

Long-Term Recovery Plan

Introduction

Recovery is an enigmatic process. Most puzzling is knowing when to end the response phase and begin recovery. Since every disaster has with it a specific set of factors that identify it as unique among all other disasters, it is almost impossible to predict outcomes.

One thing is certain, regardless of the disaster: A well organized response tends to facilitate a healthy recovery.

- Depending on the country, the recovery phase can range from five to forty years.
- Extensive damage to surface and underground infrastructure slows recovery.
- In an earthquake, aftershocks will frustrate immediate recovery efforts.
- Once the initial shock subsides, individuals, families and organizations will take stock of what their overall needs entail. Needs can range from replacing a set of broken dishes to replacing a severely damaged home or building.

Statement of Purpose

To coordinate the provision of transitional and long-term recovery services in the event of a disaster; to bring long-term recovery considerations into the emergency decision-making process; to resolve emergency issues in ways that support long-term recovery.

To assist in the assessment of needs and provision of services to those who need services but have not received them from appropriate agencies; to assess changed conditions and initiate community based planning efforts for transitional and long-range recovery; to aggressively advocate and take necessary actions to secure appropriate assistance and responsiveness from various legislative and administrative entities; to muster necessary resources to successfully plan and carry out long-term recovery.

To develop an effective community plan for long-term disaster recovery in the event of a major disaster.

This plan will:

- Involve the South County Disaster Response Team (if active).
- Involve agencies providing services.
- Involve persons directly affected by the disaster.

- Provide for comprehensive coordination of long-term recovery efforts in the south county area so that the most effective use of available resources is made for the whole of the area's populace.
- Interface with the county through the Incident Command System, should a county-wide disaster occur.
- Involve private sector resources for rebuilding.
- Involve appropriate interest groups.
- Involve long-term planning agencies in South County.

South County Long-Term Recovery Task Group

Membership

- Individual and Family Case Management and Advocacy Task Group
- Transitional and Long-Term Housing Recovery Task Group
- Business Recovery Task Group
- Local Government/City Council
- (EOC) Planning Division (ICS) (Lead Agency)*
- Persons representing the four initial response groupings of the South County Disaster Response Team:
 - Resources
 - Medical (including mental health)
 - Public education
 - Communication
- American Red Cross
- United Way
- Greater Santa Cruz County Community Foundation
- Other community-based organizations as identified by the lead agency. (It is the responsibility of the lead agency to identify all agencies that should be included in this group.)

* Throughout this document, "lead agency" is defined as the body responsible for the relevant task group activation.

Responsibilities

- Assess needs in the public and private sector after the initial disaster and on a regular basis after the disaster.
- Link with South County Disaster Response Team, County, State, and Federal Offices of Emergency Services.
- Perform responsibilities of such an agency as given in the Community Wide Disaster Response System and this plan.
- Advocate with governmental, private and non-profit agencies on behalf of the community.
- Manage Financial Resources (rebuilding of tax base)
 - City Finance Department
 - FEMA tracking (assistance to businesses, organizations and individuals in obtaining reimbursement)
 - CALDAP (or its successor) tracking
 - Secure Distribution of Funds
 - Writing of grants, identify advocate for funds
 - Identify all possible funding sources
 - Funds will be received and distributed through the designated process by the City of Watsonville which will function as the fiscal agent for the recovery process
- Provide Outreach and Public Education
- Communication with and involvement of the public in the ongoing recovery process.

I. Individual and Family Case Management and Advocacy Task Group

A. Membership

- Adelante
- Catholic Charities
- County Human Resources Agency (Co-Lead Agency)
- Interfaith Group(s)
- Legal Aid
- Red Cross (Co-Lead Agency)
- Salvation Army

- Salud Para La Gente
- Western Service Workers Association
- Other agencies as appropriate

B. Statement of Purpose

Ensure those individuals and families affected by the disaster receive the assistance required for recovery.

C. Responsibilities

Delivery of services to those who need them. This includes financial, medical, counseling, legal aid, food and clothing assistance.

Serving as a clearing house for service agencies to share resources and solve issues.

D. Tasks

Advocacy

Meet as needed to review cases and share resources as they are needed on a case-by-case basis.

Monitor the advocacy needs of individuals and families.

Serve as an advocate for meeting the needs of individuals and families with governmental, private and non-profit agencies on behalf of the community.

Provide a universal intake form acceptable to as many participating agencies as possible.

Set up and operate "one-stop" centers for services where needed.

II. Transitional and Long-Term Housing Recovery Task Group

A. Membership

- City of Watsonville (Housing & Economic Development Department) (Lead/Chair Agency)
- City of Watsonville (Planning Department)
- County of Santa Cruz (Planning Department)
- County Administrative Office (CAO)
- County of Santa Cruz (Human Resource Agency)
- Santa Cruz County Housing Authority
- South County Emergency Services Coalition
- Santa Cruz County Emergency Food & Shelter Board
- Community Action Board

- Legal Aid
- American Red Cross
- Latino Affairs Commission
- Interfaith group(s)
- Nonprofit Housing Development Corporation (e.g., Pajaro Valley Affordable Housing Corporation)
- For-profit housing developer
- Housing lender (e.g., bank representative)
- Ad hoc disaster housing advocates
- Western Service Workers Association
- Other agencies as appropriate

B. Statement of Purpose

To provide a central forum for comprehensive assessment of transitional and long-term housing recovery needs, across all socioeconomic groups in the community; to develop coordinated strategies to bridge the gap between short-term emergency shelter and permanent housing needs for individuals and families displaced by disaster; to provide responsive policy, advocacy and administrative support for financing and implementation of recovery plan.

C. Responsibilities

- Identification, planning, assistance, and advocacy for the repair or rebuilding/replacement of various types of housing:
 - Owner occupied
 - Rental housing (primary and secondary renters¹)
 - Group/congregate housing (e.g., convalescent hospitals, shelters and transitional housing facilities for the homeless)
- Identification, planning, assistance, and advocacy for unmet transitional housing needs (e.g., needs of individuals and families ineligible for FEMA Disaster Housing Assistance (such as rent assistance); for special needs groups such as elderly and disabled, etc.

¹ Secondary renters are individuals or families who "unofficially" share housing with the primary renters who have the formal or "official" rental agreement with the landlord. Such arrangements typically involve low-income people who pay their share of the rent to the primary tenant; often such housing is substandard; often the arrangement violates occupancy codes. As a consequence, secondary renters may be unable to adequately document tenancy for federal/state disaster assistance. In addition, when such housing is destroyed, the "actual" replacement demand exceeds the "official" replacement demand which may create a conflict with local planning and growth control policies.

D. Tasks

Lead/Chair Agency receive briefing from Incident Commander

Lead/Chair Agency convene Task Group members and develop preliminary task analysis (including assigning of roles; at a minimum, each representative is responsible for providing input from and liaison with their parent agency/constituencies)

Establish liaison with SCDRT Emergency Shelter Task Group.

Establish liaison with other SCDRT long-term recovery task groups.

Using Red Cross and government damage assessments, surveys of community organizations, and other available information, develop preliminary needs assessment for:

- a. transitional housing
- b. housing repair or replacement.

Needs assessment should make provisions for identifying status of low income and at risk populations such as: elderly and disabled; migrant farm workers; undocumented residents; ethnic sub-groups with language barriers; children in foster care or group homes; secondary renters; homeless residents.

As soon as possible, develop comprehensive needs assessment for transitional housing and long-term housing recovery and update at appropriate intervals throughout recovery period.

Develop strategies; establish priorities; identify barriers to implementation (some kind of written plan).

Act as a clearing house for information on unmet transitional and long-term housing recovery needs and issues.

Contact federal, state and local public and private agencies (e.g., FEMA, HCD/CALDAP, United Way, foundations) to: establish liaison; identify potential funding resources, requirements, and barriers.

Establish liaison with key federal and state legislators to advise of local needs and priorities; lobby for assistance.

Throughout the recovery period, at appropriate intervals, provide for community input on transitional and recovery needs (e.g., public hearings/community meetings).

Integrate housing needs and strategies into appropriate long-range planning.

Convene regular (frequency as appropriate) Task Group meetings throughout the recovery period to monitor long-range housing recovery activity.

Ensure that government, community-based organizations, business and the public are kept informed of activities of Task Group.

III. Business Recovery Task Group

A. Membership

- City of Watsonville—Finance Department
- City of Watsonville—Planning Department (Co-Lead Agency)
- City of Watsonville—Housing and Economic Development Departments (Co-Lead Agency)
- Latino Affairs Commission
- Chamber of Commerce
- Main Street Watsonville
- Labor Unions
- Central Labor Council
- Western Service Worker's Association
- Community-based organizations
- Other agencies as appropriate

B. Statement of Purpose

To identify and provide needed assistance to ensure immediate resumption of business and employment; to establish a working partnership with government regarding business needs; press for action; educate and convey values and issues; to initiate community planning for effective long-term economic recovery.

C. Responsibilities

1. Serve as communications clearinghouse for government-business interface during emergency response and recovery.
2. Act as advocate for business recovery needs.

D. Tasks

1. Government:
 - a. Use Incident Command System to establish working partnership with private sector in order to balance

safety with other concerns during emergency response.

- b. Establish new administrative capacity to provide for business needs by augmenting emergency staff with volunteer and governmental resources.
- c. Make and carry out action plans for major emergency activities (inventory recovery, setting temporary facilities) involving client groups in all phases of planning and implementation.
- d. Attend to communication issues; augment public information activity by linking with private sector resources.
- e. Provide support and delegate authority to appropriate parties to expedite business recovery.

2. Private Sector:

- a. Establish an individual business recovery plan.
- b. Make resources (information, personnel, equipment, etc.) available to government during emergency.
- c. Have in place administrative capacity to solicit and receive cash and other donations of aid directed specifically for businesses.
- d. Identify business concerns and needs; advocate their resolution through participation in Incident Command System.

3. Task Force:

- a. Assist businesses in recovery of inventory, equipment and records.
- b. In the disaster recovery, expedite access, clean-up and demolition decisions.
- c. Secure temporary business quarters.
- d. Provide technical assistance to business in their efforts to secure available aid.
- e. Initiate liaison to advocate for maximum assistance.

- f. Initiate long-term recovery discussions and planning based on new post-disaster realities.
 - g. Assess needs, conditions and issues including the economics of recovery.
 - h. Involve the community in understanding recovery issues and economics.
 - i. Ensure that long-term recovery becomes infused into city's long-range plans through participation in and monitoring or planning actions.
 - j. Orchestrate public/private partnership that mutually supports rebuilding. Define roles and relationships among government, labor and private sector regarding reconstruction issues.
 - k. Identify and pursue new grant, aid and other forms of assistance for recovery planning and rebuilding.
 - l. Provide forum for discussing and resolution of issues.
 - m. Establish a clearinghouse for all business concerns utilizing available organizational resources.
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Long-Term Recovery Call Out List: Recovery Organizations

Individual and Family Case Management

- Adelante
- Catholic Charities
- County Human Resources Agency (HRA)*
- Interfaith group(s)
- Legal Aid
- American Red Cross*
- Salvation Army
- Salud Para La Gente, Inc.
- Western Service Workers Association
- Other agencies as appropriate

Transitional and Long-Term Housing

- City of Watsonville (Housing and Economic Development Departments) *
- City of Watsonville (Planning Department)
- Community Action Board (CAB)
- County of Santa Cruz (Planning Department)
- County Administrative Office (CAO)
- County of Santa Cruz (Human Resources Agency)
- Santa Cruz Housing Authority
- South County Emergency Services Coalition (SCESC)
- South County Emergency Food and Shelter Board
- American Red Cross
- Legal Aid

* Denotes Lead Agency

- Latino Affairs Commission
- Interfaith group(s)
- Non-profit Housing Development Corporation
- For profit housing developer
- Housing lender
- Ad hoc disaster housing advocates
- Western Services Workers Association
- Other agencies as appropriate

Business Recovery

- City of Watsonville (Planning/Housing and Economic Development Department) *
 - Chamber of Commerce
 - City of Watsonville (Finance Department)
 - Latino Affairs Commission, Santa Cruz County
 - Central Labor Council
 - Labor unions
 - Main Street Watsonville
 - Western Service Workers Association
 - Community based organizations
 - Other agencies as appropriate
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