



**CITY OF
CHULA VISTA**

EMERGENCY ORGANIZATION

**PRE-DISASTER
RECOVERY PLAN**

June 2016

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CHAPTER I – Background and Introduction

1.1 Why This Plan?

The catalyst for the City of Chula Vista Pre-Disaster Recovery Plan is that the region is vulnerable to a range of natural, technological, and human-caused emergencies and disasters. Although the likelihood of any of these hazards resulting in catastrophic damage is low, the possibility does exist. Also, reflecting on the previous experiences of other jurisdictions, an unplanned recovery adds considerably to the amount of time required to “return to normal”. This Plan is intended to provide both strategy and structure to the decision making processes involved in recovery following a catastrophic event.

1.2 Overview of the Plan

In 2006 the City of Chula Vista Emergency Organization launched an innovative process of planning for post-disaster recovery. Representatives from various city departments formed a Pre-Disaster Recovery Plan Steering Committee, which included the following City departments: Planning & Building Department (now Development Services Department), Housing Division, Public Works Department, Finance Department, Recreation Department, and Information Technology Services. It was the role of the Steering Committee to identify issues and solutions pertaining to the recovery process. A major focus of the Steering Committee was to identify existing development regulations and other policies invoked during the process of community rebuilding. This team approach was the cornerstone of the planning process and will ensure a City-wide perspective in the complexities of all-hazards pre-disaster recovery planning.

In 2014 the Steering Committee was reconvened to review and update the Plan based on recent reorganization of the City as well as changes in federal level recovery guidelines. Additionally, the Steering Committee was expanded to include the following departments/agencies: Library, Police, Fire, Citizen’s Adversity Support Team (CAST), Mayor’s Office, and Animal Care Facility.

The Pre-Disaster Recovery Plan is based on the premise that successful recovery is dependent on systematic pre-disaster planning for the restoration of services, housing and economic vitality. The Plan divides recovery actions into pre-event, post-event short-term and post-event long-term periods, which addresses recovery issues through mitigation efforts and post event activities. The Plan’s policies and programs will be continually refined as the City learns about “what works” through study of recovery processes of disaster-impacted communities and conducting recovery training exercises.

A majority of the action items included in the Plan are pre-event, such as structural and nonstructural mitigation projects and programs, identification of temporary trash disposal sites, implementation of brush management programs, and analysis of various economic recovery strategies.

The greatest challenge for the Steering Committee is developing the factual basis and analysis needed for post-event decisions. Establishing parameters now for policy-makers on the City Council, Planning Commission, and elsewhere will minimize the uncertainty and stress of making uninformed decisions in a chaotic post-disaster environment.

1.3 Existing Programs

Virtually every City agency, office or department has a defined role in the Pre-Disaster Recovery Plan. The City's Municipal Code defines the City's Emergency Organization, under which all offices and employees of the City are charged with duties to protect life and property in this City during an emergency. The City Manager is responsible for coordinating the planning process, and, once the Plan is approved by the Mayor and Council, managing its implementation. The City Manager is therefore involved in the entire disaster cycle: preparedness-mitigation-response-recovery.

The City is also guided by its Emergency Operations Plan and Ordinance 1408 which establishes the City's Emergency Organization. These documents guide the leadership and operational response activities during emergencies impacting the City. The Ordinance identifies the City Manager as the Director of Emergency Services, and defines the powers of the City Manager as the Director of Emergency Services. The Ordinance also describes the role of the City's Disaster Council, a body which is empowered to develop and recommend for adoption necessary emergency and mutual aid plans, agreements, ordinances, resolutions, and rules and regulations necessary to implement such plans. The Emergency Operations Plan identifies an organizational structure, roles and responsibilities for assigned staff, and intergovernmental relationships during times of crisis. The Pre-Disaster Recovery Plan will be adopted as an annex to the Emergency Operations Plan.

The San Diego County Multijurisdictional Hazard Mitigation Plan (MJHMP) identifies the City of Chula Vista's comprehensive list of goals, objectives, and actions to be undertaken to minimize the potential impacts of future natural and human-caused disasters. The MJHMP, along with the General Plan provides a framework for establishing future policy and programs to address the threats of a range of hazards.

1.4 Recovery Task Force

It is proposed that the City's Emergency Management Program, with the assistance of the authoring Pre-Disaster Recovery Plan Steering Committee, be responsible for maintaining the Plan and tracking the implementation of the "pre-event" action items. Each City Department has had input on the action items and are the subject matter experts in their respective areas. As the lead departments, they will work with the Emergency Management Program to implement the pre-event mitigation activities as feasible.

Following a major emergency or disaster, the Recovery Director in the City's Emergency Operations Center (EOC) is responsible for assisting with the development of and directing the implementation of the Recovery Plan. The Recovery Director should be tasked by the City's Disaster Council to work with the appropriate personnel to prioritize and implement the "post-event short-term" and "post-event long-term" action items identified in the Pre-Disaster Recovery Plan, based on the needs of the disaster. This team of individuals would serve as the Recovery Task Force, and membership would be dictated by the nature of the disaster¹.

¹ The Recovery Task Force could likely include members of the Pre-Disaster Recovery Plan Steering Committee and other departments as deemed necessary.

1.5 Policy Issues in Recovery

The following is a brief look at the types of policy issues during recovery:

- Large numbers of damaged buildings and other facilities
- Economic losses by the City and private sector
- Geological and other natural hazard conditions that pose serious threats to the continued use of land areas
- Disruption of City operations
- Damaged roads, bridges, utility systems, and other critical infrastructure
- Medical and psychological impacts on the population
- Damaged and disrupted households and businesses

These problems are also identified as involving the need for urgent *short-term* efforts such as damage assessment, debris removal, temporary relocation of residents and businesses, immediate restoration of services, immediate abatement of extreme structural hazards and repair of homes, businesses and industrial facilities. *Long-term* tasks involve reconstruction of damaged buildings, permanent re-establishment of City and private sector operations, long-term hazard mitigation and land use planning, and repair of damaged utility systems. Long-term recovery efforts may extend for 10 or more years.

Complicating both short-term and long-term recovery efforts are problems of economic impacts on both private and public sectors.

1.6 Recommendations

The Pre-Disaster Recovery Plan Steering Committee reviewed existing legislation and regulatory programs for examples of existing pre- and post-disaster recovery and reconstruction plans. The Recovery and Reconstruction Plan developed by the City of Los Angeles (1994), although focused exclusively on earthquake, served as an excellent model. The Steering Committee based its work on the Los Angeles plan while broadening the scope to cover all hazards. In addition, the policies and standards were updated to reflect the organizational practices of the City of Chula Vista.

The resulting Pre-Disaster Recovery Plan is divided into the following policy areas:

- A - Residential, Commercial and Industrial Rehabilitation
- B - Public Sector Services
- C - Economic Recovery
- D - Land Use/Re-Use
- E - Organization and Authority
- F - Psychological Rehabilitation
- G - Vital Records
- H - Interjurisdictional Relationships

Under each topic, policies and implementation actions are defined. The "lead" and supporting agencies responsible for each of the actions are also noted.

1.7 Conclusion

The Pre-Disaster Recovery Plan will continue to be an evolving plan. The Plan contains many “pre-event” actions that will require time and attention. Additionally, review of recovery processes of other disaster impacted communities and the lessons learned from recovery training exercises will be valuable sources of information for future plan revisions. The City will work to implement the pre-event activities listed in this plan as feasible, and during response, the post-event short-term and post-event long-term activities will help guide recovery operations.

CHAPTER II – Guidelines, Goals, and Terminology

2.1 Guidelines: How to Use the Plan

The Pre-Disaster Recovery Plan is designed to provide users with recommendations of actions that should be implemented to expedite recovery. In addition to the general explanatory material provided in Chapters I and II, users are provided an overall view of its policy framework in Chapter III.

The structure of the Plan is reflected in Chapters IV-VI, which provides both policies and the implementation actions needed to carry them out. Each policy and subsequent actions are separated by the phases of recovery:

- Pre-event
- Post-event Short-term
- Post-event Long-term

The Plan can be used by various individuals and interests, and members of City departments. The policies are of special interest to the Mayor and City Council. The Plan connects the Emergency Operations Plan with the City's General Plan Public Facilities and Services Element.

For other government entities and private sector interests, this Plan provides a basis for future coordination of activities, both before and after a catastrophic disaster, for the common good. As new information is received from these sources, the Plan should be adjusted to provide the greatest possible degree of coordination and mutual benefit.

2.2 Overall Concepts and Themes

The overall concept of the Pre-Disaster Recovery Plan is simple: planning and action before a disaster can significantly reduce recovery and reconstruction costs, facilitate the return to normalcy, and create an improved city afterwards. The vision embodied in this concept is that of a city with the foresight to recover rapidly from any disaster while rebuilding wisely as a better place. *The components of this vision include four basic themes which are central to the Plan: 1) Planning, 2) Hazard Mitigation, 3) Short-term Recovery, and 4) Long-term Reconstruction.*

2.3 Planning

In 2012, the United States Congress passed the National Disaster Recovery Framework (NDRF). It is a conceptual guide designed to ensure coordination and recovery planning at all levels of government before a disaster, and defines how we will work together, following a disaster, to best meet the needs of states, local and tribal governments and communities and individuals in their recoveries. For the first time, the framework establishes coordination structures, defines leadership roles and responsibilities, and guides coordination and recovery planning at all levels of government before a disaster happens. It involves better utilization of existing resources. The NDRF is the first effort by the federal government to define the government's roles and responsibilities during the recovery phase.

A basic premise for this Plan is that planning in advance of a disaster can accelerate a post-disaster return to normalcy, while mitigating new and known hazards. The ideal use of the planning process would be to implement the pre-event actions of the Plan as quickly and fully as

possible *before* a major disaster strikes. Pre-event planning of post-event organization and procedures can mitigate confusion and reduce the time otherwise required after the event to initiate recovery action. Special efforts will be needed to bring about effective pre-event implementation under today's limited budgets.

2.4 Hazard Mitigation

Pre-event mitigation of structural and natural hazards reduces damages and post-event resource expenditures to respond, recover, and reconstruct. As with planning, hazard mitigation is both a pre-event and a post-event activity. Since natural disasters reoccur, each one can lead to improved knowledge of how to reduce losses in the next. Growing knowledge and concern over earthquakes in California has led to legislative responses after each major event. As an example, following the 1989 Loma Prieta Earthquake over 300 bills were introduced in the State Legislature, of which approximately half were enacted. The City is actively engaged in the countywide hazard mitigation planning process and continues to identify and address the current hazards affecting the City, and projecting future impacts of potential hazards.

2.5 Short-term Recovery

The key objectives of short-term recovery are to restore services and facilities, homes, and jobs quickly and efficiently. When disasters occur, recovery begins immediately. The first recovery actions, such as debris removal, are closely linked with emergency response operations. These are soon followed by activity which centers on restoring normal levels of economic, social and service activities, often in repaired or temporary facilities.

After major disasters, pressures are overwhelming for prompt attention to residents' needs. Despite difficulties in resuming essential services, local governments are inundated by citizen demands for prompt response to their inquiries and requests. During this restoration phase, the City may need to modify standard operating procedures so that the community can get back on its feet as quickly as possible. Extraordinary measures may be required to streamline and simplify procedures for a time in responding to citizen requests.

The City of Chula Vista has many complex procedures which have evolved over time as a result of laws, court decisions, due process concerns and day-to-day practice. Special pre-event efforts must be made to enlist the full cooperation of those parties upon whom successful implementation of extraordinary measures will depend. These efforts will require intense cooperation and coordination with the private sector and with other governmental entities.

2.6 Long-term Reconstruction

The Plan aims to rebuild safely and wisely, reducing future hazards and optimizing community improvement. The task of rebuilding takes much longer than the short-term recovery phase. Long-term reconstruction, which can involve rearrangement of street or land use patterns or changes in development intensity, can take many years.

A common issue which must be faced in long-term reconstruction is whether or not to recreate the same pattern that existed before the disaster, or to change it in an effort to create safer conditions and improve the City. With any major disaster, there are opportunities to rebuild differently and make a safer, better city. However, grand schemes to redesign or relocate major features such as roads or business districts after a disaster often have not worked well because the plans either took too long to conceive or ignored important economic and community values.

2.7 Whole Community Approach

The whole community concept is a process by which residents, emergency management representatives, organizational and community leaders, and government officials can understand and assess the needs of their respective communities and determine the best ways to organize and strengthen their resources, capacities, and interests. Engaging in whole community planning builds a more effective path to societal security and resilience. This plan supports the following whole community principles:

- Understand and meet the needs of the entire community, including people with disabilities and those with other access and functional needs.
- Engage and empower all parts of the community to assist in all phases of the disaster cycle.
- Strengthen what works well in communities on a daily basis.

The effectiveness of the emergency response is largely predicated on the preparedness and resiliency of the community.

2.8 Plan Terminology

Definitions and explanations of key recovery and reconstruction concepts and terms are provided below.

- **Local Emergency.** Any occurrence which by reason of its magnitude is or is likely to become beyond the control of the normal services, personnel, equipment and facilities of the regularly constituted branches and departments of City Government.
- **Proclaimed Emergency.** The Mayor has the power to proclaim a local emergency, subject to the ratification by the City Council within seven days and every fourteen days thereafter. The City Council has the power to terminate a local emergency as soon as conditions warrant. For purposes of the Plan, the term "proclaimed emergency" is synonymous with the term "local emergency."
- **Temporary Housing.** This term is inclusive of any housing, residential or commercial, that would not ordinarily be used for housing purposes; it includes emergency shelters, transitional housing, and interim housing as defined here:
 - **Emergency Shelter.** As applied primarily in the Policy A: Residential, Commercial and Industrial Rehabilitation of this Plan, this term refers to appropriate buildings or other facilities to house displaced people for a short period of time (days), e.g., educational institutions, recreation centers, and warehouses.
 - **Transitional Housing.** This term refers to appropriate facilities to house displaced people for periods of approximately one month to one year, including tents and mobile homes.
 - **Interim Housing.** This term refers to temporary quarters for displaced people to live in until permanent replacement housing can be found for them.
 - **Long-term Housing.** This is synonymous with permanent replacement housing.

- **Recovery.** The California Recovery Reconstruction Act of 1986 defines the term "recovery" as the general restoration of social, economic and institutional activity to levels comparable to or greater than those which existed prior to the disaster.
- **Reconstruction.** The term "reconstruction" is generally understood to mean the replacement or rebuilding of damaged or destroyed physical facilities. Recovery is a human process supported by and reflected in the physical process of reconstruction. Recovery is generally completed more quickly than reconstruction, which can last years.
- **Post-Disaster Phases.** The post-disaster phases used in this Plan are modeled after the phases identified by the Southern California Earthquake Preparedness Project (SCEPP) in a document titled *Earthquake Recovery and Reconstruction Planning Guidelines for Local Governments*, published in May, 1991. These guidelines indicate an Emergency Relief phase of up to two months, a short-term recovery phase extending up to two years and a long-term reconstruction phase lasting up to ten years after the disaster. Each succeeding phase overlaps the preceding phase to some degree.

CHAPTER III – Recovery and Reconstruction Policies

3.1 Overview

This Section provides a summary of Plan policies related to recovery and reconstruction. They are grouped by eight general functions:

- A - Residential, Commercial and Industrial Rehabilitation
- B - Public Sector Services
- C - Economic Recovery
- D - Land Use/Re-Use
- E - Organization and Authority
- F - Psychological Rehabilitation
- G - Vital Records
- H - Inter-jurisdictional Relationships

3.2 Policies

A. RESIDENTIAL, COMMERCIAL AND INDUSTRIAL REHABILITATION

IT IS THE CITY'S POLICY:

A.1 Temporary Housing

- That emergency shelters will be arranged for displaced residents as soon as the emergency is proclaimed and that we will close such shelters as soon as transitional, interim or long-term housing becomes available.

A.2 Protection for Renters

- To maximize available housing stock by protecting renters from unwarranted displacement and financial hardship as a result of unlawful actions by landlords.

A.3 Mutual Aid Sheltering Requirements

- To coordinate the sheltering needs for specialized personnel acquired as a result of mutual aid from other jurisdictions.

A.4 Demolition

- That demolition, when necessary, be done as expeditiously as possible.

A.5 Mutual Aid for Safety Assessment

- That, when necessary, mutual aid resources will be utilized to assist in the building safety assessment effort.

A.6 Safety Assessment

- That the Development Services Department-Building Division, Fire Department and other agencies, as appropriate, provide systematic safety assessment inspections of buildings on a priority basis.

A.7 Hazard Evaluation Teams

- To inspect, gather information on and provide systematic evaluation of natural and toxic hazards on a priority basis, in coordination with the safety assessment process.

A.8 Disaster Assistance

- To provide appropriate city resources to persons applying for disaster assistance for interim housing.

A.9 Repair of Damaged Buildings

- To encourage immediate repair for interim re-occupancy of damaged properties.

A.10 Security

- To provide for security to sheltering, temporary distribution centers and other emergency response facilities.

A.11 Federal Hazard Mitigation

- To expedite post-event hazard mitigation activities mandated under the Stafford Act (Public Law 93-288, as amended), California Disaster Assistance Act Mitigation Measures (section 8686.4 of the Government Code), related federal and state regulations and guidelines, and Local Hazard Mitigation Plan.

A.12 Fast-Track Permit Review

- To facilitate short-term recovery through pre-event adoption of post-event fast track permit review procedures and criteria in impacted areas.

A.13 Interim Control Ordinance Procedure

- To facilitate post-event recovery and public safety by pre-event adoption of an ordinance establishing general objectives and criteria by which specific areas are identified for inclusion under the interim control ordinance restrictions in hazardous areas.

A.14 Environmental Protection

- That to the maximum extent feasible, recovery and reconstruction alternatives be chosen which best preserve and protect the environment and better the environmental health and safety of the City.

B. PUBLIC SECTOR SERVICES

IT IS THE CITY'S POLICY:

B.1 Orderly Restoration

- That a plan for the orderly restoration of public services after a major disaster be developed.

B.2 Utilization of City Employees

- That during the recovery and reconstruction phase of a major disaster, the City's employees shall be fully utilized whenever feasible.

B.3 Building Inventory

- Develop an inventory of available public and private buildings that can be used to house city services in the event of a major disaster.

B.4 Equipment and Services

- Plan for the availability of equipment and services needed in the recovery and reconstruction process.

B.5 Public Information

- That a coordinated public information system be developed to include public service announcements, hotlines, automated call directors, and other communication media to keep City employees and the general public informed of ongoing recovery and reconstruction activities and City employees advised of their assignments and responsibilities.

B.6 Animal Safety

- To take immediate action to minimize animal suffering during a disaster and to ensure public health and safety during a period in which public health and safety would be endangered by animal related conditions.

C. ECONOMIC RECOVERY

IT IS THE CITY'S POLICY:

C.1 Cash Flow

- To ensure cash flow to provide essential services to maintain public health and safety for a period deemed necessary.

C.2 Re-establishment of Essential Services and Utilities

- To facilitate the re-establishment of essential commercial services and necessary utilities in locations near temporary shelters on private or public property.

C.3 Infrastructure and Services

- To join other government agencies and the private sector to return the public infrastructure and the City's services to pre-event levels, or better.

C.4 Re-establishment of Businesses

- To assist citizens and private sector businesses in re-establishing normal activities and operations as quickly as possible.

D. LAND USE/RE-USE

IT IS THE CITY'S POLICY:

D.1 Pre-Event Hazard Mitigation

- To accelerate pre-event hazard mitigation activity through developing and refining information, policies and regulations interrelating hazards, structures and land use planning.

D.2 Mitigation Strategies

- To implement the Multi-Jurisdictional Hazard Mitigation Plan.

D.3 Pre-Event Public Education

- To strengthen and enhance public education concerning natural hazards and land use/re-use issues in anticipation of a community-wide disaster.

D.4 Mitigation Standards for City Facilities

- To develop and maintain appropriate mitigation standards for new and existing City facilities and that public improvements commensurate with the degree of hazard.

D.5 Re-Planning Hazardous Areas

- To re-plan hazardous and devastated areas and recognize disaster-generated constraints and opportunities.

D.6 Statutory Modifications

- To identify and use existing California Environmental Quality Act (CEQA) and Coastal Act Laws and local implementation procedures for disaster recovery and reconstruction purposes, needs and processes.

D.7 Infrastructure Improvements

- That following a community-wide disaster, any plan revisions or adoption shall take into consideration the correction of deficiencies in infrastructure and improvements, both public and private (improvements could include non-conforming streets, inefficient street patterns, recreational facilities, etc.).

D.8 Reconstruction Strategy

- To reflect a proactive rather than reactive approach to reconstruction issues and opportunities through post-event formation of a Recovery Task Force and preparation of a strategic plan for reconstruction.

D.9 Adjust General Plan Elements

- To adjust General Plan Elements to reconcile them with post-event economic, fiscal and housing recovery needs.

D.10 Redevelopment

- To prepare a post-event redevelopment strategy which seeds new financing for reconstruction and redevelopment, streamlines redevelopment expansion procedures and coordinates these with other city, county, state and federal entities.

E. ORGANIZATION AND AUTHORITY

IT IS THE CITY'S POLICY:

E.1 Emergency Organization

- It is the City's policy that to the extent possible, the City shall accomplish disaster recovery and reconstruction through the existing City Emergency Organization (Ord. 1408) structure, which may be modified to address recovery and reconstruction concerns.

E.2 Recovery Task Force

- That a recovery organization be created as an interdepartmental/ multi-agency team within the Emergency Organization and be managed by the Recovery Director.

E.3 Operating Procedures

- That following any major disaster, every effort be made to restore normal operating and decision-making processes as quickly as possible, and that, to the extent possible, recovery and reconstruction objectives be accomplished through standard operating procedures.

E.4 Public Participation

- That opportunity for public participation in land use decisions after a proclaimed emergency be maximized.

E.5 Legislative Priorities

- That legislative policy priorities be established and maintained addressing recovery and reconstruction from a major disaster.

E.6 Five Year Implementation Program

- To identify and integrate the actions of this plan with those of the Hazard Mitigation Plan and the Emergency Operations Plan and procedures through a five-year implementation program overseen by the Emergency Services Coordinator and coordinated by the City Manager through the annual budget process.

F. PSYCHOLOGICAL REHABILITATION

IT IS THE CITY'S POLICY:

F.1 Psychological Aspects

- To address the psychological aspects of the aftermath of a major disaster affecting both citizens and City employees.

F.2 Disaster Related Stress

- To recognize that one of the most serious impacts of any disaster is the psychological trauma which the disaster creates for public service and volunteer personnel who must respond to it. The City's plans to prepare for, respond to, and recover from disasters shall include provisions to deal with disaster-related stress.

F.3 Stress Management

- That stress management should not be limited to intervention by mental health professionals after a disaster. Disaster-related stress can be alleviated to a significant degree by the pre-incident preparations which are made to cope with a disaster's occurrence. Because City employees represent a critical resource in disaster response and recovery, priority should be given to programs which will help mitigate their post-traumatic stress.

F.4 Resources

- To maximize community and public resources available to deal with stress management in a major disaster.

F.5 Post-Traumatic Stress

- In its long-term recovery efforts to recognize the significant effects post-traumatic stress disorder will have on the citizens and the community as a whole and that steps will be taken to minimize these effects.

F.6 Media Coordination

- To work closely with media representatives to ensure the dissemination of mental health information is appropriate for the effective response to and recovery from a major disaster. The information disseminated to the public by the media before, during and following a major disaster can have a significant impact on the disaster-related stress experienced within the community.

G. VITAL RECORDS

IT IS THE CITY'S POLICY:

G.1 Protection and Retention

- To formulate and maintain a vital records protection and retention plan in order to provide protection of City documents and information required to continue essential operations in the event of a disaster and to resume normal operations after a disaster.

H. INTERJURISDICTIONAL RELATIONSHIPS

IT IS THE CITY'S POLICY:

H.1 Cooperation Among Agencies

- To maintain ongoing liaison and contact with appropriate public and private agencies to improve cooperation among agencies and to ensure familiarity with the emergency response and recovery plans of various agencies.

H.2 Emergency Sheltering Requirements

- To coordinate emergency sheltering requirements with the American Red Cross and other appropriate entities and to be prepared to self-manage emergency shelters if necessary.

H.3 Financial and Other Assistance – Housing

- To work with appropriate local, state, and federal entities to expedite the provision of financial and other assistance to citizens whose residences have been damaged.

H.4 Restoration of Residences

- To work with the private sector to expedite the restoration of residences in the post-disaster environment.

H.5 Response and Recovery Plans

- To encourage and assist private sector entities in the development of response and recovery plans and programs.

H.6 Finance and Other Assistance – Business

- To coordinate with appropriate state and federal entities to expedite the provision of financial and other assistance to business enterprises which have been damaged.

H.7 Restoration of Business

- To coordinate with the private sector to expedite the restoration of business and industry in the post-disaster environment.

H.8 Equipment and Services

- To plan for the availability of priority equipment and services needed in the recovery and reconstruction process.

H.9 Restoration of Infrastructure

- To work with appropriate local, state, and federal entities to facilitate the restoration of roadways and utilities immediately following a disaster.

H.10 Cash Flow

- To work with appropriate state, local, federal and private entities to ensure cash flow to provide essential services to maintain public health and safety for a period deemed necessary.

H.11 Legislation

- To promote legislation addressing recovery and reconstruction from a major disaster, and to work with other jurisdictions, League of Cities, and SANDAG, where feasible, in promoting such legislation.

H.12 Public Information

- To coordinate, where appropriate, with other city, county, state and federal governments and the media to assure accurate and timely public information is disseminated.

H.13 Mutual Aid Agreements

- To develop, implement, and maintain, when necessary, mutual aid agreements for disaster services.

H.14 Sheltering Requirements

- To coordinate the sheltering requirements of specialized volunteer personnel acquired as a result of mutual aid from other jurisdictions.

H.15 Donated Supplies

- That management of supplies donated spontaneously by the public requires inter-jurisdictional consideration and planning.

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CHAPTER IV – Pre-Event Policies and Actions

This Section contains Plan pre-event policies and actions necessary to carry them out. Pre-event actions are those that should be addressed and considered for implementation as soon as feasible, to prepare the City for recovery efforts post-event. The policies and actions are grouped by the eight functional categories of:

- A - Residential, Commercial and Industrial Rehabilitation
- B - Public Sector Services
- C - Economic Recovery
- D - Land Use/Re-Use
- E - Organization and Authority
- F - Psychological Rehabilitation
- G - Vital Records
- H - Inter-jurisdictional Relationships

The Departments involved in each action statement are designated as the lead or support department recommended for implementation. All departments are listed in abbreviated form. A complete listing of departmental abbreviations can be found in Appendix A at the end of this plan.

A. RESIDENTIAL, COMMERCIAL AND INDUSTRIAL REHABILITATION

#	Action (Implementation) Programs	Lead	Support
<u>POLICY STATEMENT NO. A.1 – TEMPORARY HOUSING: It is the City's policy that all forms of temporary housing (emergency shelters, transitional housing, and interim housing) will be arranged for displaced residents as soon as the emergency is proclaimed and that we will close such temporary housing as soon as long-term housing becomes available.</u>			
A 1.1	Complete a computerized inventory of possible shelter sites including open spaces, educational institutions, etc., and the capabilities and features of each possible shelter site.	Rec.	ITS, ITS-GIS
A 1.2	Determine, based on predicted number of families, three alternate sites in various sections of the City and prepare a temporary housing plan (i.e. tents, mobile homes) for each site.	Rec.	DSD-Hsg
A 1.3	Develop a pre-incident plan for the use of private and public educational institutions for temporary shelters and the timely return of the facility to its normal use.	Rec.	Educ.
A 1.4	Identify temporary large group housing to facilitate rapid closure of emergency shelters.	Rec.	DSD-Hsg.
A 1.5	Identify vendor and suppliers of equipment necessary to provide supplies and materials for temporary housing of people and businesses displaced by the major emergency (e.g., tents, portable sanitation facilities, etc.) using quantity and other characteristics and with out-of-region supply chain capabilities.	Rec.	PW-Ops, DSD-Hsg
A 1.6	Determine the features of a temporary housing plan.	DSD	ARC, REC, PW

#	Action (Implementation) Programs	Lead	Support
A 1.7	Determine how much equipment and what type will be needed for a predicted event.	Rec.	PW, DSD
A 1.8	Develop policies and actions programs addressing the need for rapid post-event development of a permanent replacement housing program.	DSD-Hsg.	DSD-Bldg., DSD, County HA
A 1.9	Develop interim and long-term policies and actions for inclusion in the Pre-Disaster Recovery Plan which addresses the correction of illegal occupancies and construction within reasonable limits, based on essential health and safety factors and given the existing and projected shortage of adequate low and moderate income housing.	DSD-Bldg.	DSD-Hsg., DSD
<u>POLICY STATEMENT NO. A.2 – PROTECTION FOR RENTERS: It is the City's policy to maximize available housing stock by protecting renters from unwarranted displacement and financial hardship as a result of unlawful actions by landlords.</u>			
A 2.1	Enforce administrative regulations to: <ul style="list-style-type: none"> Prohibit the eviction of renters from rental units; Relocate displaced renters into their original housing at the same rental level; Require landlords to refund security deposits in full to renters forced to move because of the disaster 	DSD-Hsg.	City Atty.
A 2.2	Develop processes and procedures to carry out the action specified above, including public hearings, appeal processes, etc.	DSD-Hsg.	
<u>POLICY STATEMENT NO. A.3 – MUTUAL AID SHELTERING REQUIREMENTS: It is the City's policy to coordinate the sheltering needs for specialized personnel acquired as a result of mutual aid from other jurisdictions.</u>			
A 3.1	Contact Convention Bureau, Hotel and Motel Associations and arrange for a procedure to use during emergencies to provide rooms during proclaimed major emergencies. Include consideration of procedures for accounting, necessity of formal agreements, compensation, etc.	Rec.	Fire, Police, Fin.-Pur.
A 3.2	Develop procedures for City departments to arrange for sheltering out-of-town support personnel through a central point phone number and distribute.	Rec.	
<u>POLICY STATEMENT NO. A.4 – DEMOLITION: It is the City's policy that, when necessary, demolition be done as expeditiously as possible.</u>			
A 4.1	Establish criteria for contractual agreements for emergency demolition with private sector.	DSD, PW	Fin.
A 4.2	Develop and maintain due processes and procedures to demolish structures considered to be unsafe for habitation and declared an imminent hazard with proper notification of owner.	DSD-Bldg.	

#	Action (Implementation) Programs	Lead	Support
A 4.3	Establish contractual agreements, utilizing the approved bid process, with private contractors for emergency demolition, lot cleaning, and barricading and/or securing property and with out-of-region supply chain capabilities.	PW	DSD-Bldg., PW-Eng., Fin.-Pur.
A 4.4	Review and clarify the state, federal and City roles and prerogatives in historic structure demolition.	DSD-Plan	City Atty., DSD-Bldg.
A 4.5	Formulate appropriate policies and pre-event hazard mitigation programs to reconcile legitimate public safety and historic preservation interests within the General Plan Safety Element.	DSD	City Atty., DSD-Bldg.
A 4.6	Review design criteria connected with post-event repair and rebuilding of City public structures.	PW	PW-Eng., City Atty., DSD-Bldg.
A 4.7	Create a task force to include members of the historic preservation and design groups in order to promote communication and minimize controversy on issues pertaining to demolition.	DSD-Plan	City Atty., DSD-Bldg., PW, PW-Eng.
A 4.8	Establish environmental criteria for demolition to be followed by public and private contractors in conjunction with the appropriate regulatory agencies mandating that demolition wastes are separated by type to facilitate reuse and/or recycling.	PW-C&E, Econ. Dev.	City Atty., DSD-Plan
A 4.9	Develop off-the-shelf agreements between Building Division, Public Works, General Services, and Engineering for post-disaster use. Agreements to include conditions and terms for use of staff and equipment resources for knocking down eminent hazards and procedures for barricading public and privately owned buildings, and public and private streets and alleys.	PW	DSD-Bldg., PW-Eng., PW-Traffic, Fin.-Pur., Police
A 4.10	Investigate and, if feasible, initiate a City-sponsored Demolition and Debris Removal Program reimbursable federal and state disaster funding.	Fin.	PW, Fire, DSD-Bldg., PW-C&E, All
<u>POLICY STATEMENT NO. A.5 – MUTUAL AID FOR SAFETY ASSESSMENT: It is the City's policy that, when necessary, mutual aid resources will be utilized to assist in the building safety assessment effort.</u>			
A 5.1	Develop pre-incident agreements with other local, State and Federal agencies for mutual aid in cooperation with other City agencies.	DSD-Bldg.	PW, Utilities, PW-Eng.
<u>POLICY STATEMENT NO. A.6 – SAFETY ASSESSMENT: It is the City's policy that the Development Services Department-Building Division, Fire Department and other agencies, as appropriate, provide systematic safety assessment inspections of buildings on a priority basis.</u>			
A 6.1	Determine purpose, scope and composition of safety assessment team(s).	DSD-Bldg.	Fire
A 6.2	Complete the design and development of a Safety Assessment System.	DSD-Bldg.	Fire

#	Action (Implementation) Programs	Lead	Support
A 6.3	Design a permit tracking system ensure rapid recording of mapped and tabular information related to injuries, deaths, structural damage, etc.	DSD	ITS, Police, PW, Fire
A 6.4	Review criteria for safety assessment of buildings.	DSD	All
A 6.5	Develop and maintain a common use computer database system for identifying ownership and logging pertinent information related to public and private properties within the City.	DSD-Bldg.	Fire, DSD-Plan., PW, PW-Traffic, City Clerk, ITS
<u>POLICY STATEMENT NO. A.7 – HAZARD EVALUATION TEAMS: It is the City's policy to inspect, gather information on and provide systematic evaluation of natural and toxic hazards on a priority basis, in coordination with the safety assessment process.</u>			
A 7.1	Determine the scope of responsibilities of post-event hazard evaluation teams organized to inspect, compile information and evaluate natural and toxic hazards; such hazards could include conditions such as ground deformation, surface rupture, landslide, soil instability, liquefaction, flood, fire, and toxic spills and emissions.	PW	DSD, PW-Traffic, Fire, PW-C&E, PW-Eng.
A 7.2	Develop criteria for evaluation of hazardous conditions.	PW	DSD-Plan., DSD-Bldg., PW-Trans., Fire, PW-C&E, PW-Eng.
A 7.3	Complete the design and development of a system to track HAZMAT.	Fire	PW, DSD, PW-Traffic, PW-C&E
A 7.4	Complete the design and development of the Hazards Identification Reporting System (HIRS) to ensure rapid recording of mapped and tabular information describing the location and intensity of natural and other hazards.	PW	DSD, PW-Traffic, Fire, PW-C&E

POLICY STATEMENT NO. A.9 – REPAIR OF DAMAGED BUILDINGS: It is the City's policy to encourage immediate repair for interim re-occupancy of damaged properties.

A 9.1	Utilize the Housing Task Force which shall consist of representatives from Housing Division, Planning & Building Department, and Recreation.		
	a. Develop criteria for habitability based upon health and life safety measures. Standards of damage will be determined dependent on magnitude of event.	DSD	DSD-Hsg., Rec.
	b. Obtain HUD, FEMA, SBA and CAHCD approval to eliminate currently required processes and documentation for expediting loan assistance, such as: 1) Appraisals 2) Lot Book Report in lieu of Title Report 3) Income and mortgage verification documents 4) Judgments, Liens 5) City control of construction funds	DSD	DSD-Hsg., Finance
	c. Initiate coordination through a Memorandum of Understanding (MOU) with the State Department of Housing & Community Development (CAHCD), Department of Housing and Urban Development (HUD), Federal Emergency Management Agency (FEMA) and the Small Business Administration (SBA) which details specific roles and responsibilities to include: (a) inspections (b) damage assessment (c) Disaster Assistance Center's ability to make decisions and (d) sharing of data.	DSD-Hsg.	DSD, Rec.
A 9.2	Investigate the feasibility of funding and establishing a City loan program for financing loans to owners of damaged properties without regard for their state and federal assistance applications.	DSD-Hsg.	

POLICY STATEMENT NO. A.10 – SECURITY: It is the City's policy to provide for security to sheltering, temporary distribution centers and other emergency response facilities.

A 10.1	Designate the primary agencies responsible for security of sheltering, temporary distribution centers and other emergency response facilities	Police	Rec., Fin.-Pur., Fire
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POLICY STATEMENT NO. A.11 – FEDERAL HAZARD MITIGATION: It is the policy to expedite post-event hazard mitigation activities mandated under the Stafford Act (Public Law 93-288, as amended), California Disaster Assistance Act Mitigation Measures (section 8686.4 of the Government Code), related federal and state regulations and guidelines, and Local Hazard Mitigation Plan

A 11.1	Specify the lead city entity for post-event hazard mitigation activities.	DES, DC, and RTF	All
A 11.2	Identify city representation on FEMA's mandatory Interagency Hazard Mitigation Team, as required under regulations implementing the Stafford Act and related regulations and guidelines, and Hazard Mitigation Plan.	Fire, ESC	All

POLICY STATEMENT NO. A.12 – FAST-TRACK PERMIT REVIEW: It is the City's policy to facilitate short-term recovery through pre-event adoption of post-event fast track permit review procedures and criteria in impacted area.

A 12.1	Request the Mayor and City Council to form a special ad hoc committee of the City Council to advise on all recovery and reconstruction matters.	DES, DC	RTF, Mayor, City Council
A 12.2	Prepare an ordinance authorizing procedures and criteria for post-event fast track review of repair permits, including but not limited to temporary use and building permit processes, standard appeals time limits, batching of recovery-related land use and building permits, and referral of permit appeals to the Special Ad Hoc City Council Committee on Recovery and Reconstruction, as appropriate.	DSD	City Atty., PW, Utilities, PW-Traffic, Fire, PW-C&E
A 12.3	Determine criteria for balancing post-event work priorities between damage assessment, hazard evaluation, fast-track permit review, and routine development application review activities, with emphasis on public safety.	DSD	City Mgr., PW, Utilities, Fire, PW-Traffic
A 12.4	Determine the possible role of disaster assistance (i.e. CDAA, Public Assistance, etc.) and insurance in offsetting repair and rebuilding fee costs.	City Mgr.	City Atty., Fin., Fire
A 12.5	Prepare ordinances and/or legislation which would provide for deferral of locally generated and state imposed development and building permit fees, subject to a fee schedule and backed by liens and assessments, taking into account possibility of sliding fee scales based on factors such as differential damage levels and/or revenue potential and including appeal criteria for hardship situations.	DSD	City Atty., City Mgr., PW, Utilities, PW-Traffic, Fire, PW-C&E
A 12.6	Design computer information systems to support fast-track permit review procedures.	DSD	ITS, PW, Utilities, Fire, PW-C&E
A 12.7	Identify staff from other City Departments who are knowledgeable regarding loan processing and/or real estate practices and procedures.	DSD-Hsg.	HR, City Mgr.
A 12.8	Develop loan guidelines and procedures.	DSD-Hsg.	City Mgr.
A 12.9	Establish procedures to expedite the building permit process and provide relief for the required fees.	DSD	PW, Fire
A 12.10	Obtain pre-approval from CAHCD on process to follow, subsequent to emergency.	DSD-Hsg.	City Mgr.

POLICY STATEMENT NO. A.13 – INTERIM CONTROL ORDINANCE PROCEDURE: It is the City's policy to facilitate post-event recovery and public safety by pre-event adoption of an ordinance establishing general objectives and criteria by which specific areas are identified for inclusion under the interim control ordinance restrictions in hazardous areas.

A 13.1	Outline specific procedures for delineating boundaries of heavily damaged and geologically unsafe areas to possible moratorium or Interim Control Ordinance (ICO) permit restrictions.	DSD	PW, Utilities, PW-Traffic, PW-Eng., Fire
A 13.2	Develop criteria by which to predetermine levels of building and infrastructure damage justifying inclusion of damaged neighborhoods in a building permit ICO area.	DSD	PW, Fire, Utilities, PW-Traffic
A 13.3	<p>Prepare an ordinance authorizing post-event ICO permit restrictions to go into effect on an emergency basis in conjunction with a declaration of local emergency, subject to City Council ratification. Include in that ordinance the purposes, criteria and procedures for authorization of such restrictions, including but limited to the following:</p> <ul style="list-style-type: none"> a. Purposes for post-event ICO's: <ul style="list-style-type: none"> 1) Prevent unsafe use or occupancy of structures in hazardous areas; 2) Determine whether or not safe repair or replacement is possible; 3) Avoid perpetuation of hazardous structural or site conditions; 4) Provide sufficient time for prioritized restoration of public services and/or infrastructure; and 5) Where appropriate, determine the best land use for the site and neighborhood in the event reconstruction is necessary. b. Criteria for including areas under ICO restrictions: <ul style="list-style-type: none"> 1) Severe structural damage poses a threat to life or adjoining property or rights of way; 2) There is an absence of basic public services or facilities relating to health and safety. e.g., water, sewer or safe access; 3) A geological or other natural hazard has been identified; 4) Hazardous materials are present; or 5) There is other reasonable evidence that a threat to public health and safety exists. c. Procedures for determining areas subject to ICO restrictions: <ul style="list-style-type: none"> 1) Conduct initial damage assessments, safety assessments, hazard evaluations and field investigations; 2) Delineate a preliminary boundary around areas meeting the preceding criteria, including areas considered to be affected by one or more of such conditions; 3) Place an extendible 24-hour hold on issuance of building and repair permits to enable emergency action by the City Council; 	DSD	City Atty., PW-C&E

	<ul style="list-style-type: none"> 4) Conduct subsequent field evaluations yielding sufficient detailed information to enable modification of the substance or boundaries of the ICO areas for a longer period; 5) Prepare for City Council action a post-event ordinance refining the boundaries and substance of the ICO and identifying a period of time sufficient to enable adequate study to determine appropriate action to correct the pertinent problems. 		
	<p>d. Procedures for determining areas where repair permit issuance is subject to ICO temporary restrictive conditions:</p> <ul style="list-style-type: none"> 1) Follow the same procedures used for establishing ICO areas; 2) Issue permits based on detailed information gathered by damage assessment or hazard evaluation teams or other confirmed field investigation; 3) Establish clear evidence that geological, other hazards and/or infrastructure damage would not affect properties upon which permits were sought and that temporary restrictive conditions would provide for an adequate measure of safety until the restrictions are lifted or new permanent regulations can be adopted; 4) Provide terms for the use of hardship exemptions in specific instances where health and safety conditions are not involved. 		
POLICY STATEMENT NO. A.14 – ENVIRONMENTAL PROTECTION: It is the City's policy that to the maximum extent feasible, recovery and reconstruction alternatives be chosen which best preserve and protect the environment and better the environmental health and safety of the city.			
A 14.1	Identify and maintain a current list of local experts on various environmental subject areas to be available for consultation and assistance during emergencies.	DSD-Plan	PW-C&E
A 14.2	Establish and maintain liaison with all City departments, county, regional, state and federal environmental agencies and legislative bodies to ensure coordination for environmental issues in the event of an emergency.	DSD-Plan	PW-C&E
A 14.3	Identify and maintain lists and maps of significant ecological areas within the City to plan for the maximum protection for these sensitive areas during emergency operations.	DSD-Plan	
A 14.4	Provide assistance in distributing environmental information or assessments during emergencies.	OC	PW-C&E
A 14.5	Establish a plan and procedures for developing and disseminating public health and environmental advisories in cooperation with the relevant agencies.	OC	Mayor
A 14.6	Establish a communications plan for distributing information on emergency contingency procedures for disposal of solid waste in public and private facilities in and near the City.	OC	PW-C&E, PW, DSD-Bldg.

B. PUBLIC SECTOR SERVICES

#	Action (Implementation) Programs	Lead	Support
<u>POLICY STATEMENT NO.B.1 – ORDERLY RESTORATION: It is the City's policy that a plan for the orderly restoration of public services after a major disaster be developed.</u>			
B 1.1	Identify and prioritize services that are provided to the public and identify the impact of curtailment of each service.	DES, DC	Library, RTF, All, Utilities
B 1.2	Develop relocation plans for those critical department operations housed in severely damaged buildings.	PW-Eng.	Library, ITS
B 1.3	Make arrangements with other utilities for mutual support.	PW-Eng.	Utilities
B 1.4	Identify primary and secondary ingress and egress routes through the City and prioritize them in terms of survivability.	PW-Eng.	Police, PW, CHP
B 1.5	Prepare a comprehensive inventory of available disposal sites for the temporary storage and transfer of large quantities of debris, including hazardous materials.	DSD	PW-C&E, ESC
<u>POLICY STATEMENT NO. B.2 – UTILIZATION OF CITY EMPLOYEES: It is the City's policy that, during the recovery and reconstruction phase of a major disaster, the City's employees shall be fully utilized whenever feasible.</u>			
B 2.1	Develop a plan to identify employees who are available for reassignment or redeployment following a disaster.	HR, ESC	All
B 2.2	Develop a plan for inter-departmental assignment of employees based on pre-identification of needs after a major disaster. Examples of needs include bilingual skills, accounting expertise for disaster claims, and amateur radio operators. This plan shall include a statement that all employees shall be returned to their normal duties as rapidly as conditions permit.	HR, ESC	All
<u>POLICY STATEMENT NO. B.3 – BUILDING INVENTORY: It is the City's policy to develop an inventory of available public and private buildings that can be used to house city services in the event of a major disaster.</u>			
B 3.1	Assess the survivability of public and private buildings based on identified hazards.	DSD-Bldg.	PW, PW-Eng.
B 3.2	Determine the non-structural earthquake and other natural hazards in all City buildings.	PW-Eng.	All
B 3.3	Continue to identify all City buildings including those which have emergency generators, underground fuel storage, water storage tanks, and other unique characteristics which may prove valuable in the event of a major disaster.	PW-Eng.	Fire, PW, DSD-Bldg.

#	Action (Implementation) Programs	Lead	Support
B 3.4	Identify alternate locations for the Emergency Operations Center.	ESC, DC	RTF, City Mgr., Police, Fire, Utilities, PW-Traffic, Rec., PW, HR, DSD-Bldg., PW-Eng., ITS
B 3.5	Identify alternative sites for City Council meetings to be held in the event the Council Chambers cannot be accessed.	City Clerk	
B 3.6	Identify alternate public and private work locations.	PW-Eng.	All
<u>POLICY STATEMENT NO. B.4 – EQUIPMENT AND SERVICES: It is the City's policy to plan for the availability of equipment and services needed in the recovery and reconstruction process.</u>			
B 4.1	Prepare a comprehensive inventory of equipment and supplies, both public and private, which may be available for use after a major disaster.	PW	PW-Eng., ITS, Police, Fire, Fin.-Pur.
B 4.2	Develop a comprehensive list of needs for emergency contracts and agreements for materials, equipment, and warehousing space.	PW	PW-Eng., Fire, Police, Fin.-Pur.
B 4.3	Prepare a comprehensive plan for backup communications and data processing systems required in the event that relocation of public services is required after a major event, including: <ul style="list-style-type: none"> • Alternative communications service providers • Off-site data hosting/replication 	ITS	PW, Fire, Police
<u>POLICY STATEMENT NO. B.5 – PUBLIC INFORMATION: It is the City's policy that a coordinated public information system be developed to include public services announcements, hotlines, automated call directors, and other communication media to keep City employees and the general public informed of on-going recovery and reconstruction activities and City employees advised of their assignments and responsibilities.</u>			

#	Action (Implementation) Programs	Lead	Support
B 5.1	Develop an emergency communications plan that will provide City residents with appropriate phone numbers, addresses and hours of operation for relocated City services that have been disrupted following a disaster. Coordinate with HR to provide this same information to City employees.	OC, ESC	City Mgr., Fire, DSD-Bldg., PW, Rec., Utilities, Police
B 5.2	Identify various subject matter experts who could be utilized to prepare/develop public information material after a major disaster.	OC	Mayor, DES, DC, RTF
B 5.3	Develop a pre-event public information/education program centering around disaster preparedness, which could be distributed via City communication channels and printed materials (if feasible).	OC	All
<u>POLICY STATEMENT NO. B-6 – ANIMAL SAFETY: It is the City's policy to take immediate action to minimize animal suffering during a disaster and to ensure public health and safety during a period in which public health and safety would be endangered by animal related conditions.</u>			
B 6.1	Develop a comprehensive list of department needs for any emergency, contacts and agreements for materials, equipment, and volunteers (reserve officers).	ACF	
B 6.2	Develop a comprehensive procedure that will provide for the health and safety of the public in regards to zoonotic diseases following a major disaster.	ACF	Fire
B 6.3	Develop an inventory of public and private facilities for temporary housing of displaced (owned or stray) domestic animals.	ACF	Rec.

C. ECONOMIC RECOVERY

#	Action (Implementation) Programs	Lead	Support
<u>POLICY STATEMENT NO. C.1 – CASH FLOW: It is the City's policy to ensure cash flow to provide essential services to maintain public health and safety for a period deemed necessary.</u>			
C 1.1	Identify financial aid and alternatives from Federal, State, County and other sources and propose legislation as needed.	Fin.	City Atty., City Mgr.
C 1.2	Develop processes and procedures to ensure City Departments produce timely documentation for financial aid or expenditure reimbursement from Federal, State, or other entities.	ESC	Fire, Police, PW, DSD-Bldg., Utilities, Port, Fin.
C 1.4	Develop cash flow requirements and strategy by providing for: a. Investments sales at potential losses b. Registration of checks (or warrants) c. Expend reserve fund d. Inter-fund borrowing e. Freeze non-emergency expenditures	Fin.	City Mgr.
C 1.5	Work with the Mayor and City Council to establish loss reserve fund.	City Mgr.	Fin.
C 1.6	Develop procedures, forms, etc. to cancel purchase orders and contracts.	Fin.-Pur., City Atty.	
C 1.7	Complete a computerized City property inventory and determine needs.	ITS, PW	Fin., All
C 1.8	Determine legal issues related to suspending construction project and payments.	PW	City Atty.
C 1.9	Determine the feasibility of obtaining cash advances from the federal and state governments following a major disaster.	City Mgr.	Fin.
C 1.10	Investigate the feasibility of and, where possible, prearrange access to short-term debt borrowing and lines of credit.	Fin.	City Mgr.
<u>POLICY STATEMENT NO. C.2 – RE-ESTABLISHMENT OF ESSENTIAL SERVICES AND UTILITIES: It is the City's policy to facilitate the re-establishment of essential commercial services and necessary utilities in locations near temporary shelters on private or public property.</u>			
C 2.1	Establish liaison with trade associations of essential commercial services (food, pharmaceuticals, banks, etc.) to determine what it would take to set up temporary business location (shelters, utilities, security, etc.).	Econ. Dev.	
C 2.2	Develop a plan identifying who to contact in order to set up the temporary essential commercial service business locations after the emergency.	Econ. Dev.	

#	Action (Implementation) Programs	Lead	Support
C 2.3	Develop emergency building provisions for temporary commercial use with appropriate time and use limitations.	DSD	Fire, PW-Eng.
C 2.4	Exercise the implementation processes and procedures using a variety of hazard scenarios.	DSD	PW-Eng., Fire
C 2.5	Develop a plan to provide an "Office of Business Aid" that can be opened immediately after a major disaster in order to facilitate business in reopening by providing information regarding public works, engineering, utilities, alternate work sites, permits, etc.	City Mgr.	Mayor, Econ. Dev., DSD, Utilities
C 2.6	Promote the development of a plan to provide an "Office of Business Aid" that can be opened immediately after a major disaster to facilitate rehabilitation permitting processes.	Mayor	
<u>POLICY STATEMENT NO. C.3 – INFRASTRUCTURE AND SERVICES: It is the City's policy to join other government agencies and the private sector to return the public infrastructure and the City's services to equivalent pre-event levels, or better.</u>			
C 3.1	Develop a plan to seek reallocation of existing grants.	RTF	All
C 3.2	Develop procedures for identifying services that could be contracted, transferred, or temporarily deferred.	City Mgr.	Fin.-Pur., City Atty., All
C 3.3	Identify and seek other grant money: <ul style="list-style-type: none"> • Housing and Urban Development • Clean Water Grants (EPA) • Public Improvements (EDA) 	RTF	All
C 3.4	Consider feasibility and desirability of renegotiating various terms and conditions of employment.	City Mgr.	City Atty., HR
C 3.5	Maintain staff experts in State and Federal programs to expedite effective approaches to financial matters after a major disaster.	Fin.	Fin.-Pur.
<u>POLICY STATEMENT NO. C.4 – RE-ESTABLISHMENT OF BUSINESSES: It is the City's policy to assist citizens and private sector businesses in re-establishing normal activities and operations as quickly as possible.</u>			
C 4.1	Establish processes, procedures, and criteria to facilitate private sector recovery working with Federal and State agencies.	City Mgr.	All
C 4.2	Sponsor legislation to establish emergency enterprise zones and create special Federal and State tax benefits.	Econ. Dev.	
C 4.3	Explore revenue replacement sources such as user, refuse collection and occupational license (payroll tax) fees and their potential impact on the private sector. Where feasible, draft enabling ordinances for all revenue generating departments.	Fin., City Atty.	City Mgr., City Clerk, All
C 4.4	Promote the development of processes and procedures to identify and assist businesses in applying for disaster assistance.	Mayor	

#	Action (Implementation) Programs	Lead	Support
C 4.5	Develop processes and procedures to identify and assist businesses in applying for Federal disaster assistance (i.e. Small Business Administration low-interest disaster loans).	Fin.	City Mgr., Econ. Dev., Mayor, DSD
C 4.6	Promote the development of business hot lines, assistance centers, and other communication technologies.	Mayor	
C 4.7	Develop processes and procedures to establish business hotline and assistance center.	City Mgr.	Econ. Dev., Mayor, ITS
C 4.8	Encourage private sector insurance and self-insurance programs as a part of disaster preparedness plans.	Mayor	
C 4.9	Establish program for temporary structures and sites for disrupted businesses.	DSD	PW-Eng.
C 4.10	Encourage private lenders to develop a program that facilitates post-disaster loans to private industry and provide City assistance in obtaining such loans.	Econ. Dev.	Mayor
C 4.11	Promote private sector emergency preparedness planning and business resumption planning.	Mayor	City Mgr.

D. LAND USE/RE-USE

#	Action (Implementation) Programs	Lead	Support
<u>POLICY STATEMENT NO. D.1 – PRE-EVENT HAZARD MITIGATION: It is the City's policy to accelerate pre-event hazard mitigation activity through developing and refining information, policies and regulations interrelating hazards, structures and land use planning.</u>			
D 1.1	Implement applicable sections of the General Plan and Hazard Mitigation Plan.	DSD	PW, PW-Traffic, Fire, Utilities, PW-Eng.
D 1.2	Identify methods of correlating land use policy with geologic hazards mitigation through the revised General Plan and adopted Hazard Mitigation Plan.	DSD	PW, PW-Traffic, Fire, Utilities, PW-Eng.
D 1.3	Update hazards mapping (originally completed in 2003).	DSD	ITS-GIS, PW-Transit, Fire, Utilities, PW-Eng.
D 1.4	Work with City departments and other entities such as the California Division of Mines and Geology (CDMG), United States Geological Survey (USGS), Southern California Earthquake Center (SCEC), the Regional Technology Partnership (RTP) and San Diego Area Association of Governments (SANDAG) to maintain a collaborative and interactive Geographic Information System (ITS-GIS) and to expand applications and database development related to hazards mapping and emergency management, including data layers dealing with transportation facilities as well as subsurface infrastructure, such as water, sewer, telephone, freight lines, and high pressure gas.	ITS	City Mgr., DSD, PW, PW-Traffic, Fire, Utilities, PW-C&E, PW-Eng.
D 1.5	Work with such agencies as the Federal Emergency Management Agency (FEMA), USGS, the National Science Foundation (NSF), the California Office of Emergency Services (OES) and CDMG to explore opportunities for technical assistance and for potential applications for financial grants to support the development and expansion of the ITS-GIS.	ITS	DSD, City Mgr., PW, Redev., PW-Traffic, Utilities, PW-Eng., PW-C&E
D 1.6	Apply pertinent General Plan Elements and Hazard Mitigation Plan principles to land use planning and zoning changes.	DSD	
D 1.7	Evaluate the applicability for non-conforming structures during Zoning Ordinance update.	DSD-Plan.	

#	Action (Implementation) Programs	Lead	Support
<u>POLICY STATEMENT NO. D.2 – MITIGATION STANDARDS: It is the City's policy to implement the Multi-Jurisdictional Hazard Mitigation Plan.</u>			
D 2.1	Develop methodology for analyzing and defining hazards and site-specific mitigation plans.	DSD-Plan.	PW-Eng.
D 2.2	Periodically review California Building Code (CBC) and adopted ordinances for requirements pertaining to hazard design and City's mitigation standards.	DSD-Bldg.	
D 2.3	Inspect City buildings and create a potentially hazardous building inventory in accordance with the following priority: 1 st Un-reinforced Masonry (URM) 2 nd Tilt-up 3 rd URM In-fills 4 th Non-ductile Concrete Frame	DSD-Bldg.	
D 2.4	Develop a Hazardous Buildings Retrofit Ordinance to include URM in-fills, tilt-up and non-ductile concrete frame building categories, as budget permits.	DSD-Bldg.	
<u>POLICY STATEMENT NO. D.3 – PRE-EVENT PUBLIC EDUCATION: It is the City's policy to strengthen and enhance public education concerning natural hazards and land use/re-use issues in anticipation of a community-wide disaster.</u>			
D 3.1	Update and promote use of the ITS-GIS database related to natural hazards mapping.	ITS	City Mgr., DSD, PW, PW-Traffic, PW-Eng., Utilities
D 3.2	Provide ITS-GIS information as related to natural hazards as part of General Plan Revision process particularly in the land use decision making process and in Environmental Impact Report review.	ITS	City Mgr., DSD,, PW, PW-Traffic, Utilities, PW-Eng., Fire
D 3.3	During next General Plan revision, include reference to Pre-Disaster Recovery Plan and Hazard Mitigation Plan.	DSD-Plan.	
D 3.4	Develop a public education program regarding natural disasters.	DSD	PW-Eng., Library, Fire
D 3.5	Develop pre-disaster liaison with the media for public education programming that clearly defines public and private roles immediately after a natural disaster.	Mayor	
D 3.6	Make ITS-GIS maps available to the public.	ITS	DSD, PW-Eng.

#	Action (Implementation) Programs	Lead	Support
<u>POLICY STATEMENT NO. D.4 – MITIGATION STANDARDS FOR CITY FACILITIES: It is the City's policy to develop and maintain appropriate mitigation standards for new and existing City facilities and that public improvements commensurate with the degree of hazard.</u>			
D 4.1	Periodically review design standards for bridges, tunnels and public streets in relation to potential hazards identified in the Hazard Mitigation Plan.	PW, DSD, Redev., PW- Traffic, Utilities, PW-Eng.	
D 4.2	Establish criteria for prioritizing which public facilities and improvements should be mitigated first.	PW, DSD, Redev., PW- Traffic, Utilities	
D 4.3	Periodically update Hazard Mitigation Plan (at least every 5 years) and incorporate new hazard information.	Hazard Mitigation Planning Team	
<u>POLICY STATEMENT NO. D.5 – REPLANNING HAZARDOUS AREAS: It is the City's policy to re-plan hazardous and devastated areas and recognize disaster-generated constraints and opportunities.</u>			
D 5.1	Revise area plans to acknowledge areas with identified natural and human-caused hazards and, where appropriate, adjust land use and other designations with the involvement of Community Planning Advisory Councils (CPAC's) and the City Planning Commission.	DSD	General Plan Steering Committee, PW, PW- Traffic, Fire, PW- C&E
<u>POLICY STATEMENT NO. D.7 – INFRASTRUCTURE IMPROVEMENTS: It is the City's policy that following a community-wide disaster, any plan revisions or adoption shall take into consideration the correction of deficiencies in infrastructure and improvements, both public and private (improvements could include non-conforming streets, inefficient street patterns, recreational facilities, etc.).</u>			
D 7.1	Develop criteria to determine if the existing facility needs to be upgraded to current standards based on: <ul style="list-style-type: none"> • Type and use of facility • Importance of upgrade in terms of public safety • Extent of damage • Age of existing facility • Cost 	PW	PW-Eng., Utilities, DSD

#	Action (Implementation) Programs	Lead	Support
D 7.2	Develop program to upgrade or change infrastructure facilities based upon plan revisions.	PW	Utilities, PW-Eng., DSD
<u>POLICY STATEMENT NO. D.8 – RECONSTRUCTION STRATEGY: It is the City's policy to reflect a proactive rather than reactive approach to reconstruction issues and opportunities through post-event formation of a Recovery Task Force and preparation of a strategic plan for reconstruction.</u>			
D 8.1	Prepare a procedure for post-event preparation of a Long-Term Reconstruction Strategic Plan.	Mayor	DSD, City Mgr., PW, DSD-Hsg., Fire, PW-Eng., Fin., Utilities
D 8.2	Include the City Planning Commission and the Special Ad Hoc City Council Committee on Reconstruction in the analysis and deliberations leading to adoption of these pre-event procedures.	DSD	City Mgr., City Atty.
D 8.3	Monitor opportunities for implementation of the General Plan and Hazard Mitigation Plan and for application of growth management principles within the implementation of the Long-Term Reconstruction Strategic Plan.	DSD	City Mgr.
<u>POLICY STATEMENT NO. D.9 – ADJUST GENERAL PLAN ELEMENTS: It is the City's policy to adjust General Plan Elements to reconcile them with post-event economic, fiscal and housing recovery needs.</u>			
D 9.1	Evolve the Pre-Disaster Recovery Plan around the General Plan Elements, Housing Element and Growth Management Plan as they are updated.	DSD	PW-Eng.
D 9.2	Identify within the General Plan Elements areas with high likelihood of heavy damage due to the presence of substantial inventories of buildings vulnerable to hazards (i.e. seismic, wind resistant, and flood proof).	DSD	PW-Eng., ITS
<u>POLICY STATEMENT NO. D.10 – REDEVELOPMENT: It is the City's policy to prepare a post-event redevelopment strategy which seeds new financing for reconstruction and redevelopment, streamlines redevelopment expansion procedures and coordinates these with other city, county, state and federal entities.</u>			
D 10.1	Seek new financing of reconstruction and disaster-related redevelopment through pursuit of a variety of federal and state legislative enactments.	City Mgr.	Fin.
D 10.2	Initiate private sector participation in development of a strategic plan to facilitate private redevelopment and reconstruction phases.	Mayor	DSD, City Mgr.
D 10.3	Create a Finance Task Force to coordinate follow through on policies and actions on reconstruction.	DC	Fin.
D 10.4	Coordinate follow-through on policies and actions related to legislation through the Recovery Task Force.	DC	RTF

#	Action (Implementation) Programs	Lead	Support
D 10.5	Review and revise qualifying criteria for the City's various revitalization tools such as redevelopment Specific Plans, Community Development Block Grants and Enterprise Zones.	DSD	Fin.
D 10.6	Identify potential areas for redevelopment based on the criteria developed, land use patterns, and redevelopment objectives.	DSD	PW
D 10.7	Recognize the Land Use/Reuse Task Force as the interdepartmental work group to coordinate pre-event implementation of land use/reuse policies.	DSD	Econ. Dev.
D 10.8	Coordinate activities with those of other City, County, state and federal entities to maximum mutual benefit through the Long-term Reconstruction Task Force.	City Mgr., DC	DC, RTF

E. ORGANIZATION AND AUTHORITY

#	Action (Implementation) Programs	Lead	Support
<u>POLICY STATEMENT NO. E.1 – EMERGENCY ORGANIZATION: It is the City's policy that to the extent possible, the City shall accomplish disaster recovery and reconstruction through the existing City Emergency Organization (Ord. 1408) structure, which may be modified to address recovery and reconstruction concerns.</u>			
E 1.1	Prepare implementation procedures, forms, and training; keep an updated list of staff assigned to the Recovery organization.	ESC	DC, RTF, All
E 1.2	Define the roles and interactions between the Recovery Task Force, City Council Special Ad Hoc Committee, and the Emergency Organization.	ESC	DC, RTF, All
<u>POLICY STATEMENT NO. E.2 – RECOVERY TASK FORCE: It is the City's policy that a recovery organization be created as an interdepartmental / multi-agency team within the Emergency Organization and be managed by the Recovery Director.</u>			
E 2.1	Coordinate the development of recommendations for City Policy involving multiple coordination agencies on recovery and reconstruction issues.	ESC	DC, RTF, All
E 2.2	Coordinate the update of the Emergency Operations Plan to reflect the necessary operating procedures relating to Pre-Disaster Recovery Plan, as well as the transition of the Emergency Organization from the response phase into the recovery phase.	ESC	DC, RTF, All
E 2.3	Coordinate with various City departments the implementation of the new adopted policies, plan legislation and operating procedures relating to post-emergency recovery and reconstruction.	ESC	DC, RTF, All
<u>POLICY STATEMENT NO. E.3 – OPERATING PROCEDURES: It is the City's policy that following any major disaster, every effort be made to restore normal operating and decision-making processes as quickly as possible, and that, to the extent possible, recovery and reconstruction objectives be accomplished through standard operating procedures.</u>			
E 3.1	Identify areas and uses where streamlined process should apply immediately after a proclaimed emergency and determine when standard operating procedures should be restored as part of the responsibilities of the Recovery Task Force.	DSD	PW-Eng., Fin., RTF
E 3.2	Determine post-event standards to be used by the Recovery Task Force for clearances and expedited procedures.	DSD	Fin., PW-Eng., RTF
E 3.3	Review, and make changes as necessary, any ordinances and legislation hindering the organization of the Recovery Task Force.	DC, DSD	All

#	Action (Implementation) Programs	Lead	Support
E 3.4	Modify the Emergency Operations Plan as necessary in order to assure consistency.	ESC	Police, City Mgr., PW, DC, RTF
E 3.5	Review existing ordinances pertaining to reconstruction of non-conforming uses.	DSD	City Atty.
<u>POLICY STATEMENT NO. E.4 – PUBLIC PARTICIPATION: It is the City's policy that opportunity for public participation in land use decisions after a proclaimed emergency be maximized.</u>			
E 4.1	Develop a citizen participation process as part of the work program for the Public Facilities & Services Element.	DSD-Plan.	
<u>POLICY STATEMENT NO. E.5 – LEGISLATIVE PRIORITIES: It is the City's policy that legislative policy priorities be established and maintained addressing recovery and reconstruction from a major disaster.</u>			
E 5.1	Identify, prioritize, sponsor and support legislation needed to implement elements of the Pre-Disaster Recovery Plan.	DSD	
<u>POLICY STATEMENT NO. E.6 – FIVE YEAR IMPLEMENTATION PROGRAM: It is the City's policy to identify and integrate the actions of this plan with those of the Local Hazard Mitigation Plan and the Emergency Operations Plan and procedures through a five-year implementation program overseen by the Emergency Services Coordinator and coordinated by the City Manager through the annual budget process.</u>			
E 6.1	Prepare for Mayoral and City Council approval Five-year Emergency Management Work Program.	ESC	All
E 6.2	Annually review and revise the Five-year Emergency Management Program in coordination with annual departmental budget submittals and periodic revisions of the Emergency Operations Plan.	ESC	All

F. PSYCHOLOGICAL REHABILITATION

#	Action (Implementation) Programs	Lead	Support
<u>POLICY STATEMENT NO. F.2 – DISASTER RELATED STRESS: It is the City's policy to recognize that one of the most serious impacts of any disaster is the psychological trauma which the disaster creates for public service and volunteer personnel who must respond to it. The City's plans to prepare for, respond to, and recover from disasters shall include provisions to deal with disaster-related stress.</u>			
F 2.1	Revise the Emergency Operations Plan to add responsibility for the Department of Human Resources to develop a mental health disaster plan for disaster response and recovery.	HR, Fire ESC	City Atty., Police, Fire
F 2.2	With the assistance of the City's Employee Assistance Program (EAP) provider, develop and implement a mental health disaster plan.	HR, ESC	HR, RTF
F 2.3	Ensure the support necessary (from private sources) to implement a mental health program described above.	HR	
<u>POLICY STATEMENT NO. F.3 – STRESS MANAGEMENT: It is the City's policy that stress management should not be limited to intervention by mental health professionals after a disaster. Disaster-related stress can be alleviated to a significant degree by the pre-incident preparations which are made to cope with a disaster's occurrence. Because City employees represent a critical resource in disaster response and recovery, priority should be given to programs which will help mitigate their post-traumatic stress.</u>			
F 3.1	Identify stress management trainings that can provide guidance on how to cope with stress and techniques for managing stress during and after a disaster (post-traumatic stress). Priority should be given to employees directly involved in disaster response and recovery.	HR	
F 3.2	Encourage the Police and Fire Departments to designate appropriate trained personnel to be available during a major disaster for the psychological management of the front line workers of their respective departments. (The mental health professional staff within the Police and Fire Departments is insufficient to provide adequate coverage to front line emergency service workers at the time of a widespread disaster).	HR, DC, ESC	RTF, Police, Fire, CAST
<u>POLICY STATEMENT NO. F.4 – RESOURCES: It is the City's policy to maximize community and public resources available to deal with stress management in a major disaster.</u>			
F 4.1	Coordinate with San Diego County Behavioral Health Services to ensure that the City can utilize the County's Behavioral Health Annex for use of treatment facilities and/or mental health professionals who would be mobilized in a disaster to provide assistance to public service personnel, disaster victims, and the community in general.	HR	ESC
F 4.2	Encourage public safety personnel to be trained in the treatment of traumatic stress.		

#	Action (Implementation) Programs	Lead	Support
	<p>a. The Police Department should solicit the Commission on Peace Officer Standards and Training (POST) to design and accredit a course in post-traumatic stress for law enforcement service personnel.</p> <p>b. The Fire Department should solicit a similar effort with regard to post-traumatic stress training for professional fire and EMS organizations.</p>	<p>PD</p> <p>Fire</p>	
<u>POLICY STATEMENT NO. F.5 – POST-TRAUMATIC STRESS: It is the City's policy in its long-term recovery efforts to recognize the significant effects post-traumatic stress disorder will have on the citizens and the community as a whole and that steps will be taken to minimize these effects.</u>			
F 5.1	Consider the feasibility of expanding the Neighborhood Watch program of the Police Department to include a component of disaster preparedness and/or dissemination of a brochure on mental health disaster preparedness.	Police	HR
F 5.2	Include in the Fire Department's Disaster Preparedness training program mental health preparedness.	Fire	HR
F 5.3	Prepare materials for distribution citywide to prepare citizens to cope with psychological trauma under the guidance of the Mental Health Task Force and ethnic community leaders.	OC	City Mgr., Library
F 5.4	Encourage corporations through the Chambers of Commerce, BICEPP, DEPAC, and other appropriate entities to include in their disaster preparedness plans a section on mental health preparedness.	DC, ESC	RTF, Mayor, HR
F 5.5	Promote the establishment of mental health disaster preparedness programs within civic, religious and other public groups.	DC, ESC	RTF, Mayor, HR
<u>POLICY STATEMENT NO. F.6 – MEDIA COORDINATION: It is the City's policy to work closely with media representatives to ensure the dissemination of mental health information is appropriate for the effective response to and recovery from a major disaster. The information disseminated to the public by the media before, during and following a major disaster can have a significant impact on the disaster-related stress experienced within the community.</u>			

#	Action (Implementation) Programs	Lead	Support
F 6.1	<p>Develop a program that emphasizes the importance of managing post-traumatic stress, and the dangers and signs of PTSD, and encourage the media to promote public education of PTSD.</p> <ul style="list-style-type: none"> • Develop potential points of contact. Identify a panel of experts to contact and interview regarding post- traumatic stress. • Contact media of various ethnic groups to encourage that the diverse cultures within the City are appropriately informed on mental health issues at the time of a disaster. 	OC	HR, Mayor, Fire, Police
F 6.2	Include the dangers and signs of post-traumatic stress during all recovery-related public briefings, meetings, hearing, and presentations.	DC	RTF, HR, OC

G. VITAL RECORDS

#	Action (Implementation) Programs	Lead	Support
<u>POLICY STATEMENT NO. G.1 – PROTECTION AND RETENTION: It is the City's policy to formulate and maintain a vital records protection and retention plan in order to provide protection of City documents and information required to continue essential operations in the event of a disaster and to resume normal operations after a disaster.</u>			
G 1.1	Define vital records (and information), designate vital records classifications, and determine program responsibility.	City Clerk	
G 1.2	Develop procedures for Vital Records program implementation and maintenance.	City Clerk	All
G 1.3	Identify vital records and information for each City department.	City Clerk	All
G 1.4	Create a vital records component for the Emergency Operations Plan and all departmental emergency preparedness plans and submit proposed plans to the Vital Records Task Force for review.	City Clerk	All
G 1.5	Analyze vital records to determine the most effective means of protection, reconstruction or reconstitution of vital data.	City Clerk	All
G 1.6	Revise established Records Retention Schedules to reflect those records of Vital Records status.	City Clerk, All	

H. INTERJURISDICTIONAL RELATIONSHIPS

#	Action (Implementation) Programs	Lead	Support
<u>POLICY STATEMENT NO. H.1 – COOPERATION AMONG AGENCIES: It is the City's policy to maintain ongoing liaison and contact with appropriate public and private agencies to improve cooperation among agencies and to ensure familiarity with the emergency response and recovery plans of various agencies.</u>			
H 1.1	Promote annual Recovery Workshops, conferences and exercises involving all levels of government, the media and private sector.	DC, ESC	RTF, All
H 1.2	Involve outside agencies in the analysis and critique of inter-jurisdictional training exercises and take appropriate actions to correct City coordination problems identified as a result of these exercises.	DC, ESC	RTF, All
H 1.3	Continue to include representatives from state and federal agencies, utility companies, business preparedness planning councils and other appropriate entities in City emergency preparedness and planning efforts through the Emergency Organization.	DC, ESC	RTF, All
H 1.4	Continue to participate in the efforts of inter-jurisdictional planning bodies, such as the Unified Disaster Council (UDC).	ESC	Police, All
H 1.5	Continue to support the efforts of public and private educational institutions to develop and implement emergency management structures, emergency operations centers, and emergency operations plans.	ESC	RTF, All
H 1.6	Coordinate with public and private educational institutions on the development of programs and projects to ensure that the educational institutions are adequately prepared and supplied for responding to a major disaster.	City Mgr., DC	Fire
H 1.7	Revise the Emergency Operations Plan and/or Pre-Disaster Recovery Plan to the extent feasible for consistency and compatibility with the plans of other agencies.	ESC	DSD, All
H 1.8	To the extent feasible, revise the Pre-Disaster Recovery Plan as appropriate to reflect recommendations and lessons learned from after action reports of other jurisdictions.	ESC	All
<u>POLICY STATEMENT NO. H.2 – EMERGENCY SHELTERING REQUIREMENTS: It is the City's policy to coordinate emergency sheltering requirements with the American Red Cross and other appropriate entities and to be prepared to self-manage emergency shelters if necessary.</u>			
H 2.1	Identify points of contact within various minority community organizations to assist shelter managers and staff in dealing with the cultural diversity of their shelter populations.	Rec.	ARC
H 2.2	Develop procedures and a process to provide for mental health professionals at shelter sites to serve both staff and disaster victims.	HR,	ARC CAST, Rec.

#	Action (Implementation) Programs	Lead	Support
H 2.3	Develop a pre-incident plan for providing critical public services to temporary shelters.	Rec.	DSD-Bldg., DSD-Hsg., ARC
H 2.4	Develop a pre-incident plan for the use of private and public education institutions and other appropriate facilities for temporary shelters and the timely return of these facilities to their normal uses.	Rec.	ARC, Educ.
H 2.5	Participate in countywide efforts to develop regional evacuation and sheltering plans.	Rec.	Fire, Police, PW-Traffic
H 2.6	Identify vendors and suppliers of equipment necessary to provide supplies and materials for temporary housing of people and business displaced by the major emergency (e.g. tents, portable sanitation facilities, etc.) using quantity and other characteristics.	Rec.	Fin., PW
H 2.7	Develop protocols for the City to establish, stock, staff, and manage temporary shelters in the event the American Red Cross and other agencies are unable to provide such services.	Rec.	HR, Fin., ARC
<u>POLICY STATEMENT NO. H.3 – FINANCIAL AND OTHER ASSISTANCE – HOUSING: It is the City's policy to work with appropriate local, state, and federal entities to expedite the provisions of financial and other assistance to citizens whose residences have been damaged.</u>			
H 3.1	Create a Housing Task Force which shall accomplish the following and consist of representatives from the Development Services Department and Private Developers.	DSD-Hsg.	City Mgr., City Atty., DSD, Fire, Fin.
	a. Develop criteria for habitability based upon health and life safety measures.	DSD	City Mgr., City Atty., DSD-Hsg.
	b. Obtain HUD, FEMA, SBA, CAHCD approval to eliminate currently required processes and documentation for expediting loan assistance, such as: 1) Appraisals 2) Lot book Report in lieu of Title Report 3) Income and mortgage verification documents 4) Judgments, liens 5) City control of construction funds	DSD	City Mgr., City Atty., Fin.
	c. Initiate coordination through a Memorandum of Understanding (MOU) with the California Department of Housing and Community Development (CAHCD), Department of Housing and Urban Development (HUD), Federal Emergency Management Agency (FEMA) and the Small Business Administration (SBA) which details specific roles and responsibilities to include: (a) inspections, (b) damage assessment (c) Disaster Assistance Center's ability to make decisions and (d)	DSD	City Mgr., City Atty.

#	Action (Implementation) Programs	Lead	Support
	sharing of data.		
	d. Investigate the feasibility of utilizing nuisance abatement provisions, hearing process and procedures to provide demolition assistance to citizens in need provided costs can be recouped from property owners and/or federal and/or state reimbursement for City costs can be maximized.	DSD	PW, City Atty.
	e. Investigate state, federal and other programs which provide temporary housing assistance and develop plans and procedures for maximizing utilization of such assistance at no or minimum cost to the City.	DSD-Hsg.	City Mgr., City Atty., County HA, DSD
<u>POLICY STATEMENT NO. H.4 – RESTORATION OF RESIDENCES: It is the City's policy to work with the private sector to expedite the restoration of residences in the post-disaster environment.</u>			
H 4.1	Investigate the feasibility of developing public information materials, possibly in conjunction with Association of General Contractors, Building Industry Association, and Engineering and General Contractors Association on how to hire a contractor and pricing of post-disaster repair work.	DSD-Bldg.	OC, City Mgr., Mayor
H 4.2	Investigate the feasibility of funding and establishing a City Loan Program for financing loans to owners of damaged properties without pre-empting state or federal assistance applications.	DSD	City Mgr., Fin.
<u>POLICY STATEMENT NO. H.5 – RESPONSE AND RECOVERY PLANS: It is the City's policy to encourage and assist private sector entities in the development of response and recovery plans and programs.</u>			
H 5.1	Continue to support and encourage the efforts of the business community in emergency preparedness and planning.	Mayor	City Mgr.
H 5.2	Encourage private sector insurance and self-insurance programs as part of Disaster Preparedness Plans.	OC	DC, ESC
<u>POLICY STATEMENT NO. H.6 – FINANCIAL AND OTHER ASSISTANCE – BUSINESS: It is the City's policy to coordinate with appropriate State and Federal entities to expedite the provision of financial and other assistance to business enterprises which have been damaged.</u>			
H 6.1	Establish processes, procedures, and criteria to prioritize private sector recovery working with Federal and State agencies.	Mayor	All
H 6.2	Develop processes and procedures to identify and assist businesses in applying for Federal disaster assistance.	Econ. Dev.	City Mgr., Mayor
<u>POLICY STATEMENT NO. H.7 – RESTORATION OF BUSINESSES: It is the City's policy to coordinate with the private sector to expedite the restoration of business and industry in the post-disaster environment.</u>			

#	Action (Implementation) Programs	Lead	Support
H 7.1	Establish liaison with trade associations of essential commercial services (food, pharmaceutical, banks, etc.) to determine what it would take to set up temporary business locations (shelters, utilities, security, etc.) Consider developing an emergency planning task force with those organizations.	DC	
H 7.2	Develop a plan to provide an "Office of Business Aid" that can be opened immediately after a major disaster which:		
	a. Identifies who to contact in order to set up the business after the emergency period.	DC	ESC
	b. Support businesses reopening by providing information regarding disaster assistance loans and grants, engineering, utilities, alternate work sites, permits, etc.	DC	OC
	c. If feasible, facilitate rehabilitation permit processes.	DC	DSD
	d. Promote the development of business hot lines and assistance centers.	DC	OC
H 7.3	Encourage private lenders to develop a program that facilitates post-disaster loans to private industry.	Mayor	Econ. Dev.
H 7.4	Consider developing public information materials, possibly in conjunction with contractors association, on how to hire a contractor and the pricing of post-disaster repair work.	Econ. Dev.	Mayor, DSD, OC
<u>POLICY STATEMENT NO. H.8 – EQUIPMENT AND SERVICES: It is the City's policy to plan for the availability of priority equipment and services needed in the recovery and reconstruction process.</u>			
H 8.1	Establish contractual agreements utilizing the approved bid process, with private contractors for emergency demolition, lot cleaning, and barricading and/or securing property with out-of-region supply chain capabilities.	DSD, PW	City Atty., Fin.
H 8.2	Prepare a comprehensive inventory of equipment and supplies, both public and private, which may be available for use after a major disaster.	PW-Eng.	ITS, Police, Fin., Fire, PW
H 8.3	Develop a comprehensive priority list of needs for emergency contracts and agreements for materials, equipment and warehousing space.	PW	PW-Eng., City Mgr., Fire, Police, City Atty., Fin.
H 8.4	Prepare a comprehensive plan for backup communications and data processing systems required in the event that relocation of public services is required after a major event.	ITS	PW, Fire, Police
<u>POLICY STATEMENT NO. H.9 – RESTORATION OF INFRASTRUCTURE: It is the City's policy to work with appropriate local, state and federal entities to facilitate the restoration of roadways and utilities immediately following a disaster.</u>			

#	Action (Implementation) Programs	Lead	Support
H 9.1	Develop a plan and procedures to facilitate the coordination of regional transportation routes.	PW-Traffic	PW-Transit, RTF
H 9.2	Identify primary and secondary ingress and egress routes through the City and prioritize them in terms of survivability.	PW-Traffic	Police, PW, CHP, SANDAG, CalTrans
H 9.3	Review and update as necessary existing agreements and arrangements with utilities.	PW-Eng.	Utilities
<u>POLICY STATEMENT NO. H.10 – CASH FLOW: It is the City's policy to work with appropriate state, local, federal and private entities to ensure cash flow to provide essential services to maintain public health and safety for a period deemed necessary.</u>			
H 10.1	Establish processes for completing Federal and State disaster reimbursement forms.	Fin.	All
H 10.2	Identify financial aid and alternatives from Federal, State, County and other sources and propose legislation as needed.	Fin.	City Atty.
H 10.3	Develop processes and procedures to ensure City Departments produce timely documentation of expenditures for financial aid or expenditure reimbursement from Federal, State or other entities.	Fin.	Fire, Police, PW, DSD-Bldg., Utilities, Port
H 10.4	Establish process for determining the feasibility of obtaining cash advances from the Federal and State governments following a major disaster.	Fin.	
H 10.5	Investigate the feasibility of and where possible, prearrange access to short-term debt borrowing.	Fin.	
H 10.6	Explore the feasibility of establishing a joint powers authority for a loss reserve pooling program.	Fin.	City Atty.
H 10.7	Develop a plan to seek reallocation of existing grants.	Fin.	
H 10.8	Maintain staff experts in State and Federal programs to expedite approaches to financial matters after a major disaster.	City Mgr.	Fin.
<u>POLICY STATEMENT NO. H.11 – LEGISLATION: It is the policy of the City to promote legislation addressing recovery and reconstruction from a major disaster, and to work with other jurisdictions, League of Cities, and SANDAG, where feasible, in promoting such legislation.</u>			
H 11.1	Identify, prioritize, sponsor and support legislation needed to implement the Pre-Disaster Recovery Plan.	DSD	
<u>POLICY STATEMENT NO. H.12 – PUBLIC INFORMATION: It is the City's policy to coordinate, where appropriate, with other city, county, state, and federal governments and the media to assure accurate and timely public information is disseminated.</u>			
H 12.1	Coordinate with other governmental entities to develop a plan for coordinating the release of joint official statements as needed.	Mayor, OC,	Fire, ESC

#	Action (Implementation) Programs	Lead	Support
H 12.2	Coordinate with other governmental entities to improve activation and use of the Emergency Alert System.	ESC	OC
H 12.3	Coordinate with the County of San Diego Joint Information Center (JIC) to ensure appropriate languages are utilized in sending emergency messages to citizens.	ESC	OC
H 12.4	Investigate "hot line", City website, use of 2-1-1, or other capabilities for providing information to the public and/or press.	OC	ESC
H 12.5	Develop liaison with other local governments and the media for public information programming immediately after a disaster.	OC	Mayor
<u>POLICY STATEMENT NO. H.13 – MUTUAL AID AGREEMENTS: It is the City's policy to develop, implement and maintain, when necessary, mutual aid agreements for disaster services.</u>			
H 13.1	Work with the Governor's Office of Emergency Services (Cal OES) to establish a procedure for obtaining mutual aid for those services where mutual aid agreements do not currently exist.	ESC	All
H 13.2	Work with the County of San Diego Office of Emergency Services and Cal OES to implement procedures to ensure the City receives maximum state and federal reimbursement for mutual aid assistance rendered or received.	ESC	Fin., City Mgr., All
H 13.3	Develop pre-incident agreements with other local, state and federal agencies for mutual aid in cooperation with other City departments.	DC	DSD, PW, Utilities, City Atty.
H 13.4	Make arrangements with other utilities for mutual support.	PW-Eng., PW	Utilities, City Atty.
H 13.5	Consider developing, where appropriate, departmental mutual aid agreements with other public and private entities.	All	City Atty.
H 13.6	Establish criteria for contractual agreements for emergency demolition with private sector.	DSD, PW	City Atty.
<u>POLICY STATEMENT NO. H.14 – SHELTERING REQUIREMENTS: It is the City's policy to coordinate the sheltering requirements of specialized volunteer personnel acquired as a result of mutual aid from other jurisdictions.</u>			
H 14.1	Contact Convention Bureau, Hotel and Motel Associations and arrange for a procedure to use during emergencies to provide rooms during proclaimed major emergencies. Include consideration of procedure for accounting, necessity for formal agreements, compensation, etc.	Rec.	City Mgr., Fire, PW, DSD-Bldg., ESC
H 14.2	Develop procedures for City departments to arrange for sheltering out-of-town support personnel through a central point phone number and distribute.	Rec.	City Mgr., Fin.
<u>POLICY STATEMENT NO. H.15 – DONATED SUPPLIES: It is the City's policy that management of supplies donated spontaneously by the public requires inter-jurisdictional consideration and planning.</u>			
H 15.1	Work with various agencies to determine the existence and adequacy of procedures to accept, store, redistribute, and return donated supplies to the general public.	ESC	ARC, Fin., Rec., PW

Chapter V – Post-Event Short-Term Policies and Actions

This section contains recovery post-event short-term policies, and the actions necessary to execute them. Short-term actions are those that should be initiated as soon as possible when an emergency occurs, helping to expedite recovery for immediate needs. The policies and actions are grouped by the same eight functional categories of the previous section:

- A - Residential, Commercial and Industrial Rehabilitation
- B - Public Sector Services
- C - Economic Recovery
- D - Land Use/Re-Use
- E - Organization and Authority
- F - Psychological Rehabilitation
- G - Vital Records
- H - Inter-jurisdictional Relationships

The Departments involved in each action statement are designated as the lead or support department recommended for implementation. All departments are listed in abbreviated form. A complete listing of departmental abbreviations can be found in Appendix A at the end of this plan.

A. RESIDENTIAL, COMMERCIAL AND INDUSTRIAL REHABILITATION

#	Action (Implementation) Programs	Lead	Support
<u>POLICY STATEMENT NO. A.1 – TEMPORARY HOUSING: It is the City's policy that all forms of temporary housing (emergency shelters, transitional housing, and interim housing) will be arranged for displaced residents as soon as the emergency is proclaimed and that we will close such temporary housing as soon as long-term housing becomes available.</u>			
A 1.10	Implement the process and procedures for establishing temporary housing after a catastrophic event.	DSD-Hsg.	Rec, PW, Police
A 1.11	Establish efficient and effective distribution system for food and other necessary supplies.	Rec.	ARC, Fin.-Pur.
A 1.12	Inspect and evaluate temporary housing before occupation, based on a prioritized schedule.	DSD-Bldg.	Fire, Rec.
<u>POLICY STATEMENT NO. A.2 – PROTECTION FOR RENTERS: It is the City's policy to maximize available housing stock by protecting renters from unwarranted displacement and financial hardship as a result of unlawful actions by landlords.</u>			
A 2.3	Implement the procedures after the disaster to protect renters from displacement and unwarranted financial hardships resulting from unlawful landlord actions.	DSD-Hsg.	
<u>POLICY STATEMENT NO. A.4 – DEMOLITION: It is the City's policy that, when necessary, demolition be done as expeditiously as possible.</u>			
A 4.11	Execute necessary demolitions according to established demolition procedures which include environmental criteria.	DSD-Bldg.	PW-C&E, PW

#	Action (Implementation) Programs	Lead	Support
<u>POLICY STATEMENT NO. A.6 – SAFETY ASSESSMENT: It is the City's policy that the Development Services Department-Building Division, Fire Department and other agencies, as appropriate, provide systematic safety assessment inspections of buildings on a priority basis.</u>			
A 6.6	Deploy safety assessment teams, with assistance of cooperating entities, to identify and record structural damage.	DSD-Bldg.	DSD-Plan., Fire, PW, PW-Traffic
A 6.7	Evaluate safety assessment results following a major disaster and provide information to the Long-Term Reconstruction Task Force.	DSD-Bldg.	PW, DSD-Plan.
<u>POLICY STATEMENT NO. A.7 – HAZARD EVALUATION TEAMS: It is the City's policy to inspect, gather information on and provide systematic evaluation of natural and toxic hazards on a priority basis, in coordination with the safety assessment process.</u>			
A 7.5	Deploy Hazard Evaluation Teams, with the assistance of cooperating county, state and federal agencies, for detailed identification and evaluation of natural and toxic hazards.	Fire	PW, DSD, PW-Traffic
<u>POLICY STATEMENT NO. A.8 – DISASTER ASSISTANCE: It is the City's policy to provide appropriate city resources to persons applying for disaster assistance for interim housing.</u>			
A 8.1	In coordination with the County, establish a Disaster Recovery Center or Local Assistance Center (LAC) in close proximity to the affected areas.	DSD-Bldg., ESC	DSD-Plan., PW, Fire
<u>POLICY STATEMENT NO. A.9 – REPAIR OF DAMAGED BUILDINGS: It is the City's policy to encourage immediate repair for interim re-occupancy of damaged properties.</u>			
A 9.3	Establish listing of severely damaged buildings.	DSD-Bldg.	PW-Eng., PW
<u>POLICY STATEMENT NO. A.10 – SECURITY: It is the City's policy to provide for security to sheltering, temporary distribution centers and other emergency response facilities.</u>			
A 10.2	Provide security for sheltering, temporary distribution centers and other emergency response facilities as appropriate following a major disaster.	Police	Rec., Fin.-Pur., Fire
<u>POLICY STATEMENT NO. A.11 – FEDERAL HAZARD MITIGATION: It is the policy to expedite post-event hazard mitigation activities mandated under the Stafford Act (Public Law 93-288, as amended), California Disaster Assistance Act Mitigation Measures (section 8686.4 of the Government Code), related federal and state regulations and guidelines, and Local Hazard Mitigation Plan.</u>			

#	Action (Implementation) Programs	Lead	Support
A 11.3	Coordinate and facilitate joint planning activities with FEMA, State, and other involved entities for improved hazard mitigation under the provisions of Section 409 of the Stafford Act and related regulations and guidelines, and Local Hazard Mitigation Plan.	ESC	DSD, PW, PW- Traffic, Utilities, PW-Eng.
A 11.4	Prepare and pursue hazard mitigation grant requests under the provisions of Section 404 of the Stafford Act and related regulations and guidelines, and Local Hazard Mitigation Plan.	Fire, ESC, DSD- Plan	PW, PW- Traffic, Utilities, PW- Eng.,
<u>POLICY STATEMENT NO. A.12 – FAST-TRACK PERMIT REVIEW: It is the City's policy to facilitate short-term recovery through pre-event adoption of post-event fast track permit review procedures and criteria in impacted area.</u>			
A 12.11	If necessary, initiate consideration of fast-track repair permit ordinance.	Mayor	DSD, PW, Utilities, PW- Traffic, Fire
A 12.12	Dedicate necessary staff to work exclusively on post-event disaster recovery and reconstruction activities.	DSD, PW, Econ. Dev.	All
A 12.13	Establish and implement these criteria through the fast-track repair permit review ordinance for screening applications for fast-track review, including but not limited to the following: <ul style="list-style-type: none"> a. The facility has sustained some level or type of damage sufficient to block or inhibit safe occupancy and use and requires more than just cosmetic repairs; b. The application has been filed after the earthquake or other disaster, unless the preceding Criterion A.12.13.a applies; c. The application is not in an area subject to a moratorium or Interim Control Ordinance (ICO), unless it meets specified exemption or development requirements of such ordinances; d. The application is not for new development which substantially intensifies or changes the use, unless that development can be clearly demonstrated to meet recovery and reconstruction objectives specified elsewhere in this Plan; e. The application is not for a project which violates any applicable city or state law. 	DSD	PW, Utilities, PW- Traffic, Fire, PW- C&E, PW-Eng.

#	Action (Implementation) Programs	Lead	Support
A 12.14	Extend the fast-track permit expediting ordinance beyond the termination of the declaration of local emergency in six-month increments until all criteria for restoration of standard operating procedures have been met, including but not limited to the following: a. The proclaimed emergency has been terminated; b. The perceived urgency for expediting building repair and restoration has been substantially reduced; and c. Most of the readily repairable damage has been substantially reduced.	DSD	City Mgr., PW, Utilities, PW-Traffic, Fire, PW-C&E, PW-Eng.
<u>POLICY STATEMENT NO. A.13 – INTERIM CONTROL ORDINANCE PROCEDURE: It is the City's policy to facilitate post-event recovery and public safety by pre-event adoption of an ordinance establishing general objectives and criteria by which specific areas are identified for inclusion under the interim control ordinance restrictions in hazardous areas.</u>			
A 13.4	Implement pre-event ordinance for post-event administration of ICO permit restrictions.	DSD	City Atty., PW, Utilities, PW-Traffic, Fire
A 13.5	Terminate ICO permit restrictions as purposes are substantially met for each area to which such restrictions were applied.	DSD	City Atty., DSD-Bldg., PW, Utilities, PW-Traffic, Fire
<u>POLICY STATEMENT NO. A.14 – ENVIRONMENTAL PROTECTION: It is the City's policy that to the maximum extent feasible, recovery and reconstruction alternatives be chosen which best preserve and protect the environment and better the environmental health and safety of the city.</u>			
A 14.7	During the emergency, implement the plans and coordinate with outside agencies, as listed above.	PW-C&E	
A 14.8	Facilitate coordination meetings between city departments, county offices, regional offices, state and federal departments for the purpose of expediting environmental permitting and streamlining of procedures.	PW-C&E	
A 14.9	Coordinate with appropriate agencies for the implementation of streamlined emergency procedures for the disposal of solid waste in the City.	PW-C&E	PW, DSD-Bldg.
A 14.10	Petition state to temporarily suspend or fast-track regulations pertaining to recycling regulatory permits.	PW-C&E	PW, DSD-Bldg.

B. PUBLIC SECTOR SERVICES

#	Action (Implementation) Programs	Lead	Support
<u>POLICY STATEMENT NO.B.1 – ORDERLY RESTORATION: It is the City's policy that a plan for the orderly restoration of public services after a major disaster be developed.</u>			
B 1.6	Transfer and temporarily store debris, including hazardous materials.	PW	Fire, PW-C&E
B 1.7	Expedite plan check and permitting procedures to minimize the time required for the restoration of hospitals, critical commercial and industrial facilities and utility services in cooperation with the State's Office of the State Architect and/or other regulating agencies.	DSD	: PW, PW-Eng., Utilities
B 1.8	Support restoration efforts by providing equipment or personnel as available, to assist in removing downed trees from de-energized electric lines, restoring access to facilities by utility personnel and equipment, and maintaining areas secure for utility restoration crews.	PW	Utilities
B 1.9	Assign representatives to assist the Utility in coordinating and facilitating restoration and repairs of utility facilities.	PW-Eng.	DC, RTF, Utilities
B 1.10	Provide temporary or emergency Water District/SDG&E services as required.	PW-Eng.	Utilities
B 1.11	Restore those utility facilities which affect the greatest number of persons.	PW-Eng.	Utilities
B 1.12	Strive to maintain utility services for police facilities, fire facilities, hospitals, and life-support customers	Utilities	
B 1.13	Review, amend as needed and implement relocation plans for critical department operations housed in severely damaged buildings.	PW	PW-Eng., All
<u>POLICY STATEMENT NO. B.3 – BUILDING INVENTORY: It is the City's policy to develop an inventory of available public and private buildings that can be used to house city services in the event of a major disaster.</u>			
B 3.7	Determine which City buildings can be occupied after a major disaster. Determine if these facilities can be repurposed to temporarily house City services.	DSD-Bldg.	Police, Fire, PW, PW-Eng.
B 3.8	Ensure alternate sites are provided with the necessary equipment and supplies to conduct an emergency session of the City Council.	City Clerk	
<u>POLICY STATEMENT NO. B.4 – EQUIPMENT AND SERVICES: It is the City's policy to plan for the availability of equipment and services needed in the recovery and reconstruction process.</u>			
B 4.4	Coordinate execution of contracts and agreements as needed for materials, equipment, and warehousing space.	PW	PW-Eng., City Mgr., Fire, Police, Library, Fin.-Pur.

#	Action (Implementation) Programs	Lead	Support
B 4.5	Review, revise as necessary, and implement plan for back up communications and data processing system required in the event that relocation is required.	ITS	PW, Fire, Police
<u>POLICY STATEMENT NO. B.5 – PUBLIC INFORMATION: It is the City's policy that a coordinated public information system be developed to include public services announcements, hotlines, automated call directors, and other communication media to keep city employees and the general public informed of on-going recovery and reconstruction activities and city employees advised of their assignments and responsibilities.</u>			
B 5.4	Distribute public information announcements as appropriate.	OC	All, DC, RTF, Mayor
<u>POLICY STATEMENT NO. B-6 – ANIMAL SAFETY: It is the City's policy to take immediate action to minimize animal suffering during a disaster and to ensure public health and safety during a period in which public health and safety would be endangered by animal related conditions.</u>			
B 6.5	Establish detaining areas wherein care, necessary veterinary medical attention and disposition may be given to animals (household pets, livestock, and exotic animals) displaced during a disaster.	ACF	Educ., Rec.
B 6.6	Maintain continued custody of owners' animals where necessary until owners are able to provide normal care.	ACF	Educ., Rec.
B 6.7	Establish temporary revisions to existing plans to reunite animal owners with their lost or displaced pets.	ACF	

C. ECONOMIC RECOVERY

#	Action (Implementation) Programs	Lead	Support
<u>POLICY STATEMENT NO. C.1 – CASH FLOW: It is the City's policy to ensure cash flow to provide essential services to maintain public health and safety for a period deemed necessary.</u>			
C 1.3	Identify potential sources of revenue losses, e.g., business license sales, transient occupancy, property, utility users, etc.	Fin.	All
C 1.11	Initiate analysis of the City Budget to identify unexpended funds which could be used to finance recovery and reconstruction projects.	City Mgr.	Fin., All
C 1.12	Coordinate the completion of Federal and State disaster reimbursement forms.	Fin.	City Mgr., All
C 1.13	Suspend capital construction projects and payments.	PW	PW-Eng., City Atty
C 1.14	Immediately seek financial aid (public and individual assistance) from Federal, State, and other sources.	Fin.	City Mgr.
C 1.15	Coordinate obtaining estimates of all damage losses following a disaster.	Fin.	All
C 1.16	Consider imposing a hiring freeze except for critical skills and a freeze on equipment purchases except for equipment essential to recovery and reconstruction efforts, if necessary.	City Mgr.	All
C 1.17	Propose sale or lease of surplus City property.	Fin.-Pur.	PW-Eng., PW, All
C 1.18	If necessary, approve sale or lease of surplus City Property	City Council	RTF
C 1.19	Explore revenue replacement source(s), i.e., user fees, refuse collection fees, occupational license fees.	City Mgr.	Fin., City Clerk
C 1.20	Prioritize and cancel all non-essential purchase orders and contracts.	Fin.-Pur.	PW-Eng., PW
C 1.21	Identify extraordinary expenditure requirements: <ul style="list-style-type: none"> • Demolition • Debris removal • Temporary structures • Inspections • Overtime 	Fin.	All
C 1.22	Redeploy personnel as necessary (process should be in place for the reassignment of personnel to complete essential functions).	HR	All
C 1.23	If necessary, approve extraordinary expenditure requirements	City Council	DC, RTF
C 1.24	Coordinate and review recommendations for the Mayor and Council on financial issues related to short- and intermediate-term recovery, e.g., formation of a city financial strategy, fee waivers and discounts, and demolition and debris removal.	DC	RTF, All

#	Action (Implementation) Programs	Lead	Support
C 1.25	Develop procedures for reinstating past and retired City employees.	HR	
<u>POLICY STATEMENT NO. C.2 – RE-ESTABLISHMENT OF ESSENTIAL SERVICES AND UTILITIES: It is the City's policy to facilitate the re-establishment of essential commercial services and necessary utilities in locations near temporary shelters on private or public property.</u>			
C 2.8	Implement the processes and procedures for reestablishment of commercial services following a disaster.	DSD	
C 2.9	Open Office of Business Aid.	Mayor, City Mgr.	Econ. Dev., Fire, PW- Eng.
<u>POLICY STATEMENT NO. C.3 – INFRASTRUCTURE AND SERVICES: It is the City's policy to join other government agencies and the private sector to return the public infrastructure and the City's services to equivalent pre-event levels, or better.</u>			
C 3.6	Create assessment districts where appropriate: <ul style="list-style-type: none"> • Mello-Roos District • Hazard Assessment District • 1911, 1913, and 1915 Bond Acts for Public Improvements 	PW-Eng.	PW
C 3.7	If necessary, issue City debt to finance public reconstruction and recovery projects.	Fin.	City Mgr.
C 3.8	If necessary, implement procedures for contracting, transferring or deferring City services.	City Mgr.	All
C 3.9	Apply to Federal and State agencies for reconstruction and construction services/projects, including: <ul style="list-style-type: none"> • <u>FEDERAL</u> <ul style="list-style-type: none"> ○ U. S. Army Corps of Engineers ○ U. S. Navy Seabees ○ U. S. Navy Eleventh District ○ U. S. Coast Guard ○ Departments other than Department of Defense ○ FEMA ○ Housing and Urban Development • <u>STATE</u> <ul style="list-style-type: none"> ○ Department of Forestry – California Conservation Corps ○ Cal OES 	PW	
<u>POLICY STATEMENT NO. C.4 – RE-ESTABLISHMENT OF BUSINESSES: It is the City's policy to assist citizens and private sector businesses in re-establishing normal activities and operations as quickly as possible.</u>			
C 4.12	Consider possibility of deferring some city fees.	City Mgr.	City Clerk, City Atty., Fin.

#	Action (Implementation) Programs	Lead	Support
C 4.13	Utilize existing grant funds and prioritize as needed.	All	
C 4.14	Identify and assist businesses in applying for Federal and State disaster assistance: <ul style="list-style-type: none"> • Information line • Small business administration 	Econ. Dev.	City Mgr., Mayor
C 4.15	Establish business hot line and assistance center.	Mayor	City Mgr., Econ. Dev., OC
C 4.16	If feasible, facilitate mutual aid between private businesses.	Mayor	City Mgr., Educ.
C 4.17	Promote patronage in impacted area.	Mayor	Econ. Dev.

D. LAND USE/RE-USE

#	Action (Implementation) Programs	Lead	Support
<u>POLICY STATEMENT NO. D.6 – STATUTORY MODIFICATIONS: It is the City's policy to identify and use existing California Environmental Quality Act (CEQA) and Coastal Act Laws and local implementation procedures for disaster recovery and reconstruction purposes, needs and processes.</u>			
D 6.1	Provide consultation and assistance in the identification and use of statutory CEQA and Coastal Act exemption criteria.	DSD-Plan.	
<u>POLICY STATEMENT NO. D.7 – INFRASTRUCTURE IMPROVEMENTS: It is the City's policy that following a community-wide disaster, any plan revisions or adoption shall take into consideration the correction of deficiencies in infrastructure and improvements, both public and private (improvements could include non-conforming streets, inefficient street patterns, recreational facilities, etc.).</u>			
D 7.3	Evaluate damaged infrastructure and assess feasibility of construction standards identified in plan, implementing the standards to the extent practical.	PW-Eng.	PW, DSD
<u>POLICY STATEMENT NO. D.8 – RECONSTRUCTION STRATEGY: It is the City's policy to reflect a proactive rather than reactive approach to reconstruction issues and opportunities through post-event formation of a Recovery Task Force and preparation of a strategic plan for reconstruction.</u>			
D 8.4	Promote the formation of a Recovery Task Force to prepare and coordinate implementation of the post-event strategic plan.	DC	Mayor
D 8.5	Form Recovery Task Force.	DC, City Mgr.	DSD, PW, Utilities, DSD-Hsg., Fire
D 8.6	Prepare Long-Term Reconstruction Strategic Plan.	DSD	City Mgr., PW, Utilities, DSD-Hsg., Fire, PW-Eng.
D 8.7	Implement the Long-Term Reconstruction Strategic Plan.	DSD	DSD, PW, Utilities, PW-Transit, DSD-Hsg., Fire, PW-Eng.

E. ORGANIZATION AND AUTHORITY

#	Action (Implementation) Programs	Lead	Support
<u>POLICY STATEMENT NO. E.4 – PUBLIC PARTICIPATION: It is the City's policy that opportunity for public participation in land use decisions after a proclaimed emergency be maximized.</u>			
E 4.2	Maximize public participation for land use decisions in devastated areas.	DSD-Plan.	City Atty.

F. PSYCHOLOGICAL REHABILITATION

#	Action (Implementation) Programs	Lead	Support
<u>POLICY STATEMENT NO. F.1 – PSYCHOLOGICAL ASPECTS: It is the City's policy to address the psychological aspects of the aftermath of a major disaster affecting both citizens and City employees.</u>			
F 1.1	Carry out policy and procedures for assisting city employees in dealing with stress following a major disaster.	HR	Fire, Police, ARC, Educ., CBHS
F 2.2	Amend the Recovery Plan based on recommendations from the Recovery Task Force	ESC	HR, Fire, Police, CAST, CBHS, Rec., ARC, Educ.

G. VITAL RECORDS

None.

H. INTERJURISDICTIONAL RELATIONSHIPS

#	Action (Implementation) Programs	Lead	Support
<u>POLICY STATEMENT NO. H.2 – EMERGENCY SHELTERING REQUIREMENTS: It is the City's policy to coordinate emergency sheltering requirements with the American Red Cross and other appropriate entities and to be prepared to self-manage emergency shelters if necessary.</u>			
H 2.9	Activation plans, procedures, or processes to provide for mental health professionals at shelter sites.	HR	Rec., CBHS
H 2.10	Establish an efficient and effective distribution system for food and other necessary supplies.	Rec.	Fin., PW, ARC
H 2.11	Implement pre-incident plan for the use of private and public educational institutions and other appropriate facilities as temporary shelters and the timely return of these facilities to their normal uses.	Rec.	Educ., ESC
<u>POLICY STATEMENT NO. H.4 – RESTORATION OF RESIDENCES: It is the City's policy to work with the private sector to expedite the restoration of residences in the post-disaster environment.</u>			
H 4.3	Distribute public information materials regarding post-disaster repair work.	OC, DSD	DSD-Bldg., OC, Mayor
<u>POLICY STATEMENT NO. H.6 – FINANCIAL AND OTHER ASSISTANCE – BUSINESS: It is the City's policy to coordinate with appropriate state and federal entities to expedite the provision of financial and other assistance to business enterprises which have been damaged.</u>			
H 6.3	Identify and assist businesses in applying for Federal and State disaster assistance: <ul style="list-style-type: none"> • City Website • City Phones (interactive voice response system) • Small Business Administration 	Econ. Dev.	City Mgr., Mayor, ITS, OC
<u>POLICY STATEMENT NO. H.7 – RESTORATION OF BUSINESSES: It is the City's policy to coordinate with the private sector to expedite the restoration of business and industry in the post-disaster environment.</u>			
H 7.5	Open an Office of Business Aid.	Mayor	Econ. Dev.
H 7.6	Establish a program for temporary structures and sites for disrupted businesses.	DSD	
<u>POLICY STATEMENT NO. H.8 – EQUIPMENT AND SERVICES: It is the City's policy to plan for the availability of priority equipment and services needed in the recovery and reconstruction process.</u>			
H 8.5	Coordinate execution of contracts and agreements as needed for materials, equipment and warehousing space.	PW	City Mgr., Fire, Police, City Atty., Fin.

#	Action (Implementation) Programs	Lead	Support
			PW-Eng.
H 8.6	Implement a plan for backup communications and data processing system required in the event relocation is required.	PW, Fire, Police	ITS
<u>POLICY STATEMENT NO. H.9 – RESTORATION OF INFRASTRUCTURE: It is the policy to work with appropriate local, state and federal entities to facilitate the restoration of roadways and utilities immediately following a disaster.</u>			
H 9.4	Assign representatives to assist the utilities in coordinating and facilitating restoration and repairs of utility facilities.	DC, PW	RTF, Utilities, All
<u>POLICY STATEMENT NO. H.10 – CASH FLOW: It is the City's policy to work with appropriate state, local, federal and private entities to ensure cash flow to provide essential services to maintain public health and safety for a period deemed necessary.</u>			
H 10.9	Identify and seek other grant money.	Fin.	All
H 10.10	Apply to Federal and State agencies for reconstruction and construction services/projects, including: <ul style="list-style-type: none"> • <u>FEDERAL</u> <ul style="list-style-type: none"> ○ U.S. Army Corps of Engineers ○ U.S. Navy Seabees ○ U.S. Navy Eleventh District ○ U.S. Coast Guard ○ Departments other than Department of Defense ○ FEMA • <u>STATE</u> <ul style="list-style-type: none"> ○ Department of Forestry ○ Conservation Youth Corps ○ California Conservation Corps ○ Cal OES 	Fin., DSD, PW	
<u>POLICY STATEMENT NO. H.13 – MUTUAL AID AGREEMENTS: It is the City's policy to develop, implement and maintain, when necessary, mutual aid agreements for disaster services.</u>			
H 13.7	Coordinate inter-jurisdictional and interagency requests for mutual aid through the Liaison Officer in the Emergency Operations Center or other appropriate channel.	DC	All
H 13.8	Implement procedures to obtain mutual aid assistance for services where mutual aid agreements do not exist.	DC	ESC, All
H 13.9	Implement procedures that ensure the City receives maximum reimbursement for mutual aid services rendered and received.	Fin.	City Mgr., All
<u>POLICY STATEMENT NO. H.14 – SHELTERING REQUIREMENTS: It is the City's policy to coordinate the sheltering requirements of specialized volunteer personnel acquired as a result of mutual aid from other jurisdictions.</u>			

#	Action (Implementation) Programs	Lead	Support
H 14.3	Implement procedures for City Departments to arrange for sheltering out-of-town support personnel through a central point phone number.	Rec., City Mgr., ESC, Fin.	

Chapter VI – Post-Event Long Term Policies and Actions

This Section contains Plan post-event long-term policies and actions necessary to carry them out. Long-term actions are those that continue recovery efforts until conditions are returned to their pre-event status or better. The policies and actions are grouped by the eight functional categories of:

- A - Residential, Commercial and Industrial Rehabilitation
- B - Public Sector Services
- C - Economic Recovery
- D - Land Use/Re-Use
- E - Organization and Authority
- F - Psychological Rehabilitation
- G - Vital Records
- H - Inter-jurisdictional Relationships

The Departments involved in each action statement are designated as the lead or support department recommended for implementation. All departments are listed in abbreviated form. A complete listing of departmental abbreviations can be found in Appendix A at the end of this plan.

A. RESIDENTIAL, COMMERCIAL AND INDUSTRIAL REHABILITATION

#	Action (Implementation) Programs	Lead	Support
<u>POLICY STATEMENT NO. A.13 – INTERIM CONTROL ORDINANCE PROCEDURE: It is the City's policy to facilitate post-event recovery and public safety by pre-event adoption of an ordinance establishing general objectives and criteria by which specific areas are identified for inclusion under the interim control ordinance restrictions in hazardous areas.</u>			
A 13.5	Terminate ICO permit restrictions as purposes are substantially met for each area to which such restrictions were applied.	DSD	City Atty., DSD- Bldg., PW, Utilities, PW- Traffic, Fire

B. PUBLIC SECTOR SERVICES

None.

C. ECONOMIC RECOVERY

None.

D. LAND USE/RE-USE

#	Action (Implementation) Programs	Lead	Support
<u>POLICY STATEMENT NO. D.5 – REPLANNING HAZARDOUS AREAS: It is the City's policy to re-plan hazardous and devastated areas and recognize disaster-generated constraints and opportunities.</u>			
D 5.2	Modify zoning and land use designations in response to newly discovered hazard conditions which cannot be mitigated other than through change of use or reduction of planned land use densities.	DSD	PW-Eng.
D 5.3	Modify General Plan, Urban Design, circulation and other designations to reflect economic development, housing, growth management, or urban design opportunities generated by the disaster.	DSD	DSD-Hsg., PW-Eng.
<u>POLICY STATEMENT NO. D.9 – ADJUST GENERAL PLAN ELEMENTS: It is the City's policy to adjust General Plan Elements to reconcile them with post-event economic, fiscal and housing recovery needs.</u>			
D 9.3	Assess economic, fiscal cost-recovery and housing objectives in relation to community plan land use policy, and weigh environmental and neighborhood impacts against benefits to be gained from such objectives.	DSD	City Mgr., PW, Utilities, PW-Traffic, DSD-Hsg., Fire
D 9.4	Identify post-event economic, fiscal and housing recovery objectives influencing the preparation of the Long-Term Reconstruction Strategic Plan.	DSD	City Mgr., PW, Utilities, DSD-Hsg., Fire

E. ORGANIZATION AND AUTHORITY

None.

F. PSYCHOLOGICAL REHABILITATION

None.

G. VITAL RECORDS

None.

H. INTERJURISDICTIONAL RELATIONSHIPS

None.

Appendix A - Acronyms

DEPARTMENT/AGENCY	ABBREVIATION
All Departments	All
American Red Cross	ARC
Animal Control Facility	ACF
California Department of Transportation	CalTrans
California Highway Patrol	CHP
CAST	CAST
Chamber of Commerce	Chamber
City Attorney	City Atty.
City Clerk	City Clerk
City Manager	City Mgr.
County Behavioral Health Services	CBHS
County Housing Authority	County HA
Director of Emergency Services	DES
Development Services Department	DSD
Development Services Department-Building	DSD-Bldg.
Development Services Department-Housing	DSD-Hsg.
Development Services Department-Planning	DSD-Plan.
Disaster Council	DC
Economic Development	Econ. Dev.
Educational Institutions (public and private)	Educ.
Emergency Services Coordinator (Fire Department)	ESC
Finance Department	Fin.
Finance Department-Purchasing	Fin.-Pur.
Fire Department	Fire
Human Resources Department	HR

DEPARTMENT/AGENCY	ABBREVIATION
Information Technology Services	ITS
Information Technology Services - Geographic Information System	ITS-GIS
Library	Library
Mayor	Mayor
Office of Communications	OC
Police Department	Police
Port of San Diego	Port
Public Works Department-Conservation & Environmental Services	PW-C&E
Public Works Department-Engineering	PW-Eng.
Public Works Department-Operations	PW-Ops
Public Works Department-Traffic Engineering	PW-Traffic
Public Works Department	PW
Recreation Department	Rec.
Recovery Task Force	RTF
San Diego Gas & Electric	SDG&E
Utilities	Utilities