



**Community Recovery  
Support Annex  
of the Emergency Operations Plan**

**March 2024**

## Executive Summary

The City of San José (City) Emergency Operations Plan (EOP) provides an overview of the City’s approach to managing emergency operations. The EOP is a broad programmatic document applicable to all hazards or threats, and all the missions/functions the City may perform in response to or recovery from an incident.

To provide planning support to the EOP the City has developed Support Annexes for each of the critical functions the City must manage, coordinate, and/or perform following an emergency. The **Community Recovery Support Annex** is a supporting component to the EOP and is designed to integrate with the **Community Recovery Support Plan**, the **Mass Care Support Annex**, the **Sheltering Management Plan**, the **Damage Assessment Support Annex**, the **Evacuation Support Annex**, the **Debris Management Annex**, the **Debris Management Plan**, the **Post Disaster Housing Plan**, the **District Disaster Operations Plan**, the **Disaster Cost Recovery Plan** (in development), the **Crisis Communications Annex** (in development), and the **Crisis Communications Plan** (in development). Additionally, this annex will integrate with yet to be developed planning documents (Housing Plan, Donations Management Plan, etc.) in future updates.

The [National Preparedness Goal](#) defines recovery as a mission area addressing a community’s ability to recover through a focus on the timely restoration, strengthening and revitalization of infrastructure, housing, and a sustainable economy, as well as the health, social, cultural, historic, and environmental fabric of communities affected by a catastrophic incident. For recovery, the National Preparedness Goal identifies eight core capabilities that are critical elements necessary to achieve preparedness for community recovery. The eight capabilities include, planning, operational coordination, public information and warning, infrastructure systems, economic recovery, health and social services, housing, and natural cultural resources. These capabilities inform the City’s recovery activities and the recovery coordination structures outlined in this annex. The [National Disaster Recovery Framework](#) (NDRF), highlights incorporating a whole community approach for effective community recovery. This type of approach includes establishing a common platform and forum for how the whole community<sup>1</sup> builds, sustains, and coordinates the delivery of recovery capabilities.

The 2017 Coyote Creek Floods, the global pandemic of COVID-19 and the Winter Storms and Flooding of 2023 all required the City to establish coordinated efforts to address the City’s post-disaster recovery needs. The City rose to those challenges and established well-coordinated dynamic whole community efforts to meet disaster caused recovery needs. Future events like those combined with the City’s potential exposure to climate driven extreme temperature events, fires in the wildland urban interface and major seismic activity all support the need for

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<sup>1</sup> The whole community includes individuals and communities, the private and nonprofit sectors, faith-based organizations, and all levels of government (local, regional/metropolitan, state, tribal, territorial, insular area, and Federal). Whole community is defined in the National Preparedness Goal as “a focus on enabling the participation in national preparedness activities of a wider range of players from the private and nonprofit sectors, including nongovernmental organizations and the general public, in conjunction with the participation of all levels of government in order to foster better coordination and working relationships.”

the robust recovery capability this annex details. The City has incorporated lessons learned and best practices from these and other previous recovery efforts within the City to ensure this annex and the **Community Recovery Support Plan** go beyond simply repairing damage and returning to “normal” operations.

This Support Annex is consistent with all City plans and requirements, the Recovery Framework Annex to the County of Santa Clara Emergency Operations Plan (2022), the Santa Clara County Disaster Recovery Framework (SCCDRF), the Bay Area Urban Areas Security Initiative (UASI) Regional Community Recovery Plan, the 2019 California Disaster Recovery Framework, the Standardized Emergency Management System (SEMS), Presidential Policy Directive-8 (PPD-8), the National Preparedness Goal (NPG), and the National Disaster Recovery Framework (NDRF).

This annex is designed to outline the framework for how the City will collaborate and coordinate more effectively by integrating existing resources to promote resilience and support the recovery of those affected by an incident within the City of San José. The City’s **Community Recovery Support Plan** augments this annex with detailed guidance. Please refer to the [Santa Clara County Multi-Hazard Mitigation Plan](#) for additional details on hazards.

In accordance with the SEMS, the responsibility of community recovery rests with the City of San José and only extends to the Santa Clara County Operational Area, the State of California, and the Federal Government when the need for resources, personnel, and coordination support exceeds the capabilities of the City.

The **Community Recovery Support Annex** describes the overarching framework necessary to ensure effective recovery. The support annex delineates recovery responsibilities and activities into Recovery Support Functions (RSFs) in accordance with the National Disaster Recovery Framework (NDRF). The six RSFs are:

- Community Planning and Capacity Building
- Economic
- Health and Social Services
- Housing
- Infrastructure Systems
- Natural and Cultural Resources

This **Community Recovery Support Annex** represents the outcomes of an ongoing collaborative planning process, incorporating current guidance, policies, best practices, and stakeholder input. It provides a framework which supports the **Community Recovery Support Plan** and the development of future incident specific recovery plans and coordination.

Throughout this document, acronyms will be spelled out with the full word at its first mention, with the abbreviation indicated in parenthesis after the term, and then the abbreviation will be used throughout the rest of that section of the document. See [Appendix A: Acronyms and Glossary](#) for abbreviations and definitions.

# Table of Contents

- EXECUTIVE SUMMARY ..... I**
- STATEMENT OF INTENT .....IV**
- APPROVAL & ENDORSEMENT ..... V**
- RECORD OF CHANGES .....VIII**
- 1 INTRODUCTION ..... 1**
  - 1.1 PURPOSE .....1
  - 1.2 APPROACH .....1
  - 1.3 VISION .....2
  - 1.4 SCOPE .....3
  - 1.5 LEGAL AUTHORITY .....3
  - 1.6 ASSUMPTIONS .....4
- 2 RECOVERY CONCEPT OF OPERATIONS ..... 6**
  - 2.1 RECOVERY AND THE PHASES OF EMERGENCY MANAGEMENT .....6
  - 2.2 RECOVERY INDICATORS .....7
  - 2.3 PHASES OF RECOVERY .....7
  - 2.4 COMMUNITY RECOVERY FACTORS OF SUCCESS .....9
  - 2.5 RECOVERY ORGANIZATION .....12
  - 2.6 RECOVERY OBJECTIVES BY RECOVERY PHASE .....16
  - 2.7 RECOVERY SUPPORT FUNCTIONS (RSFs) .....18
  - 2.8 COMMUNITY RECOVERY BENCHMARKS BY RECOVERY PHASE .....29
  - 2.9 COMMUNICATIONS AND PUBLIC INFORMATION .....31
  - 2.10 MANAGEMENT OF THE CITY’S RECOVERY FINANCES .....32
- 3 ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES ..... 34**
  - 3.1 PRE-DISASTER RECOVERY COORDINATION .....34
  - 3.2 RECOVERY COORDINATION STRUCTURES .....37
  - 3.3 RECOVERY OPERATIONS POSITIONS .....44
  - 3.4 EXTERNAL PARTNER RESPONSIBILITIES .....55
- 4 AUTHORITIES & REFERENCES ..... 63**
  - 4.1 AUTHORITIES .....63
  - 4.2 REFERENCES .....64
- APPENDIX A: ACRONYMS AND GLOSSARY .....A-1**
- APPENDIX B: RECOVERY TRAINING RECOMMENDATIONS .....B-10**
- APPENDIX C: PRIMARY, COORDINATING AND SUPPORTING ORGANIZATIONS, ALL RSFS ..... C-13**

## Statement of Intent

Disclaimer: This **Community Recovery Support Annex** is advisory.

The document provides an all-hazards strategic framework to assist the City of San José with community recovery planning, but it is not intended to fulfill all legal requirements or duties.

Nothing in this document alters or impedes the ability of federal, state, or local chief executives, their government agencies, or their internal organizations to carry out their specific authorities or perform their responsibilities under all applicable laws, executive orders, and directives. This support annex is consistent with the City of San José Emergency Operations Plan and the City of San José Pre-Disaster Community Recovery Plan, and it does not alter the existing authorities of individual municipal or county agencies defined within it and does not convey new authorities upon any local, state, or federal official.

## Approval & Endorsement

This **Community Recovery Support Annex** has been approved and endorsed by the City of San José departments with responsibilities described herein. It supersedes all previous versions.

**Signed:**

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# RECORD OF CHANGES

Each update or change to the plan should be tracked. When changes to the plan are made, document the change number, the date of the change, and the name of the person and their department that made the change, and add a summary description of the change.

Change Number	Date	Name & Department	Change in Section/Description
1	03/01/2024	OEM	Post covid updates.

# 1 INTRODUCTION

Community recovery involves returning a community to a stable and functional state, after the inevitable changes that result from a major disaster. The recovery process begins immediately after a disaster and can continue for years.

An effective recovery effort allows a community to rethink, redesign, and rebuild – a collaborative and visionary recovery process can result in systems that are more resilient, sustainable, equitable, and more closely aligned with a community’s values.

## 1.1 Purpose

The **Community Recovery Support Annex** provides guidance for coordinating recovery activities, decisions, and relationships following a disaster that causes disruptions to the community (people), the built environment (buildings and infrastructure), and the economy. Recovering from disasters is a complex process that requires coordination of all recovery efforts. Every community is different and likely includes persons who may have been historically marginalized, disadvantaged, or underserved. Recovery provides an opportunity for local officials to work to identify and eliminate any such inequities and strengthen disaster recovery outcomes through the incorporation of diversity, equity, inclusion, and accessibility (DEIA) data and principles. This annex is intended to address complex incidents within the City of San José that require the coordination of numerous recovery activities with a focus on equitable recovery for all community members.

## 1.2 Approach

One of the keys to building ownership in the City of San José Emergency Management Program is a collaborative plan revision process for all emergency management plans. This process combines iterative draft document development with facilitated working group sessions. For the **Community Recovery Support Annex**, the City of San José Emergency Management leadership used a collaborative methodology to capture information and inform the Community Recovery Annex update process. This methodology is one in which each stakeholder’s experience is considered and diverse viewpoints are incorporated into the final product. Additionally, the City has engaged specific stakeholder organizations and departments (see the list below) that provided quality assurance and document oversight for Access and Functional Needs (AFN) considerations. To that end, the City of San José implemented the following approach for updating the **Community Recovery Support Annex**:

- A comprehensive document review process to ensure historical knowledge and expertise was incorporated into the final product.
- Three workshops with key stakeholders to review the document(s).
- One workshop focused on the Access and Functional Needs (AFN) community and inclusion, equity, and diversity issues for input into the final product.
- A City of San José lead for the **Community Recovery Support Annex** is to ensure the inclusion of stakeholders that represent the unique difference and intricacies that are woven into the fabric of the City of San José.

Specific stakeholder organizations and departments that were included in the document review process included:

- Offices
  - Office of the Mayor
  - Office of the City Attorney
  - Office of the City Auditor
  - Office of the City Manager
    - Budget Office
    - Communications Office
    - Office of Emergency Management
    - Office of Economic Development
    - Office of Cultural Affairs (Office of Economic Development)
- Departments
  - Airport
  - Community Energy Department
  - Environmental Services Department
  - Finance Department
  - Housing Department
  - Information Technology Department
  - Library Department Parks, Recreation, and Neighborhood Services Departments
  - Planning, Building, and Code Enforcement Department
  - Public Works Department
  - Department of Transportation
- Stakeholders
  - Silicon Valley Independent Living Centers
  - Collaborating Agencies' Disaster Relief Efforts (CADRE)

### 1.3 Vision

The City's collaborative vision for community recovery is governed by the following principles:

- The City uses a “Whole Community” approach to community recovery planning and program implementation to engage community members and partner organizations in actively reshaping recovery outcomes. The whole community includes individuals and communities, the private and nonprofit sectors, faith-based organizations, and all levels of government as applicable, and participating (local, regional/metropolitan, state, tribal, territorial, and federal). Cooperation and strong relationships within the City's government ensure smooth continuity of governance as the City progresses in response, short-term recovery, and long-term recovery.
- A cohesive recovery results from the integrated and collaborative recovery planning and implementation that the City promotes within its impacted communities and across the region.
- In alignment with the City's commitment to the guiding principle of Compassion in Action, the City will strive to discourage impacted residents and businesses from leaving the

community by providing services that allow them to rebuild their lives and livelihoods in place.

- When working with impacted communities on disaster rebuilding, the City will strive to help strengthen and revitalize struggling neighborhoods. A priority is achieving equitable recovery for all community members.
- In alignment with the City’s commitment to Open, Honest Communications, the City will continually assess and work to remove barriers that prevent impacted communities from accessing information, knowledge resources, and educational institutions.
- The City will work to integrate environmental sustainability (including for buildings, infrastructure, and natural systems) into recovery and rebuilding activities.
- The City will commit to an open and transparent recovery process that actively engages the community in post-disaster recovery efforts.

The City of San José (City) **Community Recovery Support Annex** is written to build a scalable and dynamic framework for the coordination of the disaster recovery process. This annex sets expectations for how recovery decisions will be made, identifies key community recovery stakeholders, and defines the City’s community recovery organizational structure. This annex follows the guidance and support structures listed within the [National Disaster Recovery Framework](#) (NDRF) and the [2019 California Disaster Recovery Framework](#).

#### 1.4 Scope

The **Community Recovery Support Annex** provides high-level guidance for implementing community recovery in the City of San José. This annex establishes a whole community recovery framework addressing the interests of the public, nongovernmental organizations (NGOs), businesses, utilities, regional partners at various levels of government, and others within the City of San José.

This framework is a support annex to the City of San José EOP and is consistent with the Standardized Emergency Management System (SEMS), the National Incident Management System (NIMS), and the National Disaster Recovery Framework (NDRF). The framework is applicable to any hazard that results in large-scale or catastrophic impacts requiring the need for complex and extended recovery operations.

Specific operating procedures, protocols, and tactical actions taken to manage specific recovery functions, such as the establishment of a Local Assistance Center, the coordination of damage assessment activities, etc., are addressed in other support annexes, and in operational plans and documents maintained by the participating organizations.

#### 1.5 Legal Authority

The State of California (State) Emergency Services Act provides the basic authority for conducting emergency response and recovery operations, if a proclamation of local emergency, state of emergency or state of war emergency is made. Emergency response is coordinated under the California Standardized Emergency Management System (SEMS), which provides a flexible, adaptable, and expandable response organization to address all hazards of varying magnitude and complexity. Title 8, Chapter 8 of the San José Municipal Code creates the Office of Emergency

Management, defines a local emergency, and identifies the powers of government during such an emergency. When dictated by the situation, additional ordinances or other emergency regulations may be enacted by City authorities through emergency proclamations.

The Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended, provides the legal authority for the provision of federal assistance to affected states following a presidentially declared disaster. The California Disaster Assistance Act authorizes the California Governor's Office of Emergency Services (Cal OES) to administer a disaster assistance program that provides state financial assistance for reimbursing costs incurred by local governments, for incidents resulting in a local emergency proclamation, a Governor's state of emergency proclamation, or a presidentially declared emergency or major disaster. In addition to these statutory authorities, regulations, policy guides, and disaster specific memos also define state and federal assistance program requirements. See the **Pre-Disaster Community Recovery Plan** for additional information on legal authorities.

## 1.6 Assumptions

The following assumptions apply to recovery activities:

- Various critical lifelines may be severely damaged or disrupted and other critical facilities may be damaged. Funds and resources will be limited, so restoration and recovery efforts will need to be prioritized.
- A local emergency has been proclaimed in the City of San José.
- The City has the primary responsibility for recovery within the jurisdictional boundaries.
- All elements of SEMS are functional, and the City will use SEMS to meet eligibility criteria for reimbursement of response-related costs under the State's disaster assistance programs.
- The City will activate the Emergency Operations Center (EOC) and provide the framework for emergency management and the initial direction for recovery activities.
- The City will activate a Recovery Operations Center (ROC) when appropriate and the ROC will provide the overarching framework for recovery objectives.
- There may be long-term cultural, economic, environmental, physical, and psychological impacts on households, businesses, city government, and others following a proclaimed local emergency, state of emergency, or major disaster.
- The extent and type of recovery activities will be driven by the impacts of the disaster.
- Social and economic challenges in place before the incident, may be exacerbated after the incident.
- Limited resources require strategic community recovery planning and long-term coordination across departments, levels of government, and sectors.
- Effective community recovery requires the support and resources from all sectors of the community, including the public and private-sector, and community based non-profit agencies.
- The City will participate in regional and state recovery activities.
- The City applies directly to Cal OES and/or FEMA for disaster recovery assistance without going through the Santa Clara County Operational Area.

For additional assumptions and recovery considerations, please refer to the **Pre-Disaster Community Recovery Plan**.

## 2 RECOVERY CONCEPT OF OPERATIONS

### 2.1 Recovery and the Phases of Emergency Management

Recovery and restoration activities will begin in conjunction with the initiation of response actions. The sequence of recovery activities will vary depending on the specifics of the incident. Short-term and intermediate recovery activities will likely begin in the EOC, as personnel begin to collect information and data regarding the extent of damages and disaster-related costs and losses, to support requests for recovery resources, and to take the necessary steps for requesting and obtaining State and Federal disaster assistance. As the incident begins to stabilize, additional recovery operations will take place and recovery collaboration and action may transition to the Recovery Operations Center (ROC).

**Table 2.1** below illustrates the integration of recovery phases with the phases of emergency management. In practice, the phases overlap.

**Table 2.1. Phases of Emergency Management**

Phase		Approximate Timeline
Preparedness and Protection		Pre-incident
Response	Increased Readiness	Upon pre-incident notice
	Initial Response	Within first 72 hours of an incident
	Continued Response	72 hours to weeks after an incident
Recovery	Short-Term Recovery	Weeks to one or two months after an incident
	Intermediate Recovery	Weeks to multiple months after an incident
	Long-Term Recovery	Months to one or several years after an incident
Mitigation		Coterminous with preparedness and recovery

Effective disaster recovery requires a coordinated effort across both response and recovery stakeholders and at all levels of government. During each phase the City’s coordination of recovery operations hinges on effective systems and engagement to:

- Mobilize essential recovery partners (i.e., “right sizing” recovery operations);
- Prevent duplication of efforts;
- Develop joint public information and communications plans;
- Collect data and essential information;
- Assess and track community impacts;
- Discuss cost recovery considerations and carry out required documentation activities;

- Establish initial lists of unmet and anticipated needs to inform short-, intermediate, and long-term recovery priorities and operations;
- Identify initial recovery strategies; and
- Coordinate effectively with regional partners.

## 2.2 Recovery Indicators

The conditions described below are sample considerations for evaluating the scope and scale and determining coordinating requirement of the recovery efforts required following a disaster or emergency. These will also help determine the coordinating structure required recovery efforts.

- Demand for normal and emergency services exceeds the capability of city and/or non-governmental entities, and/or is forecast to continue to do so.
- Recovery from the incident is expected to persist for an extended period of time, especially if it is expected to last beyond the expected EOC response-phase activation.
- There is a need for an unusual level of coordination across multiple city departments, and/or there is a need for tasking that is outside of normal department operations, including via coordination under Recovery Support Functions (RSFs).
- Cost recovery operations are expected to be necessary, and especially if less commonly available forms of Federal disaster assistance such as FEMA Individual Assistance (IA) or HUD Community Development Block Grant Program – Disaster Recovery (CDBG-DR) are available or anticipated.
- The situation is a Level I (Catastrophic Emergency) or Level II (Major Emergency), per the EOP.<sup>2</sup>
- The City may also set additional impact thresholds in terms of monetary damages, property damage, population impacts, or other numerical metrics.

## 2.3 Phases of Recovery

The phases of recovery describe interdependent and often concurrent processes that progressively advance the City of San José toward its planned recovery outcomes. The early decisions and initial recovery priorities have cascading effects on the nature, speed, and inclusiveness of a holistic recovery within the City. Recovery efforts in San José begin as soon as possible once a disaster has occurred, often while response efforts are ongoing, and may last for a very long time. **Figure 2.1** depicts the interconnectedness of recovery activities from pre-incident through long term recovery.

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<sup>2</sup> See EOP, p. 21 regarding levels of emergency.



Figure 2-1: Recovery Continuum<sup>3</sup>

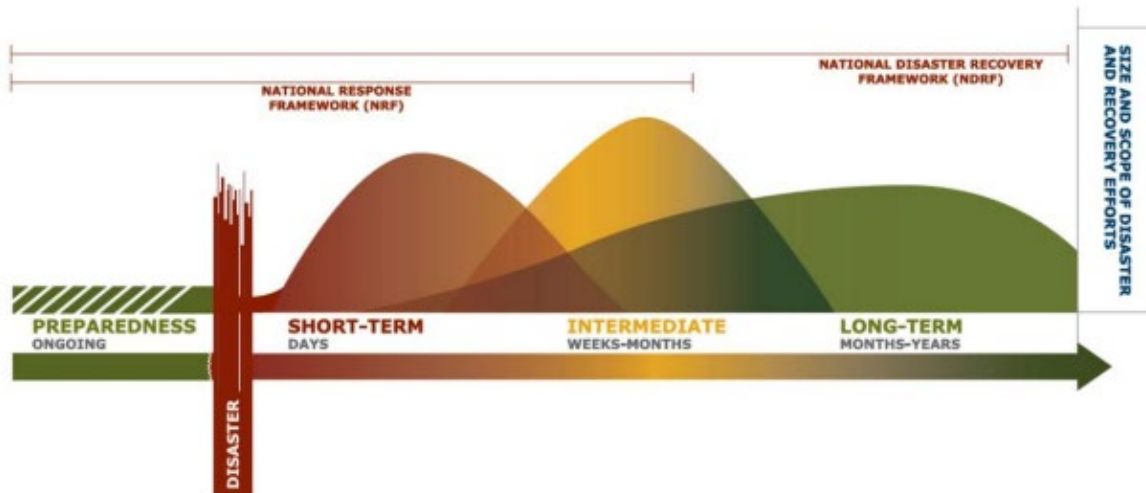


Figure 2.1 highlights the reality that recovery may not always be separate or sequential from preparedness, response, and mitigation activities. The recovery process is a sequence of interdependent and often overlapping activities that progressively advance the impacted community toward a successful state of recovery. Recovery is divided into short, intermediate, and long-term phases. According to the [2019 California Disaster Recovery Framework](#), the definition for each recovery phase is as follows:

- **Short-term Recovery:** Short-term recovery operations begin concurrently with or shortly after the commencement of response operations. Although referred to as “short-term” recovery, these activities may last for weeks. This phase of recovery includes actions required to stabilize the situation, ensure continuity of essential government services, restore other services especially those related to public health and safety, implement critical infrastructure recovery plans, and commence and implement planning for the restoration of the community, including economic functions.
- **Intermediate Recovery:** Intermediate disaster recovery operations occur when vital services are restored, and generally span the initial weeks and months after a disaster. Like short-term recovery operations, there is no pre-determined timeline for this phase. This phase of recovery involves returning individuals, families, critical infrastructure, and essential government or commercial services to a functional, if not pre-disaster, state. Such activities are often characterized by temporary actions that provide a bridge to permanent measures.
- **Long-term Recovery:** Long-term recovery operations involve ongoing recovery projects moving towards self-sufficiency, sustainability, and resilience, and generally span the months and years after a disaster. These activities include those necessary to restore a community to a state of normalcy, given the inevitable changes that result from a major

<sup>3</sup> Adapted from the National Disaster Recovery Framework Recovery Continuum.

disaster. Long-term recovery activities require significant planning to maximize opportunities and mitigate risks after a major incident.

## 2.4 Community Recovery Factors of Success

The seven success factors of recovery from the NDRF to achieve a successful recovery inform the City's Recovery Benchmarks. 2.4.1 through 2.4.8 detail the factors of success for recovery planning and activities. The City's overarching benchmarks for recovery are detailed in [Section 3.5](#) of this Annex.

### 2.4.1 *Comprehensive Scope*

- The City plans and operates recovery programs and organizations with the understanding that efforts serve people, their culture, and their place.
- Recovery efforts address a continuum that includes individual survivor needs as well as the needs of the community and surrounding environment.

### 2.4.2 *Effective Decision-Making and Coordination*

- Recovery leadership defines roles and responsibilities for all stakeholders.
- Businesses, nonprofits, and local community leadership examine recovery alternatives, address conflicts, and make informed and timely decisions that best achieve recovery of the impacted community.
- Organizations providing leadership or assistance for recovery establish metrics for tracking progress, ensuring accountability, and reinforcing realistic expectations among stakeholders.
- Government, voluntary, faith-based, and community organizations aid in tracking progress, ensuring accountability, and making adjustments to ongoing assistance when needed.

### 2.4.3 *Integration of Community Recovery Planning Process*

- The City engages in pre-disaster community recovery planning and other recovery preparedness, mitigation, and community resilience-building work.
- Individual, business and community preparation and resilience-building provide a foundation for Community Recovery Plans that improve the speed and quality of post-disaster recovery decisions. The public-private partnership facilitates broad coordination and information sharing among all levels of government and private sector owners and operators of critical infrastructure.
- The City has developed processes and criteria for identifying and prioritizing key recovery actions and projects.
- The City's recovery leadership creates an organizational framework involving key sectors and stakeholders to manage and expedite Community Recovery Planning and coordination.

- The City ensures appropriate authorities are in place ahead of a disaster to enable effective recovery preparedness, management, and community resilience – building work both pre – and post - disaster.

#### 2.4.4 *Well Managed Recovery*

- The City has well-established, pre-disaster partnerships with the Operational Area, State, and Federal agencies including those with the private sector and NGOs help to drive a successful recovery.
- Recovery stakeholders leverage and coordinate disaster and traditional public and NGO assistance programs to accelerate the recovery process and avoid duplication of efforts.
- The City seeks out, interfaces, and coordinates successfully with outside sources of help, such as surrounding governments, foundations, universities, nonprofit organizations, and private sector entities.
- Readily available surge staffing and management structures support the increased workload during recovery, such as permitting, code enforcement, planning, communications, grant-writing, funding and resource management, and project management.
- Recovery leadership establishes guidance, including the shift of roles and responsibilities, in the transition from response operations to recovery and, finally, a return to a new normal state of community functioning.
- Well-managed recoveries ensure effective compliance with local planning, building and architectural standards and broad accessibility to recovery programs and funds.

#### 2.4.5 *Community Engagement, Public Participation and Public Awareness*

- Stakeholders collaborate to maximize the use of available resources to rebuild housing, infrastructure, schools, businesses, and the social historical-cultural fabric of the impacted community in a resilient manner; and to provide health care, access and functional support services.
- All community perspectives are represented in all phases of disaster and Community Recovery Planning; transparency and accountability in the process are clear.
- Communities create post-disaster Community Recovery Plans that can be implemented quickly. Local opinions are incorporated so that community needs are met in a more holistic manner by maximizing the provision and utilization of recovery resources. Recovery resources are built upon, incorporated into, and consistent with other key community policies and plans, including the City’s Strategic Plan and Hazard Mitigation Plan.
- Public information is accessible to keep everyone informed throughout the recovery process. This includes providing appropriate aids and services, such as captioning large print, Braille, interpretation and translated materials, to ensure effective communication with individuals with disabilities and to facilitate access to information for individuals with limited English proficiency.

- Continuous and accessible public information outreach to community members on various recovery programs and sharing information about short, intermediate, and long-term recovery, and the overall recovery progress, increases public confidence and trust in the City.

#### 2.4.6 *Financial Management*

- Community stakeholders understand and have access to broad and diverse funding sources to finance recovery efforts.
- The City’s knowledge and professional administration of funding programs greatly aid the recovery progress.
- Funders and resource providers collaborate to provide program flexibility and implement finance planning. Recovery management and program administration collaborate in a post-disaster environment.
- Recovery management programs support the development and maintenance of adequate financial monitoring and accounting systems for new and large levels of investment. Management programs include systems that detect and deter fraud, waste and abuse.

#### 2.4.7 *Organizational Flexibility*

- Organizational structures for managing and coordinating recovery activities are scalable and flexible.
- The recovery management structure evolves, adapts, and incorporates new skills and capacities, as needed, to address the changing landscape of post disaster recovery over time.
- Functional and effective intergovernmental relations enhance the recovery process.
- Organizational flexibility facilitates the application of laws, regulations and policies in the disaster context and enhances governance capabilities in unforeseen incidents.
- Increased pre-disaster partnerships help reduce or avoid the challenges of establishing new partnerships in a post-disaster environment.
- Organizational flexibility is compatible with the integrity and accountability of taxpayer-funded programs.

#### 2.4.8 *Resilient Rebuilding*

- The City rebuilds a sustainable future inclusive of ecological, economic, and local capacity considerations.
- The recovery is an opportunity for the City to rebuild in a manner, which reduces or eliminates risk from future disasters and avoids unintended negative environmental consequences.
- The City incorporates effective building codes and land use planning practices in recovery. Vulnerable infrastructure and structures are retrofitted, elevated, or removed from harm.

- Community members, businesses, and the City incorporate risk-reduction strategies into governance and local decision-making. Activation of the City’s Recovery Coordination Structures

## 2.5 Recovery Organization

Convening the City’s recovery organization is a stepped process. The pace and timing of transition from response to recovery depend upon the circumstances. Initial activation for recovery activities occurs during the response phase through Department Operations Centers (DOCs) that manage specific functions. The initial recovery coordination structure is convened within the EOC’s Recovery Section. If the EOC is not activated, the initial recovery coordination efforts are undertaken by the Recovery Coordinator. The scope and scale of impacts will drive the required recovery coordination structure. **Table 2.2** aligns recovery structures with the Level of Emergency<sup>4</sup> as defined in the State of California Emergency Plan.

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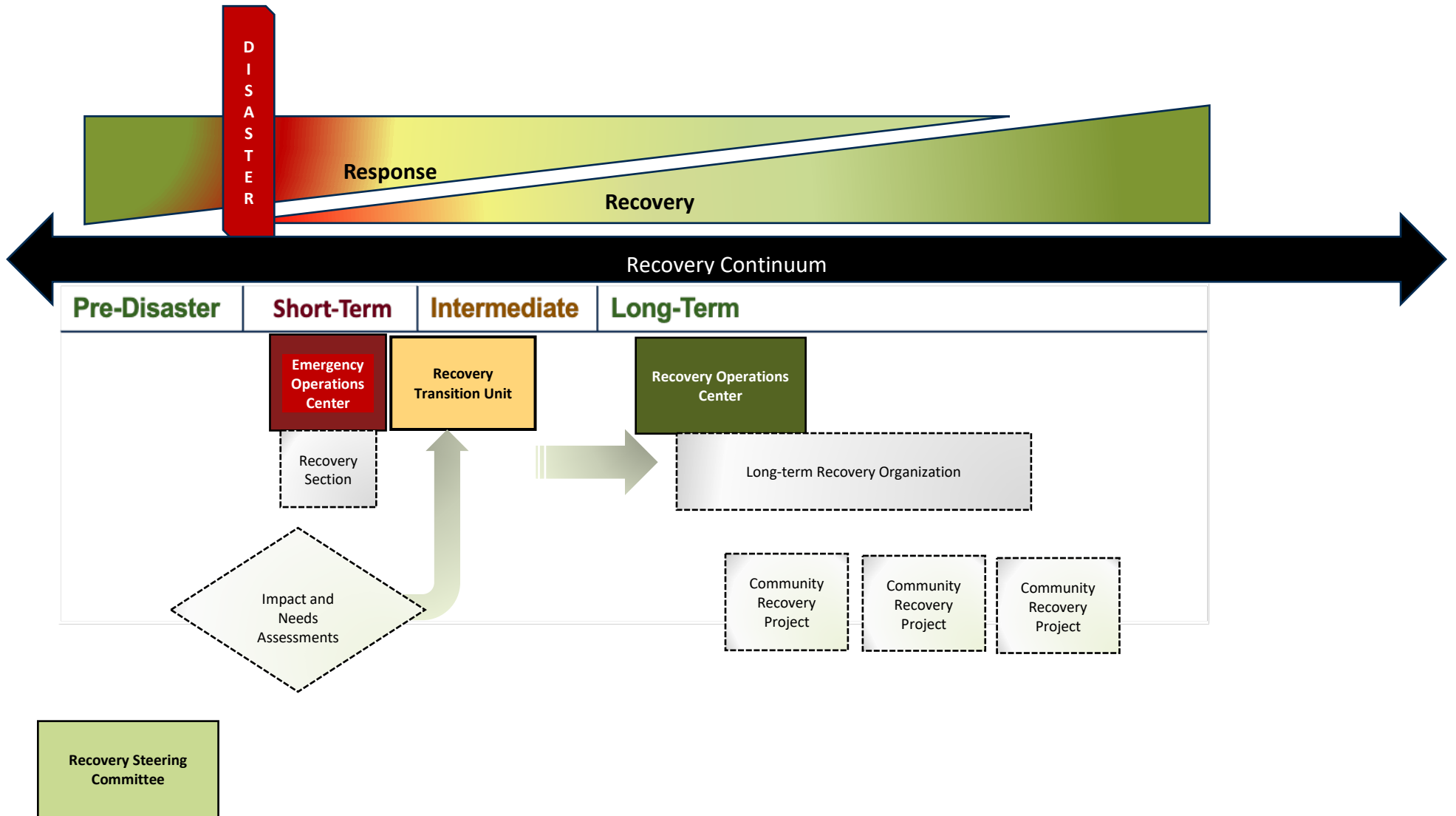
<sup>4</sup> State of California Emergency Plan.

**Table 2.2 Recovery Organization by Level of Emergency**

Table 2.2 Recovery Organization by Level of Emergency	
Level 1: Catastrophic Emergency	<ul style="list-style-type: none"> <li>• A Local Disaster Recovery Manager (LDRM) will be activated to coordinate the City’s recovery.</li> <li>• The recovery organizational structure is fully activated.</li> <li>• A Recovery Operations Center (ROC) is formed and is used to coordinate the City’s recovery.</li> <li>• The EOC will coordinate with the LDRM and the ROC to support ongoing operational recovery needs as the response transitions to short-term recovery.</li> </ul>
Level 2: Major Emergency	<ul style="list-style-type: none"> <li>• The Recovery Coordinator will either fill the role of the LDRM for the City or will appoint an appropriate LDRM.</li> <li>• Recovery activities are significant enough to require that some or all components of the City’s recovery structure are activated.</li> <li>• Recovery activities that initially took place in the EOC may still require dedicated support after the EOC deactivates.</li> <li>• A ROC may be established to coordinate recovery efforts.</li> </ul>
Level 3: Minor Emergency	<ul style="list-style-type: none"> <li>• The Recovery Coordinator will be notified and report to the EOC (if activated).</li> <li>• Short-term recovery is coordinated within the EOC (if activated) or through the DOCs.</li> <li>• City recovery needs are supported within the existing City organizational structure.</li> </ul>

For larger-scale incidents likely to result in long-term impacts, the City may choose to activate a Recovery Operations Center (ROC). The Recovery Coordinator and/or the Local Disaster Recovery Manager (LDRM), in coordination with the EOC Director, determines the structure of the recovery organization. See the [3.Organization and Assignment of Responsibilities](#) Section for further information on the recovery structure and organization. **Figure 2.1** provides a visualization of the activation of recovery coordinating structures over the span of the recovery continuum.

**Figure 2.1 City of San José Recovery Coordination**







## 2.6 Recovery Objectives by Recovery Phase

This section provides a high-level overview of the characteristics of recovery activity during each phase of recovery operations.

### 2.6.1 Pre-Disaster Recovery Objectives

During pre-disaster recovery (steady-state) the recovery steering committee and coordinating departments for each of the RSFs work collaboratively to develop resources to assess and understand the community's post-disaster impacts and recovery challenges and needs, identify recovery stakeholders and resources in the community, identify potential recovery funding resources at other jurisdictional level and integrate and document assessment outcomes, resources, stakeholders and potential funding resources in relevant plans, policies and procedure documents.

### 2.6.2 Short-term Recovery Objectives

Per the National Disaster Recovery Framework (NDRF), Short-Term Recovery is the phase of recovery which addresses the health and safety needs beyond rescue, the assessment of the scope of damages and needs, the restoration of basic infrastructure and the mobilization of recovery restarting and/or restoring essential services for recovery decision making. Generally, short-term recovery occurs within 30 days of the incident. Since this phase typically overlaps with the response phase, the Recovery Coordinator will likely coordinate these objectives within the Recovery Section in the EOC. The following short-term recovery objectives are examples that the Recovery Coordinator and each Recovery Support Function (RSF) that will likely consider during this phase:

- Notify staff, activate the Recovery Coordinator/Local Disaster Recovery Manager (LDRM), and mobilize the recovery stakeholders (Recovery Section in the EOC)
- Engage with the Whole Community through the stakeholders identified by each RSF along with people living with disabilities and access and functional needs to determine the immediate recovery needs that will help ensure an equitable and inclusive recovery process (Community Planning and Capacity Building)
- Change or alter traffic patterns and clear priority roadways (Infrastructure Systems)
- Extend and expand social, medical, and mental health services (Health and Social Services RSF)
- Identify affected natural, cultural, and historical site (Natural and Cultural Resources RSF)
- Identify and implement temporary housing and business space needs (Housing RSF and Economic RSF)
- Establish business recovery centers and support the reestablishment of businesses as appropriate (Economic RSF)
- Provide public information about all recovery programs and efforts including public notification for all housing resources, location of business recovery centers, locations

local assistance centers and disaster recovery center and how to access all available recovery resources for individual assistance. (Communications and Public Outreach)

### *2.6.3 Intermediate Recovery Objectives*

The NDRF states that intermediate recovery is the phase of recovery that involves returning individuals, families, critical infrastructure and essential government or commercial services to a functional, if not pre-disaster, state. Such activities are often characterized as temporary actions that provide a bridge to permanent measures. Generally, intermediate recovery occurs within the weeks and months following the incident as the more permanent recovery actions are implemented. Since this phase will likely begin after the EOC has demobilized, this phase will likely occur within the ROC structure. The following intermediate recovery objectives are examples that the Recovery Coordinator and each RSF that will likely consider during this phase:

- Activate the Recovery Steering Committee to review the community’s rebuilding and resiliency goals (Community Assistance RSF)
- Coordinate the widespread debris removal operations, the transportation system restoration, and infrastructure repairs that will increase the City’s resiliency (Infrastructure Systems)
- Engage the support networks for ongoing social, medical, and mental health care (Health and Social Services RSF)
- Ensure that the requirements for environmental, historical, and cultural preservation laws and executive orders are met during recovery (Natural and Cultural Resources RSF)
- Coordinate with housing authorities, housing associations, and other housing stakeholders with the placement of residents into stable interim or permanent housing (Housing RSF)
- Provide business recovery center services (Economic RSF)
- Provide public information about recovery programs, resources, and efforts.

### *2.6.4 Long-Term Recovery Objectives*

The NDRF states that long-term recovery is the phase of recovery that may continue for months or years and addresses complete redevelopment and revitalization of the impacted area, rebuilding or relocating damaged or destroyed social, economic, natural, and built environments and a move to self-sufficiency, sustainability, and resilience. Since this phase will likely begin after the EOC has demobilized, this phase will likely occur within the ROC structure. The following long-term recovery objectives are examples that the Recovery Coordinator and each RSF that will likely consider during this phase:

- Update community-based resource directory (e.g., 2-1-1) to reflect changes and newly discovered resources for future preparedness planning (Community Assistance RSF)
- Rebuild infrastructure to meet future Whole Community needs, including needs of those with disabilities and others with access and functional needs while implementing mitigation strategies (Infrastructure Systems)

- Implement and prioritize long-term services required for at-risk populations, including social, medical, and mental/behavioral health needs (Health and Social Services RSF)
- Continue to monitor and remediate environmental, historical, and cultural preservation effects for City owned properties (Natural and Cultural Resources RSF)
- Transition remaining sheltered and interim housing populations to permanent housing (Housing RSF)
- Permanent re-establishment of public, private, and nonprofit services and workforce to achieve a sense of normalcy and solidified tax base (Economic RSF)
- Provide public information about recovery programs, resources and efforts

Hazard mitigation actions will be coordinated and utilized through all recovery activities throughout the City in accordance with the [Santa Clara County Multi-Hazard Mitigation Plan](#). This will help ensure the most reduction in vulnerability for future incidents.

When an incident exceeds the City’s capabilities, the City may request State disaster recovery resources and assistance through the Operational Area in accordance with the requirements of the Emergency Services Act, [State of California Emergency Plan](#), the SEMS Mutual Aid System, and/or the California Disaster Assistance Act. City of San José **3.4.1 Create the City’s Long-Term Community Recovery Strategy**

The creation of a Long-Term Recovery Strategy is a key part of a successful community recovery for the City. This strategy defines the needs and opportunities for long-term recovery as well as defining the actions needed to address the identified issues during recovery.

## 2.7 Recovery Support Functions (RSFs)

The RSFs work to establish and assign objectives, including recovery programs and projects in support of the Long-Term Recovery Strategy development. RSFs also work to identify stakeholders, resources, and funding sources to support community recovery activities and projects. Facilitation and de-confliction of Recovery Support Function activities are coordinated by the Local Disaster Recovery Manager (LDRM) and the Recovery Steering Committee. Stakeholder outreach through the RSFs also informs this step. In creating the Long-Term Recovery Strategy, the RSFs work to sequence objectives based on prerequisites, and/or to prioritize them based on benefit-cost assessment, community value, or other defensible criteria. They provide the organizational structure to coordinate whole community support for the City’s planning and activities.

In support of their respective missions, each RSF coordinates the efforts and resources of the whole community and regional, state, and federal partners to

- Mobilize essential recovery partners
- Prevent duplication of efforts
- Develop joint public information and communications plans
- Collect data and essential information
- Assess and track community impacts

- Discuss cost recovery considerations and carry out required documentation activities
- Establish initial lists of unmet and anticipated needs to inform short-, intermediate, and long-term recovery priorities and operations
- Identify initial recovery strategies
- Coordinate effectively with regional partners.

*2.7.1 Recovery Coordinating, Primary and Support Departments and Offices*

Coordinating Department or Office provides leadership, coordination, and oversight for the RSF, and ensures communication and coordination between primary and support organizations. Primary Departments or Offices have significant authorities, roles, resources, or capabilities for a particular function within an RSF, and these agencies coordinate support within their functional area. Support Departments or Offices are those entities with specific capabilities or resources that support the Primary Agencies in executing the mission of the RSF. The primary distinction between the primary and the support organizations is the frequency at which the agency is expected to actively participate in an RSF operation.

*2.7.2 Recovery Support Function Missions*

The RSFs may be activated individually or collectively to facilitate recovery within the City. Each RSF has Coordinating, Primary, and Supporting Agencies to coordinate key functional areas of recovery support.

**Tables 2.3 through 2.9** detail the specific Missions, organizations and assigned outcomes that inform the responsibilities for each Recovery Support Function. For additional detailed guidance for each RSF including- potential subcommittees, activation criteria/thresholds, stakeholder groups and their function, points of coordination with other RSFs, and a comprehensive list of supporting activities for benchmarks specific to each RSF, please refer to **Appendices H through M of the City’s Community Recovery Support Plan.**

<b>Table 2.3 Recovery Support Function (RSF) #1 Community Planning &amp; Capacity Building</b>	
The mission of the Community Planning and Capacity Building (CPCB) Recovery Support Function (RSF) is to identify gaps in the City’s recovery capabilities and establish community-wide recovery solutions. This RSF plans, manages, and implements disaster recovery activities to support and build recovery capacities and community planning resources. This RSF coordinates and integrates assistance from partner (private sector, NGOs, OA, State, and Federal) to achieve those CPCB goals. Designation of PRNS and OEDCA as the Primary Agency leading efforts in the RSF lines of effort is dependent on the extent of impacts and resource needs of the recovery efforts. Designation as the Primary Agency may shift as recovery efforts extend through short, intermediate, and long-term recovery phases.	
<b>Coordinating Agency</b>	Office of the City Manager
<b>Primary Agency</b>	Office of Economic Development and Cultural Affairs

**Table 2.3 Recovery Support Function (RSF) #1 Community Planning & Capacity Building**

<b>Support Agencies</b>	<p>City Council  Office of Administration, Policy, and Intergovernmental Relations  Office of Racial Equity  Department of Transportation  Environmental Services  Office of Communications  Private Sector  Universities  Office of Emergency Management  Parks, Recreation, and Neighborhood Services Department</p>
<b>Community Stakeholders</b>	<p>African American Community Service Agency  Asian Americans for Community Involvement (AACI)  Bill Wilson Center  San Andreas Regional Center  Black Leadership Kitchen Cabinet of Silicon Valley  Eastside San José PEACE Partnership  Evergreen Islamic Center  Racial Equity Action Leadership Coalition  San José Chamber of Commerce  San José Downtown Association  Silicon Valley Council of Nonprofits  Silicon Valley Independent Living Center</p>
<b>Desired Outcomes</b>	<ul style="list-style-type: none"> <li>• Integration and coordination of resources, requirements, and support for building community capacity and community recovery planning efforts for the whole community.</li> <li>• Integration of hazard mitigation and risk reduction opportunities into all major decisions and reinvestments during the recovery process.</li> </ul>

**Table 2.3 Recovery Support Function (RSF) #1 Community Planning & Capacity Building**

	<ul style="list-style-type: none"> <li>• Integration of socioeconomic, demographic, risk assessment, vulnerable population, and other important information into Community Recovery Planning and decision-making activities.             <ul style="list-style-type: none"> <li>○ This includes identifying gaps in resources/services for underserved populations.</li> <li>○ Community Planning and Capacity Building strategies that integrate multilingual and culturally relevant considerations into solutions and plans for all impacted community members including those with limited English proficiency and people with other access and functional needs.</li> </ul> </li> <li>• Increased community resiliency, self-reliance, and adaptability by controlling local recovery operations.</li> <li>• Effective decision-making and management that reduces the recovery timeline and improves specific recovery outcomes.</li> <li>• Improved planning processes that ensure a more effective and efficient use of local, State, Federal, NGO, and private-sector funds.</li> <li>• Develop and sustain internal and external partnerships in support of the Community Recovery Plan.</li> <li>• Identify and track the resolution of gaps and conflicts in Community Recovery Planning.</li> <li>• Provision of multilingual and culturally relevant outreach and information about the City’s recovery resources for all people including those with limited English proficiency and other access and functional needs.</li> </ul>
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**Table 2.4 Recovery Support Function (RSF) #2 Economic and Business**

<p>The mission of the Economic Recovery Support Function (RSF) is to integrate the expertise and resources of local and outside assistance, including that of the Federal government and private sector to sustain or rebuild employment and businesses (including small business and agricultural) to a state of health and develop new economic opportunities that result in a sustainable and economically resilient community.</p>	
<b>Coordinating Agency</b>	Office of Economic Development and Cultural Affairs
<b>Primary Agency</b>	Office of Economic Development and Cultural Affairs

**Table 2.4 Recovery Support Function (RSF) #2 Economic and Business**

<p><b>Support Agencies</b></p>	<p>Finance Department            City Manager’s Budget Office            City Council            City Attorney’s Office            Housing            Office of Racial Equity            Community Energy            Airport            San Andreas Regional Center            Universities            Private Sector (Kaiser Permanente, EBAY, Adobe, Google, etc.)            Santa Clara County</p>
<p><b>Community Stakeholders</b></p>	<p>Joint Venture Silicon Valley, Building Back Better            Latino Business Foundation Silicon Valley            Hispanic Chamber of Commerce            Vietnamese Chamber of Commerce            Silicon Valley Black Chamber of Commerce            Japantown Business Improvement District            Laborers’ International Union of North America, Local Union 270            Minority Business Consortium            Prosperity Lab            San José Chamber of Commerce            San José Downtown Association            Small Business Advisory Task Force            Silicon Valley Small Business Development Center (SBDC)            SOMOS Mayfair            South Bay Labor Council            UNITE HERE Local 19            Pilipino Association of Workers and Immigrants (PAWIS)            Santa Clara County Wage Theft Coalition</p>

**Table 2.4 Recovery Support Function (RSF) #2 Economic and Business**

	Work2future
<b>Desired Outcomes</b>	<ul style="list-style-type: none"> <li>• Establishment of workforce development initiatives and the creation and retention of jobs without discrimination based on race, color, national origin, religion, sex, age, or disability.</li> <li>• Establishment of entrepreneurial and business development initiatives.</li> <li>• Creation of community-wide economic development plans with broad stakeholder input that considers economic recovery and resiliency.</li> <li>• Development of strategies for quickly adapting to changed market conditions, reopening businesses, and/or establishing new businesses.</li> <li>• Development of business initiatives to employ workers and generate revenue.</li> <li>• Development of management plans to ensure the most effective use of outside funds.</li> <li>• Private and public-sector actors are provided with the information they need to make informed decisions about recovery.</li> </ul>

**Table 2.6 Recovery Support Function (RSF) #3 Health & Social Services**

<p>The mission of the Health and Social Services Recovery Support Function (RSF) is to support the City led recovery efforts in the restoration of public health and environmental health, healthcare, and social services networks to meet the needs of impacted individuals and communities, including those with access and functional needs.</p>	
<b>Coordinating Agency</b>	City Manager’s Office
<b>Primary Agency</b>	Santa Clara County Social Services Agency
<b>Support Agencies</b>	<p>PRNS</p> <p>City’s Disability Affairs Officer</p> <p>SVILC and congregate facilities</p> <p>Hospitals</p> <p>Library</p>



**Table 2.6 Recovery Support Function (RSF) #3 Health & Social Services**

	<p>Schools</p> <p>Santa Clara County Department of Public Health</p> <p>Santa Clara County Health and Hospital Systems</p> <p>CADRE</p> <p>American Red Cross</p> <p>Environmental Services Department</p>
<p><b>Community Stakeholders</b></p>	<p>Catholic Charities of Santa Clara County</p> <p>Community Health Partnership</p> <p>Gardner Health Clinic</p> <p>Healing Grove Health Center</p> <p>The Health Trust: Victoria Ramirez</p> <p>Indian Health Center of Silicon Valley</p> <p>Goodwill of Silicon Valley</p> <p>Grail Family Services</p> <p>Roots Community Health Center</p> <p>Sacred Heart Community Service</p> <p>YWCA</p>
<p><b>Desired Outcomes</b></p>	<ul style="list-style-type: none"> <li>• The City has limited authorities for Health and Social Services.</li> <li>• The City’s role for these functions is to provide information on and support assessments of the City’s population related to health and social service as available and appropriate.</li> <li>• The City ’s role for these functions is to provide information on the City ’s population related to health and social service as available and appropriate.</li> <li>• The City will coordinate services within their purview for this RSF with the County as the entity with primary responsibilities within this RSF.</li> <li>• Typical responsibilities the County has within the RSF include:</li> </ul>

**Table 2.6 Recovery Support Function (RSF) #3 Health & Social Services**

	<ul style="list-style-type: none"><li>○ Restoration of the capacity and resilience of essential health and social services to meet ongoing and emerging post-disaster community needs.</li><li>○ Encouragement of behavioral health systems to meet the behavioral health needs of affected individuals, response and recovery workers, and the community.</li><li>○ Promotion of self-sufficiency and continuity of the health and well-being of affected individuals (particularly, the needs of children, seniors, people living with disabilities whose members may have additional functional needs, people from diverse origins, people with limited English proficiency, and underserved populations).</li><li>○ Maintaining the continuity of essential health and social services, including schools.</li><li>○ Reconnection of displaced populations with essential health and social services.</li><li>○ Protection of the health of the population and that of response and recovery workers from the longer-term effects of a post-disaster environment.</li><li>○ Promotion of clear communications and public health messaging to provide accurate, appropriate, and accessible information and to ensure that the information is developed and disseminated in multiple mediums, multi-lingual formats, and alternative formats and is age-appropriate, user-friendly, and accessible to underserved populations.</li></ul>
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**Table 2.7 Recovery Support Function (RSF) #4 Housing**

The mission of the Housing Recovery Support Function (RSF) is to facilitate the integration of the capabilities within the City to address disaster recovery housing issues and coordinate the delivery of available state and federal resources and programs to support the rehabilitation and reconstruction of destroyed and damaged housing and housing-related infrastructure. This includes implementing housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.

**Table 2.7 Recovery Support Function (RSF) #4 Housing**

<b>Coordinating Agency</b>	Housing Department
<b>Primary Agency</b>	Housing Department
<b>Support Agencies</b>	<p>Office of the City Manager</p> <p>City’s Disability Affairs Officer</p> <p>Office of Racial Equity</p> <p>Planning, Building and Code Enforcement</p> <p>Public Works</p> <p>Collaborating Agencies Disaster Relief Effort (CADRE)</p> <p>American Red Cross</p> <p>Santa Clara County Office of Supportive Housing</p> <p>Silicon Valley Independent Living Center (SVILC)</p>
<b>Community Stakeholders</b>	<p>Catholic Charities of Santa Clara County</p> <p>Community Health Partnership</p> <p>Destination: Home</p>
<b>Desired Outcomes</b>	<ul style="list-style-type: none"> <li>• Identification of available interim and permanent housing resources that address the unmet housing needs of within the City of San José.</li> <li>• Planning for current and post-disaster housing requirements that integrate into local land use plans, building code regulations, and other key community policies.</li> <li>• Identification of local programs, industry, and construction options to address post-disaster housing needs.</li> <li>• Dissemination and sharing of research results related to disaster recovery housing within the City.</li> <li>• Sharing of local knowledge and expertise with Operational Area and State-coordinated housing task forces to address disaster housing issues.</li> <li>• Facilitation of pre- and post-disaster interaction and problem solving among departments and stakeholders with a focus on reconstructing permanent housing, including affordable and accessible housing that incorporates resilience, sustainability, and mitigation concepts.</li> </ul>

**Table 2.7 Recovery Support Function (RSF) #4 Housing**

	<ul style="list-style-type: none"> <li>Facilitation of timely construction of housing that complies with Local, State, and National building codes, including accessibility standards.</li> </ul>
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**Table 2.8 Recovery Support Function (RSF) #5 Infrastructure Systems**

The mission of the Infrastructure Systems Recovery Support Function (RSF) is to facilitate the integration of the capabilities within the City, to support local and other infrastructure owners and operators, and to ensure the capacity of all infrastructure systems aligns with impacted communities' current and projected demand on its built and virtual environment. This includes the stabilization of critical infrastructure functions, minimizing health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community. This RSF also covers physical facilities that support essential services (public safety, emergency services, etc.). (P) in the Supporting Agencies- indicates a department/office that may assume primary coordination responsibilities of the Recovery Support Function if assigned. Assignment is contingent on the specific capabilities required to address disaster impacts.

<b>Coordinating Department</b>	City Manager's Office
<b>Primary Agency</b>	Public Works Department
<b>Support Agencies</b>	Department of Transportation (P) Environmental Services (P) Community Energy Planning, Building, and Code Enforcement Department (P) Information Technology City's Disability Affairs Officer Office of Racial Equity City Manager's Office of Communications Airport Department Police Department Fire Department PG&E San José Clean Energy Santa Clara Roads & Airport Department

<b>Table 2.8 Recovery Support Function (RSF) #5 Infrastructure Systems</b>	
	Santa Clara Fleet & Facilities Santa Clara Valley Water District
<b>Community Stakeholders</b>	
<b>Desired Outcomes</b>	<ul style="list-style-type: none"> <li>• Incorporation of resilience, sustainability, and mitigation as part of the design for infrastructure systems and as part of the San José’s capital planning process.</li> <li>• Full recovery of infrastructure systems in a timely and efficient manner to minimize the impact of service disruptions (The owners of private-sector critical infrastructure have the incentive and the means to support a unified community recovery effort.).</li> <li>• Adequate matching of the capacity of all infrastructure systems to San José’s current and projected demand on its built and virtual environment.</li> </ul>

<b>Table 2.9 Recovery Support Function (RSF) #6 Natural &amp; Cultural Resources (NCR)</b>	
<p>The mission of the Natural and Cultural Resources (NCR) Recovery Support Function (RSF) is to integrate subject matter experts, assets, and capabilities to address natural and cultural recovery and mitigate unavoidable adverse effects. This includes the protection of natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and best practices and in compliance with applicable environmental and historic preservation laws (Historic Preservation Ordinance) and Executive orders.</p>	
<b>Coordinating Agency</b>	Office of Cultural Affairs
<b>Primary Agency</b>	PBCE
<b>Support Agencies</b>	Public Works Environmental Services Division Historic Landmarks Commission Santa Clara County historical heritage commission California Resiliency Alliance

Table 2.9 Recovery Support Function (RSF) #6 Natural & Cultural Resources (NCR)	
<b>Community Stakeholders</b>	<p>San José Jazz</p> <p>San José Museum of Art</p> <p>Multicultural Arts Leadership Institute (School of Arts and Culture at Mexican Heritage Plaza)</p>
<b>Desired Outcomes</b>	<ul style="list-style-type: none"> <li>• Successful integration of considerations related to the management and protection of natural and cultural resources and historic property resources, community sustainability, and compliance with environmental planning and historic preservation requirements into recovery efforts.</li> <li>• Preparation to address post-disaster natural and cultural resource recovery needs.</li> <li>• Effective coordination of programs to support disaster recovery, technical assistance and capabilities, and data sharing.</li> <li>• Development of the natural and cultural resource assessments and studies needed after the disaster, including proposed solutions to environmental and historic preservation policy and process impediments.</li> <li>• Minimization of the loss of historic buildings and resources.</li> </ul>

## 2.8 Community Recovery Benchmarks by Recovery Phase

Benchmarks help measure progress towards goals and objectives<sup>5</sup>. Measuring and communicating the progress of recovery increases public confidence in the recovery process by promoting transparency, accountability, and efficiency. Using benchmarks during recovery helps the City track progress as well as improving and adjusting recovery priorities, activities, and ensuring continuing improvement throughout the recovery lifecycle.

**Table 2.10** Provides an overview of the City of San José’s overarching Recovery Benchmarks for all Recovery Support Functions throughout the disaster recovery continuum. For a comprehensive list of benchmarks and supporting activities specific to each RSF- please refer to the **Community Recovery Support Plan**.

Table 2.10 City of San José Shared Recovery Benchmarks	
Short Term Benchmarks	
<b>1</b>	Implement a phased short-term, intermediate, and long-term public information and communication plan in collaboration with each RSFs.

<sup>5</sup> Disaster Recovery Framework & Recovery Support Function Guide Templates, Bay Area UASI, April 2015.

**Table 2.10 City of San José Shared Recovery Benchmarks**

	Provide information that is culturally relevant in different languages and accommodates AFN populations.
<b>2</b>	Conduct a data informed evaluation of the direct, indirect, tangible, and intangible RSF-specific impacts from the disaster to quickly prioritize the needs of relief and restoration for all populations, including AFN and underserved communities, and others who may face disproportionate impacts.
<b>3</b>	Formulate and implement an initial community engagement plan.
<b>4</b>	Implement short-term recovery strategies and solutions to meet immediate needs of the community.
<b>5</b>	Establish and maintain data-sharing and coordination mechanisms between RSFs and relevant stakeholders.
<b>6</b>	Identify all possible funding opportunities and establish cost recovery tracking mechanisms based on program requirements.
<b>7</b>	Identify resources, staff, and equipment needed to conduct recovery.
<b>Intermediate Benchmarks</b>	
<b>1</b>	Conduct ongoing needs assessments to identify unmet and anticipated needs; adjust the recovery action plan as needed.
<b>2</b>	Continue to identify all possible funding opportunities, establish cost recovery mechanisms based on program requirements, and develop project management plans to ensure the most effective use of federal, state, and local funds.
<b>3</b>	Continue to identify resources, staff, and equipment needed to establish and support initiatives to sustain and address deficiencies in surge capacity and capabilities.
<b>4</b>	Continue to identify resources, staff, and equipment needed to establish and support initiatives to sustain and address deficiencies in surge capacity and capabilities.
<b>5</b>	Coordinate and implement community redevelopment and repopulation strategies.
<b>6</b>	Establish and implement a recovery action plan that addresses interim and long-term impacts/needs and restores services, assets, and systems.
<b>7</b>	Establish and implement economic development projects; workforce development initiatives; and entrepreneurial and business development initiatives based on impact and needs assessments
<b>8</b>	Manage implementation of a long-term recovery community engagement plan.

<b>Table 2.10 City of San José Shared Recovery Benchmarks</b>	
<b>9</b>	Manage implementation of public information and communications plans. Provide information that is in different languages and accommodates AFN populations.
<b>10</b>	Modify statutory, regulatory, policy, and administrative issues that contribute to gaps, inconsistencies, and unmet needs in community recovery.
<b>Long-term Benchmarks</b>	
<b>1</b>	Continue to explore and apply funding opportunities while conducting project review, payment, and closeout activities for recovery financing received.
<b>2</b>	Continue to coordinate on community redevelopment and return strategies
<b>3</b>	Improve resilience of the impact zone and reduce the threat of repetitive losses by addressing weaknesses, threats, and vulnerabilities. Implement upgrades to the construction of infrastructure and assets and develop mitigation and resilience-focused policies and programs in coordination with other RSFs and the entire community.
<b>4</b>	Maintain the implementation of a long-term recovery community engagement plan.
<b>5</b>	Provide incentives for long-term recovery efforts, sustainability, and resilience strategies.
<b>6</b>	Reassess and evaluate recovery progress to identify gaps and unmet and/or anticipated needs to adjust recovery plans and implement new strategies and solutions

## 2.9 Communications and Public Information

Recovery is a coordinated effort between several City of San José departments, agencies, offices, and community partners. As recovery efforts increase, the City has additional requirements for communication and public information. Effective communications and public information will require a coordinated strategy that addresses how each recovery support function and the City’s communication offices:

- Carry out public information activities.
- Coordinate messaging for community engagement across all stakeholders.
- Oversee the facilitation of engagement events across all stakeholders.
- Monitor recovery activities to check that engagement is being conducted regularly and equitably.

The City will leverage its EPIO Branch coordination structure to facilitate coordination of strategic recovery messaging and information in the stages of short-term through intermediate recovery. If a long-term recovery effort requires establishing a long-term recovery group and a recovery operations center- the EPIO Branch will transition to a Recovery Communications Branch once



the City’s EOC team is demobilized and a Local Disaster Recovery Manager assumes responsibility for recovery efforts.

### 2.9.1 Communications

Effective and efficient recovery requires regular and ongoing coordination among municipal, county, State, and Federal recovery organizations, as well as with neighboring jurisdictions and other external partners. The City of San José regularly coordinates with external jurisdictions and partners in a variety of ways. Information sharing occurs through periodic conference calls, situation reports, briefings, and other verbal and electronic means. See the **Pre-Disaster Community Recovery Plan** and the **City’s Communications Annex and Plan** (Title to be determined. Document in development) for additional information on communications.

### 2.9.2 Public Information

Developing concise, accurate, accessible, and understandable messaging to the public is critical during recovery. All messaging must be translated in multiple languages and meet access and functional needs of people impacted by the disaster. The City of San José considers the needs of the whole community when developing a public information strategy for recovery. The City’s Public Information Officers (PIOs) manage external communications, including content, strategy, and validation of external outreach methods and media channels. Communications strategies and outreach may be facilitated in coordination with the City’s Joint Information System (JIS) and Joint Information Center (JIC), if established. Additional public information considerations, response roles and responsibilities, and procedures are listed in the **City’s Communications Annex and Plan** (Title to be determined, document in development).

## 2.10 Management of the City’s Recovery Finances

The ability to obtain and access necessary funds during community recovery is a critical element of a successful recovery effort within the City. Larger emergencies with the City will likely present the opportunity to access funds through federal programs, foundations, philanthropic donations, and other organizations. The most well-known form of post-disaster funding is from the Federal Emergency Management Agency (FEMA) grant and reimbursement programs and the Housing and Urban Development (HUD) Community Development Block Grant (CDBG) Disaster Relief Programs. A listing of the current available grant programs is listed in the **Pre-Disaster Community Recovery Plan**. The grant programs and disaster reimbursement opportunities have conditions and project management elements. Typical responsibilities include:

- Grant applications (development, planning, and oversight)
- Estimation of cost and cost capture
- Legal and regulatory compliance
- Record keeping and documentation.
- Financial tracking (accounting – systems for accessing and managing funds, disbursements, closeouts, etc.)
- Approval and reporting

- Project tracking (time limits, completion deadlines, extensions, etc.)
- Audits

Financial systems and processes need to be in place prior to a disaster to safeguard the City's funds and reimbursement potential after a disaster. Many of the financial reimbursement programs will need to be evaluated prior to application and to maximize the City's funding. The Recovery Coordinator and individual representatives from the RSFs will likely be utilized to provide subject matter expertise. The Recovery Coordinator/Local Disaster Recovery Manager (LDRM), along with the RSF representatives, can also collaborate to establish partnerships between the private and public sectors. This collaboration could help merge various funding sources to enhance financial reimbursement and achieve larger recovery impacts for the City. See the **Disaster Financial Cost Recovery Plan** (in development) and the **Pre-Disaster Community Recovery Plan** for additional information on financial recovery process and procedures, including Recovery Documentation.

## 3 ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

This section describes how the City of San José plans to organize its recovery efforts before and after a disaster. Recovery includes many additional stakeholders than those typically involved in emergency planning and response. Therefore, it is important to delineate the pre-disaster recovery structure as well as post disaster recovery structure with associated stakeholders.

### 3.1 Pre-Disaster Recovery Coordination

Pre-disaster recovery planning allows the City of San José to develop strong participation and ownership by all parts of the community and helps build the resilience needed for a community to act quickly and in a coordinated fashion after a disaster<sup>6</sup>. Participation by the whole community (individuals; businesses; faith-based and community organizations; nonprofit groups; schools and academia; media outlets; cultural, environmental, and recreational organizations; and all levels of government) strengthens the Community Recovery Planning process and ensures that all aspects of the community are considered during recovery.

#### 3.1.1 Recovery Coordinator

The Recovery Coordinator is appointed by the City Manager and reports to the EOC Director. The Recovery Coordinator leads and coordinates all pre-disaster local recovery planning efforts. The Recovery Coordinator also leads the Recovery Steering Committee. Additionally, the Recovery Coordinator will have responsibility for initially activating the recovery program following a disaster incident. This includes serving as the Emergency Operations Center (EOC) Recovery Section Coordinator during incidents for which recovery activities are expected. If there is a Federal Disaster declaration, the Recovery Coordinator serves as the Local Disaster Recovery Manager (LDRM) or the City Manager will appoint an appropriate LDRM.

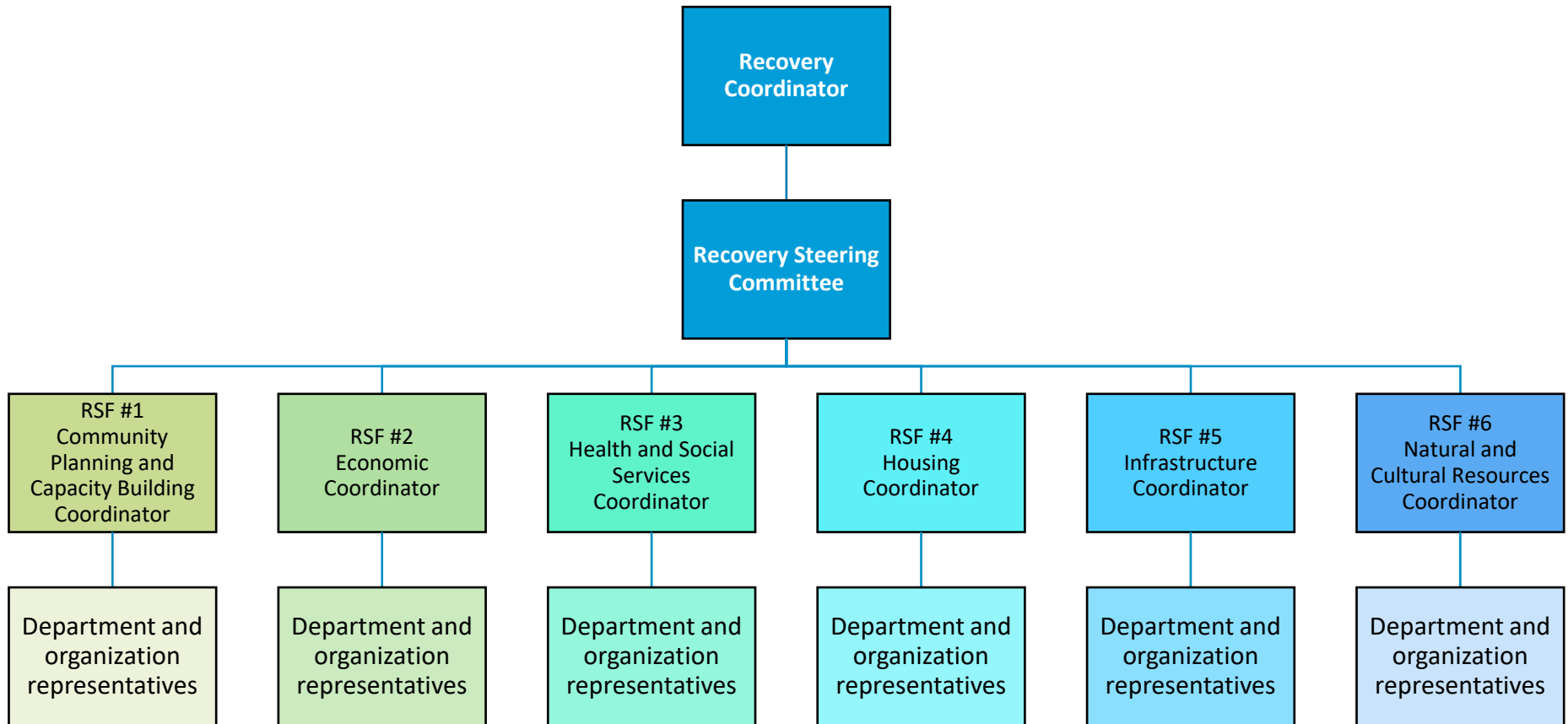
#### 3.1.2 Recovery Steering Committee

The Recovery Steering Committee oversees the recovery program, providing input into the development of recovery plans and procedures and updates to the existing Pre-Disaster Community Recovery Plan. The Recovery Steering Committee consists of representatives from the Office of Emergency Management (OEM), other City departments and offices, Recovery Support Function (RSF) Coordinating and Primary Agencies, organizations with key roles in the recovery organizational structure, and key community stakeholders including those representing at-risk populations. Sub-committees for each of the RSFs may also be convened periodically to address function-specific recovery issues. See the Appendix C: **Community Recovery Support Plan** for a list of member departments/offices. Figure 3.2 shows the organization of the Recovery Steering Committee

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<sup>6</sup> Pre-Disaster Community Recovery Planning Guide For Local Governments, February 2017.

Figure 3-1: Organizational Structure for the Recovery Steering Committee, Pre-Disaster.

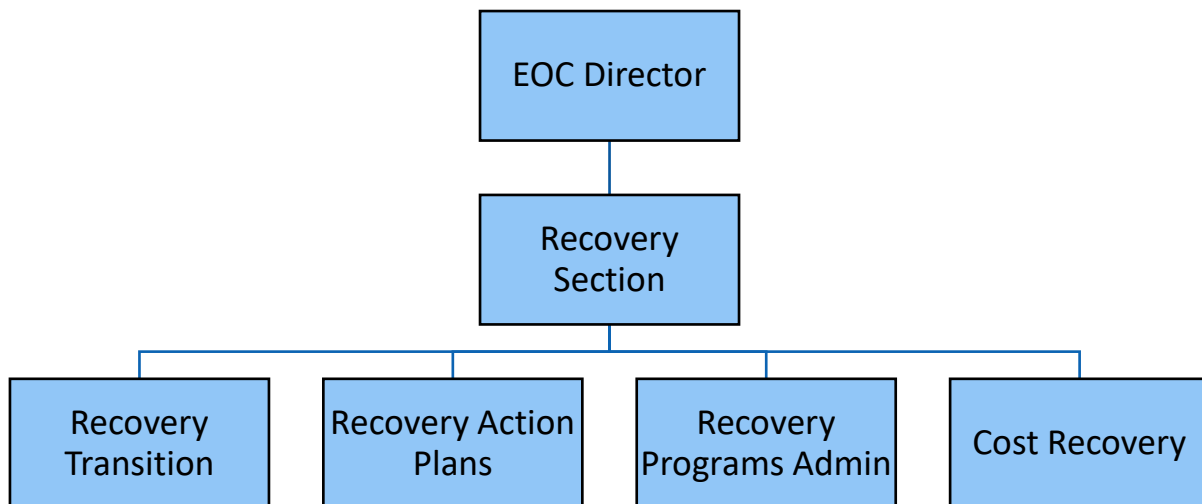




### 3.2 Recovery Coordination Structures

Upon activation of the City of San José’s EOC, recovery activities are managed by the Recovery Section in the EOC and in coordination with Department Operations Centers (DOCs) with specific short-term recovery functions. The EOC’s Recovery Section will work immediately to determine the need to initiate recovery activities through the Recovery Action Plans Unit. Those activities will be determined by the scope, complexity, and particularities of the incident and will be driven by the overarching recovery priorities. Please see the **Pre-Disaster Community Recovery Plan** for additional information on the EOC Recovery Section roles and responsibilities. **Figure 2.1 City of San José Recovery Coordination** in [Section 2.5](#) provides an alignment of each of the three recovery organizational structures over the life of the recovery continuum.

**Figure 3-2: Organizational Structure for the EOC Recovery Section- Response into Short Term**



#### Recovery

The Recovery Section Coordinator in coordination with the EOC Director will determine the required staffing for the Recovery Section and the Recovery Transition Unit, if impacts require it. **Figure 3.2** shows the coordinating structure for the Recovery Section. In addition to the Recovery Support Functions required to address disaster impacts, recovery planning and support capabilities requiring staffing may include those detailed in **Table 3.1**.

**Table 3.1 Recovery Management Functions**

<b>Planning</b>	
<b>Data and Information Management</b>	<ul style="list-style-type: none"> <li>• Compile and maintain situational documentation to understand recovery progress, needs, and past efforts.</li> <li>• Coordinate to provide accurate, unified data supported information to stakeholders regarding recovery progress.</li> <li>• Maintain access and storage of relevant recovery data.</li> </ul>
<b>Planning and Project Management</b>	<ul style="list-style-type: none"> <li>• Organize effective and efficient operational coordination and recovery efforts aligned with the community recovery vision.</li> <li>• Implement process improvement measures to increase efficiency and organization of recovery operations.</li> </ul>
<b>Operational Coordination</b>	
<b>Legal</b>	<ul style="list-style-type: none"> <li>• Maintain and update legal documentation to be compliant with existing legal frameworks and policies.</li> <li>• Legal support and oversight for Recovery Support Functions activities and projects.</li> </ul>
<b>Resource Management</b>	<ul style="list-style-type: none"> <li>• Manage local, state, federal, privately owned, and donated resources to monitor proper use and tracking.</li> <li>• Work with stakeholders to distribute and return resources (if applicable).</li> </ul>
<b>Financial Management</b>	<ul style="list-style-type: none"> <li>• Execute cost recovery activities at the onset of the disaster.</li> <li>• Manage financial operations and tracking systems to monitor proper use and tracking of funds. (See Recovery Finance Plan for additional information.)</li> <li>• Legal</li> <li>• Maintain and update legal documentation for recovery activity compliance with existing legal frameworks and policies.</li> <li>• Provide support and oversight as requested for legal compliance of recovery planning and activities.</li> </ul>
<b>Equity, Diversity, and Inclusion</b>	<ul style="list-style-type: none"> <li>• Coordinate with stakeholders, recovery partners, and community organizations to help integrate equity and diversity</li> </ul>

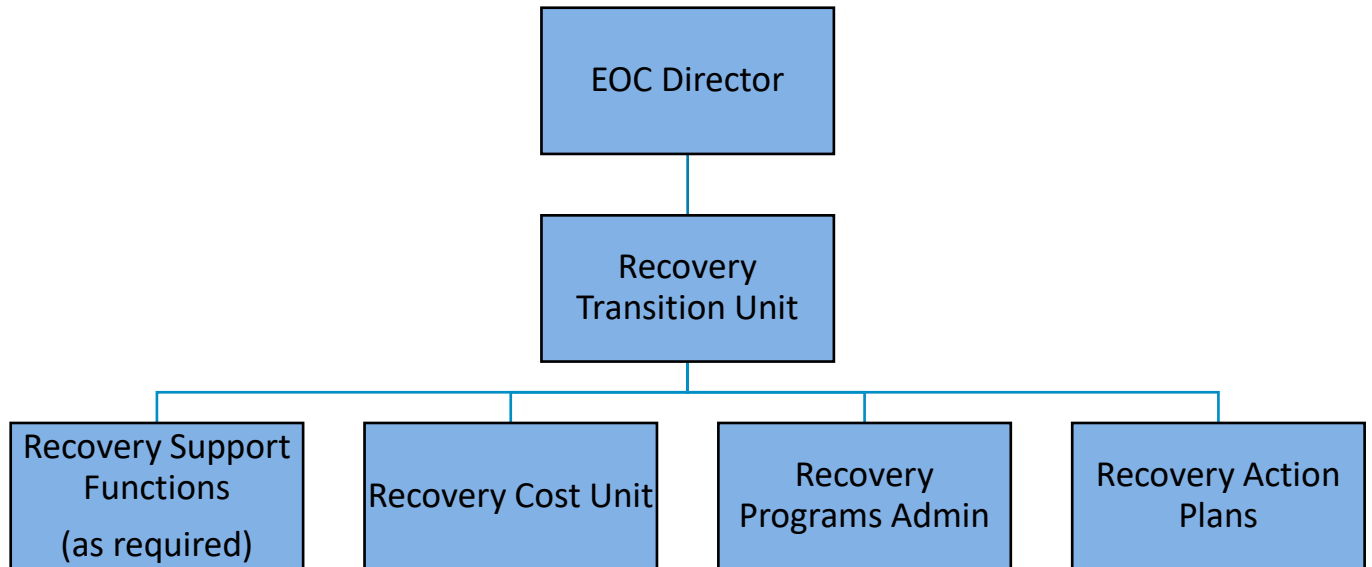
**Table 3.1 Recovery Management Functions**

	<p>considerations into all recovery projects and activities of all recovery support functions.</p> <ul style="list-style-type: none"> <li>Identify recovery strategies that address the needs of underserved populations and work with stakeholders, recovery partners, and community organizations to facilitate their implementation.</li> </ul>
<b>Resilience</b>	<ul style="list-style-type: none"> <li>Improve community’s ability to resist, withstand, recover from, and/or advance despite incident and long-term stressors.</li> <li>Oversee recovery operations and build resilience considerations into rebuilding, repairs, and redevelopment through hazard mitigation or other funding, and into community redevelopment that promotes equity and social justice</li> </ul>
<b>Adaptation</b>	<ul style="list-style-type: none"> <li>Coordinate with recovery partners to align operations and recovery actions with changing circumstances and needs in the post-disaster community.</li> </ul>
<b>Mitigation</b>	<ul style="list-style-type: none"> <li>Integrate mitigation projects into recovery operations.</li> <li>Identify areas for federal, state, local, and community organization funding tied to post-disaster mitigation opportunities.</li> </ul>
<b>Public Information and Warning</b>	
<b>Communications/ Public Information</b>	<ul style="list-style-type: none"> <li>Coordinate messaging for all recovery projects and activities across all recovery support functions that is multilingual and culturally relevant.</li> <li>Carry out public information activities through EPIOs across departments and agencies.</li> <li>Oversee the facilitation of engagement events across all stakeholders.</li> <li>Provide support for regular and equitable engagement of all recovery activities.</li> <li>Through EPIO Branch/Recovery Communications Unit provide support to the Recovery Support Functions for regular and equitable engagement including addressing the needs of people with limited English proficiency and access and functional needs for all recovery activity.</li> </ul>



As the emphasis of the emergency activities shifts from response to recovery, the City will begin to transition the management of recovery activities out of the Emergency Operations Center (EOC) to either responsible departments or Recovery Operations Center (ROC) when the scope and scale of recovery activities requires it, through the Recovery Transition Unit. **Figure 3.3** provides a visualization of the Recovery Transition Unit Table of Organization.

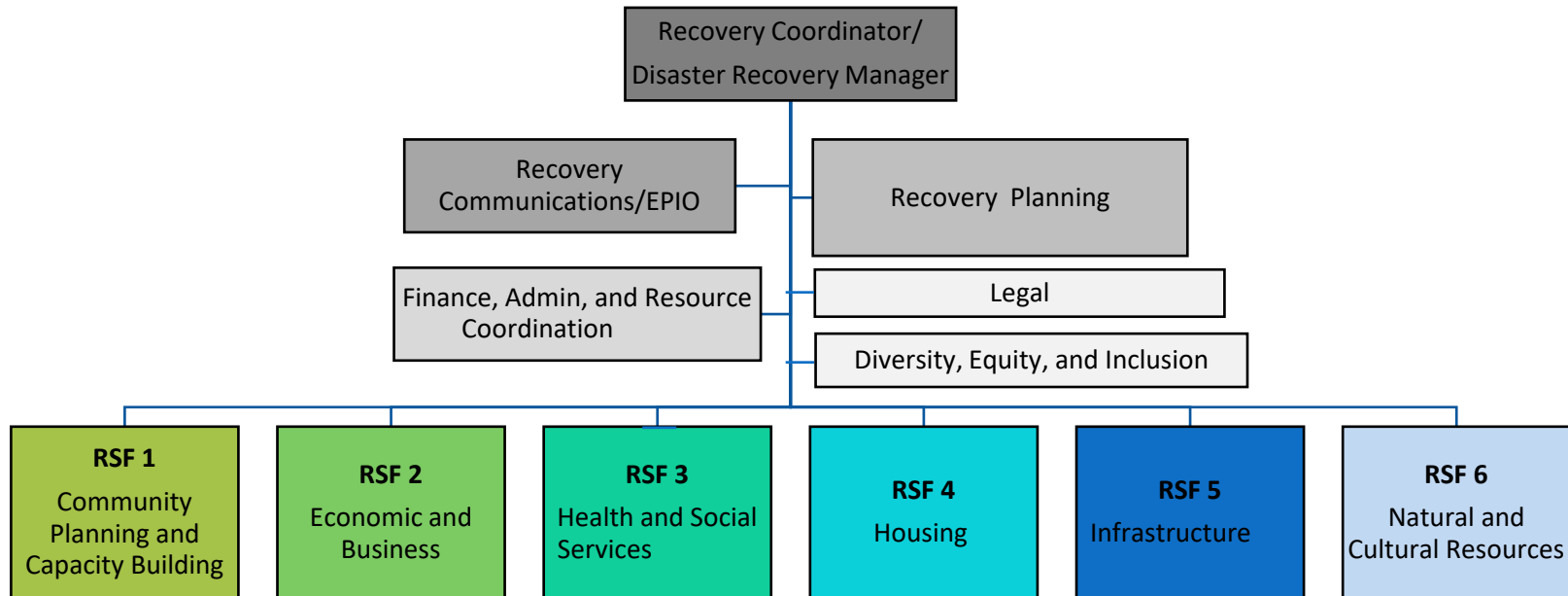
**Figure 3.3: Recovery Transition Unit Short-Term to Intermediate Recovery (Dependent on scope and scale of Impacts)**



The Recovery Transition Unit is designed to facilitate the transition to a Recovery Operations Center (ROC) or other long-term recovery organizational structure. The ROC structure resembles the EOC structure to provide a continuity of operations from short-term recovery activities to intermediate recovery activities. The ROC is designed to manage intermediate and long-term recovery activities. The City Manager’s Office oversees the ROC, and the Local Disaster Recovery Manager (LDRM) leads coordination in the ROC. Having the same office lead the EOC Recovery Section and the ROC facilitates the transition to the ROC as the EOC deactivates. **Figure 3.4** provides a visualization of the ROC table of organization. Please refer to the **Community Recovery Support Plan** for additional information on roles and responsibilities in the ROC.

As the recovery activities continue into long-term initiatives and actions, the City may need to transition to a Long-Term Recovery Organizational (LTRO) structure. The LTRO structure ensures the City’s recovery efforts are transparent and provides accountability and coordination by including representation from the whole community. Membership will likely include a mix of public and private sector representation, a geographical distribution that adequately and equitably represents impacted areas, and relevant professional experience and expertise. The LTRO is initially composed of the Recovery Steering Committee (see above for pre-disaster information) and will modify membership as needed to accommodate the post disaster membership needs.

Figure 3.4: Recovery Operations Center- (All RSFs convened, long-term recovery)





### 3.2.1 Recovery Steering Committee

Pre-disaster, the Recovery Steering Committee oversees all recovery program activity and provides input and oversight to develop recovery plans and procedures and updates to the existing Pre-Disaster Community Recovery Plan. Sub-committees for each of the RSFs may also be convened periodically to address function-specific recovery issues.

The Recovery Steering Committee consists of representatives from the Office of Emergency Management (OEM), departments and organizations with key roles in a recovery organization, and key community stakeholders including those representing at-risk populations.<sup>7</sup> The Recovery Steering Committee is responsible for coordinating maintenance, monitoring, and updates to the Pre-Disaster Community Recovery Plan, with coordination support from OEM. See the **Community Recovery Support Plan** for additional information on membership and structure for the committee and a list of community organizations to engage in different Recovery Support Function and Steering Committee sub-committees.

## 3.3 Recovery Operations Positions

This section provides descriptions of staff roles and functional areas within the City of San José's Recovery Coordination Structures.

### 3.3.1 Local Disaster Recovery Manager

The role of the Local Disaster Recovery Manager (LDRM) is to organize, coordinate, and advance the recovery for the City of San José. The City/s Recovery Coordinator will serve as the LDRM, unless the City Manager elects to appoint someone. The primary role of the LDRM is to oversee the activation of and implementation of the RSFs and the overall recovery operations and management structure to its completion. The LDRM serves as the City's primary point of contact with the State Coordinating Officer (SCO), State Disaster Recovery Coordinator (SDRC), Federal Coordinating Officer (FCO), and Federal Disaster Recovery Coordinator (FDRC), and other key public and private partners as part of the recovery process.

Under the National Disaster Recovery Framework (NDRF) and the California Disaster Recovery Framework (CDRF), the City of San José Recovery Coordinator acts as the Local Disaster Recovery Manager (LDRM).

FEMA provides resources for LDRMs, such as a list of roles and responsibilities, job descriptions, and guidance on how to coordinate with non-profit partners.

- [Local Disaster Recovery Managers Responsibilities](#)

FEMA also has a list of options for local governments to fund a LDRM:

- Utilize HUD's [Community Development Block Grant \(CDBG\) Annual Program](#) and [CDBG](#)

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<sup>7</sup> The Recovery Planning Team guided the planning process for development of the Recovery Plan.

### Disaster Recovery (CDBG-DR) Program.

- Engage [Community](#) Foundations and other philanthropic partners.
- Combine administrative line items, such as grant administration funding.
- Pursue [U.S. Economic Development Administration](#) (EDA) funds.
- Reference [Planning for Recovery Management](#) from the American Planning Association for more information.

#### *3.3.2 Recovery Support Functions (RSFs) Departments and Organizations*

RSFs are composed of a Coordinating Agency, Primary Agencies, and Support Departments and Agencies. The **Coordinating Agency** provides leadership, coordination, and oversight for the RSF, and ensures communication and coordination between primary and support organizations. **Primary Agencies** have significant authorities, roles, resources, or capabilities for a particular function within an RSF, and these agencies coordinate support within their functional area. **Support Agencies** are those entities with specific capabilities or resources that support the Primary Agencies in executing the mission of the RSF. The primary distinction between the primary and the support organizations is the frequency at which the agency is expected to actively participate in an RSF operation. For a comprehensive list of coordinating, primary and support organizations specific to each RSF- please refer to the **Community Recovery Support Plan**.

#### *3.3.3 City Departments and Offices Responsibilities*

In addition to continuing to provide their own essential services, responding departments will also be expected to perform the activities described below during an emergency or disaster. If required, departments will assign personnel and resources to support recovery planning and operations in the field, at responding DOCs, at the EOC, and at the ROC.

The City of San José City Manager’s Office is the lead department for coordinating recovery activities. A lead department has significant authorities, roles, and resources to accomplish the scope of the function, and has ongoing responsibilities to coordinate, manage, and delegate activities throughout the preparedness, response, and recovery phases of the incident. Departments and Offices are expected to develop supporting plans and procedures to help them meet the roles and responsibilities outlined below.

Support departments/external agencies have specific capabilities or resources that support the lead department in executing the function. Some support departments/external agencies will take a coordinating/lead role for the implementation of the Recovery Support Functions (RSFs) as applicable and appropriate.

**City Manager’s Office (CMO)** will:

- Identify a Deputy City Manager to serve as the lead coordinating office for the City's overall recovery effort by appointing the EOC Recovery Coordinator position and eventually the Local Disaster Recovery Manager (LDRM) role if the incident evolves to a Presidentially Declared Disaster (PDD).
- Serve as the lead coordinating office and determine if the need to activate the Recovery Operations Center (ROC).
- Leads the Long-term Recovery Coordination Group's Information Management and Recovery Planning Unit.
- Serve as a supporting agency for RSF 1: Community Planning & Capacity Building.
- Provide appropriate personnel to staff and/or support the EOC Recovery Section or the ROC.
- The City Manager, or designated alternate, serves as Emergency Operations Center Director, is responsible for directing the effort of the emergency organization of the City and resolving questions of authority as they arise.
- Provide leadership to the City's recovery efforts to ensure that needs are addressed as promptly, adequately, and completely as possible, in cooperation with supporting and cooperating agencies. This includes providing strategic guidance on the prioritization of disaster recovery projects.
- Serve as the primary point-of-contact (as the Recovery Coordinator or LDRM) with the Santa Clara County Operational Area and Cal OES in implementing state and federal disaster relief programs and assistance.
- Provide policy guidance and direction on prioritizing projects, acquiring resources, and refining strategies.
- Authorize temporary positions or approve changes to job responsibilities as needed to address recovery needs.
- Direct City departments to support recovery priorities which may include implementing city administrative orders and policies.
- Coordinate assessment and revision of existing risk analysis and mitigation efforts.
- Provide leadership on economic recovery efforts.
- Coordinate with the EOC's and ROC's PIO to develop and distribute information to the public.

**City Manager's Budget Office will:**

- Serve as a supporting agency for RSF #2: Economic Recovery.
- Provide appropriate personnel to staff and/or support the EOC Recovery Section or the ROC.
- In coordination with the Finance and Administration Section, assess the financial impact of the disaster on city government, forecasts, and advise on strategic decisions related to funding and prioritization of recovery expenditures.

- Lead the City’s decision-making on budgeting for the City’s recovery, as part of their overall responsibility for developing and monitoring the City’s budget and implementing overall financial controls for the City.
- Establish and oversee record-keeping and accounting procedures.
- In partnership with the Mayor’s Office, coordinate monetary donations after a disaster in accordance with the **Volunteer and Donations Management Plan (in development)**.
- In coordination with the affected City departments, propose necessary budget actions for disaster-related projects for City Council approval.

**City Manager’s Office of Communications will:**

- Lead Emergency Public Information Officer (EPIO) and will coordinate the relevant city communicators who will serve as Recovery PIO.
- As requested, provide guidance and support for communications and public information activities of all Recovery Support Functions through the EPIO and the JIS.
- Provides guidance and helps develop multilingual and culturally relevant communications and engagement strategies for all recovery support functions.
- Provide direction on appropriate citywide communications staff to support the EOC EPIO Section or the ROC.
- Identify and provide translation and interpretation resources to support recovery activities.
- Establish and support strategies that ensure recovery information is shared and distributed in various languages mediums that meet the needs of the community, including people with limited English proficiency or other access and functional needs.
- Develop City website for recovery. Coordinate with the Recovery Coordinator/LDRM for specific information needs and requests during recovery.
- Update and maintain the **City’s Communications Annex and Plan (in development)** with recovery specific messaging and information.

**City Manager’s Office of Emergency Management will:**

- Serve as a supporting agency for RSF 1: Community Planning & Capacity Building.
- Provide appropriate personnel to staff and/or support the EOC Recovery Section or the ROC.
- Manage the EOC and oversee the implementation of the Emergency Operations Plan (EOP) and associated annexes/plans, both of which involve other departments to execute short-term recovery tasks, such as damage inspections, demolitions, access control, debris removal, interim housing, and business locations.
- Support the Recovery Coordinator/LDRM with the interface with state and federal response agencies, both of which have recovery-related operations. This may include resource requests and allocations, grant applications for disaster assistance, and cost recovery for response and short-term recovery-related activities.



- In coordination with the Recovery Coordinator/LDRM, assist with the preparation of local hazard mitigation plans and post-disaster hazard mitigation grant applications.
- Coordinate with external stakeholders and partners during recovery.
- Coordinate recovery training and exercises with appropriate local, regional, state, or federal agencies.

**City Manager’s Office of Economic Development will:**

- Serve as the Primary Agency for RSF #2: Economic Recovery.
- Provide appropriate personnel to staff and/or support the EOC Recovery Section.

**Office of Cultural Affairs (Office of Economic Development) will:**

- Serve as the Primary Agency for RSF #6: Natural & Cultural Resources.
- Serve as a supporting agency for RSF #1: Community Planning & Capacity Building.
- Provide appropriate personnel to staff and/or support the EOC Recovery Section or the ROC.
- Ensure that City’s recovery efforts preserve and bolster arts, culture, and civic life in San José. If there is a major disaster, Cultural Affairs may coordinate with the Library Department to perform an important service by facilitating efforts to document the impact of a disaster on the City’s culture and character. Storytelling projects preserve local history and play an important role in community healing after disaster.

**City Manager’s Office of Racial Equity will:**

- Provides oversight and guidance to ensure equity considerations inform community strategies and engagement for all recovery support functions.
- Assist in providing translation resources to support recovery activities.
- Provide guidance regarding needs and considerations for affected populations.
- Provide data support for development of equity focused programs and solutions.

**City Auditor’s Office**

- Manage post-disaster audits and projects.

**Finance Department will:**

- Lead the Recovery Finance Section.
- Serve as a supporting agency for RES #2: Economic Recovery.
- Provide appropriate personnel to staff and/or support the EOC Recovery Section or the ROC.
- Manage the City’s cash flow and arrange for bridge/gap financing.
- Support decision making on financing disaster response and repair costs incurred by the City.
- Provide financing options for City capital projects, taking into consideration anticipated reimbursements from other agencies (e.g., Cal OES, FEMA), insurance policies, and grants.

- Work with the Office of Emergency Management and/or the Recovery Coordinator to recover disaster-related costs through state and federal funding programs and insurance policies.
- Assist departments/agencies with the documentation required for reimbursement for eligible activities.
- Assist City departments with disaster-related costs by supporting efforts to estimate repair costs (in coordination with the Department of Public Works and other departments) from the City Manager’s Office.
- Assist with managing monetary donations and tracking. See the **Volunteer and Donations Management Plan (in development)** for additional information.
- Provide forms and instructions to departments to obtain reimbursement for eligible activities.
- In support of RSF #2: Economic Recovery, track, and manage any debt incurred in relation to the disaster.
- Oversee grant applications, damage claims, and determinations of eligible and ineligible expenditure reimbursements from state and federal disaster assistance providers, insurers, and others.
- Work with the Office of Emergency Management, Payroll, the IT Department, and any other appropriate departments to establish financial management systems that document costs associated response and recovery activities in compliance with federal and state record-keeping, procurement, and audit requirements.
- Provide oversight and support for contracts, purchases, and procurements.
- Risk Management will oversee the insurance claims process and coordinate with key departments/functional areas to collect and submit documentation to recover insurance proceeds for covered losses.
- Assist the Recovery Coordinator/LDRM in obtaining critical resources needed for long-term community recovery.
- Administer reimbursements from state and federal funding sources.

**Mayor’s Office and City Council:**

- In cooperation with City Council, serve as the primary conduit between City government and the public during and after an emergency.
- Provide strategic guidance on recovery priorities, challenges, messaging, and community engagement to the City Manager’s Office.
- Provide information to the EOC, ROC, or post-disaster recovery organization on the community’s recovery needs and concerns.
- Serve as City’s spokesperson, soliciting volunteers, donations, and providing public information in cooperation with the EPIO Section of the EOC or the ROC PIO.
- Coordinate with the City Council and Parks, Recreation, and Neighborhood Services Department on which City Council Districts have established Disaster District Offices to support neighborhood-based recovery.

**Airport Department will:**

- Serve as a supporting agency for RSF #5: Infrastructure Systems.
- Provide appropriate personnel to staff and/or support the EOC or the ROC.
- Stand up its own Department Operations Center.
- Conduct damage assessments to Airport infrastructure.
- Oversee restoration of the Airport and the resumption of air service, if impacted.
- Work with the Federal Aviation Administration, the Budget Office, and the Finance Department on developing project budgets to repair and rebuild Airport infrastructure.
- Track project expenditures and timelines and ensure compliance with federal, state, and insurance carrier requirements.
- Work with airlines on addressing any service impacts.
- In coordination with the City Manager’s Office of Communication, provide information to the public on the availability of air service.

**City Attorney’s Office will:**

- Provide appropriate personnel to staff and/or support the EOC Recovery Section or the ROC.
- Draft ordinances, resolutions, and other legal documents pertaining to disaster recovery.
- Provide legal guidance, as necessary, on all contracts, purchases, and procurements during and after the disaster.
- Provide legal guidance on lawsuits that may be filed after the disaster.
- Consult with departments on issues that may result in disaster assistance program appeals.

**Community Energy Department will:**

- Provide appropriate personnel to staff and/or support the EOC Recovery Section or the ROC.
- Provide guidance on clean energy opportunities in reconstruction and restoration projects.

**Environmental Services Department (ESD) will:**

- Serve as a Primary Agency for RSF #6: Natural and Cultural Resources.
- Provide appropriate personnel to staff and/or support the EOC or the ROC.
- Coordinate with the Public Works Department, Department of Transportation, utilities providers, and other partners on the restoration and recovery of the City’s water, wastewater, stormwater systems, and recycled water.
- Monitor and provide guidance on the recovery of natural resources and water systems.
- Initiate longer-term studies of environmental impacts to natural resources, as necessary.
- Ensure that City’s recovery efforts reflect and bolster broader sustainability goals.

**Fire Department will:**

- Work with the Public Works Department and/or RSF #5: Infrastructure Systems on identifying and scoping capital projects necessary to rebuild and repair fire infrastructure, including buildings, apparatus, and equipment.
- Implement expedited permitting procedures on disaster repairs, as needed.
- Enforce policies on non-conforming structures with clear guidance on building codes.

**Housing Department will:**

- Serve as a Primary Agency for RSF #4: Housing.
- Provide appropriate personnel to staff and/or support the EOC or the ROC.
- In coordination with the City Manager’s Office of Communications, provide information to the public about recovery programs and services.
- Additional responsibilities are described in the **Mass Care & Sheltering Support Annex and Plan, the Post Disaster Housing Plan (in development)**. However, some of the typical activities that the Housing Department may undertake in recovery include:
  - Support efforts to assess housing needs of renters, homeowners, mobile home occupants, public housing tenants, landlords, and homeless persons living in the City of San José and impacted by disaster.
  - Coordinate efforts to identify and prioritize the housing, relocation, and recovery needs of displaced population with access and functional needs.
  - Participate in planning for both the provision of interim and temporary housing to support displaced people, as well as rebuilding and restoration of housing that allows disaster survivors to return to a permanent home.
  - Work in partnership with Planning, Building & Code Enforcement Department to ensure that the City’s recovery efforts will make a variety of housing options available to its residents (particular focus on affordable housing).
  - Participate in State-Coordinated Disaster Housing Task Force to identify gaps in state and federal housing capabilities and possible solutions, and to develop a post-disaster housing strategy.
  - Lead efforts to assess needs and coordinate resources to support City’s homeless population impacted by disaster.
  - Develop and establish a means of communication via website regarding housing needs and requests.
  - Transition of the longer-term shelter services from Mass Care.
  - Support activation of Local Assistance Centers (LACs).

**Information Technology Department will:**

- Implement the **Information Technology Disaster Recovery Plan**.
- Support efforts to restore City’s information systems as soon as possible following a disaster event, in coordination with the appropriate City Departments.

- Serve as subject matter expert on damage assessment and recovery for cyberterrorism incidents.
- Establish internet connectivity at all recovery related facilities and operations (ROC, LAC, Shelters, etc.).
- Coordinate provision of IT services to survivors, as requested.
- Support City’s efforts to develop a robust electronic or online documentation system to track costs associated with labor, equipment, materials, as well as volunteer efforts.

**Library Department will:**

- Offer strategic guidance and insight into community recovery planning for affected communities.
- Support the activation of Disaster District Offices, where appropriate.
- If there is a major disaster, Cultural Affairs may coordinate with the Library Department to perform an important service by facilitating efforts to document the impact of a disaster on the City’s culture and character. Storytelling projects preserve local history and play an important role in community healing after disaster.
- Work with the Public Works Department on identifying and scoping capital projects necessary to rebuild and repair library infrastructure.
- In coordination with the City Manager’s Office of Communications, provide information to the public about recovery programs and services.
- Assist in providing translation resources to support recovery activities.

**Parks, Recreation and Neighborhood Services Department (PRNS) will:**

- Serve as a Primary Agency for RSF #1: Community & Capacity Building.
- Serve as a supporting agency for RSF #3: Health & Social Services and RSF #4: Housing.
- Provide appropriate personnel to staff and/or support the EOC or the ROC.
- In coordination with the City Manager’s Office of Communications, provide information to the public about recovery programs and services.
- General responsibilities are described in the Mass Care Annex, Shelter Management Plan, and the Post Disaster Housing Plan (in development). However, some of the typical activities that PRNS may undertake in recovery include:
  - Coordinate and support volunteer management efforts, including outreach to local Voluntary Organizations Active in Disaster (VOAD).
  - Assist the Housing Department in developing strategies to transition individuals and families displaced by disaster from shelters to temporary housing.
  - In coordination with the Housing Department, coordinate activation of Local Assistance Center (LAC) at Community Centers to connect residents and businesses affected by emergency or disaster to resources.
  - Work with the Public Works Department on identifying and scoping capital projects necessary to rebuild and repair parks infrastructure.

- Coordinate with Public Works on the activation of any contracts to conduct short-term or emergency repairs to support the resumption of normal municipal activities (such as recreation). Coordinate the procurement of construction contracts with the Public Works Department to ensure that contracts are pre-approved with applicable state and federal compliant language within the agreement.
- In coordination with other departments, provide an inventory of available supplies and equipment available for recovery efforts.

**Planning, Building and Code Enforcement Department (PBCE) will:**

- Serve as a supporting agency for RSF #4: Housing, RSF #5: Infrastructure Systems, and RSF #6: Natural & Cultural Resources.
- Provide appropriate personnel to staff and/or support the EOC or the ROC.
- General responsibilities are described in the **Damage Assessment Support Annex** and the **Debris Management Support Annex and Plan**. However, some of the typical activities that PBCE may undertake in recovery include:
  - Conduct safety inspections, damage assessments, tagging, and needs assessments to private property, buildings, and facilities.
  - Assess disruption, damage, and community needs to ensure infrastructure considerations are integrated into post-disaster community recovery planning.
  - Coordinate with the Housing Department; Parks, Recreation and Neighborhood Services Department; and Public Works Department to ensure ADA compliance. Identify and prioritize the housing, relocation, and recovery needs of population with access and functional needs.
  - Ensure that City’s recovery efforts align with visions and priorities outlined in Envision San José 2040 General Plan and other city plans.
  - Implement expedited permitting procedures on disaster repairs, as needed.
  - Implement plan for large-scale building inspection efforts, including the use of contractors and mutual aid building inspectors from other jurisdictions.
  - Coordinate with Economic Development to enhance and streamline the review process for new business applications and building permits for repairs to incentivize and accelerate economic revitalization.
  - Monitor “early re-entry” programs (whereby private entities conduct their emergency evaluations) to ensure compliance with safety procedures.
  - Serve as an information source to the public on recovery activities such as building inspection, tagging, zoning and permit assistance, as well as event-specific issues.
  - Provide staffing to the Local Assistance Center (LAC).
  - Enforce policies on non-conforming structures with clear guidance on building codes.

- Participate in planning for both the provision of interim and temporary housing to support displaced people, as well as rebuilding and restoration of housing that allows disaster survivors to return to a permanent home.
- Under its landmark authority, enforce applicable laws and regulations regarding historic preservation to protect and repair City’s historic resources.
- Provide an inventory of available supplies and equipment available for recovery efforts.

**Police Department will:**

- Work with the Public Works Department and/or RSF #5: Infrastructure Systems on identifying and scoping capital projects necessary to rebuild and repair Police infrastructure, including buildings, apparatus, and equipment.
- Provide security at recovery facilities (LAC, ROC, etc.) if needed.

**Public Works (PW) Department will:**

- Serve as the Primary Agency for RSF #5: Infrastructure Systems.
- Serve as a supporting agency for RSF #4: Housing.
- Provide appropriate personnel to staff and/or support the EOC or the ROC.
- In coordination with the City Manager's Office of Communications, provide information to the public about recovery programs and services.
- General responsibilities are described in the **Damage Assessment Support Annex** and the **Debris Management Support Annex and Plan**. However, some of the typical activities that PW may undertake in recovery include:
  - Support safety inspections, damage assessments, tagging, and needs assessments to City properties, buildings, and facilities in collaboration with owner departments.
  - Coordinate with the Housing Department; Parks, Recreation, and Neighborhood Services Department; and Planning, Building and Code Enforcement Department to ensure ADA compliance.
  - Provide subject matter expertise on considerations for animal care services in recovery activities.
  - Coordinate with the Environmental Services Department, Department of Transportation, and utility providers to re-establish critical services.
  - Coordinate with various departments to design and construct permanent repairs to affected City facilities and infrastructure.
  - Identify a Disaster Recovery Manager that will coordinate and work with the affected departments, the Budget Office, and the Finance Department on developing project budgets to repair and rebuild City infrastructure.
  - Procure contracts to conduct short-term or emergency repairs to support the resumption of normal municipal activities. The Department will ensure that

contracts are pre-approved with applicable state and federal compliant language within the agreement.

- Work with the Budget Office and other affected departments, and the Finance Department on developing project budgets to repair and rebuild City infrastructure.
- Coordinate activities related to utility restoration.
- Support Department of Transportation as they apply for and manage Federal Highways Administration (FHWA) Emergency Relief Program in coordination with Caltrans District 4, Local Assistance, which provides reimbursement for response and repair efforts on arterials roadway structures.
- Prepare written damage assessments and cost estimates for City properties, buildings, and facilities, in collaboration with owner departments, for submittal, review, and approval by Cal OES.
- In coordination with other departments, provide an inventory of available supplies and equipment available for recovery efforts.
- Assist Risk Management in maximizing recovery from insurance carrier.

**Department of Transportation (DOT) will:**

- Serve as a supporting agency for RSF #5: Infrastructure Systems.
- Provide appropriate personnel to staff and/or support the EOC or the ROC.
- In coordination with the Public Works Department and/or RSF #5: Infrastructure Systems, oversee restoration of transportation system and repairs to traffic signals, streetlights, storm and wastewater systems, roads, bridges, and other roadway structures.
- Prioritize traffic management restoration activities and infrastructure repairs. Coordinate with the Public Works Department, Environmental Services Department, utilities providers, and other partners on the restoration and recovery of City’s water, wastewater, and stormwater systems.
- In coordination with other departments, provide an inventory of available supplies and equipment available for recovery efforts.
- In coordination with the City Manager’s Office of Communications, provide information to the public about recovery programs and services.

**3.4 External Partner Responsibilities**

Through various efforts, working groups, and activities, the City of San José will likely collaborate with many partners to facilitate recovery in the City and across the region. Some partnerships may be driven by shared responsibilities, while others must be identified and initiated proactively by the City to capitalize on local capabilities and maximize the success of its recovery operations.

The following external entities may provide support, services, situation reports, information, and/or resources to the City of San José, based on their expected roles and responsibilities and



availability. The City must request state and federal resources through coordination with the Santa Clara County Operational Area.

### **Santa Clara County Operational Area**

The City will coordinate with the County on recovery activities. Santa Clara County provides several regional services to its political subdivisions that serve the City and will become especially important to its recovery from a major disaster. Those services include public health, mental health, social services, emergency medical services, and transit resources. The County also serves as the liaison between the City and state, and in the initial accessing of federal resources.

#### **Santa Clara County Office of Emergency Management:**

- Maintains communication and coordination with the City's Recovery Section for jurisdictional support.
- Requests resources from the County's recovery organization when jurisdictional resources are depleted.
- Assists with collection and coordination of information necessary to request state and federal disaster assistance programs.
- Provides leadership in identifying county-level recovery issues and challenges requiring multi-jurisdictional awareness and coordination.

#### **Santa Clara County Department of Public Health:**

- Provides assistance for all long-term health needs of existing clients within the City of San José as requested by the Operational Area to fulfill City requests for assistance.
- Provides long-term recovery counseling for disaster survivors and responders.
- Coordinates with the City's EOC to identify, obtain, and allocate needed medical resources; recommend policy direction; and direct resources according to needs and potential impact on citywide services.
- Identifies and addresses gaps in the delivery of medical care to meet post-disaster needs (may include creative alternatives to facility-based care and collaboration with small clinics and private practices).
- Provides long-term epidemiological monitoring and analysis of disaster impacts on the physical and mental health of affected populations.
- Provides information addressing emerging public health threats, including disease surveillance, food borne illnesses, water quality, etc.
- Coordinates with the City's Long-Term Recovery Organization to ensure that a fully functioning health care system has been restored and effectively supports the physical and mental health and well-being of disaster survivors.
- Coordinates with the City's EPIO on consistent messaging for public health threat/emergency, and other County subject matter expert emergencies.

### **Santa Clara County Social Services Agency:**

- Coordinates with the City’s post-disaster recovery organization to promote the economic and social well-being of individuals, families, and neighborhoods, by coordinating with a network of Community-Based Organizations and Faith-Based Organizations, and neighborhood organizations to provide cash assistance, food, health insurance, in-home care, and other direct services to people in need, including disaster survivors.
- Coordinates programs for survivor recovery and stabilization, including childcare, General Assistance, Medi-Cal, Housing Assistance, Food Stamps, Supplemental Security Insurance (SSI), Social Security Disability Insurance (SSDI) and In-Home Support Services (IHSS) within the Operational Area to fulfill City of San José requests.
- Works with City to identify healthcare and social services unmet needs to develop solutions that address recovery implementation with other stakeholders.

### **Santa Clara County Office of Supportive Housing:**

- Provides information, services, and resources for shelter, rental assistance, and connecting long-term housing to extremely low income/special needs households.

### **Santa Clara County Housing Authority:**

- Coordinates re-location of displaced persons that are a part of Santa Clara County Housing Authority programs.
- Participates in State-Coordinated Disaster Housing Task Force to identify gaps in state and federal housing capabilities and possible solutions, and to develop a post-disaster housing strategy.
- Provides strategic guidance and insight into post-disaster housing challenges and resources.

## **STATE OF CALIFORNIA**

During a disaster, the State of California manages state resources and coordinates information and resources among regional governing bodies through operational areas. The state serves as the coordination link between the federal government and operational area. The City of San José must request state resources through the Santa Clara County Operational Area.

### **California Governor’s Office of Emergency Services (Cal OES):**

- Coordinates with City and Operational Area on requests for Governor’s state of emergency proclamations and requests for Presidential major disaster and emergency declarations.
- Coordinates with Operational Area to obtain out-of-area resources to meet survivor needs, in accordance with requests from the City.
- Administer state and federal disaster assistance programs.
- Provides technical assistance regarding damage assessment and recovery program activities.
- Coordinates resources for Safety Assessment Program inspections.

- Convenes and facilitates the Regional Recovery Task Force, if established.
- Provides State Coordinating Officer (SCO) to coordinate and control state and federal recovery efforts in control of local resources.
- Participates in or lead State-Coordinated Disaster Housing Task Force to identify gaps in state and federal housing capabilities and possible solutions, and to develop a post-disaster housing strategy.
- Provides State Disaster Recovery Coordinator to assist with coordination of state recovery resources.
- Activates state Recovery Support Functions (RSFs), as needed.

#### **California Governor’s Office of Emergency Services (Cal OES) Recovery Support Function Unit**

- The Recovery Support Function (RSF) Unit was established in 2019 under the California Disaster Recovery Framework.
- Each RSF is led by a State Coordinating Agency that works with Cal OES to provide support to local jurisdictions based on their recovery needs.
- Cal OES follows an Outcome Driven Recovery (ODR) model that integrates the RSFs into State disaster recovery programs including Hazard Mitigation, Individual Assistance, and Public Assistance as well as the Housing, Debris, and Debris Flow Task Forces.
- The RSFs also coordinate with the CA-ESFs to support the transition into recovery to ensure communities receive the support needed to develop and implement long-term recovery plans and projects.
- Additional information about the State-Federal RSFs can be found in the California Disaster Recovery Framework (CDRF) and the National Disaster Recovery Framework (NDRF).
- The unit hosts a wealth of planning information and resources in the [Guiding Documents and Resource Guides](#) on its webpage.

#### **California Department of Transportation (Caltrans):**

- Provides debris clearance from state transportation routes within and leading to the City.
- Provides technical assistance, engineering, and construction management resources and support during response activities.
- Administers disaster assistance for emergency and permanent repairs, as provided from the Federal Highways Administration Emergency Relief (ER) Program.

#### **California Department of Resources Recycling and Recovery (Cal Recycle):**

- Serves as a liaison between local governments and CalRecycle and its program areas.
- Oversee the debris removal operations (recycle, reuse, and divert debris) that falls within their programmatic elements.
- Provides technical assistance resources and support during response activities.

#### **California Department of Housing and Community Development (HCD):**

- Administers funding provided by HUD’s Community Development Block Grant Disaster Recovery (CDBG-DR) and CDBG – National Disaster Recovery Competition programs that provide funding to help communities recover after disasters and to promote innovative recovery and resilience programs.
- Participates in or lead State-Coordinated Disaster Housing Task Force to identify gaps in state and federal housing capabilities and possible solutions, and to develop a post-disaster housing strategy.
- Administers the State Housing Law Program that continuously refines the building standards to comply with new or changing laws and regulations and develops statewide building standards for new construction of hotels, motels, lodging houses, apartments, dwellings, and other buildings.
- Develops and implements Title 24 building standards necessary to provide accessibility in the design and construction of all housing other than publicly funded housing.

**California Department of Social Services:**

- Administers funding for the federal Individual and Households Program (IHP) and the State Supplemental Grant Program (SSGP).

**California Department of Public Health:**

- Provides services for people with medical needs that include dietary restrictions during the transition to long-term recovery.
- Supports Santa Clara County Public Health in monitoring the sanitation of food sites, the health of shelter residents, and the safety of food and water.

**FEDERAL AGENCIES**

When the need for support exceeds City, county, and state resources, the state, through the Cal OES, can request assistance from federal agencies with the statutory authority to provide assistance. In most circumstances, Federal resources must be requested through the Operational Area. The National Response Framework and National Disaster Recovery Framework provide the frameworks for coordinating delivery of federal assistance and resources to augment efforts of state and local governments.

**Federal Emergency Management Agency (FEMA):**

- Coordinates with the Cal OES Recovery Section on disaster assistance programs offered under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended.
- Appoints a Federal Coordinating Officer (FCO) who will work with the State Coordinating Officer (SCO) to coordinate state and federal recovery efforts in support of local operations.
- Provides Federal Disaster Recovery Coordinator to assist with the coordination of Federal recovery resources.
- Activates Federal RSFs, as needed.

**U.S. Department of Housing and Urban Development (HUD):**

- Provides long-term recovery housing and urban planning assistance.
- Administers the CDBG-DR Program, in coordination with the California Housing and Community Development Department.

#### **Small Business Administration (SBA):**

- Provides low interest loans to homeowners and renters for residences damaged by a declared disaster.
- Provides low interest disaster loans for physical damages or economic injury to small businesses and private nonprofit organizations for disaster damages and costs.
- Participates in Local Assistance Center(s) or Disaster Recovery Center(s) established after a disaster to provide recovery services to survivors.

#### **U.S. Army Corps of Engineers (USACE):**

- Assists with debris management and recycling efforts.
- Supports with technical assistance, engineering, and construction management resources and support during response and short-term recovery activities.

#### **PRIVATE SECTOR PARTNERS**

Silicon Valley is home to the most innovative businesses in the world. Start-ups, large multi-national corporations, big box stores, grocery chains, healthcare institutions, and small and medium-sized businesses can all play roles in supporting the City’s recovery from disaster. Private sector partners understand the value of helping the communities in which they operate. Some businesses may offer the latest in drone technology or sophisticated information management tools, while others may provide food to residents or offer important feedback about the City’s post-disaster permitting process. The City of San José is encouraged to proactively engage businesses in the area to build strategic private-public partnerships (P3s) to build the capabilities for resource and information-sharing during response and recovery operations. See the **Pre-Disaster Community Recovery Plan** and RSF #1: Community and Capacity Building for additional information.

#### **NONPROFIT ORGANIZATIONS**

After a disaster, the need and demand for social and human services increases exponentially. The staff, facilities, and resources of those organizations may be directly affected, further limiting their capacity to respond to increased need. Nonprofits, community-based organizations, and faith-based organizations offer invaluable support during recovery and often have close ties to the communities and neighborhoods they serve. Organizations working with disaster survivors should be regarded as important post-disaster community recovery planning partners.

#### **American Red Cross :**

- Builds relationships with community partners.
- Participates in community or local assistance center operations to provide assistance to disaster survivors.

- Participates in long term recovery organization or committee to assist with addressing survivor long-term recovery needs.

#### **Collaborating Agencies' Disaster Relief Effort (CADRE):**

- Convenes meetings with participating nonprofits, faith and private organizations to gather information and facilitate coordination.
- As the local Voluntary Organizations Active in Disaster (VOAD) for Santa Clara County, establish a network of participating private nonprofit organizations to support the community in a disaster through the following functional teams: Access and Functional Needs, Food Sourcing and Distribution, Mental Health, Donations Management, Case Management.
- Activates Visionlink case management software.
- Maintains resource directory.
- Identifies local resources.
- Acts as a point of contact for nonprofit organizations and volunteers that work in disasters.
- Coordinates information and resources available from member organizations.
- Assists with coordinating the relationship between the City of San José and participating organizations to obtain goods, services, and financial assistance to meet long term recovery needs of survivors.
- Connects the City with programs and organizations that can provide volunteers to support mass care and shelter operations.
- Shares information/resources with the community.
- Identifies CBOs to function in the long-term recovery organization structure.
- Provides Disaster Case Management support and resources in coordination with the County and the City.

#### **The San José Chamber of Commerce (Silicon Valley Organization):**

- Assists with obtaining, coordinating, and disseminating disaster-related information to and from member agencies.
- Assists with obtaining donations from member agencies to address survivor recovery needs.
- Participates in and provide recommendations to support community recovery planning efforts.

#### **Silicon Valley Community Foundation :**

- Works with nonprofit organizations to support their disaster resilience/preparedness efforts.
- Provides philanthropic support for donor fundraising.
- Assists with collecting and managing monetary donations to assist disaster survivors.
- Assists private sector organizations in creating Employee Disaster Funds (EDFs) to accelerate assistance to affected employees after a disaster incident.

- Provides information on organizations involved in recovery and relief operations.

**Other Community- and Faith-Based Organizations:**

- Provides advocacy, information, volunteers, strategic guidance, resources, and direct assistance to support survivors.
- San Andreas Regional Center provides support specific to the AFN ID/DD population in Santa Clara County in coordination with CADRE.
  - Coordinates with the City’s recovery organization to identify recovery needs, strategies, and priorities.

See the **Appendix H of the Community Recovery Support Plan** for additional information on membership and structure for the committee and a list of community organizations to engage in different Recovery Support Function and Steering Committee sub-committees.

## 4 AUTHORITIES & REFERENCES

### 4.1 Authorities

The following agreements, procedures, plans, and guidelines apply to the execution of this support annex:

#### Federal:

- Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 100-707, as amended August 2016
- The Post-Katrina Emergency Management Reform Act of 2006
- Homeland Security Presidential Directives 5 & 8
- Americans with Disabilities Act of 1990 (ADA)
- Federal Emergency Management Agency. (2016). *National Disaster Recovery Framework*.
- Federal Emergency Management Agency. (2017). *Pre-Disaster Recovery Planning Guide for Local Governments*.
- Federal Emergency Management Agency. (2018). *Public Assistance Program and Policy Guide*.
- Federal Emergency Management Agency. Policy and guidance memos, including applicable 9500 series policies

#### State:

- California Emergency Services Act, Chapter 7 of Division 1 of Title 2 of the Government Code
- California Government Code Section 38791 – Powers of Municipal Corporations
- California Disaster Assistance Act, 19 CCR §2900-2999.5
- California Governor’s Office of Emergency Services. (2013). *A Guide for Establishing a Local Assistance Center*.
- California Governor’s Office of Emergency Services. (2014). *Emergency Function 14 – Recovery Support*
- California Governor’s Office of Emergency Services. (2017) *State of California Emergency Plan*. Pp. 77-86
- California Public Contract Code
- California Labor Code, §3211.92--Disaster Services Workers
- Standardized Emergency Management System Regulations (19 California Code of Regulations [CCR] §2400-2450)
- Local Emergency Prevention Measures for County Health Official: California Health and Safety Code §101040
- Accessibility to Emergency Information and Services (CA Gov. Code §8593.3)
- Accessibility to Emergency Information and Services (CA Gov. Code §8593.3.5)

#### Local:



- City of San José, Office of Emergency Management. (2018). *Emergency Operations Plan*. pp. 18-28
- County of Santa Clara, Office of Emergency Services. (In Development). Recovery Annex to the County of Santa Clara Emergency Operations Plan.
- Association of Bay Area Governments. (2010). Long-Term Disaster: Prepared for City of San José as a Model Plan for Local Governments.
- Bay Area UASI. (2014). Disaster Recovery Permit & Regulation Waiver Toolkit.
- Bay Area UASI. (2015). Local Government Disaster Recovery Framework (DRF) and Recovery Support Function (RSF) Guide.
- City of San José, Code of Ordinances, Title 8, Chapter 8.08 –OFFICE OF EMERGENCY SERVICES
- City of San José, Code of Ordinances, Title 17, Chapter 17.02—ABATEMENT OF NUISANCE ON PRIVATE PROPERTY, Part 4—COST RECOVERY
- City of San José, Code of Ordinances, Title 17, Chapter 17.20 – HOUSING CODE
- City of San José, Code of Ordinances, Title 17, Chapter 17.22—MOBILEHOME RENT ORDINANCE
- City of San José, Code of Ordinances, Title 17, Chapter 17.38 MAINTENANCE AND REHABILITATION OF NEGLECTED VACANT OR ABANDONED BUILDINGS
- City of San José, Code of Ordinances, Title 17, Chapter 17.40, DANGEROUS BUILDING CODE
- City of San José, Code of Ordinances, Title 17, Chapter 17.74 IDENTIFICATION OF POTENTIALLY HAZARDOUS BUILDINGS
- Other ordinances and council policies, as applicable

## 4.2 References

- Johnson, Laurie A. (2014). Developing a Local Recovery Management Framework: Report on the Post-Disaster Strategies and Approaches Taken by Three Local Governments in the U.S. Following Major Disasters.
- Abramson, David; Culp, Derrin; Sury, Jonathan; Johnson, Laurie. (2011). Planning for Long-term Recovery Before Disaster Strikes: Case Studies of 4 U.S. Cities.
- National Voluntary Organizations Active in Disaster (2012). *Long-Term Recovery Guide*.
- FEMA. Achieving Equitable Recovery, a Post-Disaster Guide for Local Officials and Leaders. November 2023.
- American Planning Association. Planning For Recovery Management, Recovery Briefing Paper 7. July 2014.

# APPENDIX A: ACRONYMS AND GLOSSARY

## Acronyms

Table 6-1: Acronyms	
ACS	American Community Survey
ADA	Americans with Disabilities Act
AFN	Access and Functional Needs
CADRE	Collaborating Agencies' Disaster Relief Effort
Cal OES	California Governor's Office of Emergency Services
CDAAC	California Disaster Assistance Act
CITY	City of San José
CMO	City Manager's Office
DOC	Department Operations Center
DOT	Department of Transportation (San José)
DPW	Department of Public Works
DRC	Disaster Recovery Center
EOC	Emergency Operations Center
ESD	Environmental Services Department
EOP	Emergency Operations Plan
EPIO	Emergency Public Information Officer
FEMA	Federal Emergency Management Agency
JIC	Joint Information Center
JIS	Joint Information System
LAC	Local Assistance Center

**Table 6-1: Acronyms**

OEM	Office of Emergency Management
PBCE	Planning, Building, and Code Enforcement
PRNS	Department of Parks, Recreation, and Neighborhood Services
REOC	Cal OES) Regional Emergency Operations Center
ROC	Recovery Operations Center
SEMS	Standardized Emergency Management System
State	State of California
VOAD	Voluntary Organizations Active in Disaster

## Glossary

**Access and Functional Needs** – Persons who may have additional needs before, during, and after an incident in functional areas, including but not limited to maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities; live in institutionalized settings; are older adults; are children; are from diverse cultures; have limited English proficiency or are non-English speaking; or are transportation disadvantaged.

**Access/Accessible/Accessibility** – The suitability or adaptability of programs, services, activities, goods, facilities, privileges, advantages, or accommodations provided by a public or private (for-profit or not-for-profit) entity, or by any entity to which it contracts for all members of the population, including individuals with disabilities.

**Benchmark** – Major progress points in the recovery of a support function and/or movement toward a goal in that specific RSF.

**Big Box Store** – Large-format chain retail outlet, such as Wal-Mart, Home Depot, Target, Lowe’s, etc.

**Bridge Financing** – emergency lending resources intended to keep businesses afloat until normal economic conditions and cash-flows resume.

**Business Recovery Centers** – In the City of San José Community Recovery Plan, resource centers for business recovery activities, information, and resources. Centers integrate Federal, State, and local assistance to businesses.

**Capability** – The sum of capacity, ability, and knowledge that provides the means to accomplish a mission, function, objective, or end state.

**Capacity** – A combination of all the strengths and resources available within a community, society, or organization that can reduce the level of risk, or the effects of a disaster.

**Capacity Building** – Efforts aimed to develop human skills or societal infrastructure within a community or organization needed to reduce the level of risk, or the effects of a disaster.

**Catastrophic Incident** – Any natural or human-caused incident, including terrorism, that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, and/or government functions. A catastrophic event could result in sustained national impacts over a prolonged period; almost immediately exceeds resources normally available to local, State, tribal, and private sector authorities in the impacted area; and significantly interrupts governmental operations and emergency services to such an extent that national security could be threatened.

**CMIST**- A framework for identifying access and functional needs, consisting of the following elements: Communication; Maintaining health; Independence; Safety, support services, and self-determination; and Transportation.

**Community** – A network of individuals and families, businesses, governmental and nongovernmental organizations, and other civic organizations that reside or operate within a

shared geographical boundary and may be represented by a common political leadership at a regional, county, municipal, or neighborhood level.

**Command Staff** – Under the Incident Command System (ICS), the Command Staff consists of non-operational specialized management staff, with direct reports to the incident commander (or a deputy). In the City of San José Pre-Disaster Community Recovery Plan, the Command Staff consists of the Public Information Officer, Safety Officer, Legal Advisor, and Liaison Officer, all of whom are part of the Recovery Agency.

**Concept of Operations** – A written and/or graphic depiction of the intent of an operation. The concept of operations in a plan document is designed to provide an overall picture of the operation.

**Core Capabilities** – Distinct critical elements necessary to achieve the National Preparedness Goal.

**Council-Manager Framework** – The City of San José operates under a council-manager governance structure. This system combines the policy leadership of elected officials on the City Council with the managerial expertise of an appointed city manager.

**Critical Infrastructure** – Systems and assets, whether physical or virtual, so vital that the incapacity or destruction of such may have a debilitating impact on the security, economy, public health or safety, environment, or any combination of these matters, across any local, State, tribal and Federal jurisdiction.

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

**Culturally Diverse Communities** – Includes, but is not limited to, race and ethnicity, including indigenous peoples, communities of color, and immigrant and refugee communities; gender, including women; age, including the elderly and youth; sexual and gender minorities; people with disabilities; occupation and income level including low-income individuals and the unhoused; education level; people with no or limited English language proficiency; as well as geographic location.

**Cultural Resources** – Aspects of a cultural system that are valued by or significantly representative of a culture or that contain significant information about a culture. Cultural resources may be tangible entities or cultural practices. Tangible cultural resources are categorized as districts, sites, buildings, structures, and objects for the National Register of Historic Places and as archeological resources, cultural landscapes, structures, museum objects and archives, and ethnographic resources for Federal management purposes.

**Debris** – The remains of something broken down or destroyed.

**Debris Management** – The collective operations of demolition, clearance, removal, transport, temporary storage, segregation, reduction, and ultimately, disposal of debris whether generated by natural disaster or terrorist event<sup>8</sup>.

**Disaster** – An incident of a sufficient magnitude and nature that the normal capabilities and organizational structure of the County are insufficient to respond to or recover from it without additional assistance. Such incidents could include, but not be limited to mass casualties, supply-chain interruptions, communications breakdowns, widespread property damage, and disruptions of government services.

**Disaster Declaration** – Under the Stafford Act a Disaster Declaration is made upon a Governor’s request, FEMA processing, and Presidential Declaration, in cases where an incident is seen to overwhelm State and local governmental response capabilities.

**Disaster Recovery Center** – Facilities established in impacted areas during a presidentially declared major disaster, as soon as practicable, to provide victims the opportunity to apply in person for assistance and/or obtain information relating to that assistance. DRCs are staffed by local, State, and Federal agency representatives, as well as staff from volunteer organizations (e.g., the Red Cross).

**Division** – Under the Incident Command System (ICS), divisions are used to organize an incident into geographical areas of operation. A Division is located within the ICS organization below the Branch level. In the City of San José Pre-Disaster Community Recovery Plan, no organizational entities are pre-established as divisions, but depending on the scope and scale of the incident, Branches or Groups may be adapted as necessary, including the establishment of geographical divisions.

**Functional Needs** – The needs of an individual who under usual circumstances can function on their own or with support systems. During an emergency, individuals’ level of independence may be challenged (see also Access and Functional Needs).

**Financial Recovery Guide** – OEM guidance describing special documentation and reimbursement procedures for use during response and recovery from a disaster incident.

**General Staff** – Under the Incident Command System (ICS), the General Staff consists of the management staff (section chiefs) overseeing the operations, logistics, finance/ administrative, and planning sections.

**Group** – Under the Incident Command System (ICS), Groups are established to divide the incident into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups are located below Branches (when activated) in the Operations Section. In the City of San José Pre-Disaster Community Recovery Plan, Recovery Groups may be activated within RSF Branches, consistent with ICS principles.

**Historic Properties** – Any prehistoric or historic district, site, building, structure, or object included in, or eligible for inclusion in the National Register of Historic Places, including artifacts,

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<sup>8</sup> U.S. Army Corps of Engineers Definition.

records, and material remains which are related to such district, site, building, structure, or object.

**Improved State** – Post-disaster conditions that correct or improve conditions prior to a disaster.

**Inclusive** – Including partners from various government, nongovernment, private-sector groups, and community leaders. Includes people with disabilities and others with access and functional needs, Limited English Proficiency, cultural groups, faith-based groups, and other citizens. See Whole Community.

**Individual with Limited English Proficiency** – The term refers to an individual who does not speak English as his/her primary language and who has a limited ability to read, write, speak, or understand English.

**Interim Housing** – Housing solutions intended to provide livable housing after sheltering operations are complete, but prior to the restoration or reconstruction of permanent housing.

**Intermediate Recovery** – Phase of recovery which involves returning individuals, families, critical infrastructure and essential government or commercial services to a functional, if not pre-disaster, state. Such activities are often characterized by temporary actions that provide a bridge to permanent measures.

**Key Resources** – Publicly or privately controlled resources essential to the minimal operations of the economy and government.

**Limited English proficiency** – Proficiency in speaking, reading, writing, or understanding English is such that it might restrict, deny, or limit a person’s meaningful access to City recovery resources, services, programs or activities if language assistance is not provided.

**Local Assistance Centers** – In the City of San José Pre-Disaster Community Recovery Plan, facilities that provide a wide array of help, assistance, and information about Federal, State, and local programs to the public in the recovery from a disaster. May be co-located with State/ Federal Disaster Recovery Centers.

**Long-Term Housing** – Permanent structures that allow continuous stay for more than six months, including the permanent restoration, reconstruction, and/or relocation of previous residential housing and establishment of a post-disaster “new normal.”

**Long-Term Planning** – The process of setting overarching post-disaster goals and objectives for the recovery process, identifying specific strategies and tactics to be undertaken (including specific reconstruction investments by County government, and potentially also recommendations for the same by State and Federal governments and the private sector). Formerly known as “Long-Term Community Planning” (LTCR) or “Community Recovery Planning” in disaster recovery plans and literature.

**Long-Term Recovery** – Phase of recovery that may continue for months or years and addresses complete redevelopment and revitalization of the impacted area, rebuilding or relocating damaged or destroyed social, economic, natural, and built environments and a move to self-sufficiency, sustainability and resilience.

**Mayor and City Council-** The San José City Council is the legislative body that represents the community and is empowered by the City Charter to formulate citywide policy, adopt laws/ordinances, and approve budgets. The City Council is composed of the Mayor, who is elected by the community at large and serves as the Council chair, ten councilmembers who are elected by voters in districts.

Under the City Charter, the mayor is responsible for recommending policy, program, and budget priorities to the City Council, which in turn approves policy direction for the City. The City Charter limits the Mayor and Councilmembers from serving more than two consecutive terms in those offices.

**Market-based** – Generally, those programs that favor provision of information and technical assistance, and/or incentives, as opposed to regulation and/or direct investment.

**Mitigation** – Capabilities necessary to reduce loss of life and property by lessening the impact of disasters. Mitigation capabilities include, but are not limited to, community-wide risk reduction projects; efforts to improve the resilience of critical infrastructure and key resource lifelines; risk reduction for specific vulnerabilities from natural hazards or acts of terrorism; and initiatives to reduce future risks after a disaster has occurred.

**National Contingency Plan** – (also, “The National Oil and Hazardous Substances Pollution Contingency Plan”), is the Federal government’s blueprint for responding to both oil spills and hazardous substance releases.

**National Disaster Recovery Framework** – Federal framework (2016) for coordinating Federal, State, and local resources following a disaster.

**Natural Resources** – Land, fish, wildlife, plant-life, and water. “Water” includes salt and fresh water, surface and ground water used for drinking, irrigation, aquaculture, and recreational purposes, as well as in its capacity as fish and wildlife habitat.

**Non-governmental organization** – An entity that serves the interests of its members, individuals, or institutions and is not for private benefit.

**Policy Group** – Under the Incident Command System (ICS), a group that advises the Incident Commander, typically comprised of agency heads and appointed or elected officials. The City of San José Pre-Disaster Community Recovery Plan’s Recovery Policy Advisory Board is *not* the equivalent of a Policy Group.

**Pre-Disaster State or Condition** – The conditions or state of existence before disaster event, or the achievement of comparable conditions after a disaster.

**Public Health Emergency** – An incident requiring health care and medical services or expertise to respond, including significant outbreak of an infectious disease, bioterrorist attack or other significant or catastrophic event.

**Recovery** – Those capabilities necessary to assist communities affected by an incident to recover effectively, including, but not limited to, rebuilding infrastructure systems; providing adequate interim and long-term housing for survivors; restoring health, social, and community services; promoting economic development; and restoring natural and cultural resources.



**Recovery Action Planning Cycle** – Structured cycle by which the Recovery Agency evaluates progress on ongoing efforts and sets operational objectives and tactics for the coming operational period (which may last days, weeks, or months). May be aligned with an Agile/Lean Sprint Cycle.

**Recovery Agency**– An agency that may be established in the executive branch of City of San José government, charged with coordinating, and implementing recovery from an emergency or disaster (see “Recovery Organization”).

**Recovery Steering Committee**– Under the City of San José Pre-Disaster Community Recovery Plan, an entity that may be appointed to provide advice to the Recovery Coordinator regarding general direction, overarching policy guidance, and general prioritization for the County’s recovery activities.

**Recovery Coordinator** – The individual who serves as the Director of the City of San José Recovery Agency, as well as the Local Disaster Recovery Manager (LDRM) for the purposes of interacting with Federal and State recovery efforts.

**Recovery Organization** – Generally, the organization charged with coordinating and implementing recovery from a disaster incident. May be an office within OEM or a stand-alone agency.

**Recovery Operations Centers**– In the City of San José Pre-Disaster Community Recovery Plan, a facility used to provide office space for the City of San José Recovery Agency, as well as offering space to Federal and State recovery offices.

**Recovery Support Function (RSF) Branch** – Major subdivisions of the Operations Section, under the City of San José Pre-Disaster Community Recovery Plan, consistent with the Recovery Support Functions described in the National Disaster Recovery Framework. In the City of San José Pre-Disaster Community Recovery Plan, the RSF Branches are RSF 1: Community Planning & Capacity Building, RSF 2: Economic, RSF 3: Health and Social Services, RSF 4: Housing, RSF 5: Infrastructure Systems and RSF 6: Natural & Cultural Resources.

**Redevelopment** – Rebuilding degraded, damaged, or destroyed social, economic, and physical infrastructure in a community, State, or tribal government to create the foundation for long-term development.

**Resilience** – Ability to adapt to changing conditions and withstand and rapidly recover from disruption due to emergencies.

**Response** – Those capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred.

**Restoration** – Returning a physical structure, essential government or commercial services or a societal condition back to a former or normal state of use through repairs, rebuilding, or reestablishment.

**Section** – In the Incident Command System (ICS), the organizational level having functional or geographic responsibility for major parts of the Operations or Logistics functions. The Section level is organizationally between Section and Division/Group in the Operations Section, and

between Section and Units in the Logistics Section. In the City of San José Pre-Disaster Community Recovery Plan, the Branches are functionally organized by Recovery Support Function: Community Services, Safety and Security, Infrastructure, Housing, Economic Recovery, Community Recovery Planning, and Natural and Cultural Resources. Depending on the scope and scale of the incident, Branches may be adapted as necessary, consistent with ICS principles.

**Sheltering** – Temporary housing used after a disaster to provide immediate relief to victims whose homes are not inhabitable. These include schools, community centers, recreation centers, or other shelters, and are not appropriate for extended use.

**Short-Term Recovery** – Phase of recovery which addresses the health and safety needs beyond rescue, the assessment of the scope of damages and needs, the restoration of basic infrastructure and the mobilization of recovery restarting and/or restoring essential services for recovery decision making.

**Siting** – Making determinations about the location of a facility.

**Smart Planning** – An urban planning and transportation theory that incorporates the concepts of smart growth and promotes compact, transit-oriented, walkable, bicycle-friendly land use, including neighborhood schools, complete streets, and mixed-use development with a range of housing choices. It values long-range, regional considerations of sustainability over a short-term focus.

**Stabilization** – The process by which the immediate impacts of an incident on community systems are managed and contained.

**Steady-State** – A state where operations and procedures are normal and ongoing. Communities are at a steady state prior to disasters and after recovery is complete.

**Steering Committee** – Planning group consisting of representatives of public agencies and private/ non-profit groups. The Steering Committee vetted the City of San José Pre-Disaster Community Recovery Plan as it was developed.

**Sustainability** – Meeting the needs of the present without compromising the ability of future generations to meet their own needs.

**Underserved Populations/Communities** – Groups that have limited or no access to resources or that are otherwise disenfranchised. These groups may include people who are socioeconomically disadvantaged; people with limited English proficiency; geographically isolated or educationally disenfranchised people; people of color as well as those of ethnic and national origin minorities; women and children; individuals with disabilities and others with access and functional needs; and seniors.

**Uninhabitable Housing** – Housing units deemed unsafe to allow residence after a disaster.

**Whole Community** – A process that engages all members of a society (without discrimination) to achieve a shared understanding of community risks, needs, and capabilities and develops strategies that organize and strengthen communities' assets, capacities, and interests; also optimizes resources.

## APPENDIX B: RECOVERY TRAINING RECOMMENDATIONS

The following courses listed in **Table B-1** are a selection of recommended trainings generally available to those who may serve in roles relative to the performance of recovery planning and execution tasks and activities. This list is not meant to be comprehensive or exhaustive, but rather provides guidance based on best practices and generally available resources. Many courses can be completed online as part of an independent study curriculum. Please refer to the Multi-Year Training and Exercise Plan (MYTEP) for updates and additional information on the training courses.

Table 7-1: Recommended training Courses	
Course	Source
<b>CSTI G270.4:</b> Disaster Recovery	Classroom course
<b>IS – 2900.A:</b> National Disaster Recovery Framework (NDRF) Overview	<a href="https://training.fema.gov/is/courseoverview.aspx?code=IS-2900.a&amp;lang=en">https://training.fema.gov/is/courseoverview.aspx?code=IS-2900.a&amp;lang=en</a>
<b>IS-403</b> Introduction to Individual Assistance (IA)	<a href="https://training.fema.gov/is/courseoverview.aspx?code=IS-403">https://training.fema.gov/is/courseoverview.aspx?code=IS-403</a>
<b>IS-634</b> Introduction to FEMA’s Public Assistance (PA) Program	<a href="https://training.fema.gov/is/courseoverview.aspx?code=is-634">https://training.fema.gov/is/courseoverview.aspx?code=is-634</a>
<b>IS-558</b> Public Works and Disaster Recovery	<a href="https://training.fema.gov/is/courseoverview.aspx?code=IS-558">https://training.fema.gov/is/courseoverview.aspx?code=IS-558</a>
<b>IS-660</b> Introduction to Public Private Partnerships	<a href="https://emilms.fema.gov/IS0660/curriculum/1.html">https://emilms.fema.gov/IS0660/curriculum/1.html</a>
<b>IS-2900</b> National Disaster Recovery Framework (NDRF) Overview	<a href="http://training.fema.gov/is/courseoverview.aspx?code=IS-2900.a">http://training.fema.gov/is/courseoverview.aspx?code=IS-2900.a</a>
<b>IS-100.C:</b> Introduction to Incident Command System	<a href="https://training.fema.gov/is/courseoverview.aspx?code=IS-100.b">https://training.fema.gov/is/courseoverview.aspx?code=IS-100.b</a>
<b>IS-700.B:</b> National Incident Management System (NIMS), An Introduction	<a href="https://training.fema.gov/is/courseoverview.aspx?code=IS-700.a">https://training.fema.gov/is/courseoverview.aspx?code=IS-700.a</a>
<b>IS-200.C:</b> ICS for Single Resources and Initial Action Incidents	<a href="https://training.fema.gov/is/courseoverview.aspx?code=IS-200.b">https://training.fema.gov/is/courseoverview.aspx?code=IS-200.b</a>
<b>IS-800.D:</b> National Response Framework - An Introduction	<a href="https://training.fema.gov/is/courseoverview.aspx?code=IS-800.b">https://training.fema.gov/is/courseoverview.aspx?code=IS-800.b</a>

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<b>IS-403</b> Introduction to Individual Assistance (IA)	<a href="https://training.fema.gov/is/courseoverview.aspx?code=IS-403">https://training.fema.gov/is/courseoverview.aspx?code=IS-403</a>
<b>IS-634</b> Introduction to FEMA’s Public Assistance (PA) Program	<a href="https://training.fema.gov/is/courseoverview.aspx?code=is-634">https://training.fema.gov/is/courseoverview.aspx?code=is-634</a>
<b>IS-558</b> Public Works and Disaster Recovery	<a href="https://training.fema.gov/is/courseoverview.aspx?code=IS-558">https://training.fema.gov/is/courseoverview.aspx?code=IS-558</a>
<b>IS-660</b> Introduction to Public Private Partnerships	<a href="https://emilms.fema.gov/IS0660/curriculum/1.html">https://emilms.fema.gov/IS0660/curriculum/1.html</a>
<b>IS-2900</b> National Disaster Recovery Framework (NDRF) Overview	<a href="http://training.fema.gov/is/courseoverview.aspx?code=IS-2900.a">http://training.fema.gov/is/courseoverview.aspx?code=IS-2900.a</a>
<b>Cal OES/CSTI SEMS/NIMS</b> Combined Course (Curriculum as of January 2015 or later)	California Specialized Training Institute (CSTI) Classroom course
<b>Cal OES/CSTI</b> Essential Emergency Management Concepts Course	Classroom course
<b>IS-230.D:</b> Fundamentals of Emergency Management	<a href="https://training.fema.gov/is/courseoverview.aspx?code=IS-230.d">https://training.fema.gov/is/courseoverview.aspx?code=IS-230.d</a>
<b>IS-240.B:</b> Leadership and Influence	<a href="https://training.fema.gov/is/courseoverview.aspx?code=IS-240.b">https://training.fema.gov/is/courseoverview.aspx?code=IS-240.b</a>
<b>IS-241.B:</b> Decision Making and Problem Solving	<a href="http://training.fema.gov/is/courseoverview.aspx?code=IS-241.b">http://training.fema.gov/is/courseoverview.aspx?code=IS-241.b</a>
<b>IS-242.B:</b> Effective Communication	<a href="http://training.fema.gov/is/courseoverview.aspx?code=IS-242.b">http://training.fema.gov/is/courseoverview.aspx?code=IS-242.b</a>
<b>ICS-300/MGT904</b> Intermediate ICS for Expanding Incidents	Classroom course
<b>MGT346</b> EOC Operations and Planning for All Hazards	<a href="https://teex.org">https://teex.org</a>

Table 7-1: Recommended training Courses	
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<b>IS-634</b> Introduction to FEMA’s Public Assistance (PA) Program	<a href="https://training.fema.gov/is/courseoverview.aspx?code=is-634">https://training.fema.gov/is/courseoverview.aspx?code=is-634</a>
<b>IS-558</b> Public Works and Disaster Recovery	<a href="https://training.fema.gov/is/courseoverview.aspx?code=IS-558">https://training.fema.gov/is/courseoverview.aspx?code=IS-558</a>
<b>IS-660</b> Introduction to Public Private Partnerships	<a href="https://emilms.fema.gov/IS0660/curriculum/1.html">https://emilms.fema.gov/IS0660/curriculum/1.html</a>
<b>IS-2900</b> National Disaster Recovery Framework (NDRF) Overview	<a href="http://training.fema.gov/is/courseoverview.aspx?code=IS-2900.a">http://training.fema.gov/is/courseoverview.aspx?code=IS-2900.a</a>
<b>IS-368 or G-197 or L-197 or CA-056-RESP</b> Including People with Disabilities & Others with Access & Functional Needs in Disaster Operations	<a href="https://training.fema.gov/is/courseoverview.aspx?code=IS-368">https://training.fema.gov/is/courseoverview.aspx?code=IS-368</a>
<b>ICS-400/MGT905</b> Advanced ICS	Classroom course

## APPENDIX C: PRIMARY, COORDINATING AND SUPPORTING ORGANIZATIONS, ALL RSFs

**Table C.1** City of San José RECOVERY SUPPORT FUNCTIONS:  
Coordinating, Primary and Support Organizations

	RSF 1: Community Planning & Capacity Building	RSF 2: Economic	RSF 3 Health and Social Services	RSF 4: Housing	RSF 5: Infrastructure Systems	RSF 6: Natural & Cultural Resources
City Manager's Office	C	C	C	S	C	S
Housing	S	S		C/P		
Office of Economic Development and Cultural Affairs	P	C/P				
PRNS	S	S	S	S		S
Public Works				S	P	S
Environmental Services	S		S	S	P*	P
Department of Transportation	S				P*	S
PBCE Planning Division	S			S	S	
Office of Emergency Management	S				S	
Office of Administration, Policy and Intergovernmental Affairs	S	S	S	S	S	S
Office of Communications* (oversight and support for all RSF communications)	S					
CADRE	S		S	S		
American Red Cross			S			
Silicon Valley Independent Living Center (SVILC)			S			

**Table C.1** City of San José RECOVERY SUPPORT FUNCTIONS:  
Coordinating, Primary and Support Organizations

	RSF 1: Community Planning & Capacity Building	RSF 2: Economic	RSF 3 Health and Social Services	RSF 4: Housing	RSF 5: Infrastructure Systems	RSF 6: Natural & Cultural Resources
Budget Office		S				
Finance Department		S				
City Attorney's Office	S	S				
City Council and City Mayor's Office	S	S	S	S	S	S
Office of Racial Equity	S	S		S		
Universities		S				
Community Energy		S			S	
Airport	S	S			S	
Private Sector. (Kaiser Permanente, EBAY, Adobe, Google, etc....)	S	S	S	S		
Santa Clara County Social Services Agency			S	S		
Hospitals			S			
Library Services	S		S			
Schools			S			
Santa Clara County Department of Public Health			S			
Santa Clara County Health and Hospital System			S			
Housing and Community Development Commission				S		
Santa Clara Office of Supportive Housing				S		
IT				S		

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Coordinating, Primary and Support Organizations

	RSF 1: Community Planning & Capacity Building	RSF 2: Economic	RSF 3 Health and Social Services	RSF 4: Housing	RSF 5: Infrastructure Systems	RSF 6: Natural & Cultural Resources
Police Department					5	

\* Infrastructure RSF- the Primary Department coordinating the RSF may change over the life of recovery efforts. Primary department is determined by the magnitude of impacts and the department with the largest stake in addressing them. Determination of the primary department is made by the Recovery Coordinator in consultation with Department heads and the CMOs office.