County of Santa Clara
Office of the County Executive

DATE: April 20, 2020

TO: Board of Supervisors

FROM: Martha Wapenski, Deputy County Executive

SUBJECT: COVID-19 Disaster Recovery

RECOMMENDED ACTION

Under advisement from April 7, 2020 (Item No. 9): Receive report on COVID-19 Disaster Recovery team structure (Office of the County Executive).

FISCAL IMPLICATIONS

While there are significant fiscal implications associated with the County's response to COVID-19 and the Disaster Recovery activities, there are no fiscal implications as a result of receiving this informational report. Future fiscal impacts and appropriation modification recommendations will be submitted to the Board on a rolling basis as the COVID-19 event continues.

REASONS FOR RECOMMENDATION

At the April 7, 2020 (Item No. 9) Board of Supervisors meeting, the Board approved a referral from Supervisor Ellenberg regarding the creation of a team to lead work on Disaster Recovery for the County related to the many community impacts associated with COVID-19.

This report outlines County Administration's plan leveraging the Office of Emergency Management's longstanding plans and experience for primary disaster recovery functions. The disaster recovery functions include management, community planning and capacity building, economic recovery (including Federal and State reimbursement), health services, social services, housing, infrastructure systems, natural and cultural resources, and County reconstitution. The plan includes scalable organizational structures for coordinating recovery assistance, and also provides opportunities for proactive community engagement and public awareness.

While the Public Health Officer orders and any future decisions by the Public Health Officer to modify those orders are tied closely to the disaster recovery plan, the Orders are a separate Public Health function under the sole authority of the Public Health Officer, and as such are not included in this report.

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BACKGROUND

The Disaster Recovery Management structure, operationalized under the Office of the County Executive, works much like the County's Emergency Operations Center (EOC), in that it outlines the roles, responsibilities, and processes used to coordinate the recovery phase. EOC staff have already been developing action plans for Disaster Recovery phase while the COVID-19 event is still going on, and the County Executive has identified Deputy County Executive Martha Wapenski to lead these efforts. These scalable action plans specifically reflect the unique issues, needs, and variables of this event. The Disaster Recovery management team is now meeting regularly and will continue to do so for the duration of the event, in order to be ready as the EOC activities ramp down in the future and recovery activities ramp up. Each member of the management team is responsible for selecting appropriate staff for their functional area, and working with stakeholders as described in more detail below. The management structure of Disaster Recovery includes both administrative functions and Recovery Support Functions (see attached organizational chart).

Administrative Functions

The administrative functions resemble those in the EOC, and include a Recovery Director and Coordinator, Public Information/Outreach, Liaison, Legal Review, Access and Functional Needs (access for seniors, individuals with disabilities, and multi-language access), and a Resilience Committee (to improve post-recovery results to a better-than-before state).

Recovery Support Functions

In addition to the administrative functions, there are eight Recovery Support Functions (RSF) that facilitate problem solving, improve access to needed resources, and collaborate with government and community partners. For this COVID-19 event, the eight Recovery Support Functions (RSF) anticipated are:

1. Community Planning and Capacity Building
This RSF coordinates the provision of support among all stakeholders to ensure that all recovery processes are integrated. Key support staff and stakeholders include, but are not limited to: the County Office of Emergency Management, Public Health Preparedness staff, County Office of Education, Collaborative Agencies Disaster Relief Effort (CADRE), Community Based Organizations (CBO), College and University administrators, State and Federal resources, Local Government administrators, and the Small Business Association. This RSF focuses on the impacts of:
   *   Phased mitigation in Public Health mitigation and containment strategies
   *   Re-opening of schools
   *   Vulnerable population concerns
   *   Pandemic planning improvement

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- After Action Report/Improvement Plan process
- Recovery of non-governmental organizations

2. <u>Economic Recovery</u>

This RSF supports local coordination and information sharing on economic recovery, and the return of economic and business activities to a state of health. Community stakeholders need to understand and have access to broad and diverse funding sources in order to finance recovery efforts, such as the Federal COVID I, II, and III legislative appropriations. These include billions of dollars in FEMA Disaster Recovery Fund and Coronavirus Relief Fund, among others. Key support staff and stakeholders include, but are not limited to: the County's Finance Agency, Office of Asset and Economic Development, Business Operations Center, Silicon Valley Community Foundation (SVCF), VMC Foundation, Small Business Association, State and Federal resources, and Local Governments. This RSF focuses on the impacts of:

- Government cost recovery
- Small Business Association Issues
- Business impact assessment and assistance triage strategies
- New economic opportunities
- Coordinated support for rebuilding business and employment

3. <u>Health Services</u>

This RSF supports the restoration of healthcare and public health functions by assessing the needs and developing a comprehensive recovery timeline. Key support staff and stakeholders include, but are not limited to: County Public Health Department, Valley Medical Center, Office of Supportive Housing, Social Services Agency, Behavioral Health Services Department, and Behavioral Health contractors and community clinics. This RSF focuses on the impacts of:

- Healthcare system recovery
- Public Health system recovery
- Continued medical surveillance
- Behavioral health needs

4. <u>Social Services</u>

This RSF supports social services programs for at-risk and vulnerable children, individuals, and families affected by COVID-19, including those with accessibility needs and displaced individuals in need of housing and social services support. Key support staff and stakeholders include, but are not limited to: Office of Supportive Housing, Social Services Agency, Behavioral Health Services Department, County Office of Education, and Community Based Organizations. This RSF focuses on the impacts of:

- Needs assessment of vulnerable populations
- Social service support for unhoused individuals and families
- Cash and food assistance

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- Address impacts to vulnerable populations (e.g. school closure impacts)

5. Housing
This RSF supports the County's existing efforts to increase supportive housing resources and the impacts of the Public Health Orders on recovery for temporarily housed individuals and families, and renters and landlords. Key support staff and stakeholders include, but are not limited to: Office of Supportive Housing, Social Services Agency, Office of Reentry Services, Behavioral Health Services Department, Custody Health Services, Local Governments, and Community Based Organizations. This RSF focuses on the impacts of:
- Relocating temporarily housed individuals and families
- Sanitation of shelters
- Recovery of damaged facilities
- Addressing concerns of vulnerable renters and homeowners

6. Infrastructure Systems
This RSF provides technical assistance to the County and local governments to identify and prioritize infrastructure systems and assets, and coordinates restoration of systems and services, particularly within the County's Health and Hospital System. Key support staff and stakeholders include, but are not limited to: Facilities and Fleet Department, Valley Medical Center Facilities, Public Health Department, Emergency Management Services, Planning and Development Department, and Local Governments. This RSF focuses on the impacts of:
- Demobilizing Federal Respite Center
- Reconstitution of equipment and supplies
- Quantifying aspects of deferred maintenance
- Hospital infrastructure recovery and improvement

7. Natural and Cultural Resources

This RSF supports community well-being during the recovery period by providing technical assistance and the leveraging of resources for the restoration of art and cultural venues, as well as parks, and sports/entertainment venues. Key support staff and stakeholders include, but are not limited to: Parks and Recreation Department, Office of Sustainability, Behavioral Health Services Department, Office of Asset and Economic Development, Sports/Entertainment representatives, Local Governments, and SVCreates. This RSF focuses on the impacts of:
- Funding for venues and events
- Public parks full reopening
- Quantify Natural and Cultural Resources impacts
- Develop psychosocial recovery strategies
- Reopening of sports and entertainment venues
- Reopening of art and culture venues

8. County Reconstitution

This RFS focuses on the restoration of County services back to normal operations, and planning an approach to handle backlogged services. Key support staff and stakeholders include, but are not limited to: County Executive's Office, County's Continuity of Operations Staff, and County department leaders. This RSF focuses on the impacts of:

- Reconstitution Plan for the County for resumption of normal operations
- Catalogue backlogged County Services that will need specific plans
- Plan for sanitation of County facilities and assets
- Restoration of all County facilities to original uses

CONSEQUENCES OF NEGATIVE ACTION

Failure to approve the recommended action would result in the Board not receiving this informational report.

Recovery Structure for COVID-19

Board of Supervisors

County Executive

Martha Wapenski
Recovery Director

Jacque Nash
Resilience Committee

David Flamm
Recovery Coordinator

Kavita Narayan
Legal Review

Betty Duong
PIO/Outreach

Maribel Martinez/
Gilbert Valverde
Access and Functional Needs Multi Agency Coordination

Hilary Armstrong
Liaison Group

RECOVERY SUPPORT FUNCTIONS

Brian Darrow
Community Planning and Capacity Building RSF

Dr George Han
Health Services RSF

Ky Le
Housing RSF

Janet Hawks
Natural and Cultural Resources RSF

George Doorley
Economic RSF

Bob Menicocci
Social Services RSF

Sylvia Gallegos
Infrastructure Systems RSF

Fran Palacio
County Reconstitution