Sonoma County Operational Area

Recovery Operations Plan

November 2025

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Letter of Promulgation

Approval Date: _____, 2025

To: Community of Sonoma County

The experiences from the 2017 Complex Fires, 2019 floods, Public Safety Power Shutoffs, 2019 Kincade Fire, 2020 COVID-19 pandemic, 2020 Sonoma–Lake–Napa Unit Lightning Complex Fires and Glass Fire, and the 2024 Point Fire have taught us valuable lessons and best practices. These events have driven our leaders to enhance the County's recovery capabilities, ensuring we are better prepared for future emergencies. Providing short-, intermediate-, and long-term recovery services following an emergency or major disaster is a core responsibility of local, state, and federal government as the need for recovery assistance escalates. Recovery operations are inherently complex and present various challenges. The impacts of emergencies are often shared across jurisdictional boundaries, yet each may have different recovery priorities. Therefore, effective recovery requires comprehensive multijurisdictional coordination and community participation. Sonoma County, in collaboration with the cities, towns, special districts, community partners and community members has prepared this Operational Area (OA) Recovery Operations Plan to ensure the most effective recovery from the impacts of an emergency or major disaster.

While there is no executable plan that will result in complete recovery of a community from the damage or loss incurred during an emergency or major disaster, an effective plan conducted by knowledgeable and well-trained personnel can and will bolster recovery efforts, expedite desired outcomes, and enhance resilience among the whole community. This Plan establishes the OA's recovery organizational structure, defines roles and responsibilities, provides general procedures, and provides protocols for multijurisdictional coordination of recovery efforts utilizing the National Incident Management System (NIMS) and the Standardized Emergency Management System (SEMS).

The purpose of this Plan is to efficiently incorporate all stakeholders, both within and outside the OA, into an organization, capable of effectively coordinating complex recovery operations, to achieve the best possible recovery outcomes for all organizations, businesses, and members of our communities.

The Sonoma County Board of Supervisors gives its full support to this Plan and urges all officials, government employees, and community members to do their share to support the total recovery efforts of the OA. This promulgation letter underscores Sonoma County's steadfast commitment to the communities within the OA, ensuring the provision of essential services during and after any emergency or major disaster.

The Sonoma County Board of Supervisors formally approves this plan.

Print Name: _____ **Date:** _____

Signature: _____

Chair, Board of Supervisors

Sonoma County Operational Area

Record of Changes

All changes to this Plan will be prepared and distributed by the Sonoma County Department of Emergency Management (DEM). All recorded changes will include a description of any additions, modifications, and/or deletions to the plan, the respective page(s) where the changes were made, the name of the person who made the change, and the date the change was made. DEM will distribute the approved changes to all OA stakeholders.

Table 1. Record of Changes

Change #	Change(s) Made	Pages	Posted By:	Date
1.				
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Introduction

Purpose

The Sonoma County OA Recovery Operations Plan (ROP) provides the County, other local governments within the county, and non-governmental partners with a comprehensive plan to guide recovery efforts following an emergency or major disaster. Its purpose is to facilitate coordination between agencies, jurisdictions, and recovery partners within the OA and externally to ensure the needs of the whole community are being met during short, intermediate, and long-term recovery efforts. This ROP outlines the specific activities that the County will conduct to address the recovery needs of its community members and support the recovery efforts of the local governments as part of its OA function. It sets forth a scalable recovery organization and highlights the steps needed to address the needs of the whole community in the days, weeks, months, and years after a disaster impacts communities within the OA.

This plan is composed of six (6) sections:

1. **Introduction: Provides an overview of the purpose, scope, and applicability of the ROP, and introduces the concept of recovery.**

2. **Situation and Planning Assumptions: Provides an overview of the high-risk hazards and how this plan connects to other County plans, as well as state and federal guidance. This section also outlines the County's commitment to providing resources and services to individuals with access and functional needs (AFN) and culturally diverse communities to avoid disproportionate impacts on our most vulnerable community members.**

3. **Concept of Operations: Describes the activation, authority, and phases of recovery. This section also outlines the County's commitment to recovery throughout the disaster lifecycle by identifying pre-disaster activities and how the OA will scale recovery efforts based on the complexity of the emergency impacting the area.**

4. **Recovery Support Functions (RSFs): Describes each RSF's mission and objectives and identifies the coordinator and supporting County departments and agencies and non-governmental organizations.**

5. **Plan Development and Maintenance: Describes the process used to develop this ROP and the responsibility and procedures for updating it in the future.**

6. **Training and Exercises: Describes the training and exercises to conduct to support the implementation of this plan for future disasters.**

Scope

This plan outlines the County's policy for recovery operations following a disaster. This plan addresses the County's role in leading the OA in the recovery process, and coordinating information, resources, and priorities among local governments. It also outlines the County's role as the governing body of the unincorporated areas of Sonoma County, addressing the recovery management and operations roles of County departments and agencies.

The ROP offers scalable options based upon the scope and magnitude of the disaster, including a Recovery Organizational Structure, potential activities, and coordination of, primary and supporting agencies for each of the six (6) RSFs. This flexibility enables the County to scale the recovery organization according to disaster impacts and community needs.

This plan does not replace community-based recovery efforts, such as those led by the Long-Term Recovery Group (LTRG) or Community Organizations Active in Disaster (COAD). Instead, it supports these groups to ensure a smoother transition from response to recovery.

What is Recovery?

The National Disaster Recovery Framework's (NDRF's) Recovery Continuum (Figure 1) depicts how recovery efforts begin prior to and alongside response activities, and gradually scale up during response operations, highlighting the relationship across the phases of recovery. As part of the continuum, recovery is separated into three (3) phases.

Figure 1. Recovery Continuum

Short-Term Recovery

Short-Term Recovery refers to the phase of recovery beginning concurrently with or shortly after the commencement of the response operations. Short-term recovery is focused on:

Addressing health and safety needs beyond rescue.

Assessment of the scope of damages and needs.

Restoration of basic infrastructure and the mobilization of recovery organizations and resources, including restarting and/or restoring essential services for recovery decision-making.

Short-term recovery activities will be conducted in the first hours, lasting **days to weeks** after an incident. The transition from short-term to intermediate recovery operations may occur at any time, depending on the severity of the emergency and the effectiveness of the overall coordinated recovery operation.

Intermediate Recovery

Intermediate Recovery is the phase of recovery that involves returning communities, critical infrastructure and essential government and/or commercial services to a functional, if not pre-disaster, state. Intermediate recovery occurs in the **weeks and months** after an incident.

Long-Term Recovery

Long-Term Recovery is the phase of recovery that may continue for **months or years** to address the complete redevelopment and revitalization of the areas impacted by the disaster, disaster case management, rebuilding or relocating damaged or destroyed social, economic, natural and built environments, and the move to self-sufficiency, sustainability, and resilience.

Situation and Planning Assumptions

Planning Assumptions

The following assumptions are made in this Plan:

- A disaster has occurred, resulting in damage to private and public infrastructure.
- California and/or the federal government may provide assistance when recovery needs exceed the capabilities of the OA to address.
- Prior to, or concurrent with, activation and implementation of the ROP, Sonoma County activates its Emergency Operations Plan (EOP) and provides emergency response and continuity of essential functions to the greatest degree possible.
- All local governments within the OA will utilize SEMS and NIMS in disaster recovery.
- Local governments (including cities and special districts) and non-governmental agencies will participate in OA coordinated recovery efforts.
- Property damage and other community impacts will not be uniform across areas of the county.
- All communities will experience impacts from disasters; specific populations such as low-income; communities of color; individuals with disabilities, and AFN; children; and animals will have greater difficulty in recovering from those impacts.
- Businesses of all sizes will experience impacts from disasters; small and medium-sized businesses will have greater difficulty in recovering from those impacts.
- An ineffective recovery process will prolong population displacement, cause additional harmful impacts to communities that remain, and widen inequities.

Hazards Overview

Sonoma County has developed a Multi-Jurisdictional Hazard Mitigation Plan that identifies measures to reduce risks from natural disasters in the OA. Hazard mitigation planning is essential to reduce the loss of life and property by minimizing the impact of disasters before they occur. Sonoma County has identified earthquakes, landslide/mass movement, and wildfires as the hazards of highest risk to the OA. The plan may be used to guide recovery governing bodies as they conduct short-, intermediate-, and long-term recovery operations following a disaster.

For more information on the specific hazard profiles, please refer to the Sonoma County Multi-Jurisdictional Hazard Mitigation Plan.

Relation to Other County Plans

Sonoma County has various plans that guide departments, agencies, and key stakeholders during normal operations and emergency incidents. This ROP does not supersede any of these plans; nor does it alter day-to-day agency functioning, except as noted.

EOP: Addresses activities undertaken during emergency response. These may be implemented concurrently with activities described in the ROP and help facilitate the transition from response to recovery.

Sonoma County Strategic Plan 2021-2026: Provides the context to inform policies and projects in the upcoming years and guide alignment of short and long-term objectives with operations and funding decisions. Included in the plan are the Core Values and Guiding Principles of Sonoma County, which align with the County's vision for recovery efforts after a disaster impacts the OA.

Recovery Framework: The County, along with the COAD and FeatherVine, are developing an equitable, unified community-based disaster preparedness, response, and recovery platform. This involves gathering and analyzing information from the Disaster Emergency Financial Assistance efforts when activated. These efforts build and strengthen existing partnerships among County departments and agencies, community-based organizations (CBOs), faith-based organizations and other stakeholders.

Sonoma County Continuity of Operations Base Plan: Establishes a continuity structure for all County departments and agencies. Recovery relies on continuity of operations planning, to allow agency staff to potentially be reassigned full- or part-time to disaster recovery activities, and/or for staff within an impacted agency to receive mission assignments related to recovery that may compete with the agency's day-to-day essential functions.

Disaster Debris Management Plan: Provides a framework for how the County will manage disaster debris operations. This plan may be implemented concurrently with activities described in the ROP.

Department Specific Plans: Many departments and agencies have plans or SOPs that may be enacted during response or recovery, related to their own operations or to specific threats/hazards. These are implemented concurrently with and/or in support of operations or activities described in the ROP.

Other Relevant Plans

While not a County-specific plan, the **COAD Long-Term Recovery Plan** provides processes and procedures for the Sonoma County COAD to conduct long-term recovery activities, with a focus on Disaster Case Management, after a disaster impacts the OA. During recovery efforts, the County and COAD should coordinate to ensure that the efforts outlined in both the ROP and the Long-Term Recovery Plan are not duplicative and address the overall needs of the OA and its communities.

Planning Authorities, Requirements and Regulations

The authorities listed below authorize and enable the ROP.

Table 2. Federal Authorities, Requirements and Regulations

Federal Authorities, Requirements and Regulations
Individual Assistance Program and Policy Guide (2021)
The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-388, as amended
Homeland Security Presidential Directive 5, Management of Domestic Incidents (2003)
Presidential Policy Directive 8, National Preparedness (2011)
National Response Framework (NRF), (2019)
National Incident Management System (NIMS), (2017)
National Preparedness Goal (NPG), (2015)
National Disaster Recovery Framework (NDRF), (2024)
Public Assistance Program and Policy Guide (2020)

Table 3. State of California Authorities, Requirements and Regulations

State of California Authorities, Requirements and Regulations
California State Emergency Plan (2024)
California Emergency Services Act (2020)
California Disaster Assistance Act
Standardized Emergency Management System (1991)
California Disaster Recovery Framework (2018)

Access and Functional Needs and Cultural Competency

Sonoma County, in compliance with applicable laws, will provide relevant and culturally responsive public information and recovery resources to people with AFN in recovery planning, including the integration of interpreters, translators, and accessible content and technology. Sonoma County will maintain the same level of commitment in providing these services and resources throughout the recovery process following an emergency or major disaster. To support individuals with AFN, the County has taken major actions to ensure they receive the necessary information, resources, and services to address their unmet needs. These initiatives include the following:

Sonoma County AFN Committee: Brings together community representatives, county and city agencies, and community organizations serving individuals with AFN to ensure inclusive emergency planning and response. Its purpose is to provide a platform for meaningful partnerships between the whole community and the County, ensuring that everyone has a voice, and resources are effectively utilized to prepare for, respond to, and recover from disasters.

Sonoma County Language Access Policy: Outlines how public information is translated and interpreted. By partnering with community-based organizations and trusted messengers, Sonoma County can quickly identify language barriers and share important updates in the appropriate formats.

Sonoma County Aging and Disability Commission: Advises the Board of Supervisors (BoS) on issues affecting older adults (60 years and over), adults with disabilities and their caregivers. Responsibilities include outreach, advocacy, community listening sessions, engaging service providers and community partners, and supporting collaboration to strengthen services and amplify needs in the County.

Disability Services and Legal Center: Supports community members, inclusive of those with AFN, to prepare for evacuation, disasters, and other events.

Sonoma County Paratransit/Volunteer Wheels: Provides transportation assistance to individuals who have difficulty using regular public transit. Volunteer Wheels, part of the Sonoma County Transit, provides door-to-door, volunteer-based transportation to eligible seniors and individuals with disabilities.

For more information on the County's commitment to effectively convey information and provide resources and services to members of the whole community, including individuals with AFN and culturally diverse communities, please refer to the Sonoma County OA EOP and the Sonoma County website.

Concept of Operations

Overview

The emergency management community in Sonoma County will work to restore damaged systems or areas back to normalcy with the goal of making the area more resilient for future disasters. The following Concept of Operations outlines the framework for the coordination of recovery operations and direction of recovery actions. The **Pre-Disaster Recovery Activities** section outlines the activities Sonoma County will conduct to ensure the OA is continuously reviewing and bolstering their recovery operations in preparation for the next emergency. The **Activation and Transition from Response to Recovery** section outlines the OA's scalable recovery organizational structure to address the evolving needs of its communities following disasters.

Activation and Transition from Response to Recovery Phases

Since recovery starts at the onset of an emergency, response and recovery operations will overlap and therefore be coordinated through the County/OA EOC. Depending on the scale of the incident and damage incurred, recovery activities may be expanded to ensure additional services and resources are provided to the community. Recovery activities are separated into three (3) tiers that may be conducted during the phases of recovery.
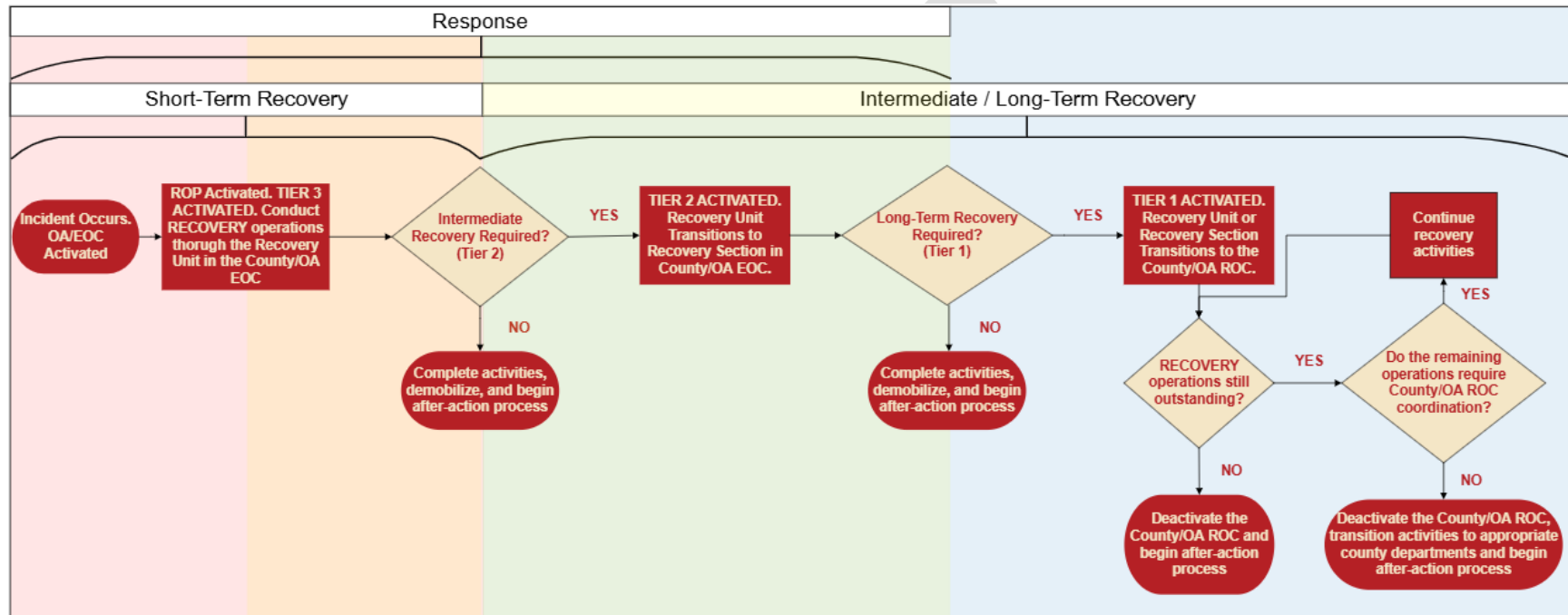
Figure 2 – Recovery Phase Continuum

Recovery Activation: Tier 3

When an incident or event occurs within the OA that requires the activation of the Sonoma County OA EOP and its County/OA EOC, the ROP is automatically activated. At the start of response operations, recovery will be established in the Recovery Unit under the Planning Section of the County/OA EOC. The Recovery Unit, working under the Planning Section Chief, will be led by the County Recovery Manager, who will monitor the day-to-day operations for recovery. Figure 3 below outlines the Recovery Unit under the County/OA EOC structure.

Figure 3 – Tier 3 Recovery Org Chart

TIER 3 ACTIVITIES

Tier 3 is automatically activated whenever the County/OA EOC is activated to manage emergency response efforts, regardless of the level of need required to conduct recovery operations. Tier 3 Activations are focused on short-term recovery activities, which may last days to weeks after the incident occurs, that does not require additional resources and/or services from outside the OA and the activation of the RSFs is not required.

The primary objectives during a Tier 3 Activation are to assess damage and identify the resources and services required for the whole community. Recovery activities during a Tier 3 Activation may include, but are not limited to:

- Conducting initial damage assessments with local resources.
- Conducting safety inspections of affected/damaged buildings with local resources.
- Re-establishing government operations and essential services.
- Expanding medical and mental health services to the public and first responders.
- Conducting debris removal operations with local resources.

During a Tier 3 Activation, substantial intermediate and long-term recovery activities should not be, or are not yet, required. If it is determined to demobilize the County/OA EOC and intermediate and long-term recovery activities are outstanding, these remaining activities will transition to the appropriate County departments and agencies.

Recovery Activation: Tier 2

If the emergency results in several isolated issues, the need to prioritize objectives and resources, and moderate damage that might require additional short-term and intermediate recovery objectives and activities in the OA, the County Executive, or Emergency Management Director, in coordination with the County Recovery Manager will initiate a Tier 2 recovery operation.

The County/OA EOC should consider the following thresholds in activating a Tier 2 recovery operation:

- Recovery operations cannot be coordinated within the normal County/OA EOC Organizational Structure outlined in the [Sonoma County OA EOP](#).
- Recovery operations threaten to exceed the capabilities of the OA to manage.
- Damage assessments required exceed the capabilities within the OA.
- Initial damage assessments project a prolonged recovery operation that is beyond the scope of short-term recovery.
- Initial damage assessments will require a local emergency proclamation.
- Coordination with state personnel may be required.

During a Tier 2 Activation, the Recovery Unit under the Planning Section of the County/OA EOC will transform into the Recovery Section. The County Recovery Manager, who leads the

Recovery Unit (Tier 3), will assume the role of the Recovery Section Chief and report directly to the County/OA EOC Director. In this position, the County Recovery Manager will manage the day-to-day recovery operations and determine which RSFs will need to be activated to coordinate ongoing and future recovery operations. For each RSF activated, the County Recovery Manager will support the RSF Coordinator in establishing their RSF.

The County Recovery Manager, or their designee within the Recovery Section, will identify a physical location to establish the County/OA Recovery Operations Center (ROC), if it is determined the ROC will be required for current or future recovery activities.
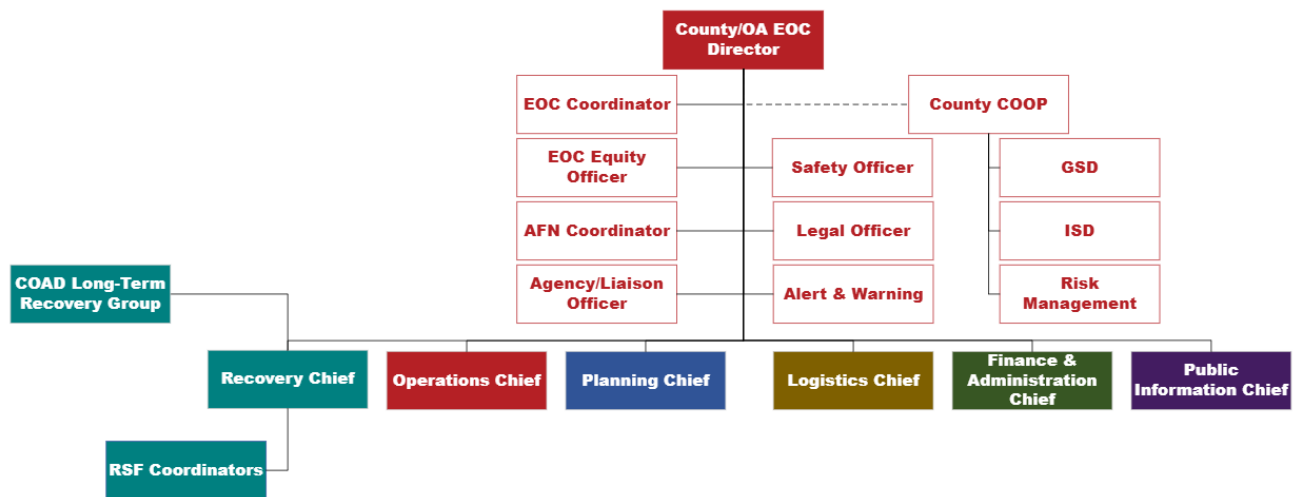

Figure 4 – Tier 2 Recovery Org Chart

Figure 4 outlines the Recovery Section in an expanded County/OA EOC Organizational Structure for Tier 2 recovery operations. The County may also consider partially activating the County/OA ROC and transitioning all recovery activities from the County/OA EOC to the ROC.

TIER 2 ACTIVITIES

A Tier 2 Activation will include recovery activities that are projected to be completed beyond short-term recovery operations, months into recovery. During a Tier 2 Activation, the primary objective is to accomplish the objectives outlined in Tier 3 as well as returning communities, critical infrastructure and essential government and/or commercial services to a functional, if not pre-disaster, state. In addition to the activities under Tier 3 Activations, recovery activities during a Tier 2 Activation may include, but are not limited to:

Additional Short-Term Activities

– Coordinating the establishment of Local Assistance Centers (LACs), Recovery Resource Centers, Community Resource Centers, Federal Emergency Management Agency (FEMA) Disaster Recovery Centers, etc.

- Coordinating with field units that fall under the Care & Shelter Branch, who are using the Universal Disaster Intake Process (UDIP), to integrate them into advance planning for recovery services.
- Addressing the need for accessible temporary housing and business space.
- Expanding medical and mental health services to the public and first responders.
- Restoring critical transportation routes.
- Engaging with members of the whole community, including individuals with disabilities and/or AFN to identify immediate needs.

Intermediate Recovery Activities

- Conducting County-wide debris removal operations.
- Beginning immediate repair and restoration of critical infrastructure.
- Setting up and activating Business Recovery Centers supporting the re-establishment of businesses.
- Engaging with community members to identify additional recovery needs.
- Providing accessible temporary housing solutions.
- Engaging recovery partners for ongoing emotional/mental health services.
- Ensuring continuity of public health care through accessible temporary facilities.

If it is determined to demobilize the County/OA EOC and long-term recovery activities are outstanding, the remaining activities will transition to the appropriate County departments and agencies.

Universal Disaster Intake Process

The UDIP is a comprehensive intake system designed to improve county services for community members during emergencies and to support recovery outcomes afterward. It is used both in emergency shelters and during recovery outreach efforts to provide continuity of care throughout an emergency. Sonoma County Human Services Department leads the UDIP as part of the Mass Care & Shelter Branch during Tier 3 and 2 Activations. In addition to managing the UDIP, this unit is also responsible for establishing designated locations to conduct Just-in-Time training for Disaster Service Workers (DSWs) assigned to support the intake process.

During a Tier 1 Activation, the UDIP will transition from the EOC Mass Care & Shelter Branch to the ROC under RSF 3: Health, Education, and Human Services (Refer to **Recovery Activation: Tier 1** for more information).

Recovery Activation: Tier 1

If a disaster results in widespread unmet needs and severe catastrophic damage in the OA, the County Executive, or Director of Emergency Management, in coordination with the County

Recovery Manager, will fully activate the County/OA ROC. The OA should consider the following thresholds in activating a Tier 1 recovery operation:

- Recovery Operations are of such size and complexity that all components of the ROC are required.
- The County/OA ROC will be required to manage and facilitate future recovery efforts in response to the disaster.
- Recovery operations will exceed the capabilities of the OA to manage.
- The number of damage assessments required exceeds the capabilities within the OA.
- Coordination with state and federal government entities is required.
- The Governor of California proclaimed a State of Emergency, and/or the President of the United States has declared a Major Disaster.
- The initial damage assessments project a prolonged recovery operation that is beyond the scope of short-term and intermediate recovery.

During a Tier 1 Activation, the Recovery Unit under the Planning Section of the County/OA EOC will transition to the County/OA ROC. The County Recovery Manager will assume the role of the County/OA ROC Director and will report directly to the County Executive. While not reporting directly to the County/OA EOC Director, the County Recovery Manager will coordinate with them throughout response and recovery operations. The County/OA ROC Director will manage the day-to-day recovery operations, activate the ROC, and coordinate recovery efforts with the County/OA EOC Director. During response and recovery operations, the County/OA EOC and ROC may be active simultaneously. This may require County personnel to perform in response and recovery roles across both organizational structures. Once determined that response operations have been fulfilled and the County/OA EOC will be demobilized, personnel will transition to the County/OA ROC and assume their designated roles within the ROC, unless otherwise directed by the ROC Director.

TIER 1 ACTIVITIES

Tier 1 Activations will include recovery activities that will not be completed for months to years after the initial impact. The primary objectives during a Tier 1 Activation include achieving the goals outlined in Tiers 3 and 2, while also focusing on rebuilding safety, mitigating future hazards, and implementing community improvements. Additionally, while planning and engaging with members of the whole community is important throughout all tiers and phases of recovery, it is particularly essential during long-term recovery efforts to ensure the County actively gathering the community's input on recovery efforts and identifying any unmet needs.

In addition to the activities under Tier 3 and Tier 2 Activations, recovery activities during a Tier 1 Activation may include, but are not limited to:

Long-Term Recovery Activities

- Support ongoing LAC operations and oversee LAC demobilization

- – Develop a Recovery Action Plan (RAP) for each operational period.
- – Providing long-term accessible housing solutions.
- – Implementing economic revitalization strategies.
- – Providing transition services for community members that require ongoing behavioral health and disaster case management services.
- – Rebuilding infrastructure to meet future needs of the whole community.
- – Coordinating applicable funding assistance for business rebuilding efforts.
- – Recovering eligible disaster-related costs through insurance, applicable fees, mutual aid reimbursement, and/or state/federal disaster assistance programs.

While the Recovery Operations Center is active, the County Recovery Manager will provide regular situational updates to the County Executive and will brief the Emergency Council as directed.

Recovery Action Plan

The RAP is a recovery planning document that supports the County in effectively managing and coordinating the OA and County recovery efforts. The RAP includes the following information:

A summary of the overall incident.

Identified recovery objectives.

Essential Elements of Information (EEIs) required to effectively implement recovery activities.

Contact information for the County Recovery Manager.

County personnel and recovery partners assigned to each RSF activated for recovery.

County personnel and recovery partners assigned to complete recovery objectives.

The ROC will use the incident management system for developing the RAP.

Long-Term Recovery Plan

In a significant recovery operation, a disaster-specific Long-Term Recovery Plan may be required, outlining the strategic priorities and objectives needed to support the OA and its communities in recovering from a disaster and building resiliency. The development of such a plan will require the need for community outreach (e.g., meetings, webinars, town halls, etc.) to gather the community's feedback on recovery projects to be prioritized and implemented during long-term recovery efforts. This plan would go beyond the sections included in an RAP. If a Long-Term Disaster Recovery Plan is required, the County Recovery Manager will lead the development of such a plan.

Depending on the incident / disaster, the County may decide to activate a specific Recovery Tier at the onset of response and recovery operations (e.g., Tier 1 Activation for a Catastrophic

Earthquake). Alternatively, the County may opt to gradually update the Recovery Tier activation as response and recovery operations progress. Figure 5 below provides an overview of the Recovery Activation Tiers, including a simplified decision-making matrix for activating each tier, and how they align with the three phases of recovery.

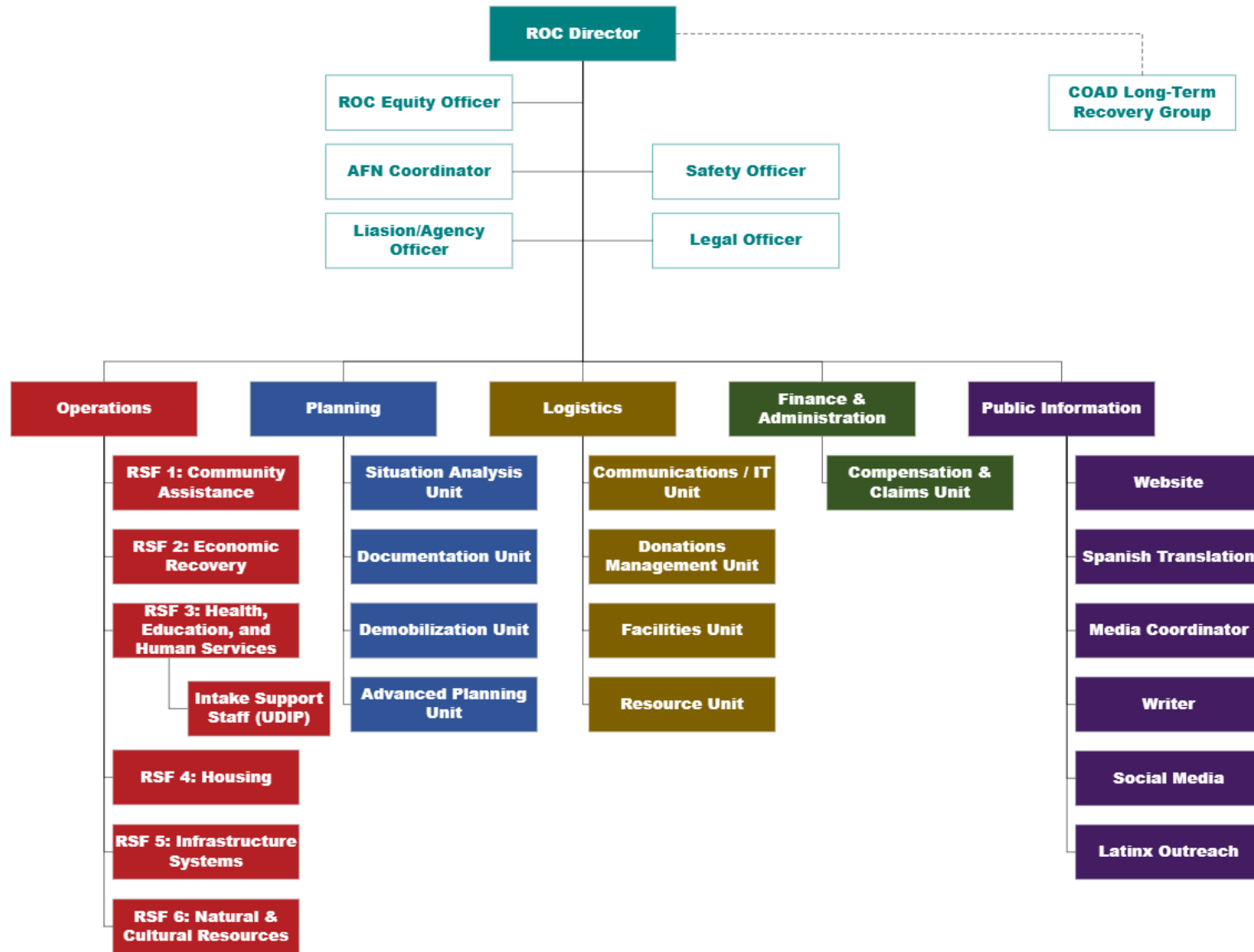Figure 5 outlines the County/OA ROC Organizational Structure for Tier 1 recovery operations.

Figure 5 – Tier 1 EOC Recovery Org Chart: Recovery Operations Center

Management Section

The Management Section is responsible for the overall operation of the County/OA ROC, ensuring recovery activities are being conducted and appropriate communications are maintained with OA stakeholders, County departments and agencies, Cal OES, FEMA, and the whole community. This section is composed of the below-listed positions. Additional staff / positions from other state and federal agencies and the private sector may be required as needed to support the County/OA ROC Director.

County/OA ROC Director

The County/OA ROC Director serves as the County Recovery Manager (also known as the Local Disaster Recovery Manager as defined in the NDRF). In this role, the County Recovery Manager is the County's primary point of contact for disaster recovery operations and coordination with the State of California and the Federal government.

Liaison Officer

The Liaison Officer (LNO) is the main point of contact between recovery leadership and other agencies involved in recovery activities. They ensure there is regular and continuous coordination among local, state, and federal recovery organizations, neighboring jurisdictions, and other external partners throughout recovery. During recovery operations, the LNO is staffed by the County Administrator's Office and reports to the County/OA ROC Director.

Legal Officer

The Legal Officer provides legal advice to the County on their recovery plans and activities. They help draft policies and ordinances to support recovery efforts and explain how different laws and regulations affect the recovery process. During recovery operations, the Legal Officer is staffed by County Counsel and reports to the County/OA ROC Director.

AFN Coordinator

Appointed by DEM, the AFN Coordinator serves as the primary representative of the AFN community in the County/OA ROC. They act as the main point of contact for public and private organizations and inform the County/OA ROC Director of AFN related needs and considerations throughout each phase of recovery. Additionally, the AFN officer identifies and coordinates appropriate actions to address AFN needs in collaboration with the County/OA ROC Director, as necessary.

Equity Officer

The Equity Officer is responsible for analyzing and addressing barriers to accessing recovery services, promoting inclusive policies, and ensuring that resources are distributed equitably during and after disasters. The Equity Officer integrates equity into all recovery activities, ensuring support for everyone after a disaster, by valuing the voices of underrepresented communities and aiming for outcomes where health, well-being, and wealth are not determined by race or

ethnicity. The Equity Officer is staffed by the Sonoma County Office of Equity and reports to the County/OA ROC Director.

Safety Officer

The Safety Officer is responsible for advising the County/OA ROC of any safety concerns and ensuring the facility is free of dangerous or unsafe conditions. This role supports the safety of everyone involved in the County's recovery efforts, including County staff, partners, and volunteers. During recovery operations, the Safety Officer reports to the County/OA ROC Director.

Operations Section

The Operations Section consists of the six (6) RSFs that may be activated to support recovery operations. Each RSF will be led by an RSF Coordinator and supporting agencies, departments, and organizations to manage recovery activities. Please refer to the **Recovery Support Functions** section of the ROP for roles and responsibilities specific to each RSF and associated positions.

Recovery Support Function Coordinator

The RSF Coordinator provides leadership, coordination, and oversight for a specific RSF throughout recovery. Key responsibilities for the RSF Coordinator include:

- Developing post-disaster baseline assessments to identify function-specific recovery objectives and activities.
- Identifying projects or activities to mitigate challenges or concerns presented by the disaster.
- Collecting and managing resources to support function-specific recovery activities.
- Communicating and coordinating with the Primary and Supporting Agencies activated to support RSF operations.
- Tracking project and activity implementation and progress to identify additional resource and service needs.
- The RSF Coordinator reports all RSF-related matters to the Recovery Section Chief (Tier 2 Activation) or the County/OA ROC Director (Tier 1 Activation).

Primary Agency

The Primary Agency is an agency(ies), department(s) or organization(s) with significant authority or subject matter expertise and access to the resources and capabilities for a particular function within an RSF. These agencies participate in the development of the RSF organization and annex, under the leadership of the RSF Coordinator. Key responsibilities for the Primary Agency include:

- Supporting the development of post-disaster baseline assessments.

- Supporting the identification of project opportunities or activities to mitigate challenges.

- Providing personnel and resources to support function-specific recovery activities.

A Primary Agency has specific authorities, roles, resources, or capabilities necessary for accomplishing the RSF's mission. A Primary Agency coordinates with the RSF Coordinator to provide updates on all RSF-related activities as well as present any challenges that arise during recovery efforts.

Supporting Agency

Supporting agencies provide expertise and assistance to support the achievement of function-specific recovery objectives and the execution of recovery projects and activities.

Planning Section

The Planning Section is responsible for collecting, evaluating, displaying, and disseminating information, in addition to developing the RAP in collaboration with the County Recovery Manager, RSFs, and OA jurisdictions. This section also coordinates the development of the recovery after-action report and corrective action plan. This includes establishing intermittent reporting requirements that align with existing processes to avoid duplication with other reporting requirements.

The following units under the Planning Section will conduct activities in alignment with the roles and responsibilities outlined in the Sonoma County OA EOP:

- Situation Analysis Unit

- Documentation Unit

- Demobilization Unit

- Advanced Planning Unit

Logistics Section

During recovery, many logistical functions having specialized subject matter expertise associated with them will revert to normal County departments and agencies. The Logistics Section's responsibility will be to collect and coordinate relevant reporting on such activity to the County Recovery Manager and Planning Section. Depending on the demobilization status of the EOC, the Logistics Section may be a shared section with ROC assuming agreements between the EOC and ROC Directors. The following units under the Logistics Section will conduct activities in alignment with the roles and responsibilities outlined in the Sonoma County OA EOP:

- Communications / IT Unit

- Donations Management Unit

- Resources Unit

Facilities Unit

Responsible for ensuring communication and overseeing and coordinating the site(s) and establishing, supporting, and maintaining the recovery sites and facilities below.

- LACs
- BRCs
- Recovery Resource Centers
- Community Resource Centers
- Disaster Recovery Centers
- Other established centers related to recovery

Finance and Administration

The Finance and Administrative Section is responsible for tracking and coordinating payment for response and recovery supplies and services, maintaining expenditure records for insurance, state, and federal recovery programs. The Compensation & Claims Unit will conduct activities in alignments with the roles and responsibilities outlined in the Sonoma County OA EOP.

Public Information

As described in the Public Information section of the ROP, public information will remain consistent with the Sonoma County OA EOP. The following positions will remain critical during recovery operations and essential to the operations of the County/OA ROC.

- Website Manager
- Spanish Translator
- Media Coordinator
- Writer
- Social Media Coordinator
- Latinx Outreach

Direction, Control and Coordination

Sonoma County, Stakeholders, the Public, Private, and Non-Governmental Organizations

Collaboration between the Recovery Organization and non-governmental entities within the County, including private companies, non-profit organizations, stakeholders, and the public, is managed through multiple channels:

Outside, community-based organizations and stakeholders may request or offer information, resources, or services through the COAD EOC Liaison Officer.

Private sector stakeholders can make requests through the Economic Development Collaborative, which will refer them to the Recovery Organization.

The PIO shall handle information submissions and distributions for outside organizations, stakeholders, and the public.

Affected stakeholders and the public can express concerns to the Community Assistance RSF Branch or the County BoS who will refer these concerns to the Recovery Organization.

Private and non-profit organizations offering to support recovery operations may be directly assigned to an RSF Branch.

Sonoma County, Regional Entities, the State of California, and the Federal Government

Sonoma County is responsible for managing and/or coordinating information, resources, and priorities among local governments across the OA. Figure 6 below outlines the County's Recovery Governance Model that will be utilized to ensure proper coordination and
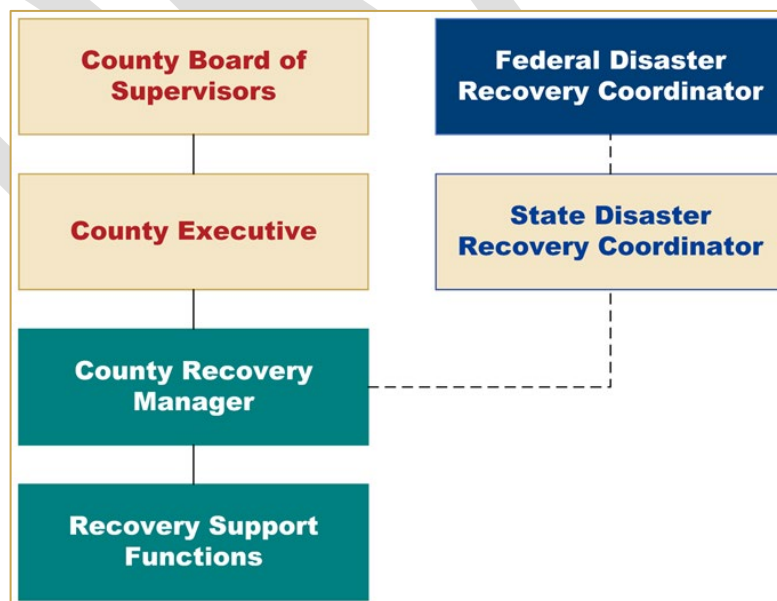

Figure 6: Recovery Coordination between the OA, County, State, and Federal levels.

communication between jurisdictions across the OA and with state and/or federal stakeholders as needed during recovery operations.

Sonoma County

COUNTY BOARD OF SUPERVISORS

The County BoS, as the governing body of the County, is responsible for ratifying County local emergency proclamations within seven days of issuance. The BoS communicates recovery needs received from the community though the BoS Liaison, embedded in the County/OA EOC, while authorizing emergency funding, and providing policy support to emergency response and recovery operations.

COUNTY EXECUTIVE

The County Executive has the authority to proclaim a local emergency for the County, and activate this plan and the associated OA recovery organizational structure. During recovery operations, the County Executive is responsible for the following:

- Authorizing initiation and implementation of emergency financial assistance.
- Directing the efforts of the emergency services organization including all County Departments during response and recovery operations.
- Delegating authority as appropriate to the County/OA ROC Director.
- Advising BoS on recovery operations.
- Obtaining political support for recovery operation efforts.
- Representing the County in all dealings with the public or private agencies on matters pertaining to emergencies.

COUNTY RECOVERY MANAGER

Staffed through the County Administrator's Office or DEM as designated by the County Executive, the County Recovery Manager is the primary point of contact for the OA's recovery operations throughout the disaster lifecycle.

For Tier 3 and 2 responses the County Recovery Manager will be appointed by DEM unless otherwise directed by the County Executive. When transitioned to a Tier 1 response, the County Executive will appoint a County Recovery Manager to assume responsibility of the ROC. The DEM will continue to provide professional support to the County Recovery Manager while the ROC is activated.

During recovery operations, the County Recovery Manager is responsible for the following:

- Managing the OA's Recovery Organizational Structure (Tier 1, Tier 2, and Tier 3).
- Leading the Recovery Unit under the Planning Section of the County/OA EOC (Tier 3 Activation).
- Serving as the Recovery Section Chief in the County/OA EOC (Tier 2 Activation).

- Serving as the County/OA ROC Director (Tier 1 Activation).
- Serving as liaison with local, regional, state, federal, and private partners supporting recovery efforts.
- Developing the RAP, in coordination with RSF Coordinators.

Depending on the scale and severity of the emergency or disaster, the County/OA ROC Director may coordinate with the County/OA EOC Director or the County Executive to ensure recovery activities meet the needs of the whole community impacted by the event. During emergencies or disasters that require additional resources or services beyond the OA's capabilities, the County Recovery Manager works directly with the State Disaster Recovery Coordinator (SDRC) to ensure effective state-level support for local recovery efforts.

SONOMA COUNTY COAD LONG-TERM RECOVERY GROUP

The Sonoma County COAD LTRG is a unified network of faith-based, non-profit, governmental, business, and other community organizations committed to providing coordinated support for disaster recovery operations. The LTRG focuses on identifying and assisting those individuals and families who lack sufficient personal resources to meet basic recovery needs. Through this partnership model, the LTRG helps in rebuilding the community and ensures all voices and needs are heard in the wake of a disaster. The County Recovery Manager works in collaboration with LTRG to ensure recovery activities meet the needs of all communities within the OA.

State of California

STATE DISASTER RECOVERY COORDINATOR

The SDRC manages California's disaster recovery efforts by working with local, tribal, and federal partners to help communities recover after a disaster. Key responsibilities include the following:

1. Keeping everyone informed of recovery activities provided by the state.
2. Supporting local recovery managers during ongoing recovery activities.
3. Ensuring recovery efforts are fair and inclusive of members of the whole community.
4. Ensuring recovery plans, resources, and other recovery activities are following state and federal laws.

The SDRC also works closely with the FDRC. Together, they find and use resources from the state, federal government, and other partners to help individuals, families, and communities recover. This teamwork ensures recovery efforts are well-organized and effective.

The County Recovery Manager will work directly with the SDRC to ensure state-level support is being provided effectively to support local recovery efforts. The SDRC is responsible for overseeing the implementation of recovery operations and ensuring the state and OA resources are being integrated effectively to support affected communities. The SDRC is also responsible for coordinating the State and the OA's assistance efforts with the Federal Coordinating Officer (FCO) and/or the Federal Disaster Recovery Coordinator (FDRC).

Cal OES maintains the following responsibility:

- Coordinating with the OAs and other local and regional entities to gather information and resource requests.
- Coordinating mutual aid requests and the flow of resources through the mutual aid system.
- Brokering resource requests among OAs within the region or among regions.
- Tasking State agencies to provide resources in response to local government requests in accordance with the California RSF structure.
- Obtaining resources from other States through state-to-state mutual aid and the Emergency Management Assistance Compact (EMAC).

Federal

For emergency and major disaster declarations under the Stafford Act, the President appoints an FCO to implement an operational coordination structure in close collaboration with state, local, tribal, and territorial (SLTT) response and recovery leadership. The FCO serves as the counterpart to the lead SLTT response official and has primary responsibility for coordinating federal disaster response and recovery support to the whole community in accordance with the NRF, NDRF, and Federal Interagency Operational Plans (FIOPs). The FCO leads the Joint Field Office, the central post-disaster coordinating point for federal resources located within or near the affected community.

FEDERAL DISASTER RECOVERY COORDINATOR

The FDRC plays a key role in helping communities recover after a disaster by working with local, state, tribal, and federal partners to organize and coordinate recovery efforts. Key responsibilities include:

- Ensuring recovery plans and activities abide by federal guidance and policies.
- Supporting local and state recovery stakeholders in the development of recovery plans.
- Ensuring recovery efforts are fair and inclusive of members of the whole community.

Demobilization

Staffed recovery positions and facilities hosting recovery operations and material resources are demobilized when the County Recovery Manager determines:

- All recovery objectives have been met, or
- The remaining recovery objectives can be accomplished without the need for an established Recovery Organizational Structure or ROC.

If recovery activities are still necessary, but operations of the ROC are no longer feasible (i.e., due to staffing limitations) or needed, the ROC will close, and all County recovery activities will transition to day-to-day operations across relevant departments. During complex emergencies,

the ROC may develop a Demobilization Plan that outlines specific activities to be conducted by County departments, agencies, and/or external partners following the demobilization of the center. If it is determined to demobilize recovery operations in their entirety, the County Executive will formally initiate the demobilization of the County's recovery operations, based on guidance from the County Recovery Manager, when the following criteria are met:

- The demand for additional resources and services no longer exceeds the OA's capabilities.
- There is no continuing need for a high level of coordination from the RSFs or County Departments.

Following demobilization, the County Recovery Manager (or designee as appointed by the County Executive) will continue to coordinate and monitor recovery operations being conducted by the County and other recovery partners. In addition, the County Recovery Manager (or designee as appointed by the County Executive) will manage the debrief/hotwash of the County's recovery activities, including the development of an After-Action Report.

Public Information

Public information will remain consistent with the [Sonoma County OA EOP](#), which will serve as the primary resource for public information guidelines during recovery.

The following are recovery specific considerations:

- Coordinate RSF's with the Public Information section of the County/OA EOC or County/OA ROC as necessary to communicate messages to the public.
- Determine if RSF-level PIOs are needed and appoint them if necessary.
- Share the availability of recovery services early, often, with a communications strategy that targets all community segments.
- Share information through regular conference calls, situation reports, briefings, and other verbal and electronic means.
    − RSFs will share their activity-related information with the PIO.
- Maintain a dedicated recovery information web page.

Finance and Administration

Finance and Administration will remain consistent with the [Sonoma County OA EOP](#), which will serve as the primary resource for finance and administration activities during recovery. Once the recovery organizational structure is activated, EOC activities such as damage assessments and staff timekeeping can be used to inform recovery financing and disaster cost recovery. During Tier 2 and 3 activations, the Finance and Administration will continue to function through the EOC and the Finance and Administration Branch but will also support recovery operations. During a Tier 1 activation when the ROC is stood up, the EOC Finance and Administration Branch will support both the EOC and the ROC until the EOC is demobilized. When this occurs, the Finance and Administration Branch will transition to the ROC exclusively.

Recovery Financing and Cost Recovery

Recovery financing refers to acquiring funding for new recovery projects. Cost recovery involves obtaining reimbursements for costs associated with eligible response and recovery activities.

The following funding sources can be utilized for recovery efforts. Since funding sources fluctuate over time, this section will provide information on well-established funding sources or resources to locate current funding sources.

INSURANCE PAY-OUTS

Private insurance payouts are often the first source of disaster recovery funding, especially for homes and other private property. However, receiving insurance payouts can be challenging, and homeowners and businesses may be uninsured or underinsured without realizing it.

FEDERAL SOURCES

Federal Emergency Management Agency

U.S. Department of Health and Human Services

U.S. Department of Housing and Urban Development

U.S. Department of Homeland Security

U.S. Department of Agriculture

STATE SOURCES

Cal OES Grants Management

Cal OES Recovery Operations

COMMERCIAL/SMALL BUSINESS ADMINISTRATION LOANS

Used to support business recovery and economic revitalization. United States Small Business Administration (SBA) loans are available exclusively through SBA, while commercial loans are distributed by private entities such as banks.

Community Development Financial Institutions Fund

SBA Disaster Loans

PRIVATE, NON-PROFIT, AND OTHER SOURCES

Sources that include donations or other funds received from charitable organizations, community foundations, sister cities, foreign nations, or private donors that may become available after disasters.

American Red Cross

The Salvation Army

Recovery Support Functions

The RSFs provide a coordinating structure to build, sustain, and deliver resources to support recovery in six (6) key functional areas.

1. Community Assistance
2. Economics
3. Health, Education, and Human Services
4. Housing
5. Infrastructure Systems
6. Natural and Cultural Resources

Each RSF is managed by an RSF Coordinator, who is responsible for fostering coordination between government agencies, businesses, and community partners best suited to address function-specific recovery needs.

Please see the **Roles and Responsibilities** section for more information on the RSF Coordinator and affiliated positions.

For a full list of RSF Coordinators, Primary and Supporting Agencies, please refer to **Appendix A: RSF Tasking Matrix.**

RSF 1: Community Assistance

Mission

The Community Assistance RSF brings together expertise and assistance programs from local government, community organizations, and regional partners to strengthen the County's ability to effectively plan for and manage recovery efforts. By fostering collaboration and engaging the whole community, this RSF ensures a coordinated and inclusive approach to recovery that builds local capacity and resilience.

Activities

Activities that RSF 1 can undertake include, but are not limited to, the following:

- Engaging with stakeholders in the recovery planning process.
- Conducting community needs assessments.
- Facilitating community meetings and workshops for public input.
- Providing training and technical assistance to local officials.
- Assisting in securing funding and resources for recovery projects.
- Coordinating Disaster Case Management throughout the recovery phases.
- Establishing LACs and other economic recovery centers.
- Providing capacity building to local governments.

LOCAL ASSISTANCE CENTERS

In the event a LAC is required to conduct recovery operations, Sonoma County DEM will lead the activation and operation of the centers, unless otherwise instructed by recovery leadership.

Roles

Table 4. RSF 1: Community Assistance Roles

RSF 1: Community Assistance Roles	
RSF Coordinator	• Sonoma County Department of Emergency Management
Primary Agency	• Sonoma County DEM • Sonoma County COAD
Supporting Agencies / Organizations	RSF 1 Supporting Agencies include community-based organization (CBO) partners such as the COAD, 211, and Feathervine. It also includes government agencies providing direct assistance, such as the County Human Services Department.

RSF 2: Economic

Mission

The Economic RSF focuses on restoring economic stability and fostering new opportunities for sustainable growth within the County. By supporting local businesses, workforce development, and strategic economic initiatives, this RSF aims to build a resilient, thriving community ready to adapt and grow in the face of future challenges.

Activities

Activities that RSF 2 can undertake include, but are not limited to, the following:

- Offering small business grants and loans.
- Providing technical assistance and counseling to businesses.
- Coordinating job fairs and workforce development programs.
- Supporting business continuity planning.
- Promoting investment in local economic development projects.
- Facilitating partnerships between public and private sectors for economic revitalization.

Roles

Table 5. RSF 2: Economic Roles

RSF 2: Economic Roles	
RSF Coordinator	• Sonoma County Economic Development Collaborative Executive Director or designee
Primary Agency	• Sonoma County Economic Development Collaborative
Supporting Agencies / Organizations	RSF 2 Supporting agencies include chambers of commerce, major local business entities such as Keysight Technologies, the Sonoma County Vintners, and other important economic stakeholder organizations.

RSF 3: Health, Education, and Human Services

Mission

The Health, Education, and Human Services RSF works to restore and strengthen local health, social service, and education networks, promoting resilience, well-being, and independence for all members of the County, both before and after a disaster. By supporting locally driven recovery efforts, this RSF enhances healthcare systems, human services, behavioral health, public health, environmental health, and education, ensuring a comprehensive and sustainable approach to community recovery and well-being.

Activities

Activities that RSF 3 can undertake include, but are not limited to, the following:

- Reestablishing public health clinics and services.
- Providing mental health and trauma counseling.
- Reconnecting individuals with healthcare providers and services.
- Assisting with the delivery of social services, including food assistance and childcare.
- Supporting long-term healthcare infrastructure rebuilding.
- Coordinating public health surveillance and monitoring efforts.
- Activating and maintaining the UDIP.

Roles

Table 6. RSF 3: Health, Education, and Human Services Roles

RSF 3: Health, Education, and Human Services Roles	
RSF Coordinator	• Sonoma County Health Officer or designee
Primary Agency	• Sonoma County Department of Health Services • Sonoma County Office of Education
Supporting Agencies / Organizations	RSF 3 Supporting Agencies include government and non-profit departments and organizations including community health centers, food banks, and community-focused non-profits such as Nuestra Comunidad and Child Parent Institute.

RSF 4: Housing

Mission

The Housing RSF focuses on addressing disaster housing challenges by providing feasible, sustainable, sanitary, and resilient solutions. Collaborating with local stakeholders, this RSF coordinates housing-related resources, resolves policy and program conflicts, and identifies service and assistance gaps to support disaster survivors and others seeking to rebuild their lives in the recovering community.

Activities

Activities that RSF 4 can undertake include, but are not limited to, the following:

- Transitioning shelter operations to longer-term housing operations.
- Establishing temporary housing and housing units.
- Providing financial assistance for home repairs and rebuilding.
- Facilitating access to construction and home repair resources.
- Offering housing counseling and case management services.
- Developing long-term housing recovery strategies.
- Ensuring compliance with building codes and standards for reconstruction.
- Ensuring hazardous debris has been removed prior to planning for reconstruction.

Roles and Responsibilities

Table 7. RSF 4: Housing Roles

RSF 4: Housing Roles	
RSF Coordinator	• Sonoma County Community Development Commission Executive Director or designee
Primary Agency	• Sonoma County Community Development Commission
Supporting Agencies / Organizations	RSF 4 Supporting Agencies include organizations providing and approving temporary and long-term housing and building support. This includes such organizations as the North Coast Builders Exchange, Permit Sonoma, Public Infrastructure, and non-profit organizations serving community members experiencing homelessness.

RSF 5: Infrastructure Systems

Mission

The Infrastructure Systems RSF supports the restoration of essential infrastructure systems and services, enabling community recovery. By working with local governments, tribal entities, and private sector partners, this RSF accelerates recovery efforts and mitigates disaster risks through public engineering services, with a focus on rebuilding critical infrastructure to sustain a resilient and viable community.

Activities

Activities that RSF 5 can undertake include, but are not limited to, the following:

- Assessing damage to transportation networks, utilities, and public facilities.
- Coordinating the repair and reconstruction of critical infrastructure.
- Implementing mitigation projects to reduce future risks.
- Managing debris removal and disposal.
- Restoring public transportation services and routes.
- Reestablishing communication networks and power grids.

DEBRIS MANAGEMENT

Debris management involves the process of clearing, removing, and disposing of debris left behind after a disaster. In the event debris management is required during recovery, this activity will be coordinated between RSF 5 and the Public Infrastructure Branch under the County/OA EOC. During more severe disasters, additional task forces may be activated to support debris management efforts, such as a Debris Task Force and a Watershed Task Force. For more information on debris management, please see the Relationship to Other Plans section.

Roles

Table 8. RSF 5: Infrastructure Systems Roles

RSF 5: Infrastructure Systems Roles	
RSF Coordinator	• Sonoma County Public Infrastructure Director or designee
Primary Agency	• Sonoma County Public Infrastructure
Supporting Agencies / Organizations	RSF 5 Supporting Agencies include organizations maintaining critical infrastructure serving Sonoma County such as telecommunications, water, and power. Examples include Sonoma Water, Pacific Gas & Electric, and Verizon.

RSF 6: Natural & Cultural Resources

Mission

The Natural and Cultural Resources RSF coordinates efforts to preserve, protect, conserve, rehabilitate, and restore the County's natural and cultural resources. By bringing together local agencies, organizations, tribal entities, and community partners, this RSF provides guidance and support to ensure sustainable recovery and long-term stewardship of these vital assets.

Activities

Activities that RSF 6 can undertake include, but are not limited to, the following:

- Conducting environmental impact assessments.
- Restoring damaged natural habitats and ecosystems.
- Protecting and restoring historic landmarks and cultural sites.
- Coordinating conservation projects with local organizations.
- Providing technical support for environmental recovery efforts.
- Promoting sustainable land use and environmental practices.

Roles

Table 9. RSF 6: Natural and Cultural Resources Roles

RSF 6: Natural and Cultural Resources Roles	
RSF Coordinator	• Permit Sonoma Director or designee
Primary Agency	• Permit Sonoma • Sonoma County Agricultural Preservation and Open Space District
Supporting Agencies / Organizations	Supporting Agencies for RSF 6 include agencies and groups preserving and administering Sonoma's natural and cultural resources, such as Regional Parks, various historical societies, and tribal partners.

Plan Development and Maintenance

Plan Development

The Sonoma County OA ROP was developed through a comprehensive and inclusive engagement process that occurred from May 2024 to May 2025. DEM led the process with support from the following agencies, departments, and organizations:

- Sonoma County Department of Health Services
- Sonoma County Administrator's Office
- Sonoma County Human Services Department
- Sonoma County Office of Equity
- Sonoma County Legal Aid
- Sonoma County COAD LTRG

Throughout the data collection and plan development processes, community workshops and recovery partner meetings were conducted to gather feedback from members of the whole community. Feedback focused on lessons learned from previous disasters to help ensure the plan aligns with the County's vision for recovery.

Data Collection

Document Review: Analyzed 29 documents, covering emergency plans, annexes to plans, reports, guides, and frameworks.

Recovery Partner Survey: Provided a survey to over 230 potential recovery partners and organizations, who were then asked to share it within their organizations. Approximately, 25% of potential partners completed the survey across 30 organizations.

SWOT/STEEPLE Activity: Sonoma County DEM's leadership team and the project Planning Team engaged in two SWOT / STEEPLE activities. These activities were designed to evaluate both the internal and external factors that may impact the County's response and recovery efforts.

Community Workshops: Conducted eight workshops (4 virtual, 4 in-person) with Spanish interpretation to introduce recovery operations and reflect on the County's response and recovery in previous disasters.

RSF Meeting: Met with 10 potential RSF coordinators to discuss the transition from response to recovery and evaluate the proposed RSF structure.

Analysis

Environmental Scan: Conducted a broad assessment to evaluate Sonoma County's existing disaster response and recovery capabilities. This included a comprehensive review of the County's existing resources, systems, processes, and strategies to assess both its current readiness and its ability to effectively respond to and recover from disasters.

Gap Analysis: Identified gaps within the County's response and recovery capabilities as well as provided recommendations for the County to consider developing or strengthening such capabilities through enhanced planning, expanded capacity, coordination with external partners, and other appropriate actions

Viability Study / Improvement Plan: Explored the implementation and sustainability of each recommendation outlined within the Gap Analysis Report, culminating in an Improvement Plan identifying chosen recommendations for implementation.

Plan Writing

Annotated Outline: Provided commentary on the organization and template of the Recovery Operations Plan for DEM and Planning Team input.

Draft 1: Developed a draft ROP that was 75% complete for input from DEM and the Planning team. After their review, the draft was distributed to Community Members for review and input via the Community Review process.

Community Review: Conducted three workshops for the public (two virtual and one in-person) and a CBO/FBO workshop to gather specific feedback on the Draft ROP. A survey was also distributed to the public and CBO/FBOs for distribution within their communities. Across the four workshops, 46 people attended and provided input, with 10 additional people completing the survey.

Draft 2: Developed a draft ROP that was 90% complete for input from DEM and the Planning Team. After their review, the draft was finalized to 100%.

508 Compliance Review: Ensured that the final document meets the requirements of Section 508 of the Rehabilitation Act, making it accessible to individuals with disabilities. This includes providing alternative text for images, ensuring documents are readable by screen readers, and using accessible fonts and colors.

Spanish Translation: Translated the final Recovery Operations Plan into Spanish to ensure accessibility for Spanish-speaking community members. This included translating all sections of the plan, community feedback forms, and workshop materials.

Final Version: The final draft ROP was submitted to DEM for BoS review and approval later in 2025.

Maintenance

DEM will coordinate the review of this Plan at least once every three (3) years or sooner if significant events occur which necessitate an update, such as additional lessons learned from after-action reports. Table 1: Record of Changes will be updated to reflect any modifications, with the dissemination of the changes by DEM to all County departments and other affected entities.

Training and Exercises

Training and exercises are key to ensuring the contents of this plan mirror the County's vision for recovery efforts after a disaster impacts communities within the OA. Regular training and exercises, both discussion- and operations-based, help organizations understand their roles and responsibilities, improve coordination, and stay prepared for disaster recovery.

Exercises

Exercises allow key stakeholders across the OA to become thoroughly familiar with their roles and responsibilities and the procedures and systems that will be used during recovery activities. Every two years, the DEM will lead the design and conduct of a tabletop exercise to assess the capabilities and functions outlined in this plan. Outcomes identified from the exercise will lead to the potential revision of this plan to ensure the ROP is aligned with the OA's recovery capabilities.

To the extent possible, recovery operations should also be included in functional and full-scale exercises that are conducted within the OA.

Appendix A: RSF Tasking Matrix

This appendix provides a matrix of all County departments and agencies and non-governmental agencies as well as their assignment for each RSF.

Table 10. Matrix Table Key

Key	Definition
C	RSF Coordinator
P	Primary Agency
S	Supporting Agency

Table 11. RSF Tasking Matrix

Recovery Support Function	Community Assistance	Economic	Health, Education, and Human Services	Housing	Infrastructure Systems	Natural and Cultural Resources
Sonoma County and Affiliated Governmental Organizations						
Air Quality Districts			S		S	S
Banks and Credit Unions		S				
California Department of Forestry and Fire Protection						S
California Department of Social Services			S	S		
California Department of Transportation					S	
Community Organizations Active in Disaster	P					
County Administrator's Office	C, P	S	S	S	S	S
Chambers of Commerce		S				
Local Libraries	S			S		S
Public and Private Utilities					S	
Permit Sonoma	S			S	S	C, P
Santa Rosa Junior College		S	S			
Sonoma County Agricultural Preservation and Open Space District						P
Sonoma County Airport		S			S	

Recovery Support Function	Community Assistance	Economic	Health, Education, and Human Services	Housing	Infrastructure Systems	Natural and Cultural Resources
Sonoma County and Affiliated Governmental Organizations						
Sonoma County Animal Services			S	S		S
Sonoma County Assessor		S		S		
Sonoma County Auditor-Controller-Treasurer-Tax Collector Department		S		S		
Sonoma County Behavioral Health Division			S			
Sonoma County Community Development Commission			S	C, P		
Sonoma County Conservation Council						S
Sonoma County County Clerk's Office			S	S		S
Sonoma County Department of Agriculture, Weights & Measures		S				S
Sonoma County Department of Child Support Services			S	S		
Sonoma County Department of Emergency Management	S	S	S	S	S	S
Sonoma County Department of Health Services			C, P	S	S	
Sonoma County Disaster Finance Division	S	S				
Sonoma County Economic Development Collaborative	S	C, P	S	S	S	S
Sonoma County Environmental Health			S	S	S	
Sonoma County Equal Employment Opportunity (EEO) / Americans with Disabilities Act (ADA) Public Access Division			S	S		S
Sonoma County Farm Bureau		S				
Sonoma County Health Action			S			
Sonoma County Homelessness Services			S	S		
Sonoma County Housing Authority				S		
Sonoma County Human Resources	S	S				
Sonoma County Human Services	S	S	S	S		
Sonoma County Information Systems	S				S	
Sonoma County In-Home Support Services			S	S		
Sonoma County Integrated Waste					S	
Sonoma County Job Link		S				
Sonoma County Land Trust				S		S
Sonoma County Office of Education			P			

Recovery Support Function	Community Assistance	Economic	Health, Education, and Human Services	Housing	Infrastructure Systems	Natural and Cultural Resources
Sonoma County and Affiliated Governmental Organizations						
Sonoma County Office of Equity	S	S	S	S	S	S
Sonoma County Public Health Division			S		S	
Sonoma County Public Infrastructure	S			S	C, P	
Sonoma County Radio Amateurs					S	
Sonoma County Recorder's Office						S
Sonoma County Regional Parks Department					S	S
Sonoma County Resource District						S
Sonoma County Schools	S		S			
Sonoma County Tourism		S				S
Sonoma County Transit		S			S	
Sonoma County Vintners		S				S
Sonoma Ecology Center					S	S
Sonoma State University		S	S			
Sonoma Water (Sonoma County Water Agency)					S	S
Sonoma-Marin Area Rail Transit		S			S	
Tribal Councils			S	S		S
Telecommunications Companies					S	

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Appendix C: Acronyms and Abbreviations

Table 12. Acronyms and Abbreviations

Acronym	Definition
AFN	Access and Functional Needs
CBO	Community-Based Organization
COAD	Community Organizations Active in Disaster
DEM	Sonoma County Department of Emergency Management
DSW	Disaster Service Worker
EOP	Emergency Operations Plan
FCO	Federal Coordinating Officer
FDRC	Federal Disaster Recovery Coordinator
FEMA	Federal Emergency Management Agency
FIOP	Federal Interagency Operational Plans
LNO	Liaison Officer
LTRG	Long-Term Recovery Group
NDRF	National Disaster Recovery Framework
NGO	Non-Governmental Organization
NIMS	National Incident Management System
NPG	National Preparedness Goal
NRF	National Response Framework
OA	Operational Area
PIO	Public Information Officer
RAP	Recovery Action Plan
ROC	Recovery Operations Center
ROP	Recovery Operations Plan
RSF	Recovery Support Function
SBA	United States Small Business Administration
SDRC	State Disaster Recovery Coordinator
SEMS	Standardized Emergency Management System
SLTT	State, Local, Tribal and Territorial
UDIP	Universal Disaster Intake Process

Appendix D: Terms and Definitions

Table 13. Terms and Definitions

Term	Definition
Access and Functional Needs (AFN)	Refers to individuals with access and functional needs, including those with developmental or intellectual disabilities, physical disabilities, chronic conditions, injuries, individuals who are linguistically diverse or non-English speaking, older adults, children, individuals from diverse cultures, those living in institutionalized setting, people with low income, those experiencing homelessness, and/or individuals who are transportation disadvantaged (i.e., dependent on public transit).
Community-Based Organization (CBO)	A local non-profit organization that aims to improve the lives of people in their community. They can be made up of volunteers or professionals and may be informally or formally structured.
Community Organizations Active in Disasters (COAD)	A group of voluntary organizations that work together to help communities prepare for, respond to, and recover from disasters.
Disaster Case Management (DCM)	Enables and empowers local communities to work with disaster-affected families and individuals to determine their specific needs as they begin to recover from an emergency or disaster.
Faith-Based Organization (FBO)	A religiously affiliated group that plays a role in disaster preparedness, response, recovery, and mitigation, often providing critical services such as shelter, food, emotional support, and resources to affected communities.
Intermediate Recovery	The phase of recovery that involves returning communities, critical infrastructure and essential government and/or commercial services to a functional, if not pre-disaster, state.
Long-Term Recovery (LTR)	The phase of recovery that may continue for months or years to address the complete redevelopment and revitalization of the areas impacted by the disaster, rebuilding or relocating damaged or destroyed social, economic, natural and built environments, and the move to self-sufficiency, sustainability, and resilience.
Long-Term Recovery Group (LTRG)	The Sonoma County COAD LTRG is a cooperative body that is activated to coordinate recovery resources and services to address the unmet needs of the whole community and build resilience against future disasters.

Term	Definition
Non-Governmental Organization (NGO)	A non-governmental entity that serves the interests of its members, individuals, or institutions and is not for private benefit.
Operational Area (OA)	An intermediate level of the state emergency services organization, consisting of a county and all political subdivisions within the county area. Each county geographic area is designated as an OA. An OA is used by the county and the political subdivisions comprising the OA for the coordination of emergency activities and serves as the primary link in the system of communications and coordination between the state's emergency operation centers and the operation centers of the political subdivisions comprising the OA.
Recovery Continuum	A sequence of interdependent and often concurrent activities that progressively advance a community toward its planned recovery outcomes. Decisions made and priorities set by a community pre-disaster and early in the recovery process have a cascading effect on the nature, speed, and inclusiveness of recovery.
Recovery Operations Center (ROC)	Similar to an Emergency Operations Center, the ROC is a physical or virtual location activated to support coordination of information and resources to support post-disaster recovery activities of the County and other local governments in the OA.
Recovery Organizational Structure	Refers to the County's recovery coordinating structure to manage and coordinate recovery activities throughout all phases of recovery.
Recovery Support Function (RSF)	The coordinating structure for key areas of recovery assistance. Their purpose is to support local governments by facilitating problem solving, improving access to resources, and fostering coordination among state, tribal, territorial, and federal agencies, nongovernmental partners, and stakeholders.
Short-Term Recovery (STR)	The phase of recovery that begins concurrently with or shortly after the commencement of response operations.
Stakeholder	An individual or organization that may be impacted by, or have an interest in, a policy, decision, or action.
Universal Disaster Intake Process (UDIP)	A comprehensive intake system designed to improve county services to community members during, and recovery outcomes after emergencies. It is used both in emergency shelters and during recovery outreach to provide continuity of care throughout an emergency.

Term	Definition
Whole Community	A focus on engaging a broader range of participants from private and nonprofit sectors, including non-governmental organizations and the public, in conjunction with the participation of federal, state, and local governmental partners to foster improved coordination and working relationships. This approach also highlights the inclusion of individuals and communities who are more vulnerable to disaster impacts.