



Section 2.0

Standard Operating Procedures

FEMA's Mitigation Directorate has developed SOPs and operational checklists to improve the delivery of disaster recovery services. *The Emergency Response Team (ERT)-Mitigation Field Operations Manual* (March 2000) describes Mitigation disaster operations. The Community Planner position description and operational checklist in the manual are most closely related to the newly created Sustainability Planner position and are included in this guidance as Appendix H.

This section includes a description of the duties assigned to the Sustainability Planner at a DFO. It is structured to provide sustainability staff with guidance at each phase of emergency management—readiness, predeployment, deployment, and transition/standdown.

- The readiness phase offers the opportunity to create a sustainability network by building partnerships and identifying potential participants in reconstruction.
- The predeployment phase includes preparations to implement sustainability in the field, including formulating and reviewing sustainability initiatives, coordinating with *Project Impact (PI)* program staff to identify local contacts, and reviewing past mitigation implementation strategies.
- Deployment begins upon arrival at the DFO, and includes collection and review of background data on local planning issues, and evaluation of opportunities for sustainability.
- Transition and standdown requires coordination between Federal, state, and local agencies to facilitate implementation of the sustainability initiatives.

2.1 Readiness Phase

The readiness phase provides the opportunity to:

- Increase awareness and understanding of the basic principles of sustainability among local, state, regional, and other Federal agencies that play a role in disaster recovery.

Readiness Phase Activities Checklist

- ☑ Conduct regional training, workshops, and presentations to increase awareness of the sustainability initiative.
- ☑ Create and organize targeted sustainability marketing materials.
- ☑ Review local mitigation plans.
- ☑ Review State 409 Plans and meet with SHMOs.
- ☑ Review State Profiles to identify potential partners for sustainability and to understand state priorities and organization.
- ☑ Keep up with sustainability literature and resources.
- ☑ Meet with regional *PI* Coordinator.
- ☑ Network with other Sustainability Planners, the Mitigation Directorate Program Planning Branch, and others in Mitigation.

- Establish relationships, build partnerships, and outline procedures to assist communities in implementing sustainable concepts when disasters strike.
- Conduct training, workshops, presentations, or staff meetings to improve staff awareness of sustainability among other FEMA Directorates and regional divisions.

The following sustainability activities are recommended during the readiness phase:

- Identify the key individuals or departments in other Federal, regional, and state agencies that may have an important role in future sustainable redevelopment recovery efforts. These key agencies include:
 - U.S. Department of Housing and Urban Development (HUD)
 - Economic Development Administration (EDA)
 - Small Business Administration (SBA)
 - U.S. Department of Energy (DOE)
 - U.S. Environmental Protection Agency (EPA)
 - State Emergency Management Agencies
 - State Natural Resource and Environmental Protection Agencies
 - State Economic Development Agencies
 - State Chamber of Commerce
 - State Historic Preservation Office (SHPO)
 - Sustainable Development Advocacy Groups
 - Regional Planning Organizations.
- Promote Federal and state partnerships for incorporating sustainable practices into disaster recovery, which is likely to yield significant dividends in the post-disaster recovery environment. The Sustainability Planner should encourage the participation of the regional *PI* Coordinator in this dialog. They should focus on the creation of a network of state agencies, regional planning or economic development commissions, and NGOs interested in increasing the sustainability of communities.
- Develop and maintain a regional reference library (see Appendix D). The Sustainability Planner can then expeditiously distribute documents or data to DFO sustainability staff.
- Develop marketing material for each region and state, to include brochures, flyers, posters, and presentations. Consider compiling marketing support material in a loose-leaf format to facilitate updating and easy access. Place a copy in the regional go-kits. Marketing material should also be made digitally available and can be included in the National Emergency Management Information System (NEMIS) library.
- Review State 409 Plans to identify sustainability initiatives.
- Review local mitigation plans.

The Sustainability Planner should meet individually with regional State Hazard Mitigation Officers (SHMOs). Developing a strong working relationship with SHMOs is vital to implementing a sustainability initiative. The Sustainability Planner and the SHMO should work jointly on creating and updating a statewide network of personnel who can be contacted in post-disaster situations to support sustainability initiatives. state networks should include private, nonprofit, and volunteer organizations, along

with appropriate state agency representatives who are interested in developing a long-term partnership with FEMA.

Although each region must have the autonomy to develop a sustainability initiative that reflects regional characteristics, it is also necessary to maintain consistency and continuity among regions in such basic areas as policy, terminology, and current technology. The Program Planning Branch within FEMA's Mitigation Directorate will assist in developing a national network to share successful sustainability initiatives and lessons learned.

2.2 Predeployment Phase

The predeployment phase occurs during the initial alert or warning period, such as when a hurricane threatens landfall or a river approaches flood stage. It may be necessary to prepare for deployment during this time.

If this is your first deployment as a Sustainability Planner, use the limited time available during this phase to compile necessary materials for the DFO.

- Review Section 3.0 to become more familiar with the various categories of natural disasters.
- Read some of the key sustainability references recommended in Appendix D.
- Make sure that a supply of the FEMA sustainability booklet, ***Planning for a Sustainable Future (FEMA 364)***, is available at the DFO.
- Review the Community Planner position description included in Appendix H.
- If you have not been in contact with the regional staff responsible for sustainability, discuss your assignment with them prior to deployment. The Mitigation Directorate Program Planning Branch staff is available to provide additional suggestions on sustainability initiatives and on networking individuals or institutions during the delivery phase.

The regional staff charged with coordinating the sustainability initiative must also make the most of time available during the predeployment phase to:

- Brief sustainability staff that may be deployed under a disaster declaration. Ensure that marketing materials and equipment are appropriate to the hazard, the anticipated intensity of the event, and the targeted community(ies).
- If another regional or National Emergency Response Team (ERT-N) is identified as the initial response team, brief these counterparts on past

Predeployment Checklist

- ☑ Review state profile for updated information.
- ☑ Contact potential partners regarding their interest in participating in sustainability initiatives.
- ☑ Review sustainability presentation and other regional marketing materials for possible revision and enhancement.
- ☑ Contact the *PI* Coordinator to obtain updated information on affected communities.
- ☑ Coordinate with the Technical Services Branch Chief to see if Preliminary Damage Assessment (PDA) teams can collect data in support of future sustainable redevelopment initiatives.
- ☑ Review past early implementation strategies, Interagency Hazard Mitigation Team (IHMT) reports (see Section 2.3 for discussion on IHMT), the disaster history of the area, and the current State Hazard Mitigation Plan.
- ☑ Review the Community Information System (CIS) for affected communities. *Note: Reviews of CIS can be completed by FEMA employees only and may be applicable only for flood disasters.*
- ☑ Coordinate with the Technical Services Branch Chief to ensure that the best available information on natural hazards for the affected area is available.

sustainability initiatives in your region, potential points-of-contact, and overall receptivity to sustainability initiatives at the state and local level.

- Consider deploying a Sustainability Planner as part of the PDA team to make an initial assessment of the potential for incorporating a sustainability initiative into the disaster recovery process.

2.3 Deployment

Deployment begins upon arrival at the DFO. The position description for the Community Planner (Appendix H) lists some of the initial processing, logistical, and administrative tasks necessary for deployment. This guide recommends that the Sustainability Planner report directly to the DFO Community Education Branch Chief (see DFO organizational charts in Appendix F). Depending on staffing requirements, the Deputy Federal Coordinating Officer for Mitigation (DFCO-M) may decide to locate the Sustainability Planner in another mitigation branch. In any case, the Sustainability Planner should meet with the DFCO-M and the Branch Chief to establish initial FEMA priorities, goals, and objectives for the Mitigation Branch and to establish protocols, meeting times, and reporting requirements for the sustainability desk.

FEMA's *ERT-Mitigation Field Operations Manual* (2000) and the *Federal Response Plan* (1999) provide essential information for understanding the DFO organization and operations:

1. The *Mitigation Field Operations Manual* describes standardized procedures for mitigation program activities at the DFO. It discusses mitigation authorities under the Stafford Act and explains how mitigation fits into the range of Federal response activities. The operations manual summarizes long-term recovery planning and sustainability initiatives, mitigation programs, and technical resources. Job responsibilities are outlined for all mitigation positions. It also discusses general DFO operations, including administrative and logistical responsibilities.
2. The *Federal Response Plan* is applicable to any disaster declared under the Stafford Act. It provides the broader context for the delivery of Federal assistance to state and local governments following a natural disaster. The plan defines the primary and secondary responsibilities of Federal agencies according to 11 essential emergency support functions (ESFs). FEMA acts as the lead agency, coordinating recovery efforts and organizing field operations, including setup of the DFO.

Evaluation of Opportunities

The initial period of deployment provides the Sustainability Planner with time to compile background information, evaluate the nature and extent of damages, and assess the geographic and political landscape of the disaster area. This is an excellent time to begin contacting representatives of regional and state agencies, such as OFAs and NGOs not directly involved in response activities. This opportunity should be used to initiate discussion about potentially applicable sustainability initiatives.

An evaluation of opportunities present in a specific disaster recovery effort needs to consider all elements of sustainability, including economic, environmental, historic preservation, and social issues. Did the disaster affect a major industry that is vital to the regional economy or place a number of small family-owned businesses in jeopardy of

bankruptcy? Did the disaster have a significant effect on natural resources in parks, wildlife reserves, or local forests? Did the disaster impact a central business district or large residential areas? Will the disaster recovery effort require reconstruction of low-

income or minority housing?
Consideration of these issues will begin to shape a sustainable redevelopment initiative and target potential communities.

As you begin to identify potential communities for a sustainability initiative, some background research is necessary. Determine if the building code is up to date or whether a different version would better address the hazards present. Code enforcement is as important as the building code itself, so you should consider the local capability in this area. In some cases, FEMA can arrange and fund an assessment of code processing and enforcement capacity. Extensive damage (a high percentage of destroyed and substantially damaged structures) and a history of repetitive damages are strong arguments for a relocation initiative. In other situations, a high percentage of damaged but repairable structures would suggest an educational outreach effort to incorporate sustainable redevelopment concepts in reconstruction. Such a program might encourage the use of the NFIP Increased Cost of Compliance (ICC) provisions (whereby homeowners can receive up to \$15,000 above the flood damage claim to pay for mitigation measures). It is also critical to become familiar with existing local mitigation plans and to take the opportunity to promote a multi-hazard approach to mitigation and sustainability.

Some criteria to consider for targeting communities are motivated community leaders and citizens, local champions, extent of repetitive damages, NFIP participation, and the necessity for substantial reconstruction.

Preliminary Damage Assessment

Immediately following a disaster event, FEMA and state emergency management staff jointly conduct a PDA to verify actual damages and to estimate the amount of assistance needed. Just as the PDA is a crucial step in the declaration process, it is also a crucial step in formulating a sustainable redevelopment strategy.

If practicable, a Sustainability Planner should participate in the initial PDA process to assess the potential for incorporating a sustainability initiative into disaster recovery. If a more detailed Level II PDA is contemplated, it is strongly recommended that a Sustainability Planner be part of the mitigation support team. The Sustainability

Background Data Compilation Checklist

- ☑ Obtain and review state legislation that affects local planning, including any provisions for post-disaster reconstruction and mitigation.
- ☑ Work closely with the information and planning team to gain a geographic and political understanding of the extent of the disaster (e.g., declared counties, affected communities, and nature of disaster-related damages). Depending on demand and other priorities placed on the Emergency Support Function (ESF)-5 Geographic Information System (GIS), coordinate technical support, including map generation and briefing documents.
- ☑ Get a briefing from the regional mitigation liaison on the political landscape, potential networking contacts, and ongoing state mitigation or sustainability initiatives.
- ☑ Coordinate with the Technical Services Branch Chief to determine if the available hazard data is adequate or if it will be updated to aid the recovery process.
- ☑ Identify Federal, state, and local sustainable development initiatives or nongovernmental sustainable development advocacy groups operating in the disaster area or surrounding region.
- ☑ If a disaster is flood-related, obtain and review NFIP information for the affected area and jurisdictions. (Do not duplicate efforts. Coordinate with hazard mitigation planners; review community standing, policies in force, the Community Rating System (CRS) report, repetitive loss list, state and local mitigation plans, and potential substantial damage estimates.)

Planner should participate in the more intensive assessment, draft sections of any Level II report or memorandum, and initiate discussions with state counterparts on potential sustainable redevelopment initiatives.

Early Coordination

The question as to the most appropriate time to introduce the concept of sustainability to local governments is dependent on the specific recovery effort. Obviously, the ideal time to consider sustainability is prior to any disaster; however, the concept of sustainable redevelopment is often first addressed after a disaster occurs. The Sustainability Planner must be sensitive to the pressures confronting local officials, as many issues demand their attention during disaster response. Critical life and safety issues come first—search and rescue operations, treating the injured, re-establishing vital public services, and providing emergency shelter and temporary housing. Long-term recovery and sustainable redevelopment opportunities are likely to be overshadowed by the immediate response needs of the community. However, you should inform local officials of potential sustainability opportunities, so those ideas can percolate until the time is right for them to focus attention on sustainable redevelopment. If sustainability is introduced too late in the recovery process, it may be ignored because of the community interest in rapidly rebuilding.

Critical policy issues emerge following disasters that require communities to make difficult decisions about how best to rebuild. There is often a fleeting opportunity to influence these local recovery decisions. Disaster victims and their political representatives have an inherent desire to rebuild rapidly and return to normal to the predisaster condition. Pressure to restore normalcy can be so strong that safety, hazard mitigation, and community improvement objectives are compromised or abandoned. You can help communities balance these conflicts by providing input to reconstruction alternatives.

The Governor's Authorized Representative (GAR) schedules applicant briefings soon after the declaration. These briefings inform communities of state and Federal assistance programs and the procedures that must be followed to ensure effective delivery of services. Although the role of Federal and state emergency management staff in the briefings may vary significantly among the states and FEMA regions, the Sustainability Planner should discuss with the branch chief or the DFCO-M the feasibility of introducing the concept of sustainability during these briefings.

There is a point in the disaster recovery process where local officials and residents begin to shift their attention from immediate response to recovery. Generally speaking, it occurs after critical lifelines have been re-established, shelters and temporary housing are in place, and debris clearance/disposal is underway. This shift generally occurs between two and four weeks after the event. The community relations staff—which interacts directly with disaster victims, concerned citizens, and local officials—can be helpful in providing insight on the pulse of the community.

First Contact

The following suggestions and **action items** apply to initial meetings with targeted communities:

- Ensure that the initial meeting with local jurisdictions is brief. The objective is to introduce the concept of sustainability and to promote the value of long-term recovery planning. Provide attendees with copies of the booklet, ***Planning for a Sustainable Future (FEMA 364)***. Initial meetings can be held with the planning director, mayor, city council member, or president of the local Chamber of Commerce. Small, informal meetings in their offices or one-on-one meetings are advised. People that may not initially be receptive to the idea of sustainable redevelopment often come to understand its benefits; consequently, patience must be exercised.
- Follow up on the initial meetings with prospective communities to see if there is interest in a more formal public presentation on sustainability (Section 5.0 PowerPoint Slide Presentation). Many communities create a disaster recovery task force or committee to assist local officials in directing the recovery effort. These ad hoc groups may provide a good forum for the presentation. The presentation should be customized to include specific disaster-related information. The presentation is most effective if presented to a small group of influential officials and residents rather than to a large public meeting. A larger public meeting may be the next logical step, if these early approaches are successful.

Networking

The effectiveness of a Sustainability Planner has as much to do with people skills as with technical planning knowledge. Although you are expected to understand the broad range of potential sustainability elements (described in Sections 3.0 and 4.0) of reconstruction, you are not expected to be a technical expert in all of these disciplines. Your time is best spent matching a core group of local decision-makers with the technical assistance necessary to implement a sustainability initiative.

The DFO is not the place to get sidetracked with background research. Your role is to coordinate and facilitate a sustainable long-term recovery initiative. Hence, you need to effectively network with different levels of government representatives, the general public, and a variety of technical experts.

Both the DFO staff and individuals outside of the DFO organization can be effective in promoting sustainability. You have a much broader planning role than many individual members of the DFO staff. As such, you need to be part investigative reporter to find out what the key DFO staff is thinking, planning, and doing. Although participating in key meetings is important and the daily and weekly Situation Reports (SitReps) provide updates on the response and recovery effort, networking with your coworkers is critical. Seek out some of the old hands in the DFO organization to get their opinions and advice on tracking the flow of the recovery process. In addition to getting information, it is equally important to brief branch chiefs and staff from the Mitigation, Infrastructure, Human Services, Community Relations, Congressional Liaison, and Public Information Branches on sustainable redevelopment initiatives. They all have roles and responsibilities that can influence and support sustainability; it is essential to work with them to identify specific actions they can take to further this initiative.

Early Coordination Checklist

- ☑ With members of the PDA team, review results of damage assessments to determine affected areas and the extent of damage in specific communities.
- ☑ Coordinate with the SHMO and state emergency management staff to create a partnership on sustainability initiatives. Identify joint priorities and ongoing programs, review the 409 Plan, and propose shared management.
- ☑ With mitigation planners (Program Delivery Branch), participate in the early implementation strategy and IHMT process to ensure the inclusion of sustainability concepts.
- ☑ With the regional mitigation liaison, obtain information on state procedures and political sensitivities.
- ☑ With the environmental liaison, determine whether major environmental issues could be partially addressed through a sustainability initiative. Have hazardous waste or material releases put public health and safety at risk? Are historic preservation issues presented by this disaster?
- ☑ With the congressional liaison, determine if any House or Senate representatives are proponents of sustainable development or if there are any political sensitivities that the Sustainability Planner should be aware of.
- ☑ With community relations staff, gain an understanding of the concerns and issues facing residents in affected communities.
- ☑ Meet with Public Affairs, specifically, the Public Information Officer (PIO) to determine protocols for working with community leaders and officials, and developing and distributing sustainability marketing materials.
- ☑ With SBA representatives operating out of the DFO or DRCs, obtain information on the recovery issues facing small- and medium-sized businesses.
- ☑ With the infrastructure support liaison and human services liaison, coordinate FEMA assistance to incorporate sustainability into the community's long-term recovery and comprehensive reconstruction strategy.
- ☑ With the floodplain management specialist, discuss possible trouble areas, such as community compliance and hot issues that predate the disaster. Consider whether there are opportunities to undertake comprehensive watershed management planning or to strengthen floodplain management objectives.
- ☑ Through the DFCO-M, set up a briefing with the Federal Coordinating Officer (FCO) to discuss strategies to implement sustainable redevelopment in the recovery effort.
- ☑ With the DFCO-M, set up a meeting with the SHMO to secure buy-in from the state. Identify and prioritize prospective communities, and schedule a meeting with state and local officials to determine objectives and level of involvement.

The checklist to the left on early coordination within the DFO describes a number of networking tasks to consider in the initial phase of the recovery effort. Some additional discussion is warranted, however, to describe the ideal working relationship between the Sustainability Planner and the hazard mitigation specialists within the Mitigation organization. The Sustainability Planner is focused on comprehensive, long-term planning solutions and identifying opportunities to incorporate sustainable and livable community objectives, while the hazard mitigation specialist is focused on specific structural or nonstructural mitigation measures. These key personnel must work closely as partners in assisting communities to become more disaster-resistant and sustainable.

You may consider creating a core group on sustainability. Both Region V and Region IX proposed the concept of such a group in their regional guidance developed during the pilot phase of FEMA's sustainability initiative (see Appendix I). These regions proposed a small steering committee of four to eight members, to include FEMA DFO staff, a state representative, and representatives of interested OFAs or NGOs. If you pursue this approach, remember to stress to core team members that though they outline opportunities and potential assistance the affected communities themselves determine the overall direction of the sustainability initiative.

The core group will vary in each situation as to disaster type, staff

availability, and potential sustainability initiatives. If possible, the group should include a hazard mitigation specialist, and DFCO-M should periodically attend some of the meetings to support the initiative and remain informed. To facilitate key agency buy-in to the initiative, the core group can assist in developing the strategy for incorporating sustainability into the recovery effort.

Early Coordination Beyond the DFO

The list of public agencies, professional associations, nonprofit agencies and other NGOs, and academic institutions that could potentially support a sustainability initiative is almost endless. Many potential partners are discussed in Section 5.0. Appendix C provides links to many agencies that may offer partnerships or assistance. The list in the sidebar to the right includes some of the more important types of institutions and agencies that the Sustainability Planner should consider networking with early in the recovery process.

A very basic approach to networking beyond the DFO is to initially contact a variety of potential teaming partners and then narrow the list to those that have the interest, capability, and resources to make a difference. Targeted sustainability initiatives that are well thought out and have local support are far more effective than scattered approaches with inadequate resources.

The following **helpful hints** should be considered when networking with outside agencies and NGOs:

- Before advocating sustainability or promoting a particular sustainability initiative, ask questions and listen. Be aware of political sensitivities, individual interests, and agendas. Understand the motivation of each speaker.
- Even if you feel that a particular agency or institution is worth pursuing, remember that not all individuals will be receptive to your message. Know when to move on to other avenues for securing technical or financial assistance.
- In pursuing potential partners, look for local assets first, then consider the surrounding region and move outward to identify particular agencies or individuals. The sustainability initiative works only when it is locally driven. Although national or regional technical expertise may be useful, local participation is essential to success.
- Identify local champions who have respect within the community to build grassroots support for the initiative. Ideally, local champions have little damage to their homes or businesses that would otherwise absorb their energies during the recovery process.
- Do not hesitate to ask questions such as, "What specific resources can you bring to the table to support this initiative?" or "Have you considered this alternative?"
- Although you may have a personal vision for the community, understand that a sustainability initiative can move forward only by local consensus.
- Use existing institutions and organizations to the greatest extent in launching a sustainability initiative before proposing new organizational

Potential Partners

- Local champions
- Local civic associations and nonprofit organizations
- Chamber of Commerce
- Area academic institutions, including colleges and universities
- Local or regional foundations
- Major businesses or industries in the community or surrounding area
- Regional planning agencies, councils, or commissions
- Regional economic development agencies and commissions
- Water management districts and river basin commissions
- Historic preservation organizations
- State agencies
- HUD
- DOE
- EDA
- U.S. Army Corps of Engineers (USACE)
- U.S. Environmental Protection Agency (EPA)
- U.S. Department of Agriculture (USDA) Rural Development Agency
- U.S. Department of Agriculture (USDA) Natural Resource Conservation Agency (NRCS)
- Association of State Floodplain Managers (ASFPM)
- American Institute of Architects (AIA)
- American Planning Association (APA)
- American Society of Landscape Architects (ASLA)
- American Society of Civil Engineers (ASCE)

structures. Build on existing local initiatives or programs that could provide a good fit to proposed sustainability initiatives.

Early Implementation Strategy

The Early Implementation Strategy is prepared by the Mitigation Branch and the SHMO to guide the mitigation effort for 90 days following the declaration. The strategy establishes an agreed-upon set of hazard mitigation priorities for recovery; as such, it has a significant effect on the short- and long-term recovery process. Therefore, it is essential that the Sustainability Planner include sustainable redevelopment concepts as part of the Early Implementation Strategy.

The Early Implementation Strategy is a collaborative effort between FEMA's Mitigation Branches and SHMO staff. One suggestion for the Sustainability Planner's participation in this effort would be to develop a brief sustainable redevelopment strategy for consideration by the mitigation staff. The sustainable redevelopment strategy evaluates disaster damages, targets potential communities or areas within the community, and outlines the basic elements of the proposed sustainability initiative. If favorably received, it should be incorporated into the early implementation strategy, and a more detailed action plan should be prepared that lists specific objectives, incorporates a 3-month timeline, and identifies required resources.

Interagency Hazard Mitigation Team Report

The IHMT report is not prepared in all disaster declarations. Some regions have moved away from activating the IHMT and place more emphasis on the early implementation strategy. The IHMT, when activated, normally consists of Federal (ESFs and OFAs), state, and local agencies, and includes a range of disciplines/areas of expertise according to type of disaster.

The IHMT identifies opportunities for reducing or eliminating the long-term hazard risk to people and property. The IHMT report normally includes an analysis of the disaster incident, a historical perspective regarding disasters in the impacted area, and recommendations to bring various governmental agencies together to reduce the potential for future losses.

The Sustainability Planner should coordinate with DFCO-M and the mitigation staff to be included on the IHMT, which provides an opportunity to network and coordinate sustainability initiatives with OFAs. It is one of the few formal mechanisms for bringing OFAs into the post-disaster recovery process.

Staffing Requirements

There are a number of different approaches to staffing a sustainability initiative. How you decide to proceed depends on the level of technical expertise needed, the resources available, the commitment level of various participants and agencies, specific components of the initiative, and time. Considering that the average operational life span of a DFO is 4 months, time is your greatest adversary. The good news is that many sustainability initiatives need only a firm foundation and a strong initial implementation to succeed.

The following six options for staffing are not mutually exclusive. Particular initiatives may call for combining several approaches.

- **Additional resources not required** - Some initiatives may not require additional staffing beyond a single sustainability planner. If a community is struck by a flash flood or tornado, the Sustainability Planner might work directly with the local government and a disaster recovery task force to develop a long-term recovery plan that emphasizes hazard mitigation and sustainable development. In other circumstances, affected jurisdictions may have adequate resources to undertake an initiative on their own. (In many situations, however, the Sustainability Planner may have insufficient time to effectively implement initiatives.)
- **Augment DFO resources** - Disaster Assistance Employees (DAEs) and local hires could be brought into the DFO organization to provide additional staff support to implement a sustainability initiative.
- **Mission assignment** - FEMA may task another Federal agency to provide resources that are beyond its usual authorities. Mission assignments may be appropriate in situations where the required resource or expertise is critical or time sensitive and can be best met by an OFA.
- **Hazard Mitigation Technical Assistance Program (HMTAP)** - FEMA has a nationwide contractor in place to provide technical assistance in post-disaster recovery. The HMTAP contract may be used to support post-disaster program needs in cases of large, unusual, or complex projects or in other situations where appropriate resources are not available. Over the past several years, the national hazard mitigation contractor has provided technical assistance to communities in developing long-term recovery plans and implementing sustainable redevelopment projects.
- **OFA resources** - The Sustainability Planner can facilitate and encourage the use of OFA technical assistance or funding programs to implement a sustainability initiative. These OFA resources are not necessarily disaster related.
- **NGOs** - The Sustainability Planner may be able to harness nontraditional funding sources and technical assistance to implement a sustainability initiative. Foundations, nonprofit organizations, universities, professional associations, or other civic organizations offer partnership potential.

2.4 Transition and Standdown

Many steps can be taken to ensure a smooth transition when responsibility for disaster relief is handed from a DFO or ERT-N to the home region and from the region, in turn, to the state. Introducing affected communities to the *Project Impact* approach at this time ensures a more sustainable recovery effort. It is important to identify someone at the regional office who has the time, authority, and capability to track standdown, transition, and post-DFO activities. During this phase, it is also necessary to take a long-term view on institutionalizing sustainability within the Headquarters and regional organizational framework.

Part of FEMA's role in the transition phase is to support and help coordinate continuing local and state efforts. There is a critical need for continued communication

Close Out/Transition Checklist

- Develop a closeout plan that includes operational timelines, staff downsizing, and project transition to the home regional office.
- Conduct required action steps, including staff performance reviews.
- Restock and update all source material and contact lists in go-kits and verify their return to the regional office.
- Arrange for shipment of multimedia, paper files, and backup computer files to the regional Mitigation Division.
- Return all equipment to the Logistics Branch.
- Provide after-action input to designated personnel.
- If feasible, participate in any DFO or regional hot-wash of debriefing activities.

between the state and communities. All transition participants must operate within a clearly defined sustainability initiative framework. Although FEMA's leadership role ends during the transition and standdown phase, regional staff should be assigned an ongoing responsibility to support the sustainability initiatives undertaken during DFO operations.

It is important to assess the success of sustainability initiatives and identify lessons learned. Although the host region determines the necessary level of post-disaster followup with communities, the Sustainability Planner should at a minimum consider periodic phone interviews or conference calls to evaluate post-disaster accomplishments. Followup letters to the communities or surveys are other techniques to evaluate sustainability initiatives. Be sure to document success stories for application to other disasters and share lessons learned with other regions.

Sustainable Redevelopment Activities Menu

What are specific activities that the Sustainability Planner might be involved with during the initial implementation phase? The following menu of activities presents some possibilities. Your choices depend on the nature of the disaster, an objective evaluation of the potential for successful implementation, and successful partnerships.

- ☑ Review local, general, or comprehensive plans; associated maps or reports; zoning; subdivision building codes; and other land development regulations or ordinances. Obtain and review any existing plans related to post-disaster recovery and reconstruction.
- ☑ Identify, encourage, and support local champions for sustainable recovery.
- ☑ Identify and prioritize target audiences for special educational projects and community outreach. These may include disaster victims; the general public; business and industry; the Chamber of Commerce; special groups such as the elderly, disabled, and low income, multilingual, or minority populations; the finance industry and lending institutions; and the building and construction industry.
- ☑ Identify and order relevant FEMA and non-FEMA educational and sustainability materials.
- ☑ Identify potential mentoring communities that have experienced a similar hazard and completed a successful recovery effort. Suggest the concept of a mentor community to affected jurisdictions and determine interest. Peer-to-peer dialogue is an excellent technique for conveying a hazard mitigation and sustainability message.
- ☑ Work with the Community Education Branch to customize or create sustainability marketing materials relevant to the disaster event, such as posters, brochures, and newsletters. Emergency Information and Public Affairs can also help in the development of print, video, and television media releases.
- ☑ Identify available distribution channels and methods, including traditional and non-traditional media, DFO program outreach, and local organizations.
- ☑ Discuss opportunities with fire, police, and local emergency management officials.
- ☑ Set up meetings with officials and the public in targeted communities (e.g., mayor, local planning officials, disaster recovery committee, and regional planning commissions).
- ☑ Give brief presentations to educate stakeholders on sustainability. Pair communities with local and regional resource groups (e.g., regional planning districts, university staff, and nonprofit organizations) to guide them into a long-term community planning process.
- ☑ Bring diverse groups together to develop innovative strategies for recovery, distinctive to their community. Empower citizens to compare their future visions for the community through workshops.
- ☑ Support activities of DFO operational outreach programs, including community relations, public affairs, congressional affairs, human services, SBA, and volunteer agencies (VOLAGs).
- ☑ If the recovery effort requires substantial new residential construction, seek innovative ways to get the message out to rebuild green, use indigenous materials, and incorporate energy conservation. Partner with local suppliers of these products to accomplish this. DOE and EPA have programs geared to residential elements of sustainable development.
- ☑ Support local officials in determining short- and long-term reconstruction and recovery objectives. Assist the community with the following activities:
 - Suggest short-term planning/operational strategies that incorporate sustainability into long-term recovery goals.
 - Identify multiobjective sustainability opportunities for long-term consideration within locally developed reconstruction plans or strategies.
 - Coordinate the delivery of appropriate DFO technical expertise to assist in evaluating alternative reconstruction strategies.
 - Support preliminary decisions regarding alternate reconstruction strategies by providing general program and administrative information on mitigation, planning, and reconstruction.
 - Function as a liaison to the community by identifying potential sustainability funding sources and networking with OFAs.
 - If local capabilities are lacking, bring in FEMA contractors or OFAs under mission assignments to support the development of long-term recovery plans. Other potential partners include regional planning agencies or economic development commissions.

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