



Long-Term Community Recovery ToolBox

PARTNERING FOR RECOVERY

March 2012



FEMA

COMMUNICATIONS MAPPING TOOL

DECISION-MAKING TOOL

PROJECT DEVELOPMENT GUIDE

RESOURCE GUIDE



QUICK START USING THE LTCR TOOLBOX

LTCR tools are generally used in the sequence in the *LTCR ToolBox*, but the sequence may change depending upon where your community is in the recovery process and the kind of help you need. These LTCR tools include the following:



LTCR TOOLBOX
COMMUNICATIONS MAPPING TOOL



LTCR TOOLBOX
DECISION-MAKING TOOL



LTCR TOOLBOX
PROJECT DEVELOPMENT GUIDE



LTCR TOOLBOX
RESOURCE GUIDE

1. Read the Introduction first.
2. Familiarize yourself with the Step-by-Step Instructions included within each tool.
3. Select the tool you are interested in using.
4. Use the accompanying CD to print templates and tools as well as search the Resource Guide.

You are now ready to begin using the *LTCR ToolBox* to help your community with its recovery.

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INTRODUCTION



OVERVIEW

Disaster recovery creates new challenges for communities. Coordinating projects, activities and issues of residents and local government become new priorities. Due to these challenges that arise after a disaster, this *ToolBox* was created to help communities manage recovery activities. The *ToolBox* is intended for use by community members, local leaders and state and federal agencies involved in long-term community recovery.

Long-Term Community Recovery Process

LTCR is a federal, state and local initiative that provides unique support to communities recovering from a disaster.

LTCR is a holistic process that utilizes LTCR professionals to assess disaster impacts, build community capacity and connect resources to support recovery. The LTCR process gradually transitions into a community led implementation process with ongoing federal and state support as appropriate.

LTCR is a community-driven process that helps:

- Articulate a post-disaster community vision.
- Identify disaster-related projects to achieve the vision.
- Identify opportunities that become possible through recovery.
- Facilitate partnerships to coordinate and optimize resources.

Role of Public Participation

Community involvement is a necessary and critical element of LTCR. Community collaboration strengthens and revitalizes a community after a disaster by building consensus for recovery. Public participation establishes community vision and shared goals and affirms community-planning.

Community involvement occurs throughout the process and at key milestones, as identified by the green diamonds on the LTCR Process Diagram on the following two pages. Each stage includes community input and confirmation of direction before moving to the next stage.



Community meeting participants providing input at various LTCR events





Sequence of LTCR Activities

Implementation of the LTCR process generally occurs in five stages. The LTCR Process Diagram illustrates the sequence of recovery activities and the critical points at which specific tools support activities and facilitate the process.

ASSESSMENT

Following a disaster, FEMA initiates a LTCR assessment to evaluate a community's capacity to recover. In partnership with the state, LTCR leadership identifies communities needing program support and the type of support to be provided. Technical assistance advisors convene stakeholders to guide the community through the LTCR process.

VISION

One of the first activities in the process is articulating a post-disaster community vision. A community vision inspires recovery activities, facilitates a unity of purpose and provides long-term direction. The vision is a benchmark used to evaluate recovery activities and decisions. The **Communications Mapping Tool** is useful during this stage to assist stakeholder groups to identify and implement strategies for community communication needs.

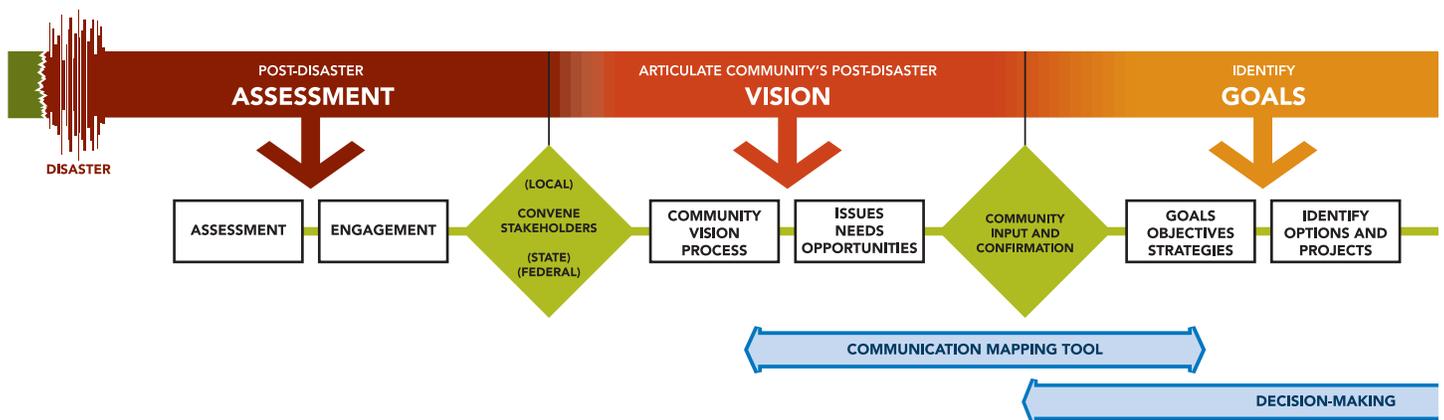
In determining its post-disaster vision, a community discusses issues, needs and opportunities resulting from the disaster. A public event organized at this point helps facilitate a community-wide discussion.

GOALS

Activities during this stage focus on identifying steps to achieve the community's post-disaster vision. The community begins with developing goals and strategies which guide the development of project ideas. The **Decision-Making Tool** facilitates this process.

Before moving to the next stage, a public event brings the community together to confirm vision and goals and invite input on solutions to recovery challenges.

LONG-TERM COMMUNITY



Long-Term Community Recovery (LTCR) Process Diagram illustrating sequence of recovery activities, public participation and use of LTCR tools



PROJECTS

At this stage, communities develop specific projects that can move them closer to their post-disaster vision. Participants describe, evaluate and prioritize projects and develop a resource strategy to support them. The **Project Development Guide** helps communities organize and refine proposals.

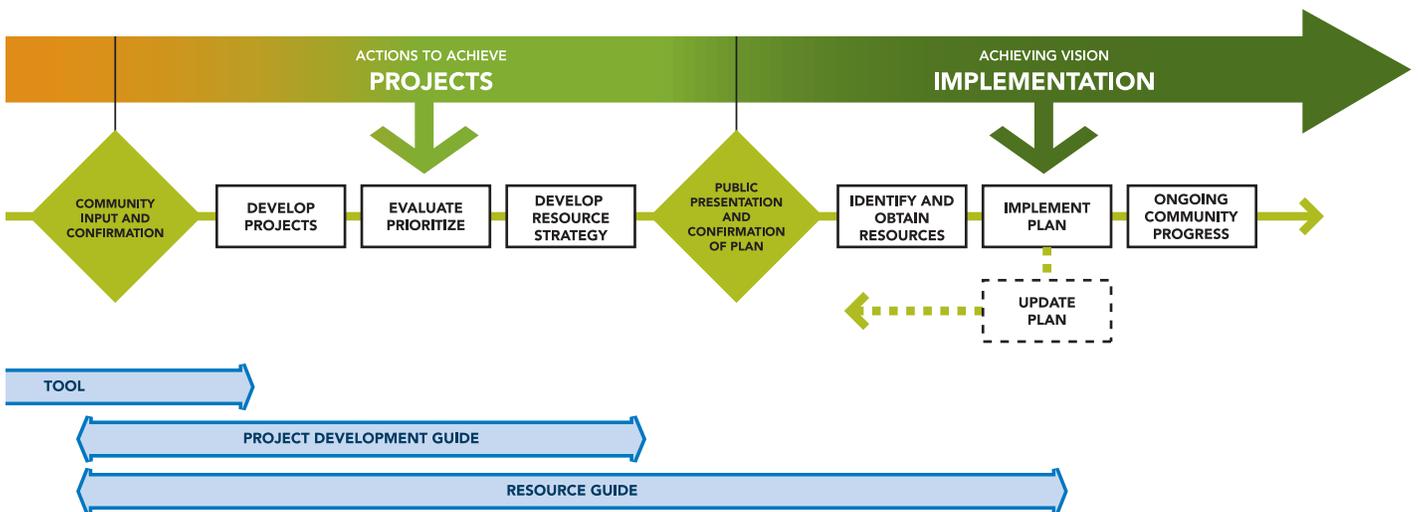
Community leaders and recovery professionals compile results generated at each stage to draft an LTCR plan. The plan guides the overall strategy for recovery and implementation. Presenting the plan to the community at a public event validates results, confirms direction and reinforces community support.

IMPLEMENTATION

During implementation, communities take the lead and begin to carry out project activities. Community members can use the **Resource Guide** to match appropriate resources with projects generated in the previous stage.

As implementation occurs and recovery activities progress, updates to the plan become necessary. Updates are based on consideration and evaluation of completed projects and actions, current conditions and new or revised priorities. Ongoing evaluation is important to ensure actions support the community's vision and goals for recovery.

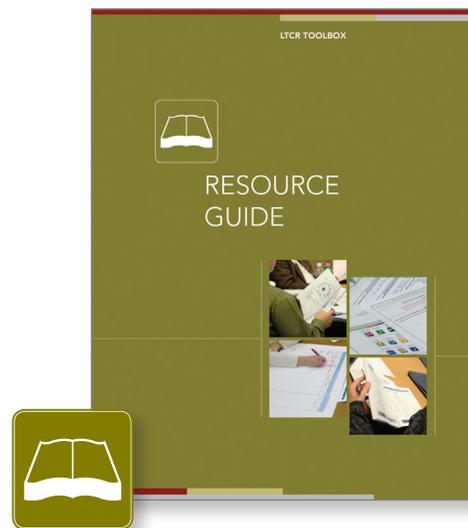
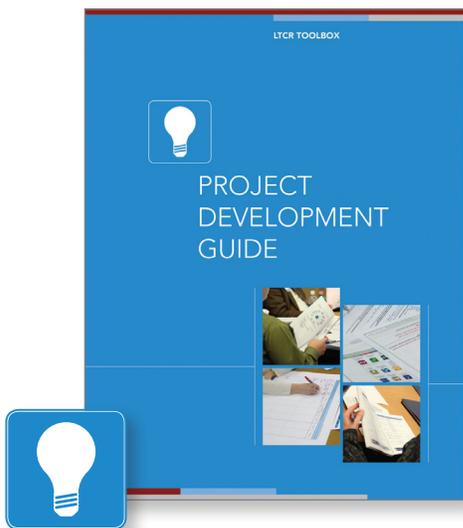
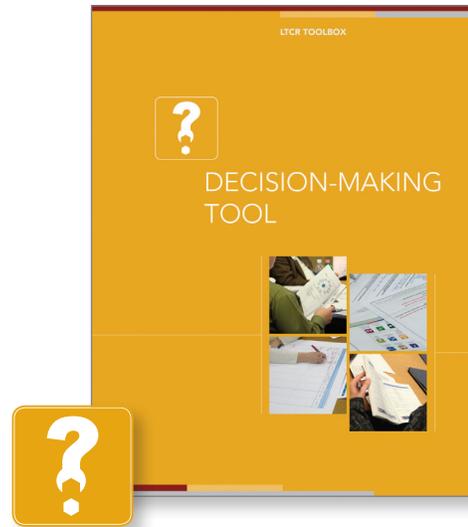
RECOVERY (LTCR) PROCESS DIAGRAM



LTCR TOOLBOX

For the purposes of this *ToolBox*, all references to tools, process, vision, goals, objectives, strategy, projects and plans are made within the context of the LTCR process and should be considered as LTCR specific.

The *ToolBox* supports the work of local communities and recovery professionals involved with long-term disaster recovery. The tools aid with communication, decision-making, identification and development of projects and the creation of funding strategies critical to community long-term recovery. The LTCR Process Diagram on the previous page generally shows where specific tools could be used to address typical issues.





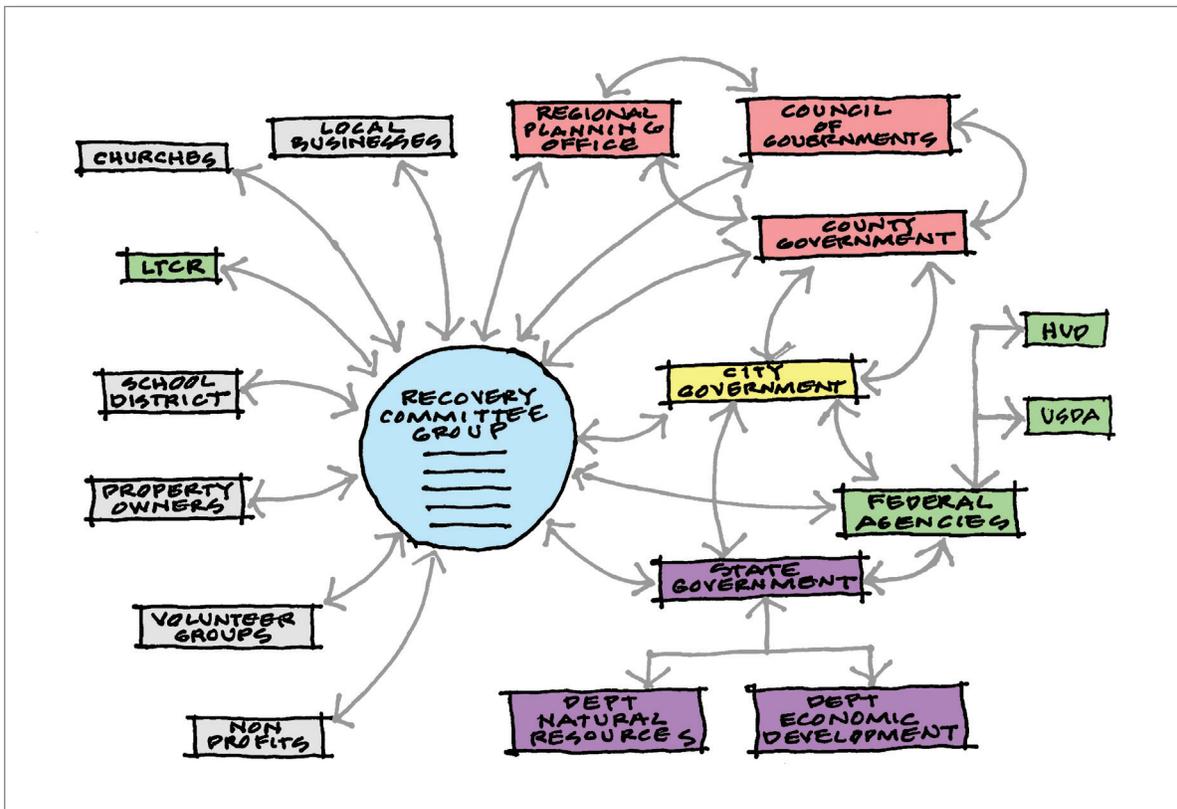
LTCR TOOLBOX
COMMUNICATIONS MAPPING TOOL

The Communications Mapping Tool (CMT) is a guide to identifying LTCR stakeholder communication networks and techniques. The tool helps identify effective communication techniques for gathering and sharing information necessary for successful disaster recovery.

Connections: The CMT is most effective when started early in the process so all activities facilitate effective communication. Users of other tools benefit from the CMT by knowing how best to communicate about potential projects, programs and resource strategies.

The CMT:

- Builds a framework for communication strategies.
- Helps the core group to identify other stakeholders and resources.
- Defines effective pathways and techniques to improve communication.



An example of a Communications Mapping Tool

? LTCR TOOLBOX
DECISION-MAKING TOOL

The Decision-Making Tool (DMT) is a process and template to guide decision-making during disaster recovery. The tool provides a concise way to identify and evaluate potential projects for further development.

The DMT, shown below, helps communities articulate, record and evaluate recovery ideas and build agreement on priorities. A successful project assists in achieving community vision and goals created in response to the disaster.

Connections: The DMT is used by communities to develop potential projects that incorporate vision and accomplish goals. The tool serves as a first step toward completing the Project Development Guide (PDG). Concepts and ideas developed using the DMT are the basis to search for potential resource providers and partners in the Resource Guide.

| SECTOR: HOUSING | | | | | | | | | |
|--|---|---|--|--|---|--|---|--|--|
| COMMUNITY VISION: Creating a strong community devoted to family, fostering business, working together for future growth. | | | | | | | | | |
| GOAL: Expand housing choices. | | | | | | | | | |
| IDEAS | ONGOING EFFORTS | GAPS | PROJECT OPTIONS | OPPORTUNITIES | CONSIDERATIONS | | RESOURCES | DECISION | NEXT STEPS |
| | | | | | BENEFITS | CHALLENGES | | | |
| How can we accomplish this GOAL? | What efforts are currently underway in the community to advance the GOAL and IDEAS? | What prevents progress towards success in the GOAL, ONGOING EFFORTS or IDEAS? | What potential PROJECTS help accomplish your GOAL? | What OPPORTUNITIES exist to enhance potential PROJECTS? | What BENEFITS and CHALLENGES do these OPTIONS present? | What BENEFITS and CHALLENGES do these OPTIONS present? | What internal and external RESOURCES are available to pursue these OPTIONS? | What is the preferred PROJECT OPTION? | What must be done to move a preferred OPTION forward? Who will take responsibility? What are target completion dates? |
| RESTORE HOUSING AS SOON AS POSSIBLE. | City Housing Redevelopment Plan. | The flood made housing recovery needs more acute. A multi-faceted approach is necessary to better meet the need for housing in general. | Establish Housing Resource Office (HRO). | Consolidate all building processes utilizing the existing City Housing Redevelopment Plan. | Housing and redevelopment can occur faster if there is access to a "one-stop-shop" program and location to assist with information on permitting, inspection, financing and rebuilding options. | Ensuring the HRO Program is properly staffed with professionals who are well versed in the rebuilding process. | U.S. Department of Labor (DOL); State Housing Resources Corporation; U.S. Department of Agriculture (USDA), Rural Development; U.S. Department of Housing and Urban Development (HUD); Enterprise Foundation, Green Communities grants and loans. | PREFERRED PROJECT OPTION HRO Program is most important project in sequence of three. Every redevelopment activity would go through this program. This program could be done first and the others implemented immediately thereafter. | Utilize Project Development Guide (PDG) to develop Housing Resource Office program based on existing information and information to be gathered. |
| | | | Redevelop FEMA mobile home group site. | The general public supports redevelopment of this site as they prefer permanent housing rather than temporary housing on the site. | Temporary housing developed into an attractive mixed use development. | Moving people out of FEMA trailers and then removing trailers. Rezoning property for redevelopment. Installing infrastructure for subdivision. Updating City Housing Redevelopment Plan. | State Housing Resources Corporation; USDA Rural Development; HUD. | Community residents are concerned about the future of this site. After establishing the HRO this is the highest development priority in the community. | Utilize Project + Program Development Guide (PDG) to develop FEMA mobile home group site project based on existing information and information to be gathered. |
| | | | Develop new planned duplex development. | Provide additional housing choice as listed in City Housing Redevelopment Plan. | Availability of attractive affordable housing for the elderly and those on fixed incomes. | Securing the funding needed to develop project. | USDA, Rural Development; HUD; Enterprise Foundation Green Communities grants and loans. | After establishing the HRO this is the second highest development priority. A variety of housing types is important to the community as they try to both attract and retain a diverse population. | Utilize Project + Program Development Guide (PDG) to develop planned duplex development project based on existing information and information to be gathered. |

Example of Iowa Decision-Making Tool used to record and evaluate recovery ideas



LTCR TOOLBOX
PROJECT DEVELOPMENT GUIDE

The Project Development Guide (PDG) is a template to assist in the development of LTCR projects. The PDG outlines a clear method for advancing projects toward implementation.

This tool, shown below, assists communities with organizing project-related information. Communities use this tool after identifying initial project concepts. The PDG supports connecting projects to resources.

Connections: The PDG organizes information generated by the DMT. Information in the PDG can be used to search for resource providers in the Resource Guide. Communities can update their communication map with project-related resources.

| | |
|--|-------------------|
|  PROJECT DEVELOPMENT GUIDE (PDG)  | |
| DATE | |
| COMMUNITY | |
| PROJECT NAME | |
| SECTOR | |
| PROJECT CHAMPION | |
| | Name Title |
| CONTACT INFORMATION | |
| | Phone Cell E-mail |
| COMMUNITY VISION | |
| GOAL | |
| <p>A. PROJECT DESCRIPTION</p> <p>A1. Project description and background (include information about options and alternatives).</p> <p>A2. Project type (e.g., program, policy, capital project, technical assistance).</p> <p>A3. Scope of work.</p> <p>A4. Project benefits. How does the project:</p> <ul style="list-style-type: none"> Stimulate the community's economy or create economic opportunities? Illustrate recovery activity? Provide connections to other activities, sectors or resources? Benefit the community as a whole? Contribute to the community's quality of life? <p>A5. Identify development and implementation timeframe(s). If implementation has begun, identify start date and provide a brief description of work to date.</p> | |
| <p>B. IMPACT</p> <p>B1. Describe demographics of populations impacted by the project.</p> <p>B2. What other persons or organizations might impact this project?</p> <p>B3. Describe geographic area of impact.</p> <p>B4. Is this project a precondition for any other activities?</p> | |
| <p><small>This template was developed as an ESF-14 Long-Term Community Recovery (LTCR) tool to aid the development of LTCR projects. It may be adapted for general recovery or other initiatives.</small></p> | |
| <p>C. IMPORTANCE FOR RECOVERY</p> <p>C1. How is this a Long-Term Community Recovery (LTCR) project?</p> <p>C2. How would the project help achieve the post-disaster community vision?</p> <p>C3. How does the project incorporate best practices for reducing future loss?</p> | |
| <p>project support sustainable development or practices through efficient use of energy, land and natural resources?</p> <p>project increase recovery benefits, such as through connections to other activities?</p> <p>project build community capacity for managing recovery activities efficiently and effectively?</p> | |
| <p>SUPPORT AND COORDINATION</p> <p>What agency or organization whose approval of the project is required? Include contact information if known.</p> <p>Is this project part of a multi-agency effort? Are there Memoranda of Agreement/Understanding (MOA/MOU) required with other organizations?</p> <p>Does the project require multiple resource partners (e.g., technical assistance and funding resources)? Include contact information if known.</p> <p>Has the project been documented?</p> <p>Does the community have the capacity to sustain the project?</p> | |
| <p>What are the project prerequisites?</p> <p>Are there opportunities to implement the project in phases?</p> <p>What is the timeframe of the project and phases? Is it achievable within three to five years?</p> | |
| <p>RESOURCES/FINANCIAL CONSIDERATIONS</p> <p>What are the project costs (attach a separate page if necessary)?</p> <p>What is the operating budget (attach a separate page if necessary)?</p> <p>Are there other resources available to develop and implement the project?</p> <p>Is the project committed?</p> <p>Has the project been expended?</p> <p>What are the funding gaps and potential sources of funding?</p> | |
| <p>What is the feasibility of this project? Describe the likelihood of the project becoming reality. Does the project have any major obstacles or challenges?</p> | |
| <p>What are the next steps in connecting the project to other initiatives in the community? To the community as a whole?</p> | |
| <p><small>ESF-14 Long-Term Community Recovery (LTCR)</small></p> | |

Project Development Guide collects and organizes information

 **LTCR TOOLBOX**
RESOURCE GUIDE

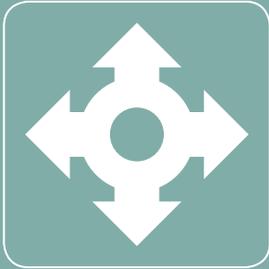
The Resource Guide is a directory that identifies LTCR technical assistance and funding opportunities available to support projects developed during the LTCR process.

The Resource Guide, shown below, assists communities with researching available resources to support those projects critical to their long-term recovery. After communities organize projects through the PDG, they use the Resource Guide to match projects with prospective technical assistance and funding programs.

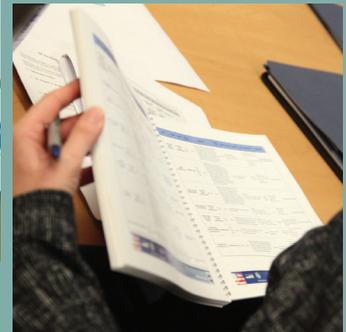
Connections: The Resource Guide identifies partners and resources for the implementation of projects. Users of the Resource Guide assemble information from CMT, DMT and PDG to assist with resource searches.

| SOURCE | PROGRAM | SECTOR | TYPE OF SUPPORT | DESCRIPTION | TARGET AREA | ELIGIBILITY / PROCESS | DEADLINE | CONTACT INFORMATION | WEB ADDRESS |
|---|--|------------------------------------|------------------|---|-----------------------------------|--|---|--|---|
| BARNES & NOBLE | Charitable Giving | EDUC | Program | Provides funding for local and regional efforts to promote literacy and the arts in K-12 education. Proposals should include a literacy or arts component that fosters both student achievement and community growth. Recipients must plan to promote the program with Barnes & Noble and be willing to work with the local store(s) on in-store programming. | Statewide | Nonprofit, tax-exempt organizations that focus on literacy. | Applications are reviewed on a continuing basis. | Corporate Communications Barnes & Noble 122 Fifth Avenue, 2nd Floor New York, NY 10011 800.422.7717 | http://www.barnesandnobleinc.com/our_company/community/America_Supports_You/America_Supports_You.html |
| BATES (ROBERT T.) FOUNDATION | Charitable Giving | HIST | Capital | Funds historic preservation projects in the Albia area. Applications must be in writing with a brief explanation of the intended use of requested contribution. | Albia County area. | Charitable, religious, literary, educational institution or organization. | Written proposals are accepted on an ongoing basis. | Raymond H. Davis, President c/o First Iowa State Bank 19 Benton Avenue East Albia, IA 52531 641.932.2144 | No Web address available. |
| BECHTEL (H. REIMERS) CHARITABLE REMAINDER UNITRUST | Charitable Giving | EDUC, HOUS | Capital; Program | Supports media communications, higher education and community development in southeastern Iowa through general support grants and capital building grants. | Southeastern Iowa | Nonprofit, tax-exempt organizations. | Contact for details. | R. Richard Bittner, Trustee 1000 US Bank Center 201 West Second Street Davenport, IA 52801 319.328.3333 | No Web address available. |
| BECHTEL (HAROLD) CHARITABLE REMAINDER UNITRUST | Charitable Giving | EDUC, HIST, HOUS, HSPH | Capital; Program | Provides support for youth services, theater, elementary/secondary education, government/public administration and for building and renovation. | Giving limited to Scott County. | Nonprofit, tax-exempt organizations. | Contact for details. | R. Richard Bittner, Trustee 1000 US Bank Center 201 West Second Street Davenport, IA 52801 563.328.3333 | No Web address available. |
| BECHTEL (MARIE H.) CHARITABLE REMAINDER UNITRUST | Charitable Giving | EDUC, HOUS, HSPH | Program | Funds higher education, human services, youth services and community development. | Giving limited to Scott County. | Nonprofit, tax-exempt organizations. | Contact for details. | R. Richard Bittner, Trustee 1000 US Bank Center 201 West Second Street Davenport, IA 52801 563.328.3333 | No Web address available. |
| BEN & JERRY'S FOUNDATION | Corporate or Company Charitable Giving | ECON, EDUC, ENVI, HIST, HOUS, HSPH | Capital | Supports organizations involved with early childhood development, the environment, AIDS, employment, agriculture, housing, youth citizenship, civil rights, community development, citizen participation, minorities, Native Americans, women, gays and lesbians, immigrants, economically disadvantaged people and homeless people. Special emphasis is directed toward programs designed to facilitate progressive social change and social justice. | Statewide | Giving on a national basis and to U.S. territories. No support for State agencies, basic or direct service organizations or universities programs. | Letters of interest are reviewed on an ongoing basis for grants under \$1,000. There are no deadlines for filing proposals for larger grants. | Ben & Jerry's Foundation, Inc. 30 Community Drive South Burlington, VT 05403 802.846.1500 | http://benjerry.com/foundation/index.html |
| BENSTEIN (AGNES V.) CHARITABLE FOUNDATION | Charitable Giving | EDUC, HOUS, HSPH | Capital; Program | Provides grants to charitable groups in southeast Iowa. | Southeast Iowa | Nonprofit, tax-exempt organizations. | Contact for details. | Agnes V. Benstein Charitable Foundation P.O. Box 154 Keokuk, IA 52632 319.524.6921 | No Web address available. |
| BEST BUY CHILDREN'S FOUNDATION | Corporate or Company Charitable Giving | EDUC | Program | Focus on enhancing the quality of life of school age children in communities where Best Buy maintains a presence. Foundation seeks to support programs that offer leadership and educational activities. It supports and strengthens communities by contributing to a variety of national organizations that foster engaged, fun learning experiences for children through integrating innovative, interactive technology into those experiences. Programs funded by the foundation must be easily accessible to students or provide essential social services and disaster relief support. | Communities near Best Buy stores. | 201(c)(3) nonprofit organizations. | November 1, February 1, May 1 and August 1. | Community Relations Department Best Buy Children's Foundation P.O. Box 9312 Minneapolis, MN 55440 612.292.6397 | http://communications.bestbuy.com/communityrelations/our_foundation.asp |
| BEST WESTERN INTERNATIONAL | Corporate or Company Charitable Giving | HSPH | Program | Mission is to support communities where Best Westerns are located by responding to the immediate and ongoing needs with lodging and financial resources. | Statewide | Community outreach programs. | Contact the closest location for details. | Community Relations Best Western International 6201 North 24th Parkway Phoenix, AZ 85016 612.957.4200 | http://www.bestwestern.com |

An example from the Iowa Resource Guide featuring potential resources



COMMUNICATIONS MAPPING TOOL





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COMMUNICATIONS MAPPING TOOL



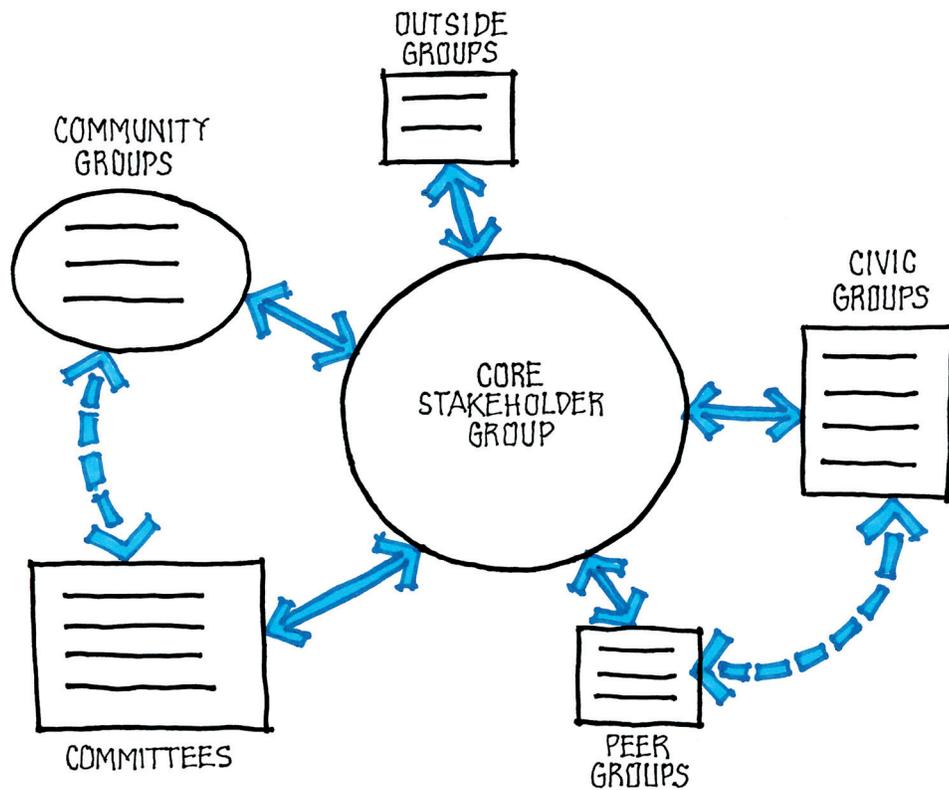
OVERVIEW

Decision-making happens at a fast pace following a disaster. All communities, especially those affected by disaster, need effective ways of sharing information as they make decisions and take action for successful recovery.

Communication challenges arise at every stage of the Long-Term Community Recovery (LTCR) process. Communities often encounter difficulties when developing communication networks needed to support long-term recovery. The Communications Mapping Tool (CMT) provides a greater understanding of community dynamics with the aim of building better relationships among leadership, staff and constituents.

The CMT guides a community or organization through a practical exercise to identify and map important lines of communication. Users of the tool examine the effectiveness of both existing and ideal communication, recognize opportunities for improvements and identify methods to achieve those improvements. Any community agency, organization or group can use the CMT to improve communication.

Considered in its entirety, an organization's communication network can seem overwhelmingly complex. By examining the network and reviewing the different components, communication is clarified and more readily understood. This process of communication mapping identifies stakeholder groups, lines of communication and methods needed for effective coordination of disaster recovery.



STEP-BY-STEP INSTRUCTIONS

The Communications Mapping Tool (CMT) uses a sequence of steps to illustrate lines of communication between stakeholder groups. The resulting map helps organizations evaluate connections between groups and identify methods to improve understanding and accountability.

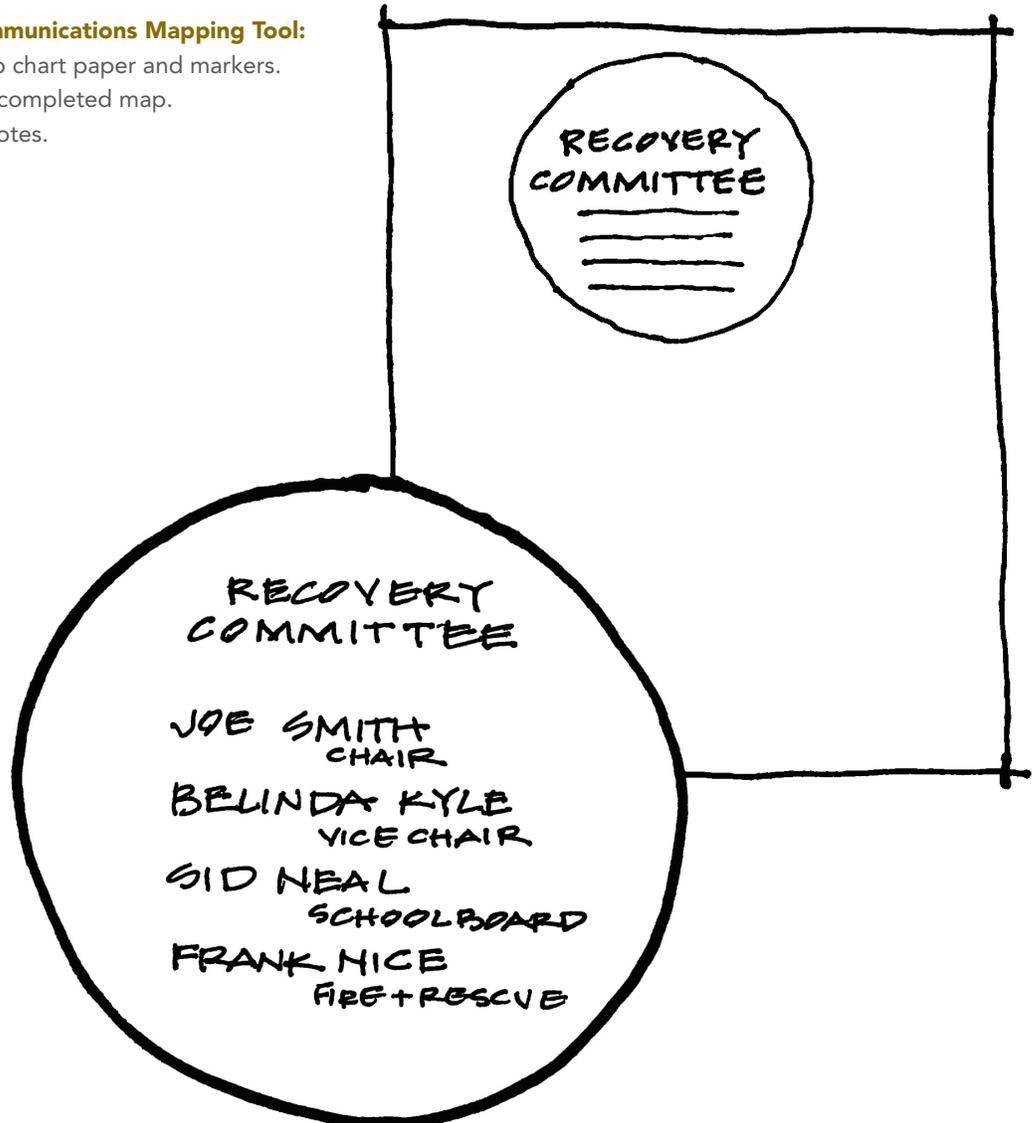
The following exercise helps you organize and visualize your communication network. This exercise is primarily used in a group setting to ensure a broad perspective. As the group works through this exercise, connections become clearer and new individuals or groups can be added. Don't expect this first attempt to be a finished product. Take what you produce through this exercise and refine and redraw your map.

What You Need to Use the Communications Mapping Tool:

- Large dry erase board or flip chart paper and markers.
- Camera to photograph the completed map.
- Flip chart and markers for notes.

Step ONE – Identify Core Stakeholder Group or Organization

The first task is to brainstorm. Take time to consider who is involved in your organization. (For this exercise, we will use the example of a recovery committee.) On a flip chart, make a list of all the people on your committee.



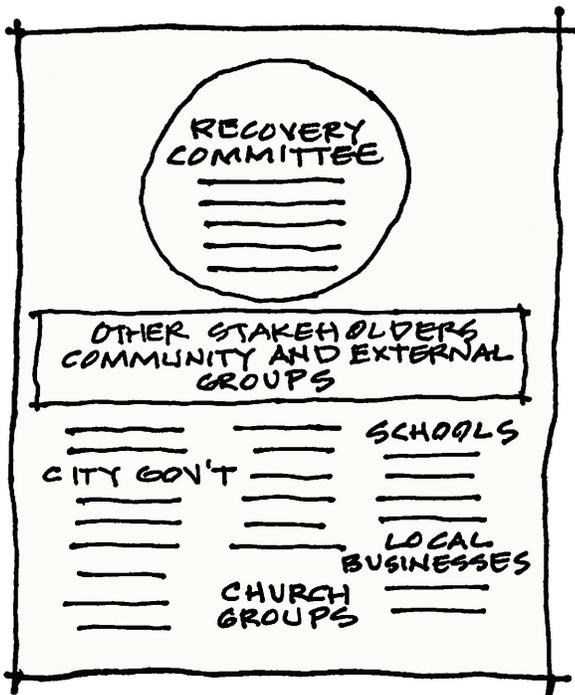


Step TWO – Identify Other Stakeholder, Community and External Groups Involved in Recovery Activities

When you have a compiled list of the core group of people immediately involved, start a second list on your chart of all the people, groups or agencies that your committee should communicate with in order to be successful. Think about the connections you have and the ones that you need. Consider these types of connections and partners that are important to your efforts:

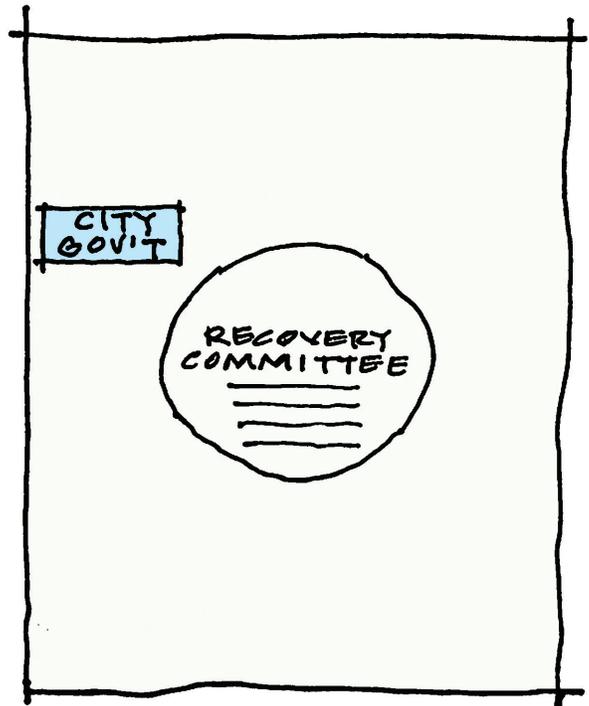
- Who are some groups or individuals you work with closely or whose work is aligned with yours?
- What local groups might be involved? What civic organizations share interests? Volunteer or service organizations? Business support?
- What connections to city government are needed?
- Who is your audience? Whose support do you need?
- What county, state or federal partners do you communicate with currently?
- Who are their regional planning organizations or local council of governments that might be helpful?
- What connections to approval authorities are needed?

Add these connections to the list on your flip chart.



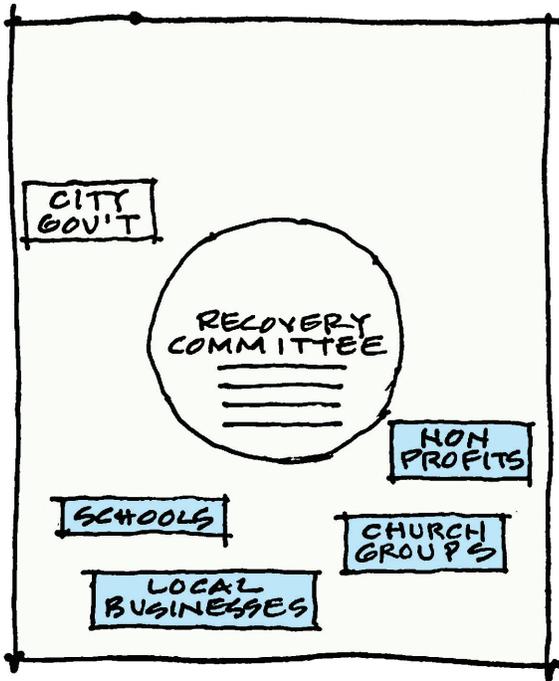
Step THREE – Identify Relationships

Using a new flip chart sheet, write the name of your committee and members (core group) in the center.



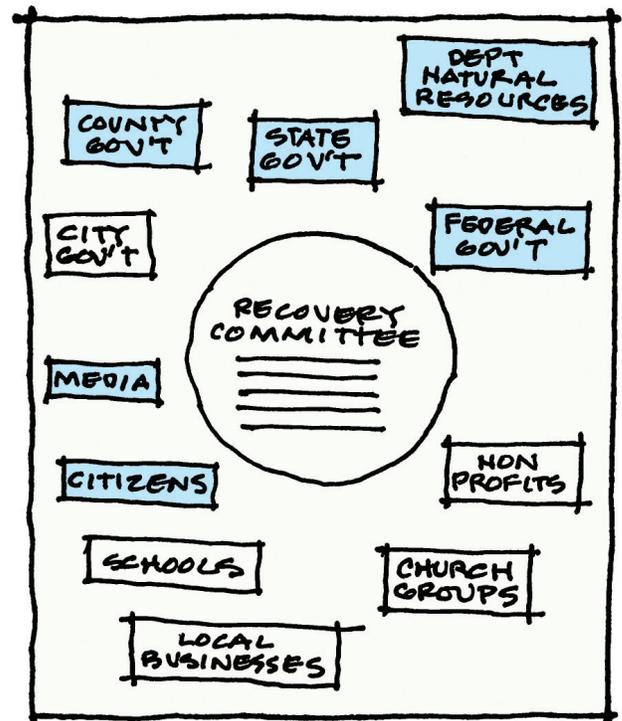
Add the names of the groups from the second list, starting with those that your committee works with closely. Using the example of a recovery committee, communication with city government is important. If you have sub-committees or project committees, these should be added here.

Add local organizations to your map. For example, local organizations that might support the efforts of a recovery committee include schools, churches, local businesses, nonprofit agencies or volunteer organizations.



Moving further out from the core group of your map, consider:

- What county, regional, state or federal agencies are on your list? For example, a recovery committee may need to work with agencies focused on economic development or environmental issues.
- What groups, organizations or agencies from the list might support, provide technical assistance or have funding for recovery projects?



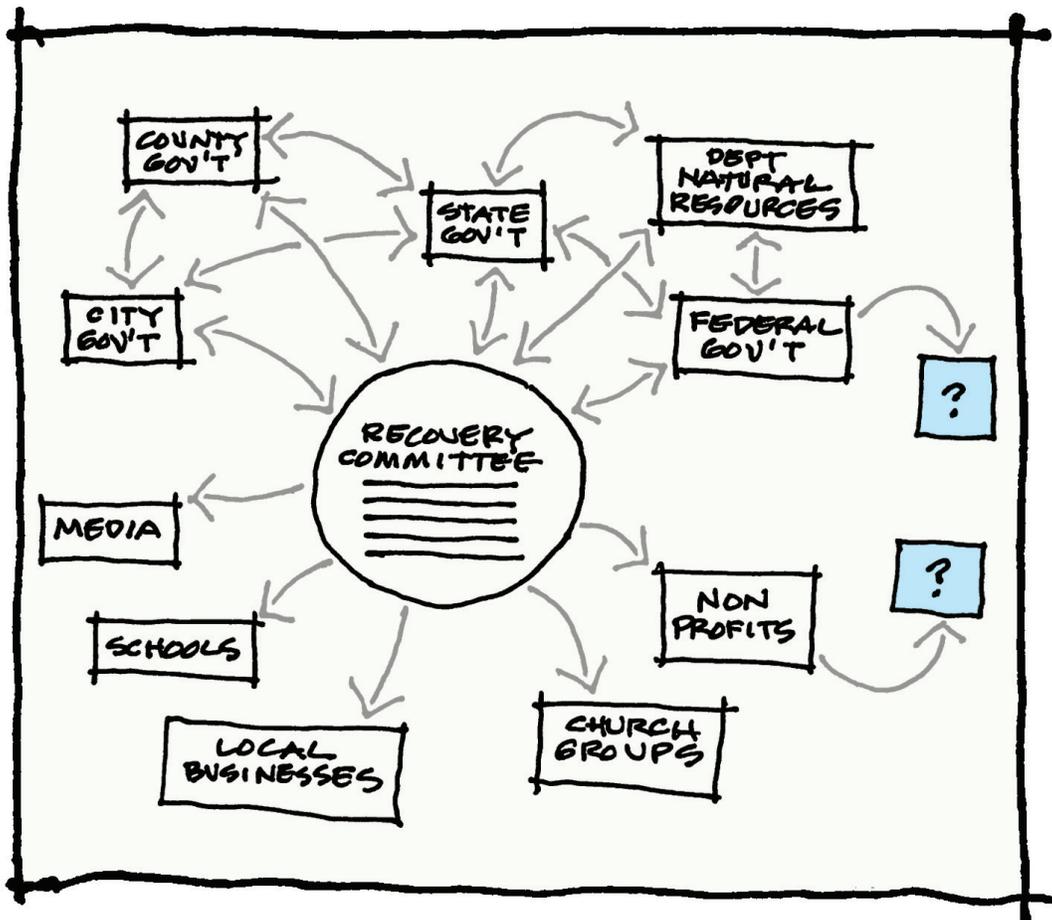


Step FOUR – Define Relationships

Looking at the different groups on your chart, think about the relationships and lines of communication. Starting with your recovery committee, draw lines to other groups or individuals on your map. As you connect your core group to these other entities, consider:

- What pathways does your committee use to communicate with each of the entities on your chart?
- Are specific individuals on your committee leading communication efforts with any of the other entities on your map?
- Do you have representation from the city on your committee or a direct connection to city government?
- Do you communicate with county, state and federal resources through the city or do you have direct lines?
- Do you have sub-committees that report back to you?
- Do you have primary media contacts?

Now that you have the lines of communication drawn on your chart, think about the direction of the communication. The most effective communication is two-way. Use arrows on the lines of communication to indicate where communication is one-way or two-way.



Step FIVE – Evaluate Lines of Communication

Take a look at the lines of communication on your map. You should have lines and arrows from your committee to all the other entities on your map. Some of these are direct connections and some of them are indirect through other groups or organizations.

- Where do you have strong two-way communication? Make sure the arrows to these groups go in both directions.
- Where do you need better two-way communication?
- What methods strengthen communication? For example, your recovery committee might have good two-way communication with an individual in city government. You may still need to strengthen your relationship with the city council by attending meetings, sending updates to council or working with your city government contact to make sure council is aware of your activities.

EFFECTIVE COMMUNICATION

Effective communication is about positive connections. Communication strategies promote common understanding and shared goals and link organizations, programs, individuals and groups. Successful communication strategies educate, inform, invite involvement, demonstrate mutual respect, persuade and are a hallmark of successful organizations. Effective communication is evident when relationships are strong, values are understood and shared and common vocabulary and principles are articulated.

Elements of effective communication:

- Clear.
- Accurate.
- Timely.
- Relevant.
- Comprehensive.
- Frequent.

Step SIX – Strengthen Relationships with Effective and Appropriate Communication Methods

Different connections in your network require different methods. Effective communication means identifying the right method for your audience. For some, it may be one-on-one contact. For others, it may be a newsletter or flyer.

Identify communication methods to strengthen relationships.

- Meetings – deal with issues in an informal setting.
- Agendas and time lines – track issues and share information.
- Workshops and community forums – share ideas and gather support.
- E-mail – share information.
- Newsletter – provide regular information to community.
- Website – information resource and interactive tool.
- Community bulletin board – promote activities and encourage participation.
- Surveys – gather feedback on activities and progress.



To strengthen connections select the methods best matched to each particular relationship.

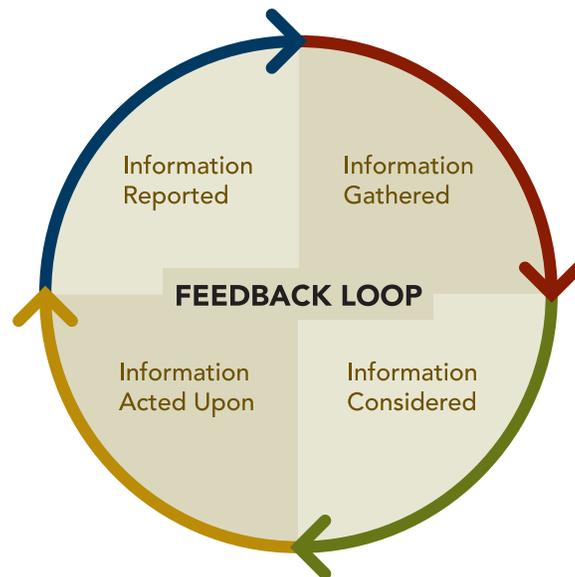
Mass communication techniques are appropriate for reaching large groups. websites, cable TV, radio, newspaper, newsletter, bulletin boards/kiosk, town hall meetings, open house events and general audience surveys are examples of mass communication tools. Internet social networks (Facebook® and Flickr®) can be considered as mass communication tools because they are accessible to wide audiences. At the end of this section is an example of a city newsletter used to communicate with the community.

Targeted communications are directed toward specific groups or individuals. Internal staff, boards and commissions, external agencies and organizations are examples of targeted groups. Direct mail or e-mail are two methods used to communicate with a target audience. Social networks and password-protected websites are examples of virtual communities created for this level of information sharing.

Individual communications are opportunities to connect with people on a personal level and are just as important as more formal communication methods. Practicing interpersonal communication skills, composing e-mail and encouraging small informal gatherings to deal with issues on-the-spot are just some of the ways to connect with fellow leadership, staff and community members.

To ensure two-way communication, create processes for feedback such as publishing meeting minutes promptly, holding community events, having open committee meetings and inviting partners to participate.

Examine the pathways between your committee and others. Choose the communication method that achieves the type and frequency of communication required by that relationship. Refer to the feedback loop below to consider how effective communication is in your community or committee.



Feedback loop: effective communication involves an ongoing exchange of information

ACTIONS

Completion of the CMT is a first step toward a community's vision. Once complete, use the communication map throughout the recovery process for improving communication methods.

Make sure your map is complete. If you are working as a staff person or sub-committee, check in with the organization's leadership to ensure stakeholder groups are properly represented.

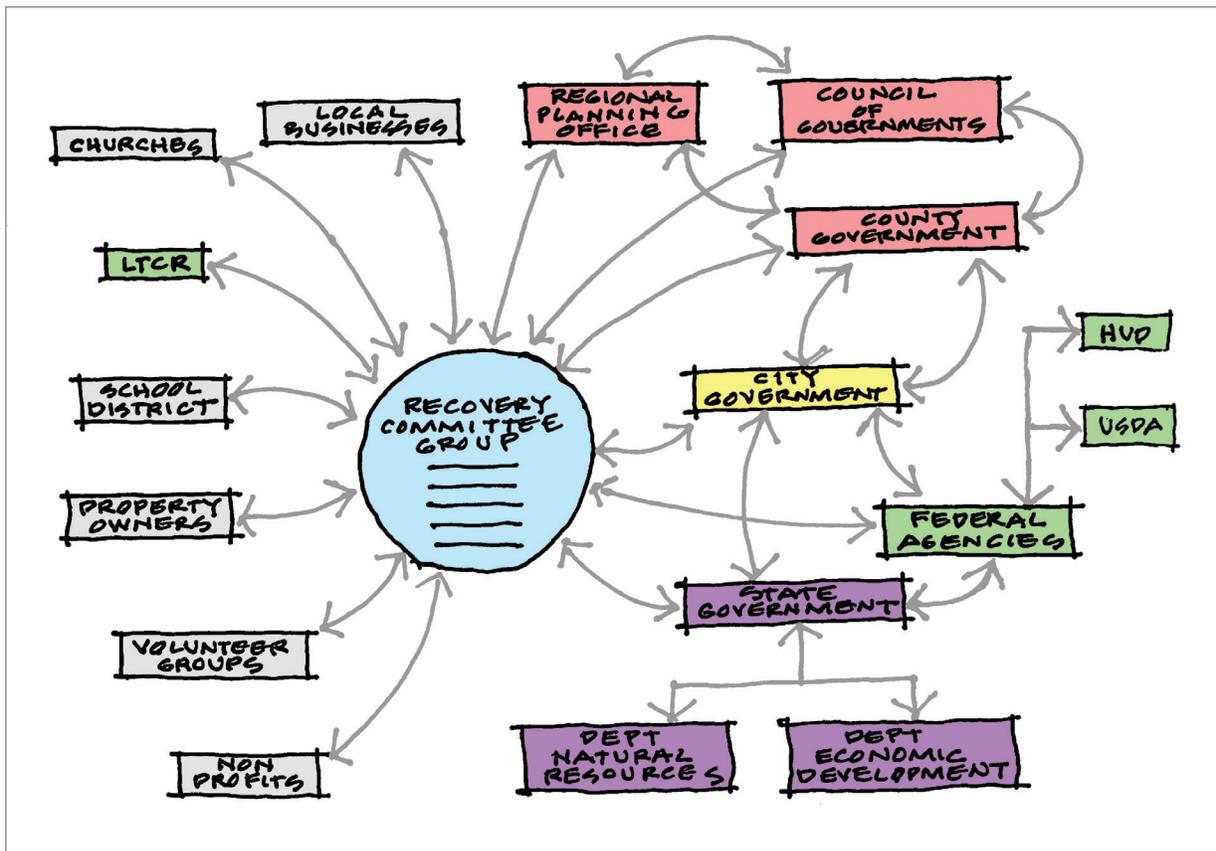
Next steps:

- Understand what must be communicated and why you want to share information and ideas.
- Consider the best method and timing for sharing information.
- Commit the resources needed to support your information sharing technique.

- Assign responsibility and determine who will make sure the job gets done within a deadline.
- Create a mechanism for responding to feedback as a way to confirm effective communication.
- Circumstances and needs change. Revisit your map periodically to update and refine.

Using the Communications Mapping Tool

When your committee identifies a potential project, communicate the idea to appropriate groups to avoid duplicating efforts and find local resources and partners to enhance the project. Use communication maps to identify stakeholder groups with whom you need to share information and those you need to keep informed to get community support.



Federal, state and local partner communication map



CMT EXAMPLES



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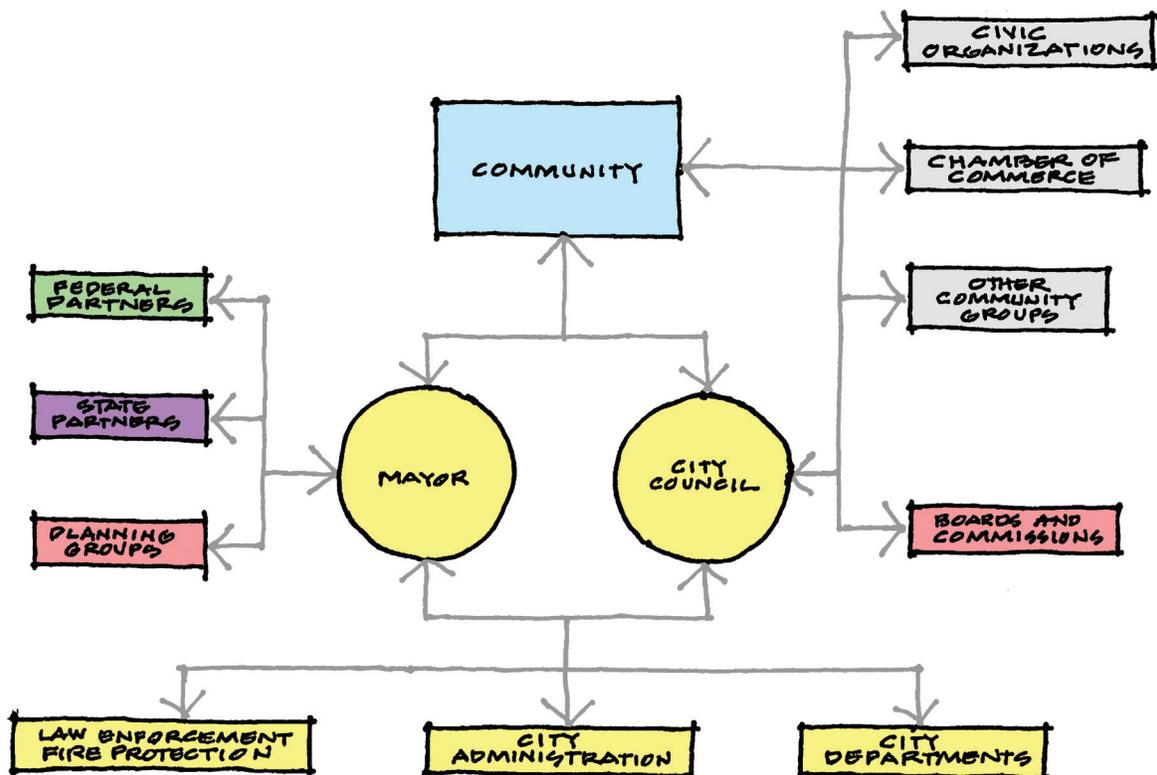
COMMUNICATION MAPPING EXAMPLE

Let us suppose that in a community, disaster recovery created a high level of activity never seen before at City Hall. The workload of city staff and the number of decisions being made by both staff and elected leadership has increased dramatically. Decisions must be made in a timely manner, yet citizen input is desired because of the enduring impact of those decisions. City leaders would like to make changes to gather community input.

Using the mapping exercise as a means to address this issue, city leaders select a range of methods to communicate with the community while making timely decisions:

- City administrator will schedule regular open meetings with citizens to deal with issues in an informal setting.
- Mayor will run effective meetings by:
 - Leading council meetings according to standard procedures that promote transparency to decision-making processes.
 - Providing opportunities for public participation.
- City administrator will prepare and distribute clear agendas before meetings.
- City council will host community open house events and town hall meetings as interactive forums for sharing ideas and issues to help inform council decisions.
- A city volunteer will produce a city newsletter once per month to keep the community informed on recovery issues and address community questions and issues outside of a meeting setting.

Implementation of these communication methods facilitates the sharing of information to all stakeholders and helps a community achieve its common goals. When the methods are communicated, demands for information can be managed because citizens know when and what to expect.



PALO, IOWA NEWSLETTER EXAMPLE

The Long-Term Community Recovery (LTCR) team for Palo, Iowa assisted the city of Palo in launching an official city newsletter. A newsletter is a tool appropriate for strengthening the communication connectivity between a city (core stakeholder group) and its constituents. It allows detailed information to be shared on a regular basis. City staff is responsible for maintaining the newsletter content and schedule.

CONTENT INCORPORATED INTO THE FIRST ISSUE

- From the Mayor's Desk – letter format, maximum 200 words.
- Blue box with essential information.
 - Tips for Rebuilding.
 - Government Services Directory.
- Article from the Palo Recovery Coordinating Committee.
 - Article about From Vision to Goals Workshop.
 - The proposed vision.
 - Highlight of breakout groups with contact information of community group leaders.
 - Next steps.
- Upcoming Events – a sidebar with community calendar.

SUGGESTIONS FOR CONTENT IN UPCOMING ISSUES

- From the Mayor's Desk – letter format, maximum 200 words.
- City Council News Brief – brief description of upcoming issues the council will be addressing, narrative style.
- Legislative actions – city council actions in list format (ordinances and resolutions).
- Know Your Council Person article.
 - A profile of city council members.
 - Profiles of staff would also be appropriate.
 - Highlight one profile per month.
- Highlight an area of the Palo communication initiatives.
- Consider the vision statement for the tag line under Palo Newsletter – Building a strong community committed to working together for our future.
- Keep content predictable. Examples include a mayor's message every issue or on a regular schedule, government services on the same page and in every issue and a community event calendar on the back page.
- Blue box with essential information.
 - Tips for Rebuilding (duplicate first one or expand with staff input).
 - Government Services Directory (city, county, school district and others).
- Article from the Palo Recovery Coordinating Committee.
 - Future issues.
 - Community center/city hall.
 - Initiatives (e.g., construction of bulletin boards in cooperation with community groups, establishing new committees, schedules and agendas of special events).
- Special feature article.
- Upcoming Events – a sidebar with community calendar.

NEWSLETTER MANAGEMENT TIPS

- Maintain a database/table file with past feature articles and articles for future newsletters.
- Create production schedule.
- Set deadlines.
- Delegate.
- Be sure to fact check all information.
- Be realistic about how long it will take to gather information.



PALO, IOWA NEWSLETTER EXAMPLE

City of Palo Issue 1, November 6, 2008

PALO NEWSLETTER

Brought to You by Your City Government

This is the first in a series of newsletters that will become a monthly letter from City government.

From the Mayor's Desk



sharing something with each other, we get a more cohesive community.

We get what we want by working together. Whether the goal is lower sewer prices, a skate park for our youth, a splash pad for kids of all ages, or a place just to sit and have coffee in the morning, we want a warm and welcoming community—something we ALL want and deserve.

Your City government and staff are working very hard for you each and everyday. Whether it is processing Project Worksheets, a meeting with local legislators, the hundreds amongst hundreds of building inspections, or conducting regular City business, things are moving right along.

We are adapting very well to the increased workload, meeting Federal and State requirements, writing and confirming detailed losses and correctly administering the flow of recovery funds for rebuilding Palo.

A couple of words of wisdom. Did you know that the City of Palo, Iowa is the first community in the state to have been approved for

Well, here we are! Who would have imagined we would be recovering from a flood that devastated our town nearly five months ago? I certainly never expected to be where I am. And our community never expected to need extra staff at City Hall to accommodate our newly acquired responsibilities for Palo's recovery.

But, we're doing well. Things in town seem to be improving a little each day. Every person's accomplishments adds another piece or two to the Palo recovery puzzle. Every recovery activity in Palo is a piece of this puzzle and not one piece is the same. Some pieces are small; some are big. Some have smooth rounded edges; some have jagged edges. The one thing these pieces have in common is that when all are fitted together,

Continued on Page 2

Visioning Day Draws Crowd & Enthusiasm!

More than 200 people turned out on October 25 for the *Visioning Day Open House* at the Cedar River Garden Center. A big attraction was the generous and delicious *Thank You Lunch* served by Venture Crew 1024, Boy Scouts of America. Attendees visited eight stations set up and staffed by members of the FEMA ESF #14 Long-Term Community Recovery (LTCR) Team and Rebuild Iowa



Office (RIO). Participants wrote their thoughts and ideas in response to questions such as, "What do you like most about Palo?" "What would make Palo a more successful City?" and "What are your visions for Palo's future?"

Ideas gathered will be presented at a November 8 community meeting (see Events above).

Publication and editing assistance provided by FEMA ESF #14 Long-Term Community Recovery (LTCR)

UPCOMING EVENTS

Community Workshop *From Vision to Goals*

**Saturday, November 8
11 a.m. to 2 p.m.**

Cedar River Garden Center

- Prioritize results from Vision Day
- Lunch served, Mayor's Welcome
- Small Group Discussions on Big Ideas



Palo Meetings & Gatherings

at City Hall unless noted otherwise

DATE & TIME

- November 10, 6:30 pm
- November 18, 6:30 pm
- November 22, 4:00 pm
- November 24, 6:30 pm
- November 25, 6:30 pm
- November 25, 5:30 pm

MEETING

- City Council
- Palo Community Group
105 Pleasant Creek Dr.
- Spaghetti Dinner, United Methodist Church
- City Council
- Planning & Zoning
- Drainage Committee

For more information visit the City's Web site at www.cityofpalo.com

Issue 1, November 6, 2008

Volunteer Groups Provide Much Needed Support for the People of Palo

You may have noticed lots of bright lime green T-shirts in town last week. They were being worn by a volunteer group visiting Palo called *Eight Days of Hope*. A Christian-based group, *Eight Days of Hope* volunteers come from every state and for a period of two to eight days. Of the 1,400 volunteers currently in the Cedar Rapids area, 150 came to Palo. They bring a full range of skills from mucking out and carpentry to electrical and plumbing. Supported in part by the United Way and *Rebuild Palo Inc.*, they also provided materials when funds were available. Penny Galvin, Volunteer Coordinator for the City of Palo, is working with this and other groups, providing the names of as many as 60 families in Palo who need help.



One of about 150 volunteers from Eight Days of Hope in Palo last week

Another group of volunteers, referred to as "the Mennonites", have also helped Palo. Called the *Weaverland Disaster Services of Missouri*, they have provided help to families in town who are now closer to moving into their homes with the help of this group.

Penny says the Viola Gibson Elementary School was in Palo to help immediately after the flood. They provided as much as \$40,000 in donations as well as other kinds of support, such as school supplies, mucking out houses and food and shelter. Friendship Baptist Church of Cedar Rapids, coordinated by Jerry Brewer, has provided generous assistance as well.

Palo THANKS all of the volunteers who have and continue to be SO generous with their time and resources, helping Palo recover and rebuild.

in the Mayor continued from page 1

is correct. ed for those s and work stance (PA) bama and June. We , which ative and er. Tom t a better

Please say thank you to all the City staff next time you see them. Remember that they are very dedicated to what they do and do a wonderful job of it.

Way to go, Team Palo!

Mayor Jeff Beauregard

"Things in town seem to be improving a little each day . . . We all get what we want by working together."



Publication and editing assistance provided by FEMA ESF #14 Long-Term Community Recovery (LTCR)

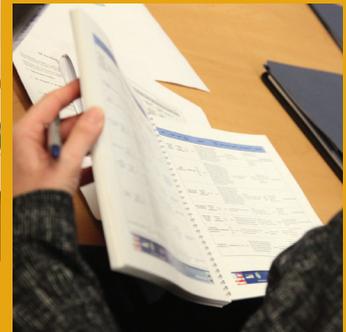


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DECISION-MAKING TOOL





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DECISION-MAKING TOOL



OVERVIEW

Communities typically have many creative and resourceful ideas for advancing their community’s recovery vision and goals. However, people sometimes encounter obstacles when developing these ideas into more concrete and specific projects. First, the range of possible options can seem overwhelming, such as deciding the priority of various options. Second, advocates of certain ideas may have difficulty building agreement or support to carry their idea forward.

While working through the Long-Term Community Recovery (LTCR) process – from vision to goals to projects – some communities experience difficulty identifying, evaluating and agreeing on specific projects to achieve their goals.

The Decision-Making Tool (DMT) was created to help communities clarify and prioritize their ideas for community recovery and build them into more specific project proposals.

Purpose of the Decision-Making Tool

The purpose of the DMT is to help communities articulate, record and evaluate their recovery ideas and build agreement regarding preferred project options.

The DMT assists local governments and stakeholder groups, such as business associations and community organizations, during the LTCR process. While the DMT was developed for use during the process, it can add value to any planning process that identifies and develops projects to accomplish goals.

The DMT guides users through a series of questions. By answering questions, community members identify and record their ideas for realizing the post-disaster community vision and accomplishing recovery goals. The DMT provides a format to ask critical questions about a project and to consider the opportunities, benefits, challenges and available resources to further refine the project.

The image below shows DMT steps and corresponding questions. The DMT prompts users to identify existing efforts in the community, gaps that prevent those efforts from succeeding and options to help accomplish community goals. Community members use DMT questions to brainstorm opportunities to enhance project options, coordinating with and building on other efforts or resources. Users are then asked to consider benefits and challenges of each option and list available resources. Finally, the DMT directs users to identify preferred options and next steps to advance those options.

| | | |
|---------------|---|---|
| VISION: _____ | | |
| GOAL: _____ | | |
| | STEPS | QUESTIONS |
| 1 | IDEAS | How can we accomplish this GOAL ? |
| 2 | ONGOING EFFORTS | What efforts are currently underway in the community to advance the GOAL and IDEA ? |
| 3 | GAPS | What prevents progress towards success in the GOAL , ONGOING EFFORTS or IDEAS ? |
| 4 | PROJECT OPTIONS | What potential PROJECTS help accomplish your GOAL ? |
| 5 | OPPORTUNITIES | What OPPORTUNITIES exist to enhance potential PROJECTS ? |
| 6 | CONSIDERATIONS • BENEFITS • CHALLENGES | What BENEFITS and CHALLENGES do these OPTIONS present? |
| 7 | RESOURCES | What internal and external RESOURCES are available to pursue these OPTIONS ? |
| 8 | DECISION | What is the preferred PROJECT OPTION ? |
| 9 | NEXT STEPS | What must be done to move a preferred OPTION forward? Who will take responsibility? What are target completion dates? |

Decision-Making Tool steps and questions

STEP-BY-STEP INSTRUCTIONS

At this stage of the process your community has established vision and goals for long-term recovery. A post-disaster community vision provides inspiration and direction. Goals are statements that broadly identify intended future results needed to achieve your vision. They answer the question, "What must be accomplished to realize our vision?" Without a vision and goals to identify direction and intended future results, it is difficult to specify potential projects.

What You Need to Use the Decision-Making Tool

- Community stakeholders.
- Community vision and goal statements.
- DMT table in either paper or electronic format.
- Paper, pens, pencils.
- Computer and word processing software if using the DMT in electronic format.

If using the DMT as a group exercise:

- Computer and projector to display the DMT (if using a computer).
- Large format printouts of the DMT (if not using a computer).
- Flip charts and markers to record comments.
- Facilitators and subject-matter experts if available.

Using the Decision-Making Tool

When using the DMT, keep your community vision in mind. As you move through the nine steps, it is helpful to ask, "How does this idea or option relate to our vision?"

The DMT includes a table on which to record information as it is identified. The table identifies the applicable community vision, goal and sector in the blue title bar across the top of the columns. Before you begin, choose a goal to work on and enter it on the DMT table, along with your post-disaster community vision, as shown below. Identify and enter the appropriate sector in the top right corner of the table. Categorizing ideas by sector helps organize recovery efforts and facilitates links to the Resource Guide. A completed sample DMT table as well as a blank table and additional samples, are available at the end of this section and on the *LTCR ToolBox* CD.

COMMUNITY VISION: Creating a strong community devoted to family, fostering business, working together for future success.

GOAL: Expand housing choices.

| IDEA | IMPACTS | CLIPS | OPTIONS | CONSIDERATIONS | RESOURCES | DECISION | NEXT STEPS |
|--|---|---|-------------------------------------|--|---|---|---|
| <p>RESTORE HOUSING AS SOON AS POSSIBLE</p> <p>City Housing Rehabilitation Plan.</p> | <p>Establish housing Rehabilitation Office (HRO).</p> | <p>The local trade school recently needs have made a final decision to purchase the building to be used as the center for housing in general.</p> | <p>Rehabilitation Office (HRO).</p> | <p>The general public supports rehabilitation of this site as they prefer private and housing rather than temporary housing at the site.</p> | <p>U.S. Department of Labor (DOL), Small Business Administration (SBA), U.S. Department of Housing and Urban Development (HUD), U.S. Department of Education (DOE), U.S. Department of Justice (DOJ), U.S. Department of Health and Human Services (HHS), U.S. Department of Agriculture (USDA), U.S. Department of Energy (DOE), U.S. Department of Transportation (DOT), U.S. Department of Commerce (DOC), U.S. Department of State (DOS), U.S. Department of Justice (DOJ), U.S. Department of Health and Human Services (HHS), U.S. Department of Education (DOE), U.S. Department of Agriculture (USDA), U.S. Department of Energy (DOE), U.S. Department of Transportation (DOT), U.S. Department of Commerce (DOC), U.S. Department of State (DOS).</p> | <p>U.S. Department of Labor (DOL), Small Business Administration (SBA), U.S. Department of Housing and Urban Development (HUD), U.S. Department of Education (DOE), U.S. Department of Justice (DOJ), U.S. Department of Health and Human Services (HHS), U.S. Department of Education (DOE), U.S. Department of Agriculture (USDA), U.S. Department of Energy (DOE), U.S. Department of Transportation (DOT), U.S. Department of Commerce (DOC), U.S. Department of State (DOS).</p> | <p>U.S. Department of Labor (DOL), Small Business Administration (SBA), U.S. Department of Housing and Urban Development (HUD), U.S. Department of Education (DOE), U.S. Department of Justice (DOJ), U.S. Department of Health and Human Services (HHS), U.S. Department of Education (DOE), U.S. Department of Agriculture (USDA), U.S. Department of Energy (DOE), U.S. Department of Transportation (DOT), U.S. Department of Commerce (DOC), U.S. Department of State (DOS).</p> |

SECTOR: HOUSING

Example of a vision and goal entry



Using the Decision-Making Tool in a Group

The DMT can be used in many settings and formats, but perhaps is most effective when employed as a group exercise or in a workshop. Having individuals answer DMT questions and record their responses generates valuable information. However, when community members and staff discuss the questions in small groups they establish common ground, make connections with other community recovery efforts and generate new ideas.

Using the DMT in a group setting, stakeholders prepare the DMT table in advance by entering the community vision, goal and sector information. To the extent possible, complete the first three columns (**Steps ONE** through **THREE**) as a point to begin discussion. Typically, community stakeholders generate a number of ideas for advancing their long-term recovery. Use a note taker to capture discussion. Identifying these ideas, as well as ongoing efforts and gaps, in advance of the workshop allows more time for discussion and evaluation of new ideas and project options.

A DMT workshop can be enhanced through use of facilitators and subject-matter experts. Facilitators help solicit ideas, keep discussion on track and encourage broad participation. Subject-matter experts contribute technical information important to discussions about specific sectors, projects and programs.

During a workshop, complete a DMT table either on paper or with a computer using word processing software. When using paper, print or copy a DMT table onto large poster sized sheets and record and display information generated during discussions. Alternatively, record discussions on flip charts and transfer onto a DMT table after the workshop. If you enter discussion notes onto the DMT table with a computer, use a projector to display the table on a screen or wall for participants to view. Use of computers provides group members with the ability to display changes made during discussion and to compile electronic versions of the DMT table during the workshop.

When working in small groups during a workshop, remember to spend time at the end of this meeting sharing information that each group has learned.



Participants using the Decision-Making Tool



Step THREE – Identify GAPS in ONGOING EFFORTS

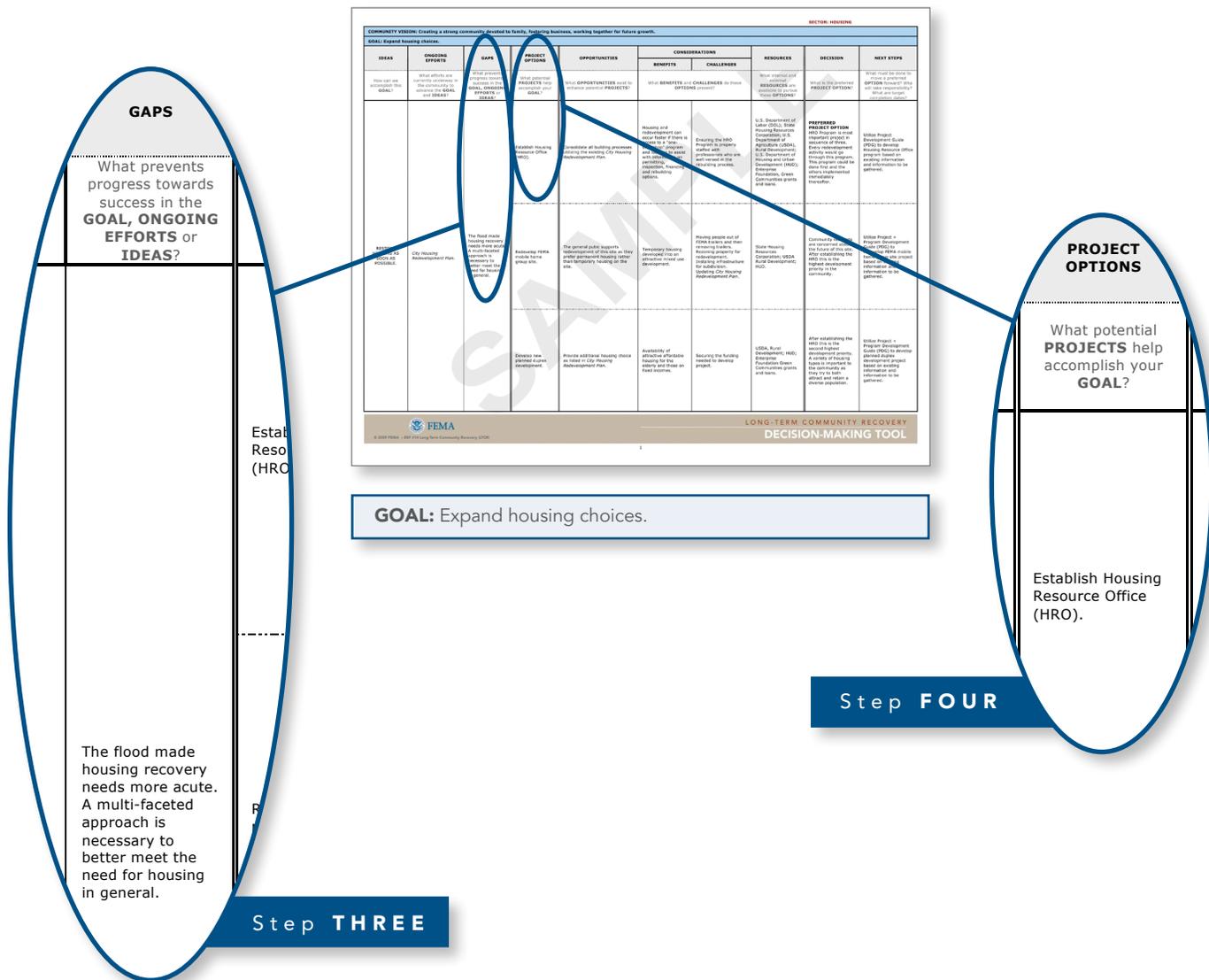
What prevents progress toward success in the GOAL, ONGOING EFFORTS or IDEAS?

Review how ongoing efforts relate to accomplishing the goal listed at the top of the DMT table. Recognizing gaps in ongoing efforts informs community members where additional effort and resources are needed. Gaps can be determined through community input and, when available, staff or subject matter experts.

Step FOUR – Brainstorm PROJECT OPTIONS

What potential PROJECTS help accomplish your GOAL?

Identify ways to advance recovery ideas (from Step ONE) and accomplish goals. As in Step ONE, use brainstorming to generate multiple ideas. Identify and record potential projects that address gaps in ongoing efforts or propose new options to advance recovery ideas. Community members and staff with knowledge of existing projects will generate options during the LTCR process.



Step THREE

Step FOUR

Step SEVEN – Identify RESOURCES

What internal and external **RESOURCES** are available to pursue these **OPTIONS**?

Resources – people, organizations, assets (such as buildings or natural features), technical assistance and funding sources – can come from within and from outside a community. Consider whether available resources are currently being used and whether they are sufficient for potential projects. Identify additional resources that may be available. Record potential resources on the table.

RESOURCES

What internal and external **RESOURCES** are available to pursue these **OPTIONS**?

U.S. Department of Labor (DOL); State Housing Resources Corporation; U.S. Department of Agriculture (USDA), Rural Development; U.S. Department of Housing and Urban Development (HUD); Enterprise Foundation, Green Communities grants and loans.

Step SEVEN

| COMMUNITY VISION: Creating a strong community devoted to family, fostering business, working together for future growth. | | | | | | | | | |
|--|--|---|---|--|--|--|---|---|---|
| GOAL: Expand housing choices. | | | | | | | | | |
| IDEAS | ONGOING EFFORTS | GAPS | PROJECT OPTIONS | OPPORTUNITIES | CONSIDERATIONS | | RESOURCES | DECISION | NEXT STEPS |
| What ideas are currently underway in the community? What are the GOALS, CHALLENGES and IDEAS? | What projects, programs, or services are currently underway? What are the GOALS, CHALLENGES and IDEAS? | What potential PROJECTS help address your GOALS? | What OPPORTUNITIES exist to enhance current PROJECTS? | What BENEFITS or CHALLENGES do these OPTIONS present? | What BENEFITS or CHALLENGES do these OPTIONS present? | What BENEFITS or CHALLENGES do these OPTIONS present? | What internal and external RESOURCES are available to pursue these OPTIONS? | What internal and external RESOURCES are available to pursue these OPTIONS? | What internal and external RESOURCES are available to pursue these OPTIONS? |
| RETHINK HOUSING AS SOON AS POSSIBLE | City Housing Redevelopment Plan | The need more housing resources. A multi-tracked approach is better than the need for housing in general. | Expand FEMA funding for rental sites. | The current code supports redevelopment of this site as they have previously happened under the temporary housing in the area. | Temporary housing resources for rental sites. Redevelopment of this site as they have previously happened under the temporary housing in the area. | Attracting people out of FEMA trailers and then providing rental units. Redevelopment of this site as they have previously happened under the temporary housing in the area. | U.S. Department of Labor (DOL); State Housing Resources Corporation; U.S. Department of Agriculture (USDA), Rural Development; U.S. Department of Housing and Urban Development (HUD); Enterprise Foundation, Green Communities grants and loans. | U.S. Department of Labor (DOL); State Housing Resources Corporation; U.S. Department of Agriculture (USDA), Rural Development; U.S. Department of Housing and Urban Development (HUD); Enterprise Foundation, Green Communities grants and loans. | What internal and external RESOURCES are available to pursue these OPTIONS? |
| | | | | | | | | | |
| | | | | | | | | | |

LONG-TERM COMMUNITY RECOVERY
DECISION-MAKING TOOL

GOAL: Expand housing choices.

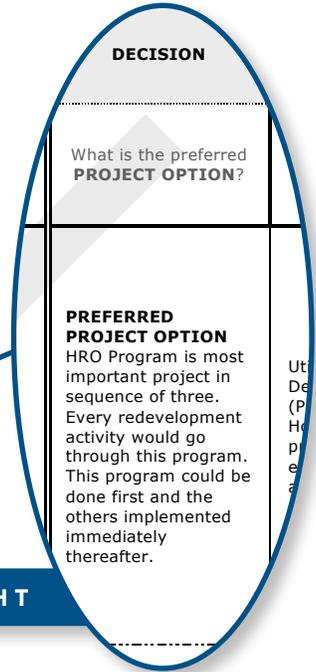


Step EIGHT – Make a DECISION

What is the preferred PROJECT OPTION?

This step involves reviewing and comparing information recorded for each potential project in **Steps FOUR** through **SEVEN**. The DMT process can generate many ideas for potential projects. Communities generally do not have the capacity, however, to focus on all ideas at one time. At this step users of the tool identify the project option most preferred for meeting recovery goals in the near future. Consider which projects and programs have the potential to generate important benefits, overcome challenges and connect to and build on other recovery efforts. Review availability of resources. Record your observations on the table. Based on your review and evaluation, select the project most likely to succeed in the short term and to advance your vision and goal. Identify this project as “Preferred Project Option.”

Selecting a preferred project option does not necessarily mean eliminating other options. You may not have sufficient information when using the DMT to select a single option for further development. For example, when using the DMT to explore three site options for a new city hall, users may not have sufficient information about the sites (such as ownership, environmental issues, adjacent uses or property values) to narrow their focus to a single site.



Step EIGHT

| COMMUNITY VISION: Creating a strong community devoted to family, fostering business, working together for future growth. | | | | | | | |
|--|---|--|--|--|--|---|--|
| SECTOR: HOUSING | | | | | | | |
| IDEAS | CHANGING EFFORTS | CAPS | PROJECT OPTIONS | OPPORTUNITIES | CONSIDERATIONS | RESOURCES | DECISION |
| How can we advance this GOAL? | What efforts are underway to advance the GOAL and SECTOR? | What programs, projects or funding are available to advance the GOAL, CHANGING EFFORTS? | What potential PROJECTS could advance your GOAL? | What OPPORTUNITIES exist to advance potential PROJECTS? | What BENEFITS (or CHALLENGES) do these OPTIONS present? | What material and resources are available to advance these OPTIONS? | What is the preferred PROJECT OPTION? |
| | | | Rehabilitate Housing Recovery Office (HRO). | Consider all housing programs serving the existing City Housing Redevelopment Plan. | Housing and redevelopment can occur under a variety of models, a "one-stop" program and multiple projects, including, but not limited to, acquisition, leasing and building options. | U.S. Department of Labor (DOLA) State Recovery Resource Opportunity (SRO) program, U.S. Department of Agriculture (USDA) Rural Development, U.S. Department of Housing and Urban Development (HUD) Community Development Block Grant (CDBG) program, State Housing Recovery Corporation (SHRC) and State Housing Recovery Corporation (SHRC) program. | PREFERRED PROJECT OPTION HRO Program is most important project in sequence of three. Every redevelopment activity would go through this program. This program could be done first and the others implemented immediately thereafter. |
| RESTORE HOUSING AS SOON AS POSSIBLE | City Housing Redevelopment Plan. | The Road made housing recovery needs from early 2010 through 2015. Recovery is being used to help meet the need for housing in the area. | Recovery HRO. | The general public supports implementation of this plan as their primary post-disaster housing option. The recovery housing in the area. | Temporary housing located in an adjacent area and development. | U.S. Department of Labor (DOLA) State Recovery Resource Opportunity (SRO) program, U.S. Department of Agriculture (USDA) Rural Development, U.S. Department of Housing and Urban Development (HUD) Community Development Block Grant (CDBG) program, State Housing Recovery Corporation (SHRC) and State Housing Recovery Corporation (SHRC) program. | SHRC Program is most important project in sequence of three. Every redevelopment activity would go through this program. This program could be done first and the others implemented immediately thereafter. |
| | | | Develop new shared care development. | Private additional housing units in area of City Housing Redevelopment Plan. | Availability of attractive affordable housing for this area and projects in the area. | USDA, Rural Development, U.S. Department of Housing and Urban Development (HUD) Community Development Block Grant (CDBG) program, State Housing Recovery Corporation (SHRC) and State Housing Recovery Corporation (SHRC) program. | SHRC Program is most important project in sequence of three. Every redevelopment activity would go through this program. This program could be done first and the others implemented immediately thereafter. |

GOAL: Expand housing choices.



ACTIONS

Completion of the DMT table is an important step toward developing projects that help a community realize its post-disaster vision. Next steps include:

- Confirm and validate potential projects through a public presentation.
- Establish procedures to monitor progress on next steps identified on the DMT table.
- Communicate DMT outcomes to community and stakeholder groups. Use the Communications Mapping Tool where appropriate to identify groups and communication methods.
- Connect and coordinate efforts with other ongoing efforts related to potential projects.

- Explore further opportunities, identified by the DMT, to enhance potential projects.
- Enter information from the DMT table into the Project Development Guide.
- Use sectors listed on DMT tables to search the Resource Guide for agency contacts and potential resources.



LTCR Process Diagram, Vision to Goals to Projects stages



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DMT EXAMPLES

DMT TABLE

SECTOR:

| COMMUNITY VISION: | | Section 1 Name | | Section 2 Name | | Section 3 Name | | Section 4 Name | | |
|-------------------|----------------------------------|---|---|--|---|---|---|---|---------------------------------------|---|
| GOAL: | IDEAS | ONGOING EFFORTS | GAPS | PROJECT OPTIONS | OPPORTUNITIES | BENEFITS | CHALLENGES | RESOURCES | DECISION | NEXT STEPS |
| | How can we accomplish this GOAL? | What efforts are currently underway in the community to advance the GOAL and IDEAS? | What prevents progress towards success in the GOAL, ONGOING EFFORTS or IDEAS? | What potential PROJECTS help accomplish your GOAL? | What OPPORTUNITIES exist to enhance potential PROJECTS? | What BENEFITS do these OPTIONS present? | What CHALLENGES do these OPTIONS present? | What internal and external RESOURCES are available to pursue these OPTIONS? | What is the preferred PROJECT OPTION? | What must be done to move a preferred OPTION forward? Who will take responsibility? What are target completion dates? |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |



COMPLETED HOUSING SECTOR – DMT TABLE

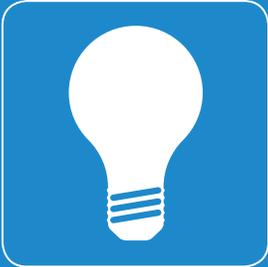
SECTOR: HOUSING

| COMMUNITY VISION: Creating a strong community devoted to family, fostering business, working together for future growth. | | | | | | | | | |
|--|---|---|--|--|---|--|--|--|------------|
| GOAL: Expand housing choices. | | | | | | | | | |
| IDEAS | ONGOING EFFORTS | GAPS | PROJECT OPTIONS | OPPORTUNITIES | CONSIDERATIONS | | RESOURCES | DECISION | NEXT STEPS |
| | | | | | BENEFITS | CHALLENGES | | | |
| How can we accomplish this GOAL? | What efforts are currently underway in the community to advance the GOAL and IDEAS? | What prevents progress towards successful GOALING EFFORTS or IDEAS? | What potential PROJECTS help accomplish your GOAL? | What OPPORTUNITIES exist to enhance potential PROJECTS? | What BENEFITS and CHALLENGES do these OPTIONS present? | What internal and external RESOURCES are available to pursue these OPTIONS? | What is the preferred PROJECT OPTION? | What must be done to move a preferred OPTION forward? Who will be responsible? What are the completion dates? | |
| RESTORE HOUSING AS SOON AS POSSIBLE. | City Housing Redevelopment Plan. | The flood made housing recovery needs more acute. A multi-faceted approach is necessary to better meet the need for housing in general. | Establish Housing Resource Office (HRO). | Consolidate all building processes utilizing the existing City Housing Redevelopment Plan. | Housing and redevelopment can occur faster if there is access to a "one-stop-shop" program and location to assist with information on permitting, financing and rebuilding options. Ensuring the HRO Program is properly staffed with people who are well versed in the rebuilding process. | U.S. Department of Labor (DOL); State Housing Resources Corporation; U.S. Agriculture (USDA); Rural Development; Housing and Urban Development (HUD); Enterprise Foundation, Green Communities grants and loans. | PREFERRED PROJECT OPTION HRO Program is most important project in sequence of three. Every redevelopment activity would go through this program. This program could be done first and the others implemented immediately thereafter. | Utilize Project Development Guide (PDG) to develop Housing Resource Office program legislation and information to be gathered. | |
| | | | Redevelop FEMA mobile home group site. | The general public supports redevelopment of this site as they prefer permanent housing rather than temporary housing on the site. | Temporary housing developed into an attractive mixed use development. | State Housing Resources Corporation; USDA Rural Development; HUD. | Community residents are concerned about the future of this site. After establishing the HRO this is the highest development priority in the community. | Utilize Project + Program Development Guide (PDG) to develop FEMA mobile home group site project based on existing information and information to be gathered. | |
| | | | Develop new planned duplex development. | Provide additional housing choice as listed in City Housing Redevelopment Plan. | Availability of attractive affordable housing for the elderly and those on fixed incomes. | USDA, Rural Development; HUD; Enterprise Foundation Green Communities grants and loans. | After establishing the HRO this is the second highest development priority. A variety of housing types is important to the community as they try to both attract and retain a diverse population. | Utilize Project + Program Development Guide (PDG) to develop planned duplex development project based on existing information and information to be gathered. | |

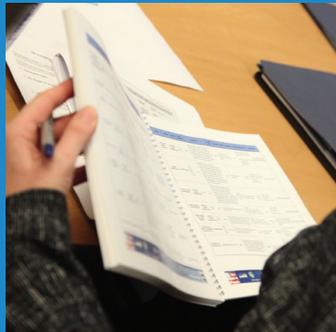


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PROJECT DEVELOPMENT GUIDE





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OVERVIEW

Recovery planning is a complex process. A method is needed for consistent organization of information. The Project Development Guide (PDG) assists with development of long-term community recovery project descriptions. The PDG facilitates collecting and analyzing information about goals, strategies and expected outcomes of proposed projects, supporting a more efficient and effective recovery process.

Purpose of the Project Development Guide

The PDG assists local governments and community stakeholders – including business groups, schools, local associations and community members – during the Long-Term Community Recovery (LTCR) process. Although tailored for this process, the PDG could add value to other planning processes that develop goal-oriented projects and programs.

Using the PDG helps:

- Streamline data collection by providing a set of standard questions about important recovery-related issues. This makes it easier to identify and address critical information gaps.
- Provide a thorough analysis of a project's strengths and weaknesses.
- Organize information in a consistent format, making comparisons between projects easier and more accurate. This type of analysis is critical for setting priorities and for determining whether a project will be further developed.
- Create a consistent source of information for use in documents such as project summaries and media releases.
- Support fundraising efforts, because PDG questions are similar to those in grant applications.

STEP-BY-STEP INSTRUCTIONS

The PDG asks a series of questions about the details of a proposed project. By answering these questions and recording the responses, you will develop a thorough description of the project. These detailed descriptions can be used when developing summaries, public announcements, grant applications, implementation plans and other documents. The following instructions guide you through the process and describe the purpose of the PDG and its questions. Using the instructions maintains consistency in answers and identifies issues that should be addressed when developing responses to the questions in the PDG.



Preparing to Use the Project Development Guide

The PDG is used after initial concepts for projects have been identified and validated by the community. These initial concepts are discussed and developed using the Decision-Making Tool (DMT).

A separate PDG should be completed for each project and can be done by an individual or as a group. Because the process of completing PDGs requires time and effort, identify individuals who understand the necessary commitment and are able to remain involved from start to completion.

An initial group workshop is recommended. Discussing questions in small groups helps participants establish common ground and creates connections between various community recovery efforts. Discussion often generates new and better ideas.

Because written responses can be long and may be revised multiple times, the PDG was designed to be completed using a computer. In a workshop, answers can be collected on individual printed copies of the PDG or on dry erase boards or flip charts. After the workshop, transfer answers to the electronic copy of the PDG.

Collect information generated through the DMT in order to simplify the process of completing the PDG.

| DATE | |
|---|--|
| COMMUNITY | |
| PROJECT NAME | |
| SECTOR | |
| PROJECT CHAMPION | |
| CONTACT INFORMATION | |
| COMMUNITY VISION | |
| GOAL | |
| <p>A. PROJECT DESCRIPTION</p> <p>A1. Project description and background (include information about options and alternatives).</p> <p>A2. Project type (e.g., program, policy, capital project, technical assistance).</p> <p>A3. Scope of work.</p> <p>A4. Project benefits. How does the project:</p> <ul style="list-style-type: none"> Stimulate the community's economy or create economic opportunities? Illustrate recovery activity? Provide connections to other activities, sectors or resources? Benefit the community as a whole? Contribute to the community's quality of life? <p>A5. Identify development and implementation timeframe(s). If implementation has begun, identify start date and provide a brief description of work to date.</p> | |
| <p>B. IMPACT</p> <p>B1. Describe demographics of populations impacted by the project.</p> <p>B2. What other persons or organizations might impact this project?</p> <p>B3. Describe geographic area of impact.</p> <p>B4. Is this project a precondition for any other activities?</p> | |
| <p>C. IMPORTANCE FOR RECOVERY</p> <p>C1. How is this a Long-Term Community Recovery (LTCR) project?</p> <p>C2. How would the project help achieve the post-disaster community vision?</p> <p>C3. How does the project incorporate best practices for reducing future loss?</p> | |
| <p>SUPPORT AND COORDINATION</p> <p>Agency or organization whose approval of the project is required? Include contact information if known.</p> <p>Part of a multi-agency effort? Are there Memoranda of Agreement/Understanding (MOA/MOU) required with other organizations?</p> <p>Does the project require multiple resource partners (e.g., technical assistance and funding resources)? Include contact information if known.</p> <p>Has the community been documented?</p> <p>Community capacity to sustain the project?</p> | |
| <p>FINANCIAL CONSIDERATIONS</p> <p>Estimated project costs (attach a separate page if necessary).</p> <p>Operating budget (attach a separate page if necessary).</p> <p>Are there other resources available to develop and implement the project?</p> <p>Has the project been committed?</p> <p>Has the project been expended?</p> <p>Identify funding gaps and potential sources of funding.</p> | |
| <p>IMPLEMENTATION</p> <p>Project prerequisites?</p> <p>Opportunities to implement the project in phases.</p> <p>Project timeframe of the project and phases? Is it achievable within three to five years?</p> | |
| <p>LIKELIHOOD OF SUCCESS</p> <p>Probability of this project? Describe the likelihood of the project becoming reality. Does the project have any challenges or challenges?</p> <p>What steps in connecting the project to other initiatives in the community? To the community as a whole?</p> | |

The Project Development Guide



What You Need to Use the Project Development Guide

- Community stakeholders.
- Community vision and goal statements and initial project concepts.
- Information on the disaster and the community:
 - Planning documents, such as comprehensive or economic development plans.
 - Statistics describing disaster impacts and pre-disaster conditions.
 - Input collected at public meetings.
- PDG in electronic format (found on the *LTCR ToolBox* CD).
- A computer and word processing software.
- Printed copies of the PDG with space inserted between questions for recording responses.
- Completed DMT tables.

If using the PDG as a group exercise, additional materials include:

- A method for displaying PDG questions to users.
 - Large format printouts of the PDG or a projector and computer.
 - Individual copies of the PDG.
- Flip charts and markers to record comments.
- Facilitators to present and guide the discussion process.

Completing the Project Development Guide

A PDG is completed by answering as many questions as possible in the nine subject-based sections. A sample copy and a completed PDG appear at the end of this section. An electronic version is included in the *LTCR ToolBox* CD. Refer to these when reviewing the Step-by-Step Instructions.

Provide responses to questions with as much detail as possible, but expect answers to be preliminary. Details can be added as the project is researched and developed. Some of the needed information can be found in the completed DMT. A list of DMT questions and corresponding PDG questions is provided at the end of this section to simplify the transfer of information from the DMT to the PDG. When unable to answer a question, note why and identify potential sources of information rather than leaving the field blank.

In most cases, technical resources such as architects, engineers, cost estimators or lawyers will be needed after initial project details have been developed. These subject-matter experts can verify feasibility of proposals, confirm accuracy of facts and provide additional detail. If possible, technical resources should be involved in preparation of initial project descriptions.

Questions in the PDG are primarily focused on the impact of the project on recovery. This limits the type of information appropriate for inclusion. Include information considered important, but outside the scope of questions, as an attachment to the PDG. Doing this keeps additional information accessible and keeps content concise and focused.

Many questions in the PDG are self-explanatory while others may require clarification. Reviewing the example of a completed PDG, at the end of this section, will help clarify the intent of each question.

Step ONE – PDG INTRODUCTION

PROJECT DEVELOPMENT GUIDE (PDG)

DATE

COMMUNITY

PROJECT NAME

SECTOR

PROJECT CHAMPION

CONTACT INFORMATION

COMMUNITY VISION

GOAL

1. PROJECT DESCRIPTION

1a. Report description and background of each information about nature and alternatives.

1b. Report type (e.g., program, policy, capital project, technical assistance).

2. Project Goals

2a. Project Goals: How does the project?

2b. Identify the community/sector(s) to be served (specify)?

2c. How will the project be implemented?

2d. How will the project be funded?

3. Impact

3a. Describe demographics of populations impacted by the project.

3b. How other persons or organizations might impact the project?

3c. How does the project benefit the community?

3d. Is this project a possibility for any other activity?

This document was developed as part of a grant from the American Recovery and Reinvestment Act of 2009 and the involvement of FEMA's Office of Recovery and Resilience.

PROJECT DEVELOPMENT GUIDE (PDG)

| | |
|---------------------|-------------------|
| DATE | |
| COMMUNITY | |
| PROJECT NAME | |
| SECTOR | |
| PROJECT CHAMPION | |
| CONTACT INFORMATION | Name Title |
| | Phone Cell E-mail |
| COMMUNITY VISION | |
| GOAL | |

Step ONE

Date

Include the date on each revision, to keep track of the most recent version of a PDG. Include a version number if helpful.

Community

Identify the community (city, county, neighborhood or other designation) in which the project is located as a reader may be reviewing documents from many different communities. When answering questions assume the reader has no familiarity with your community.

Project Name

Use descriptive project names with both a recovery-related action and a subject. Good examples of names are "Repair Rental Housing on Main Street" or "Develop a Streamlined Building Permit Process."

Sector

Group similar activities together within particular LTRC categories called sectors. Standard sectors (Housing, Infrastructure + Environment and Economy) are most often associated with LTRC. You may identify additional sectors as needed. The Resource Guide, also included in the *LTRC ToolBox*, uses nine sectors to differentiate funding sources; identifying one or more of these sectors facilitates the effective use of the Resource Guide.

Project Champion

Identify a community member or other individual who has knowledge of, interest in and willingness to support a project to completion.

Contact Information

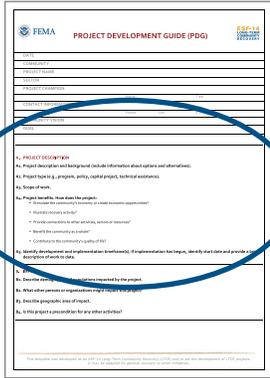
Provide complete and accurate contact information.

Community Vision

This statement describes how a community envisions its future and provides inspiration and long-term direction for recovery activities. The vision is the benchmark against which all recovery decisions and activities are evaluated and is included at the beginning of the PDG to highlight its importance. Refer to *Long-Term Community Recovery Planning Process: A Self-Help Guide* (found on the *LTRC ToolBox* CD) to find information regarding methods for developing a post-disaster community vision.



Step TWO - PROJECT DESCRIPTION



Phone _____ Cell _____ Email _____

COMMUNITY VISION _____

GOAL _____

A. PROJECT DESCRIPTION

A1. Project description and background (include information about options and alternatives).

A2. Project type (e.g., program, policy, capital project, technical assistance).

A3. Scope of work.

A4. Project benefits. How does the project:

- Stimulate the community's economy or create economic opportunities?
- Illustrate recovery activity?
- Provide connections to other activities, sectors or resources?
- Benefit the community as a whole?
- Contribute to the community's quality of life?

_____ for development and implementation timeframe(s). If implementation has begun, identify start date and _____ work to date.

Step TWO

SECTION A. PROJECT DESCRIPTION

A1. Project description and background information (include information about options and alternatives).

Provide a brief written description of the proposed project. Well-written descriptions address needs and issues and include background information that support this project. Include information about pre-disaster conditions and disaster impacts. You may include references to supporting documents and links to resources found on websites. Detailed background information, such as newspaper articles, can be referenced in this response and attached in an appendix. Consider a variety of approaches such as describing alternatives to the present proposal. Include options identified through the DMT and provide an explanation as to why the proposal is the most appropriate option.

A2. Project type (e.g., program, policy, capital project, technical assistance).

When analyzing a project, clarify whether it involves a capital project that would result in construction of buildings, roads, parks or other physical structures; a program that would be operated by government agencies or community organizations; a written plan or policy that is intended to direct future activities; a form of technical assistance; or some other approach.

A3. Scope of work.

Describe activities required for establishing or implementing a project. Identify the chronology or sequence of events and how the major elements presented in the description would be accomplished.

A4. Project benefits.

Benefits are identified in terms of five categories that represent key recovery benefits:

How does this project:

- **Stimulate the community's economy or create economic opportunities?**

Economic development plays an important role in recovery activities and most projects have at least an indirect economic benefit, such as temporary job creation.



- **Illustrate recovery activity?**

Showing that recovery is taking place improves community morale and demonstrates that the community is actively engaged. Describe in specific terms how this activity is apparent to the public, such as through development of a highly visible building or advertising of a new program.

- **Provide connections to other activities, sectors or resources?**

Connections can provide a variety of benefits. They can facilitate communication between organizations involved in recovery, aid in coordination of fundraising efforts and allocation of available resources. They can help raise awareness of existing policies that may affect a project and encourage the development of links between projects that allow them to reinforce one another. In answering this question, identify specific existing and proposed connections. For example, in a proposal to develop two parks, the existing connections include the coordination of the city parks department and local neighborhood groups. Potential connections could include the state parks service, faith-based organizations or childcare facilities.

- **Benefit the community as a whole?**

Projects that help achieve the community's post-disaster vision and have wide support lead to a larger community benefit.

- **Contribute to the community's quality of life?**

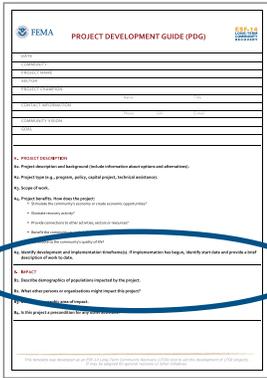
Describe improvements to the quality and quantity of schools, parks and recreational facilities, cultural resources, fire stations and hospitals, infrastructure such as streets, community services and housing opportunities.

A5. Identify development and implementation timeframe(s). If implementation has begun, identify start date and provide a brief description of work to date.

Understanding the speed at which recovery activities take place determines whether time-sensitive needs can be met. Providing an accurate schedule will help with coordination and fundraising. Initially, the schedule may include only major activities, such as permit approvals or grant application submission dates. As the project description becomes more detailed, adjust the schedule to reflect these changes. If the project is large or complex, individual phases can be developed in the PDG.



Step **THREE** – **IMPACT**



Step **THREE**

...to the community's quality of life?

A5. Identify development and implementation timeframe(s). If implementation has begun, identify start date and provide a brief description of work to date.

B. IMPACT

B1. Describe demographics of populations impacted by the project.

B2. What other persons or organizations might impact this project?

B3. Describe geographic area of impact.

SECTION B. IMPACT

B1. Describe demographics of populations.

Identify characteristics of stakeholders affected by the proposed activity. For example, for a project focusing on development of subsidized senior housing you would identify how many senior community members need housing and how many qualify as low-income.

B2. What other persons or organizations might impact this project?

Identify how the project could be affected by stakeholders, so that potential problems can be addressed and potential benefits realized or achieved. For example, plans to develop a lot adjacent to the project site could create problems if proposed land uses are not compatible. Be sure to identify project partners, such as neighboring jurisdictions or nonprofit organizations.

B3. Describe geographic area of impact.

Consider where most people affected by the project live and work. For example, a new elementary school primarily benefits neighborhood residents, but school district residents and employees living outside the community are also affected. You can identify the area of impact by community name, distance (e.g., within 10 miles of the airport) or other related way (e.g., watershed).

B4. Is this project a precondition for any other activities?

Discuss whether this project must happen before other activities can proceed. Consider if the project may create delays or difficulties for other activities. Consider both non-recovery activities, such as pre-disaster plans for road construction, as well as recovery-related activities. For example, expansion of an existing commercial district affected by floods may require rezoning of adjacent land on higher elevation before development can begin.

Step **FOUR** – **IMPORTANCE FOR RECOVERY**

| |
|---|
| <p>SECTION C. IMPORTANCE FOR RECOVERY</p> <p>C1. How is this a Long-Term Community Recovery (LTCR) project?</p> <p>1. How does the project help address the post-disaster community vision?</p> <p>2. How does the project incorporate best practices for reducing future loss?</p> <p>3. How does the project support sustainable development or practices through efficient use of energy, land and natural resources?</p> <p>4. How does the project increase recovery benefits, such as through connections to other activities?</p> <p>5. How does the project build community capacity for managing recovery activities efficiently and effectively?</p> |
| <p>SECTION D. COMMUNITY SUPPORT AND COORDINATION</p> <p>D1. How does the project support sustainable development or practices through efficient use of energy, land and natural resources?</p> <p>1. How does the project help address the post-disaster community vision?</p> <p>2. How does the project incorporate best practices for reducing future loss?</p> <p>3. How does the project support sustainable development or practices through efficient use of energy, land and natural resources?</p> <p>4. How does the project increase recovery benefits, such as through connections to other activities?</p> <p>5. How does the project build community capacity for managing recovery activities efficiently and effectively?</p> |
| <p>SECTION E. COMMUNITY SUPPORT AND COORDINATION</p> <p>E1. How does the project support sustainable development or practices through efficient use of energy, land and natural resources?</p> <p>1. How does the project help address the post-disaster community vision?</p> <p>2. How does the project incorporate best practices for reducing future loss?</p> <p>3. How does the project support sustainable development or practices through efficient use of energy, land and natural resources?</p> <p>4. How does the project increase recovery benefits, such as through connections to other activities?</p> <p>5. How does the project build community capacity for managing recovery activities efficiently and effectively?</p> |

- C. IMPORTANCE FOR RECOVERY**
- C1. How is this a Long-Term Community Recovery (LTCR) project?
 - C2. How would the project help achieve the post-disaster community vision?
 - C3. How does the project incorporate best practices for reducing future loss?
 - C4. How does the project support sustainable development or practices through efficient use of energy, land and natural resources?
 - C5. How does the project increase recovery benefits, such as through connections to other activities?
 - C6. How does the project build community capacity for managing recovery activities efficiently and effectively?

Step FOUR

SECTION C. IMPORTANCE FOR RECOVERY

C1. Is this a Long-Term Community Recovery (LTCR) or general recovery project?

LTCR addresses projects that have a community-wide focus, and are related to the disaster rather than general recovery projects that focus on needs of individuals or households. LTCR projects are achievable in a three to five year timeline, have community support and enhance the quality of life for the community.

C2. How would the project help achieve the post-disaster community vision?

A project should assist in achieving a community vision created in response to the disaster. Clearly describe how the project helps achieve the post-disaster community vision.

C3. How does the project incorporate best practices for reducing future loss?

An important component of disaster-related planning is determining how to decrease impacts of future disasters. Incorporating best practices improves safety and creates opportunities to obtain hazard mitigation funding. Identify methods for incorporating best practices and methods that provide effective solutions. For example, communities subject to hurricanes should prioritize building codes and design standards that address strong winds.

C4. How does the project support sustainable development or practices through efficient use of energy, land and natural resources?

In addition to providing environmental benefits, sustainable practices can reduce operating costs, heighten public visibility, indicate a forward-thinking orientation and create opportunities for securing additional funding. Obtain advice from someone with expertise in the field of sustainability, if needed.

C5. How does the project increase recovery benefits, such as through connections to other activities?

Connecting projects to shared resources (such as funding sources, a building or site, or staff) increases efficiency of recovery efforts. Proposals that increase positive media attention, funding or project completion benchmarks provide greater recovery benefits. Identify a replacement project that provides greater benefits, such as a school that is rebuilt to include better and larger facilities than before.

C6. How does the project build community capacity (the community's ability to manage recovery activities efficiently and effectively)?

Identify proposals that have substantial and direct impact on the community's ability to manage recovery activities. Examples may be a housing assistance or economic development program.



Step FIVE – COMMUNITY SUPPORT AND COORDINATION

| |
|--|
| <p>NECESSARY FOR SUCCESS?</p> <p>D1. How is this a long term community resource to this project?</p> <p>D2. How would the project help address the just climate concerns listed?</p> <p>D3. How does the project incorporate best practices for equity for low?</p> <p>D4. How does the project support sustainable development or justice through efficient use of energy, land and natural resources?</p> <p>D5. How does the project increase recovery benefits, such as through community to other activities?</p> <p>D6. How does the project support the community?</p> |
| <p>COMMUNITY SUPPORT AND COORDINATION</p> <p>D1. Is there an agency or organization whose approval of the project is required? Include contact information if known.</p> <p>D2. Is this project part of a multi-agency effort? Are there Memoranda of Agreement/Understanding (MOA/MOU) required between multiple organizations?</p> <p>D3. Does this project require multiple resource partners (e.g., technical assistance and funding resources)? Include contact information if known.</p> <p>D4. What support by the community has been documented?</p> <p>D5. Describe the community capacity to sustain the project?</p> |
| <p>FINANCING</p> <p>D1. Identify any opportunities to be pursued if the project is approved.</p> <p>D2. What is the likelihood of the project and related? Is it feasible within three to five years?</p> |
| <p>IMPLEMENTATION AND EVALUATION</p> <p>D1. Anticipated project cost (attach a separate page if necessary).</p> <p>D2. Anticipated operating budget (attach a separate page if necessary).</p> <p>D3. What funding or other resources are available to complete or implement the project?</p> <p>D4. What funding is committed?</p> <p>D5. What funding has been expended?</p> <p>D6. Identify any funding gaps and potential sources of funding.</p> |
| <p>PROSPECTS</p> <p>D1. What is the feasibility of the project? Describe the likelihood of the project becoming reality. Does the project have any significant obstacles or challenges?</p> |
| <p>NOTES</p> <p>D1. What are the next steps in connecting the project to other stakeholders in the community? To the community as a whole?</p> |

COMMUNITY SUPPORT AND COORDINATION

D1. Is there an agency or organization whose approval of the project is required? Include contact information if known.

D2. Is this project part of a multi-agency effort? Are there Memoranda of Agreement/Understanding (MOA/MOU) required between multiple organizations?

D3. Does this project require multiple resource partners (e.g., technical assistance and funding resources)? Include contact information if known.

D4. What support by the community has been documented?

D5. Describe the community capacity to sustain the project?

Step FIVE

SECTION D. COMMUNITY SUPPORT AND COORDINATION

D1. Is there an agency or organization whose approval is required? Include contact information if known.

Many projects require some type of formal approval. By identifying these milestones early in the process, you identify schedules and potential conflicts.

D2. Is this project part of a multi-agency effort? Are there Memoranda of Agreement/Understanding (MOA/MOU) required between multiple organizations?

Involvement of multiple governmental agencies or organizations generally requires formal agreements. Identifying these requirements early helps reduce possible coordination problems during the implementation stage.

D3. Does this project require multiple resource partners (e.g., technical assistance and funding resources)? Include contact information if known.

Involvement of many partners is beneficial, due to direct assistance they provide and because their involvement indicates broad support. Having multiple resource partners requires more coordination and communication. Identifying partners early provides greater opportunity to maximize benefits and minimize difficulties.

D4. What support by the community has been documented?

Many resource providers consider the type and amount of community support received to be a measure of how likely the project is to succeed. Support takes many forms: a resolution of support by the local government, public participation, donations and involvement by community organizations are a few.

D5. Does the community have the capacity to sustain the project?

Identifying necessary resources for project implementation is important. Non-financial resources include skilled leaders, public infrastructure such as electrical service, technical assistance and access to the media or other means of communication used to publicize the project.

Step SIX – PHASING

| |
|---|
| <p>1. RECOVERY PLAN NEEDED?</p> <p>1a. How is this a long term Community Recovery & VPD project?</p> <p>1b. How would this project help address the most critical community concern?</p> <p>1c. How does this project help address the most critical community concern?</p> <p>1d. How does this project support sustainable development or address through efficient use of energy, land and natural resources?</p> <p>1e. How does this project increase recovery benefits, such as through connections to other activities?</p> <p>1f. How does this project build community capacity for managing recovery activities efficiently and effectively?</p> |
| <p>2. COMMUNITY SUPPORT AND COOPERATION</p> <p>2a. Is there an agency or organization whose support of the project is required? Include contact information if known.</p> <p>2b. Is this project part of a multi-agency effort? Are there Memoranda of Understanding (MOU) or MOU required between involved agencies?</p> <p>2c. Does this project require multiple resource partners (e.g., technical assistance and funding resources) to scale beyond demonstration phases?</p> <p>2d. What support by the community has been documented?</p> <p>2e. Does the community support this project?</p> |
| <p>3. PRELIMINARY</p> <p>3a. Identify any project prerequisites?</p> <p>3b. Identify any opportunities to be achieved at the project phases.</p> <p>3c. What is the timeframe of the project and phases? Is it achievable within three to five years?</p> |
| <p>4. PROJECT ESTIMATES/FINANCIAL CONSIDERATIONS</p> <p>4a. Anticipated project cost (include a separate page if necessary).</p> <p>4b. Anticipated operating budget (include a separate page if necessary).</p> <p>4c. What funding or other resources are available to complete and implement the project?</p> <p>4d. What funding is committed?</p> <p>4e. What funding has been expended?</p> <p>4f. Identify any funding gaps and potential sources of funding.</p> |
| <p>5. FEASIBILITY</p> <p>5a. What is the feasibility of this project? Describe the likelihood of the project becoming reality. Does the project have any significant obstacles or challenges?</p> |
| <p>6. ADDITIONAL</p> <p>6a. What are the next steps in connecting the project to other relationships in the community? To the community as a whole?</p> |

PHASING

- E1. Describe any project prerequisites?
- E2. Identify any opportunities to implement the project in phases.
- E3. What is the timeframe of the project and phases? Is it achievable within three to five years?

ESTIMATES/FINANCIAL CONSIDERATIONS

Step SIX

SECTION E. PHASING

E1. Describe any project prerequisites?

Identify other recovery projects, programs or community activities that must be completed before the present project can proceed.

E2. Identify any opportunities to implement in phases.

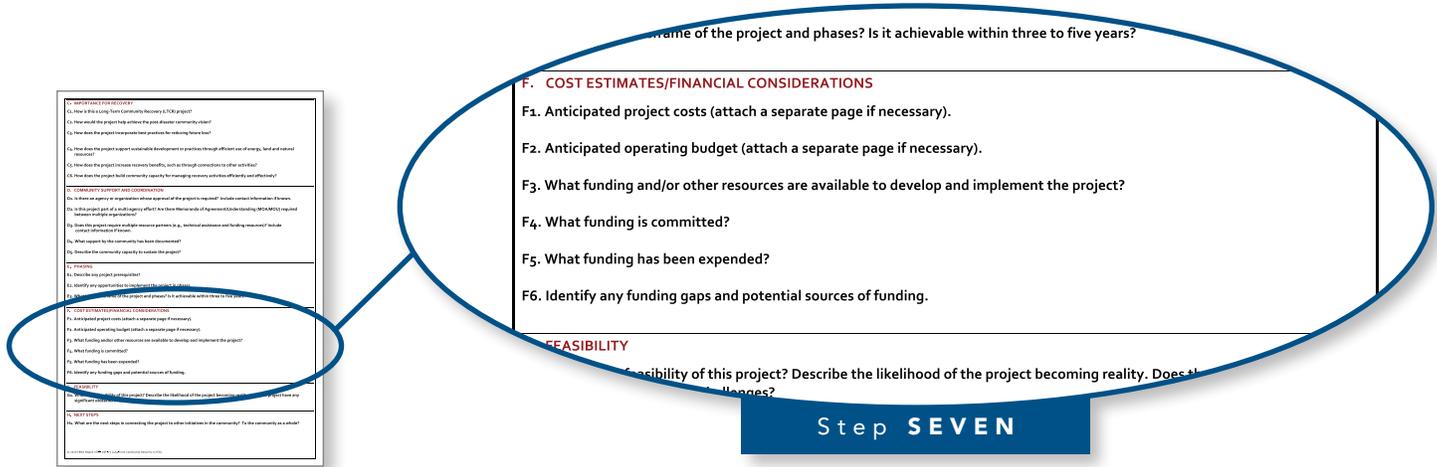
In some cases, it may be necessary or beneficial for you to implement parts of a project over time. Implementing a project in phases can make a large project more manageable and connect portions or phases with potential supporters or funding programs. The PDG may be developed for each phase of a large or complex project.

E3. What is the time frame of the project and the phases? Is it achievable within three to five years?

Attempt to keep to a tight project time frame. This helps promote a strong sense of community or “unity of purpose” usually found in the aftermath of a disaster. If a project cannot be implemented within this time frame, it may be a sign that it is not critical for long-term community recovery.



Step SEVEN – COST ESTIMATES/FINANCIAL CONSIDERATIONS



SECTION F. COST ESTIMATES/FINANCIAL CONSIDERATIONS

F1. Anticipated project costs (attach a separate page if necessary).

Costs identified early in the process assist with identifying potential funding sources and project budgets. Rough cost estimates are generally calculated based on a project’s square footage, the number of employees a program will require or by comparison with similar projects.

F2. Anticipated operating budget (attach a separate page if necessary).

If a project requires an operational budget, include estimated expenditures here as well as sources of income, such as rental income or annual grants, associated with operations.

F3. What funding and/or other resources are available to develop and implement the project?

Identify potential funding sources and/or technical resources and the assistance they can provide.

F4. What funding is committed?

Committed funding is one indication of the existing level of support and the feasibility of the proposal. Identify both the amount of funding and the source, as both are important for gauging support and will assist with future fundraising efforts.

F5. What funding has been expended?

Identify how much funding has been expended, the source of funding and on what it was spent.

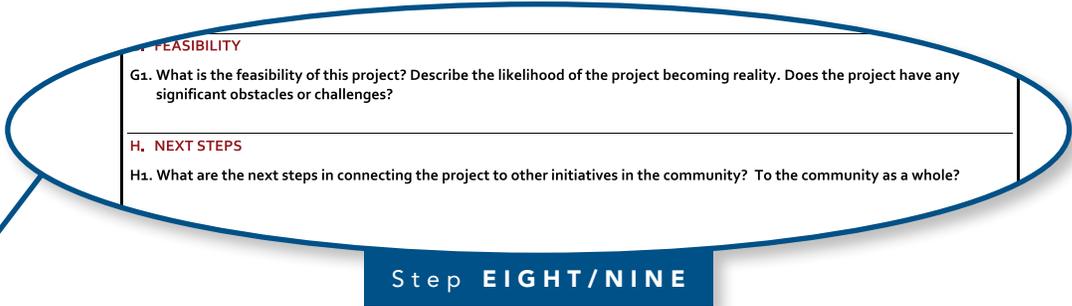
F6. Identify any funding gaps and potential sources of funding.

In addition to identifying gaps in funding, note if these gaps are related to particular types of expenses. For example, a mixed-income housing project may have secured full funding for construction for low-income senior apartments, but not for construction of market-rate apartments.

Step EIGHT – FEASIBILITY

Step NINE – NEXT STEPS

| |
|--|
| <p>PROJECT AND FEASIBILITY</p> <p>1. How does the project benefit community members or the project?</p> <p>2. How would the project help achieve the project's community vision?</p> <p>3. How does the project support the local economy or industry?</p> <p>4. How does the project support sustainable development or practices through efficient use of energy, land and natural resources?</p> <p>5. How does the project increase safety or security, such as through connections to other activities?</p> <p>6. How does the project build community capacity for managing economic activities and other activities?</p> |
| <p>COMMUNITY SUPPORT AND CONNECTIONS</p> <p>7. Is there an agency or organization whose approval the project requires? Include contact information if known.</p> <p>8. Is the project subject to any regulatory approval or other requirements of government or other regulatory agencies?</p> <p>9. How does the project support the community's economic development or other activities and funding resources? Include contact information if known.</p> <p>10. What capacity does the community have to support the project?</p> <p>11. How does the community support the project?</p> |
| <p>FINANCIAL</p> <p>12. How does the project fit the community's financial plan?</p> <p>13. How does the project fit the community's budget?</p> <p>14. What is the cost of the project and what is a realistic return on investment?</p> <p>15. How does the project fit the community's financial plan?</p> <p>16. How does the project fit the community's financial plan?</p> <p>17. How does the project fit the community's financial plan?</p> <p>18. How does the project fit the community's financial plan?</p> <p>19. How does the project fit the community's financial plan?</p> <p>20. How does the project fit the community's financial plan?</p> |
| <p>CONCLUSION</p> <p>21. How does the project fit the community's financial plan?</p> <p>22. How does the project fit the community's financial plan?</p> <p>23. How does the project fit the community's financial plan?</p> <p>24. How does the project fit the community's financial plan?</p> <p>25. How does the project fit the community's financial plan?</p> <p>26. How does the project fit the community's financial plan?</p> <p>27. How does the project fit the community's financial plan?</p> <p>28. How does the project fit the community's financial plan?</p> <p>29. How does the project fit the community's financial plan?</p> <p>30. How does the project fit the community's financial plan?</p> |



SECTION G. FEASIBILITY

G1. What is the feasibility of this project? Describe the likelihood of the project becoming reality. Does the project have any significant obstacles or challenges?

Review the contents of the PDG and estimate the likelihood that this project or program can be implemented. Consider current economic conditions. This evaluation helps prioritize. Update this information as you make changes to the proposal and as conditions in the community change.

SECTION H. NEXT STEPS

H1. What are the next steps in connecting the project to other initiatives in the community? To the community as a whole?

Because of the importance of having well-connected projects, an important implementation step is to create and strengthen connections. List tasks, such as public meetings or press releases, that need to be completed to make these connections.



Step TEN – REVISE PROJECT DESCRIPTIONS

After completing draft PDGs for each project, review and evaluate them. Make revisions based on the results. Conduct this evaluation process in a group setting, where different perspectives are available. This makes it easier to identify changes that improve project descriptions and builds ownership.

Evaluate the PDG using the following criteria:

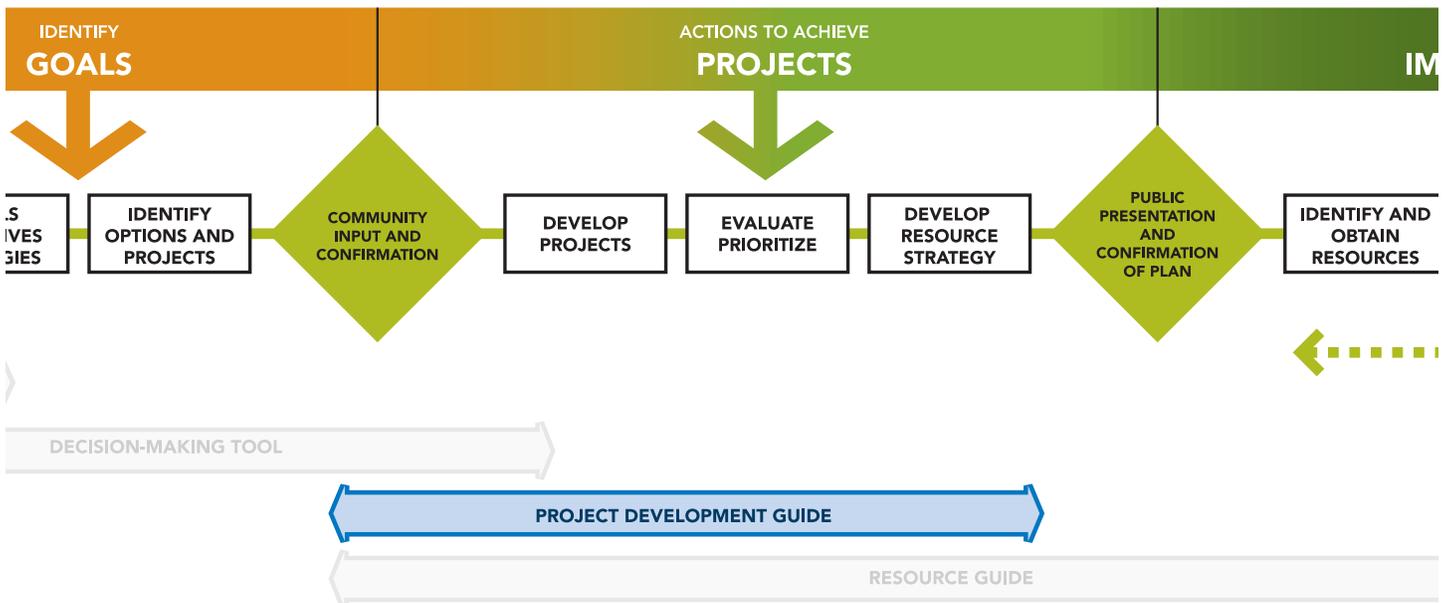
- Every question is answered.
- Responses to questions contain detail sufficient to explain need for the project, the benefits it will provide and how it will provide these benefits.
- Answers do not include unnecessary information that weakens the message or distracts the reader.
- Answers are consistent with one another and with those from other PDGs or outside sources.

Evaluation may indicate that certain proposals are not feasible, or would have a limited effect on recovery, and need to be set aside or re-prioritized. You may also decide to complete additional PDGs as new ideas for projects emerge from the review.

Step ELEVEN – SET PRIORITIES

After PDGs for all projects are evaluated and revised, set priorities. The primary considerations for setting priorities is feasibility (how likely is the project to succeed) and importance for recovery (how great a benefit the project will provide).

Consider using the Project Recovery Value Worksheet presented in *Long-Term Community Recovery Planning Process: A Self-Help Guide* to assess the relative impact on your community of each proposal. The Project Recovery Value Worksheet helps determine which proposals provide strong benefits in a reasonable time frame or provide an early, visible success that can maintain recovery momentum. The *Self-Help Guide* is found on the *LTCR ToolBox CD*.



LTCR Process Diagram, Projects stage



Step TWELVE – VALIDATION

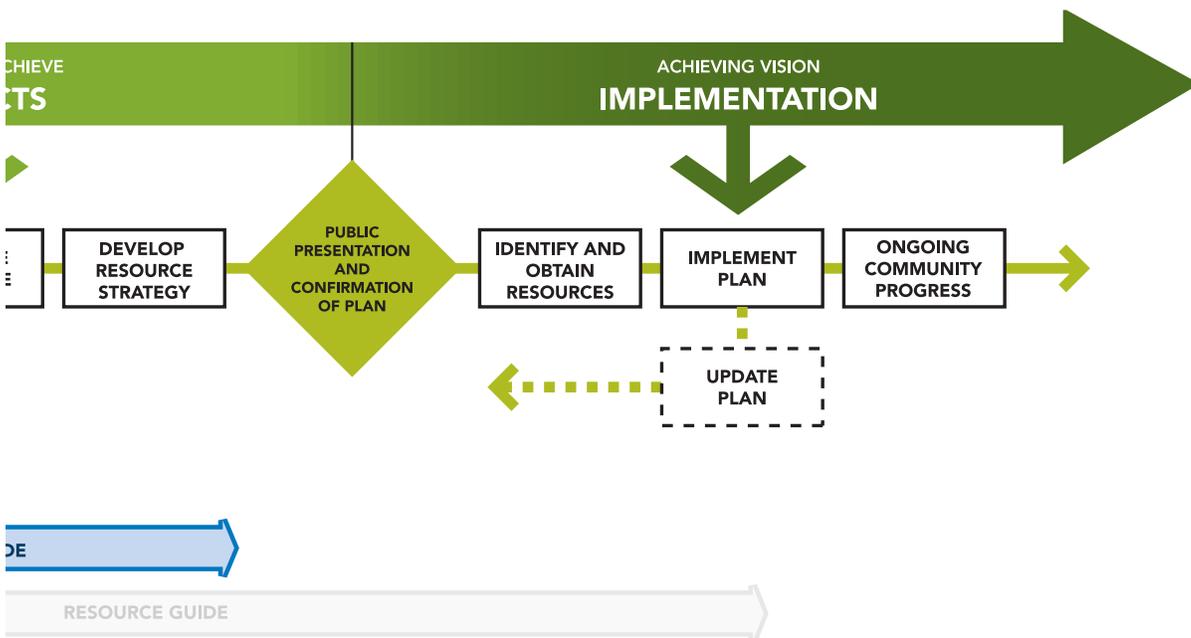
Consider ways of collecting and presenting summaries (rather than PDGs themselves) in a single document such as a plan. This document will serve as a road map to community recovery by presenting the community’s vision and goals alongside projects and programs your research has identified as means to achieve them. Content should describe each project, identify needs, provide proof of community support and include cost estimates. Use this document to market proposals to government agencies, nonprofit groups or private-sector investors with funding capabilities. The *Self-Help Guide* includes a discussion of recovery plan preparation that can assist with development of this document.

After finalizing the document you should hold an event consistent with lessons from Communications Mapping Tool (CMT) to present the document along with other results of the LTCR process to the public. This event facilitates public confirmation and support of the plan by permitting stakeholders an opportunity to view progress, voice their preferences and provide feedback.

ACTIONS

The use of the PDG moves the community closer to realizing its post-disaster vision. The following actions – which involve identifying and securing resources and making plans for implementation – are recommended to help the community take the next steps shown.

- Use the PDG to create brief project summaries for media releases or funding applications.
- Using the Resource Guide, research potential resource partners and prepare applications for funding based on information collected in PDGs.
- Review proposed scope of work for each project to identify next steps necessary for implementation.
- Communicate results of the PDG process to the community and stakeholder groups. Use the CMT where appropriate to identify groups and communication methods.
- Periodically review PDG contents and project summaries. Make updates to maintain the usefulness of these documents.



LTCR Process Diagram, Implementation stage

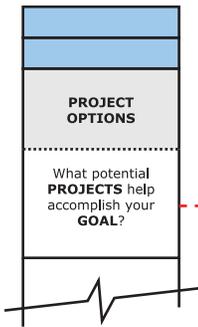


PDG-DMT CONNECTIONS

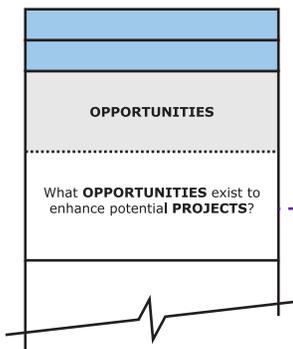
The following three diagrams depict the relationships between Program Development Guide questions and the Decision-Making Tool steps.

PDG QUESTIONS

DMT TABLE STEP 4



DMT TABLE STEP 5



- A. PROJECT DESCRIPTION**
- A1. Project description and background (include information about options and alternatives).
- A2. Project type (e.g., program, policy, capital project, technical assistance).
- A3. Scope of work.
- A4. Project benefits. How does the project :
 - Stimulate the community's economy or create economic opportunities?
 - Illustrate recovery activity?
 - Provide connections to other activities, sectors or resources?
 - Benefit the community as a whole?
 - Contribute to the community's quality of life?
- A5. Identify development and implementation timeframe(s). If implementation has begun, identify start date and provide a brief description of work to date.

- B. IMPACT**
- B1. Describe demographics of populations impacted by the project.
- B2. What other persons or organizations might impact this project?
- B3. Describe geographic area of impact.
- B4. Is this project a precondition for any other activities?

- C. IMPORTANCE FOR RECOVERY**
- C1. How is this a Long-Term Community Recovery (LTCR) project?
- C2. How would the project help achieve the post-disaster community vision?
- C3. How does the project incorporate best practices for reducing future loss?
- C4. How does the project support sustainable development or practices through efficient use of energy, land and natural resources?
- C5. How does the project increase recovery benefits, such as through connections to other activities?
- C6. How does the project build community capacity for managing recovery activities efficiently and effectively?

- D. COMMUNITY SUPPORT AND COORDINATION**
- D1. Is there an agency or organization whose approval of the project is required? Include contact information if known.
- D2. Is this project part of a multi-agency effort? Are there Memoranda of Agreement/Understanding (MOA/MOU) required between multiple organizations?
- D3. Does this project require multiple resource partners (e.g., technical assistance and funding resources)? Include contact information if known.
- D4. What support by the community has been documented?
- D5. Describe the community capacity to sustain the project?

- E. PHASING**
- E1. Describe any project prerequisites?
- E2. Identify any opportunities to implement the project in phases.
- E3. What is the timeframe of the project and phases? Is it achievable within three to five years?

- F. COST ESTIMATES/FINANCIAL CONSIDERATIONS**
- F1. Anticipated project costs (attach a separate page if necessary).
- F2. Anticipated operating budget (attach a separate page if necessary).
- F3. What funding and/or other resources are available to develop and implement the project?
- F4. What funding is committed?
- F5. What funding has been expended?
- F6. Identify any funding gaps and potential sources of funding.

- G. FEASIBILITY**
- G1. What is the feasibility of this project? Describe the likelihood of the project becoming reality. Does the project have any significant obstacles or challenges?

- H. NEXT STEPS**
- H1. What are the next steps in connecting the project to other initiatives in the community? To the community as a whole?



PDG QUESTIONS

**DMT TABLE
STEP 6**

| |
|---|
| |
| |
| CONSIDERATIONS |
| BENEFITS |
| What BENEFITS do these OPTIONS present? |
| |

**DMT TABLE
STEP 6**

| |
|---|
| |
| |
| CONSIDERATIONS |
| CHALLENGES |
| What CHALLENGES do these OPTIONS present? |
| |

A. PROJECT DESCRIPTION

A1. Project description and background (include information about options and alternatives).

A2. Project type (e.g., program, policy, capital project, technical assistance).

A3. Scope of work.

A4. Project benefits. How does the project:

- Stimulate the community's economy or create economic opportunities?
- Illustrate recovery activity?
- Provide connections to other activities, sectors or resources?
- Benefit the community as a whole?
- Contribute to the community's quality of life?

A5. Identify development and implementation timeframe(s). If implementation has begun, identify start date and provide a brief description of work to date.

B. IMPACT

B1. Describe demographics of populations impacted by the project.

B2. What other persons or organizations might impact this project?

B3. Describe geographic area of impact.

B4. Is this project a precondition for any other activities?

C. IMPORTANCE FOR RECOVERY

C1. How is this a Long-Term Community Recovery (LTCR) project?

C2. How would the project help achieve the post-disaster community vision?

C3. How does the project incorporate best practices for reducing future loss?

C4. How does the project support sustainable development or practices through efficient use of energy, land and natural resources?

C5. How does the project increase recovery benefits, such as through connections to other activities?

C6. How does the project build community capacity for managing recovery activities efficiently and effectively?

D. COMMUNITY SUPPORT AND COORDINATION

D1. Is there an agency or organization whose approval of the project is required? Include contact information if known.

D2. Is this project part of a multi-agency effort? Are there Memoranda of Agreement/Understanding (MOA/MOU) required between multiple organizations?

D3. Does this project require multiple resource partners (e.g., technical assistance and funding resources)? Include contact information if known.

D4. What support by the community has been documented?

D5. Describe the community capacity to sustain the project?

E. PHASING

E1. Describe any project prerequisites?

E2. Identify any opportunities to implement the project in phases.

E3. What is the timeframe of the project and phases? Is it achievable within three to five years?

F. COST ESTIMATES/FINANCIAL CONSIDERATIONS

F1. Anticipated project costs (attach a separate page if necessary).

F2. Anticipated operating budget (attach a separate page if necessary).

F3. What funding and/or other resources are available to develop and implement the project?

F4. What funding is committed?

F5. What funding has been expended?

F6. Identify any funding gaps and potential sources of funding.

G. FEASIBILITY

G1. What is the feasibility of this project? Describe the likelihood of the project becoming reality. Does the project have any significant obstacles or challenges?

H. NEXT STEPS

H1. What are the next steps in connecting the project to other initiatives in the community? To the community as a whole?



**DMT TABLE
STEP 7**

| |
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| |
| |
| RESOURCES |
| What internal and external RESOURCES are available to pursue these OPTIONS ? |

**DMT TABLE
STEP 8**

| |
|---|
| |
| |
| DECISION |
| What is the preferred PROJECT OPTION ? |

**DMT TABLE
STEP 9**

| |
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| |
| |
| NEXT STEPS |
| What must be done to move a preferred OPTION forward? Who will take responsibility? What are target completion dates? |

PDG QUESTIONS

| |
|--|
| A. PROJECT DESCRIPTION |
| A1. Project description and background (include information about options and alternatives). |
| A2. Project type (e.g., program, policy, capital project, technical assistance). |
| A3. Scope of work. |
| A4. Project benefits. How does the project: |
| • Stimulate the community's economy or create economic opportunities? |
| • Illustrate recovery activity? |
| • Provide connections to other activities, sectors or resources? |
| • Benefit the community as a whole? |
| • Contribute to the community's quality of life? |
| A5. Identify development and implementation timeframe(s). If implementation has begun, identify start date and provide a brief description of work to date. |
| B. IMPACT |
| B1. Describe demographics of populations impacted by the project. |
| B2. What other persons or organizations might impact this project? |
| B3. Describe geographic area of impact. |
| B4. Is this project a precondition for any other activities? |
| C. IMPORTANCE FOR RECOVERY |
| C1. How is this a Long-Term Community Recovery (LTCR) project? |
| C2. How would the project help achieve the post-disaster community vision? |
| C3. How does the project incorporate best practices for reducing future loss? |
| C4. How does the project support sustainable development or practices through efficient use of energy, land and natural resources? |
| C5. How does the project increase recovery benefits, such as through connections to other activities? |
| C6. How does the project build community capacity for managing recovery activities efficiently and effectively? |
| D. COMMUNITY SUPPORT AND COORDINATION |
| D1. Is there an agency or organization whose approval of the project is required? Include contact information if known. |
| D2. Is this project part of a multi-agency effort? Are there Memoranda of Agreement/Understanding (MOA/MOU) required between multiple organizations? |
| D3. Does this project require multiple resource partners (e.g., technical assistance and funding resources)? Include contact information if known. |
| D4. What support by the community has been documented? |
| D5. Describe the community capacity to sustain the project? |
| E. PHASING |
| E1. Describe any project prerequisites? |
| E2. Identify any opportunities to implement the project in phases. |
| E3. What is the timeframe of the project and phases? Is it achievable within three to five years? |
| F. COST ESTIMATES/FINANCIAL CONSIDERATIONS |
| F1. Anticipated project costs (attach a separate page if necessary). |
| F2. Anticipated operating budget (attach a separate page if necessary). |
| F3. What funding and/or other resources are available to develop and implement the project? |
| F4. What funding is committed? |
| F5. What funding has been expended? |
| F6. Identify any funding gaps and potential sources of funding. |
| G. FEASIBILITY |
| G1. What is the feasibility of this project? Describe the likelihood of the project becoming reality. Does the project have any significant obstacles or challenges? |
| H. NEXT STEPS |
| H1. What are the next steps in connecting the project to other initiatives in the community? To the community as a whole? |



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PDG EXAMPLES

PDG TEMPLATE

| | | |
|---|---|---|
|  FEMA | <h2 style="margin: 0;">PROJECT DEVELOPMENT GUIDE (PDG)</h2> | ESF-14 LONG-TERM COMMUNITY RECOVERY |
| DATE | | |
| COMMUNITY | | |
| PROJECT NAME | | |
| SECTOR | | |
| PROJECT CHAMPION | | |
| | | Name |
| | | Title |
| CONTACT INFORMATION | | |
| | | Phone |
| | | Cell |
| | | E-mail |
| COMMUNITY VISION | | |
| GOAL | | |
| <p>A. PROJECT DESCRIPTION</p> <p>A1. Project description and background (include information about options and alternatives).</p> <p>A2. Project type (e.g., program, policy, capital project, technical assistance).</p> <p>A3. Scope of work.</p> <p>A4. Project benefits. How does the project:</p> <ul style="list-style-type: none"> • Stimulate the community's economy or create economic opportunities? • Illustrate recovery activity? • Provide connections to other activities, sectors or resources? • Benefit the community as a whole? • Contribute to the community's quality of life? <p>A5. Identify development and implementation timeframe(s). If implementation has begun, identify start date and provide a brief description of work to date.</p> | | |
| <p>B. IMPACT</p> <p>B1. Describe demographics of populations impacted by the project.</p> <p>B2. What other persons or organizations might impact this project?</p> <p>B3. Describe geographic area of impact.</p> <p>B4. Is this project a precondition for any other activities?</p> | | |
| <p><i>This template was developed as an ESF-14 Long-Term Community Recovery (LTCR) tool to aid the development of LTCR projects. It may be adapted for general recovery or other initiatives.</i></p> | | |



PDG TEMPLATE (continued)

C. IMPORTANCE FOR RECOVERY

- C1. How is this a Long-Term Community Recovery (LTCR) project?
- C2. How would the project help achieve the post-disaster community vision?
- C3. How does the project incorporate best practices for reducing future loss?
- C4. How does the project support sustainable development or practices through efficient use of energy, land and natural resources?
- C5. How does the project increase recovery benefits, such as through connections to other activities?
- C6. How does the project build community capacity for managing recovery activities efficiently and effectively?

D. COMMUNITY SUPPORT AND COORDINATION

- D1. Is there an agency or organization whose approval of the project is required? Include contact information if known.
- D2. Is this project part of a multi-agency effort? Are there Memoranda of Agreement/Understanding (MOA/MOU) required between multiple organizations?
- D3. Does this project require multiple resource partners (e.g., technical assistance and funding resources)? Include contact information if known.
- D4. What support by the community has been documented?
- D5. Describe the community capacity to sustain the project?

E. PHASING

- E1. Describe any project prerequisites?
- E2. Identify any opportunities to implement the project in phases.
- E3. What is the timeframe of the project and phases? Is it achievable within three to five years?

F. COST ESTIMATES/FINANCIAL CONSIDERATIONS

- F1. Anticipated project costs (attach a separate page if necessary).
- F2. Anticipated operating budget (attach a separate page if necessary).
- F3. What funding and/or other resources are available to develop and implement the project?
- F4. What funding is committed?
- F5. What funding has been expended?
- F6. Identify any funding gaps and potential sources of funding.

G. FEASIBILITY

- G1. What is the feasibility of this project? Describe the likelihood of the project becoming reality. Does the project have any significant obstacles or challenges?

H. NEXT STEPS

- H1. What are the next steps in connecting the project to other initiatives in the community? To the community as a whole?

COMPLETED HOUSING SECTOR – PDG

|  | | PROJECT + PROGRAM DEVELOPMENT GUIDE (PDG) | | ESF-14 LONG-TERM COMMUNITY RECOVERY | |
|--|---|--|---------------------------------|--|--|
| COMMUNITY | River City | | | | |
| PROJECT OR PROGRAM NAME | Establish a Housing Resource Office | | | | |
| SECTOR | Housing | | | | |
| PROJECT CHAMPION | Charles Macintosh | | Housing Committee Chairperson | | |
| | Name | | Title | | |
| CONTACT INFORMATION | (555) 555-5555 | | charles.macintosh@rivercity.gov | | |
| | Phone | Cell | E-mail | | |
| DATE | May 8, 2009 | | | | |
| COMMUNITY VISION | Creating a strong community devoted to family, fostering business and working together for future growth. | | | | |
| GOAL | | | | | |
| A. PROJECT OR PROGRAM DESCRIPTION | | | | | |
| <input type="checkbox"/> A1. Background (include disaster impacts associated with the project or program). The Green Back River Flood 2008 breached the River City levee, flooding approximately 25 square miles of Standard County. River City was an economically depressed, middle-income town of 27,930 in population prior to the flood. All businesses and housing structures were flooded, most having FEMA damage repair estimates greater than 50 percent of their assessed pre-flood value. | | | | | |
| <input type="checkbox"/> A2. Project or program description. Understanding the large number of housing options, programs, assistance and requirements can be overwhelming, especially following a disaster. The technical aspects of many housing programs are considerable. The creation of a housing resource office meets the needs of River City and Standard County residents who must rebuild or find a home after the disaster. A housing resource office will provide city and county homeowners, renters, builders and developers with information on financial assistance and housing options. The housing office will provide information and assistance in a targeted user-friendly environment to support informed decisions, including: <ul style="list-style-type: none"> ▪ Affordable housing design. ▪ Sustainable building concepts. ▪ Consumer protection and insurance advocacy. ▪ Housing financing and funding opportunities for home buyers, builders, developers, government and nonprofit entities. ▪ Information and assistance with permitting and inspection processes. ▪ Financial counseling. ▪ Home buying seminars. | | | | | |
| <input type="checkbox"/> A3. Project or program type (e.g., program, policy, capital project, technical assistance). Program. | | | | | |
| <input type="checkbox"/> A4. Scope of work. Register and establish the housing resource office as a 501(c)(3) nonprofit to serve the city and county. After registration, the housing resource office will require initial funding for the cost of office space and staff. The <i>Resource Guide</i> provides potential funding from Federal, State, corporate and foundation sources. The housing resource office will be housed within the city/county building or zoning offices with one full-time and one part-time staff member to be hired and trained. An Economic Driver University (EDU) two (2) year fellowship program will be created to fund the pursuit of long-term approaches and methods for the design and construction of affordable and sustainable housing. Staff will work with the city and EDU to develop systems to expedite the permitting and inspection process, reduce the time to build and occupy housing and encourage cost-effective sustainable housing construction. The housing resource office location will streamline the process for users and minimize the burden and complexity of the rebuilding process. After project start-up funding is awarded, staff will be responsible to work toward becoming self-sustaining by independently pursuing Federal, State, corporate and foundation funding for continued operation. | | | | | |
| <input type="checkbox"/> A5. Project or program benefits. How does the project or program: <ul style="list-style-type: none"> ▪ Stimulate the community's economy or create economic opportunities? Redevelopment will be made more readily attainable by staff assisting the city in developing a more efficient system to expedite the permitting and inspection process, reduce the time to build and occupy housing and encourage cost-effective sustainable housing construction. | | | | | |
| <small>This template was developed as an ESF-14 Long-Term Community Recovery (LTCR) Tool to aid the development of LTCR projects. It may be adapted for general recovery or other initiatives.</small> | | | | | |



COMPLETED HOUSING SECTOR – PDG (continued)

| |
|--|
| <ul style="list-style-type: none"> ▪ Illustrate recovery activity? Project makes recovery highly visible as it expedites the building permit and inspection process, encouraging a more timely rebuilding process. ▪ Provide connections to other activities, sectors or resources? Project is connected to overall community reconstruction efforts and will connect projects together through the required permit and inspection process and will provide potential funding sources for projects. ▪ Benefit the community as a whole? Project encourages a sense of pride in River City and will attract new residents to the community as they view the expedited rebuilding progress of the new city. ▪ Contribute to the community's quality of life? Project ensures structures are built using Leadership in Energy and Environmental Design (LEED) design standards, setting the design standard for new community development. Project site offers the community one location for information on housing options, financial assistance and funding, permitting and inspection, expediting the recovery. <p><input type="checkbox"/> A6. What are options/alternatives for this project or program? Why is this option/alternative chosen? Options include developing a new planned duplex development, redeveloping FEMA mobile home group site and establishing a housing resource office. Establishing a housing resource office was chosen based on its importance to every redevelopment activity. The housing resource office will be established first and the other options could be implemented soon after.</p> <p><input type="checkbox"/> A7. Identify development and implementation timeframe(s). If implementation has begun, identify start date and provide a brief description of work to date. Project development is scheduled to occur within 90 days beginning March 2009. Implementation begins shortly thereafter with the beginning of spring construction and reconstruction.</p> |
| <p>B. PROJECT OR PROGRAM IMPACT</p> <p><input type="checkbox"/> B1. Describe demographics of populations impacted by the project or program. Project benefits the median and low-income population of River City and surrounding Standard County as all housing structures in River City were flooded, with most having FEMA damage repair estimates greater than 50 percent of their assessed pre-flood value.</p> <p><input type="checkbox"/> B2. What other persons or organizations might impact this project or program? Property owners who accept the FEMA Hazard Mitigation Grant Program (HMGP) acquisitions.</p> <p><input type="checkbox"/> B3. Describe geographic area of impact. River City and surrounding Standard County.</p> <p><input type="checkbox"/> B4. Is this project or program a precondition for any other activities? Project is not a prerequisite but will be useful for recovery housing, redevelopment and clean up projects that require permitting.</p> |
| <p>C. IMPORTANCE FOR RECOVERY</p> <p><input type="checkbox"/> C1. Is this a Long-Term Community Recovery (LTCR) project or program or general recovery project or program? LTCR program to help improve upon post and pre-flood housing conditions.</p> <p><input type="checkbox"/> C2. How would the project or program help achieve the post-disaster community vision? This project will display the community's commitment to restoring existing housing and expanding new housing opportunities in downtown River City.</p> <p><input type="checkbox"/> C3. How does the project or program incorporate best practices for reducing future loss? Project helps implement and inform residents and contractors on new building codes, improving the building stock of the town.</p> <p><input type="checkbox"/> C4. How does the project or program support sustainable development or practices through efficient use of energy, land and natural resources? Project will encourage the use of LEED building standards resulting in more energy efficient and sustainable municipal development. It would assist in the rehabilitation of existing flood damaged homes and build new homes in the town's core, encouraging a strategy of infill development as opposed to sprawl.</p> <p><input type="checkbox"/> C5. How does the project or program increase recovery benefits, such as through connections to other activities? Project would highlight locations and opportunities for housing and business development such as in the port authority's rail spur development area. Opportunities for additional connections to recreational facilities and the river would also be available.</p> <p><input type="checkbox"/> C6. How does the project or program build community capacity (the community's ability to manage recovery activities efficiently and effectively)?</p> |

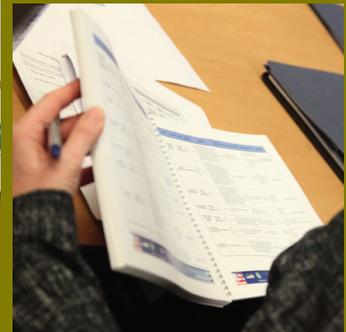
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COMPLETED HOUSING SECTOR – PDG (continued)

| |
|---|
| <p>Project will build capacity through the coordination and administration of all information regarding house building and rebuilding process.</p> |
| <p>D. COMMUNITY SUPPORT AND COORDINATION</p> <p><input type="checkbox"/> D1. Is there an agency or organization whose approval of the project is required? Include contact information if known. City of River City and Standard County.</p> <p><input type="checkbox"/> D2. Is this project or program part of a multi-agency effort? Are there Memoranda of Agreement/Understanding (MOA/MOU) between multiple organizations? Project will be administered by City of River City and Standard County.</p> <p><input type="checkbox"/> D3. Does this project require multiple resource partners (e.g., technical assistance and funding resources)? Include contact information if known. Resource partners are the City of River City, Standard County, Regional Planning Commission (RPC), U.S. Department of Labor (DOL), U.S. Department of Housing and Urban Development (HUD).</p> <p><input type="checkbox"/> D4. What support by the community has been documented? Community support was documented with resolutions of support from the city and county authorities.</p> <p><input type="checkbox"/> D5. Does the community have the workforce and resources to sustain the project or program? Yes, if the one (1) full-time and one (1) part-time staff person become self sustaining after two (2) years.</p> |
| <p>E. PHASING</p> <p><input type="checkbox"/> E1. Does this project or program have any prerequisites? No.</p> <p><input type="checkbox"/> E2. Identify any opportunities to implement the project or program in phases. Yes, funding to open and operate the office can be awarded prior to hiring and training the staff.</p> <p><input type="checkbox"/> E3. Is the project or program achievable within a three- (3) to five- (5) year timeframe? Yes, project will begin within 30 days of funding award and its expected implementation within three (3) weeks thereafter.</p> |
| <p>F. COST ESTIMATES/FINANCIAL CONSIDERATIONS</p> <p><input type="checkbox"/> F1. Anticipated project or program costs (attach a separate page if necessary). \$60,000 for staff one (1) full-time; one (1) part-time; \$50,000 Economic Driver University (EDU) Fellowship Program; \$100,000 resource office space; total cost \$210,000.</p> <p><input type="checkbox"/> F2. What funding and/or other resources are available to develop and implement the project or program? \$140,000 insurance proceeds; \$182,000 FEMA Public Assistance (PA).</p> <p><input type="checkbox"/> F3. What other funding is committed? No other funding is committed.</p> <p><input type="checkbox"/> F4. What other funding has been expended? No other funding has been expended.</p> <p><input type="checkbox"/> F5. Identify a detailed operational budget (attach a separate page if necessary). See attached spreadsheet.</p> <p><input type="checkbox"/> F6. Identify any funding gaps. \$210,000 for the complete project.</p> <p><input type="checkbox"/> F7. If funding gaps exist, what are likely sources of funding? Economic Development Administration (EDA); U.S. Department of Agriculture (USDA) – Rural Development; U.S. Department of Labor (DOL); city general revenue.</p> |
| <p>G. FEASIBILITY</p> <p><input type="checkbox"/> G1. Is this project or program feasible (high, moderate, low likelihood of becoming a reality)? For example, does the project or program have any significant obstacles or challenges? Project is feasible and has a high likelihood of becoming reality if the funding of the positions is awarded. This is also the project's major challenge.</p> |
| <p>H. NEXT STEPS</p> <p><input type="checkbox"/> H1. What are the next steps in connecting the project or program to other initiatives in the community? To the community as a whole?</p> <ul style="list-style-type: none"> ▪ Construct a facility to showcase sustainable and model green concepts. ▪ Work with the city and EDU to develop one-stop-shop for building information and permitting. |
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RESOURCE GUIDE





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OVERVIEW

Communities affected by a disaster often need help to recover from the loss of crucial facilities and infrastructure. Matching community needs to prospective resources — both technical assistance resources and funding opportunities — is critical to successful recovery.

The Resource Guide is state specific. These guides:

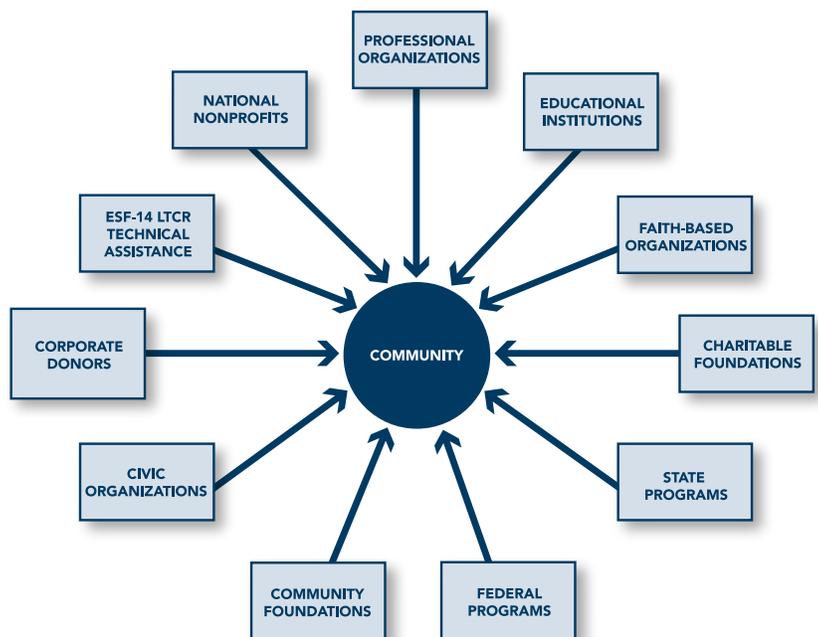
- Support community recovery and facilitate matching recovery needs with prospective resources.
- Assist city officials, recovery stakeholders and community members connect with potential partners and agencies to strengthen development and planning efforts related to a community's long-term recovery.
- Provide basic information about local, state and federal government and nonprofit organizations with technical assistance and grant programs applicable to recovery.
- Include general descriptions of resources and websites for more information regarding programming objectives, eligible applicants and contact information.

Used along with the other Long-Term Community Recovery (LTCR) tools, the Resource Guide will assist communities with developing strategies for recovery to connect projects to organizations and agencies.

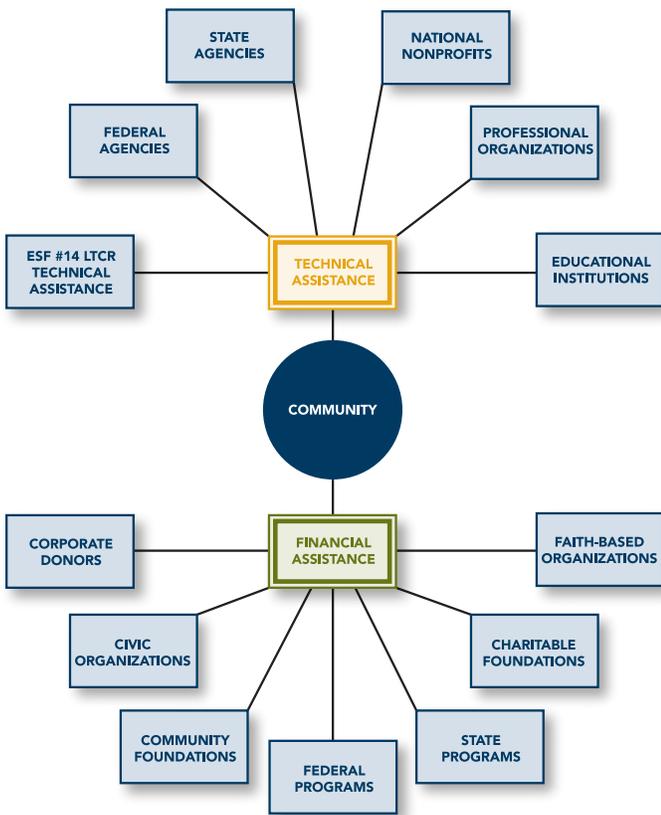
STEP-BY-STEP INSTRUCTIONS

Establishing partnerships with federal, state and nonprofit agencies and other public and private organizations is critical to a community's recovery. Communities will be more effective and enjoy greater support for a longer period of time if they develop connections and partnerships with these agencies and organizations. These relationships facilitate an understanding of important policies, time lines, limitations and parameters of the partnering agency. Discussing recovery projects with federal or state agencies helps a community refine projects to enhance public benefits.

The LTCR process can reveal gaps in technical knowledge required to prepare and implement projects for recovery. Assets of outside organizations and agencies are especially valuable where such gaps exist. Federal and state agencies and national or local nonprofits may assist communities with technical assistance to plan and develop successful projects.



Examples of technical assistance and funding resources



Technical and financial assistance resources for LTRC Projects

Materials Required to Begin Using the Resource Guide

- A computer with Microsoft® Office Excel® Spreadsheet software or comparable software program.
- Identified projects or programs.
- Optional – completed Project Development Guide questionnaires.

The Resource Guide was created in Excel® 2003. Some images included in these instructions will be different than what you may see on your computer, depending on your version of Excel. As you navigate through the Resource Guide and have any questions, please utilize the Help function found on the top of the Excel worksheet.

TYPES OF RESOURCES

There are many sources and types of support that can be used for long-term recovery. Financial assistance in the form of grants or loans can be one form of assistance. Technical assistance and subject-matter expertise is another.

Federal and state agencies can assist with grants, loans and technical assistance. They can provide guidance as a community begins to plan a project. Support can be found in private foundations and through nonprofits and charitable giving from private businesses. Individual donors and community foundations have been particularly active in supporting disaster recovery efforts. There are also a number of professional service organizations that are available for technical assistance support regarding community and economic development issues and other concerns that may arise during the recovery process.



Step ONE – Understanding the Resource Guide

The Resource Guide is a tool to assist with identifying potential funding sources and technical assistance providers for projects developed through the recovery process. The Resource Guide is provided to communities as one of four tools in the *LTCR ToolBox*. The Resource Guide is provided digitally as an Excel directory available on the *LTCR ToolBox* CD. The user of the digital directory may use the Excel version on a computer running the Mac OS® or Windows® operating system.

The Resource Guide can be used by people who are unfamiliar with Excel although it helps to have a basic level of proficiency. If you are new to Excel, reference these instructions when questions arise about navigating and printing. Inexperience with Excel should not keep you from using the Resource Guide for developing a resource strategy.



The Resource Guide is a multi-tabbed directory in an Excel® spreadsheet software format

| SOURCE | PROGRAM | SECTOR | TYPE OF SUPPORT | DESCRIPTION | TARGET AREA | ELIGIBILITY / PRIORITIES | DEADLINE | CONTACT INFORMATION | WEB ADDRESS |
|---|--------------------------------|------------------------|---------------------------|--|--|--|--|---|---|
| 3M FOUNDATION (SCIENTIFIC RESEARCH AND MANUFACTURING) | Corporate or Charitable Giving | ECON, EDUC, HIST, INFR | Capital Program | Provides grants and product donations to improve the quality of life in communities where the company has a significant presence. Areas of interest include: community needs, education, social services for elderly, people with disabilities, women, youth, rehabilitation of schools and drug abuse and preventive health care. | Statewide although 3M is in the states of Ames, Forest City and Knoxville. | Most grants are issued through a request for proposal process. Unrestricted requests are welcome. | Board meeting dates: 3M Foundation 3M Center Building 235-25-23 St. Paul, MN 55144 | 3M Foundation 3M Center Building 235-25-23 St. Paul, MN 55144 In local 3M communities, send a letter of request to the local 3M facility addressed to "3M Fund Manager." | http://www.3m.com |
| ABBOTT LABORATORIES FUND | Corporate or Charitable Giving | ECON, EDUC, HIST, INFR | Capital Program | Provides support for health and welfare, education, culture, art, and public policy initiatives. | Statewide | Nonprofit, tax-exempt organizations and governmental entities limited primarily to work of ongoing operations. Abbott may invite other types of entities to apply for funding. | Application deadline: 3M Foundation 3M Center Building 235-25-23 St. Paul, MN 55144 | Abbott Laboratories Fund 3M Center Building 235-25-23 St. Paul, MN 55144 | http://abbottfund.org |
| AELER (PHILIP D. AND TERRETTA S.) FOUNDATION TRUST | Charitable Giving | EDUC, HOUS | Program | Provides support for grant and charitable organizations in and around the Des Moines, Iowa area. | Des Moines area | Foundation has no formal grant application procedure or application form and most money is given to pre-selected organizations. | Ongoing application process. | Aeler Foundation Trust c/o Northwest Bank, Iowa B.A. 201 West Third Street Des Moines, IA 50301 | No web address available. |
| ALHENS (CLAUDE W. AND DOLLY) FOUNDATION | Charitable Giving | EDUC, HOUS | Capital Program | Focuses projects that enhance communities especially in the areas of parks and recreation and health and education. A special interest in playgrounds. Larger grants requests will receive maximum consideration if the grant funds are used as seed money to stimulate other community support or used as matching funds. | Focus on parks, recreation and education-related projects and organizations. | Foundation supports funding committees in a number of ongoing projects. | Full proposals are reviewed on a 12-month cycle. February 15, June 15, August 15, October 15, and December 15. | Alhens Foundation 2000 Northrup Street Des Moines, IA 50312 | http://www.alhensfund.org |
| ADMATRIX FOUNDATION INC | Charitable Giving | FLPM, HSPH | Capital Program/Technical | Provides funding to create a global relief network that leverages technology and disaster preparation for disaster and distribution of humanitarian aid to aid communities suffering from hunger, poverty, disease and disaster in all corners of the world. | Statewide | Nonprofit, tax-exempt organizations and government agencies worldwide. | Not included. | The Admatrix Foundation, Inc. 12310 Low Road Des Moines, IA 50321 | http://www.admatrix.org |
| AIR PRODUCTS FOUNDATION | Corporate or Charitable Giving | ECON, EDUC, HIST, INFR | Program | Supports organizations that foster job creation, economic development and housing or education quality of life in communities where the company operates by focusing on health and human services, the arts and cultural activities and disaster and recovery. | Statewide | Nonprofit, tax-exempt organizations involved in education, community and economic development, culture and environment and safety. | Residents are reviewed on an ongoing basis. Corporate Relations Department 2000 River Road Des Moines, IA 50319-1501 | Air Products Foundation Corporate Relations Department 2000 River Road Des Moines, IA 50319-1501 | http://www.airproducts.com |
| ABBOTTSON'S CHARITABLE CONTRIBUTIONS PROGRAM | Corporate or Charitable Giving | EDUC, HOUS, HSPH | Program | Invites its communities to supporting health/humanities, human and education and youth development. Projects should: 1) meet identifiable needs, 2) have strong volunteer support, 3) meet long-term goals of people, 4) have long-term effectiveness, 5) have substantial community support and 6) encourage self-sufficiency. | Statewide | Foundation provides support to nonprofit, tax-exempt organizations in areas where the company operates. | There are no application deadlines. | Community Relations Abbotsson Inc. P.O. Box 90, Boone, IA 50076 | http://www.abbotson.com |

A page from the Iowa Resource Guide



Step TWO – Getting Started with the Resource Guide

The Excel version uses macro buttons as a method to navigate between sections of the workbook. When you first open the Resource Guide file, a security warning window will appear. Begin by clicking on the Enable Macros button as shown below.

The first screen you see is the Table of Contents screen. This page shows 15 icons that you will use to start your search. The icons are explained further in the following steps. Nine of the icons define the sectors related to projects and programs; five icons define the provider type for technical assistance and financial support and one icon is for the key of sector definitions.



Enable macros when opening the database

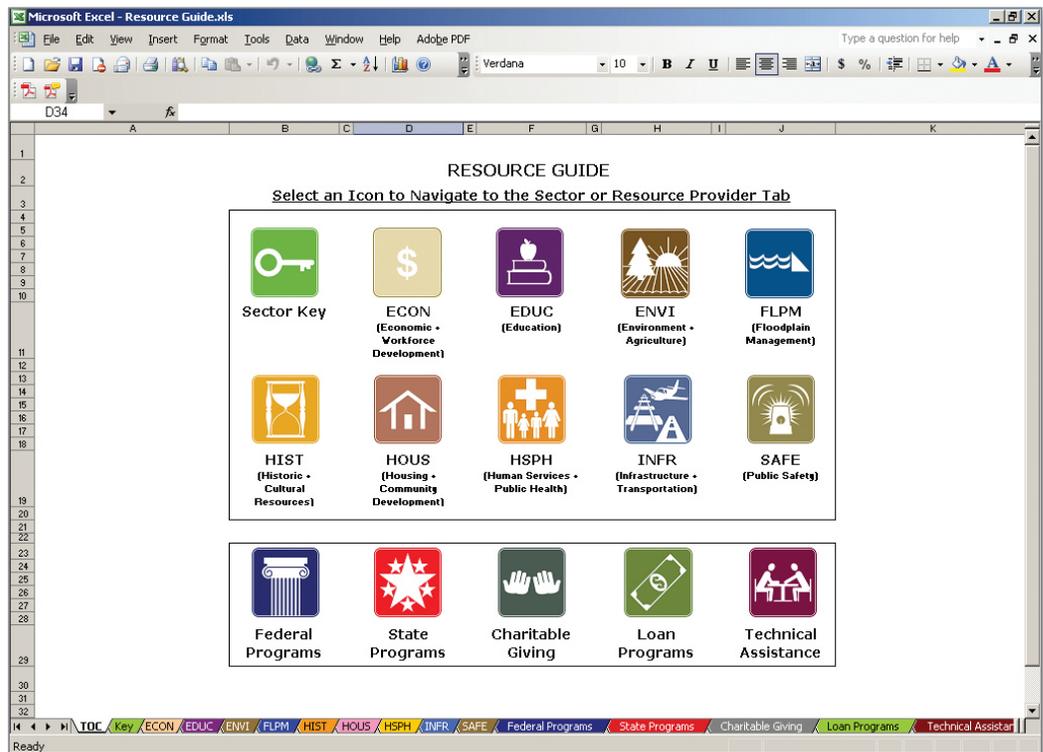


Table of Contents for the Resource Guide



Step THREE – Exploring the Directory

To use the Resource Guide, first learn how to navigate the directory and how the resources are organized.

Navigate Using Icons and Tabs

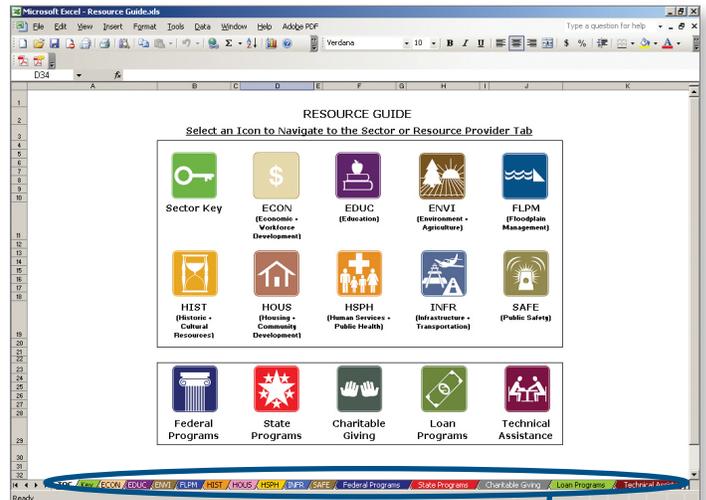
You can navigate the Resource Guide with either icons or tabs. Icons are the images that appear on the first screen you see after enabling macros. Tabs are labels at the bottom of the screen and show the same resource categories as icons.

Navigate by Icons

To navigate by icons, click on the image corresponding to the category you wish to search. This will open a table listing the resources within that category.

Navigate by Tabs

To navigate by tabs, click on the label at the bottom of the screen that corresponds to the category you wish to search. Clicking on the tabs will take you to the same table as the corresponding icon. The Table of Contents (TOC) tab will return you to the main icon page.



Icons on the first screen of the Resource Guide



Search by Sector and Type

Resources are grouped in two broad categories: sectors and type. Sectors are broad categories of projects typically identified by communities during their recovery process. In addition to sectors, the Resource Guide divides resources by type of agency (federal and state) and resource (charitable giving, loans and technical assistance).

Search by Sector

Sectors are identified on the icon screen you see when you open the Resource Guide after enabling macros. To see descriptions and examples of sector categories, click on the icon for Sector Key. Resources are grouped in nine sectors (see below) used to classify projects and programs. These sectors have been defined to enable users of the Resource Guide to connect projects to potential resource partners. Sectors connect to the types of projects that are typically identified by communities in their recovery process and are general categories based on community need. For example, if a project will be an affordable housing complex for the elderly, you would search using the HOUS tab, which stands for Housing + Community Development, as shown on the key.

Searching by sectors is particularly useful when a project has been defined through the use of the Project Development Guide (PDG). Users of the PDG develop project details that help communities use sectors to search the Resource Guide.

Search by Type

Searching by type of provider or resource is particularly useful when assistance is needed to further develop a project. Federal or state agencies as well as charitable foundations can be resources in developing concepts into actions. Many of the resources listed have extensive experience working with community or municipal organizations to evaluate the opportunity for projects to be supported by their agency or organization.

| ABBREVIATION | SECTOR | PROJECT EXAMPLES |
|--|----------------------------------|---|
|  ECON | Economic + Workforce Development | Small businesses, job creation, economic revitalization |
|  EDUC | Education | Youth, after school activities, educational programs |
|  ENVI | Environment + Agriculture | Land conservation, recreation areas, trails, farmland, water quality |
|  FLPM | Floodplain Management | Water control, flood mitigation measures |
|  HIST | Historic + Cultural Resources | Heritage initiatives, historic buildings, museum or cultural collections |
|  HOUS | Housing + Community Development | Affordable housing, community improvement initiatives |
|  HSPH | Human Services + Public Health | Healthcare, public health, medical services, disaster victim assistance |
|  INFR | Infrastructure + Transportation | Public infrastructure and utilities including alternative energy production, transportation and public buildings. |
|  SAFE | Public Safety | Disaster preparedness and recovery, safety, security and gang reduction. |

Table of sector abbreviations



Federal Resources

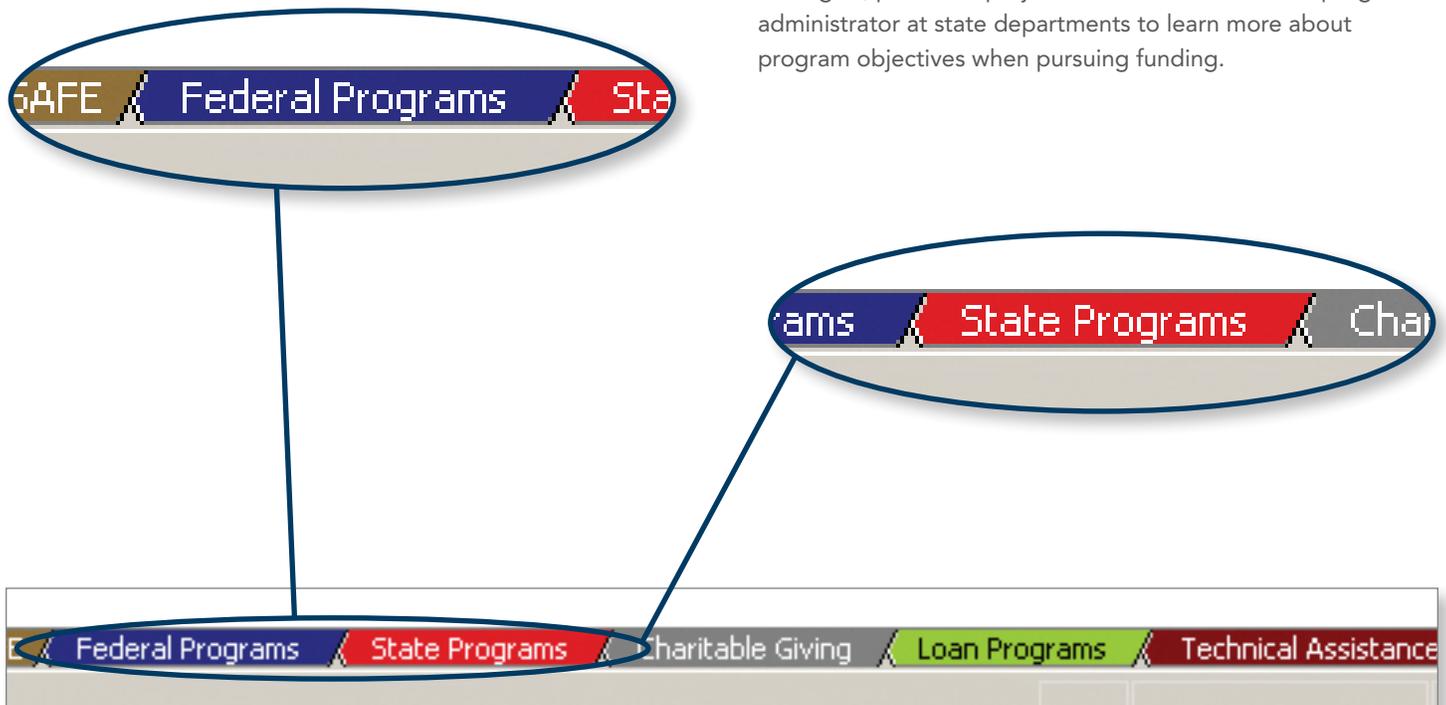
Federal programs can assist programming, technical assistance, planning and capital projects. Federal support available for community projects tends to be administered through state agencies as well as local or regional offices of federal agencies. Resource Guide includes federal grants, loans and technical assistance. Using a federal agency's website or contacting program personnel may assist with the initial search for assistance with recovery projects.



State Resources

This section of the Resource Guide includes grant, loan and technical assistance programs operated by the state, although it is not a complete list of every program offered. Agencies and programs contained in this section offer an array of assistance with issues that arise during the process of long-term recovery. Staff with technical expertise can assist with programming, technical assistance, planning and capital projects. Agencies can also help identify consultants or other agency partners to assist with project planning.

State agencies are a good place to begin searching for and identifying potential project partners in addition to funding and technical assistance. Since many of the state programs have been developed with local community needs in mind, many program objectives may complement the individual objectives and goals of your community. Community members and stakeholder groups that are developing recovery strategies, plans and projects can call or contact the program administrator at state departments to learn more about program objectives when pursuing funding.



Federal and state tabs of the Resource Guide



Charitable Giving Resources

Charitable giving resources include national, regional and local charitable foundations, corporate or company-giving programs, family trusts and community foundations. Many of the charitable giving programs contained in this section have a history of funding in the region but each is unique in the types of projects they support. Programs contained in Charitable Giving are characterized in three types:

- Corporate or Company Charitable Giving – corporate giving programs or employee donation programs. Giving tends to be concentrated in areas where the company operates.
- Community Foundation – small to mid-sized foundations with a local or regional focus.
- Charitable Giving – philanthropic giving by foundations that have a local, regional or national focus.

Knowing the type of giving program can help guide proposals or inquiries to the most appropriate funding organization. Further research via a charitable program’s website or by telephone can help develop a project or program proposal to match with the goals of the charitable giving program.



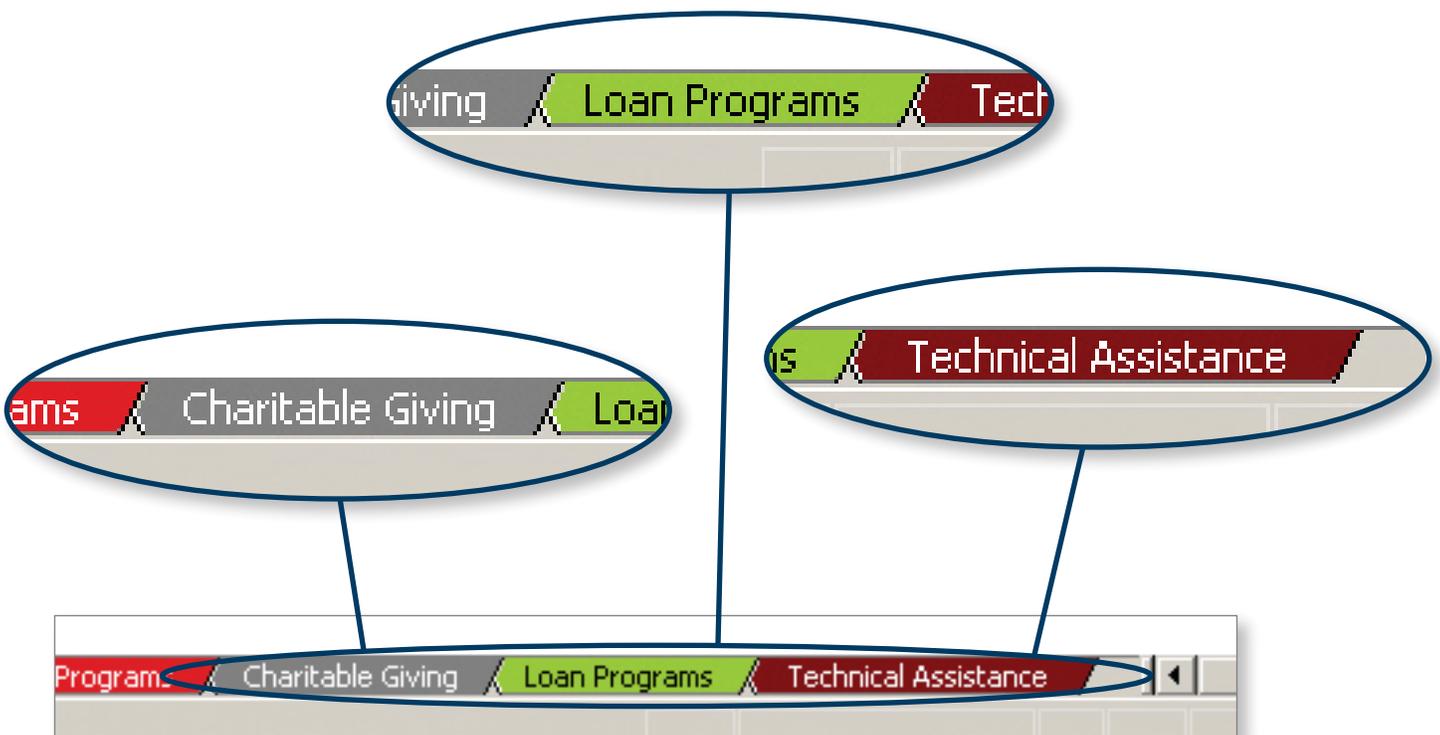
Loan Resources

Primarily administered at the state level, loan programs are available to support capital improvement projects, such as providing access to safe drinking water or affordable housing that may not qualify for traditional financing. Loan programs tend to be applicable to municipal organizations and projects that require a more complex level of financing, such as sewer infrastructure projects or multi-unit housing developments.



Technical Assistance Resources

This section contains information about technical assistance and programs that provide support for issues related to design and architecture, community development, organizational development and planning. Included are nonprofit organizations, educational institutions with land grant or community service missions and national nonprofit organizations that provide assistance to community-based organizations. Use the Technical Assistance tab as a contact list reference for project planning assistance research.



Charitable Giving and Loan tabs of Resource Guide



Step FOUR – Navigating the Tables
Columns

The Resource Guide is organized with columns that are standard throughout, except for the Technical Assistance tab. The columns have functions that allow you to sort alphabetically. The columns can be filtered by specific text and specific categories relevant to each column. One method is to filter based on type of support required for a project or program developed through the use of the PDG or the Decision-Making Tool (DMT). A new construction project, for example, might require capital assistance whereas an after school program might require program assistance for its operation. See below for examples of the type of support included in the Resource Guide.

Filter and Sort Functions

Using the filter or the sort functions, you can organize the resources by potential funding programs. The Resource Guide can be sorted by the Auto Filter functions that are at the top of the columns on each page. You can use the drop down menus designated by arrows as a way to organize resources alphabetically or limit the resources shown on each page.

| TYPE OF SUPPORT | DESCRIPTION |
|-----------------|---|
| CAPITAL | Capital funding to support construction of facilities for “bricks and mortar” projects and capital equipment purchases. |
| PLANNING | Assistance for planning or developing projects, programs or initiatives; includes design services. |
| PROGRAM | Support for administration and operations. |
| TECHNICAL | Direct assistance from an organization or agency or support for hiring consultants or technical advisors. |

Types of support

The screenshot shows a dropdown menu with the following options: Sort Ascending, Sort Descending, (All), (Top 10...), (Custom...), Capital, Capital; Program, Capital; Program; Technical, Capital; Planning; Program, Program; Technical, ENVI, Program, FLP, HSP, Capital; Program.

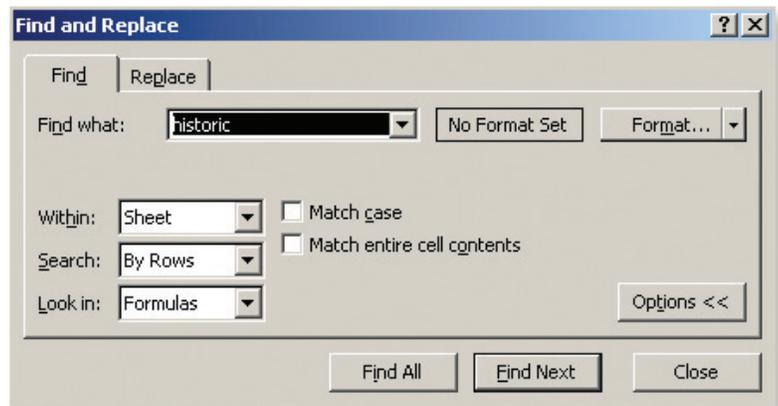
The screenshot shows an Excel spreadsheet with columns labeled SOURCE, PROGRAM, SECTOR, TYPE OF SUPPORT, DESCRIPTION, TARGET AREA, and HEADLINE. The 'TYPE OF SUPPORT' column has a dropdown arrow, and the 'SECTOR' column has a dropdown arrow. The spreadsheet contains several rows of data, including entries for 'A. J. SCHWARTZ COMMUNITY FOUNDATION', 'ABBIT LABORATORIES FUND', 'AGRICULTURAL FUTURE OF AMERICA', 'ADMATREX FOUNDATION INC', 'AIR PRODUCTS FOUNDATION', and 'ALBERT EINSTEIN FOUNDATION'.

AutoFilter function example in Resource Guide

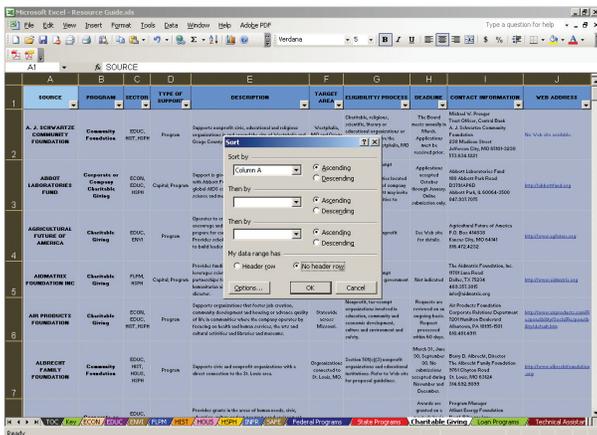
Another way to organize your search is by using the Data/Sort/Filter option. Begin by highlighting the entire table including all columns and rows. To highlight the entire table, click on the top left corner box or select Control + A (on a PC) or Command + A (on a Mac®). Then filter by going to menu bar at the top of your screen and click on Data, then Sort, then Filter. Excel provides options to select how the table can be sorted. This is how you can alphabetize resource type in each tab. In addition to organizing alphabetically, search further by doing specific word searches through various tabs of the database by using the Find command.

Find Command

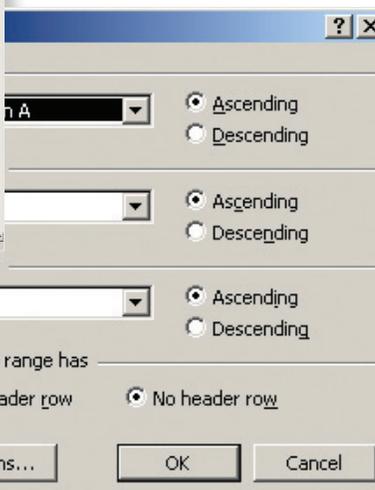
Use the Find command for specific words like “historic” or “youth.” From the menu bar, select Edit and then Find. This can pinpoint your search by a specific word.



Find command of Resource Guide



Sort function of Resource Guide





ACTIONS

After using the Resource Guide to identify potential resources:

- **Designate responsibility for resource development.**
To help ensure resource development activities take place, decide who is responsible for specific actions. If multiple projects are developed through the Project Development Guide, different people may need to take responsibility for each project.
- **Gather additional information.**
The information in the Resource Guide is a snapshot of programs and available support for projects identified during the LTCR process. As your search continues, gather and incorporate more information into a resource development strategy to support your community's long-term recovery.
- **Customize your resource directory.**
Create a directory of resources specifically selected for your community. Highlight rows by clicking on the row numbers. Copy and paste desired resources into a new spreadsheet worksheet. Through these actions you can create a community-specific resource directory that organizes resources for your community's recovery projects or programs. Use this custom directory to keep information up-to-date.

- **Establish relationships and partnerships with potential resource providers.**

Contacting potential resource partners can be the hardest step but there are many professional staff in your community or region who can help you identify how to begin. Contact your local council of government, economic development corporation, state extension office, chamber of commerce or community foundation to begin the process of connecting your recovery project and program to resources.

- **Prepare a resource development strategy.**

Keep in mind that most available funding through agencies and organizations is competitive. Communities should distinguish themselves and their recovery efforts from others competing for the same funding. Although visibility related to recovery projects is likely to be high within the community, articulating the long-term benefits of a project is critical to attracting resources or assistance from outside of the community. Important questions to ask when contacting potential resource partners are listed in the box below.

Organize your resource strategy:

- Meet regularly to discuss and keep up-to-date with recovery projects and agencies.
- Create draft proposals or applications for review by others.
- Increase proposal writing skills through workshops or published materials.

Questions to ask when contacting resources:

- Is our project eligible?
- How and when is assistance available?
- What is the timing or availability of the program? Is it a good fit?
- How much money is available?
- How competitive is the process?
- What are the reporting or administration responsibilities?

Questions to consider before applying:

- Is the resource a good fit for what we want to achieve with our project?
- Do we have the capacity to apply for and administer resources?
- Are the reporting or administration responsibilities related to the program manageable with existing resources?

The information in the Resource Guide is a snapshot of programs and support available for projects developed during the LTRC process. As your search continues for connecting your recovery projects to resources, more information will be gathered and should be incorporated into a resource development strategy to support your community's long-term recovery.

Websites usually provide the most accurate and updated source of information. Foundations and state agencies may change their guidelines regarding eligibility and funding availability so it is important to keep up-to-date on deadlines and proposal procedures by checking websites regularly. However, the Internet should not be considered the only part of the research process. Public libraries, community colleges and universities have collections especially for grant seekers. Along with catalogs, books and databases, these institutions often offer classes or have information on opportunities for those seeking grants to learn more about grant writing and proposal submission procedures. Workshops and classes are a great benefit in seeking financial support for projects. Check the website of your local community foundation as well for opportunities to learn more skills for seeking support for your project.

Four dependable websites for more research about grants:

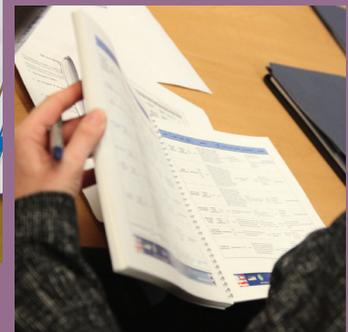
- The Foundation Center: www.foundationcenter.org
- GuideStar: www.guidestar.org
- Federal Government Grants: www.grants.gov
- Catalog of Federal Domestic Assistance: www.cfda.gov

RESOURCE PROPOSALS – Tips and additional sources of information

1. Keep in mind that the job of the person reviewing your application is to allocate or loan money to meet the objectives of the organization or agency they represent.
2. Base your request for support by demonstrating your community's needs and showcasing your community's accomplishments.
3. Do your homework. Go to the resource's website, examine the submission requirements, review the organization's funding history. If the resource is a foundation, review their tax report for information about their financial status. (See The Foundation Center's website: www.foundationcenter.org).
4. Clearly define outcomes. Resource providers often want to know what outcomes a project will generate. Quantify where possible the benefits to be created, such as number of families assisted, and projected completion dates.
5. Build relationships. Ask others if they know anyone on the board or staff of the resource, or if they know anyone who has received support from the resource. Then ask those people to introduce you. Successful proposals are usually due to relationships.
6. When you visit a grant or program officer, take something to leave behind such as a brochure, handout or annual report.
7. Be prepared to clearly articulate the mission of the project and how it connects to the vision and goals of the community.
8. Grant makers like to see evidence of collaboration. Look for opportunities to partner with others in your community. Describe your collaborations.
9. Follow the instructions carefully and proof your application. Before you submit your budget, check the math.
10. If you get turned down, it's okay to ask why. In fact, many requests are denied on their first submission. Knowing the reasons for denial can help improve your proposal for future submissions. If appropriate, revise your proposal and apply again.

ABC

GLOSSARY





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Brainstorming – A problem-solving technique used in a group setting in which participants generate a large number of ideas and options but do not immediately evaluate the results.

Community Capacity – Ability of the community to manage recovery activities.

Connectivity – Connections between projects, groups or communities, such as sharing of resources, which make them mutually supportive and increase their feasibility. Also, physical connections between parts of a community, such as bike trails or roads due to close proximity. Related terms include connections, linkage, ability to connect and interconnection.

Facilitate – To make easier or help accomplish a goal. Related terms include assist, increase the likelihood of, expedite and promote.

Feasibility – A measure of the likelihood that a project can be implemented based on current plans, budgets, resources and other circumstances.

Feedback Loop – A process for evaluating results of a long-term community recovery process by comparing results to vision, goals and objectives. Also, a process for confirming that intended messages have been received and understood.

General Recovery – Process through which immediate or short-term recovery actions are undertaken.

Goal – A statement that broadly identifies intended future results needed to achieve a community's post-disaster vision.

Implementation – Process through which a project is completed by the community.

Issue – A condition created or made worse by a disaster and that may be addressed by a LTCR project.

Leverage – To obtain a greater benefit by combining or coordinating resources, assets or strategies. Related terms include influence, induce, increase and stimulate.

Linkage – Relationships between projects or communities, such as sharing of resources, which make them mutually supportive and increase their feasibility. Related terms include relationship and association.

Long-Term Community Recovery (LTCR) – The process of establishing a community-based, post-disaster vision and identifying projects and funding strategies best suited to achieve that vision and employing a mechanism to implement those projects.

Need – Amount of recovery assistance a community requires to return to pre-disaster conditions.

Objective – A statement identifying a Specific, Measurable, Achievable, Realistic and Timely (SMART) outcome which accomplishes a goal.

Opportunity – A positive possibility which requires activity to realize.

Plan – A document describing the LTCR vision, goals and projects for community recovery and the process used. Background information about the context of the plan is included in the document.

Policy – A principle or course of action chosen to guide decision-making and formalized in a law, ordinance, plan or guideline.

Post-Disaster Community Vision – A statement or set of statements that describes how a community envisions its future and provides inspiration and long-term direction for recovery activities.



Prerequisite – An activity that must be completed before other activities can take place.

Project – An activity intended to create a physical product, such as new housing, a document or program that achieves a community's recovery goals and fulfills its vision. This term is understood to include plans, programs and other tangible products.

Project Champion – A community member or other individual who has knowledge of, interest in and willingness to support a project to completion.

Quality of Life – The general well-being of an individual or community. To measure quality of life, LTCR considers the quality and quantity of the natural environment, community services, infrastructure and critical facilities such as roads and fire stations, housing opportunities, recreational facilities and culturally-significant places.

Sector – Subject-based categories used to classify projects and programs so that similar activities can be grouped together. Standard sectors used in the LTCR planning process are Housing, Infrastructure/Environment and Economy; these are categories most often needing recovery activity. Other sectors may be created or adapted as needed: for example, Resource Guide identifies nine sectors for classifying resources.

Stakeholder – A person who has an interest in the results of a general recovery effort or a particular project. A stakeholder may be a resident of the community, member of a religious, social and other community organization (the general public); an elected or appointed official or government employee (government); or a business owner or employee (private sector).

Strategy – A specific method needed to achieve goals and objectives. Typically, multiple strategies can be identified to achieve the same objective. Also, a document similar to an LTCR Plan that may not identify specific projects.

Subject-Matter Experts – A person who is an expert in a particular subject or in performing a specialized job, task or skill. Examples are someone who is a director of public works or civil engineer.

Sustainable Development – Development characterized by prudent use of energy, water and natural resources to ensure healthy communities for future generations.

Sustainable Practices – Operating a building or program in an environmentally sustainable manner, characterized by prudent use of energy, water and natural resources, to ensure healthy communities for future generations.

Technical Assistance – Advice, assistance or training related to a technical subject. Typical forms of technical assistance include fundraising aid, financial planning, legal advice and marketing assistance.

Vision – See Post-Disaster Community Vision.

