## Annex F

### Recovery Operations

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ANNEX F

RECOVERY OPERATIONS

1.0 INTRODUCTION

This Recovery Operations Annex provides Kern County/Operational Area (OA) with information on the types and levels of disaster assistance programs available at federal, state and local government levels. These programs provide various forms of assistance, based on the level of the emergency or disaster declared. The nature and extent of the available programs, and their respective eligibility requirements, change from time to time, based on revised laws and regulations. In order to ensure that the most up-to-date information is provided, Internet-based references are identified for recovery information that is likely to change.

1.1 Goal

The goal of recovery, at a minimum, is to return the impact area to its pre-disaster level. At a maximum, the goal is to prevent similar damages and impacts from future disasters, by implementing appropriate hazard mitigation measures.

1.2 Purposes

The purposes of this annex are to:

- Identify the disaster assistance programs available to government agencies, private nonprofit agencies (PNP), businesses, individuals and families.
- Assist the County/OA to recover from disasters successfully, with the maximum state and federal assistance allowable under the law.
- Describe the roles and responsibilities of the local, state and federal government in disaster recovery.
- Provide Internet-based references for current disaster assistance information, including eligibility criteria and application instructions and forms.

1.3 Scope

This annex addresses emergency events that result in Local Emergency, State of Emergency and/or Presidential Emergency or Major Disaster declarations. The procedures and provisions outlined here are applicable to all local agencies and organizations, public and private, having responsibility for recovery operations.

The annex is not intended as a substitute for detailed state and federal guidelines. Instead, it provides Internet-based references for those guidelines and describes the roles of the County/OA in returning the community to normal.

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2 Because recovery information and provisions are subject to modification, the information contained in this annex should be verified with the Governor’s Office of Emergency Services (OES) and the Federal Emergency Management Agency (FEMA) Public Assistance Program officials before being used as the basis for decision-making.
1.4 Authorities

- State - Following a Gubernatorial Proclamation of Emergency or Disaster or a Director’s Concurrence, assistance to local government agencies may be available in accordance with the provisions of the California Disaster Assistance Act. ([http://www.oes.ca.gov](http://www.oes.ca.gov); click on Laws And Regulations; click on Laws and Regulations Documents and Links; click on Chapter 6. Disaster Assistance Act (CDAA) – pdf)

- Federal – Upon a President’s Declaration of an Emergency or Major Disaster, federal disaster relief may be available under the provisions of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (PS 93-288, as amended). ([http://www.oes.ca.gov](http://www.oes.ca.gov); click on Disaster Assistance; click on DAD 101 Forms; click on Appendix B: Robert T. Stafford Disaster Relief and Emergency Assistance Act)

2.0 SUSTAINABILITY

During the last decade of the twentieth century, considerable effort and significant public funds were dedicated nationally to reducing potential losses from natural hazards. To a great extent, hazard mitigation measures have been integrated into public and private laws, policies, initiatives and programs. In the twenty-first century, attention is now shifted to making communities sustainable.

The concept of sustainability is based on the premise that the social, economic and environmental systems that comprise communities must be maintained in a balanced state, in order for the community to endure and thrive in the future. Sustainability should be integrated into disaster recovery operations by viewing reconstruction as an opportunity to improve the community, rather than just returning it to its pre-disaster condition. On a practical level, this means taking advantage of the Hazard Mitigation Grant Program (HMGP) as part of the disaster assistance planning and application process.

Sustainability is based on six principles:

1. Maintain and, if possible, enhance the quality of life (e.g., housing, employment, education, health care, etc.).
2. Enhance economic vitality (e.g., job opportunities, sufficient tax base and revenue, adequate infrastructure, positive business climate, etc.).
3. Promote social and intergenerational equity (e.g., resources and opportunities available to all).
4. Maintain and, if possible, enhance the quality of the environment (e.g., avoid contamination of air, water and other natural systems, etc.).
5. Incorporate disaster resilience and mitigation into decisions and actions.
6. Use a consensus-building, participatory decision-making process.

To the maximum extent practicable, Kern County will address sustainability during recovery planning.
3.0 RECOVERY OVERVIEW

There is no clearly defined separation between response and recovery, rather, they occur on a continuum. Although recovery tasks are different than response tasks, many of these tasks are performed simultaneously in the County/OA EOC. As the emergency response phase winds down, a Recovery Planning Coordinator may be assigned to address short-term recovery issues focused on restoring the County/OA to a minimum level of services as quickly as possible.

Recovery consists of restoring government, individuals and businesses to their respective pre-disaster conditions. In some cases, the pre-disaster condition will be strengthened by the application of appropriate mitigation measures.

3.1 Phases

Recovery consists of two phases – short- and long-term:

Short-term recovery operations begin during the response phase and may last for months. The focus is on health and safety, shelter and feeding, damage containment, utility restoration, debris clearance and removal, and restoration of government services.

Long-term recovery may last for years and, for the most part, each City in the Operational Area (OA) addresses this phase of recovery individually and in its own timeframe. During long-term recovery, the community is returned to its pre-disaster or an improved condition. This phase of recovery includes land use planning, hazard mitigation, facility restoration and reconstruction, restoration of the local economy, and recovery of eligible disaster-related costs.

3.2 Levels of Disaster Assistance

Disaster assistance is available to some extent from local, state and federal government levels. Individual and family assistance may also be available from local, non-profit agencies for those who do not qualify for government assistance programs.

3.2.1 LOCAL

Local assistance to individuals and businesses includes measures above and beyond the immediate needs of food and shelter, including loans, grants and assistance and advocacy in accessing state and federal assistance programs. This assistance is made available through the use of Local General Relief funds, Community Development Block Grants, and access to federal programs (e.g., food stamps) through county program managers. As noted above, local non-profit agencies, such as the American Red Cross, Salvation Army, etc., may be able to provide financial and non-financial assistance to individuals and families.
3.2.2 **STATE**

State disaster assistance is available through a State Office of Emergency Services (OES) Director's Concurrence, or through a Governor's Proclamation of a State of Emergency.

The California Disaster Assistance Act (CDAA) authorizes the OES Director, at his/her discretion, to provide financial assistance to local governments to repair and restore damaged public facilities and infrastructure. The California Emergency Services Act authorizes the State OES Director to provide financial relief for emergency response actions and restoration of public facilities and infrastructure.

3.2.3 **FEDERAL**

A Presidential Declaration of Emergency or Major Disaster supports response activities of federal, state and local governments and disaster relief organizations through implementation of some or all federal recovery programs, including Individual Assistance, Public Assistance and the Hazard Mitigation Grant Program.

3.3 **Types of Assistance**

Disaster Assistance includes grants and/or loans as follows:

3.3.1 **INDIVIDUAL ASSISTANCE**

Individual Assistance is available to individuals, families and businesses through grants and/or loans from FEMA, State OES, Small Business Administration (SBA), and the United States Department of Agriculture (USDA)

3.3.2 **PUBLIC ASSISTANCE AND HAZARD MITIGATION GRANTS**

Public Assistance and Hazard Mitigation Grants are available to state and local government entities, schools, colleges and institutions of higher education, and private, non-profit agencies.

4.0 **INDIVIDUAL ASSISTANCE**

The assistance programs available to individuals and families correspond to the level of the disaster declaration. It should be noted that all forms of assistance may be altered by the state or federal legislature at the time of the event. Consequently, appropriate websites should be consulted regarding funding limits, eligibility requirements, and similar matters when a qualifying event occurs.

4.1 **Federal**

Most, but not all, federal assistance to individuals and families is in the form of low interest loans to cover expenses not covered by state or local programs or private...
The types of federal disaster assistance available to individuals and families following a Presidentially declared disaster may include one or more of the following, coordinated by the Federal Emergency Management Agency (FEMA):

- **Disaster Housing Assistance Program**
  A federal program administered by FEMA that provides temporary housing to disaster victims.

- **Disaster Mortgage and Rental Assistance Program**
  This program provides grants for home-related mortgage or rent payments to disaster victims, who, as a result of a disaster, have lost their job or business and face foreclosure or eviction from their homes.

- **Housing and Urban Development (HUD) Program**
  This program is offered to families with an income below $20,000. It provides up to 70% of the rental cost for a maximum of 18 months to disaster victims.

- **Small Business Administration (SBA)**
  This program is automatically implemented following a Presidential disaster declaration for Individual Assistance, or may be implemented at the request of the Governor. It provides low interest loans to businesses and individuals who have suffered disaster losses.

- **Individual and Family Grant Program (IFGP)**
  This is authorized only by a federal disaster declaration. It provides grants to disaster victims who are not eligible for SBA loans.

- **Cora Brown Fund**
  This is authorized only by a federal disaster declaration. The fund provides disaster victims with assistance, provided they are not eligible for any other disaster assistance from the government or other organizations.

- **Other assistance:**
  - Veterans benefits
  - Tax refunds
  - Excise tax relief
  - Unemployment benefits
  - Crisis counseling
  - Legal Counseling

4.2 **State**

The State of California does not provide Individual Assistance, however, State programs under local administration (see Local Assistance below) may be utilized during an emergency. In addition, State agencies may provide indirect relief to victims, including:
5.0 PUBLIC ASSISTANCE

State and federal Public Assistance includes programs that target the repair and restoration of public infrastructure, facilities and services, and provides funding to cities, counties, special districts, school districts, and colleges. Federal assistance is also available to Indian tribal organizations and private, non-profit organizations that provide essential services.

The State Office of Emergency Services (OES), as the primary grantee for federal recovery funds, is responsible for processing all Public Assistance “sub-grants” to eligible applicants. Following a catastrophic disaster, and a request by the Governor, federal resources can be mobilized through the Federal Emergency Management Agency (FEMA). Public Assistance is aid to state or local governments to pay part of the costs of rebuilding a community’s damaged infrastructure. Generally, Public Assistance programs pay for 75% of the approved project costs. [http://www.fema.gov/rrr/pa/overview/shtm](http://www.fema.gov/rrr/pa/overview/shtm)

5.1 Federal

- The Robert Stafford Disaster Relief Act of 1974 is the primary source of Public Assistance. A Presidential Declaration of Emergency or Major Disaster is required to activate the provisions of this law.
Public Assistance may include debris removal, emergency protective measures, repair of damaged public property, loans needed by communities for essential government functions, and grants for public schools.

A Presidential Major Disaster Declaration activates long-term recovery programs, some of which are matched by state programs, and designed to help disaster victims, businesses and public entities.

A Presidential Emergency Declaration is more limited in scope and without the long-term federal recovery programs provided following a Major Disaster Declaration. Generally, federal assistance and funding are provided to meet a specific emergency need or to help prevent a major disaster from occurring.

Section 404 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act authorizes a Hazard Mitigation Grant Program (HMGP) to be administered by FEMA. The HMGP provides grants to states and local governments to implement long-term hazard mitigation measures after a Major Disaster declaration. The purpose of the program is to reduce the loss of life and property associated with natural disasters, and to enable mitigation measures to be implemented during the immediate recovery phase. http://www.fema.gov/fima/hmgp/

5.2 State

Under the California Disaster Assistance Act, the Director of the Governor’s Office of Emergency Services (OES) is authorized to administer a Public Assistance Program that provides financial assistance from the State for costs incurred by local governments as a result of a disaster event.

The California Natural Disaster Assistance Act (CDAA) is available to counties, cities and special districts to repair disaster-related damages to public buildings, levees, flood control works, channels, irrigation works, city streets, county roads, bridges, and other public works, except those facilities used solely for recreational purposes. This program offers up to 75% of the eligible cost to: repair, restore, reconstruct or replace public property or facilities; cover direct and indirect costs of grant administration with the OES Director's concurrence; and, cover the cost of overtime and supplies used during emergency response.

Conditions for Implementation of CDAA:

- OES Director must concur with Local Emergency declaration for permanent restoration assistance;
- Governor must proclaim a State of Emergency (for disaster response and permanent restoration assistance); or
- President must declare a Major Disaster or Emergency (for matching fund assistance for cost sharing required under federal public assistance programs).

Documents and Links:

- [http://www.oes.ca.gov](http://www.oes.ca.gov) click on Laws And Regulations ; click on Laws and Regulations
- [Chapter 6. Disaster Assistance Act (CDAA) – pdf](http://www.oes.ca.gov)
Funding for the repair, restoration or replacement of public real property damaged or destroyed by a disaster is made available when the State OES Director concurs with a Local Emergency proclamation requesting state disaster assistance. The program also provides for the reimbursement of local government costs associated with certain emergency activities undertaken in response to a State of Emergency declared by the Governor. The program may also provide matching funds for cost sharing required under federal Public Assistance Programs.

Under Section 8686.4 of the California Government Code, when the State OES Director determines that there are mitigation measures that 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, the Director may authorize the implementation of mitigation measures.

6.0 HAZARD MITIGATION PROGRAMS

Following a Presidential Declaration of Major Disaster, the Hazard Mitigation Grant Program (HMGP) is activated. The HMGP is authorized by § 404 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988 (PL 93-288), as amended. The program’s purpose is to fund projects which are cost-effective and which substantially reduce the risk of future damage, hardship, loss, or suffering resulting from a major natural disaster. Grants are available to eligible applicants in the declared areas only.

Section 404 funding may not be used to fund any mitigation project that might be used to complement or enhance mitigation funded under Individual or Public Assistance. By regulation, Section 404 funding is the funding of last resort. More detailed information on hazard mitigation programs is available at http://www.fema.gov/fima/hmgp/.

The immediate post-disaster period presents a rare opportunity for mitigation. During this time, officials and citizens are more responsive to mitigation recommendations, and unique opportunities to rebuild or redirect development may be available.

Forms of Mitigation

- Changes in building codes
- Variances or set-backs in construction
- Zoning to reduce types of construction in high hazard areas
- Relocation or removal of structures from high hazard zones

7.0 LOCAL RECOVERY TASK FORCE/COMMITTEE

Following the issuance of a Gubernatorial Proclamation of Emergency, and if the President issues or is anticipated to issue a Declaration of an Emergency or Major Disaster, jurisdictions in the Kern County Operational Area may be invited to participate in an Operational Area Recovery Task Force. The Recovery Task Force (RTF) is established during the emergency response phase and dissolves as a formal organization following the Applicant's Briefing (see

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3 For purposes of this annex, the term Recovery Task Force (RTF) will be used.
Sect. 11.2). Following dissolution, the RTF may continue to serve as an information, communications and support network for the involved jurisdictions.

The Operational Area (OA) plays a different role in recovery than in response. The OA may act as an information and coordination point for its constituent jurisdictions. However, the cities and all other local jurisdictions, rather than the Operational Area, work directly with state and federal recovery program representatives.

7.1 Role

The role of the Recovery Task Force (RTF), established by the County/OA and on which each city has a designated representative, is to collect, document, and format disaster-related damage assessment information and to assist local jurisdictions with recovery activities. The RTF also provides a network for all local jurisdictions impacted by the disaster to share information and facilitate the recovery process.

7.2 Objectives

The RTF ensures that:

- All disaster-related damage is identified and documented in order to facilitate FEMA damage assessments.
- Disaster-related damage is prioritized in order to establish rebuilding priorities.
- Disaster-related costs are identified and processed properly for reimbursement of claims.

7.3 Assignments

Figure F-1 depicts the jurisdictions and departments assigned to support the RTF.

- Lead Agency – The Kern County Office of Emergency Services (OES) shall serve as the Lead Agency and the County Administrative Office shall serve as the OA Coordinating Officer.
- The Operational Area will be divided into two functional groups – County and Cities/Special Districts – managed by Assistant OA Coordinating Officers.
- Kern County OES facilitates the initial recovery process between the respective local governments and state and federal governments.
- Kern County and other impacted local Jurisdictions will:
  - Assign a Jurisdiction Coordinating Officer (JCO) and an Assistant JCO.
  - Assign Department Recovery Coordinators (DRC) to consolidate disaster-related information and to coordinate their efforts through the respective JCO.
- In order to maintain a span-of-control of the numerous special districts in the County, three points of contact (POC) will be established as follows:
7.4 Responsibilities

- Kern County Operational Area Coordinating Officer
  - Chair, Operational Area Recovery Task Force
  - Determine operational area recovery requirements.
  - Represent the operational area in its recovery efforts to outside agencies.

- Assistant Operational Area Coordinating Officer
  - Assist with recovery efforts of local government agencies within the Operational Area.
  - Act as the liaison between local government and state/federal agencies.
  - Assist in damage collection and documentation efforts, as required.
  - Assist in completion of state and federal documentation requirements.

- Kern County Jurisdiction Coordinating Officer (JCO)
  - Coordinate all disaster-related recovery activities within the geographic area.
  - Establish Kern County Recovery Group comprised of DRCs from appropriate departments.
  - Act as the Jurisdiction/Agency Representative.
  - Ensure personnel are available to support federal Damage Assessment Teams.
  - Ensure accurate disaster-related costs are compiled and correctly documented.

- Kern County Assistant Jurisdiction Coordinator
  - Assist the Kern County JCO in assigned duties.
  - Coordinate cost recovery efforts with individual Department Recovery Coordinators.
  - Assemble accurate information on personnel, equipment, and supply costs related to damage, debris removal, and response activities during the incident period established by FEMA and State OES.
Figure F-1. Kern County/Operational Area Recovery Task Force Participants
7.5 Activation

As soon as practicable following a disaster in which damage cost recovery is anticipated from state and/or federal governments, the Kern County OA Coordinating Officer will advise all impacted cities, special districts and appropriate external agencies to designate a Jurisdiction Coordinating Officer (JCO) and an Assistant JCO to serve on the RTF. The Operational Area Fire and Rescue Coordinator, Superintendent of Schools, and Representative, Special Districts will be asked to assign a Liaison to the RTF.

The Kern County OA Coordinating Officer will convene an initial meeting of the RTF with state and federal representatives. The purpose of this meeting is to obtain a briefing on the process for reporting damages and applying for disaster assistance.

7.6 Recovery Operations Organization

SEMS is not required for recovery operations, although it is used by State OES in recovery operations and may provide for greater efficiency at all response levels. Therefore, the County/OA and cities will implement a SEMS-based organization to manage recovery operations (see Figure F-2).

![Diagram of Recovery Operations Organization]

**Figure F-2. SEMS-Based Recovery Organization**

7.6.1 MANAGEMENT SECTION

This section is responsible for the jurisdiction's overall recovery, including:

- Informing and briefing elected officials
- Providing lead for policy decisions
- Approving public information releases
- Ensuring the safety of response activities

7.6.2 OPERATIONS SECTION

This section is responsible for operations that restore the jurisdiction to normal operations, including:
• Restoring medical facilities and services
• Restoring government facility functions
• Removing debris
• Demolishing buildings
• Restoring utilities
• Providing emergency housing
• Providing application process for disaster assistance
• Providing building and public safety inspections

7.6.3 PLANNING/INTELLIGENCE SECTION

This section documents and provides management with direction for recovery activities, including:

• Providing documentation of SEMS compliance for disaster assistance
• Providing After-Action Reports consistent with SEMS requirements
• Providing direction in land use and zoning issues
• Issuing building permits
• Developing alternative building regulations and code enforcement
• Reviewing the General Plan
• Providing an Action-Plan for recovery operations
• Developing Redevelopment Plan
• Developing recovery Situation Reports
• Documenting recovery operations
• Creating mitigation plans

7.6.4 LOGISTICS SECTION

The Logistics section is responsible for obtaining the resources needed to carry out recovery operations, including:

• Allocating office space
• Providing recovery supplies and equipment
• Providing vehicles and personnel

7.6.5 FINANCE/ADMINISTRATION SECTION

Finance/Administration handles the jurisdiction's recovery financial transactions, including:

• Managing public finance
• Preparing and maintaining the budget
• Developing and maintaining contracts
• Processing accounting and claims
• Collecting taxes
• Managing insurance settlements and disaster assistance claims
8.0 RECOVERY OFFICIALS

8.1 Jurisdiction Coordinating Officer (JCO)

While there is no requirement for a Coordinating Officer at the local government level, a designee of the County Administrative Officer performs the role and is responsible to coordinate disaster assistance activities with impacted local jurisdictions and state and federal counterparts. Each impacted city and special district will also designate a JCO responsible to coordinate with the County/OA and state and federal counterparts. It is suggested that the JCO oversee the Management function in the jurisdiction's recovery operations organization.

8.2 Local Agent

A Local Agent is appointed by resolution of the governing body in the original Local Emergency Proclamation, the Ratification of a State Director of Emergency Services Proclamation of Local Emergency, or in a separate Applicant's Agency Resolution.

8.3 Governor's Authorized Representative

Following a State of Emergency Proclamation by the Governor, a Governor's Authorized Representative (GAR) is designated to serve as the State Coordinating Officer. The GAR is responsible to coordinate state disaster assistance with local and federal counterparts. The GAR may make requests to FEMA for additional areas to be eligible for assistance, or for additional types of assistance, as deemed necessary.

8.4 State Liaison

The State may designate a State Applicant Liaison (Liaison) responsible to ensure that applicant needs are met. The Liaison works closely with the applicant and FEMA throughout the Recovery Process.

8.5 Federal Coordinating Officer

With a Presidential declaration, a Federal Coordinating Officer (FCO) is appointed to coordinate all federal Disaster Assistance Programs administered by FEMA, other federal departments and agencies and voluntary organizations.

8.6 Public Assistance Coordinator

The Public Assistance Coordinator (PAC) is a customer service representative assigned by FEMA to work with a Public Assistance applicant, from declaration to funding approval. The PAC will provide a comprehensive briefing on the Public Assistance application process, including instructions on the preparation of appropriate forms. As needed, the PAC will help document damage, determine eligible repair work, estimate costs, develop work projects, and identify issues, such as insurance coverage, environmental hazards, historic buildings, and other issues which require special attention. [http://www.fema.gov/rrr/pa/wpac.shtml]
9.0 ASSISTANCE CENTERS

9.1 Disaster Recovery Center

Disaster Recovery Centers (DRCs) (formerly DACs) may be established by FEMA or a telephone registration and application process may be employed via an 800 teleregistration number. (In recent years, FEMA has moved away from DRCs and toward telephone registration.) If a DRC is established, coordination between the Kern County Operational Area, the State Office of Emergency Services (OES), and FEMA will be implemented as soon as possible.

- DRCs provide a central location for individuals and businesses to register for disaster assistance and to receive information and resource materials.
- One or more DRCs may be established in or near stricken areas.
- DRCs are a joint local/state/federal effort and are co-managed by representatives from each government level.
- Representatives from local government (city, county and special district), state and federal agencies, relief agencies (e.g., Red Cross, Salvation Army), and essential service private businesses (e.g., telephone, power, etc.) may be present in the DRCs.

9.2 Local Assistance Center

A Local Assistance Center (LAC) may be established by the Kern County/OA to provide a "one stop shopping" location for individuals and businesses to obtain information regarding available assistance programs.

- Representatives from local agencies, government (city, county, special district) and non-government relief agencies and essential service businesses alike, may be invited to be present in the LAC.
- If the disaster does not receive a Presidential Declaration, the LAC provides local government with an opportunity to ensure that victims' needs are met, including matching them with federal programs not requiring a Presidential Declaration, and to inform the media on the assistance available to disaster victims.
- The assistance available may include:
  - County government:
    a) Mental Health counseling and referral (Kern County Mental Health System of Care)
    b) Property tax relief (Treasurer/Tax Collector)
    c) Grants for immediate needs (Kern County Department of Human Services)
    d) Building permits (Building Inspection Division)
    e) Well testing and other public health concerns (Environmental Health and Department of Public Health)
Information concerning:

a) County/city services
b) Special district services
c) Notifying utilities
d) Getting a post office box
e) Boarding animals

Assistance with locating housing

• Community Support

Disaster assistance is provided to qualified individuals, as determined by FEMA reviewers, based on federal regulations.
Some individuals, who don't qualify for any of the programs provided by FEMA, may have their needs met by other programs or by local, non-profit agencies.
A Local Agent or Jurisdiction Coordinating Officer (JCO) may be designated to act as a facilitator for citizens requesting assistance.

9.3 Disaster Field Office

Following a Presidential Declaration of a Major Disaster or Emergency, a Disaster Field Office (DFO) will be established in proximity to the disaster area. The DFO serves as the direction and coordination point for federal assistance.

Typical functions of the DFO include:

- Management – Coordination of the overall federal assistance programs for both Individual and Public Assistance, as well as any existing emergency work.

- Public Information – Overall direction of public news releases on the progress of the emergency recovery actions, public notices on obtaining assistance, problems, and other pertinent information.

- Liaison – Provides coordination and cooperation with other federal and state agencies.

- Operations – Responsible for damage survey teams, outreach activities, and program implementation (i.e., Public Assistance, Individual Assistance, Hazard Mitigation, etc.).

- Plans/Intelligence – Develops Action Plans, identifies priorities and potential problems, and documents overall recovery actions.

- Logistics – Provides materials and resources to perform the tasks associated with recovery.

- Finance/Administration – Tracks and monitors costs, approves purchases, and audits activities as needed.
10.0 INITIAL SEQUENCE OF EVENTS

There is no substitute for accurate recordkeeping and good accounting practices to support disaster assistance applications and project costs. Separate records related to the expenditure of supplies and equipment, and personnel-hours involved in disaster response will be maintained from the outset of the response (see EOP Part Two, Section 5.0 and Part Three Section 15.0 for prospective recordkeeping). When a disaster is beyond state and local capabilities and resources for effective response, a request will be made for a Presidential Emergency or Major Disaster Declaration. Following such a declaration, certain actions will be implemented by all jurisdictions impacted. The sequence of these actions may vary, depending on the particular disaster.

10.1 Windshield Survey

A Windshield Survey will be conducted at the earliest practicable time following the disaster to determine its scope, location of impacted areas, and immediate resource needs. Survey results will be submitted to the appropriate Branch Coordinator in the EOC Operations Section.

10.2 Proclamation of Local Emergency

A Local Emergency Proclamation is needed to request response resources from other jurisdictions (local, state, and federal), to empower the Director of Emergency Services to implement certain emergency actions, and to apply for state and federal disaster assistance. A Local Emergency may be proclaimed by the governing body (CGC § 8630) or the Director of Emergency Services. When proclaimed by the Director of Emergency Services, the governing body must ratify the Local Emergency Proclamation within seven (7) days. The Local Emergency declaration may include:

- Request for a Governor's Proclamation
- Request for a Presidential Declaration
- Designation of the Local Agent

Although the county’s Local Emergency proclamation provides all political subdivisions within the county that are impacted by a disaster with access to cost recovery from the state or federal government [CCR § 2970(a)(1)], it is recommended that cities also declare a Local Emergency. (A Local Government Guide for Emergency Proclamations can be found at [http://www.oes.ca.gov](http://www.oes.ca.gov); click on Disaster Assistance, click on DAD 101 Forms; click on Proclamation handout).

10.3 Safety Assessment

As soon as possible following the disaster, a Safety Assessment is conducted by each impacted jurisdiction to identify immediate threats to public health and safety, and to determine the true scope of the disaster. Based on the survey results, appropriate emergency protective measures are implemented, including one or more of the following:
- Road closures
- Safety posting of structures and building condemnations or demolitions
- Relocation of businesses or government services from unsafe structures
- Rapid debris removal and/or stream clearance
- Mitigation of threats to public health, such as hazardous materials or infectious waste containment
- State OES may be requested to provide assistance through its Safety Assessment Program (SAP). Safety Assessment is the evaluation of facilities following a disaster to determine the condition of buildings and infrastructure for use and occupancy. These assessments are not intended to identify or quantify damage, but to categorize facilities as to their safety. ([http://www.oes.ca.gov](http://www.oes.ca.gov); under Resources and Branches click Safety Assessment Program (SAP))

10.4 Damage Assessment

Following completion of the Safety Assessment, a detailed Damage Assessment is completed by each jurisdiction in the impact area. Damage information is summarized by each jurisdiction, according to the following:

- Identify the extent of damage to each structure (Attachment F-3)
- Each damaged location is given an individual identifier.
- Each damaged location is plotted on a map with geographic coordinates, if available.
- Projects are grouped by work category (Attachment F-4)
- Still photographs, clearly labeled, showing damages with corresponding estimated repair/replacement costs.
- A List of Projects is completed for each work category. A project may consist of one item of work, such as repair to a single structure, or work that occurs at multiple sites, such as repair to several washouts along a road. The PAC may assist in combining various recovery items into projects.
- Each work project will have an estimate of the repairs necessary to return the site to its pre-disaster condition or to current codes and standards. (Note: Jurisdictions may wish to use the disaster to pursue improvements to damaged areas. Costs associated with improvements will be considered and incorporated later in the recovery process.)

- A copy of the Damage Assessment will be provided to:
  - Local Agent
  - Jurisdiction Coordinating Officer
10.5 Mutual Aid

Where it is suspected by the magnitude of the event that a federal disaster declaration is imminent, Emergency Management Mutual Aid (EMMA) may be requested from State OES to assist with organizing recovery operations. A Presidential Declaration of Emergency or Major Disaster requires a Local Emergency Proclamation, a State of Emergency Proclamation by the Governor, and a request from the Governor to FEMA.

The Local Proclamation allows local jurisdictions to render mutual aid, state agencies to provide mutual aid, and the charging of extraordinary mutual aid services to the state. A State of Emergency Proclamation provides the Governor with the following powers:

- Authority over all State agencies
- Police authority
- Authority to promulgate, issue and enforce orders and regulations
- Suspend non-safety related restrictions
- Use of State personnel, equipment and facilities

11.0 DISASTER ASSISTANCE PROCESS OVERVIEW

As mentioned previously, the emergency response and recovery phases overlap to a great extent. Following a Local Emergency Proclamation, and based on the scope and extent of damages and the need for state and/or federal resources and financial support, a request will be made by the Operational Area to State OES for a Governor’s State of Emergency Proclamation. When warranted, the Governor will request a Presidential Emergency or Major Disaster Declaration via FEMA. The disaster assistance process is summarized in Figure F-3, provided by State OES.
11.1 Preliminary Damage Assessment (PDA)

The Preliminary Damage Assessment (PDA) is conducted by state and federal officials (PDA Teams) before the issuance of a Presidential declaration to verify damage, determine its impact on the community, identify the types of federal assistance needed, and calculate a gross estimate of damage costs. Congress bases its appropriation for the disaster on this information.

"For those catastrophes of unusual severity and magnitude when field damage assessments are not necessary to determine the requirement for supplemental federal assistance, the Governor may send an abbreviated written request through the FEMA Regional Director for a Declaration of Major Disaster." [44 CFR 206.36(d)]

Local governments can facilitate the PDA process by assembling Safety Assessment information (see Section 10.3) and using it as a guideline for the PDA. Following the PDA, each jurisdiction will begin to review and refine Damage Assessment information, in preparation for the disaster assistance application process.

- Appropriate personnel from each impacted jurisdiction will be identified to meet with PDA Teams and to tour damage locations.
- Three- or four-person PDA Teams, comprised of federal, state, and local representatives, will be established to inspect public and private sector damages.
Damage locations will be prioritized for inspection and a tour schedule will be established, with a focus on the most heavily damaged areas.

Damage Assessment information should be available to the PDA Teams for these inspections.

Upon completion of the PDA, and the issuance of a Presidential declaration, a Disaster Field Office (DFO) is established (see Section 9.3).

11.2 State Applicants' Briefing

As soon as practicable following the President's Declaration of an Emergency or a Major Disaster, the State conducts a meeting for all potential applicants for Public Assistance. The State representative is responsible to notify potential applicants of the date, time and location of the briefing. The Local Agent, all JCOs and department financial analysts should attend this briefing.

Requirements and procedures for requesting and obtaining available Public Assistance are explained at this briefing and applicants are provided with informational materials. (A Public Assistance Guide is available at http://www.oes.ca.gov click on Disaster Assistance; click on DAD 101 Forms ; click on FEMA Public Assistance Guide [Print]).

The Request for Public Assistance is an applicant's official notification to FEMA of the intent to apply for Public Assistance. The Request form is typically submitted at the Applicant's Briefing and must be submitted within 30 days of the date of designation of the county for Public Assistance.

Federal and state personnel review each Request to ensure eligibility. The State may designate a State Applicant Liaison (Liaison) to ensure that the applicant's needs are met and FEMA appoints a Public Assistance Coordinator (PAC) to manage the Public Assistance process. The PAC, in accordance with the State Liaison, is responsible to:

- Meet with the applicant to discuss the program and its application to the applicant's specific needs
- Work with the applicant to develop projects
- Obtain the appropriate technical assistance if required by the applicant
- Ensure that projects comply with all applicable laws, regulations, and policies
- Ensure that any Special Considerations associated with a project are identified and reviewed
- Coordinate with the State as necessary to resolve problems
- Maintain the applicant's Case Management File, an electronic record of the steps taken to provide the applicant with assistance

11.3 FEMA Kickoff Meeting

Within one week of FEMA's receipt of an applicant's Request, the PAC and Liaison contact the applicant to schedule a Kickoff Meeting. This meeting differs from the Applicant's Briefing, conducted by the State at the onset of disaster operations. Whereas the Applicant's Briefing describes the application process and gives a general overview of the PA Program, the Kickoff Meeting is designed to provide a much more detailed review of the PA Program and focuses on the specific needs of
the applicant. This approach allows the PAC and Liaison to concentrate on the eligibility and documentation requirements that are most pertinent to the applicant.

The PAC also discusses Special Considerations, such as floodplain management, insurance, hazard mitigation opportunities, and compliance with environmental and historic preservation laws, that could potentially affect the type and amount of assistance available and the documentation needed.

11.4 Project Formulation

Project formulation is the process of identifying the eligible scope of work and estimating the costs associated with that scope of work for each of the applicant's projects. Projects are divided into two groups. The division is based on the monetary threshold established in Section 422 of the Stafford Act and elaborated on in 44 CFR 206.203(C). Small projects are those projects with a total estimated cost below the threshold, and large projects are those with a total estimated cost at or above the threshold. The threshold is adjusted each fiscal year to account for inflation. The determination of the threshold that will be used for a disaster is based on the declaration date of the disaster, regardless of when project approval is made, or when the work is performed.

11.4.1 Small Projects

Small project funding is based on estimated costs, if actual costs are not yet available. This simplified procedure was provided in the Stafford Act to streamline processing and speed payment to the applicant. The State forwards the total Federal share of funds to the applicant as soon as practicable after project approval.

11.4.2 Large Projects

Large project funding is based on documented actual costs. Because of the complexity and nature of most large projects, however, work typically is not complete at the time of FEMA approval. Therefore, large projects initially are approved based on estimated costs. Funds generally are made available to the applicant on a progress payment basis as work is completed. When all work associated with the project is complete, the State performs a reconciliation of actual costs and transmits the information to FEMA for final funding adjustments.

11.5 Project Worksheet

The Project Worksheet (PW) is the primary form used to document the scope of work and cost estimate for a project (replaces the Damage Survey Report [DSR]). The PW includes the location, damage description and dimensions, scope of work, and cost estimate for each project.

The applicant is responsible for preparing PWs for small projects and submitting to the PAC. The applicant must submit small project PWs to the PAC within 60 days of the Kickoff Meeting. However, applicants are strongly encouraged to submit PWs as soon as possible to expedite the assistance process. If the applicant requires assistance
with the preparation of *PWs*, the PAC may assign a Project Officer or Specialist to provide the applicant with technical assistance.

For large projects, a Project Officer is responsible for working with the applicant to prepare the *PW*. The Project Officer may lead a team that includes a representative of the State and one or more Specialists, depending on the type and complexity of the project. The applicant, in coordination with the PAC, may combine work items into projects. In this manner, the projects may be organized around the applicant's needs. A project may consist of one item of work or it may consist of several. (Refer to *Public Assistance Guide* for detailed instructions. Go to [http://www.oes.ca.gov](http://www.oes.ca.gov); click on *Disaster Assistance*; click on *DAD 101 Forms*; click on *FEMA Public Assistance Guide [Print]*).

### 11.6 Validation

The applicant may prepare *PWs* for small projects. While some applicants may request assistance from FEMA or the State in preparing their *PWs*, other applicants will proceed without assistance. Validation is conducted for those applicants who prepare their own *PWs*. The purpose of the small project validation process is to ensure that the applicant has developed complete, accurate scopes of work, the work and costs included in the *PWs* are eligible for Public Assistance, and the cost estimates are accurate and reasonable.

Large projects will not be validated. The Project Officer, working with the applicant, is responsible for developing the scope of work and cost estimate for a large project and submitting the *PW* to the PAC for review and processing.

### 11.7 Funding and Closeout

FEMA and the State share responsibility for making PA Program funds available to the applicant. FEMA is responsible for approving projects and making the Federal share of the approved amount available to the State through a process known as obligation. Funds that FEMA has obligated are available to the State via electronic transfer, but reside in a Federal account until the State is ready to award grants to the appropriate applicants. The State is responsible for providing the State share of the grant amount and for notifying the applicant that funds are available. The method of payment to the applicant is dependent on the type of project – small or large.

Closeout occurs when all projects have been described and approved, appeals have been resolved, and funds have been obligated. Financial reconciliation occurs later, when State and FEMA reach agreement that all applicable administrative actions related to the grant are complete and all program funds have been reconciled.
ATTACHMENT F-1

KERN COUNTY JURISDICTION COORDINATING OFFICER

EMERGENCY ACTION CHECKLIST

Increased Readiness

☐ Upon notification that the EOC has been activated, adopt an increased readiness posture.

☐ Advise pre-assigned County/OA Recovery staff of the potential need to activate recovery operations.

☐ Review this annex and appropriate recovery procedures.

☐ Document preparedness activities, monitor situation, and maintain readiness posture.

Recovery Activities

☐ Confer with EOC Director to obtain briefing on:
  - Magnitude and scope of event
  - Areas impacted
  - Extent of damage

☐ Consult with EOC Director regarding the appropriate level of emergency to be declared, based on the scope and extent of damage, ability of local resources to meet response and recovery needs and any identified resource gaps:
  - Local Emergency proclamation must be made within 10 days of incident in order to receive CDAA funds.
  - Governor's proclamation of State of Emergency activates State disaster assistance funding.
  - If no Governor’s proclamation, a State OES Director’s Concurrence makes Category A & B State assistance and limited Federal assistance available.
  - Presidential declaration of Emergency or Major Disaster activates Federal disaster assistance.

☐ Initiate and maintain a recovery log. Record the following:
  - Information to be shared with Recovery staff, elected officials, State OES and FEMA
  - Items that require follow-up
  - Data needed for recovery operations
  - Issues that may involve potential liability

☐ Assign and brief recovery staff.

☐ Ensure that County Departments and EOC staff are maintaining appropriate damage and cost-related documentation (e.g., Expenditure Tracking and Timekeeping).
- Advise State OES of situation, preliminary damage and response-related cost estimates and any need for Emergency Management Mutual Aid for assistance with organizing recovery efforts.

- Obtain and review appropriate instructions and forms for disaster assistance programs to be activated.

- Keep PIO informed of all recovery activities.

- Determine the date, time and location for an initial Recovery Task Force (RTF) meeting, as indicated.

- Identify local guides from Fire and/or Building Departments to assist State and Federal representatives to conduct Preliminary Damage Assessment (PDA).

- Identify local office space for State and Federal representatives.

- Advise PIO of Teleregistration number for Individual Assistance.

- Coordinate with County OES to arrange for Local Assistance Center (LAC) and/or Disaster Recovery Center(s) for Individual Assistance, as indicated.

- Prepare Request for Public Assistance, as warranted.

- Advise appropriate County Department Heads and cities and special districts of the date, time and location for the Applicants’ Briefing and request that appropriate representatives attend the briefing, if indicated.

- Attend Applicants’ Briefing and submit Request for Public Assistance.

- Attend Kickoff Meeting with Public Assistance Coordinator (PAC) to discuss project formulation.

- Confer with PAC as necessary and complete List of Projects and other appropriate State and Federal application documents.

- Address applicable Special Considerations (floodplain management, insurance, hazard mitigation and compliance with environmental and historic preservation laws), as necessary.

- Arrange for validation of Small Projects, as indicated.

- Receive payment for Small Projects – Federal share and possible State share.

- Monitor the completion of recovery work within allowed timeframes.

- Request final inspection when indicated.

- Submit documents for final inspection, program review and closeout.
Receive reimbursement, including final payment of Large Projects.

Post-Recovery

- Submit log and all recovery-related documentation to central event repository.
- Maintain all documentation for at least three years.
- Conduct a debriefing for recovery staff, including county, cities, special districts and state and federal disaster assistance representatives, if indicated, to identify any changes required to local recovery procedures.
- Revise and update Recovery Annex to reflect lessons learned.
ATTACHMENT F-2

PROCEDURES FOR APPLYING FOR FINANCIAL ASSISTANCE

1.0 GENERAL INFORMATION

Financial assistance may come from the state alone or both the state and federal governments. For state assistance, it is necessary for the Governor to proclaim a "Disaster" in specified counties. For federal assistance, it is necessary for the President to declare a "Disaster" in those same locations.

In both cases the lead agency is the Governor's Office of Emergency Services (OES).

Office of Emergency Services
Disaster Assistance Division
3650 Schriever Ave.
Mather, CA 95655
Phone # (916) 845-8510
www.oes.ca.gov

2.0 PRE-DISASTER DECLARATION STEPS

Following a disaster/emergency, the County/OA EOC Planning Section, with input from the Finance Section, will compile a damage report and a rough estimate of damage costs. These estimates should include personnel and equipment costs, damage to public facilities with cost to repair, and cost to replace public facilities, and equipment damaged beyond repair. The estimates of damage and costs should also include a separate estimate for damage to private property/facilities.

3.0 POST DISASTER DECLARATION STEPS

At this point, State OES will notify the Kern County Operational Area, who will in turn notify local cities and special districts of the declaration. There will usually be an orientation meeting where all agencies desiring to participate will be briefed on the application procedures. The County Administrative Officer's designee is the lead for the County in recovery of costs.

Several forms must be submitted. These are:

3.1 Notice of Interest (NOI-FEMA Form 90-49)

This indicates that Kern County will be applying for assistance in the areas checked. Does not restrict County from making changes, but must be sent within 30 days of the declaration date.
3.2 Exhibit B (OES Form)

This indicates the categories and projects for which Kern County is asking for assistance. It provides the detail behind the Notice of Interest (NOI). It may be revised later on. It gives OES an idea of the scope and how many teams to assign.

3.3 Designation of Applicants’ Agency Resolution (OES Form 130)

This is a resolution passed by the Board of Supervisors (BOS) authorizing specified individuals to act as the County's agent in dealing with OES and FEMA. There is no deadline, but payments cannot be made until OES receives it. A County usually designates as agents one or more of the following:

- County Administrator/Assistant Administrator
- Director of Finance
- Auditor-Controller
- Cost Recovery Documentation Unit Leader

3.4 Vendor Data Record (Form STD 204)

For State's 1099 purposes. No deadline, but no payment until submitted.

3.5 Project Application for Federal Assistance (OES Form 89)

Formal application for FEMA funding. No specific deadline, but no payment until submitted.

4.0 ON-SITE INSPECTIONS

OES will send two-member team(s) to visit each applicant. One person will be from OES and the other will be from FEMA (if FEMA is involved). They will meet with the County's Recovery Coordinator who will arrange meetings with other County personnel as necessary. These local representatives should be people who have detailed knowledge of damaged facilities, cost estimates and potential mitigation work that may prevent future damage.

Past experience has been that these meetings will be on short notice. OES usually sets up a field office and stars scheduling visits soon after. **A week’s notice is what must and should be expected.**

The team will want to see:

- Damaged facilities
- Pictures or videos of damage/destruction
- Narratives on work done
- A broad summary of costs to date with estimates of work to be completed
- Proposals on repair, reconstruction and mitigation projects. These need not be final, they can be changed.

The team will want to discuss:
• How payroll costs are organized and developed
• How payroll cost relates to time worked
• How fringe benefit rates are made up

These last items are why it is so important to use a Disaster Accounting System. When used, it automatically provides a record of who worked for how many hours on which day on what type of task.

The Labor Distribution reports can be merged with payroll data to provide the time records that OES and FEMA want. They can also be used to create summary schedules for the teams.

After the on-site inspection, the team will draft a Damage Survey Report (DSR). Usually there will be one for each general type of emergency work; i.e., one DSR for debris clearance (Countywide) and one for protective measures (Countywide). The team makes this decision. There will also be one DSR for each repair, reconstruction, and mitigation project that is approved.

The team will discuss the DSR with the County Administrative Officer's designee who will bring in the other interested County parties. The critical item at this point is not the dollar estimate on the DSR, but the scope of work that it approves. The dollar amount can change as actual costs become known, but the scope of work should be what is necessary to do the job. If the scope of work is adequate, then the County Administrative Officer's designee or any one of the other Applicant's designated agents will sign the DSR.

There is a sixty-day period in which to bring new damage sites to the attention of the disaster assistance agencies from the date of the team's first on-site visit.

5.0 POST DSR PROCEDURES

All documentation and costs must be gathered and sorted to support their respective DSRs. Thus, if there is one DSR for Debris Clearance, all payroll costs and time cards for those personnel working on Debris Clearance must be sorted and organized to document these costs on that DSR. Also all equipment costs, dump fees, etc. for this work becomes part of the documentation package for this DSR. The same holds true for the separate DSR for Protective Measures - a separate all inclusive documentation package.

The DSRs for construction projects will require the same specific documentation. Each will require, as appropriate: engineering studies, architectural plans, bid packages, selection records, contracts, contractor's invoices, payment records, and all other costs. Also note that since government money is involved that the Davis Bacon Act and/or state prevailing wage clauses will apply and must also be documented.

6.0 HOW PAYMENT IS MADE

The State Public Assistance program is authorized under the State Natural Disaster Assistance Act (NDAA). OES administers this program. NDAA assistance may be obtained following a Local Emergency with the concurrence of the State Director of OES for permanent repairs only or for all eligible costs including personnel costs following the Governor's proclamation of a State of Emergency. The cost share on eligible costs are 75% state share and 25% local government share. For example: OES determines that there are $100,000 in eligible emergency response
costs for a county. OES pays $75,000 and the county must handle the remaining $25,000. **Failure to follow SEMS, however, may disqualify the County from receiving all or part of the state’s share and accordingly change a $25,000 loss back to $100,000.** The NDAA program is coordinated as supplemental to the federal program following the Declaration of a Major Disaster by the President of the United States.

The Federal Public Assistance program is authorized under the Stafford Act and is administered by FEMA in coordination with OES at the request of the Governor, who has designated the OES Director as his representative. FEMA will pay eligible costs to local governments on a 75% federal share and a 25% state and/or local share. If OES finds that the costs covered by FEMA are also eligible under NDAA criteria, then the state will cover 75% of that 25% share. For example, a county is determined to have $100,000 of eligible emergency personnel costs by FEMA. FEMA will reimburse up to $75,000, leaving $25,000 for the state and local governments to handle. OES determines that the costs are eligible under the NDAA and will pay $18,750 which leaves $6,250 for the local government to handle. **Failure to follow SEMS may jeopardize the state share and cause the $6,250 loss to increase up to the full $25,000 state local share.**

State and federal assistance are based upon reimbursements of eligible costs incurred. There are provisions for partial advances on approved Disaster Survey Reports, however, the amounts and conditions may change. Assistance is based upon uninsured loss and is not a substitute for insurance. The reimbursement process is a lengthy one involving the complete review of damage estimates and documentation. Actual receipt of funds may take weeks or months.

Sometime later, perhaps two years, the State Controller will audit the project. If discrepancies are found, they will require reimbursement of the disallowed costs if the allowable costs are less than what was already paid. If allowable costs are greater than prior payments, then the balance will follow after official sign off on the claim by FEMA and/or OES. This also is a long process.
ATTACHMENT F-3
DAMAGE DEFINITIONS

1.0 Structural Damage

Damages are limited to structure and not contents.

- Destroyed – Cost of repair is more than 75% of value.
- Major Damage – Cost of repair is greater than 10% of value.
- Minor Damage – Cost of repair is less than 10% of value.

2.0 Structural Categories

The following categories are used for private structures applying for disaster assistance:

1-3 - Homes, includes Townhomes and Condominiums
4 - Mobile Homes
5 - Rental Units
6 - Farm Dwellings
7 - Businesses
ATTACHMENT F-4

WORK CATEGORIES

• Category A: Debris Clearance
  Clearance of debris, wreckage, demolition, and removal of buildings damaged beyond repair.

• Category B: Protective Measures
  Measures to eliminate or lessen immediate threats to life, and public health and safety.

• Category C: Roads & Bridges
  All non-emergency work and any that may require more time for decision-making, preparation of detailed design, construction plans, cost estimates and schedules.

• Category D: Water Control Facilities
  Includes flood control, drainage, levees, dams, dikes, irrigation works, seawalls and bulkheads.

• Category E: Public Buildings and Equipment
  Buildings, vehicles or other equipment, transportation systems, fire stations, supplies or inventory, higher education facilities, libraries and schools.

• Category F: Utilities
  Water supply systems, sanitary sewerage treatment plants, storm drainage, light/power.

• Category G: Other
  Park facilities, piers, boat ramps, public and private non-profit facilities, recreational facilities, playground equipment.
ATTACHMENT F-5

RECOVERY CONSIDERATIONS & ACTIVITIES

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  7.2 DRC Manager Activities ............................................................... 3-F-5-14
  7.3 DRC Operations ............................................................................ 3-F-5-15
1.0 DEBRIS REMOVAL & DISPOSAL

In the aftermath of earthquakes, fires, floods, etc., debris from damaged structures can impede response, delay repair and reconstruction, and if containing organic or hazardous materials, pose a threat to responders and to the public. Disposal of debris will be an incremental process. Initially, debris from damaged structures will be removed from streets to provide access. The debris from damaged structures will likely contain reclaimable property, valuables and mementos of disaster victims, as well as potential hazardous materials. Reclaiming damaged property by victims should be accommodated as a priority. Expedited reconstruction will depend on efficient clearance, interim storage, removal and where possible recycling of debris. If the local government removes the debris, or orders it removed, it may be a FEMA reimbursable expense. If private property owners remove the debris, they are normally responsible for the costs. State and federal environmental regulations (air quality, land fill, waste management) may severely limit decisions on disposal of debris.

• Determine how asbestos removal and abatement must be handled.

• Determine who is responsible for the identification and removal of downed or potentially hazardous trees.

• Ensure that erosion and landslide have been accounted for once the debris is removed. Determine if any landslide and debris flow maps exist or could be constructed.

• Establish and maintain contact with agencies (i.e., Caltrans) that are demolishing facilities. Large demolition projects will affect traffic, public safety, and wear on public streets and above and below ground utilities. (Wear and tear is an eligible expense.)

• Consider a master contract for debris removal, disposal, and recycling, in order to expedite the cleanup of the damages areas. Issues to be considered include:
  o Source of payment (insurance companies, local government, property owner, State government and Federal Government)
  o Liability
  o Property owners refusing to participate

• Contact California EPA to determine what class landfills can receive debris.

• Consider allowing recycling to occur on-site at demolished buildings.

• If debris removal will affect watershed areas:
  o Determine if permits are necessary

• Establish and maintain communications with agencies demolishing buildings, as such projects will affect traffic, public safety, and wear on public streets.
2.0 BUILDING ASSESSMENTS & REPAIRS

2.1 Imminent Hazard Buildings

Imminent hazard buildings are those that have been identified as having serious damage, and may pose a threat to public health and safety. In some cases, determining the ultimate outcome of a building is very complex. Demolition is one option that may be considered, but it is not usually an option of first choice. For historic buildings that may pose a threat to public health and safety, demolition is not the first alternative. The jurisdiction must define the time period in which steps to mitigate hazards can be taken.

Decisions regarding the disposition of significantly damaged buildings need to be made with as much information as possible. It is imperative that guidelines are in place to assist building officials, owners, tenants and volunteer engineers in making their determinations.

• Review the current edition of the Uniform Code for the Abatement of Dangerous Buildings, as published by the International Conference of Building Officials.
  
  o Recommend the development of an ordinance that provides procedures for the expedient abatement of building hazards which pose either an imminent or long-term threat to public health and safety.

• Determine the policy if a building owner chooses not to repair his/her building, and lets the building stand vacant and damaged.

• Determine procedures and policies to assist building owners in finding financing for repair work, especially on larger commercial buildings.

• Develop procedures and policies to assist the building owner with the cost of demolition, if it proves necessary. (Such costs are eligible for reimbursement from FEMA when there has been a Presidential declaration and demolition is mandated by the local government.)

2.2 Access to Damaged Buildings

• Assess risk of loss of life or injury to loss of property.

• Determine the appropriate amount of money that should be expended to stabilize a damaged structure so it is safe to re-enter for salvage.

• Determine if demolition of hazardous structures should be delayed to permit personal property recovery.

• Determine who should decide if it is safe to re-enter a damaged structure for property recovery.

• Determine if owners and/or tenants will be allowed to accompany inspectors and government officials during initial safety assessments.
• Consider having salvage operations coordinated by a plan developed by a private engineer or architect. Ensure plan deals with the following:
  o Number of people allowed to enter structure
  o Access for cars, pick-ups, trucks in restricted areas
  o Determine if it is necessary to establish different access policies for different types of buildings (e.g., brick, single story buildings, concrete frame, etc.)

• Develop procedures for property recovery that correlate with safety assessment tagging protocols of "unsafe", "restricted use" and "inspected". Procedures should address:
  o Shoring
  o Occupancy time limits
  o Inspection by private engineers
  o Number of persons permitted in a damaged structure
  o Safety precautions:
    ▪ Special clothing
    ▪ Protective devices
  o Required disclaimers of liability

• Develop written materials (bilingual, as necessary) to describe the access process to residents and building owners.

• Determine if undamaged structures in cordoned-off sections will have the same policies and limitations as red-tagged buildings.

• Determine if property owners will need to sign a release.

• Determine if engineers, architects, or rescue personnel, etc., will be on hand during the re-entry process.

2.3 Issuing Building Permits

One of the most important aspects of maintaining the momentum of the recovery period will be the timely issuance of building permits to repair and reconstruct buildings. There are many options available to expedite the process. These options range from issuing permits in the field for shoring buildings, to establishing special plan check departments to deal with repair.

• Determine if plan checks and/or building permit fees will be waived, reduced or deferred. Establish the criteria for who is eligible and under what circumstances.

If waived, the fees may be eligible for reimbursement from FEMA if the disaster receives a Presidential declaration.

• Establish a process for issuing permits in the field.
• Evaluate staffing capability:
  o Determine if the permitting agency should establish a section which deals only with permitting repair projects.
  o Determine if an outside consultant is needed to process disaster-related claims.
• Evaluate the need for developing a simplified process for reviewing engineering evaluations and proposed repair plans, and issuing building permits. (Determine if inspectors will be allowed to issue certain repair permits on-site at the time of inspection - e.g., chimney repairs.)

• Determine if geotechnical studies will be required for repairs in areas with poor soils.

• Determine if outside engineers and architects can be used to sign and stamp drawings.

• Coordinate with utilities on fees and permit processes for utility hook-ups. Consider combining the permitting process for various utility hook-ups.

• Establish procedures for re-posting damaged buildings, based on engineering evaluations performed by professionals retained by the building owners.

• Determine if building owners will be allowed to place temporary trailers on site.
  
  o Determine if permits will be required for their use.
  
  o Determine the environmental health issues that need to be addressed with the temporary trailers (e.g., sewer hook-ups, etc.).

• Determine if an expedited process will be used if owners want to reconstruct what was there before.

• Determine the process for requests for new buildings or different designs.

• Establish a one-stop permitting center for county agencies. (Invite architects, engineers, and local construction trades.)

2.4 Preserving Historic Buildings

Significant historic preservation issues emerge when a disaster damages historic buildings. Decisions regarding the fate of these buildings (repair, demolish) may be controversial. Public officials must balance the interest of preservation with issues of public safety and economics. In some cases, while it is possible from an engineering perspective to repair a building, the costs are so high that a building owner chooses not to repair.

• Obtain updated historic property inventory to ensure historic properties have been properly identified and protected.

• Demolition of historic structures due to health and safety should be done within 30 days of event (it may not be considered imminently dangerous to health and safety outside of that window) and with prior or concurrent notification of the State and Federal governments.

• Determine how to integrate preservation commission and/or private preservation groups in policy-setting and/or decisions regarding demolition or repair.

• Identify sources for structural engineers with expertise in the restoration of historic structures.
• Ensure that damage assessment/safety assessment forms indicate that a structure is historic.

• Determine if zoning requirements can be modified to facilitate the repair of historic buildings.

• Determine what codes govern repair work on damaged historic structures.

• Determine if damaged historic buildings will be required to comply with current life safety requirements as a result of repairing damage.

• Determine what type of structure can replace a demolished historic building.

3.0 HOUSING

3.1 Temporary Housing

When residential buildings are so damaged that a major commitment of funds and time is required before the buildings are habitable, there is a great need for interim or temporary housing. In areas where housing vacancy rates are low, but the number of housing units damaged is high, there are few alternatives to the provision of temporary housing within a reasonable time frame. There is usually a strong desire on the part of officials and residents to skip this phase and go directly from emergency shelter to replacement housing.

• Establish a community-based Housing Task Force as quickly as practical to articulate community concerns.

• Identify community leaders and organizations that can assist with development of a housing assistance program for any culturally diverse groups.

Multi-family buildings and low-income residency hotels will present particular problems in terms of rebuilding. The length of time it will take to rebuild means that long-term temporary housing will need to be provided for these residents.

• Identify possible designs and sites for temporary housing. (Consider buildings that can be converted.)

• Identify the kinds of reviews (California Environmental Quality Act – CEQA, city/county review) that might be required for the siting of temporary housing and determine if they can be expedited.

• Determine the types of temporary housing arrangements allowed and/or encouraged at individual home sites, such as: trailers, tents, or other temporary structures.

• Determine if permits will be required on individual home sites for temporary structures.
3.2 Replacement Housing

For the majority of the population (regularly employed, middle income earners), the post-disaster housing assistance process works relatively well. However, experience with California earthquakes shows that groups outside the mainstream have serious problems in dealing with their housing situation after a disaster. An earthquake exposes and exacerbates a community's problems and weaknesses; it does not create them. Lack of affordable housing and homelessness are two existing problems that are greatly magnified by a disaster, and complicate the process of replacing lost housing.

Permitting and financing are both required for a successful rebuilding effort. Standards, codes, ordinances and permit requirements must be established for replacement housing. Local government is responsible for helping individuals replace housing through the permitting process. Local government is also responsible for the provision of low-income housing and may also be involved in financing of private repairs.

- Identify what building and planning codes will be used in the rebuilding.

- Determine if federal and state programs will pay for additional costs for upgrades.

- Determine if living standards should be replicated in the assistance process or improved, if people are living in below-code structures or arrangements prior to the event (e.g., four families in one house).

- Review insurance policies to determine if alternate living expenses, and/or replacement value of home is covered.

- In order to speed the rebuilding process, consider an ordinance that allows building owners to either:
  - Replace what was there at the time of the event; or
  - Replace what the building looked like when it was originally built.

If building owners choose either of these options, the Recovery Task Force can work with each owner individually to expedite the rebuilding process. Fees can be waived. If the building owners want to do something different (e.g., expand their building, put up a different type of building) they must go through the regular planning and permitting process.

- Consider hiring a consulting firm to provide building and planning services to homeowners who are repairing and rebuilding. This is a disaster-related cost and reimbursable.

- Consider waiving building permit fees for owners of single-family homes with minor damage.

- Consider government grant and loan programs as additional sources of financing repairs, temporary housing, and housing replacements.
4.0 PLANNING CONSIDERATIONS

4.1 Immediate Land Use Issues

Issues to be considered include temporarily suspending all building in the community and determining the types of urgency ordinances needed. The level of damage and growth and development issues that existed prior to the disaster will affect the types of planning issues facing the community. The Safety Element of the General Plan will be an important pre- and post-disaster tool to relate land-use policy to such things as floodplain and geologic hazards.

- Determine if immediate repairs will be allowed in heavily damaged areas before the establishment of rebuilding policies. If allowed, determine level of repairs and permits required.
- Determine if a separate plan or an existing department or organization is necessary to guide rebuilding.
- Ensure that there is a mechanism to include the community in the planning process.
- Consider establishing a formal citizen’s or business committee to address recovery issues.
- After an earthquake, identify who will conduct post-event geologic hazard identification surveys. (Determine if a separate hazard evaluation team will need to be established.)
- Determine if the mapping of geologically hazardous areas needs to be expanded or accelerated.
- Determine if a post-event building moratorium is required. (Determine how geologic hazard areas will be delineated.)
- Determine if an Interim Ordinance will need to be developed to control the issuance of certain permits.
- Determine if levels of building damage warrant a moratorium and restudy of an address, block, neighborhood, or community. (Determine what information would be needed to exclude legitimate fast-track areas from any moratorium constraints or delays.)
- Determine whether non-conforming uses will be allowed.

4.2 Long Term Rebuilding Issues

Once immediate land use decisions have been made, long-term rebuilding issues should be addressed. A disaster exacerbates existing community problems and those problems will define the context within which long-term rebuilding takes place. The ability to consider changes in the built environment is also very dependent on the community’s ability to secure additional funding sources.

- Determine what factors would justify a substantial post-event change in planned land use.
• Determine if there is interest in using this disaster as an opportunity to make changes in current planning practices in the affected communities. Changes might include:
  o Reducing risks from future events
  o Eliminating non-conforming uses
  o Correcting plan or zoning inconsistencies
  o Realigning or improving roads
  o Improving housing conditions or affordability
  o Enhancing the local economy
  o Upgrading inadequate commercial, industrial, or public facilities
  o Improving urban design
  o Providing open space
  o Preserving historic buildings or other cultural resources

• Determine the need for a master reconstruction plan.

• Determine to what extent California Environmental Quality Act (CEQA) emergency exemption criteria can be applied to substantial changes in planned use.

• Identify the economic and fiscal objectives in the community that will drive reconstruction.

• Explore opportunities for joint reconstruction between city, county and private sector.

• Determine if growth management should be factored into post-event reconstruction planning.

• Determine to what degree public redevelopment should be relied upon as a source of long-term reconstruction.

• Determine how much reliance can be placed on private vs. public redevelopment in the reconstruction process.

• Determine if adopted redevelopment plans will be followed or revised for reconstruction purposes.

• Determine if redevelopment areas should be expanded for reconstruction purposes.

• Identify how to deal with county financial review when cities seek to expand redevelopment areas simultaneously.

• Determine how disaster-induced land value losses and subsequent negative tax increments will affect jurisdiction(s).

• Determine the relationship between reconstruction-related redevelopment and the General Plan.

• Determine the relationship between reconstruction-related redevelopment and CEQA.
4.3 Preparing a Hazard Mitigation Plan

Hazard mitigation is any action taken to eliminate or reduce the long-term risk to human life and property from natural, technological and human-induced hazards. The recovery period following a major disaster often provides unique opportunities to review and make changes in land use, building regulation and other mechanisms for guiding community development. Decisions made early in the recovery process will greatly influence the exposure of the community to future damages of a similar nature. Developing a hazard mitigation plan will help ensure that mitigation opportunities are not lost in a hasty effort to rebuild and recover from the disaster.

Current federal disaster assistance policy requires jurisdictions declared eligible for assistance to prepare a post-disaster hazard mitigation plan. The purpose of the plan is to define actions during the recovery period that help prevent repeated future losses. Funds may be available for required hazard mitigation activities through Public Assistance Program, and matching funds may be available through the Hazard Mitigation Grant Program for implementation of activities in the plan.

- Obtain copies of Sections 404 and 409 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (PL 93-288, as amended) which outline the requirements and the opportunities for hazard mitigation within the recovery process. (http://www.oes.ca.gov; click on Disaster Assistance; click on DAD 101 Forms; click on Appendix B: Robert T. Stafford Disaster Relief and Emergency Assistance Act)

- Determine who will be assigned as the Local Hazard Mitigation Officer to lead the effort and provide the overall coordination of the planning process and grant proposal development. Ensure this person has the authority to:
  - Cross departmental lines
  - Ensure interdepartmental participation
  - Be the point of contact with the State Hazard Mitigation Officer

- Determine which County departments, cities and/or special districts should be represented on the hazard mitigation planning team.

- Identify current mandates, policies, or programs designed to reduce potential losses from natural disasters.

- Ensure that an up-to-date vulnerability analysis exists on which to base planning recommendations.
  - Determine if all hazards identified in the General Plan
  - Determine if there are multiple hazards that should be addressed concurrently

- Determine criteria for prioritizing mitigation measures to be submitted for funding.

- Determine how financing will be secured, including, but not limited to, any match required for Hazard Mitigation Grant funds. (Temporary multi-year sales tax increase or Bond issue.)

- Determine how the hazard mitigation plan will be implemented.
5.0 RESOURCE MANAGEMENT

5.1 Volunteers

Disasters invoke an outpouring of voluntary assistance. Volunteer response assumes two primary thrusts: 1) volunteers associated with organizations with pre-designated response and recovery roles, such as the American Red Cross, and, 2) those unaffected by the disaster who want to help. It is the latter category, the convergent volunteers, who require the attention of already-overwhelmed staff. These volunteers can be a source of tremendous help or simply an additional headache, depending on how they are used.

• Assign EOC Volunteer Coordinator to assist with Recovery.
• Ask for assistance in screening, orienting, and assigning volunteers to departments and organizations in need of additional personnel from local, non-profit agencies experienced in volunteer management. (Under a Presidential Declaration, a non-profit organization may receive compensation if they are contracted by the jurisdiction.)
• Ensure a process is developed to screen volunteers.
• Establish a volunteer staging area where volunteers can be screened, oriented and assigned.
• Ensure there are provisions for the care, feeding, transportation, and shelter of convergent volunteers.
• Ensure that volunteers understand that although they are not eligible for any monetary compensation, they will be covered by workers compensation. (Volunteers must be registered as Disaster Service Workers.)
• Establish written checklists of duties for volunteer jobs.
• Ensure that County Counsel is aware of volunteer activities and prepared to address any liability questions using volunteers may raise.
• Contact other jurisdictions, agencies and County departments and identify post-disaster tasks to which volunteers could be assigned.

5.2 Donations

Depending on the magnitude of the disaster and the attendant publicity, significant amounts of resources may be donated to assist disaster victims. Donations will consist of both money and material goods, and a procedure should be established to address both. Material donations of food, clothing, blankets, toys, sleeping bags, and numerous other items can create a logistics problem, and should be discouraged.

• Quickly assess the kinds of donations that are needed and request the PIO to issue a press release. Include in the release the intention to distribute any remaining materials to current human service programs in Kern County.
• Establish a mechanism by which to receive cash donations. Publicize where to send donations and consider establishing a 501 (c)(3) non-profit corporation to receive tax-deductible donations.

• Assign a staff person(s) or appropriate external agency (e.g., Salvation Army) to manage incoming donations or determine how, where, and when donated funds and gifts will be distributed:

• Establish a coalition of community groups or representatives to identify who is most in need.

• Donated funds could be used to provide grants to individual homeowners who do not qualify for federal and state assistance programs for home repairs.

• Refer donations, other than money, to voluntary organizations working in the affected area. Provide assistance, if necessary, in securing warehouse space for receiving, sorting, and dispersing donated goods.

• Oversee the disbursement of funds to local, non-profit service providers.

• Counties or cities that have not been impacted by the disaster but have received funds may make those donations available to impacted counties or cities.

6.0 BUSINESS RECOVERY

6.1 Immediate Business Recovery

Business recovery is essential to the community's survival, and many recovery decisions will affect how well businesses rebound. Government by itself is not enough to ensure a community's recovery from a disaster. After the first few days following an earthquake, life safety becomes less of an issue (fires are out, people have been rescued, and there is a tremendous press to begin the long process of returning the community to normal). How and when the business community gains access to its properties is very important.

• Establish a County liaison to the business community.

• Ensure that key business leaders in the community are contacted to aid in communicating with the rest of the business community. Maintain contact with the local Chamber of Commerce.

• Ensure that representatives from business are involved in the decision-making process. (Consider forming a committee comprised of an equal number of individuals appointed by the BOS and the business community.)

• Ensure that information is regularly disseminated to the business community through regular press releases, newsletter or bulletin published at regular intervals, or regularly scheduled meetings.
• Ensure that buildings are re-evaluated after any aftershocks in a post-earthquake environment.

• Ensure that there is sufficient law enforcement/security for vulnerable businesses in impacted areas.

• Consider the psychological impacts of barrier materials.
  
  o Use chain link fencing around cordoned off areas so that those interested can view the damaged areas being repaired.
  
  o Use plywood sheeting between repaired buildings in order to reduce the gaps in areas where there were once solid rows of buildings. These can later be painted with murals or painted vignettes.

• Suggest the local Chamber of Commerce establish a non-profit organization (if it doesn’t already have that designation) to receive tax-deductible donations for small businesses.

• Identify who will establish priorities for recovery in the business sector.

6.2 Long-Term Business Recovery

The ability of a community to fully recover from a disaster depends in large part on its financial recovery. If the business sector, or even several anchor businesses, continue to struggle, it affects most other aspects of community life. Revenues from sales, business and property taxes will all be reduced. The number of jobs in the community may be reduced. Tremendous pressure to return the community to normal may result in new elected officials and other changes at the political level. The business community will undoubtedly play new or different roles in this process. In particular, building owners may need to be involved in the rebuilding process.

Access to businesses is an important part of encouraging business recovery. If transportation routes are disrupted, access to certain business areas may be more difficult and new shopping or commuting patterns may emerge.

• Assist businesses in finding temporary (or new permanent) space. (Consider any County-owned property.)

• Work with the local banking community and other state and local programs to set up bridge loans. Donated monies may be used here.

• Incorporate the business community’s views regarding design and architectural and historic preservation during rebuilding.

• Ensure that the repair of damaged infrastructure is coordinated with recovery in the business sector.

• Consider establishing special transportation or parking services to encourage local shopping.

• The disaster may be an opportunity to resubmit previously denied grants for economic development.
• Encourage local lending institutions to assist local businesses with gap financing in order to assist FEMA-qualified businesses with the cash necessary to begin recovery while the FEMA loans are processed.

7.0 DISASTER RECOVERY CENTERS

If other cities and special districts in Kern County have been impacted, the County may establish a countywide Disaster Recovery Center (DRC).

7.1 Selection Criteria

• It is critical that the facility is located in close proximity to the area affected by the disaster.

• The size of the Facility (square footage) required is dependent upon:
  o The number of households and business affected within the area.
  o The number of disaster assistance program representatives who will staff the DRC.

• Facility must provide adequate restrooms, disabled access, parking facilities, utilities, lights, drinking fountains, and heating/air conditioning.

• The facility should be close to public transportation routes (buses).

• Facility must be completely controlled by the DRC manager during the hours of DRC operation. (Any previously scheduled events must be cancelled to ensure uninterrupted use as a DRC.)

• Provide child care area, if necessary.

• Provide separate restrooms and lounge area for DRC staff, if warranted.

• Provide appropriately sized reception/waiting area with seating where DRC personnel can brief, greet, and register applicants.

• Provide space where mental health personnel can work privately with individuals.

7.2 DRC Manager Activities

The DRC Manager will perform or assign responsibility for the following activities:

• Obtain facility keys and phone number of facility manager and custodial staff.

• Arrange for security and ensure the facility is locked at close of business day.

• Ensure safety for public and staff.

• Arrange for and schedule janitorial services.
• Ensure that the following equipment is available:
  o Fire extinguisher AND emergency exit plan (posted)
  o First aid kit
  o DRC signs directing individuals to the DRC on exterior of building and directing traffic flow to services within the center.

• Post emergency numbers for police, fire, ambulance, and medical assistance.

• Provide or arrange for chairs for waiting area, and seating for staff and victims at each agency table.

• Provide or arrange for folding tables for adequate work space for each participating agency, reception interview, exit interview, and center managers.

• Provide necessary supplies:
  o County phone books
  o Telephone directories
  o Office supplies
  o Name tags
  o Masking tape
  o Waste baskets
  o Map of disaster area posted

7.3 DRC Operations

Prior to Opening (before a Presidential Declaration)

• Identify usable DRC sites near severely impacted areas.

• Advise OES Region of damage information and types of assistance needed.

• Prepare list of potential DRC sites that appear to be usable and available.

Prior to Opening (after Presidential Declaration)

• After consultation with State, locate a DRC facility capable of accommodating the designated agencies.

• Ensure the facility will be available by the scheduled opening date and that the DRC can remain in operation without interruption until the scheduled closing.

• Mobilize County personnel and voluntary relief organizations who will be responsible for providing assistance at the DRC. Consider:
  o County Auditor
  o County Assessor
  o Building Inspection Division
  o County Clerk
  o Health Services
• Public Information Officer (PIO)
• Public Works
• Treasurer/Tax Collector
• American Red Cross
• The Salvation Army
• Other private relief organizations

• Obtain from participating agencies any handouts that contain:
  o Information on services provided by the agency
  o Name of contact person
  o Valid telephone numbers

• Ensure that participating department managers and employees are informed of the probable duration of the disaster assignment. (If personnel are to be rotated, allow for an overlap of adequate time for orientation of incoming staff.)

Prior to Opening (after site approval by State OES/FEMA)

• Gather the furniture and equipment and set up the center so each participating agency has sufficient space to interview and consult with disaster victims.

• If Emergency Food Stamps are to be issued at the DRC by Kern County, (this should be avoided due to the problems created), provide security above and beyond standard security:
  o Security to DRC and from Food Stamp Distribution Center
  o Security at DRC during distribution

• Prepare and post signs directing individuals to the DRCs from public routes and, if necessary, to direct traffic flow within the center.

• Gather and place County handouts at designated Referral Service Desk.

• Consider developing a brochure for distribution to potential victims that includes encouragement to teleregister with FEMA and to bring that number to the DRC.

• Provide sufficient basic equipment and office supplies for participants.

• The cost for furniture, janitorial and maintenance services, local operational personnel, supplies and equipment for the DRC are not reimbursable by FEMA. Telephones for FEMA officials, if not in place, will be provided by FEMA.

• Establish a Help/Escort Desk to assist victims with services available and locations of agencies.

• Establish a phone bank to field questions from the public.

• Brief County staff.
After Initial Opening

- Assist federal/state managers in management and operation of the center.
- Provide safety for clients and DRC staff members.
- Compile service statistics daily, in cooperation with federal and state managers. (Make special reports as needed/requested to appropriate local officials.)
- Maximize effectiveness of County resources at the center:
  - Evaluate need for additional services to improve effectiveness of County operations.
  - Consult with participating department managers regarding need for reduction or increase in department resources.
  - Maintain time records of County employees at the center.
  - Coordinate shift assignments, relief, coffee and lunch breaks, and post schedule.
  - Evaluate and identify problems which can be resolved for more effective delivery of services.
- Request PIO or designee to coordinate response to press inquiries with federal/state managers.
- Attend daily meetings with federal and state managers regarding operations at center.
- Establish schedule for adequate janitorial services.
- From daily statistics, map areas from which applicants are responding and identify any areas which may require outreach activity. Provide staff to assist with "outreach" efforts.

After Closing

- Assist state and federal DRC managers in preparation of final reports.
- Return all supplies and resources to the proper agencies.
- Return all acquired furniture and equipment.
- When DRC has been vacated, supervise cleanup, and tour facility with owner to ensure satisfactory conditions.
- Prepare final report stating utilization and effectiveness of County resources at the center for the County Administrator.
- Assist the County Administrator in the preparation of "Letters of Appreciation" to all participating department managers and employees, as well as volunteer organizations.
- Attend debriefing session with the federal and state DRC managers. Review overall DRC operation and prepare a list of suggested revisions to procedures at the DRC.
ATTACHMENT F-6

FEMA RECOVERY FORMS

FEMA Form 90-123 Force Account Labor Summary Record
FEMA Form 90-124 Materials Summary Record
FEMA Form 90-125 Rented Equipment Summary Record
FEMA Form 90-127 Force Account Equipment Summary Record
<table>
<thead>
<tr>
<th>NAME</th>
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<th>DATES AND HOURS WORKED EACH WEEK</th>
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Total Cost for Force Account Labor Regular Time
Total Cost for Force Account Labor Overtime

I CERTIFY THAT THE ABOVE INFORMATION WAS OBTAINED FROM PAYROLL RECORDS, INVOICES, OR OTHER DOCUMENTS THAT ARE AVAILABLE FOR AUDIT.

CERTIFIED

FEMA Form 90-123, NOV 98
FEDERAL EMERGENCY MANAGEMENT AGENCY
MATERIALS SUMMARY RECORD

1. APPLICANT
2. PA ID
3. PW #
4. DISASTER NUMBER
5. LOCATION/SITE
6. CATEGORY
7. PERIOD COVERING
8. DESCRIPTION OF WORK PERFORMED

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GRAND TOTAL $ 

I CERTIFY THAT THE ABOVE INFORMATION WAS OBTAINED FROM PAYROLL RECORDS, INVOICES, OR OTHER DOCUMENTS THAT ARE AVAILABLE FOR AUDIT.

CERTIFIED TITLE DATE

FEMA Form 90-124, NOV 98
### RENTED EQUIPMENT SUMMARY RECORD

<table>
<thead>
<tr>
<th>TYPE OF EQUIPMENT</th>
<th>DATES AND HOURS USED</th>
<th>RATE PER HOUR</th>
<th>TOTAL COST</th>
<th>VENDOR</th>
<th>INVOICE NO.</th>
<th>DATE AND AMOUNT PAID</th>
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**GRAND TOTAL**

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CERTIFIED: 

TITLE: 

DATE: 

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FEMA Form 90-125, NOV 98
<table>
<thead>
<tr>
<th>TYPE OF EQUIPMENT</th>
<th>OPERATOR'S NAME</th>
<th>DATES AND HOURS USED EACH DAY</th>
<th>COSTS</th>
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TITLE

DATE

FEMA Form 90-127, NOV 98