



# Community Planning & Capacity Building Recovery Support Function

## 2014 YEAR IN REVIEW



FEMA

NDRF SUPPORTING  
AGENCIES



US Army Corps  
of Engineers®



NATIONAL  
VOLUNTARY ORGANIZATIONS  
ACTIVE IN DISASTER

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## OVERVIEW

The Community Planning and Capacity Building Recovery Support Function (CPCB RSF) was created in 2011 upon release of the *National Disaster Recovery Framework* (NDRF). The CPCB RSF is a Federal Emergency Management Agency (FEMA) coordination entity. It is made up of agencies and organizations that collaborate to identify needs and coordinate resources to aid local governments, leaders and communities in planning for, organizing and managing the complexity of recovery, as well as engaging the whole community in an organized recovery process. CPCB RSF works in support of the *National Preparedness Goal* and in delivery of the Recovery Core Capabilities. Enhancing community resilience, before and after disaster, is a founding principle of the CPCB RSF.

The CPCB RSF mission encompasses coordinating four areas of support:

1. Building local recovery leadership capacities;
2. Applying sound planning processes and principles;
3. Fostering engagement of the whole community in the locally-led recovery processes; and
4. Developing local recovery management capabilities.

CPCB accomplishes its mission through the participation, collaboration and support of federal agency partners, non-governmental organizations, professional associations and others. There are 20 federal support agencies formally identified in the *Recovery Federal Interagency Operational Plan*, and additional new partners continue to come online. Partners are convened by FEMA in collaboration

with states and share information to identify disaster-impacted communities that may benefit from the resources and support of partners in the four mission areas.

As the coordinating agency for the RSF, FEMA staffs a National Coordinator, 10 Regional Coordinators that transition to Field Coordinators in time of recovery, and a cadre of reservists with expertise in community planning, city management, design, sustainability, facilitation, community outreach, and related fields. The CPCB RSF National Coordinator represents the CPCB RSF in the Recovery Support Function Leadership Group (RSFLG), carries out national partnership development, and provides support and oversight of CPCB regional and field coordinator activities.

### PURPOSE OF THIS REPORT

This report highlights CPCB RSF activities in 2014 to celebrate accomplishments, improve understanding of the RSF, and capitalize on past experiences as the RSF capability is expanded in 2015 and beyond. This report illustrates how capacity building factors into recovery planning, larger recovery processes, and the NDRF.

This report is not an exhaustive record of support. Rather, it reports activities that were particularly successful in 2014. Many of these activities carry on into 2015. As the CPCB RSF is made up of many partners, this document also contains success stories where a partner agency or organization plays the leading role.

## ACCOMPLISHMENTS

Even though 2014 was not a busy year for disaster activity, the CPCB RSF assumed a wide array of efforts. CPCB worked to develop federal agency partners, non-governmental partners. CPCB focused on building state, tribal and local government understanding of, and capability to support, locally-led, managed and planned recovery processes. Using symposia, workshops, technical assistance, funding resources, peer-to-peer learning and facilitated advisory sessions, the

RSF built pre-disaster recovery capabilities and provided post-disaster support to eight Presidentially declared disasters, as well as recovery leaders, planners and managers from across the country.

As one of six RSFs, CPCB is a vital member of the RSFLG. CPCB provides input to work plans, participates in workgroups, reports on CPCB RSF deployments and support activities, issues for

## ACCOMPLISHMENTS (CONTINUED)

raises policy issues for consideration, and highlights CPCB RSF accomplishments to other RSFLG members.

The CPCB RSF was tasked with responsibility for implementing five of the 69 recommendations contained in the *Hurricane Sandy Rebuilding Strategy*, from the Hurricane Sandy Rebuilding Task Force. These recommendations focused on building recovery management capabilities and developing other resources for local governments for planning and regional resilience collaboration. These recommendations were identified as items to be jointly owned by and coordinated through the RSFLG. CPCB RSF successfully created the Community Recovery Management Toolkit under this set of recommendations and closed the recommended actions in collaboration with the RSFLG and CPCB partners. CPCB RSF also provided support to the RSFLG Federal Interagency Readiness Assessment working group by engaging CPCB partner agencies to gather support statements that will be used during 2015 to identify gaps in federal capabilities.

The sections that follow contain profiles of CPCB RSF

activities. These summaries illustrate how the RSF coordinating and support agencies and non-governmental partners have collaborated to leverage resources to fund recovery managers and planning; participated in planning efforts and resilience building; worked to convince state and community leaders of the importance of post-disaster planning and recovery management; built creative partnerships among sustainability organizations to integrate the state of the art into the recovery period; delivered peer-to-peer and training events; and, enlightened some organizations that had never realized the opportunity or need to participate in disaster recovery. We have educated our members and new partners, as well as looked inward at how capabilities can be built and better applied.

The report that follows focuses in three main areas: 1) building the RSF's capability to support local needs; 2) applying the efforts of the RSF after a disaster to support communities; and, 3) efforts to build state, tribal and local capabilities and resilience, before disaster. The report concludes with a prospective look ahead at key areas for further work.



2014 National Coordinators Workshop attendees, from top left: Region V Coordinator, Kehla West; Headquarters Deputy CPCB Chief, Erin Miles; former Region VII Coordinator, Kathleen Fitzgerald; Region VI Coordinator, Charlie Cook; HQ RSF National Coordinator, Matt Campbell; former Region II Coordinator, Marianne Luhrs; Region IX Coordinator, Emily Meyer; former Region V Coordinator, Lillian Thompson; Region X Coordinator, Tom Donnelly; Region VIII Coordinator, Tim Gelston; Region III Coordinator, Michelle Diamond; Region IV Representative, Lynda Lowe; Region I Coordinator, Corey Nygaard, attended the workshop virtually and is pictured on screen.

## GROWING CPCB RSF CAPABILITY

To effectively support communities post-disaster, FEMA and CPCB RSF partners must all be prepared to come together with commitment and clear understanding to support common interests of community planning and community capacity building. To build this capability, FEMA has developed staff capability, tools for communities have been built, and partner capabilities have been improved. Much remains to be done in 2015 and beyond, with additional training, outreach and partnership development, and joint efforts to build tools for post-disaster support.

### **NATIONAL CPCB COORDINATORS WORKSHOP AND TRAININGS**

In September, all CPCB RSF national and regional leadership within FEMA gathered to align CPCB national and regional activities with new policy, operational and strategic plans. Operational consistency is also a goal the RSF is working towards; of which training and on-going collaboration with field coordinators, is a major part. This was the second workshop of its kind since the launch of the RSF. The group evaluated field operations over the last two years, reviewed performance and identified actions that could be taken to improve CPCB development and delivery. Some of the group's recommendations included prioritizing federal and non-federal partner development, establishing consistency across field operations, making improvements of messaging and training, and developing new guidance.

### **COMMUNITY RECOVERY MANAGEMENT TOOLKIT (CRMT)**

The *Community Recovery Management Toolkit* provides local leaders and officials just-in-time material to aid post-disaster planning, organization and management of recovery. FEMA, with the support of CPCB partners, developed and launched the CRMT in 2014 to aid communities with practical and useful post-disaster guidance, case studies, references, tools and training materials.

FEMA CPCB plans to expand the CRMT in 2015, in collaboration with partners, including the U.S. Department of Housing and Urban Development's (HUD) Offices of Economic Resilience and Community Planning and Development, the American Planning Association (APA), the Rockefeller Foundation and others. The expanded CRMT will feature a more user-friendly interface, quick reference guides and the addition of targeted recovery management tools, case studies and training resources.

### **BUILDING AND LEVERAGING PARTNERSHIPS**

Partnerships are critical to the performance of the CPCB RSF. The RSF is only as strong as the partners that participate to share information, identify needs and opportunities, and coordinate resources for the most effective and efficient support to local governments. As FEMA CPCB staff engages with partners pre-disaster and during disaster recovery operations, builds relationships, and defines support capabilities, the capacity of the RSF and partners grows side by side.

To increase the ability of the RSF to identify needs and available resources, coordinate activities, and best support building community capacity, the RSF must develop more robust partnerships with existing partners and continually seek to identify and engage new partners. Throughout 2014, the RSF was able to engage with the existing partners on new initiatives, and identify new organizations to support the CPCB RSF mission.

### ***Pre-Disaster Training and Education***

Through training and related outreach efforts partners gain a better understanding of community recovery management challenges, the mission of the CPCB RSF and role it can play in supporting community leadership, recovery planning and management, and community engagement. At the national level, a CPCB Partner Training was conducted in September of 2014. This training brought together 46 participants across 20 CPCB partner federal agencies and non-governmental or professional organizations. This half-day session provided a foundational knowledge of CPCB concepts, mission areas, and opportunities for partner involvement.

## GROWING CPCB RSF CAPABILITY (CONTINUED)

### Partner Outreach

New or deeper partnerships developed by the National Coordinator are essential to the growth of CPCB RSF capability. The National Coordinator and staff conducted outreach through many venues including conferences hosted or coordinated by partner agencies, including national conferences for the International City/County Management Association (ICMA), National Association of Development Organizations (NADO), the Natural Hazard Mitigation Association, University of North Carolina at Chapel Hill Coastal Hazards Center of Excellence, and the National Mitigation Alliance. CPCB RSF staff presented to the United Nations 58<sup>th</sup> Commission on the Status of Women, on the topic *Women's Roles in Post-Disaster Reconstruction and Recovery*, and testified in front of the Institute of Medicine's hearing on *Post-Disaster Recovery of a Community's Public Health, Medical and Social Services*. Additionally, FEMA CPCB staff delivered an educational session to local planners at the American Planning Association's National Conference in Atlanta, titled *Preparing for a Resilient Recovery*.

CPCB Regional Coordinators built partners in their states and helped to educate and involve national partners. CPCB participated in the National Academy of Science's Resilience Roundtable to assist in the refinement of measures of community resilience and selection of pilot project communities designed to engage decision makers and citizens to better understand risk and build resilience.

To improve understanding, communication and outreach, a quarterly newsletter is circulated to a mailing list of more than 200 federal and non-federal recipients. Many of these partners share the document internally with their departments, agencies, or organizations. Informal feedback indicates that the document is valuable in communicating how partners relate to the CPCB RSF mission.

### Partnering for Sustainability

CPCB RSF capabilities were greatly enhanced through engagement with the Partnership for Sustainable Communities (PSC) in 2014. HUD, U.S. Department of Transportation (DOT) and the Environmental Protection Agency (EPA) are the primary members of PSC and are identified CPCB RSF partners. This makes the RSF an

ideal forum for linking PSC interests with recovery and mitigation challenges.

PSC works to "coordinate federal housing, transportation, water, and other infrastructure investments to make neighborhoods more prosperous, allow people to live closer to jobs, save households time and money, and reduce pollution." —From the [PSC website](#).

FEMA CPCB regions are working with PSC to provide risk information, offer support for integrating recovery and mitigation planning, and recommended additional communities for PSC consideration based on community needs and desires related to disaster recovery and mitigation planning. This partnership development has already proven fruitful when CPCB RSF has been activated in support of post-disaster recovery. For example, after serious tornados, a PSC grant was used to fund the development of new zoning codes for Vilonia and Mayflower, Arkansas, through the Little Rock Metropolitan Planning Organization.

In New York, CPCB RSF worked with the EPA sustainability coordinator and other partners to form the Long Island Smart Growth and Resiliency Partnership. The coordination efforts of the CPCB Field Coordinator to incorporate smart growth into local recovery decision-making and rebuilding led to additional commitments, both financial and in-kind, of various other local, state, federal, and non-profit agencies. This allowed the partnership to expand in scope and mission, bringing in members from additional state agencies, national nonprofits, and local universities. The partnership identified a need among Sandy-affected communities on Long Island for technical assistance regarding resilient building and zoning codes. Building Blocks for Sustainable Communities, a steady-state EPA program that provides local governments with technical assistance, was identified to assist these communities. Through an interagency agreement, FEMA committed funds to have EPA use this program to help a Sandy-affected community in New York develop resilient building and zoning codes.

*A spotlight on these efforts appears on pages 14 and 15 of this report.*



**ICMA**  
Leaders at the Core of Better Communities

**NADO**  
NATIONAL ASSOCIATION OF DEVELOPMENT ORGANIZATIONS

## GROWING CPCB RSF CAPABILITY (CONTINUED)

### **Hazard Mitigation and Disaster Recovery Planning Division Formed at the American Planning Association (APA)**

At the end of 2014, CPCB RSF partners, many of which are practicing planners, supported the creation of a new Division of APA, the [Hazard Mitigation and Disaster Recovery Planning Division \(HMDR\)](#), dedicated to this growing professional specialization. The APA Board approved the petition in February 2015.

The role of the various divisions within APA is to provide members with opportunities to discuss ideas, contribute to national policy work, develop conference sessions, and build partnerships. “Perhaps among the most important roles of HMDR are to leverage the resources of APA’s 20 other divisions and somehow articulate the full potential of a comprehensive approach, applicable to both mitigation and recovery, not one or the other,” said Barry Hokanson, American Institute of Certified Planners, principal at PLN Associates.

The new division will be an active group that facilitates outreach by APA’s newly renamed Hazards Planning Center, which will continue to focus on research, outreach, policy and education. “What is nice about this is that having a member division devoted to this subject matter within the planning field makes the Center and the Division nice complements to each other,” said Jim Schwab, director of the Hazards Planning Center.

### **Regional Partner Development**

The CPCB RSF Coordinator in Region V organized a panel for HUD’s convening of its Office of Economic Resilience grantees in October 2014. Participants in the panel, entitled Economic Resilience and Disaster Preparedness and Recovery, were Jim Schwab, Manager of APA’s Hazards Planning Center, and Bob Dean, Deputy Executive Director, Chicago Metropolitan Agency for Planning (CMAP). Earl Zuelke, Region V FDRC, moderated. In the same vein, CPCB staff from Region V participated in a panel entitled Preparing for Recovery and Coordination before a Disaster Occurs at the American Red Cross Disaster Preparedness Summit in Chicago, in August 2014. CPCB also delivered a joint presentation, with HUD’s Community Development Block Grants Disaster Recovery Program (CDBG-DR) representative in the Fort Worth office, to more than 20 entitlement communities’ planning departments in Texas. The

presentation focused on CPCB support in conjunction with funding opportunities from HUD and FEMA.

### **BUILDING CPCB RSF CAPABILITIES WITHIN FEMA**

While CPCB RSF works diligently to make connections to other federal agencies and non-governmental partners, the National Coordinator also works to build understanding of its mission and leverage capabilities within FEMA, the primary coordinating agency of the CPCB RSF. FEMA increased national capability through the addition of three full-time disaster employees that are dedicated to field operations support around the country. Additionally, redeveloped versions of the courses, CPCB Specialist (E083) and Managing a CPCB Operations (E085), were delivered to full time and reservist FEMA staff.

### **Complementary Missions: CPCB RSF, Hazard Mitigation and Voluntary Agency Liaisons**

The FEMA Federal Insurance and Mitigation Administration is a strong partner of the CPCB RSF, providing resources and capabilities to aid states and communities to plan, implement mitigation measures and incorporate resiliency into community planning and decision-making. CPCB RSF FEMA staff supported the FEMA Mitigation Planning Unit and the APA to release an update of the well-known APA report, [Planning for Post-Disaster Recovery: Next Generation](#).

The Federal Insurance and Mitigation Administration has had an ongoing collaboration with FEMA CPCB staff on development of local planning guidance, partnership development, and community resiliency. CPCB staff supported the development of the Mitigation guidance document *Integrating Disaster Data into Hazard Mitigation Planning*. In Region V, the CPCB Regional Coordinator worked with the regional Mitigation Division’s risk analysis team to educate officials and planners on integrated planning efforts, in terms of linking risk analysis and mitigation, pre-disaster recovery planning and comprehensive planning.

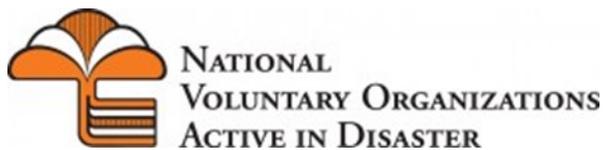
Region X CPCB staff initiated collaboration with the regional Mitigation Division to jointly prepare and present messaging to local communities on the need for pre-disaster planning.



## GROWING CPCB RSF CAPABILITY (CONTINUED)

Mitigation Division, in turn, made presentations as part of their Hazards US (HAZUS) and community resilience workshops. This laid the foundation in places where CPCB and regional mitigation staff are working to assist communities in preparing pre-disaster recovery plans.

The FEMA Voluntary Agency Liaison (VAL) shares a related mission of building local capacity among voluntary organizations serving individual and family needs. In Region X, CPCB staff coordinated with VAL groups to provide guidance to local government and recovery organizations for structuring community-wide rebuilding and long-term recovery activities.



### AFTER-ACTION EVALUATION AND EXERCISING PLANS

Evaluating past support activities and refining practice, are important steps in the process of building CPCB capability. In 2014, for example, CPCB staff in Region VI facilitated a look into St. John the Baptist Parish two years after Hurricane Isaac. This evaluation assessed the Parish's extensive recovery planning effort to gauge the effectiveness of support and areas where partners could play improved roles.

This effort included meeting with community leadership for after action items and meeting with the citizens' advisory committee to review the recovery process. Three other RSF leads and state partners involved in the advisory committee meeting also reviewed CPCB activities and provided feedback. Region VI staff conducted after-action analysis with the State of Louisiana Office of Community Development (OCD) staff to review CPCB support activities following Hurricane Isaac and use those experiences to better define working relationships and processes.

### RECOVERY COORDINATION OPERATIONS WITH CPCB RSF ACTIVATIONS AND DEPLOYMENTS

CPCB RSF was activated and a FEMA-designated CPCB RSF Field Coordinator was deployed, in support of eight presidentially-declared disasters in 2014. The field coordinators were supported by CPCB RSF partner agencies and organizations in identifying significant issues and gaps in resources, and aiding states and communities through a variety of methods. In each operation an assessment was led by the Federal Disaster Recovery Coordinator (FDRC) and was supported by the CPCB Field Coordinator, in collaboration with the state. In each of these activations, CPCB RSF Field Coordinators worked among state, federal and non-governmental CPCB partners to identify enhanced coordination needs. A *Recovery Support Strategy* and implementation plan were created by the FDRC and coordinators of all activated RSFs. For each of these events, the CPCB RSF coordinated federal and non-federal partners to address recovery planning and capacity needs.

## SUPPORT AFTER DISASTER

The CPCB RSF is defined by collaboration, communication, and creative thinking to solve problems and identify resources that can strengthen communities. 2014 was a year that included many demonstrations of the ingenuity and collaborative spirit of CPCB partners operating in the field, in support of disaster-affected governments. These activities ranged widely, from new applications of support to communities, to reaching out to non-traditional or new CPCB partners. This section of the report highlights the role CPCB played in supporting the recovery of states, tribes and communities, after their experience with disaster.

The following table provides information on all declared disasters during 2014 where CPCB RSF was activated. These operations had varying levels of deployment activity, with some involving continued on-site support and others intermittent participation of a CPCB field coordinator. Support summaries in the remainder of this section are drawn from the activations identified here.

Disaster Declaration	Type of Event	Planning/Capacity Need and Support Outcome	Federal Disaster Recovery Coordinator	CPCB Field Coordinator
Washington #4188	Wild-fires	Collaborated with FEMA VAL and ADR to consolidate long-term recovery groups and advise on long-term recovery strategy for Okanogan County, and the incorporated towns of Pateros, Brewster, Twisp and Winthrop.	Joan Rave, FEMA Region X	Tom Donnelly, FEMA Region X
Arkansas #4174	Tornado	Connected state, Faulkner County, Vilonia and Mayflower to CPCB partner resources for planning and recovery management gaps; coordinated peer workshops to build leadership capability; facilitated establishment and funding of Local Disaster Recovery Managers (LDRMs).	Wayne Rickard, FEMA Region VI	Charlie Cook, FEMA Region VI
Washington #4168	Land-slide	Supported state, Snohomish County, Oso and surrounding areas in addressing local gaps in land use management and mitigation knowledge/capability; facilitated analysis among federal, state and local resources.	Joan Rave, FEMA Region X	Tom Donnelly, FEMA Region X
Santa Clara Pueblo #4147	Wildfire and flooding	Support to Santa Clara Pueblo tribe to address gaps in recovery planning and management for a multi-faceted effort including wildfire and flood mitigation; facilitated access to federal and non-governmental resources.	Nancy Casper, Region VI	Charlie Cook, FEMA, Region VI
Colorado #4145	Flooding and land-slides	Support for multi-county and statewide efforts, ongoing collaboration among state and CPCB partners to address gaps in local capability for leadership; grants development through training and workshops.	Dan Alexander and Jim McPherson, FEMA Region VIII, HQ	Tim Gelston and Thom Rounds, FEMA Region VIII
Alaska #4122	Floods	Support to state and City of Galena to address needs for comprehensive recovery planning; coordinated technical assistance, including FEMA Community Recovery Technical Assistance, U.S. Army Corps of Engineers and Air Force support, to aid community and state in developing a long-term recovery plan, and identifying resources for recovery management.	Joan Rave, FEMA Region X	Tom Donnelly, FEMA Region X
New Jersey #4086	Hurricane Sandy, wind and flooding	Multi-county and statewide support for a wide range of needs in recovery planning and recovery management; facilitated development of a partner network focused on local planning and recovery management, including work with key nongovernmental organizations.	Jon Covell, Sandy Recovery Office	Marianne Luhrs, FEMA Region II
New York #4085	Hurricane Sandy, wind and flooding	Aided state with technical assistance in coordination with the Partnership for Sustainable Communities to develop and implement the NY Rising Community Reconstruction planning program; worked extensively with smart growth and sustainability partners to coordinate technical assistance and training for federal, state and local entities.	Jon Covell, Sandy Recovery Office	Christine Meissner, Sandy Recovery Office

## SUPPORT AFTER DISASTER (CONTINUED)

### BUILDING LOCAL CAPACITY THROUGH EDUCATION EFFORTS

#### ***Lessons from the Storm: Building (and Rebuilding) Strong, Sustainable and Disaster Resilient Communities, Arkansas***

In response to the devastation affecting communities after severe storms swept through Arkansas in the spring of 2014, the CPCB RSF, in collaboration with the Department of Commerce's Economic Development Administration (EDA), and the National Association of Development Organizations (NADO) identified distinct needs for increased capacity to navigate and manage recovery processes. These partners worked together to provide a training workshop in Little Rock called "Lessons from the Storm: Building (and Rebuilding) Strong, Sustainable, and Disaster Resilient Communities." This workshop brought together community leaders from affected communities in the region and from across the nation, to share lessons learned on key recovery management, planning and resilience principles, and provide knowledge and training from experts and peer officials. The workshop materials are available at NADO's [workshop website](#).

Although peer-to-peer outreach and assistance has long been a part of disaster recovery, structured efforts are an increasing focus of CPCB work. To support the need for recovery leadership and management in Arkansas, CPCB staff organized and facilitated a peer-to-peer visit between officials from Joplin, Missouri and Faulkner County, Arkansas. This included Joplin's city planner, Chamber of Commerce president, and LDRM. The collaborative atmosphere gave the officials, recovery committee, and others a space to discuss their lessons learned, their concerns, and their plans. The feedback from participants was overwhelmingly positive.

### COMMUNITY RECOVERY TRAINING WORKSHOPS, COLORADO

Many communities in Colorado affected by the 2013 flooding needed assistance organizing recovery management and planning, leveraging multiple funding resources, planning for watershed restoration, and understanding how to find and apply for a variety of resources. Five symposia, trainings or workshops serving over 652 attendees occurred from late November 2013 to August of 2014. The American Red Cross, under their new approach to supporting community recovery, partnered with the CPCB RSF and the State of Colorado to expedite training workshops for communities on resource leveraging and development of grant proposals. Information on the workshop and other community recovery resources can be found on the [Colorado United website](#).

*A summary table of these workshops can be found at the back of this report, page 26.*

 **COLORADO United** **GRANT SKILLS WORKSHOP**

**REGISTER NOW!** (<http://bit.ly/1jO2pph>)

<b>8.5.2014</b>	<b>DATE</b> Tuesday, August 5, 2014	<b>GRANT WRITING &amp; MANAGEMENT FOR FLOOD &amp; FIRE AFFECTED COMMUNITIES</b>  Get tips from grant writers & funders. ... Learn about strategies, tools & resources. ... Special session for CDBG-DR grantees.
	<b>TIME</b> 8:30 a.m. – 5:00 p.m.	
	<b>WHERE</b> Embassy Suites – 4705 Clydesdale Parkway Loveland, CO 80538	

PRESENTED BY:



*Above left: Promotional materials for Colorado United Workshop, from the Colorado United website.*

*Left: Joplin officials present at peer-to-peer meeting in Arkansas.*

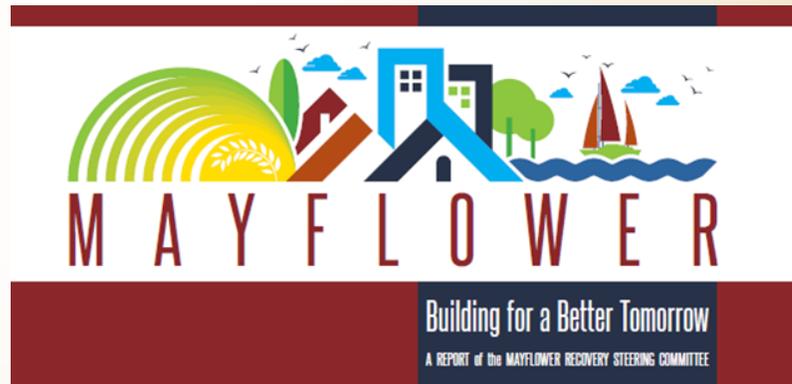
*FEMA archive.*

## CITIES OF VILONIA AND MAYFLOWER, ARKANSAS

Vilonia and Mayflower, two Arkansas communities impacted very significantly from Spring 2014 tornados, needed assistance to chart a path forward for community-wide recovery. CPCB RSF federal, state, nongovernmental, university and regional planning partners collaborated to help Vilonia and Mayflower launch recovery planning efforts, foster collaboration among units of local and regional government and local stakeholders, and encourage the communities to employ a Local Disaster Recovery Manager (LDRM), as recommended by the NDRF.

CPCB partners supported the communities with:

- ◆ Formation of the local Mayflower and Vilonia Recovery Steering Committees;
- ◆ Peer-to-peer visits of leaders from Joplin, Missouri, that included Joplin’s city planner, Chamber of Commerce president, and Local Disaster Recovery Manager;
- ◆ EDA grant for recovery planning and implementation of a LDRM position;
- ◆ Community visioning sessions;
- ◆ Redevelopment designs created by the University of Arkansas at Fayetteville’s Fay Jones School of Architecture;
- ◆ Technical assistance toward the creation of recovery plans for Mayflower and Vilonia—in partnership the University of Arkansas at Fayetteville’s’ Community Design Center, University of Arkansas at Little Rocks’ Institute for Economic Advancement and Central Arkansas Planning and Development District; and
- ◆ Implementation plans, including zoning and codes created by MetroPlan, with support from Housing and Urban Development (HUD) through the Partnership for Sustainable Communities, National Association of Development Organizations (NADO), and the University of Central Arkansas.



Mayflower and Vilonia share Devin Howland, LDRM, and his assistant, for redevelopment planning. He is employed by the Central Arkansas Planning and Development District, which contracted the University of Arkansas Community Design Center to develop the Recovery Plan for Mayflower, Arkansas. “Everybody’s had a hand in [the recovery planning] — designs, planning, thinking about the codes. My job is to help them find funding for these projects and just to get them forward-thinking, and they already are,” he said. Central Arkansas Planning and Development District contracted with Metroplan, which brought in its Jump Start initiative. Metroplan, the long-range transportation planning agency for the region, then contracted with Gateway Planning, based in Dallas. Gateway Planning produced cost estimates, zoning and codes. All those entities are involved in the proposed Vilonia town-center plan, too, Howland said.

Excerpt from Arkansasonline.com April 26, 2015

### Vilonia 2030 Recovery Plan and Vision

“The City of Vilonia balances a rich heritage and pride with thoughtful planning towards a sense of place, progress, and beauty. Vilonia embodies resilience through individuals empowering one another to restore our community—spiritually, socially, and economically.

Vilonia’s Vision Statement was developed on August 8, 2014 by a cross-section of Vilonia citizens with assistance from the Federal Emergency Management Agency and the Economic Development Administration. This Vision Statement will be used broadly during recovery to help communicate our vision and mission as a community.”

## SUPPORT AFTER DISASTER (CONTINUED)

### FACILITATING RECOVERY AND RESILIENCY IN NEW JERSEY

The CPCB RSF continued to build upon efforts started in 2013, in response to Hurricane Sandy, in New Jersey. In 2014, prior efforts further galvanized a robust network of partners with varying missions united by their role in supporting local leadership development, planning, local government recovery management, community involvement and sustainability. The partners include NJ Office of Emergency Management, Governor's Office of Recovery and Rebuilding, US Department of Labor (DOL), US Economic Development Administration (EDA), Environmental Protection Agency (EPA), Sustainable Jersey, New Jersey Future, NJ League of Municipalities, NJ Resiliency Network, Rutgers University, Stockton College, NJ Chapter of the American Planning Association, NJ Sea Grant Consortium, NJ Department of Transportation (DOT), NJ Economic Development Authority, and NJ Department of Environmental Protection. To build collaboration, the RSF facilitated the agencies and organizations working with one another on a range of creative post-disaster projects, described below.

#### Local Disaster Recovery Managers

NJ Future, a non-profit organization that promotes responsible land-use policy, has served an important role in guiding recovery planning and policy, post-Hurricane Sandy. In 2014, CPCB RSF, supported by several agencies, including HUD, EPA, and DOL worked with state and non-governmental partners through a number of regional and state-wide workshops and seminars, and through partner activities, to educate and inform communities on an array of recovery management topics. An outgrowth of this education campaign was the institution of Local Disaster Recovery Managers (LDRMs) across the state. New Jersey Future foundation, Robin Hood Foundation, and DOL grant funds were used to hire LDRMs and recovery planning manager positions supporting nine communities.

*"[NJ Future has] placed three local recovery planning managers in seven Sandy-affected communities to bring them the additional capacity they need as they rebuild after the storm. Local recovery planning managers are currently working in Highlands, Sea Bright, Little Egg Harbor, Tuckerton, Downe, Commercial, and Maurice River. For each town, [NJ Future] will work toward ensuring a Strategic Recovery Planning Report is created and adopted; a recovery planning and implementation steering committee is established; community vulnerability assessments are institutionalized in its master plan or other vehicle; a robust public outreach/community engagement program is undertaken to engage a wide breadth of residents; Sandy recovery grants are applied for and received; and its FEMA Community Rating System (CRS) score is improved." - From the NJ Future website.*

#### NJ Resiliency Network – Sustainable Jersey

In early 2013, several agencies and organizations began to inventory the non-profit resources being provided to communities, including CPCB RSF, Sustainable Jersey, NJ Future and the American Planning Association - NJ Chapter. Later that year, the NJ Resiliency Network was formed by Sustainable Jersey, using the initial partner research and development by the CPCB RSF to establish a more coordinated and comprehensive approach to community recovery and resiliency. The Network is facilitated by Sustainable Jersey, a non-profit organization at The College of New Jersey, who partners with resource providers and matches their tools and services with community needs. The NJ Resiliency Network receives funding from the NJ Recovery Fund and the Surdna Foundation. The Network's Resiliency Managers are charged with assisting municipalities in matching their needs to the appropriate resources. Based upon community needs, the managers may provide direct assistance with small, targeted projects, or connect the community with a resource provider that can provide the desired services. The partners and a tool for mapping the support activity can be found on the [NJ Resiliency website](#).



## SUPPORT AFTER DISASTER (CONTINUED)

### **Municipal Needs Assessment for Long-Term Recovery and Resiliency Planning**

In the spring and summer of 2014, staff of the NJ Resiliency Network conducted a broad assessment of municipal needs with local officials from 86 municipalities across the 10 coastal counties hardest hit by the storm. The “Post-Sandy Municipal Needs Assessment for Long-Term Recovery and Resiliency Planning” was designed as a brief, online survey instrument to quickly and efficiently collect insights from local officials. Through a combination of open-ended and multiple choice responses, local officials were asked to provide examples of their top recovery and resilience issues and to identify their level of interest in support services available for a range of commonly cited municipal recovery and resilience issues.

Key findings of the survey indicated a wide variety of municipal needs and interests, related to capacity to expertise for planning and facilitation after the disaster, capacity to fund and implement mitigation strategies and projects, risk and vulnerability assessment,

prioritization of funding needs for infrastructure, and assistance to address long-term resilience in energy areas. The above information is from the Network’s website. For more info and the full report visit [NJ Resiliency](#).

### **Cumberland County Resilience Partnership**

Cumberland, a low-lying coastal County on the Delaware Bay, affected by Hurricane Sandy, developed a multi-jurisdictional recovery planning process with assistance from CPCB RSF, its partners, and FEMA Community Recovery Technical Assistance. As adjacent communities came together around recovery issues, CPCB engagement in Cumberland triggered the creation of a Local Resilience Partnership, to build a more resilient future for the county. The partnership is based on shared ecological challenges that must be viewed through a lens broader than municipal boundaries. A recovery committee was created to assist in broadening attention across the four communities. The NJ Resiliency Network is supporting the work through the introduction of a recovery planning manager for Cumberland County.



*Helping build stronger, more resilient communities*

## **COORDINATING RESOURCES IN SUPPORT OF SANDY-IMPACTED COMMUNITIES, NY**

After a disaster, effective coordination is the key to appropriately allocating resources. In a place like the New York metro area, where the capacity to plan, lead and manage recovery is high, connecting local leaders and communities with added resources, new partnerships and programs, and needed technical assistance can strengthen recovery processes.

In 2014 the CPBC team in New York’s Sandy Recovery Office (SRO) developed and strengthened relationships with the Governor’s Office of Storm Recovery, the Department of State Office of Smart Growth, the New York State (NYS) Department of Environmental Conservation, Nassau and Suffolk Counties, the City of Long Beach, Sustainable Long Island, Global Green USA, EPA, National Oceanic and Atmospheric Administration (NOAA), Touro Land Use Law Center and Adelphi University. Some of the highlights that resulted from these relationships included providing information and training to local officials on Geographic Information Systems (GIS) and green infrastructure, placing graduate students in local communities to support emergency management and comprehensive plan upgrades, and supporting planning efforts through information sharing.

More than 150 federal, state and county level recovery practitioners participated in community planning and capacity building training events organized through the Smart Growth Initiative (a working group comprised of representatives from EPA, FEMA, Metropolitan Transportation Authority – New York [MTA], and Nassau and Suffolk County) to build capacity for engaging community stakeholders in recovery planning.

Coordination between the NY CPCB team and partners will continue in 2015, particularly with the EPA, Nassau and Suffolk Counties, NYS Department of State (Office of Smart Growth) and the Governor’s Office of Storm Recovery. Some upcoming coordination efforts with these partners include leveraging two existing EPA programs, Health Impact Assessments and the Building Blocks program, and applying them to recovery planning and resilience activities in Long Island.

# LONG ISLAND SMART GROWTH RESILIENCE PARTNERSHIP

The Smart Growth Resilience Partnership is paving the way for Long Island to be a national model for sustainable, resilient recovery and rebuilding. Following Hurricane Sandy, Community Planning and Capacity Building (CPCB) RSF partner agencies, EPA, HUD and DOT, along with New York State (NYS) Department of Environmental Conservation and the NYS Office of Smart Growth, Suffolk and Nassau counties and MTA, formed the Long Island Smart Growth Resilience Partnership. One of the primary goals of the partnership is to encourage economically, environmentally and socially sustainable development in low-risk areas away from flood zones and along transit corridors in Nassau and Suffolk counties. The carefully coordinated and innovative work of the New York Sandy Recovery Office (NY SRO) CPCB RSF team was essential to launching and developing this partnership. Through this unique partnership, the CPCB RSF is successfully coordinating agencies in leveraging collective resources and expertise to help Long Island communities engage in a more resilient, sustainable and equitable recovery.

## A Successful Launch

Formed in early 2013, the partnership was publicly launched in May 2014 when the NY SRO, in close collaboration with New York State, Nassau and Suffolk counties, MTA and federal partners at EPA, hosted a successful roundtable conference called “Accepting the Tide: A Roundtable Discussion on Integrating Smart Growth and Resilience on a Post-Sandy Long Island.” The event featured two prominent keynote speakers: Jamie Rubin, Director of the Governor’s Office of Storm Recovery and Steve Bellone, Suffolk County Executive. The conference was attended by more than 90 local elected officials, municipal employees, non-profit workers and individuals affiliated with New York Rising’s designated Community Reconstruction Areas.

One of CPCB’s primary goals is to build local and state capacity to better handle recovery without a large federal footprint. The roundtable was effective in building and maintaining local relationships important to a sustainable recovery.



## Leveraging Resources

Through this partnership, CPCB RSF is leveraging the resources of agencies, such as EPA, to provide local communities on Long Island with technical assistance and funding not available through FEMA’s traditional mitigation or recovery programs. The FEMA CPCB Field Coordinator staff developed an interagency agreement with EPA to fund important aspects of the partnership’s strategy. The financial commitments and coordination efforts of federal CPCB partners to promote and support incorporation of smart growth into local recovery decision making and rebuilding led to additional commitments, both financial and in-kind, from various other local, state, federal and non-profit agencies. This allowed the partnership to expand in scope and mission, bringing in members from additional NYS agencies, national non-profits and local universities.

*Top left: May 2014 – Antonius Agelink addresses the Long Island Smart Growth Resilience Partnership roundtable. Bottom left: January 2015—CommunityViz workshop in Hauppauge, NY. K.C. Wilsey/FEMA.*



## SPOTLIGHT

The partnership identified a need among Sandy-affected communities on Long Island for technical assistance around resilient building and zoning codes. EPA has the programmatic infrastructure in place to provide such assistance. Building Blocks for Sustainable Communities is a steady-state EPA program that provides local governments with technical assistance. Through an interagency agreement, FEMA committed \$95,000 to have EPA use this program to help a Sandy-affected community in New York develop resilient building and zoning codes. Additionally, a joint EPA/FEMA guidance document will be developed for future use by other communities.

Another initiative in which CPCB RSF is helping to leverage resources of other agencies is implementation of Health Impact Assessments (HIA), which help guide local governments in avoiding or resolving impacts on public health in their decision making and actions. The partnership is conducting an assessment for Suffolk County on a local ordinance change that would impact on-site sewage systems and nearby wetlands. CPCB RSF's coordination efforts led to a financial commitment by EPA of \$75,000 plus a substantial in-kind donation of staff time with three EPA employees assigned to the project, making the assessment possible. The HIA team held a kick-off meeting in mid-December 2014, and held stakeholder meetings in March 2015.

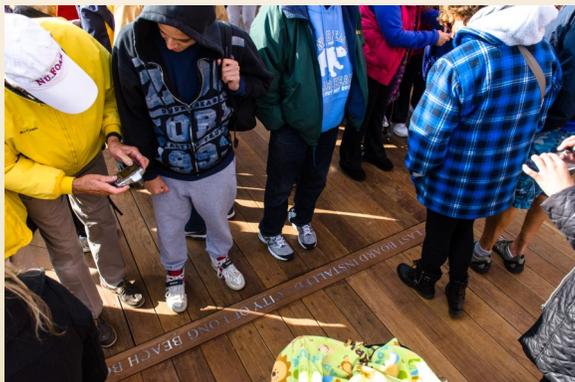
By partnering with state and local governments, the Smart Growth Initiative built on existing local and regional planning efforts to better apply federal resources. As a result of the Smart Growth Resiliency Partnership's success, there are currently requests and interest from additional communities outside of Long Island for similar assistance. Additionally, New York State has asked the Partnership to assist in the development of model local laws that support resilient zoning and building codes.

Through further coordination, CPCB RSF is leveraging financial commitments from EPA, Stony Brook University and the Nature Conservancy for Eco-System Services Valuation to aid local leaders and officials with key information to guide planning and decision making. This project identifies and estimates economic benefits of natural resources, specifically key eco-systems on Long Island, helping guide communities as they make decisions on infrastructure projects.

To learn more about the Long Island Smart Growth Resilience Partnership, check out EPA's blog post: [Turning Lemons into Lemonade: Resilience, Smart Growth and Equitable Development on Long Island](#).



*Near right: Residents inspect the rebuilt Long Beach boardwalk in October 2013. Far right: The boardwalk re-opens. Both images, Long Beach, NY. K.C. Wilsey/FEMA.*



## SUPPORT AFTER DISASTER (CONTINUED)

### **Yonkers Stormwater Summit**

The City of Yonkers in Westchester County, NY requested assistance from the HUD-EPA-DOT Partnership for Sustainable Communities to improve their stormwater management system through the integration of green infrastructure. The Partnership for Sustainable Communities reached out to the CPCB Field Coordinator for additional community planning and capacity building technical expertise that could be shared with the Yonkers municipal staff at their Stormwater Summit. The CPCB RSF drew on its FEMA partners in the Mitigation Group, as well as internal CPCB FEMA staff, to speak to the Yonkers audience. Topics included 1) integrating green infrastructure into hazard mitigation and comprehensive plans to qualify for funding, and 2) creating green infrastructure, open space, and natural resource management plans to inform hazard mitigation and comprehensive plans. Creating plans for open space and green infrastructure will earn Yonkers points in the National Flood Insurance Program's Community Rating System (CRS) which they are in the beginning stages of enlisting.

### **Recovery Planning Tools**

A partnership between CPCB RSF, the Housing RSF, and numerous non-governmental organizations created an

interactive Resource Mapping Tool that links damaged New York communities to available information resources. State and local entities utilized this decision-making tool to identify resource gaps.

CPCB RSF collaborated with the Health and Social Services RSF to pilot a Community Recovery Indicators tool with four NY jurisdictions. The tool is based on prior research funded by Department of Homeland Security through the University of North Carolina. The tool is designed to aid communities in consolidating baseline data for 79 possible measures of recovery progress, and provide a method for the communities to enter their own data to track recovery.

In January 2015, NY State, FEMA, EPA and other partners hosted training on CommunityViz, a participatory scenario-based planning tool. The week-long workshop, made possible by commitments from FEMA and EPA, provided valuable training to communities and recovery professionals on smart growth decision-making. The training integrated NOAA's sea-level rise tool, EPA's environmental justice indicators database, FEMA HAZUS and U.S. Census Bureau and local land-use data.



Above left: Participants in a GIS scenario training, NY. Above right: Poster from the Yonkers Stormwater Summit co-hosted by the City of Yonkers and the Partnership for Sustainable Communities.

## SUPPORT AFTER DISASTER (CONTINUED)

### **FACILITATING THE REDEVELOPMENT PLANNING PROCESS, GALENA, ALASKA**

In 2013, the city of Galena suffered a devastating flood when the Yukon River over spilled and flooded 90 percent of homes, some to their rooflines. In collaboration with the State of Alaska, the CPCB RSF worked to aid community officials in structuring a local recovery process that will shape redevelopment and relocation of Galena, a regional hub for 6 Native communities. CPCB RSF also identified and facilitated the involvement of a non-profit organization to initiate a community-led effort to redevelop the recreation area. CPCB worked with USACE, the U.S. Air Force, and the Tribal Government, to aid the community in addressing land use and property ownership challenges by facilitating coordination among agencies to transfer federal property for use as an emergency evacuation safe zone and possible future community re-location area.



### **COLLABORATION AMONG FEMA AND AMERICAN PLANNING ASSOCIATION IN SUPPORT OF LYONS, COLORADO**

Lyons, Colorado was one of the most highly impacted communities after flash flooding occurred across northern Colorado, in the fall of 2013. The communities housing stock was substantially affected, along with the commercial area, parks and the lifeblood of the community, the St. Vrain River. The community had existing planning capacity as evidenced by their recently updated comprehensive plan. However, the disaster presented a significant need to undertake post-event planning to update strategies and develop recovery priorities and actions.

Under CPCB Field Coordinator direction, a FEMA Community Recovery Technical Assistance Team partnered with the Colorado Department of Local Affairs and the University of Colorado Denver to support the city in development of a recovery action plan. The plan was developed through extensive stakeholder involvement and built to expand and implement items in the city's comprehensive plan to respond to the needs, opportunities, and changes brought by the flood.

With assistance from the CPCB field coordinators and the State of Colorado, members of the American Planning Association (APA) Community Planning Assistance Team (CPAT) also assisted the town of Lyons, Colorado, by providing recommendations and policy options for recovery and redevelopment focused on identifying hazard mitigation policy options that complement the town's recovery plan. The final APA report included visualizations and design work from students at University of Colorado Denver.

### **CONSOLIDATING RECOVERY ORGANIZATIONS, WASHINGTON**

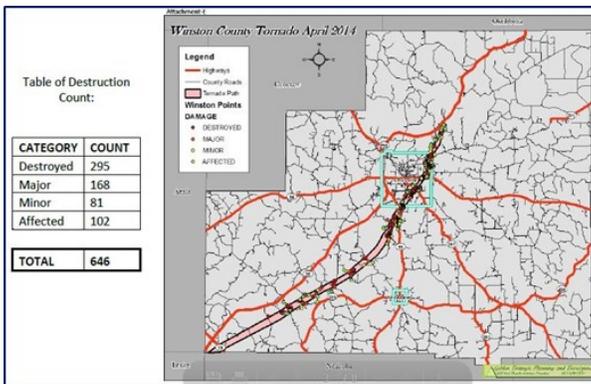
The largest wildfire in the history of Washington, burning 415 sq. miles and destroying orchards, agricultural ranches and range lands, and 312 homes, resulted in a federal declaration for assistance in August 2014. Concentrated in Okanogan County, the incorporated towns of Pateros, Brewster, Twisp and Winthrop were hardest hit. With disparate needs and varying degrees of capacity and resources, three separate Long Term Recovery Organizations were initially organized by local leaders based on geographical locations and commonalities in extent and nature of the impacts felt. Depending on their location and extent of damage, recovery needs and priorities for different communities varied.

Working together the CPCB field coordinator, FEMA's Alternative Dispute Resolution (ADR) Coordinator, and FEMA's Voluntary Agency Liaison (VAL) provided guidance and facilitated problem solving to local community leaders to assist them in consolidating the three recovery organizations into one unified Long Term Recovery Group (LTRG) representing county-wide interests. Guidance was also provided in developing a county-wide long term recovery strategy. This planning tool will be used to shape recovery efforts and to identify and anticipate ways the communities can be more resilient in preventing or minimizing future losses, as well as reducing the potential for future disasters.

## SUPPORT AFTER DISASTER (CONTINUED)

### SUPPORTING INFORMATION SHARING AND PLANNING, MISSISSIPPI

On April 27, 2014, a tornado touched down in Mississippi, leaving a swath of destruction in the City of Louisville. The CPCB RSF was activated, with an FDRC, to support the Mississippi Emergency Management Agency's State Disaster Recovery Coordinator with an assessment of the tornado's impact and help the community organize its recovery planning effort. The CPCB field coordinator assisted the Golden Triangle Regional Development District to develop a [map](#) which overlaid the tornado path and damage information on a Geographic Information System (GIS) map produced before the disaster. The local map showed Louisville neighborhoods, hospital, manufacturing facilities, and other community assets in relation to impacts. The mapping team also produced demographic maps of the neighborhoods, which were used by community leaders in participative community planning events. This information was further utilized when the city received an [EDA planning grant](#). The CPCB RSF field coordinator also facilitated the engagement of Mississippi State University in Starkville in offering subject matter planning expertise to the community and assigned six public policy graduate students to work with the city on disaster recovery planning.



### COLLABORATING WITH UNIVERSITIES

Activities in 2014 included innovative outreach to universities, in an effort to leverage their unique ability to contribute to disaster recovery and pre-disaster recovery planning efforts. In New Jersey, the coordination operation worked with the state Office of Emergency Management, Governor's Office of Recovery, the League of Municipalities, and two non-profit organizations, Sustainable Jersey and New Jersey Future, to match college volunteers with the recovery needs of some of the state's hardest hit local governments. Stockton College's Center for Community Engagement, with guidance from the CPCB Field Coordinator and partners, developed the "Adopt-a Town" program, which is designed to team Stockton faculty and students with towns in need of recovery resources and support. The college adopted the towns of Tuckerton and Little Egg Harbor. Faculty and students support community outreach and engage businesses and individuals in restoration and revitalization efforts.



In Alaska, the CPCB Field Coordinator engaged representatives from the local schools and the University of Alaska, Fairbanks, with community leaders to identify training and education opportunities for youth and adults in the community to build overall capacity in a period of rapid recovery changes.

To support recovery in the cities of Vilonia and Mayflower, Arkansas, a CPCB RSF Field Coordinator engaged Main Street Arkansas and the University of Central Arkansas' Center for Community and Economic Development (CCED) and their Community Development Institute. CCED will be holding an economic development "boot-camp" in 2015 to teach basic principles and build capacity in local recovery committees and chambers of commerce.

*Above left: Screenshot of mapped tornado path, Winston County, Mississippi, April 2015. Left: Louisville, MS, May 5, 2014 after a tornado struck the town. Bill Kopitz, FEMA.*

## BUILDING PRE-DISASTER RECOVERY PLANNING

The need for CPCB RSF to coordinate and provide support post disaster for local planning and capacity needs is reduced through effective pre-disaster recovery planning at the state, tribal and local levels that anticipates the process and resources needed to carry out post-disaster planning, leadership, community engagement and recovery management. An important activity for FEMA and the CPCB RSF is assisting state, tribal and local leaders as they undertake the process of pre-disaster recovery planning. Guiding state, tribal, and local governments and leaders, working to connect partners into pre-disaster planning, and conducting broad outreach and education activities are ways that CPCB coordinators and CPCB partners accomplish this key part of the CPCB mission.

### THE POSITIVE EFFECT OF PRE-PLANNING ON POST-DISASTER NEEDS

CPCB RSF was activated for the mudslide in Washington State (DR4168) that heavily affected Snohomish County and Oso, Washington which claimed 43 lives in March, 2014. The design of Snohomish County's recovery program was greatly aided by the County Community Development Director's participation in a prior peer-to-peer meeting exchange just two months before the Oso disaster. In this peer-to-peer meeting, experience and knowledge gained from Louisiana's recovery efforts following Hurricane Isaac greatly benefited Snohomish County in responding to the State Route 530 mudslide, and enabled them to have a more effective and coordinated response at the local level, which in turn reduced the need for engagement by the FDRC, CPCB RSF and other RSFs at the federal level.

*See spotlight on pre-disaster planning in Seattle, on pages 20 – 21 of this report.*

### TRAINING AND GUIDANCE FOR LOCAL GOVERNMENTS

The final draft of the *Recovery Pre-Disaster Planning Guide for Local Governments* (RPPG-L) is to be released mid-2015. The RPPG-L outlines a multi-step process to aid community leaders in pre-disaster recovery planning efforts that build on concepts from the *National Disaster Recovery Framework* and the *National Preparedness Goal*. The steps in the RPPG-L, called Key Activities, are intended to expand upon the six steps in the *Comprehensive Preparedness Guide* (CPG 101) and focus more specifically on the challenges and unique partnerships necessary for successful pre-disaster recovery planning.

The *Recovery Pre-Disaster Planning Guide* workgroup included representatives from Pennsylvania, Georgia, DC, Florida,

Louisiana, Alabama, Maine, Maryland, Arizona, North Carolina, Illinois, Virginia, and California. FEMA also launched the revision of the course *Disaster Recovery: The Local Government Role* (EMI Course E-210), and the companion G-270 course, intended for states to deliver to local governments.

### TRAINING AND GUIDANCE FOR STATES

A workgroup of approximately 20 state recovery experts representing a range of state agencies was assembled to participate in the development of materials and content for the *Recovery Pre-Disaster Planning Guide for States* (RPPG-S) guidance document. The draft was widely disseminated and more than 200 comments were received from a range of FEMA, state, and federal commenters. The final document is scheduled to be released mid-2015. A companion course, *State Recovery Planning and Coordination* (EMI Course number E-209), was piloted at the Emergency Management Institute in April, with representatives from 20 states in attendance. The revised course is to be offered August 2015.

State leadership is critical to building pre-disaster recovery capability and plans and for effective post-disaster state management. To elicit greater senior state leadership to take active roles and establish robust recovery plans, FEMA also initiated a project in collaboration with the University of North Carolina to develop written and video case studies of state leadership and management of recovery. The governors and key state officials from Mississippi and North Carolina are being interviewed regarding state leadership during Hurricanes Katrina and Floyd, respectively. The materials will be used in training and in collaboration with partners to educate a range of state leaders and officials.

## PRE-DISASTER COMMUNITY PLANNING PEER-TO-PEER VISITS

Peer-to-peer learning is one of the most effective ways of aiding communities to prepare for recovery before a disaster or even to spring to action post disaster. Ed Murray, the Mayor of Seattle, expressed the value of this approach in his remarks about a subsequent visit by St. John the Baptist Parish President, Natalie Robottom, to his city, “One of my priorities is to prepare our community for major emergencies using the most innovative and effective methods possible. I believe in learning lessons from those who have developed real-life expertise by living through the severity of hurricanes and other disasters”

In October 2013, a group of Puget Sound leaders and planners travelled to Louisiana to meet over the course of four days, in four locations throughout the region, to learn from the recovery experiences of state and local leaders. St. John the Baptist Parish conveyed their successes and lessons learned through recent experiences implementing their recovery planning and management approach following Hurricane Isaac. The parish worked with state and federal partners to apply elements of the NDRF at the local level.

Recovery managers involved with the 2014 landslide in the Oso, Washington, credited skills learned during this peer-to-peer visit to Louisiana in 2013 with helping set the stage for a successful recovery operation. Key themes emphasized during the visit to Louisiana included:

- ◆ Insurance, industry, and communities lead recovery – *not government*.
- ◆ Be transparent and speak with one voice.
- ◆ Manage expectations from DAY ONE.
- ◆ Outreach down to the individual.
- ◆ Leverage funding streams creatively.
- ◆ *In every instance, pre-disaster planning would have helped speed recovery efforts.*



The FEMA Region VI CPCB RSF Coordinator, Charlie Cook, and FDRC Wayne Rickard, collaborated with the States of Washington and Louisiana, and worked with the Washington Coalition of Recovery Planners (WACorp) and the Region X State Regional Catastrophic Preparedness Grant Program (RCPGP) to arrange and support this peer learning trip.

The peer exchange continued in 2014 when two key recovery leaders from St. John the Baptist Parish travelled to the Puget Sound region in May of 2014 for two seminars, Post-Disaster Recovery Seminar, Lessons Learned from Hurricane Isaac. Natalie Robottom, President of St. John the Baptist Parish, and Raymond Goodman, Disaster Recovery Manager, for the parish travelled to Snohomish and Pierce Counties in Washington to meet with non-profits, community organizations and private sector leaders. Robottom and Goodman also met with the Mayor of Seattle, Director of Emergency Management, the Seattle Planning Committee, other Seattle government leaders, and the King County Cabinet.

**Post-Disaster Recovery Seminar  
Lessons Learned from  
Hurricane Isaac**

**Two opportunities to attend!**

<b>NORTH PUGET SOUND</b> May 5, 2014   9:00am - 11:00am Future of Flight Aviation Center 8415 Paine Field Blvd, Everett, WA 98204	<b>SOUTH PUGET SOUND</b> May 7, 2014   1:00pm - 3:00pm STAR Center 3873 S. 66th St Tacoma WA 98409
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*Top: Puget Sound officials meet with St. John the Baptist parish officials to discuss recovery.*

*Bottom: promotional materials for the seminar.*

## SPOTLIGHT

*Left: St. John the Baptist Parish President speaks at peer-to-peer exchange.*

*Right: La Place, LA following Hurricane Isaac.*



“It is invaluable to have access to folks that have had real life experience and expertise of surviving and recovering from a major disaster in their parish. We can't thank President Robottom and Local Disaster Recovery Manager Raymond Goodman, enough for taking the time to talk with the communities in the Puget Sound about their lessons learned from Hurricane Isaac. I was thoroughly impressed with the way your parish was able to involve your whole community in the *St. John the Baptist Recovery Strategy*,’ said Casey Broom, Pierce County Recovery Coordinator.”

More information on the 2014 trip can be found on the [St. John the Baptist Parish website](#).

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### **CURRENT RECOVERY PLANNING EFFORTS IN THE PUGET SOUND REGION**

The city of Seattle, Office of Emergency Management, is expected to release their final Disaster Recovery Framework in May 2015. This document incorporates principles and recommendations from the NDRF and lessons in Louisiana. The city is using these lessons to develop a pre- and post-disaster recovery planning process that ensure stakeholder and neighborhood engagement. The city’s new Framework is designed to guide recovery activities both pre-event and post-event. As noted in the document: “Each recovery sections in the plan ends with a list of ‘Potential Reinventions’ which identify how, in recovering and rebuilding from a disaster, we may find opportunities to ‘build back better,’ advancing Seattle’s collective vision for its best possible future.” Seattle has a strong reliance on a community network, including neighborhood councils, Council districts, business improvement areas, neighborhood-based schools, community-based organizations, and Seattle’s Boards and Commissions. The Framework integrates this network infrastructure into the communications mechanisms as well as the community recovery planning and engagement component for its implementation. A strong relationship with other city plans and exercises is also emphasized in the Frameworks structure, including integration with the Comprehensive Plan, the risk assessment, Hazard Mitigation Plan, Emergency Operations and the Continuity of Operations Plan. King, Pierce, and Snohomish Counties are all in various stages of development recovery plans as well building in lessons and NDRF principles.

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## BUILDING PRE-DISASTER RECOVERY PLANNING (CONTINUED)

### BUILDING INSPECTION PEER-TO-PEER REFERRALS FOR MAUI

While conducting recovery planning, Maui County in Hawaii identified challenge regarding a need to increase building inspection capability that would be needed to address a large surge during reconstruction from a major hurricane. The CPCB Coordinator in FEMA Region IX aided Maui County by providing points of contact, across the country that were available to offer guidance on ways to augment building inspection capability after a disaster. Lessons learned and examples were also provided.

### BUILDING TRIBAL RECOVERY CAPABILITY WITH CATAWBA TRIBE

Region VII hosted the first ever NDRF and recovery planning training and summit with the Catawba Indian Nation. The goal of these was to begin the conversation, improve capability and collect input on how the Federal Government and Tribal Governments are going to engage and coordinate on recovery. Region VII staff also developed a *Tribal Concept of Operations* document that included NDRF and FDRC elements.



**Catawba  
Indian Nation**

### REGIONAL SUPPORT TO STATES AND COMMUNITIES

State and local recovery pre-disaster planning support activities also included:

- ◆ Los Angeles Catastrophic Planning Guidance and provided summary and analysis to Natural and Cultural Resources RSF partners;
- ◆ Guidance to local agencies in King County, WA, and Seattle, WA, in the development of their disaster recovery and resilience plans;
- ◆ Arkansas' long-term recovery exercise that led to identification of state CPCB RSF leads;
- ◆ Development of a federal/state recovery catastrophic plan for the San Francisco Bay Area;
- ◆ GIS data and capability development for the California San Francisco Bay Area Earthquake Exercise including adding regional and local planning activities into the FEMA geoportal, overlaid with liquefaction susceptibility and the shake maps for two potential catastrophic earthquakes in the area;
- ◆ Supported the revision of the Arizona *Disaster Recovery Framework*;
- ◆ Panel discussion at the Pacific Risk Management Ohana (PRiMO) annual meeting focused on Post-Disaster Reconstruction Planning;
- ◆ Guidance to both Oregon and Maine in the development of a recovery plan;
- ◆ Assisted the Alaska in the development of a *Community Disaster Recovery Guide* and accompanying presentation that has been given to various communities in the need for communicating recovery structure and pre-disaster planning;
- ◆ Region I staff supported the Connecticut Recovery Exercise and advised the state on how to fund community planning and capacity building related issues using CDBG funding;
- ◆ Assisted the City of Rockford, Illinois, in locating subject-matter experts inside FEMA, the federal family, and the non-profit community as the community undertakes a comprehensive plan revision that will include recovery plan elements; and
- ◆ Region III staff in Philadelphia coordinated with the Governor's Institute and Maryland's Department of Natural Resources to identify coordination needs for MD's Climate Preparedness Task Force and develop a framework for utilizing partnerships in the state disaster recovery planning process.

## THE YEAR AHEAD

In 2014 the CPCB RSF further matured its approach to recovery support, expanded its horizons into more areas of capacity building for recovery, and built new partnerships that will serve CPCB RSF in the years to come. Activities that have proven successful will grow in 2015, including:

- ◆ Educating our members and new partners, as well as looked inward at how capabilities can be better built and applied;
- ◆ Collaborating to leverage resources among organizations to fund recovery managers and planning;
- ◆ Contributing to planning teams and working to educate state and community leaders of the importance of pre- and post-disaster planning and recovery management;
- ◆ Advising organizations that had never before realized the opportunity to participate in disaster recovery;
- ◆ Forging creative partnerships among sustainability and smart growth organizations to integrate the state-of-the-art community design into the recovery period; and
- ◆ Delivering training events of various types in collaboration with states, non-governmental organizations and federal agencies to build resilience and community leadership.

CPCB Regional Coordinators will be working with their EPA regional counterparts in 2015 to support EPA's "Making a Visible Difference in Communities" initiative. The goal of this program closely aligns with the cross-cutting local planning and capacity building mission of the CPCB RSF. "[EPA's] goal in these focus communities is to better coordinate across EPA programs, with states, tribes, and local governments, and with other federal agencies to improve how we work together to support community needs." The development of connections with highly complementary partner initiatives and programs, like the EPA initiative, build a strong interagency relationship that will benefit communities before and after disasters to address local planning, management, leadership and capacity building challenges during recovery.

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### EMPHASIZING COMMUNITY RESILIENCE PARTNERSHIPS

As we move forward, community resilience is a growing focal point for many disciplines, especially in disaster recovery. Resilience is integral to the work of CPCB RSF, especially in building the elements that make for a well-functioning community and local government system – leadership, participation, communication, ownership, capability, planning, management, decision making, and many others. These challenges are common to many partner agencies regardless of whether they have a disaster focused program or not. These resilience or capacity elements are needed for effective environmental improvement, housing improvement, mitigation decisions, and economic development among many challenges. This commonality focused on various forms of community resilience brings partners to the CPCB table. Current and prospective partners are undertaking range of initiatives that CPCB RSF plans to engage in its growing network.

# THE YEAR AHEAD

## FOCUS AREAS FOR 2015

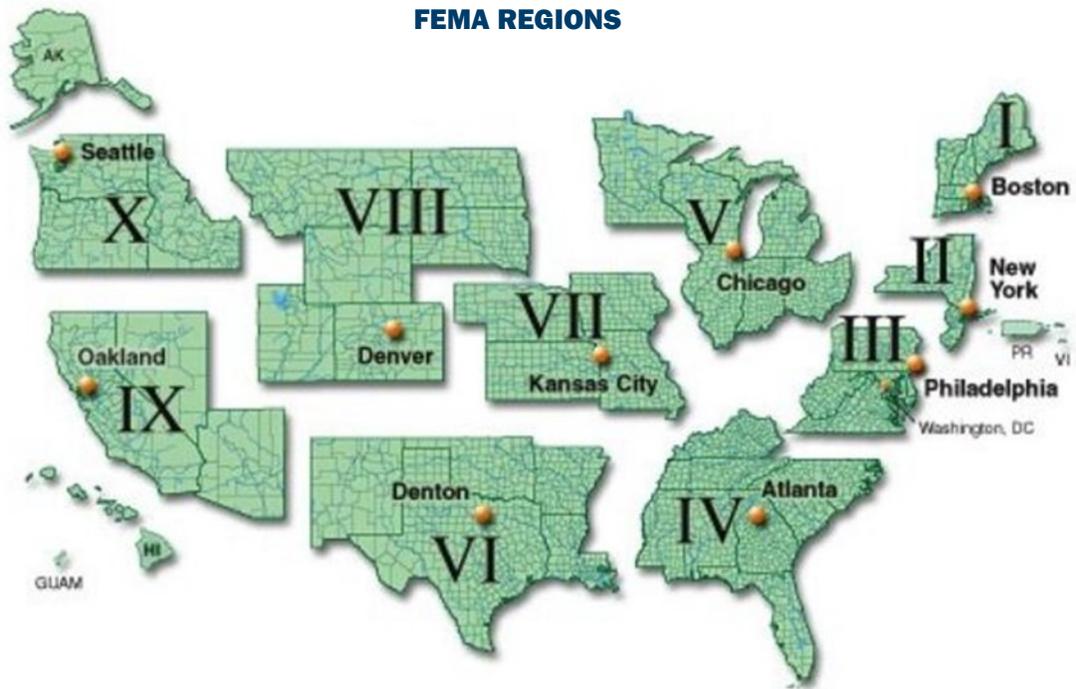
CPCB RSF partner agencies will continue efforts to build pre-disaster capability at the federal, state, and local level for support to local leadership, planning, recovery management, and whole community engagement. We look forward to continued collaboration in the coming year. There are several major areas that are key to the efforts of FEMA as the coordinating agency, some driven by external factors, some by FEMA challenges and some by recommendations or observations from partners. Partner contribution to these, and identification of other opportunities, is essential to moving the RSF forward.

- ◆ Build deeper relationships with federal support agencies, their components and programs;
- ◆ Improve consistency in field operations and engagement of CPCB partners in disaster activities, through actions such as completion of the FEMA CPCB Management SOPs;
- ◆ Build internal FEMA capability through expansion and training of reservist cadre;
- ◆ Expand the Community Recovery Management Toolkit with development of new resources in collaboration with partners;
- ◆ Launch the local, tribal, and state recovery pre-disaster planning guides;
- ◆ Build defined partnerships to assist in promoting and implementing pre-disaster planning under these new planning guides;
- ◆ Collaborate with CPCB partners on resilience-building initiatives; and
- ◆ Better define and standardize FEMA provided Community Recovery Technical Assistance (TA).

**National Disaster  
Recovery Framework**

**STRENGTHENING  
DISASTER RECOVERY  
FOR THE NATION**

**APPENDIX**



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## APPENDIX (CONTINUED)

### BUILDING CAPACITY FOR LEADERSHIP, PLANNING AND RECOVERY MANAGEMENT, COLORADO

Five symposia, trainings or workshops supported by the CPCB field coordinator and CPCB partners occurred from late November 2013 to August of 2014. The information in this table explains the scope of these events and who attended.. Information on the workshop and other community recovery resources can be found on the [Colorado United website](#).

Event	Attendees		
	Total	Local Gov'ts	Agencies
<p><b>Colorado Recovery Symposium</b> November 22, 2013</p> <p>The State, CPCB RSF, and the American Planning Association collaborated to deliver a symposium that brought together local leaders from affected states to convey lessons learned and advice. The workshop assisted local government officials in understanding the process of post-disaster long-term recovery planning for community and economic recovery, facilitated a discussion on stream recovery issues that enables participants to develop a strategic approach to these decisions, and provided a resource fair among agencies and organizations.</p>	140	39 representatives	39 state, 41 federal, 4 private sector, 14 academic institution representatives
<p><b>Colorado United Funding Workshop</b> April 21, 2014</p> <p>Funders provided information about more than two dozen recovery funding opportunities in the areas of community planning, economic recovery, natural and cultural resources, housing, and infrastructure and stream restoration. CPCB was part of the planning committee, participated in partner outreach, researched funding opportunities, facilitated breakout sessions and planned for and facilitated an open house session that offered an opportunity for participants to ask questions and seek resources from over 20 different agencies/organizations.</p>	190	20 governments, 101 representatives	20 agencies, 89 representatives
<p><b>Colorado Resiliency and Sustainability Summit</b> June 4, 2014</p> <p>The Governor's Recovery Office hosted senior state and federal representatives at this kick-off event for the state's resiliency planning process. CPCB supported the Recovery Office in the event planning, partner outreach and material development; developed the structure of the facilitated group breakout sessions and created a comprehensive report for the state based on feedback.</p>	57	not available	not available
<p><b>Colorado Watershed Symposium</b> July 18, 2014</p> <p>The symposium highlighted regional watershed planning, best practices and lessons learned, and multiple networking opportunities to build collaborative relationships. CPCB was part of the planning committee for the event, participated in partner outreach, material development and developed the structure of the facilitated group break-out sessions.</p>	167	75 local government, state, federal and non-profit agencies and organizations	
<p><b>Grant Skills Workshop</b> August of 2014</p> <p>The American Red Cross, under their new approach to supporting community recovery, partnered with the CPCB RSF and the State of Colorado to facilitate providing a training workshop to flood and fire affected communities on grant writing and management.</p>	98	20 local government and county representatives	
<b>TOTAL</b>	<b>652</b>		

## RESOURCES

The following list provides links to documents, tools, events, efforts, centers, partners or other resources mentioned in this report.

American Planning Association (APA) - *Hazards Planning Center* at <https://www.planning.org/nationalcenters/hazards/>.

American Planning Association (APA) - *Planner Advisory Service (PAS) Report #576, "Planning for Post Disaster Recovery: Next Generation"* [https://www.planning.org/pas/reports/pdf/PAS\\_576.pdf](https://www.planning.org/pas/reports/pdf/PAS_576.pdf).

American Planning Association (APA) - *Hazard Mitigation and Disaster Recovery Division* <http://nhma.info/hmdr-division-approved-by-apa-board-of-directors/>.

Colorado United, a disaster recovery website <https://sites.google.com/a/state.co.us/coloradounited/>.

Department of Housing and Urban Development (HUD) - *Community Development Block Grant – Disaster Recovery (CDBG-DR) program* <http://www.hudexchange.info/programs/cdbg-dr/>.

Department of Housing and Urban Development (HUD) - *Hurricane Sandy Rebuilding Strategy* <http://portal.hud.gov/hudportal/documents/huddoc?id=HSRebuildingStrategy.pdf>.

Department of Housing and Urban Development (HUD) - *Directory of Disaster Response and Recovery Resources* [http://www.hudhre.info/documents/disasterrecoverydirectory\\_june2009.pdf](http://www.hudhre.info/documents/disasterrecoverydirectory_june2009.pdf).

Department of Housing and Urban Development (HUD) - *Office of Economic Resilience* [http://portal.hud.gov/hudportal/HUD?src=/program\\_offices/economic\\_resilience](http://portal.hud.gov/hudportal/HUD?src=/program_offices/economic_resilience).

Environmental Protection Agency (EPA) - *Overview of Federal Disaster Funding Programs* <http://water.epa.gov/infrastructure/watersecurity/funding/fedfunds/overview.cfm>.

Environmental Protection Agency (EPA) - *Greening the Apple* blog <http://green.blogs.nytimes.com/2011/08/04/e-p-a-is-greening-the-apple/?r=0>.

Economic Development Agency (EDA) - *Disaster Recovery Resource* <http://www.eda.gov/about/disaster-recovery.htm>.

Faulkner County – Vilonia and Mayflower recovery documents <http://faulknerarresilience.org/index.php/recovery-documents-publications>.

FEMA - *Colorado Community Recovery Symposium* <http://www.fema.gov/es/media-library/assets/videos/92984>.

FEMA - *Community Recovery Management Toolkit* <http://www.fema.gov/national-disaster-recovery-framework/community-recovery-management-toolkit>.

International City/County Managers Association (ICMA) - *Knowledge Network: Disaster Recovery* [http://icma.org/en/icma/knowledge\\_network/home](http://icma.org/en/icma/knowledge_network/home).

International Economic Development Council (IEDC) - *Restore Your Economy* <http://restoreyoureconomy.org/>.

Lyons, Colorado - *Post Disaster Housing Recovery Collaborative* <http://www.lyonsrecovery.com/uploads/8/3/4/9/8349039/lyonsrecoveryactionplan-fullresolution.pdf>.

Lyons, Colorado - *APA Community Planning Assistance Team* <https://www.planning.org/communityassistance/teams/lyons/>.

**RESOURCES (CONTINUED)**

Mayflower Recovery Plan to be Unveiled Tuesday, April 26, 2015, Arkansasonline.com <http://www.arkansasonline.com/news/2015/apr/26/mayflower-recovery-plan-be-unveiled-tuesday/>.

NADO Arkansas Recovery Workshop <http://www.nado.org/workshop-materials-now-available-from-lessons-from-the-storm-building-and-rebuilding-strong-sustainable-and-disaster-resilient-communities/>.

National Association of Development Organizations (NADO) - *Disaster Mitigation and Recovery Resources* <http://www.nado.org/category/resources/disaster-recovery/>.

*New Jersey Future* <http://www.njfuture.org/>.

New York City - *One City, Rebuilding Together* [http://www1.nyc.gov/assets/home/downloads/pdf/reports/2014/sandy\\_041714.pdf](http://www1.nyc.gov/assets/home/downloads/pdf/reports/2014/sandy_041714.pdf).

New York City - *NYC Recovery* <http://www1.nyc.gov/site/recovery/index.page>.

*Partnership for Sustainable Communities*, a partnership combining the resources of HUD, DOT and EPA <http://www.sustainablecommunities.gov/>.

State of New York - *New York Rising: Community Reconstruction Program* <http://stormrecovery.ny.gov/community-reconstruction-program>.

State of New York - *Recommendations to improve the Strength & Resilience of the Empire State's Infrastructure* <http://www.governor.ny.gov/assets/documents/NYS2100.pdf>.

St. John the Baptist Parish, Louisiana - *One Parish, One Future: Building Back Better & Stronger* a video <http://www.sjbparish.com/recovery-residents-index.php?id=1537>.

St. John the Baptist Parish - *Community Recovery Strategy* <http://gohsep.la.gov/agencyrelated/SJBRecoveryStrategy.pdf>.

Vilonia Recovery <http://www.rebuildvilonia.org/>.

Vilonia Recovery Alliance in for the Long Haul <http://thecabin.net/commentary/2015-05-02/vilonia-recovery-alliance-long-haul>.

Vilonia Recovery Plan, April 29, 2015 <http://nebula.wsimg.com/e2e44901333f47d8b47a088767423ddc?AccessKeyId=BAB1BC8BACE2C278ED1D&disposition=0&alloworigin=1>.

Vilonia School Rebuilds Ahead of Schedule, April 25, 2015, thecabin.net <http://thecabin.net/news/2015-04-25/vilonia-intermediate-school-rebuild-ahead-schedule>.

Cover photographs from the FEMA Photo Library.