



Recovery

Support Annex to the Emergency Operations Plan

June 2019

EXECUTIVE SUMMARY

The City of San José (City) Emergency Operations Plan (EOP) provides an overview of the City’s approach to managing emergency operations. It identifies emergency response policies, describes the response and recovery organization, and assigns specific roles and responsibilities to City departments, agencies, and community partners, and describes logistical support and the integration of assistance. The EOP also describes the role of the City of San José’s Emergency Operations Center (EOC) and the coordination that occurs between the EOC, Department Operations Centers (DOCs), those conducting field-level activities, and external entities such as the Operational Area, community partners, and City residents and visitors. 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. A support annex is a function- or incident-specific application of the guidance, policies, and concepts defined in the EOP.

This Recovery Support Annex provides a strategic framework 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. Disaster recovery is viewed generally as a process of returning a community to a stable and functional state, with desired outcome defined collaboratively by the local government and the whole community. 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).

This Support Annex provides the framework for the recovery process; identifies the roles and responsibilities of City departments and capabilities of external agencies; and describes the concepts of operations, critical activities, and overall guidelines for coordinating short- and long-term recovery. This Annex provides a high-level overview of the recovery functions. Once developed, other documents will provide additional detail on specific aspects of recovery (e.g., Recovery Plan, Post-Disaster Housing Plan, Donations Management Plan, Local Assistance Center Establishment, etc.)

Disaster recovery in the City of San José will be led by the **City Manager’s Office**, with significant support from many other departments. As the lead, the City Manager’s Office is responsible for coordinating, delegating, and/or overseeing recovery activities with the understanding that almost every department in the City will be responsible for an aspect of recovery, from supporting community restoration to the recovery of their core functions and services and the rebuilding of facilities. The following City departments have key roles in the City’s disaster recovery:

- City Manager’s Budget Office
- City Manager’s Communications Office
- City Manager’s Office of Emergency Management
- City Manager’s Office of Economic Development
- Office of Cultural Affairs (Office of Economic Development)
- Finance Department
- Mayor’s Office
- Airport Department
- City Attorney’s Office

- City Auditor’s Office
- Community Energy Department
- Environmental Services Department
- Fire Department
- Information Technology Department
- Library Department
- Housing Department
- Parks, Recreation, and Neighborhood Services Departments
- Planning, Building, and Code Enforcement Department
- Police Department
- Public Works Department
- Department of Transportation

Initially, the City will coordinate recovery activities through the activation of the EOC’s Recovery Section. The Recovery Section will work closely with the other EOC sections throughout response and into recovery. The Recovery Section is responsible for coordinating short-term recovery activities and for assessing long-term recovery needs and strategies, specifically in coordination with the EOC Management and Planning & Intelligence Sections. Recovery activities will continue post-disaster to address people, resources, buildings, economic recovery, infrastructure, Federal Emergency Management Agency (FEMA) cost recovery programs, and the Local Assistance Center operations. The City’s post-disaster organization will transition from the EOC as defined in the City’s forthcoming **Recovery Plan**.

This Recovery Support Annex represents the outcomes of an ongoing collaborative planning process, incorporating current guidance, policies, and best practices, and stakeholder input. It provides a foundation for additional planning and the framework to support the development of a full operational **Recovery Plan**.

This Support Annex is all-hazards.

TABLE OF CONTENTS

EXECUTIVE SUMMARY	ES-i
TABLE OF CONTENTS	i
STATEMENT OF INTENT	iii
APPROVAL & ENDORSEMENT	v
INTRODUCTION	1
A. PURPOSE	2
B. LEGAL AUTHORITY	3
C. ASSUMPTIONS	3
D. GENERAL CONSIDERATIONS	4
E. CONSIDERATIONS FOR INDIVIDUALS WITH ACCESS AND FUNCTIONAL NEEDS.....	5
Multi-Lingual Needs	7
CONCEPT OF OPERATIONS	9
A. GENERAL	9
B. ORGANIZATION	11
C. TIMING OF CRITICAL ACTIVITIES.....	12
ASSIGNMENT OF RESPONSIBILITIES	27
D. CITY AGENCY/DEPARTMENT RESPONSIBILITIES.....	27
E. EXTERNAL PARTNER RESPONSIBILITIES	35
Santa Clara County Operational Area	35
Regional Partners	36
State of California.....	37
Federal Agencies	38
Private Sector Partners	39
Nonprofit Organizations.....	39
AUTHORITIES & REFERENCES	41
APPENDIX A: Acronyms and Glossary	A-1
Acronyms	A-1
Glossary.....	A-1
APPENDIX B: Recommended Training	B-1
APPENDIX C: EOC Tools and Resources	C-1

STATEMENT OF INTENT

Disclaimer: This Recovery Support Annex is advisory.


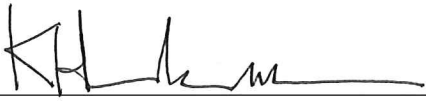

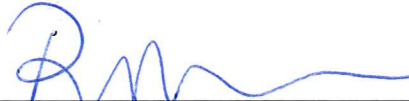




It is meant to provide an all-hazards strategic framework to assist the City of San José with recovery planning, but it is not intended to fulfill all legal requirements or duties.

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 does not to 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 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:

	12/6/19
David Sykes, City Manager	Date Signed
	3 DECEMBER 2019
Kip Harkness, Deputy City Manager (Emergency Management)	Date Signed
	6/13/19
Margaret McCahan, Budget Director, City Manager's Office	Date Signed
	8/14/19
Rosario Neaves, Director of Communications, City Manager's Office	Date Signed
	12/3/19
Raymond Rordan, Office of Emergency Management Director	Date Signed
	7/23/19
Kim Walesh, Director of Economic Development, City Manager's Office	Date Signed
	6/26/2019
Julia Cooper, Finance Director	Date Signed
	8/14/19
John Aitken, Airport Director	Date Signed

Richard Doyle, City Attorney

6-19-19

Date Signed

Joseph Rois, Acting City Auditor

6/10/19

Date Signed

Lori Mitchell, Community Energy Director

7/11/19

Date Signed

Kerrie Romanow, Environmental Services Director

12/2/19

Date Signed

Robert Sapien, Fire Chief

6/27/2019

Date Signed

Jacky Morales-Ferrand, Housing Director

6/26/19

Date Signed

Rob Lloyd, Chief Information Officer

6/6/2019

Date Signed

Jill Bourne, Library Director

8/7/19

Date Signed

Jon Cicirelli, Parks, Recreation, & Neighborhood Services Acting Director

7/23/19

Date Signed

Rosalynn Hughey, Planning, Building, and Code Enforcement Director

6/12/19

Date Signed

Eddie Garcia, Police Chief

8/13/19

Date Signed

Matt Cano

6-14-2019

Matt Cano, Public Works Director

Date Signed

John Ristow

6.6.19

John Ristow, Department of Transportation Director

Date Signed

INTRODUCTION

This City of San José (City) Recovery Support Annex is written to build a scalable and dynamic framework for the coordination of the disaster recovery process. The concept of recovery is often understood as the process of returning a community to a stable and functional state, given the inevitable changes that result from a major disaster. The recovery process begins immediately after a disaster and can continue for years. Effective recovery requires sustained coordination and a partnership across many departments, sectors, and levels of government.

While a major disaster would result in terrible physical, personal, economic, and community impacts, the recovery process presents opportunities to improve communities and address long-standing challenges. Recovery 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.

Nevertheless, recovery is often a process that frustrates stakeholders. Recovery inevitably takes longer, costs more, and involves more staff time than expected. Recovering costs through insurance and/or state and federal assistance programs can be time-consuming, complex, and burdensome. The public may espouse different desires for restoration and react negatively to the allocation of finite resources and prioritization of projects. Growing tension may create pressure to expedite decisions and return to pre-disaster conditions or “normal”, instead of pursuing alternatives that may increase resilience. The City must maintain its clarity of purpose and focus on finding opportunities to build back better.

This support annex is scoped around recovery functional areas that encompass the City's recovery priorities:

- **People:** Human recovery needs include a variety of disaster-related services, such as the provision of intermediate and long-term housing for displaced survivors, physical and mental health services, natural and cultural resource preservation, support for the non-profit sector, and other essential community services.
- **Buildings:** Building and facility recovery includes repair and reconstruction of physical assets, such as buildings for habitation, community use, and government and businesses resumption.
- **Economy:** Economic recovery includes support for small, medium, and large businesses, overall economic impact assessment, building and land use planning, and the City's cost recovery.
- **Infrastructure:** Infrastructure recovery includes repair and reconstruction of physical assets, such as transportation infrastructure, local roadways and bridges, utilities systems, and other assets.

In support of these functional areas, this annex addresses:

- Coordination of information necessary to support a local emergency proclamation and requests for disaster assistance programs.
- Assessment of social and economic impacts in affected areas in the City and coordination of efforts to address community recovery needs.
- Financial, donations, and grants management to support recovery efforts, including the needs of residents and businesses, and the City's cost recovery efforts through private, local, state, and federal funding sources, including insurance claims.
- The activation and management of centralized locations for services and resource referrals, such as Local Assistance Centers.

- Restoration of essential City facilities and services.
- Protection of natural, cultural, and educational resources and historic properties.
- Assessment and evaluation of recovery information and data needed to develop priorities and strategies, and coordinate activities.
- Long-term planning and coordination to ensure the accessibility to and provision of recovery services to people with disabilities and others with access and functional needs¹.
- Facilitation of recovery decision-making across City-led functions and ensuring a smooth transition to a long-term recovery organization or structure, if established.

The City will use a **“Whole Community”** approach to recovery planning and program implementation to engage community members and partner organizations in actively reshaping recovery outcomes. The City’s vision for recovery is governed by the following principles:

- The City works with residents, businesses, and community groups to assist in addressing recovery needs.
- 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.
- 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.
- 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.

This support annex complements the City’s Emergency Operations Plan, other existing plans, and the standard operating procedures of responsible city departments.

A. Purpose

This Recovery Support Annex provides the framework for the recovery process, roles and responsibilities of City departments and external agencies, concepts of operations, capabilities, activities, key policies, and overall guidelines for coordinating short- and long-term recovery activities.

This support annex is designed to assist decision makers, coordinators, planners, and department representatives involved in defining and implementing key recovery activities in consideration of, threats, hazards, and local conditions.

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,

¹ Access and functional needs are defined by Cal OES as individuals who are or have: Physical, developmental or intellectual disabilities; Chronic conditions or injuries; Limited English proficiency; Older adults; Children; Low income, homeless and/or transportation disadvantaged (i.e., dependent on public transit); and pregnant women.

etc., are addressed in other support annexes, and in operational plans and documents maintained by the participating organizations.

B. Legal Authority

The State of California (State) Emergency Services Act provides the basic authority for conducting emergency response and recovery operations, provided 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. A comprehensive list of authorities and references is included at the end of this document.

C. Assumptions

The following general emergency planning assumptions apply to the execution of short- and long-term recovery activities:

- The population has high expectations of City government to perform in a proactive, inclusive, and culturally-conscientious manner. How the City performs in an emergency and how it integrates the whole community in recovery decisions will have an impact on the public's general perception of and confidence in the local government.
- A local emergency has been proclaimed.
- All elements of SEMS are functional.
- The City will activate the Emergency Operations Center (EOC) and provide the framework for emergency management and direction for short- and long-term 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.
- Recovery begins immediately at the onset of an incident, unfolding concurrently with response activities, and may last many years.
- As response operations scale down, recovery operations will scale up.
- 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, will be exacerbated after the incident.

- Limited resources require strategic planning and long-term coordination across departments, levels of government, and sectors.
- Effective recovery requires a “Whole Community” approach.
- The City will participate in regional and state recovery activities.
- The City applies directly to Cal OES and/or FEMA for disaster assistance without going through the Santa Clara County Operational Area.
- The City will submit information for any applicable insurance claims.
- This annex will serve as guidance for the City’s recovery operations until a full recovery plan is developed, or the City develops a specific post-incident recovery plan.

D. General Considerations

In addition to the planning assumptions identified above, the following considerations provide an overview of potential post-disaster recovery challenges. Planning considerations for individuals with disabilities, those with limited access or limited English proficiency, and functional needs are discussed in the following section.

- Just as disasters impact communities differently, communities respond to disasters differently. Cultural beliefs and relationships guide interactions with government and shape responses to disaster recovery. Communities may want and expect different degrees of involvement and participation in planning, re-building, funding, and other recovery decisions. It will be critical to properly gauge the level of participation desired by the whole community and proactively provide opportunities to meet the community’s recovery goals.
- The demand for social, behavioral, medical, and human services will increase dramatically after a disaster, outstripping the availability of regional resources.
- Codes and plans that were in place before the incident will govern recovery unless they are amended, waived, or reformed.
- Recovery decisions do not occur in a vacuum. For example, waiving permit fees to expedite rebuilding can negatively affect the City’s General Fund as those fee costs cannot be subsidized by other fee payers, and waived fees are generally not recoverable under state and federal disaster assistance eligibility rules.
- Decisions affecting recovery will be made under great pressure of competing priorities, limited resources and the desire to bring the community quickly back to “normal” or its pre-disaster condition.
- Just as capabilities and impacts differ, City, county, regional, and State recovery priorities may not align.
- State and federal resources may not adequately meet the City’s needs or cover the City’s costs.
- The decision to set up a donation fund must be made soon after the disaster to maximize opportunities for monetary donations.
- The private sector can serve as an important resource in providing assistance to survivors and organizations addressing survivor needs.
- Displaced households are less likely to return, the longer they are displaced and the farther they are housed from the City.
- A disaster will impact portions of the City and its residents differently.

- Recovery takes longer and costs more than expected for individuals, households, businesses, nonprofits, and local governments alike. Recovery challenges may strain relationships and create frustration and suspicion.
- Depending on the extent of damage to infrastructure, housing stock, and business centers, the long-term recovery phase may provide opportunities to implement economic or redevelopment strategies that enhance portions of the City.
- Opportunities to improve the community or mitigate risks are still limited by applicable laws and property rights as well as available financial resources.
- Many volunteers will travel to San José to provide assistance immediately following a disaster. Over time, the number of volunteers will diminish. Continuing to channel volunteer efforts and manage donations in the recovery phase will be a challenge and an opportunity

E. Considerations for Individuals with Access and Functional Needs

The City of San José is committed to inclusivity and providing services to those with disabilities and those with access and functional needs, including limited English proficiency. Before, during, and after an incident, individuals with disabilities and others with access and functional needs can be assisted to maintain their health, safety, and independence utilizing the “C-MIST”² framework to identify their needs. C-MIST is the acronym for Communication; Maintaining health; Independence; Safety, support services, and self-determination; and Transportation.

In a disaster, members of the community may be displaced or experience limitations in other important supportive services or programs required to meet their needs. Considerations for the whole community, including accessibility needs, medical needs, various communications needs, and keeping individuals together with their families, personal care providers, essential equipment, and service animals are important. Physical and programmatic access, auxiliary aids and services, integration, and effective communication are often enough to enable individuals to maintain their health, safety, and independence in and following an emergency or disaster. When basic access is not enough, individuals with access and functional needs may have additional requirements in one or more of the following functional areas to participate in and benefit from the programs and services offered during the recovery period. These functions are described and provide context below, and many are interrelated:

Communication: Often individuals will require auxiliary aids and services or language access services to initiate effective communication and to receive and respond to information using methods that facilitate effective communication. Individuals may not be able to see directional signs (e.g., signage identifying a Local Assistance Center or booth with information on recovery programs), hear verbal announcements or alerts (e.g., announcements made about available recovery support services on TV or radio), communicate their circumstances to case managers or recovery support personnel, or understand how to get assistance due to hearing, vision, cognitive, behavioral, mental health, or intellectual disabilities, and/or limited English proficiency. In addition to auxiliary aids and services, the use of plain language³ in instructions and distributed materials benefits most people.

Maintaining Health: While most individuals with access and functional needs do not have acute medical needs requiring the support of trained medical professionals, many will require assistance to maintain health and minimize preventable medical conditions. Access to direct healthcare, equipment, medication,

² <https://emilms.fema.gov/IS0368/DIS01summary.htm>

³ <https://www.plainlanguage.gov>

supplies, personal assistance, etc., can make the difference between maintaining health in the recovery period and decompensation, requiring medical care that was not previously needed. Individuals who are able to access care through families, friends, or care professionals reduce the need for scarce care resources, so considerations for keeping such communities together in the recovery period is critical.

Minority and low-income communities may have severely limited access to health and medical services. In many cases, they are served by highly important community health organizations that may become compromised in a disaster, reducing the capabilities of their vital safety net programs. Ensuring that the community's health, access, and functional needs are met is critical. If a community health organization loses a facility in a disaster, assisting it with relocation to resume services may be necessary. The recovery of general healthcare facilities will be important as well.

Adequate housing is one of the greatest indicators for maintaining health. In a disaster, the housing supply may be compromised, especially housing serving people with disabilities and others with access and functional needs. The restoration of housing to maintain public health will be critical.

Independence: For individuals with disabilities and others with access and functional needs, including limited English proficiency, providing physical/architectural, programmatic, or communications access will allow them to maintain independence in the recovery phase by returning, as much as possible, to a steady state. For example, providing materials on applying for recovery assistance in appropriate languages will enable those communities to independently access recovery programs. A focus on re-building supportive or accessible housing may provide those who require it the ability to live independently, as well as maintain health. Supplying needed support to these individuals will enable them to maintain or quickly restore their pre-disaster level of independence and participate in community, as well as personal, recovery.

Safety, Support Services, and Self-Determination: Before, during, and after an emergency, individuals may lose the support of personal assistant services, family, or friends; may find it difficult or frustrating to navigate the confusing spectrum of recovery assistance (particularly if they have autism, dementia, Alzheimer's, behavioral, or mental health conditions such as schizophrenia or intense anxiety) or may have challenges accessing programs and services aimed at providing housing or other assistance. All adults, including adults with access and functional needs, have the right to self-determine the amount, kind, and duration of assistance they require.

Transportation: If the transportation network and/or infrastructure are compromised by the disaster, all individuals, including those with disabilities and others with access and functional needs, may become unable to access to vital services, their safety net, employment, and means to maintain health and independence. Those who rely heavily on public transit, including but not limited to low-income and minority communities and those who use paratransit or buses with lifts/ramps, may require additional transportation support.

Planning for recovery should also consider the following:

- American Community Survey (ACS) estimates the overall rate of people with disabilities in the US population in 2016 was 12.8%, and many more can become disabled temporarily during their life due to illness, injury, or other circumstances. They may also experience disability as a result of the disaster.
- Economic, housing, displacement, and other challenges commonly observed following a disaster may impact the level of access and functional needs an individual may have.

- Many disaster survivors needing to access recovery services will speak languages other than English or may need sign language interpretation. Plain language communication is essential, especially on topics that may be as unfamiliar to individuals as disaster recovery. Information should be made available in as many formats as possible, including published materials, websites, and in-person presentations. The following tools and methods of communication may assist the whole community with receiving important information regarding recovery activities, support, programs, and assistance, although this list is not exhaustive:
 - Qualified interpreters
 - Qualified sign language interpreters (American Sign Language and other languages as appropriate)
 - Real-time open captioning
 - Large print
 - Pictorial diagrams
 - Plain language
 - Braille
- The **Crisis Communications Support Annex** to the EOP contains information on effectively communicating in redundant formats with populations with limited access and limited English proficiency. An upcoming **Crisis Communications Plan** will contain further instructions.

Multi-Lingual Needs

San José’s diversity contributes to the multi-lingual character of the community. To retain the diversity of population in a disaster and support the community through recovery, the City will need to be able to communicate with them. More than 20 languages can be heard spoken in the City, with the following found in greatest percentages⁴:

- **English-only:** 45.5%
- **Spanish:** 21.3%
- **Vietnamese:** 9.0%
- **Chinese (primarily Mandarin):** 7.0%
- **Tagalog:** 3.7%
- **Hindi:** 1.7%

A detailed breakdown of language demographics can be found in each City Council District’s **Community Profile**, including a listing of neighborhoods, based on Census data, where concentrations of speakers of the above languages are highest. Some will have English proficiency or translation assistance, and others may have limited English proficiency or be non-English-speaking-monolingual. Even those with English proficiency may experience a greater degree of trust towards the local government and receive instructions or support when they see communication efforts designed specifically for their community.

To the extent available, information and instructions regarding accessing recovery-related resources, such as printed media, radio/TV messages, postings, social media notifications, town hall presentations,

⁴ ACS 2016.

signage, and others, should be translated into appropriate languages. In some cases, this may include having an on-site translator or interpreter.

Additional information on multi-lingual messaging and communication needs, methods, and systems can be found in the **Crisis Communications Annex** and further instructions will be included in the upcoming **Crisis Communications Plan**.

CONCEPT OF OPERATIONS

The Concept of Operations presents an overall framework for recovery management, recovery coordination, a listing of key recovery activities, and a phased timing of recovery activities.

A. General

- Recovery operations begin immediately after a disaster event, concurrent with response operations. The EOC's Recovery Section will work immediately to determine the need to initiate short-and long-term recovery activities. Those activities will be determined by the scope, complexity, and particularities of the incident. The City's Recovery Section will remain in effect as long as the City's EOC is activated or until the EOC Director or Director of Emergency Services advises that it may be deactivated.
- In the short-term, many recovery activities can be coordinated effectively in the EOC or through Department Operations Centers (DOCs) that manage specific functions.
- For larger-scale incidents likely to result in long-term impacts, the City may choose to activate a Recovery Operations Center that might operate concurrently with the EOC's Recovery Section, or to take over long-term recovery activities from the section after the EOC has been deactivated. Section 7 of the City's Emergency Operations Plan discusses recovery.
- The City Manager's Office is the lead department for coordinating short and long-term recovery activities for the City of San José. 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.
- 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 primary roles in coordinating particular functions related to recovery, as applicable and appropriate.
- Short-term recovery response activities may include, but are not limited to:
 - **Initiating cost recovery procedures:** Through coordination with the Finance Section, ensure that individuals/organizations involved in disaster response and recovery collect and record information on the use of labor, materials, equipment, and other disaster-related costs, in accordance with state and federal disaster assistance program requirements.
 - **Supporting the immediate restoration of community services and government functions:** Monitor the status of repairs and restoration to infrastructure, buildings, and services, and supporting activities like sheltering, debris clearance, damage/impact assessment, safety inspections, temporary service provision, etc. These activities allow the City and its residents to resume normal operations as quickly as possible.
 - **Assessing human impacts and needs:** Coordinate with the Operations Section, Mass Care Branch to identify and address disaster impacts and potential recovery needs across the community, with a particular focus on disadvantaged populations and those with access and functional needs. Gathering information about the scope of the incident and needs of survivors allows the City to develop appropriate resources.

- **Deploying resources, assistance, and services:** After needs are assessed, coordinate with supporting entities and deploy resources for survivors, such as a local assistance center, referral services, public information, and provision of direct human services.
- **Supporting policy processes:** Identify the need to develop local proclamations, resolutions, or emergency ordinances, in coordination with the Management Section.
- **Compiling data for long-term analysis:** In coordination with the Planning and Intelligence Section, identify, collect, analyze, and share incoming information from a variety of sources regarding long-term impacts to housing, health, infrastructure, environment, cultural assets, and community wellbeing.
- Long-term recovery activities will be coordinated initially through the City’s Recovery Section in the EOC. As EOC operations ramp down, long-term recovery activities will transition to the Recovery Operations Center. As response operations wind down, recovery operations ramp up. Long-term activities build on each of the short-term recovery response activities identified above. Long-term recovery activities include but are not limited to:
 - Collaborating with the public and a variety of stakeholders to develop and execute long-term recovery strategies
 - Continuing analysis and evaluation of long-term impacts
 - Continuing cost recovery efforts and coordinating the reimbursement process
 - Developing cost estimates for the repair and reconstruction of City infrastructure
 - Developing budgets and financing plan for repair and reconstruction of City infrastructure, including identifying any funding gaps and prioritizing projects
 - Identifying and obtaining any financing necessary to implement recovery projects
 - Presenting budget and financing plan to the City Council for approval
 - Implementing recovery projects to permanently repair and reconstruct infrastructure, facilities, and buildings
 - Obtaining approval of capital projects by FEMA and/or Cal OES and continuing submittal of necessary documentation to recover costs through insurance or FEMA and/or Cal OES
 - Reevaluating budget and financing plan based on actual FEMA and/or Cal OES and insurance claim payments
 - Developing and disseminating information for disaster survivors and the public
 - Assessing the social and economic impacts in affected areas
 - Developing and implementing assistance programs to support survivors and enhance community wellbeing
 - Developing policies and programs to support the recovery of businesses
 - Identifying mitigation opportunities
 - Identifying opportunities for historic preservation, sustainability, and positive environmental stewardship in the rebuilding process
 - Redevelopment planning
 - Rehousing displaced persons through permanent housing programs
 - Identifying opportunities to enhance the City’s resilience to future disasters

B. Organization

- The EOC consists of the following six sections: Management, Operations, Planning & Intelligence, Logistics, Finance & Administration, and Recovery.
- The Recovery Section works closely with the other five sections throughout response and into recovery. Functioning as a sixth independent section in the EOC, the Recovery Section will initially be responsible for coordinating some short-term recovery activities and for assessing long-term recovery needs and strategies, specifically in coordination with the EOC Management and Planning & Intelligence Sections. Recovery activities will continue post-disaster to address people, resources, buildings, economic recovery, infrastructure, FEMA cost recovery programs, and the LAC operations.
- The Recovery Section will organize under the leadership of the City Manager’s Office with substantial assistance from the City Manager’s Budget Office and the Finance Department. Support will come from the City Manager’s Communications Office, the City Manager’s Office of Emergency Management, the City Manager’s Office of Economic Development (including the Office of Cultural Affairs), the Mayor’s Office, the Airport Department, the City Attorney’s Office, the City Auditor’s Office, the Environmental Services Department, the Information Technology Department, the Library Department, the Housing Department, the Parks, Recreation, and Neighborhood Services Department, the Planning, Building, and Code Enforcement Department, the Public Works Department, and the Department of Transportation. The Fire Department, Police Department, and Community Energy Department also play a limited role in recovery. Personnel from these departments may be assigned directly to the Recovery Section or they may fill multiple positions in the EOC, including additional roles in the Recovery Section. Staffing needs will be based on the type, nature, and size of the incident and the services needed by survivors.
- The Recovery Section Coordinator will identify which departments are needed to effectively coordinate and support recovery operations from the EOC and will take the necessary steps to ensure that these departments are notified to be called into the EOC or placed on standby.
- Initially, the Recovery Section will focus on coordinating with a variety of supporting departments and EOC branches to collect and assess recovery information and data, identify priorities and strategies, and coordinate recovery response activities, as directed.
- The Recovery Section will collect information and coordinate activities through personnel in each section of the EOC to ensure that the City’s recovery needs are identified and met as response operations unfold.
- The City’s post-disaster organization will transition from the EOC as defined in the City’s forthcoming Recovery Plan. The Office of Emergency Management will serve as the lead coordinator of the long-term recovery efforts with responsibilities defined for the various departments.
- The Recovery Support Annex provides a high-level overview of the recovery functions. Once developed, other documents will provide additional detail on specific aspects of recovery (e.g., Recovery Plan, Post-Disaster Housing Plan, Donations Management Plan, Local Assistance Center Establishment Plan).

C. Timing of Critical Activities

During recovery operations, many activities happen concurrently and the sequence will vary depending on the size, scope, and specific impacts of the incident. Recovery and restoration activities will begin almost immediately upon the initiation of response actions and will be determined by incident circumstances. Short-term and intermediate response activities will begin in the EOC, as personnel begin to assemble 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.

This transition and the necessary overlapping of response activities and operational objectives and recovery activities and objectives are represented by **Figure 1**.

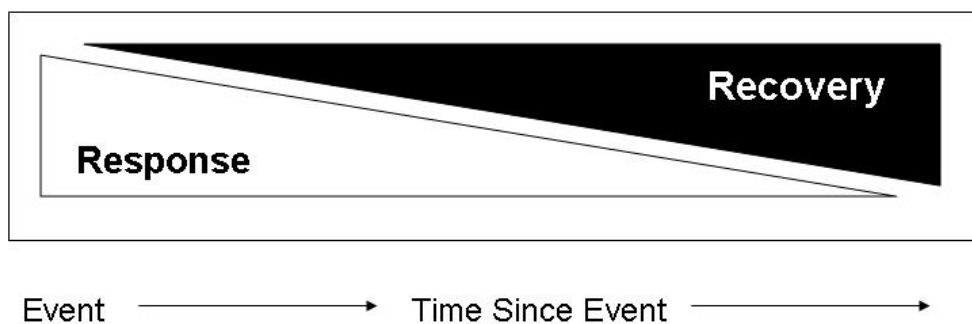


Figure 1. Transition from response to recovery.

The following timeline of key recovery activities provides a general guide to support incident action planning and/or separate recovery action planning processes, if implemented, and provide emergency managers and decision-makers support to anticipate needs and decision points. The activities identified in **Table 2** below do not constitute a comprehensive list of all possible actions that may be taken, but rather represent the most critical activities to be accomplished based on best practices and research. **Please note:** the activities are not ranked in order of priority. They are listed in the order that they may occur, sequentially, though activities may take place simultaneously or in a different order, in accordance with incident requirements

Activities identified in **Table 2** are organized according to time-based phases of emergency management shown in **Table 1** below, described in detail in the EOP in **Section 1.3.1, Phases of Emergency Management:**

Table 1. Phases of Emergency Management

Phase	Approximate Timeline
Phase 1: Preparedness	Pre-incident
Phase 2: Initial Response	Within first 72 hours of an incident
Phase 3: Continued Response	72 hours to 14 days after an incident

Phase 4: Short-Term Recovery	Two weeks to two months after an incident
Phase 5: Long-Term Recovery	Two months to a year or more after an incident

Table 2. Critical Recovery Activities

Phase	Activity	Responsibility	Status
Phase 1: Preparedness	Develop plans, procedures, guidelines, and policies for coordinating and managing recovery operations and activities under all hazards conditions.	Office of Emergency Management, other departments with recovery operational responsibilities	
	Establish recovery priorities and determine a strategic vision for recovery.	City Manager’s Office; Office of Emergency Management	
	Establish and confirm authorities for recovery. Identify codes, plans, and policies likely to impact recovery activities. Identify actions required by the City Council to implement disaster-related provisions and develop protocols for triggering those provisions.	City Manager’s Office; Office of Emergency Management	
	Identify and develop a post-disaster recovery organization. Convene a recovery planning team or working group that is likely to participate in that organization. This team will establish a Team Charter with goals and objectives, roles, and responsibilities for each department, etc., specific to the disaster. Team members will coordinate with core departments, implement recovery efforts, and ensure required documentation is in place to maximize reimbursements.	City Manager’s Office; Office of Emergency Management	
	If an alternate or modified governance structure for recovery is identified, establish procedures and authorities for implementation.	City Manager’s Office; Office of Emergency Management	
	Identify resources and tools to address community, housing, economic, social, environmental, and cultural recovery.	Office of Emergency Management; Departments of Housing; Parks,	

Phase	Activity	Responsibility	Status
		Recreation and Neighborhood Services; Planning, Building and Code Enforcement; Public Works, Environmental Services; Office of Cultural Affairs	
	<p>Understand “lifeline” (defined as critical utilities/services) interdependencies as they affect the City. Consider interdependencies among the following lifeline sectors:</p> <ul style="list-style-type: none"> • Transportation (City streets, regional roads, transit, airport) • Electricity/gas/fuel • Water treatment/delivery (potable water, auxiliary water, storm water, wastewater/sanitation) • Telecommunications 	Office of Emergency Management; Departments of Transportation; Public Works; Environmental Services; Information Technology; Airport Department	
	Develop methods and tools for incident documentation and cost tracking that comply with federal, state, and City record-keeping, procurement, and audit requirements. See Damage Assessment Annex and Safety and Damage Assessment Plan for additional information	Office of Emergency Management; Budget Office; Finance Department	
	Provide training on recovery plans and documentation and cost tracking tools to appropriate personnel.	Office of Emergency Management; Finance Department	
	Review the City’s contracting and procurement policies to ensure compliance with state and federal disaster assistance program requirements.	Finance Department	
	<p>Develop documentation tools to track volunteer data including hours and locations.</p> <p><i>When properly tracked, volunteer labor is treated by FEMA as a donated resource that may be used to offset the non-federal cost share of its eligible Emergency Work Project Worksheets (PW) and Direct Federal</i></p>	Departments of Finance; Parks, Recreation and Neighborhood Services	

Phase	Activity	Responsibility	Status
	<i>Assistance (DFA), and eligible work on Permanent Work when conditions are met⁵.</i>		
	Develop and maintain agreements with government agencies, professional associations, and private contractors to support recovery efforts or provide resources when needed (e.g., housing development, public and individual assistance program support, etc.).	Office of Emergency Management; Finance Department	
	Develop and maintain a listing of qualified consultants, contract, and other resources for public recovery, including debris management, mass care services, professional services, and damage assessment (e.g., licensed contractors for debris removal). See Debris Management Plan, Shelter Management Plan, and Safety and Damage Assessment Plan for more information.	Departments of Finance; Public Works; Planning, Building and Code Enforcement; Environmental Services	
	Develop and/or participate in recovery related planning, training, and exercise activities at the local, regional, state, and/or federal level.	Office of Emergency Management; other departments with designated recovery roles and functions	
	Develop and maintain relationships with private sector partners to identify capabilities, resources, innovations, and information that can be shared to support the City’s response and recovery efforts. Partners include small and large businesses, start-ups, community- and faith-based organizations, etc.	City Manager’s Office; Office of Economic Development; Office of Emergency Management	
	Develop polices and mechanism(s) for receiving material and financial donations to address survivor unmet needs.	Office of Emergency Management; Departments of Finance; Housing; Parks, Recreation and Neighborhood Services; Public Works;	

⁵ 2018 update of the FEMA Public Assistance Program and Policy Guide

Phase	Activity	Responsibility	Status	
		Communications Office		
	Develop memoranda of agreement or understanding, or pre-incident contracts with community- and faith-based organizations to facilitate the provision of services and assistance after the occurrence of a disaster (e.g., Collaborating Agencies' Disaster Relief Effort, Catholic Charities for temporary housing). These types of pre-incident agreements are required for nonprofit organizations seeking assistance from the state assistance under the California Disaster Assistance Act (CDAA).	Office of Emergency Management; Parks, Recreation and Neighborhood Services; Housing		
	Assist with the establishment of Debris Management sites and Disaster District Offices (staffing resources, documentation process, etc.). See Debris Management Support Annex and Debris Management Plan for more information.	Departments of Public Works; Environmental Services; Parks, recreation and Neighborhood Services; Library		
	Assist with the creation of “Organizational Process Assets” for future responses and recoveries.	City Manager’s Office		
	For a Pending / Imminent Disaster:			
	Prepare incident documentation and cost tracking methods and tools to track response activities and resources and prepare for cost recovery.	Office of Emergency Management; Finance Department; Budget Office		
	Provide just-in-time training to appropriate personnel on incident documentation and cost tracking methods.	Office of Emergency Management; Finance Department		
	Prepare documentation to proclaim a local emergency.	City Manager’s Office; Office of Emergency Management; City Attorney’s Office		

Phase	Activity	Responsibility	Status
	<p>Activate mechanism(s) to receive material and financial donations according to established policies.</p>	<p>Office of Emergency Management; Departments of Parks, Recreation and Neighborhood Services; Housing; Public Works; Communications Office</p>	
	<p>Bring forward any required actions for City Council approval to implement disaster-related provisions; activate use of codes, plans and policies established for disasters as applicable.</p>	<p>City Manager’s Office; City Attorney’s Office; Planning, Building and Code Enforcement Department</p>	
	<p>Prepare to establish Local Assistance Center(s).</p> <ul style="list-style-type: none"> • Identify necessary participants • Identify and activate location • Prepare messaging <p><i>Local Assistance Center(s) and other service points (such as Disaster Recovery Centers) other should be accessible facilities that are able to accommodate people with disabilities and others with access and functional needs, including, but not limited to, providing adequate seating, interpreter/translation services, service animal relief areas, privacy areas, accessible entries/bathrooms/parking, etc.</i></p>	<p>Office of Emergency Management; City Manager’s Communications Office; Departments of Parks, Recreation and Neighborhood Services; Housing; Public Works</p>	
<p>Phase 2: Initial Response</p>	<p>Step 1: Establish a recovery organization within the EOC</p>		
	<p>Activate EOC and staff the Recovery Section as directed by the EOC Director.</p>	<p>City Manager’s Office; Office of Emergency Management</p>	
	<p>Establish procedures for integrating pre-incident planning and risk assessment with post incident recovery and mitigation efforts.</p>	<p>Office of Emergency Management; EOC Recovery Section; EOC Planning Section</p>	

Phase	Activity	Responsibility	Status
	Contribute to Initial EOC Action Plan by providing information on department/office or survivor needs and available resources, and operational objectives, as requested.	EOC Recovery Section; Parks, Recreation and Neighborhood Services Department	
	Ensure that systems are in place for people with disabilities and others with access and functional needs (as defined by Cal OES) to have unrestricted access to recovery services.	Recovery Section, Parks, Recreation and Neighborhood Services; Mass Care Branch	
	Initiate a Recovery Action Plan.	EOC Recovery Section; EOC Planning Section's Action Planning Unit	
	Provide just-in-time cost accounting and cost recovery training on state and federal programmatic requirements to EOC staff and impacted City departments, as needed.	EOC Recovery Section's Recovery Finance and Recovery Documentation; EOC Finance & Administration's Cost/Time Units	
Step 2: Assess recovery needs			
	Coordinate with the Planning, Building, and Code Enforcement Department to assess damage to private property and, if appropriate, determine de-centralized and/or expedited methods to issue permits for repairs and demolition. See Damage Assessment Support Annex and Safety and Damage Assessment Plan for more information.	Planning, Building, and Code Enforcement Department; EOC Recovery Section's Infrastructure Branch; EOC Operations Section's Damage Inspection Branch	
	Coordinate with the EOC Operations Section's Mass Care Branch (staffed by Parks, Recreation and Neighborhood Services) and the Housing Department to assess the overall and localized impacts to the City's housing stock. The Post-Disaster Housing Plan will address the identification of temporary housing, including the assessment and tracking of appropriate	Departments of Parks, Recreation and Neighborhood Services; Housing	

Phase	Activity	Responsibility	Status	
	and affordable housing for people with disabilities and other access and functional needs.			
	Identify temporary spaces for businesses and organizations for economic and community recovery.	EOC Recovery Section's Buildings Branch (Planning, Building, and Code Enforcement); Office of Economic Development		
	Work with appropriate City departments and the Damage Inspection Branch to assess damage to public facilities, streets and roads, and utilities, and initiate temporary repairs.	EOC Recovery Section's Buildings Branch (Planning, Building, and Code Enforcement); EOC Recovery Section's Infrastructure Unit; Departments of Transportation, Public Works		
	Assess survivor needs and identify impediments to providing safety-net services and support.	EOC Recovery Section's Local Assistance Center (Parks, Recreation and Neighborhood Services)		
	Determine vulnerable critical facilities as a basis for identifying recovery activities.	EOC Recovery Section's Buildings Branch (Planning, Building, and Code Enforcement)		
	Step 3: Coordinate resources for recovery			
	Coordinate with adjacent jurisdictions and the Operational Area to develop awareness of developing needs that could affect survivors in the City.	Office of Emergency Management; EOC Recovery Section		
	Coordinate with City departments, with activated City DOCs, and within the EOC to address key issues for disasters such as short-term, interim, and permanent housing, community restoration, debris removal (as	EOC Recovery Section		

Phase	Activity	Responsibility	Status
	outlined in the Debris Management Support Annex and Debris Management Plan), decontamination, environmental restoration, restoration of public facilities and infrastructure, private and public property damage and safety assessment (as outlined in the Damage Assessment Support Annex and Safety and Damage Assessment Plan), and short- and long-term economic recovery.		
	Coordinate and integrate the resources and assistance programs of voluntary agencies, employee assistance programs, corporate philanthropy, and community-based and faith-based organizations.	EOC Recovery Section’s Recovery Finance, Local Assistance Center, Case Management, Donations Management	
	Launch a donation fund to meet emerging and unmet needs.	City Manager’s Office; EOC Recovery Section’s Donations Management	
	Work with the Planning, Building and Code Enforcement Department and Fire Department to coordinate assistance for the restoration and repair of cultural and historical sites damaged by the disaster.	Office of Cultural Affairs; EOC Recovery Section’s Buildings Branch (Planning, Building and Code Enforcement); Fire Department	
	Coordinate services that people with disabilities and others with access and functional needs require to maintain independent living, which means priority access to accessible and affordable housing for individuals with disabilities and those with access and functional needs.	EOC Recovery Section’s Local Assistance Center (Parks, Recreation and Neighborhood Services)	
	Ensure there are appropriate and adequate transportation services provided to people with disabilities and others with access and functional needs that can accommodate their equipment, service animals, care providers, etc. to depart the shelter.	EOC Recovery Section’s Local Assistance Center (Parks, Recreation and Neighborhood Services)	
	Review requirements and application procedures for state and federal disaster assistance programs, including those offered under the California Disaster	EOC Recovery Section’s Recovery Finance, Recovery	

Phase	Activity	Responsibility	Status	
	Assistance Act and the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended, and the Small Business Administration Disaster Loan Program.	Documentation; FEMA		
	Review requirements and claims procedures for insurance claims associated with City facilities, as applicable.	EOC Recovery Section's Recovery Finance		
	Step 4: Share information			
	Coordinate with the EPIO Branch to disseminate information on state and federal assistance programs, temporary and interim housing options, disaster recovery or local assistance centers and assistance resources, donations, and recovery strategies. See Crisis Communications Support Annex and Crisis Communications Plan for more information.	EOC Recovery Section; EOC EPIO Branch		
	Support and connect people with disabilities and others with access and functional needs to agencies providing interim housing solutions to ensure their needs can be met, including, but not limited to, solutions that ensure there is sufficient power for power-dependent equipment/devices, no architectural barriers for maintaining independence, and adequate environments for people with personal care assistance needs, etc.	EOC Recovery Section's Local Assistance Center (Parks, Recreation and Neighborhood Services); Case Management		
	Ensure clear and inclusive public messaging about disaster recovery services (e.g., the location of the Disaster Recovery or Local Assistance Center, available transportation, documents to bring, etc.) and information about recovery agencies is disseminated through traditional and nontraditional methods, is available in multiple languages and multiple formats (e.g., large print, braille, electronic), and meets Universal Design Standards for assistive technology.	EOC Recovery Section; EOC EPIO Branch		
	Work with functional needs support services providers to deliver information and conduct outreach to people with disabilities and others with access and functional needs within their network.	EOC Recovery Section; Parks, Recreation and Neighborhood Services Department; EOC EPIO Branch		
Phase 3:	Step 5: Continue to assess, coordinate, track, and share information on recovery efforts			

Phase	Activity	Responsibility	Status
Continued Response	Establish or confirm recovery priorities.	City Manager’s Office; Mayor’s Office; EOC Recovery Section	
	Review and make recommendations pertaining to appropriate zoning variances to accommodate business and commercial repairs and residential re-building.	EOC Recovery Section’s Buildings Branch (Planning, Building, and Code Enforcement)	
	Ensure effective debris removal efforts and track process city-wide, with consideration for critical and priority facilities. See Debris Management Plan for more information.	EOC Recovery Section’s Environmental Services Unit and Public Works Unit; EOC Recovery Section’s Buildings Branch (Planning, Building, and Code Enforcement)	
	Ensure, coordinate, or manage the monitoring, inspection, and/or repair of geophysical features.	EOC Recovery Section’s Infrastructure Branch	
	Coordinate assessment with state/federal preliminary damage assessment teams.	Office of Emergency Management; EOC Recovery Section’s Infrastructure Branch	
	Establish District Disaster Offices to assist with identifying and coordinating local assistance needs.	City Council	
	Implement policies regarding material and financial donations, including management and disbursement to survivors and ensure proper oversight.	EOC Recovery Section’s Donations Management	
	Participate in and support the activities of the Regional Recovery Task Force, if established.	Recovery Section	
	Research and obtain grant or federal funds for recovery efforts. Refer to Section 7.5 Disaster Assistance, of the City’s Emergency Operations Plan for brief descriptions of primary assistance programs.	EOC Recovery Section’s Recovery Finance and Recovery Documentation	

Phase	Activity	Responsibility	Status
Phase 4: Short-Term Recovery	Gather information from the EOC, supporting organizations, and affected local agencies to assess the scope and magnitude of the social and economic impacts in the City.	EOC Recovery Section's Recovery Finance	
	Coordinate the implementation of the long-term community recovery recommendations with appropriate City and community stakeholders and organizations.	EOC Recovery Section's Recovery Finance	
	<p>Begin coordinating reimbursement activities with Finance Department and departments that incurred costs eligible for reimbursement through state and federal programs and through insurance policies with attention to time limits and deadlines. Responsibilities include:</p> <ul style="list-style-type: none"> • Grant/reimbursement application development • Coordination with state and federal personnel • Coordination with insurance carrier • Cost estimating • Regulatory compliance • Project budgeting • Recordkeeping and documentation • Cost accounting (disbursements and other tracking) • Monitoring grant status • Reporting • Appeals • Closeout • Audit response 	EOC Recovery Section's Recovery Finance, Recovery Documentation, and Infrastructure Branches	
	Coordinate with the Mass Care Branch, the Housing Department, and/or the Parks, Recreation, and Neighborhood Services Department to identify interim housing strategies and solutions and track unmet needs. See Post-Disaster Housing Plan for more information.	EOC Recovery Section's Local Assistance Center and Buildings Branch (Planning, Building, and Code Enforcement)	
	Consider carefully the distribution of benefits and incentives for economic growth and housing recovery.	EOC Recovery Section's Recovery Finance	
	Distribute in-kind and monetary donations in accordance with applicable policies and guidelines.	EOC Recovery Section's	

Phase	Activity	Responsibility	Status
		Donations Management	
Phase 5: Long-Term Recovery	Transition to a long-term post-disaster recovery organization to make decisions and carry out activities to meet the strategic recovery vision for the City.	City Manager’s Office; Office of Emergency Management; Recovery Section	
	Continue to coordinate reimbursement activities with Finance Department and departments that incurred costs eligible for reimbursement through state and federal programs and through insurance policies with attention to time limits and deadlines.	EOC Recovery Section’s Recovery Finance	
	Coordinate with the Mass Care Branch, the Housing Department, and/or the Parks, Recreation, and Neighborhood Services Department to continue to identify long-term housing strategies and solutions and track unmet needs. See Post-Disaster Housing Plan for more information.	EOC Recovery Section’s Local Assistance Center and Case Management; Parks, Recreation and Neighborhood Services Department	
	Evaluate the state of arts, cultural, and community assets. Connect individuals, organizations, and businesses to community recovery.	EOC Recovery Section’s Buildings Branch (Planning, Building, and Code Enforcement)	
	Identify and assess long-term impacts to regional medical systems and psychosocial impacts to affected communities in coordination with Santa Clara County, medical providers, and nonprofit partners. Develop solutions and a pipeline to provide for critical needs.	EOC Recovery Section’s Local Assistance Center and Case Management	
	Identify long-term environmental restoration issues, including contamination and public health concerns.	EOC Recovery Section’s Environmental Services Unit	
	Identify land use concerns. Encourage and facilitate rebuilding in areas that minimize future risks and align with sustainable visions of the City’s future.	EOC Recovery Section’s Buildings Branch (Planning, Building, and Code Enforcement)	
	Identify mitigation opportunities in repair and restoration projects that will reduce the City’s vulnerability to hazards. Preferably, mitigation projects	EOC Recovery Section’s Infrastructure and Building Branches	

Phase	Activity	Responsibility	Status
	can be linked to state and federal funding opportunities.	(Planning, Building, and Code Enforcement)	
	Utilize “Whole Community” approach to recovery planning; initiate opportunities for public participation in the recovery process. Leverage community resources for neighborhood-based recovery planning.	Office of Emergency Management	
	Ensure continued distribution of in-kind and monetary donations in accordance with applicable policies and guidelines.	EOC Recovery Section’s Donations Management	
	Cultivate long-term donations and volunteer contributions as needed, as external support diminishes over time.	EOC Recovery Section’s Donations Management	
	Continue to provide information to the public. An open and transparent recovery process is essential to meeting survivors’ needs, planning a successful recovery, and maintaining credibility with survivors and the public.	EOC Recovery Section; City Manager’s Communications Office	

ASSIGNMENT OF RESPONSIBILITIES

This section outlines roles and responsibilities specific to short- and long-term recovery activities undertaken by City departments and external organizations, in addition to the roles outlined in the Emergency Operations base plan. Roles and responsibilities for external entities are also outlined. City departments and external partners may also make or be called upon to contribute more than those activities described below. For a large-scale incident, the Public Works, Transportation, and Parks, Recreation and Neighborhood Services Department Operations Centers (DOCs) will activate to support field-level activities, and will be supported by the City's EOC, the County of Santa Clara's EOC, and the Cal OES Regional Emergency Operations Center (REOC), as needed. Agencies and departments are expected to develop supporting plans and procedures to help them meet the roles and responsibilities outlined below.

A. City Agency/Department 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, and at the City's EOC.

Departments that provide service during a disaster and/or have damaged infrastructure are expected to:

- Track disaster-related expenditures, ensure compliance with federal, state, and insurance requirements, and prepare the necessary documentation to receive reimbursement, as applicable. This includes tracking the time associated with volunteer efforts.
- Work with the Public Works Department to conduct an infrastructure damage assessment on public facilities.
- Work with the Public Works Department, the Budget Office, and the Finance Department to develop and amend project budgets to repair and rebuild the infrastructure.
- Assist in the application for any available grant and reimbursement funding.
- Track project expenditures and timelines.

City Manager's Budget Office will:

- Serve as the lead coordinating office for the City's overall recovery effort by staffing the EOC Recovery Section Coordinator position and Recovery Documentation Branch.
- Serve as the lead coordinating office if there is activation of a Recovery Operations Center
- In coordination with the Recovery Finance Branch, assess financial impact of disaster on city government, forecasts, and advise on strategic decisions related to funding and prioritization of short and long-term recovery expenditures.
- Lead the City's decision-making on budgeting for the City's response and recovery, as part of their overall responsibility for developing and monitoring the City's budget, and implementing overall financial controls for the City.
- Assist City departments with disaster-related costs by supporting efforts to estimate repair costs, providing strategic guidance on the prioritization of projects from the City Manager's Office, and identifying funding mechanisms for recovery projects.

- In coordination with the affected City departments and the EOC Operations Section Public Works Branch, bring forward necessary budget actions for disaster-related projects for City Council approval; monitor projects and bring forward any project budget adjustments, as necessary.

City Manager’s Office will:

- The City Manager, 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 agencies.
- Make decisions regarding City participation in the FEMA Alternative Procedures Pilot Program for debris management to obtain a higher percentage of federal and state reimbursement.
- Provide policy guidance and direction on the prioritizing projects, acquiring resources, and refining strategies.
- Authorize temporary positions or approve changes to job responsibilities as needed to address recovery needs.
- Direct City agencies and departments to support long-term 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 EPIO Branch to develop and distribute information to the public.

City Manager’s Communications Office will:

- Serve as the Emergency Public Information Officer (EPIO).
- Identify and provide translation resources to support recovery activities.
- Ensure disbursement of information in various languages to meet the needs of the community.
- Develop City website for recovery needs.
- Develop City website and other mechanisms to receive donations.

City Manager’s Office of Emergency Management will:

- Coordinate and manage the City’s recovery efforts to ensure that needs are addressed as promptly, adequately, and completely as possible, in cooperation with supporting agencies.
- Serve as the primary point-of-contact with the Santa Clara County Operational Area and Cal OES in implementing state and federal disaster relief programs and assistance.
- Coordinate with outside agencies.
- Coordinate the collection and reporting of damage assessment information with City departments/agencies and the Operational Area.
- Coordinate on the schedule for applicant briefings for the Public Assistance program.
- Provide guidance and advice regarding recovery program requirements and application procedures.
- Coordinate recovery training and exercises with appropriate local, regional, state, or federal agencies.
- Ensure that all memorandums of understanding, contracts, or other relevant documents and systems related to the donations management protocol are established in advance of an

emergency and are in compliance with federal, state, and other relevant requirements or emergency operations.

- In partnership with the Housing Department, coordinate monetary donations after a disaster. This function will initially be overseen by the Recovery Section staffing in the EOC.
- Manage in-kind donations. This function will initially be overseen by the Recovery Section in the EOC in coordination with the Logistics Section. Work with nonprofit organizations that will receive and disburse donations. On a longer-term basis, work with the Parks, Recreation and Neighborhood Services Department on donations management.
- Coordinate post-recovery infrastructure repairs/replacements between affected departments, the Budget Office, the Finance Department, and the City Attorney's Office.
- Coordinate with external agencies to determine disaster-related structural, functional, and operational capacities of public health, health care, environmental health, and human services infrastructure.

City Manager's Office of Economic Development will:

- Develop pre-disaster relationships with businesses regarding tools, innovative technology, capabilities, and resources that could be shared with the Office of Emergency Management to support response and recovery efforts.
- Determine the need for an economic recovery strategy to address the vision, goals, and objectives for economic recovery.
- Use pre-disaster economic data and conduct damage and needs assessments to develop an accurate picture of the state of the City's economic health and to support broad-view planning decisions.
- Coordinate with workforce development partners and funders to rebuild local labor markets.
- Provide a private sector liaison to the EOC to support the recovery of local businesses, provide information, and assess needs.
- Provide technical assistance in community planning and economic assessment.
- Maintain robust and accessible communications throughout the recovery process with stakeholders and partners to ensure dialogue and information sharing.
- Support efforts and programs that help businesses connect and support one another after a disaster.
- Collaborate with the Planning, Building and Code Enforcement Department on actions that could enhance and streamline the review process for new business applications and building permits for repairs to incentivize and accelerate economic revitalization.

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

- 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 Immigrant Affairs will:

- Assist in providing translation resources to support recovery activities.
- Provide guidance regarding needs and considerations for affected populations.

Finance Department will:

- Staff the EOC Recovery Section Recovery Finance Branch.
- 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.
- Working with the Office of Emergency Management, coordinate efforts 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.
- Provide forms and instructions to departments to obtain reimbursement for eligible activities.
- In coordination with the Recovery Documentation Branch, assess financial impact of disaster on city government, forecasts, and provide advice on strategic decisions related to funding and prioritization of short and long-term recovery expenditures.
- Manage any debt incurred in relation to the disaster.
- 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 in obtaining critical resources needed for long-term community recovery.
- Administer reimbursements from state and federal funding sources.

Mayor’s Office will:

- 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 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 Branch of the EOC.
- Coordinate with the City Council and Parks, Recreation, and Neighborhood Services Department to establish Disaster District Offices to support neighborhood-based recovery.

Airport Department will:

- 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 Communication Office, provide information to the public on the availability of air service.

City Attorney’s Office will:

- 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.

City Auditor’s Office will:

- Support the Budget Office, Office of Emergency Management, and Finance Department with cost recovery oversight, including compliance with federal and state record-keeping, procurement, and audit requirements, as requested.

Community Energy Department will:

- Provide guidance on clean energy opportunities in reconstruction and restoration projects.

Environmental Services Department will:

- Coordinate with the Public Works Department, Department of Transportation, utilities providers, and other partners on the restoration and long-term 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 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:

- 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.

- 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.
- Assist the Office of Emergency Management in managing monetary donations after a disaster. This function will initially be overseen by the Recovery Section staffing in the EOC.
- Transition the longer-term shelter services from Mass Care.
- Provide support to the Parks, Recreation, and Neighborhood Services Department for the Local Assistance Center; provides services at the Local Assistance Center.

Information Technology Department will:

- 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 Local Assistance Center.
- Coordinate with CMO's Office of Innovation to provide IT services to survivors, as requested.
- Coordinate with auxiliary communications organizations, such as Amateur Radio Emergency Services (ARES)/ Radio Amateur Civil Emergency Service (RACES)/ Auxiliary Communications Service (ACS) to assess increased recovery telecommunications needs, such as cell phones, pagers, radios, laptops, tablets, MiFi devices, and hand-held wireless devices, 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 recovery planning for affected communities.
- Support the activation of Disaster District Offices, where appropriate.
- Support coordination with the Operational Area regarding the provision of services to meet human needs.
- 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.
- Work with the Public Works Department on identifying and scoping capital projects necessary to rebuild and repair library infrastructure.

- Assist in providing translation resources to support recovery activities.

Parks, Recreation and Neighborhood Services Department will:

- Coordinate and support volunteer management efforts, including outreach to local Voluntary Organizations Active in Disaster (VOAD).
- Coordinate with Housing; Planning, Building and Code Enforcement; and Public Works Departments to ensure compliance with Americans with Disabilities Act (ADA). Identify and prioritize the housing, relocation, and recovery needs of population with access and functional needs.
- Assist the Housing Department in developing strategies to transition individuals and families displaced by disaster from shelters to temporary housing.
- Coordinate the opening of a Local Assistance Center to assist residents and businesses affected by emergency or disaster.
- Work with the Public Works Department on identifying and scoping capital projects necessary to rebuild and repair parks infrastructure.
- Activate 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.
- Assist in providing translation resources to support recovery activities.

Planning, Building and Code Enforcement Department will:

- Lead post-disaster damage assessment efforts for private property, buildings, and facilities.
- 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 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.
- 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 on identifying and scoping capital projects necessary to rebuild and repair Police infrastructure, including buildings, apparatus, and equipment.

Public Works Department will:

- 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. Identify and prioritize the housing, relocation, and recovery needs of population with access and functional needs.
- Provide subject matter expertise on considerations for animal care services in recovery activities.
- Coordinate with the Santa Clara County Operational Area and Cal OES to implement the Safety Assessment Program (SAP) for rapid assessments of damaged facilities and infrastructure.
- 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. Department will ensure that contracts are pre-approved with applicable state and federal compliant language within the agreement.
- Work with the Budget Office, 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.
- Assist OEM in the management of in-kind donations. This function will initially be overseen by the Recovery Section in the EOC in coordination with the Logistics Section. These Sections will work with non-profit organizations that will receive and disburse donations. On a longer-term basis, work with OEM on donations management for those donations received at City facilities.

Department of Transportation will:

- In coordination with the Public Works Department, oversee restoration of transportation system and repairs to traffic signals, street lights, 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 long-term 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.

B. 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 pro-actively 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 regarding short- and long-term 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 Services will:

- Maintain communication and coordination with the City’s Recovery Section for jurisdictional support.
- Request resources from the County’s recovery organization when jurisdictional resources are depleted.

- Assist with collection and coordination of information necessary to request state and federal disaster assistance programs.
- Provide leadership in identifying county-level recovery issues and challenges requiring multi-jurisdictional awareness and coordination

Santa Clara County Department of Public Health will:

- Provide 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.
- Provide long-term recovery counseling for disaster survivors and responders.
- Coordinate 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.
- Identify and address 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).
- Provide long-term epidemiological monitoring and analysis of disaster impacts on the physical and mental health of affected populations.
- Provide information addressing emerging public health threats, including disease surveillance, food borne illnesses, water quality, etc.
- Coordinate 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.

Santa Clara County Social Services Agency will:

- Coordinate 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.
- Coordinate programs for survivor recovery and stabilization, including child care, 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.
- Work with City to identify healthcare and social services unmet needs to develop solutions that address long term recovery implementation with other stakeholders.

Santa Clara County Office of Supportive Housing will:

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

Regional Partners

Santa Clara County Housing Authority can:

- Coordinate re-location of displaced persons that are a part of Santa Clara County Housing Authority programs.
- 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.
- Provide 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) can:

- Coordinate with City and Operational Area on requests for Governor’s state of emergency proclamations and requests for Presidential major disaster and emergency declarations.
- Coordinate 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.
- Provide technical assistance regarding damage assessment and recovery program activities
- Coordinate resources for Safety Assessment Program inspections.
- Convene and facilitate the Regional Recovery Task Force, if established.
- Provide State Coordinating Officer (SCO) to coordinate and control state and federal recovery efforts in control of local resources.
- Participate 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.
- Provide State Disaster Recovery Coordinator to assist with coordination of state recovery resources.
- Activate state Recovery Support Functions (RSFs), as needed.

California Department of Transportation (Caltrans) can:

- Debris clearance from key transportation routes within and leading to the city.
- Provide technical assistance, engineering, and construction management resources and support during response activities.
- Administer 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) can:

- Debris clearance from key transportation routes within and leading to the city.
- Provide technical assistance, engineering, and construction management resources and support during response activities.

California Department of Housing and Community Development (HCD) can:

- Administer 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.
- Participate 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.
- Administer 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.
- Develop and implement 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 can:

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

California Department of Public Health can:

- Provide services for people with medical needs that include dietary restrictions during the transition to long-term recovery.
- Support 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) can:

- Coordinate with the Cal OES Recovery Branch on disaster assistance programs offered under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended.
- Appoint 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.
- Provide Federal Disaster Recovery Coordinator to assist with the coordination of Federal recovery resources.
- Activate Federal RSFs, as needed.

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

- Provide long-term recovery housing and urban planning assistance.

- Administer the CDBG-DR Program, in coordination with the California Housing and Community Development Department.

Small Business Administration (SBA) can:

- Provide low interest loans to homeowners and renters for residences damaged by a declared disaster.
- Provide low interest disaster loans for physical damages or economic injury to small businesses and private nonprofit organizations for disaster damages and costs.
- Participate 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) can:

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

Private Sector Partners

The 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.

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 recovery planning partners.

American Red Cross can:

- Participate in community or local assistance center operations to provide assistance to disaster survivors.
- Implement the Coordinated Assistance Network (CAN), to facilitate the collection and sharing of client data, if requested.
- Participate in long term recovery organization or committee to assist with addressing survivor long-term recovery needs.

Collaborating Agencies' Disaster Relief Effort (CADRE) can:

- 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.
- Act as a point of contact for nonprofit organizations and volunteers that work in disasters.
- Coordinate information and resources available from member organizations.
- Assist 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.
- Connect the City with programs and organizations that can provide volunteers to support mass care and shelter operations.

The Silicon Valley Organization can:

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

Community Foundation of Silicon Valley can:

- Work with nonprofit organizations to support their disaster resilience/preparedness efforts.
- Provide philanthropic support for donor fundraising.
- Assist with collecting and managing monetary donations to assist disaster survivors.
- Assist private sector organizations in creating Employee Disaster Funds (EDFs) to accelerate assistance to affected employees after a disaster incident.
- Provide information on organizations involved in recovery and relief operations.

Other Community- and Faith-Based Organizations can:

- Provide advocacy, information, volunteers, strategic guidance, resources, and direct assistance to support survivors.
- Coordinate with the City's recovery organization to identify recovery needs, strategies, and priorities.

AUTHORITIES & REFERENCES

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 9500 series policies, as applicable

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

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 Recovery Plan: 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 IDENTIFICAITON OF POTENTIALLY HAZARDOUS BUILDINGS
- Other ordinances and council policies, as applicable

Other reference material:

- 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*.

APPENDIX A: Acronyms and Glossary

The following list of acronyms represents a list used in this annex, it is not meant to be an exhaustive list, especially in cases of City department name acronyms commonly used. Throughout this annex, full department names are used whenever possible and contextual. However, in limited cases, acronyms are used.

Acronyms

ACS	American Community Survey
ADA	Americans with Disabilities Act
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
C-MIST	Communication; Maintaining health; Independence; Safety, support services, and self-determination, and Transportation
DOC	Department Operations Center
DOT	Department of Transportation (San José)
DPW	Department of Public Works
EOC	Emergency Operations Center
ESD	Environmental Services Department
EOP	Emergency Operations Plan
EPIO	Emergency Public Information Officer
FEMA	Federal Emergency Management Agency
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
SEMS	Standardized Emergency Management System
State	State of California
VOAD	Voluntary Organizations Active in Disaster

Glossary

C-MIST	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
--------	--

APPENDIX B: Recommended Training

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.

Table B-1. Recommended Training

Course	Source
IS-100.b Introduction to Incident Command System	https://training.fema.gov/is/courseoverview.aspx?code=IS-100.b
IS-700.a National Incident Management System (NIMS), An Introduction	https://training.fema.gov/is/courseoverview.aspx?code=IS-700.a
IS-200.b ICS for Single Resources and Initial Action Incidents	https://training.fema.gov/is/courseoverview.aspx?code=IS-200.b
IS-800.b National Response Framework - An Introduction	https://training.fema.gov/is/courseoverview.aspx?code=IS-800.b
Cal OES/CSTI SEMS/NIMS Combined Course (Curriculum as of January 2015 or later)	California Specialized Training Institute (CSTI) Classroom course
Cal OES/CSTI Essential Emergency Management Concepts Course	Classroom course
IS-230.d Fundamentals of Emergency Management	https://training.fema.gov/is/courseoverview.aspx?code=IS-230.d
IS-240.b Leadership and Influence	https://training.fema.gov/is/courseoverview.aspx?code=IS-240.b
IS-241.b Decision Making and Problem Solving	http://training.fema.gov/is/courseoverview.aspx?code=IS-241.b
IS-242.b Effective Communication	http://training.fema.gov/is/courseoverview.aspx?code=IS-242.b
ICS-300/MGT904 Intermediate ICS for Expanding Incidents	Classroom course

Course	Source
MGT346 EOC Operations and Planning for All Hazards	https://teex.org
IS-368 or G-197 or L-197 or CA-056-RESP Including People with Disabilities & Others with Access & Functional Needs in Disaster Operations	https://training.fema.gov/is/courseoverview.aspx?code=IS-368
ICS-400/MGT905 Advanced ICS	Classroom course
CSTI G270.4 Disaster Recovery	Classroom course
IS-2900 National Disaster Recovery Framework (NDRF) Overview	https://training.fema.gov/is/courseoverview.aspx?code=IS-2900
IS-403 Introduction to Individual Assistance (IA)	https://training.fema.gov/is/courseoverview.aspx?code=IS-403
IS-634 Introduction to FEMA’s Public Assistance (PA) Program	https://training.fema.gov/is/courseoverview.aspx?code=is-634
IS-558 Public Works and Disaster Recovery	https://training.fema.gov/is/courseoverview.aspx?code=IS-558
IS-660 Introduction to Public Private Partnerships	https://emilms.fema.gov/IS0660/curriculum/1.html

APPENDIX C: EOC Tools and Resources

The following tools and resources may be developed or implemented in the EOC to assist in the recovery function through all phases of emergency:

- Educational resources on topics of disaster recovery, such as the American Planning Association Knowledge Center (<https://www.planning.org/resources/disaster/#Recovery>) and SPUR Resilient City Initiative (<https://www.spur.org/featured-project/resilient-city>)
- The Red Guide to Recovery (<https://www.theredguidetorecovery.com/recovery-tools/disaster-recovery-resources/>)
- FEMA’s Community Recovery Management Toolkit (<https://www.fema.gov/community-recovery-management-toolkit>)
- Toolkit for local small- and medium-size businesses to promote business continuity planning to facilitate an effective local economic recovery (Example: <https://www.ready.gov/business>)
- District Community Profiles
- GIS tools to show disaster-related sites and facility recovery efforts
- Cost Recovery Plan
- System to track employee work time coded to work related to the emergency or disaster for documentation for cost recovery
- System to track donated resources (non-cash contributions of property or services) related to eligible Emergency Work⁶ to offset the non-Federal cost share of its eligible Emergency Work Project Worksheets (PW) and Direct Federal Assistance (DFA), and to use the value of donated resources related to eligible work on Permanent Work⁷ projects to offset the non-Federal cost share of that specific Permanent Work PW if the following conditions are met⁸:
 - The donated resource is from a third party (a private entity or individual that is not a paid employee of the applicant; a current employee may **volunteer** their time)
 - The donated resource is necessary and reasonable to accomplish the project
 - The applicant uses the resource in the performance of eligible work and within the respective project’s period of performance
 - The applicant or volunteer organization tracks the resources and work performed, including description, specific location, and hours. Donated resources for Permanent Work must be tracked to the specific PW with which it is associated.
 - Eligible donated resources may include:
 - **Volunteer Labor:** The offset is based on the same straight-time hourly labor rate, and fringe benefits, as a similarly qualified person in the applicant’s organization who normally performs similar work. If the applicant does not have employees

⁶ Emergency Work is defined as work that must be performed to reduce or eliminate an immediate threat to life, protect public health and safety, and to protect improved property that is significantly threatened due to disasters or emergencies declared by the President.

⁷ Permanent Work is defined as work that is required to restore a damaged facility, through repair or restoration, to its pre-disaster design, function, and capacity in accordance with applicable codes and standards.

⁸ 2018 update of the *FEMA Public Assistance Program and Policy Guide*.

performing similar work, FEMA credits the non-Federal cost share based on a rate consistent with those ordinarily performing the work in the same labor market.

- **Equipment:** The offset is based on equipment rates and must not exceed the fair rental value (if loaned) or the fair market value of equipment of similar age and condition at the time of donation⁹.
- **Supplies and Materials:** The offset is based on current commercial rates, validated based on invoices from previous purchases or information from area vendors. The amount must not exceed the fair market value at the time of donation.
- **Buildings or Land:** The offset is based on the fair market value at the time of donation as established by an independent appraisal and certified by the applicant.
- **Space:** The offset is based on the fair rental value of comparable space as established by an independent appraisal of comparable facilities in a privately-owned building in the same locality.
- **Logistical Support:** Reasonable logistical support for volunteers doing eligible work, such as donations warehousing and management may be eligible for funding (if the applicant provides logistical support) or as a donated resource offset (if provided by a third party), subject to approval from FEMA.

⁹ FEMA's *Public Assistance Program and Policy Guide* contains information on equipment rates.