilities)
 - B. Fire Services (Fire Stations, Firefighting Resources)
 - C. Search and Rescue (Local Search and Rescue)
 - D. Government Services (Emergency Operations Centers, Essential Government Functions, Government Offices, Schools, Public Records, Historic/Cultural Resources)
 - E. Community Safety (Flood Control, Other Hazards, Protective Actions, Evacuation Zones & Status)
 5. Determine the status of the Food, Hydration, Shelter Lifeline:
 - A. Food (Commercial Food Distribution, Commercial Food Supply Chain, Food Distribution Programs such as Food Banks or Community Pantries)
 - B. Hydration (Temporary Hydration Missions – e.g.: bottled water distribution, Commercial Water Supply Chain)
 - C. Shelter (Housing – e.g.: homes, emergency shelters)
 - D. Agriculture (Livestock Animals, Farms, Agricultural Resources)
 6. Determine the status of the Health and Medical Lifeline:
 - A. Medical Care (Hospitals, Dialysis Clinics, Pharmacies, Long-Term Care Facilities [LTCFs], Veterans' Affairs (VA) Health Systems and Accessibility, Veterinary Services, Home Care)
 - B. Patient Movement (Emergency Medical Services)
 - C. Public Health (Health Surveillance, Human Services, Behavioral Health, Vector Control, Labs)
 - D. Fatality Management (Coroner, Mortuary and Post-Mortuary Services)
 - E. Medical Supply Chain (Blood/Blood Products, the manufacture of Pharmaceutical Devices and Medical Gases, Distribution, Critical Clinical Research, Sterilization, Raw Materials)
 7. Determine the status of the Energy (Power & Fuel) Lifeline:
 - A. Power/Electricity (Grid) (Generation Systems, Transmission Systems, Distribution Systems)
 - B. Fuel (Refineries/Fuel Processing, Fuel Storage, Pipelines, Fuel Distribution [e.g., gas stations, fuel points], Off-shore Oil Platforms)
 8. Determine the status of the Communications Lifeline:
 - A. Infrastructure (Wireless, Cable Systems and Wireline, Broadcast [Television and Radio], Satellite, Data Centers/Internet)
 - B. Alerts, Warnings, and Messages (Local Alert/Warning Ability, Access to IPAWS [WEA, EAS, NWR], NAWAS Terminals)
 - C. 911 and Dispatch (Public Safety Answering Points [PSAP], Dispatch)
 - D. Responder Communications (Land Mobile Radio [LMR] Networks)
 - E. Finance (ability to access funds) (Banking Services, Electronic Payment Processing)
 9. Determine the status of the Transportation Lifeline:
 - A. Highway/Roadway (Roads, Bridges)
 - B. Mass Transit (Bus, Rail, Ferry)
 - C. Railway (Freight, Passenger)
 - D. Aviation (Commercial [e.g., cargo/passenger], General, Military)
 - E. Maritime (Waterways, Ports and Port Facilities)
 10. Determine the status of the Hazardous Materials (HazMat) Lifeline:
 - A. Facilities (Oil/HAZMAT Facilities [e.g., chemical, nuclear], Oil/HAZMAT/Toxic Incidents from Facilities)
 - B. HazMat, Pollutants, Contaminants (Oil/HAZMAT/Toxic Incidents from Non-Fixed Facilities, Radiological or Nuclear Incidents)
 11. Determine the status of the Water Systems Lifeline:
 - A. Potable Water Infrastructure (Intake, Treatment, Storage, Distribution)
 - B. Wastewater Management (Collection, Storage, Treatment, Discharge)
 12. Describe the most urgent circumstances in the Assessment Summary. What are the *immediate* Lifeline needs?
 - 12A. Describe the incident in narrative format. Lifelines and components that are indicated as **R - Unstable, no solution in progress**; **Y - Unstable, solution in progress**; and **X - Unknown** must be described in further detail of the hazard; shorthand brevity may be used as long as it describes the situation with sufficient detail.
- C. Ensure all the gathered Community Lifelines information is recorded in the corresponding checkboxes.
- D. Transmit or send the Community Lifelines Rapid Assessment information, save any files in the following format:
 "YYYY-MM-DD_IncidentName_HumOES_CLRA_Author's Last Name" (e.g.: 2024-10-01_BuckarooFire_HumOES_CLRA_Smith).
- I. Contact Humboldt County Office of Emergency Services (OES).
 - (1) Make proper contact with the intended receiver by an authorized method of communication (e.g.: email at "oes@co.humboldt.ca.us", telephone at 707-268-2500, radio, text message, etc.)
 - (2) Use authorized call-sign and frequency assignments established by the Incident Commander or Operations Section Chief.
 - II. Transmit or send the Rapid Assessment information in the proper sequence.
 - (1) State all line items in CLEAR TEXT and status code in authorized brevity code.
 - (2) Information that is **confidential** or **mission-critical** should only be communicated or transmitted via secure or encrypted methods (consult with

7.2 Compilation of Community Lifelines Worksheets

The next six pages depict the form (as of 2024) promoted by HumCo OES for an agency to compile lifeline assessment worksheets regarding a jurisdiction’s lifelines and components.

FOR OFFICIAL USE ONLY



Humboldt County Office of Emergency Services | Humboldt County Sheriff's Office
826 4th Street, Eureka, CA 95501

OES Main Phone: 707-268-2500 Email: oes@co.humboldt.ca.us

Form-309



Rapid Community Lifelines Assessment

Humboldt County, California

Update: at

Incident Name:

Unchanged	Unchanged	Unchanged	Unchanged	Unchanged	Unchanged	Unchanged	Unchanged

Incident Overview - Most Pressing Concerns:

Reviewed by:

Compiled by:

FOR OFFICIAL USE ONLY

1 of 6

CONFIDENTIALITY NOTICE:

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Form-309_v.1.3_1/25

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Form-309










Humboldt County Office of Emergency Services | Humboldt County Sheriff's Office
826 4th Street, Eureka, CA 95501



Rapid Community Lifelines Assessment

Current Community Lifeline Assessment

Safety & Security Lifeline		
	Overall	
	Law Enforcement - Security	
	Fire Service	
	Search and Rescue	
	Government Service	
	Community Safety	
Food, Hydration, Shelter		
	Overall	
	Food	

Reviewed by:

Compiled by:

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826 4th Street, Eureka, CA 95501



Rapid Community Lifelines Assessment

 Hydration	Hydration	
 Shelter	Shelter	
 Agriculture	Agriculture	
Health and Medical		
 Health and Medical	Overall	
 Medical Care	Medical Care	
 Public Health	Public Health	
 Patient Movement	Patient Movement	
 Medical Supply Chain	Medical Supply Chain	
 Fatality Management	Fatality Management	

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Rapid Community Lifelines Assessment

Energy (Power & Fuel)		
	Overall	
	Power Grid	
	Fuel	
Communications		
	Overall	
	Infrastructure	
	Responder Communications	
	Alerts, Warnings, and Messages	
	Finance	
	911 and Dispatch	

Reviewed by:

Compiled by:

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826 4th Street, Eureka, CA 95501



Rapid Community Lifelines Assessment

Transportation		
	Overall	
	Highway - Roadway - Motor Vehicle	
	Mass Transit	
	Railway	
	Aviation	
	Maritime	
Hazardous Materials		
	Overall	
	Facilities	
	HAZMAT, Pollutants, Contaminants	

Reviewed by:

Compiled by:

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Rapid Community Lifelines Assessment

Water Systems		
	Overall	
	Potable Water Infrastructure	
	Wastewater Management	

7. ATTACHMENTS

Reviewed by:

Compiled by:

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Form-309_v.1.3_1/25

7.3 Initial Damage Estimate (IDE) Agency Worksheet

Operational Area Damage Information

REPORTING	Destroyed	Major	Minor	Affected	Estimated Loss	Est % Insured
DATE:						
INDIVIDUAL ASSISTANCE (IA) DAMAGES						
Residences: Primary						
Business:					\$0	
Other: Outbuildings, etc.					\$0	
Totals:	0	0	0	0		
				Total Est. Cost:	\$0	
AGRICULTURAL DAMAGES	Acres Impacted	Number Impacted	Estimated Loss			
Crops/Grazing Land:						
Farm Buildings & Machinery:						
Livestock:						
Totals:	0	0	\$0			
PUBLIC ASSISTANCE (PA) DAMAGES		Number of Sites	Estimated Loss	Notes		
CAT A: Debris Removal and Disposal						
CAT B: Emergency Protective Measures						
CAT C: Road and Bridge Systems (non-federal)						
CAT D: Water Control Facilities (levees, dams, & channels)						
CAT E: Public Buildings and Equipment						
CAT F: Public Utilities (water and power, etc.)						
CAT G: Park/Recreational/other						
Total Est. Public Asst. Damages:		0	\$0			

7.5 Local Assistance Intake Form

County of Humboldt
2022 December Earthquake Intake Form

Interview Date: 2-16-23 Call Taker/Interviewer: _____

New Case: Re-opened Case: Cross File: Yes No _____

Client Name: _____ Alias/Preferred Name: _____
(Last) (First) (MI) (Last) (First)

Current Address: _____
(Street Address) (City) (State) (Zip Code)

Phone: _____ Work Phone: _____

Email Address: _____ Alternate Contact Name/Phone: _____

Date of Birth: _____ Age: ____ Last Four SSN: _____ Gender: Female Male Non-binary

Marital Status: Single Married Migrant/Seasonal Worker: Yes No U.S. Citizen: Yes No

INS # _____ Primary Language Spoken: English Spanish Other: _____

Ethnicity (Voluntary – requested for statistical purposes. Check all that apply): White Hispanic Black
 Asian or Pacific Islander American Indian or Alaskan Native Multiple Ethnicities Other

Referred by: Self Agency: _____ Other: _____

Earthquake Insurance? Yes No Other insurance? Yes No

Insurance Company: _____ Policy Number: _____

Client's Description of Problem(s)/Issue(s): _____

PRE-DISASTER ADDRESS	<input type="checkbox"/> <i>If same as current address, check box and continue to next section</i>
Street Address:	_____
City, State, Zip:	_____
Mailing Address: (if different)	_____

Are you able to enter your pre-disaster address? Yes No

Are you able to live in your pre-disaster address? Yes No

If no, what is the reason (eviction/damage to home/etc.): _____

Have the necessary repairs on your pre-disaster residence been completed? Yes No

If so, date completed: _____

If so, has your pre-disaster residence been re-inspected? Yes No Date of re-inspection: _____

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County of Humboldt
2022 December Earthquake Intake Form

PRE-DISASTER LIVING SITUATION	
Number of Adults: ____ Number of Children: ____ residing in pre-disaster residence	Total:
Applicant's pre-disaster residence is best described as: (check all that apply)	Verified
<input type="checkbox"/> A residence that is owned or co-owned by the applicant	<input type="checkbox"/>
<input type="checkbox"/> A residence that was rented . Type of rental (house, apartment, trailer, etc.):	<input type="checkbox"/>
<input type="checkbox"/> A residence belonging to family or friends <input type="checkbox"/> Applicant shared expenses	<input type="checkbox"/>
<input type="checkbox"/> Transitional Housing (group home, clean & sober house, shelter, etc.)	<input type="checkbox"/>
<input type="checkbox"/> Public Housing subsidized by: <input type="checkbox"/> HUD (Section 8, grant, loan, other) <input type="checkbox"/> USDA <input type="checkbox"/> Other:	<input type="checkbox"/>
<input type="checkbox"/> Long-term Care Residence , such as a nursing home or assisted living	<input type="checkbox"/>
<input type="checkbox"/> Hotel or Motel (not paid for by County housing assistance)	<input type="checkbox"/>
<input type="checkbox"/> Unsheltered (a place not meant for human habitation; homeless)	<input type="checkbox"/>
<input type="checkbox"/> Temporary Housing <input type="checkbox"/> Hotel/Motel <input type="checkbox"/> Trailer <input type="checkbox"/> Other:	<input type="checkbox"/>
<input type="checkbox"/> Other housing: (explain)	<input type="checkbox"/>

CURRENT/POST-DISASTER LIVING SITUATION	
Applicant's current residence is best described as: (check all that apply)	
Number of Adults: ____ Number of Children: ____ residing in current residence	Total: ____
Verified	
<input type="checkbox"/> A residence that is owned or co-owned by the applicant	<input type="checkbox"/>
<input type="checkbox"/> A residence that is rented . Type of rental (house, apartment, trailer, etc.):	<input type="checkbox"/>
<input type="checkbox"/> A residence belonging to family or friends <input type="checkbox"/> Applicant shares expenses	<input type="checkbox"/>
<input type="checkbox"/> Transitional Housing (group home, clean & sober house, shelter, etc.)	<input type="checkbox"/>
<input type="checkbox"/> Public Housing subsidized by: <input type="checkbox"/> HUD (Section 8, grant, loan, other) <input type="checkbox"/> USDA <input type="checkbox"/> Other:	<input type="checkbox"/>
<input type="checkbox"/> Long-term Care Residence , such as a nursing home or assisted living	<input type="checkbox"/>
<input type="checkbox"/> Hotel or Motel (not paid for by housing assistance)	<input type="checkbox"/>
<input type="checkbox"/> Unsheltered (a place not meant for human habitation; homeless)	<input type="checkbox"/>
<input type="checkbox"/> Temporary Housing <input type="checkbox"/> Hotel/Motel <input type="checkbox"/> Trailer <input type="checkbox"/> Other:	<input type="checkbox"/>
<input type="checkbox"/> Undetermined <input type="checkbox"/> Other: (explain)	<input type="checkbox"/>

Household Member Information: (list all household members)

Household Member Name:	Relationship:	Dependent(Y/N):	DOB:	Age:
_____	_____	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____	_____
_____	_____	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____	_____
_____	_____	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____	_____
_____	_____	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____	_____
_____	_____	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____	_____
_____	_____	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____	_____
_____	_____	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____	_____
_____	_____	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____	_____
_____	_____	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____	_____

Total household members (including client): ____ Under 18 yrs: ____ 18 yrs to 65 yrs: ____ Over 65 yrs: ____

County of Humboldt
2022 December Earthquake Intake Form

Are there individuals with disabilities or special medical needs in the household? Yes No

If yes, how many? _____

Accommodations Needed: _____

Requested Services/Needs:

- Home Repair/Rebuild: (describe) _____
- Information & Referral Elder Outreach Disability Outreach
- Mental Health/Counseling Services Medical Needs: _____ Transportation Assistance
- Childcare Services Mediation Immigration/Refugee Assistance Other: _____
- Direct/Other Assistance (please specify): _____

Services currently being provided by other agencies (agency name, service, and contact information):

Employment Status: _____ Employer: _____

Employer Address/Phone: _____

Monthly Income:

- Earnings: \$ _____ CalWORKs: \$ _____ Child Support: \$ _____
- SSI: \$ _____ Social Security: \$ _____ Unemployment: \$ _____
- Workers Comp: \$ _____ CalFresh: \$ _____ Other: \$ _____

Total Income: \$ _____

Monthly Expenses:

- Rent: \$ _____ Mortgage: \$ _____ Food: \$ _____
- Gas/Electric: \$ _____ Water: \$ _____ Phone: \$ _____
- Internet/Cable: \$ _____ Childcare: \$ _____ Car Insurance: \$ _____
- Car Payment: \$ _____ Medical: \$ _____ Other: \$ _____

Total Expenses: \$ _____

Financial Assistance:

Type(s) of assistance applied for: _____

If approved for assistance, what kind of assistance? _____

County of Humboldt
2022 December Earthquake Intake Form

Terms of assistance: _____

If denied assistance, what kind of assistance? _____

Why was the assistance denied? _____

If denied, is a remedy possible? _____

If re-applied for assistance, what was the outcome? _____

Disposition:

Meets eligibility for service(s) Service type: _____ Start date: _____

Does not meet eligibility criteria Referred to community resources to meet needs: _____

Follow up assistance needed regarding: _____

Date of follow up: _____ Who followed up? _____

Additional Comments: _____

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7.6 Information-Sharing Access Agreement

INFORMATION SHARING ACCESS AGREEMENT (ISAA)

AMONG

THE CALIFORNIA GOVERNOR'S OFFICE OF EMERGENCY SERVICES (Cal OES), THE COUNTY OF HUMBOLDT, THE CITY OF RIO DELL, AND OTHER ENTITIES SUPPORTING THE RECOVERY EFFORTS RELATED TO THE STATE OF EMERGENCY DECLARATION RE: THE HUMBOLDT EARTHQUAKE DATED DECEMBER 20, 2022

1. INTRODUCTION AND PURPOSE.

The California Governor's Office of Emergency Services (Cal OES), the County of Humboldt, California, the City of Rio Dell, California, as well as additional entities, which may be added by having them sign this Agreement, each a "Party" and collectively the "Parties," voluntarily enter into this Information Sharing Access Agreement (ISAA or Agreement) to govern the collection, use, access, disclosure, security, and retention of data and information. The purpose of the ISAA is to enable the parties to share personal information as defined by California Civil Code section 1798.3, among the Parties in order to support assistance to survivors of the Humboldt Earthquake.

2. AUTHORITIES. This ISAA is authorized by:

- a. California Disaster Assistance Act (Gov. Code § 8680 et seq.);
- b. California Emergency Services Act (Gov. Code § 8550 et seq.);
- c. California Information Practices Act (Civil Code § 1798 et seq.).

3. BACKGROUND.

- a. Governor Newsom declared a State of Emergency on December 20, 2022 following a 6.4 earthquake centered near the City of Rio Dell in Humboldt County, California.
- b. This declaration authorizes the State of California to provide various forms of relief under the California Emergency Services Act and the California Disaster Assistance Act.

- c. Personal information collected by various Parties to this Agreement is needed in order to assist survivors of the Humboldt Earthquake in order to determine eligibility, as well as to direct and refer survivors to all possible sources of disaster assistance. Survivor personal information is protected by the California Information Practices Act, the California Consumer Privacy Act, the California Privacy Rights Act, and other state and federal laws.
- d. As authorized by Civil Code § 1798.24(d-f).

4. DEFINITIONS.

As used in this Agreement, the following terms will have the following meanings:

- a. **BREACH:** A privacy incident, involving personal information that is in the possession and/or control of a Party or any entity with which the Party shares the personal information, constitutes a breach of this Agreement, notwithstanding whether such incident is the result of a negligent or intentional act or omission on the part of the Party and/or aforementioned entities.
- b. **INCIDENT:** (a) The loss of control, compromise, unauthorized disclosure, unauthorized acquisition, unauthorized access, or any similar term referring to situations where persons other than authorized users, and for an other than authorized purpose, have access or potential access to personal information in usable form, whether physical or electronic; and/or (b) any violation of any of the terms of this Agreement. The term encompasses both suspected and confirmed incidents.
- c. **PERSONAL INFORMATION:** The term “personal information” means any information that is maintained by an agency that identifies or describes an individual, including, but not limited to, the individual’s name, social security number, physical description, home address, home telephone number, education, financial matters, and medical or employment history. It includes statements made by, or attributed to, the individual.
- d. **PRIVACY INCIDENT:** A privacy incident occurs when there is a loss of control, compromise, unauthorized disclosure, unauthorized acquisition, unauthorized access, or failure to secure personal information in usable form, whether physical or electronic, or when authorized users access survivor personal information for an unauthorized purpose. The term encompasses both suspected and confirmed incidents involving personal information which raise a reasonable risk of harm.
- e. **COMPUTER MATCHING:** Any computerized comparison of two or more automated systems of records, for the purpose of establishing or verifying eligibility or compliance as it relates to cash or in-kind assistance or payments to survivors.

5. RESPONSIBILITIES.

- a. Each Party's responsibilities under this ISAA are as follows:
 - i. Employ appropriate technical, physical, and administrative safeguards to secure any and all personal information shared under the provisions of this ISAA, whether in physical or electronic form, only in places and in a manner that is safe from access by unauthorized persons or for unauthorized use;
 - ii. Transmit the survivor personal information and related information via encrypted (password protected) files in email to official governmental email addresses or an official business/organizational email address for non-profit organizations that are signatories to this Agreement, and listed as Technical Points of Contact in Section 6, with password provided in a subsequent email or by phone;
 - iii. Provide user access instructions and proper handling and protection of survivor personal information;
 - iv. The Party originally providing survivor personal information shall ensure that survivor personal information is accurate, complete, and up-to-date as reasonably necessary;
 - v. Instruct all individuals with access to the survivor personal information regarding the confidential nature of the information, the safeguard requirements of this Agreement, and the criminal penalties and civil remedies specified in federal and state laws against unauthorized disclosure of survivor personal information covered by this Agreement;
 - vi. Employ appropriate technical, physical, and administrative safeguards to secure any and all survivor personal information shared under the provisions of this ISAA, whether in physical or electronic form, only in places and in a manner that is safe from access by unauthorized persons or for unauthorized use;
 - vii. Limit access to survivor personal information only to personnel who are administering disaster assistance to survivors on behalf of Cal OES. This includes all entities and individuals listed in paragraph 6 as points of contact.

6. TECHNICAL POINTS OF CONTACT.

a. Cal OES points of contacts are as follows:

Name
Title Cal OES
Phone
E-mail Address

Name
Title Cal OES
Phone
E-mail Address

Name
Title Cal OES
Phone
E-mail Address

b. County of Humboldt points of contact are as follows:

Name
Title County of Humboldt
Phone
E-mail Address

Name
Title County of Humboldt
Phone
E-mail Address

Name
Title County of Humboldt
Phone
E-mail Address

c. City of Rio Dell points of contact are as follows:

Name
Title City of Rio Dell
Phone

E-mail Address

Name

Title City of Rio Dell

Phone

E-mail Address

Name

Title City of Rio Dell

Phone

E-mail Address

- d. [add additional Party points of contact here.]
- e. No Party to this Agreement may make any change to a technical point of contact without written notice to the other Parties reasonably in advance of the proposed change.
- f. Any notices required under this ISAA shall be sent to the technical points of contact at the email addresses provided or such other points of contact as the Parties may communicate to each other in writing.

7. **SEVERABILITY.** Nothing in this ISAA is intended to conflict with current law or regulation. If a term of this ISAA is inconsistent with such authority then that term shall be invalid, but the remaining terms and conditions of this ISAA shall remain in full force and effect.

8. **NO PRIVATE RIGHT.** This ISAA is an agreement among Cal OES, the County of Humboldt, the City of Rio Dell, and other entities providing disaster assistance to earthquake survivors. It does not create nor confer any right or benefit that is substantive or procedural, enforceable by any third party against the Parties, their officers, employees, agents, or associated personnel thereof. Nothing in this ISAA is intended to restrict the authority of either party to act as provided by law, statute, or regulation, or to restrict any party from administering or enforcing any laws within its authority or jurisdiction. Accordingly, the terms of this Agreement do not constitute or imply the grant, by the State of California, of any other consent, accord, satisfaction, advice, or waiver of its rights, power or authority.

9. **FUNDING.** This ISAA is not an obligation or commitment of funds, nor a basis for transfer of funds. Each party shall bear its own costs in relation to this ISAA. Expenditures by each party will be subject to its budgetary processes and to availability of funds pursuant to applicable laws, regulations, and policies. The parties expressly acknowledge that this in no way implies that the California Legislature will appropriate funds for such expenditures.

- 10. ISSUE RESOLUTION.** The Parties understand that during the course of this ISAA, they may have to resolve issues such as: scope, interpretation of provisions, unanticipated technical matters, and other proposed modifications. Both parties agree to appoint their respective points of contact to work in good faith towards resolution of such issues.
- 11. RETURN OR DESTRUCTION OF PERSONAL INFORMATION.** If at any time during the term of the ISAA any part of survivor personal information, in any form, ceases to be required for the performance of the purpose under the ISAA, or upon termination of the ISAA, whichever occurs first, the Party holding such personal information shall, within fourteen (14) days thereafter, promptly notify Cal OES, or, at Cal OES's written request destroy, un-install and/or remove all copies of such survivor personal information in the Party's possession or control, and certify to Cal OES that such tasks have been completed.
- 12. ENTIRE AGREEMENT.** This ISAA constitutes the entire agreement between the parties with regard to information sharing.
- 13. MODIFICATION.** This ISAA may be modified upon the mutual written consent of the Parties.
- 14. COUNTERPARTS.** This ISAA, when executed in any number of counterparts and by different Parties on separate counterparts, each of which counterparts when so executed and delivered shall be deemed to be an original, and all of which counterparts taken together shall constitute but one and the same Agreement.
- 15. EFFECTIVE DATE, DURATION AND TERMINATION.** This ISAA will become effective upon the signature of all Parties and will remain in effect through the period of assistance provided by Cal OES for the disaster, including all time period extensions. The agreement may be extended by mutual written agreement of the Parties. Any Party may terminate this agreement upon written notice to the other Parties; however, the obligations to safeguard personal information shall survive the termination or expiration of this Agreement.
- 16. NOTICE OF SECURITY AND/OR PRIVACY INCIDENT.** If a Party suspects, discovers or is notified of a data security incident or potential breach of security and/or privacy relating to survivor personal information, the Party shall immediately, but in no event later than one day (24 hours) from suspicion, discovery or notification of the incident or potential breach, notify **[insert appropriate party for notification purposes]**.
- 17. SECURITY AND/OR PRIVACY INCIDENT HANDLING.** In the event of a privacy incident emanating from this ISAA, **[insert name]** will investigate the incident and will consult the other Parties in order to diagnose, mitigate and manage the privacy incident. **[insert name]** will be responsible for carrying out all necessary measures to remedy the effects of the privacy incident.

APPROVED BY:

California Governor's Office of Emergency Services

[Name]
[Title]

Date

County of Humboldt

[Name]
[Title]

Date

City of Rio Dell

[Name]
[Title]

Date

(End of ISAA)

(END OF ANNEX)