Attachment 6 – Gap Analysis Findings

#	Gap	Recommendation	Status
1.	Sonoma County does not have a Recovery Operations Plan (ROP).	Draft a County-wide ROP that describes the County's approach to managing and coordinating recovery operations and replace the interim Recovery Concept of Operations (CONOPS). Adapt content in the 2018 Sonoma County Recovery & Resiliency Framework and the interim Recovery CONOPS to serve as a template for developing incident specific recovery plans.	The Recovery Operations Plan, once adopted, will provide this guidance.
2.	Sonoma County does not have a dedicated full-time recovery manager to support its recovery efforts throughout the disaster lifecycle.	Assign the role of recovery manager to a full-time employee, housed within DEM. If a permanent position is not feasible, create a structure/framework for quickly onboarding recovery staff in events that require additional scaling to County operations.	The recovery manager FTE position does not currently exist and funding for such a position is expected to be requested in a FY 26/27 Budget Approval Process. We estimate work on the structure/framework for quickly onboarding recovery staff to begin once funded, as DEM begins drafting annexes to the Recovery Operations plan as part of the

			department's 2026 workplan.
3.	Existing County plans, annexes, or guidance documents do not provide adequate details to describe how the County will transition from response operations to short-term recovery operations or from one phase of recovery to another.	Ensure the County's ROP outlines the transition to short-, intermediate-, and long-term recovery operations, including changes in organizational structures, roles and responsibilities of County departments/agencies and other critical stakeholders, and recovery objectives.	Based on this identified gap, shortcomings in recovery transition were addressed during the development of the subsequent Recovery Operations Plan.
		Review and revise County plans, annexes, guidance documents and other relevant plans to reference the ROP and the importance of effectively transitioning from response to recovery operations.	Part of the 2026 DEM workplan includes updating available annexes to include recovery guidance.
4.	The County is unable to maintain consistent Disaster Case Management (DCM) services throughout response and recovery.	Pursuant to the National Voluntary Organizations Active in Disaster's (VOAD's) DCM guidance, develop a DCM Annex alongside the Sonoma County Community Organizations Active in Disaster (COAD) to address case management gaps between disasters, assign roles and responsibilities, and establish a consistent process for handling individual needs at the local level.	Since this finding was identified in the gap analysis, progress has been made to improve DCM services through an overhaul of the Universal Disaster Intake Process (UDIP).
		Expand the capacity in the County for providing DCM services, by establishing agreements with CBOs to conduct consistent case management throughout response and recovery operations.	Work on the recommended annex and agreements with CBO has not started.

5.	The County lacks the capacity to lead Business Recovery Centers.	Develop a County-level BRC capability that can be established during recovery operations in absence of a higher-level emergency declaration.	DEM will add development of a BRC to a future workplan, including an effort to strengthen associated relationships with critical businesses. This will not require an FTE allocation.
		Develop a BRC Field Operations Guide.	
		Integrate the U.S. Small Business Administration (SBA) BRCs capability into response and recovery plans.	
		Strengthen or develop relationships with critical businesses (e.g., grocery stores, pharmacies, etc.) throughout the County.	
6.	The County does not have a formalized plan for integrating spontaneous volunteers into emergency response operations.	Develop a volunteer management plan.	The County does have an MOA with Center for Volunteer and Non-Profit Leadership (CVNL) to support volunteer management. Some of the guidance on systems and plans recommended in this identified gap lives with CVNL as our contracted partner. DEM will incorporate guidance on spontaneous
		Create a volunteer coordinator position to help oversee volunteer recruitment, training, and onboarding, as well as coordination with other local and state emergency operations centers (EOCs).	
		Create centralized volunteer reception centers that can effectively manage the influx of spontaneous volunteers and match them with appropriate tasks.	
		Implement a digital platform to register, activate, assign, and track volunteers, matching their skills	

		and availability with the needs of response efforts.	volunteers during recovery as part of its upcoming 2026 ROP annex development work.
7.	The County's current outreach and support strategies do not adequately address the post-disaster needs of temporary workers and undocumented immigrants.	Evaluate existing outreach strategies, ensuring that they address the specific concerns of undocumented immigrant and temporary worker communities, with a focus on promoting trust and clarifying that seeking aid will not result in immigration enforcement actions.	DEM, in partnership with OOE, will review existing emergency response communications plans and protocols – including the upcoming Crisis Communications Annex – to ensure they are inclusive of undocumented and temporary workers. Our plans will emphasis building trust and providing clear communication. The County will clearly message that we do not share personal information with immigration authorities unless required by law, and do not coordinate with immigration enforcement as part of emergency
		Evaluate existing outreach strategies to ensure disaster alerts and warnings in Spanish and other relevant languages are disseminated simultaneously with English alerts to ensure all residents receive timely and actionable information.	

			response operations. While the County cannot guarantee the actions of external agencies, it remains committed to providing safe and equitable access to services.
8.	The County's current efforts to provide language access for non-English speakers during disasters are insufficient, posing a barrier to access services for those whose primary language is not English.	Consider reducing the minimum threshold required to qualify for language services (currently at 5%).	Currently, the Language Access policy sets Spanish as the only threshold language. If we were to reduce this threshold, it may require additional resources to provide these services for other languages.
		Review the County's emergency communication strategies to ensure they are compliant with The County's Language Access Policy and California's Dymally-Alatorre Bilingual Services Act, Government Code §7290.	
		Assess the County's ability to provide Spanish-speaking volunteers to serve at Disaster Recovery Centers (e.g., Local Assistance Centers (LACs), Business Recovery Centers (BRCs), etc.) to better assist the whole community during and after disasters.	Office of Equity has been involved in the development of the Emergency Communications Plan in partnership with DEM, ensuring the County's communications strategies are compliant with all County and State
		Assess language access capabilities to facilitate real-time translation of critical information, such as	

		emergency alerts, evacuation orders, and shelter locations.	language access requirements. Addressing the County's ability to provide Spanish Speaking volunteers requires strengthening our DSW response system to better leverage bilingual staff. OOE will partner with DEM on this effort. DEM partners with OOE to continually analyze and potentially expand which documents are necessary and critical to have translated.
9.	Community members believe post-disaster mental health services provided by the County are inadequate.	Evaluate the County's communication strategy in sharing mental health services information via social media, County-hosted workshops, seminars, press conferences, and events. Incorporate the provision of mental health services into the short-, intermediate-, and long-term recovery activities of Recovery Support Function (RSF)-3: Health and Human Services into the County's ROP.	This has been addressed under the ROP's new Recovery Support Functions structure, under Recovery Support Function (RSF) 3 - Health and Human Services (Pg. 41). DHS has been part of the development of the ROP and has had multiple

		Include as part of the services provided as part of DCM, the provision of information for how to access mental health services.	opportunities to weigh in.
10.	The County's debris removal and disposal protocols are not effectively communicated to the public, risking the potential for improper debris handling and delays in recovery efforts.	Evaluate current debris management guidance documents, including the County's Disaster Debris Management Plan, to improve communication strategies with the whole community throughout the disaster lifecycle.	Development of Task Force annexes to the Recovery Operations Plan is included in DEM's 2026 workplan.
11.	Access to essential transportation services for rural residents, especially those with limited mobility or lower incomes, is limited and creates inequitable post-disaster response and recovery outcomes.	Develop and expand partnerships with local organizations and rural transportation providers through the Emergency Transportation Committee to create accessible and reliable evacuation routes for rural communities, those with mobility issues, and those with financial constraints.	On 9.16.2025 your board approved funding through a Community Development Block Grant for Mitigation Planning and Public Services to develop a Multi-Jurisdictional Emergency Transportation Gap Analysis and Plan, which will address the needs of rural communities, those with mobility issues, and those with financial constraints.
	The County's current emergency	Review transportation plans and resources to ensure the inclusion	This effort is already underway

12.	communication strategies do not effectively reach those living in remote or isolated regions of the County, resulting in gaps in access to vital information.	of populations with access and functional needs (AFN) and those living in remote areas of the region. This may include developing evacuation plans that consider transportation needs, establishing community transport networks, and ensuring that transportation resources are equitably distributed between urban and rural areas.	within DEM, which is currently drafting a plan focusing on Crisis Communications, and another plan focused on backup communications.
		Develop a County-wide Crisis Communications Plan.	
		Partner with CBOs that provide training and assistance to people with low tech literacy to share and improve emergency communication information.	
		Continue to invest in alternative emergency communication channels, such as radio broadcasts, public address systems, or door-to-door notifications.	
13.	Cyber-incident response and recovery planning is not integrated with emergency management planning.	In collaboration with the Sonoma County Information Systems Department (ISD), review and align County-wide cyber incident response plans, policies, and procedures for alignment with emergency management best practices.	This effort is underway as part of an Urban Areas Security Initiative Grant approved by Your Board on 1.9.2024.
		Develop a cybersecurity annex to the County's Emergency Operations Plan (EOP).	

		Develop a crosswalk with the Sonoma County ISD between the Continuity of Operations (COOP) Plan, existing cyber incident plans, and the EOP to address gaps within the County departments.	
14.	Renters face unanticipated hardships following disasters due to gaps in renters' rights within existing legal frameworks.	Analyze current outreach campaigns to inform renters of their rights, the gaps that exist, and what options are available to them.	The gap recognizes work done to improve renters' protections. A Local Assistance Center Annex to the Recovery Operations Plan is included in the DEM 2026 workplan.
		Add a section specifically for renters at LACs to address their specific needs.	
		Continue to improve renters' protection during disasters through legal frameworks like the recent Residential Tenancy Protection Ordinance.	