# BUILDING CAPACITY

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# WHO DOES WHAT IN RECOVERY

The following descriptions are not meant to be either limiting or prescriptive. They are offered here as suggestions and idea generators for the broad range of organizations and work involved in recovery, and the types of partners that are important to include in recovery planning.

## INFRASTRUCTURE & HOUSING

### Affordable Housing Advocates

- Help identify safe, accessible, and affordable temporary and long-term housing options for affected households, including lowest-income seniors, people with disabilities, families with children, veterans, people experiencing homelessness, and other at-risk populations.
- Ensure transparency and accountability for recovery programs and compliance with civil rights laws and the Fair Housing Act.

### Engineering Department

- Support damage assessments of local infrastructure (e.g., roadways, drainage and flood-control facilities, water and wastewater facilities, etc.).
- Support repairs to damaged infrastructure (e.g., roadways, drainage and flood-control facilities, water and wastewater facilities, etc.).

### Facilities Management

- Assess damage to public facilities.
- Coordinate repairs and reconstruction of damaged public facilities.
- Maintain repair and maintenance vendor lists.
- Execute pre-disaster contracts as needed.

### Hospitality Sector

- Provide temporary housing to displaced populations (e.g., hotels, motels, Airbnb, Vacation Rentals By Owner [VRBO], etc.).
- Provide occupancy data to support housing needs assessments.

## Permitting & Inspections

- Support damage assessment activities.
- Prioritize and expedite permitting.
- Ensure compliance with applicable building codes and zoning ordinances.
- Provide certified building inspectors.
- Request contract inspectors or hire additional staff if the situation warrants.
- Conduct inspections of rebuilding and new construction projects.
- Issue Certificates of Compliance.
- Provide information to homeowners regarding contractor licensing requirements and proper permitting processes.

## Planning and Zoning Department

- Make recommendations regarding land use policy decisions, including:
  - Moratoria related to development, construction, and permits;
  - Policy changes to allow for repairs to reconstitute existing structures;
  - Policy changes to allow placement of temporary modular or manufactured housing on homeowner property; and
  - Coordination of conservation easements, fee-simple purchases, and other voluntary land-protection methods.
- Ensure existing land use plans are considered during recovery, including strategic and comprehensive plans, neighborhood and special district plans, transportation plans, economic development plans, and capital improvement plans.
- Provide information regarding development and/or permitting processes to homeowners and developers.
- Support integration of hazard-mitigation measures into rebuilding efforts.
- Direct long-range planning processes and community engagement for recovery

## Private Sector: Builder/Developer

- Provide information to support housing needs assessments.
- Work with urban designers and landscape architectural firms to propose sustainable design opportunities for rebuilding efforts.
- Secure investments and financing for redevelopment projects
- Ensure compliance with contracts and procurement needs
- Ensure compliance with wildfire codes and ordinances while rebuilding

## Contractor: Debris Removal

- Communicate with Public Works or Solid Waste Department
- Determine waste deposition site
- Confirm ability to abide by contractual and procurement terms

## Solid Waste Department

- Assess, characterize, and manage collection of waste.
- Establish temporary storage sites for large volumes of household waste, such as e-waste and furniture.
- Provide guidance and advice to local authorities on interim solutions to minimize environmental and health impacts of disaster waste.
- Provide information to residents on the proper means of disposal for damaged items (e.g., electronics, furniture, construction materials, etc.).

## Transportation Department

- Assess damage and oversee repairs of public transit assets.
- Oversee resumption of public transit operations.
- Modify service routes or schedules, as needed.
- Communicate status of services to the public.
- Ensure regional and local transportation plans are considered during recovery

## Power Company or Department

- Coordinate internal response plans to restore services as quickly as possible.
- Communicate scope and expected duration of an outage to the public.
- Communicate and coordinate with government officials on the status of recovery operations.

## Water Department

- Conduct assessments of water and wastewater treatment infrastructure and service.
- Carry out existing emergency response plans.
- Coordinate necessary repairs to water and wastewater systems, which may include the use of contractors and vendors.
- Monitor the potential contamination of water supply.
- Provide notification and information to the public regarding actions that need to be taken, such as boiling water before drinking or drinking bottled water.

# ECONOMY

## Chamber of Commerce

- Provide a link between businesses and local officials.
- Identify available resources and needs from various local businesses.
- Provide public information from local officials to businesses via established methods of communication including email listservs, websites, and newsletters

## Community Foundation

- Reach out to local nonprofit partners to gather information on recovery needs (e.g., need for volunteers, supplies, donations).
- Connect local organizations with potential donors by posting affected organizations' recovery needs on the foundation's website.
- If possible, establish and administer a local disaster relief fund

## Community Development Financial Institution

- Provide connections between local recovery funding mechanisms by partnering with local community foundations, etc.
- Develop low-cost loan programs to support private landowners or small businesses impacted by disaster
- Work with other funding partners to develop financial education and social service programs

## Special Districts

- Leverage special district taxation or bond payments to provide recovery services
- Provide long-term recovery funding and revitalization

## Community Development Corporation

- Develop plans for affordable housing
- Create partnerships focused on long-term recovery needs through social services development
- Combine with other funding mechanisms to provide range of community protections post-fire

# NATURAL RESOURCES

## Agricultural Support Program

- Deliver resources for farms and agricultural production impacted by fire
- Provide subject matter expertise on available resources and unmet needs
- Support permitting requirements and restoration implementation after fire

## Conservation District

- Support damage assessment activities
- Support private landowners in accessing restoration and repair resources
- Assist with community outreach and establishing right of entry for repair or debris removal on private property
- Plan restoration and repair activities
- Identify priorities for risk reduction
- Provide subject matter expertise on resource availability and unmet needs

## Soil Scientists

- Support damage assessment activities
- Provide subject matter expertise on post-fire hazards
- Support development of post-fire restoration and repair plans

## Geologist

- Support damage assessment activities
- Provide subject matter expertise on post-fire hazards such as landslides or mudslides
- Support identification of risk reduction priorities in a post-fire environment

## Natural Resources Department

- Provide support for damage assessments and information coordination
- Update natural resource plans and implementation strategies
- Plan and implement restoration activities for forests, watershed, habitats, etc.
- Provide subject matter expertise on resources available and project implementation
- Support individuals with permitting requirements

## Watershed Collaborative

- Provide support for damage assessments and data collection
- Partner on restoration and repair activities
- Provide volunteer projects and management

# CULTURAL & HISTORIC RESOURCES

## Archaeologist

- Provide subject-matter expertise and information for repair and restoration around historical sites and facilities
- Provide information to local officials related to recovery needs of various historical sites, facilities, artifacts, and landmarks following a disaster
- Provide assistance for permitting needs and project implementation

## Historic Preservation Organizations

- Provide subject-matter expertise and information for repair and restoration of historical facilities.
- Provide information to local officials related to recovery needs of various historical facilities, artifacts, and landmarks following a disaster.

## Parks & Recreation Department

- Assess damage to parks and recreation spaces and facilities.
- Coordinate cleanup, repair, and reopening of local parks, trails, athletic fields, and community recreation centers.
- Leverage department resources (e.g., facilities and programs) to provide recovery information and outreach to the community.
- Explore options to provide use of park space and community centers for recovery activities (e.g. donation storage and distribution, public meetings, etc.).

## Tourism Board

- Provide subject-matter expertise and information for repair and restoration of tourism sites and facilities
- Support development of restoration and repair priorities to return tourism sites to viability

# HEALTH & SOCIAL SERVICES

## Area Agency on Aging

- Provide outreach and services to elderly populations
- Maintain network of care providers and services available to older adults, those with disabilities, and family caregivers
- Provide connections and subject matter expertise for resources and unmet needs

## Community Centers

- Participate in shelter and mass care planning
- Provide community services and outreach to connect people to resources before and after the fire
- Provide subject matter expertise on underserved populations and local needs

## Healthcare Providers

- Coordinate mutual aid, evacuation, and repopulation support for healthcare services.
- Ensure safe, efficient continuity of operations and resumption of services.
- For mass casualty or mass fatality incidents, provide key information regarding victims to local officials and assist in public information messaging and media releases.
- Provide subject-matter expertise for disaster-related health issues.

## Faith-Based Organizations

- Provide emotional and spiritual care to survivors and provide information for self-care, coping mechanisms, and how to find help.
- Organize volunteer efforts to help individuals and families, such as muck cleanup, feeding, housing, child care, transportation, etc. either as part of a VOAD/COAD network or whatever structure works best for local context and incident size.

## Food Banks

- Maintain information on unmet food needs prior to the fire and provide subject-matter expertise on potential needs post-fire
- Provide food materials and/or feeding services to survivors
- Organize volunteer efforts to gather and deliver food supplies to those in need
- Assist unmet needs roundtable with information on unmet needs as necessary

## Mental Health Organizations

- Provide emotional and mental health care to survivors and provide information for self-care, coping mechanisms, and how to find help.
- Provide mental health support to first responders, case workers, government staff, and other recovery support staff.

## NGO: Donations Management

- Support management of solicited and unsolicited donations from private entities and nonprofit organizations.
- Work with case managers, construction and warehouse coordinators, and fundraisers to determine donation needs and solicit, catalog, and distribute donated materials and resources.
- Develop press releases and donations requests to be sent to the media.
- Serve as the main point of contact for donors.

## Public Health Department

- Develop public information and outreach materials for disaster-related health impacts.
- Conduct Health Department inspections of affected restaurants.
- Conduct community health and injury education.
- Conduct community needs assessments to determine populations at risk for injury, illness, and death during the recovery phase.
- Support access to mental health services and crisis counseling by providing information and referrals.

## Social Services Department

- Ensure continued operations of state- and federal-mandated programs.
- Refer survivors to available mental and behavioral health services.
- Provide support services (e.g., transportation, medication assistance) and referral services to vulnerable populations, including low-income residents and people with disabilities and others with access and functional needs.
- Provide information on financial support available to assist with personal recovery, including childcare, food and nutrition services, and Medicaid.
- Administer crisis funds received from federal and state benefits as a result of a disaster declaration.

## Voluntary Organizations Active in Disaster

- Coordinate faith-based and nonprofit member organizations to support recovery activities.
- Gather information on the needs of the community and provide information to local, state, and federal government partners.
- Use past experiences with disasters to develop strategies to address recovery issues.
- Offer member organization resources and volunteers that cover a wide variety of service areas.
- Serve leadership roles in recovery committees and subcommittees to continue to match member resources with ongoing recovery needs.

# COMMUNITY PLANNING & CAPACITY BUILDING

## Elected Officials

- Set recovery priorities.
- Approve changes to policies to expedite recovery.
- Make decisions on recovery funding allocations.
- Serve as the "face" of the recovery effort by communicating directly with residents and businesses to reassure them and keep up morale.

## Emergency Management Dept.

- Manage EOC operations and oversee the transition to the Recovery Organization.
- Staff key Recovery Organization positions (e.g., LDRM, Planning Unit in the Recovery Task Force).
- Coordinate and support damage assessment teams.
- Provide situational reports and damage assessments to the state.
- Coordinate and maintain files of all initial assessment reports.
- Collaborate with state and federal recovery partners to coordinate resources.
- Support content development for public outreach.
- Contribute to development of long-term Recovery Strategy.
- Coordinate development of after-action reports.

## FInance Department or Committee

- Distribute information to government departments on proper disaster cost-documentation procedures.
- Accept, review, manage, and file all disaster cost documentation to ensure eligibility for reimbursement.
- Coordinate purchasing and procurement for recovery projects.
- Ensure all contract solicitation processes comply with federal and state rules.
- Manage administration of post-disaster grants and financing.
- When requested, generate and provide copies of all financial documents or reports (pay sheets, checks, etc.) regarding damage and expenditures.
- Assist with any state or federal audits.

## Human Resources

- Provide information to government employees on available sponsored counseling, financial information and resources, and legal support that may be helpful for their personal recovery.

## University

- Provide subject-matter experts and technical assistance for recovery activities.
- Support research efforts related to local needs assessments

# NETWORK MAPPING

## SMALL GROUP MAPPING

This process is useful for a collaborative or coordinating group that wants to identify and connect small recovery networks, such as local community organizations active in disaster (COADs). The networks could be organized by services that each organization provides, or by the Local Recovery Support Function they are most related to.

**MAP THE NETWORKS**

- First, on a large butcher paper or whiteboard, use PostIt notes to create diagrams of each small network, or have one or two people who know each network draw the diagram.
- On each Post It note, put the name of a person from that small network. Then arrange the Post It notes so that the most central and active members are in the center. Draw lines between those who are well-connected. Then put the people who are less active around the edge of the core and draw lines to the others if they work together frequently. Use dotted lines if they are less connected. Then add names of people or organizations who support that small network.
- Once all the small network diagrams are completed, draw lines to show connections among the small networks, if any.
- Also do the network among your board or coordinating group, and draw lines of connection to the small networks.

**ANALYZE THE FULL DIAGRAM**

1. Are some small networks very well connected? Why?
2. Are some networks poorly connected? Why? What could be done to help them become better connected?
3. How could the small networks be better connected? Are there common issues or interests that would help them convene or key partners that could help them better connect with each other? If they're not connected, what impact would that have on recovery processes?
4. Does this small group cover all the needed functions of recovery? What other organizations or individuals could be invited in to help meet recovery needs?

*This process adapted from June Holley at networkweaver.com*

# NETWORK MAPPING

## LARGE GROUP MAPPING

This activity is best done with between 10-40 people. If you have a larger group you can either divide up into smaller groups where people focus on and map specific segments of recovery networks, or consider using network software to generate maps of the network.

**MATERIALS**
- Stack different colored sticky notes on tables so participants have easy access to them. Hang a large whiteboard or a large piece of butcher paper on the wall.
- Develop a key for the different colored sticky notes to represent different kinds of organizations or geographies.

**INDIVIDUAL INSTRUCTIONS**
- Take a sticky note of the appropriate color for yourself and write your name on it.
- Create two secondary sticky notes with the names of organizations or individuals who would be assets for post-fire recovery work.

**GROUP INSTRUCTIONS**
- Designate a first person to approach the white board/flip chart. Ask them to say their name and organization as they place their sticky note on the board, and then put their secondary sticky notes around their name, briefly describing each one.
- Ask the next person to come up and place their sticky notes close to the first person if they know that person, or further away if they do not know that person. Then using a marker, to draw lines between their name and any of the first person's sticky notes they are connected to.
- Continue with the rest of the group adding sticky notes and marker lines based on connections.
- Invite them to also add anyone they think might be helpful for recovery even if not connected.
- After everyone has added to the network, have them reflect on the map:
- Are they surprised at how expansive the network in the room is?
- Who is missing? How could they reach out to them?
- How could they better connect people in the network?
- Who might they connect with that has connections helpful for recovery?
- Are there clusters of sticky notes of the same color? This shows that people in that organizational type are working together.
- Are there clusters that are not connected or barely connected? What could the group do to better connect?
- Is any one person super well-connected (a hub)? Is that person a bottleneck because everyone wants to connect with them and are telling that person what they are doing? How could communication be more distributed?

*This process adapted from June Holley at networkweaver.com*

# COLLABORATION SPECTRUM

The word collaboration means different things to different people. When partnering with other organizations and working towards collective impact, it is vital to ensure that you and your partners have aligned understandings of how you will work together.

**This activity is designed to help determine what level of collaboration you and your partners are working at, and to help you think through how decisions will be made, resources shared, etc. The collaboration components described here are adapted from the collaboration spectrum designed by the Tamarack Institute.**

Start by describing: the partnerships that you need to implement your project; the value that you see in these partnerships; why these partnerships are relevant to this project; and what longer term impacts these partnerships could contribute to.

Write down any partners that you are not yet connected to, but want to be. Are there specific barriers to their involvement? Can any of those be addressed by different ways of collaborating?
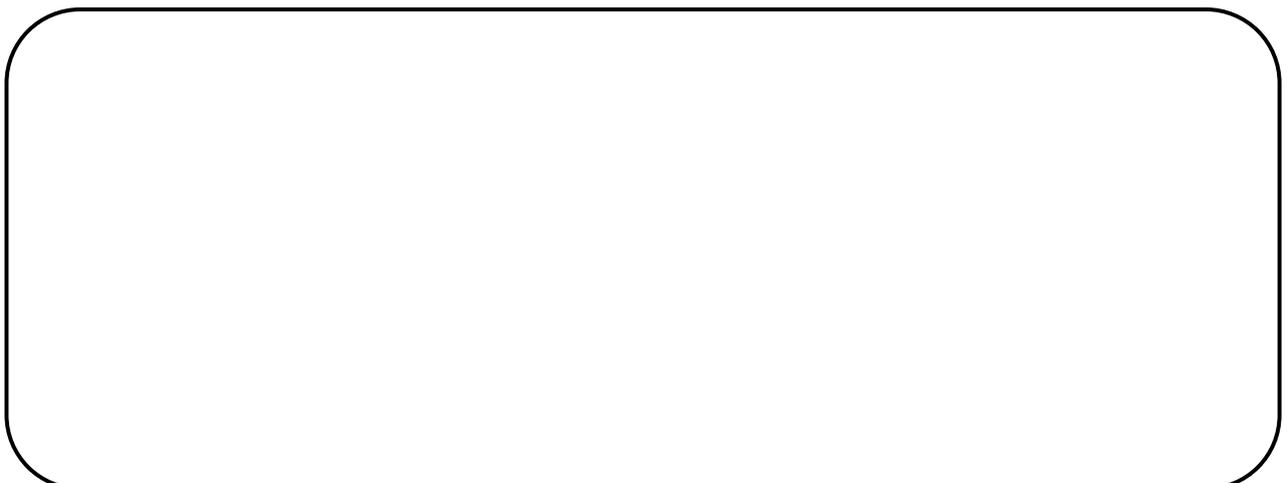
# Quiz: Identifying Your Collaboration Level

Choose one answer for each question. While there may be multiple applicable answers, choose the one that best reflects how you work with your partners and understand this collaboration process. Once you have completed it, you can ask your partners or potential partners to take it as well. Comparing and discussing the answers can help deepen collective work, recognize and account for different levels of collaboration, and prevent misunderstandings before they happen.

### 1. How would you describe collaboration between you and your partner(s)?

- [ ] We compete for people, resources, and attention (A)
- [ ] We are aware of each other's existence (B)
- [ ] We share information as needed (C)
- [ ] We align project work around shared vision and process (D)
- [ ] We have fully integrated project planning and funding processes (E)

### 2. What type of collaboration activities do you and your partners perform?

- [ ] We have no shared activities (A)
- [ ] We are aware of each other's activities but do not interfere or engage (B)
- [ ] We participate in communities of practice or networks together (C)
- [ ] We work in networks and coalitions together and look for projects that can support our shared missions (D)
- [ ] We have merged program functions and focus on collective impact (E)

### 3. What type of collaborative leadership structure do you and partners have?

- [ ] There is no relationship between organizations (A)
- [ ] We are convened and led by a single organization (B)
- [ ] We are convened by a single organization, but agree on collaborative actions (C)
- [ ] We are convened by a single organization, but have specific leadership and support staff for the collaborative (D)
- [ ] Everyone has agreed to integrate programs and all partners participate equally (E)

**4. Who has decision making authority within your collaborative?**

- ☐ Individual organizations make decisions for their own good (A)
- ☐ Individual organizations make decisions and informs others as needed (B)
- ☐ The convener of the collaborative group makes decisions and informs others(C)
- ☐ The leadership group of the collaborative makes decisions (D)
- ☐ Decision making is shared across partners (E)

**5. Who has ownership over the projects and products of your work?**

- ☐ Individual organizations own their own products (A)
- ☐ Individual organizations are aware of each other's actions, but maintain control over their own products (B)
- ☐ Individual organizations work collectively on shared products (C)
- ☐ A collective of organizations intentionally work, plan, share resources, and deliver outcomes together (D)
- ☐ A collective of organizations intentionally work towards integrated projects, programs, and services that they will jointly own (E)

**6. What governance documents does your collaborative have?**

- ☐ We have no governance documents (A)
- ☐ We have lightweight governance documents that describe the aspirations of the collaborative, but no process (B)
- ☐ We have defined the focus of the collaborative, and described communications, expectations, and meeting frequency (C)
- ☐ We have written guiding documents and created a decision making strategy, partnership agreement, accountability mechanisms, goals, evaluation processes, etc. (D)
- ☐ We have created partnership and governance agreements that include collaborative expectations, accountability, meeting frequency, staffing, resource sharing, evaluation processes, etc. (E)

**7. What outcomes do you hope for from your collaboration?**

☐ We will look for opportunities as they arise (A)

☐ We hope to increase information sharing with others (B)

☐ We hope to find shared information and learning to build on (C)

☐ We hope to contribute to program and systems change (D)

☐ We hope to create integrated outcomes that will achieve systemic change (E)

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## *RESULTS*

_____ # of **A** responses

_____ # of **B** responses

_____ # of **C** responses

_____ #of **D** responses

_____ #of **E** responses

*Tally the total number of times each letter was chosen and record them here. Descriptions of the collaboration levels that correspond to each level are below.*

***The biggest value of this tool lies in discussing these outcomes with your partners. If they are willing to take the quiz, compare your answers with theirs. Are they seeing the same things? Are any of the questions here giving them pause? Do they feel that their level of collaboration is appropriate and valued?***

***And for partners that you haven't yet begun working with, at what level are they comfortable collaborating? Do they need any of these elements to be different in order for them to work with you?***

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### A) Compete

*Organizations compete for resources and attention. Collaboration is ad hoc and opportunistic even if named as a partnership or collaboration.*

### B) Co-exist/ Communicate

*Organizations act entirely as separate entities. The strongest tie between them is communication, but this is not necessarily systematized or regular.*

### C) Cooperate/ Coordinate

*Organizations are convened into a collaborative space by a single organization. They will adjust and align work to achieve greater good together.*

### D) Collaborate

*Organizations are committed to a longer term interaction that is based on shared goals, actions, decision making, and resources.*

### E) Integrate

*Organizations maintain fully integrated programs, planning, and funding. Decision making is equitable and all processes are agreed upon by partners.*

# UNMET NEEDS

The power of aligning plans at the local level is particularly apparent when trying to prepare for unmet needs and position resources for recovery. Local plans offer assessments of critical community building blocks such as housing availability, economic indicators and dependencies, growth patterns, employment trends, social vulnerabilities, and plans for natural resource protection and restoration. The occurrence of fire will exacerbate a lot of these conditions, but may also open new opportunities as well.

To prevent these preexisting conditions from becoming cascading disasters in their own right, it is important to leverage the subject matter experts that were involved in creating these local plans in order to increase recovery readiness. Their knowledge is useful for developing priorities for pre-fire activities, in reviewing plans and activity checklists for each LRSF and line of effort, in finding resources after a fire, and in creating effective policies and post-fire planning that will help make recovery most effective.

Use the following questions to discuss what planning efforts exist in your local area already, and how they might impact or be leveraged for your recovery readiness process.

## IDENTIFY CURRENT LOCAL NEEDS

*What local plans and gap analysis already exist for your area? (See the table on the next page for a list of common plans and considerations that may increase unmet needs after a fire)*
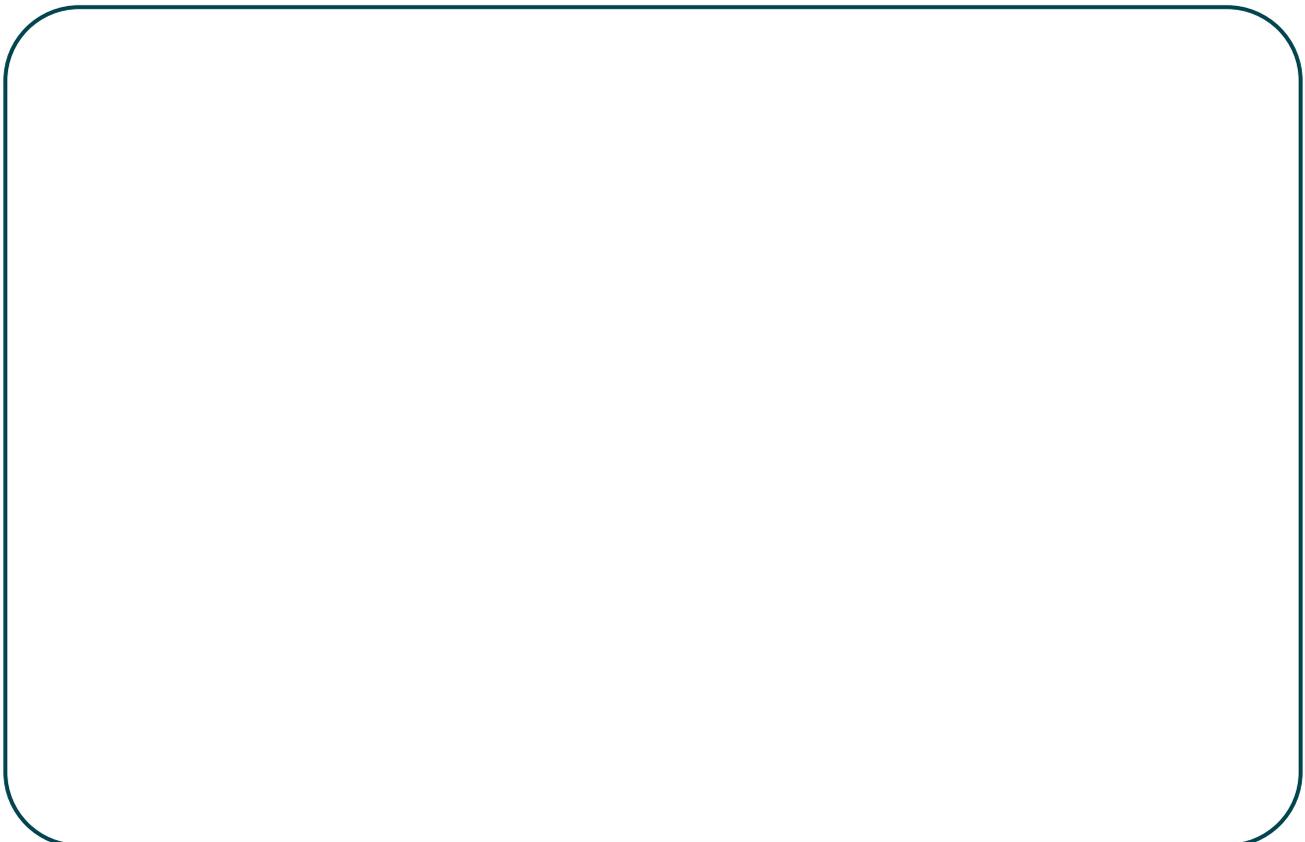
| | **Data Sources** | **Considerations** |
|---|---|---|
| **Housing** | • County Housing Plan<br>• Regional Housing Plan<br>• Affordable Housing Plan<br>• American Community Survey<br>• Washington Housing Survey<br>• Insurance Survey | • Existing gaps for housing availability and unhoused population.<br>• Connections between economic recovery and housing<br>• Underinsurance or gaps in insurance |
| **Economy** | • Economic Strategic Plan<br>• Regional Economic Strategy<br>• Association of County Governments, etc. | • Economic dependency on wildfire-impacted industries, especially forestry, recreation, tourism, etc. |
| **Natural Resources** | • Forest Health Plan<br>• Fisheries Plan | • Natural resources impacted by fire, and dependencies of economy on natural resources |
| **Cultural Resources** | • Cultural Resource Management Plan | • Relationships to preserve cultural historical resources, protect and honor tribal areas, etc. |
| **Infrastructure** | • Capital Improvement Plan<br>• Transportation Plan<br>• Utilities Plan<br>• Hazard Mitigation plan | • Gaps in commercial insurance coverage<br>• Lack of budgeting for repair<br>• Lack of funding for repair |
| **Health & Social Services** | • Health Plan<br>• Social Services Plan | • Gaps in health and social services, including services available to AFN populations<br>• Gaps in or lack of case management |

## ASSESS:  HOW DO CURRENT NEEDS INTERSECT WITH RECOVERY NEEDS?

What gaps have already been identified in other plans that would impact any of your recovery LRSFs or LOEs?

What funding exists or is planned to fill those gaps already? Is it sufficient?If not, how far short are resources?
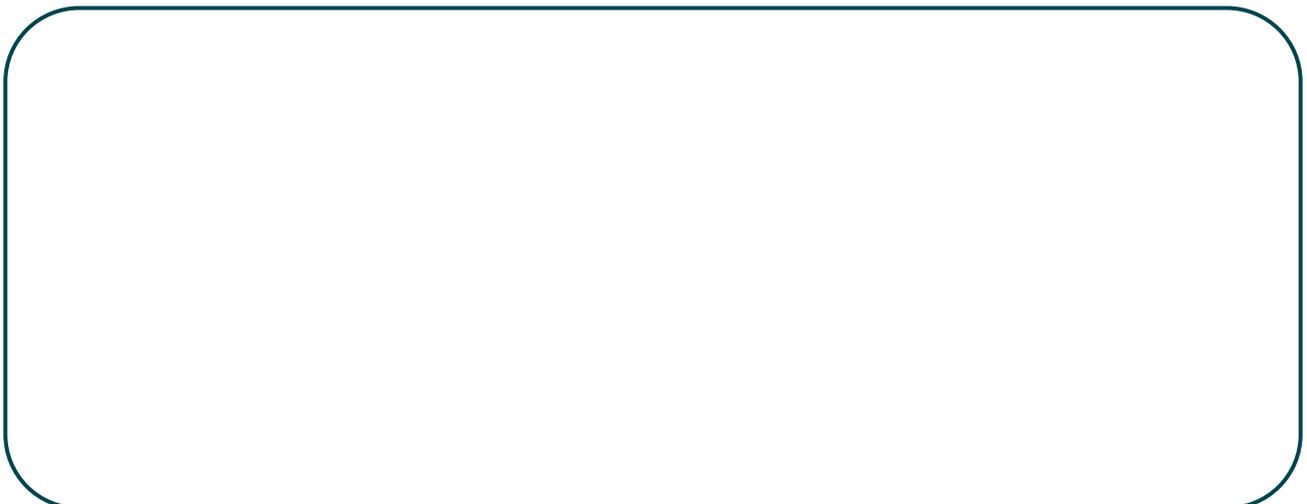
Will those funding sources still be available if there is a fire? If not, is there a plan for replacing those funds?
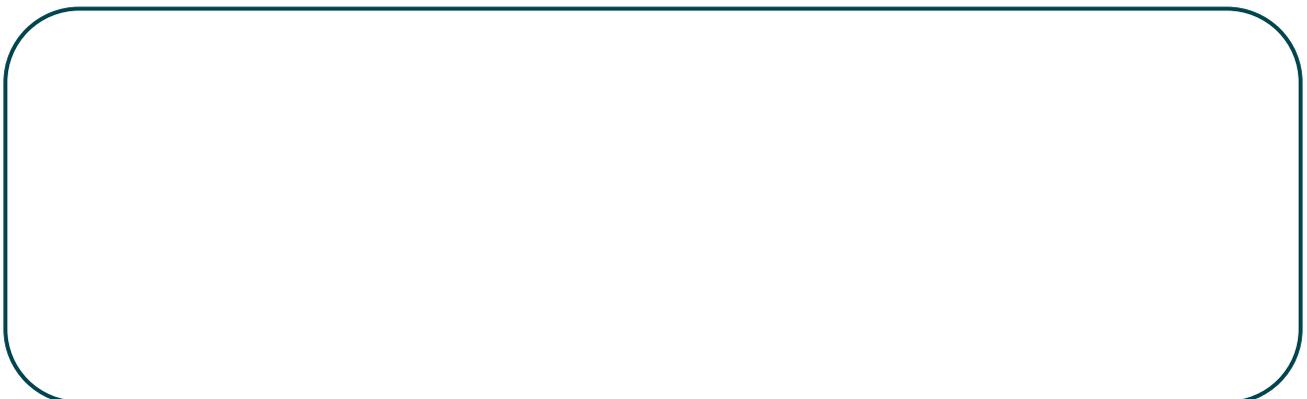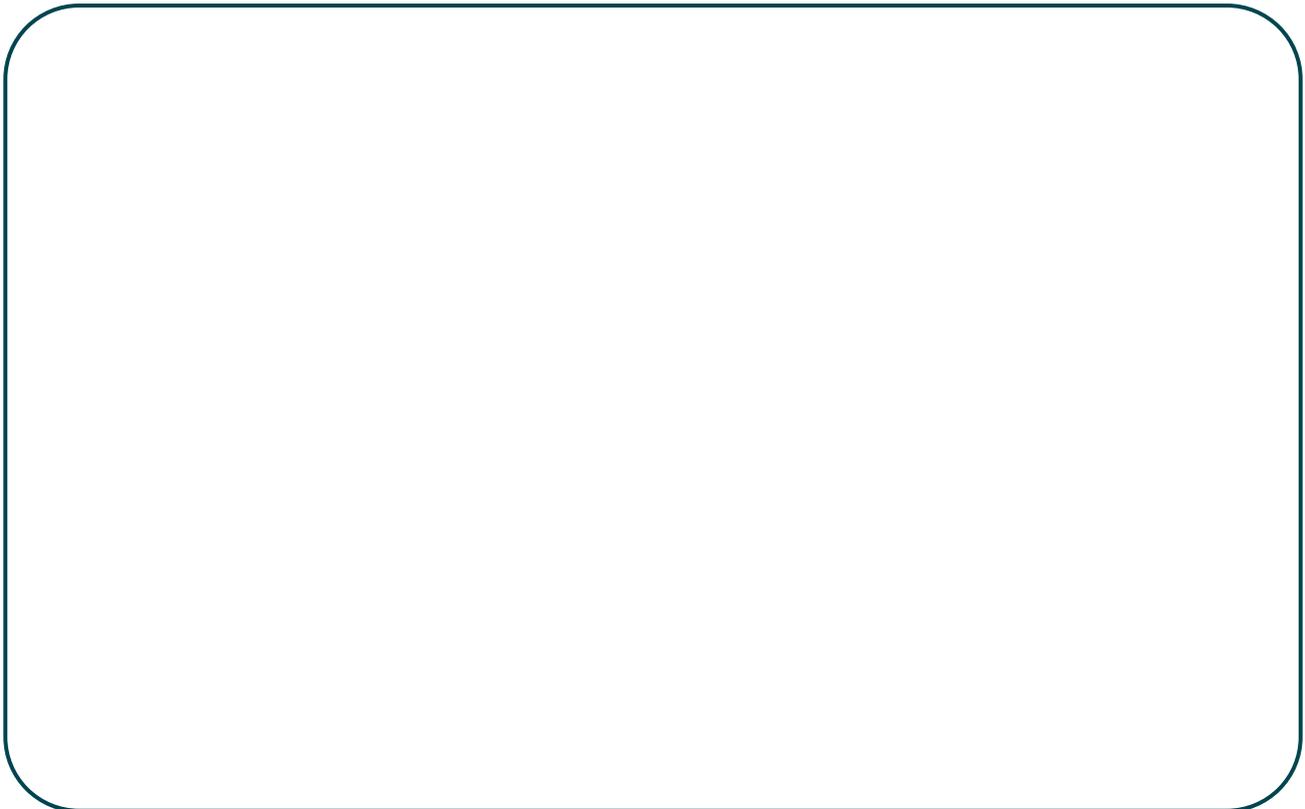
## ALIGN WITH OTHER PLANS

Are local subject matter experts (planners, social service departments and organizations, etc.) already engaged in your recovery planning process? If not, whom might you include?

How can recovery planning be mutually beneficial for both recovery readiness and local planning?

# IDENTIFY PRIORITY AREAS FOR REDUCING LOCAL UNMET NEEDS

How might a fire affect current local needs? What might get worse, and what new opportunities might arise?

*Mark which areas have wide gaps of need by categorizing them as having a rating of low, medium, or high unmet needs after a fire.*

|  | Low | Medium | High |
|---|---|---|---|
| **Housing** |  |  |  |
| **Economy** |  |  |  |
| **Natural Resources** |  |  |  |
| **Cultural Resources** |  |  |  |
| **Infrastructure** |  |  |  |
| **Health & Social Services** |  |  |  |

# DISASTER CASE WORK & CASE MANAGEMENT

Disaster casework and case management are a critical way to connect people to the resources they need after a fire. Casework refers to a short-term activity where case workers at an evacuation center, disaster recovery center or door-to-door outreach will provide information to disaster survivors on how to access resources, offer short-term planning, and provide information on avoiding duplication of benefits. Case management refers to a longer term, but still time-limited process, during which trained case managers support long-term recovery planning and resource acquisition for families and individuals impacted by disaster.

Depending on the size of the incident, disaster casework and case management programs can involve local, state, and federal resources. No matter how the needs expand or scale, it is important to develop a robust plan at the local level that is tailored to local culture and needs. State and federal resources are meant to supplement and support local capacity.

The Center for Disaster Philanthropy recommends four key components to implement a disaster case management process:
1. Coordination : A coordinating body such as an LTRG, unmet needs table or community coalition is essential. This coordinating entity should develop agreed-upon, transparent and equity-centered guidelines for the allocation of resources that are responsive to local culture and needs
2. Training & Coaching: Training should include specifics of disasters, disaster case management, confidentiality and psychosocial support for clients
3. Resources: Sufficient resources or a plan for building resource availability should be developed. Resources include materials, funds, volunteers and information. Adaptive maintenance of a case management program will include tracking trends in unmet needs and developing resource acquisition plans to meet those needs
4. Support: Case managers need support to ensure they have appropriate caseloads, self-care and wellness breaks and sufficient compensation

Voluntary Organizations Active in Disaster (VOADs) are an important part of the casework and case management process. It is helpful to seek training and collaboration with local or state VOAD partners in order to increase local capacity. In the aftermath of a fire, depending on local context and capacity, VOADs may work in addition to local case managers, or provide the main source of case management. If there is a Presidential Disaster Declaration that includes Individual Assistance, a Disaster Case Management grant may also be applied for from the federal government.

To be able to make case management effective among these different partners, it is helpful to plan for or collaborate on the following questions with your partners:

- How will outreach be conducted (e.g. how will you reach those impacted by disaster? Door-to-door outreach? At a Disaster Recovery Center?)
- How will those in need be screened for receiving services? What are the requirements for accessing services and how can those in need be protected from duplication of benefits?
- How will intake be handled? Are partners planning for cooperative case management across organizations, or will individuals need to visit one organization at a time? Will they need to fill out multiple forms or is there a single point of intake? Where will their information be stored, or shared? How will confidentiality and privacy be maintained?
- Is there a standard assessment that's done by all partners? Do case managers have standard training? Is there one organization that can provide consistent training?
- For helping applicants with recovery planning - do you have a resource directory or training on local resources that are available? Are there safety nets for vulnerable populations that all case managers are aware of?
- Is there a clear process for working with the Unmet Needs Roundtable? Do case managers have support or training in advocating for their clients at state and federal levels (if applicable)?
- How will resources be made accessible to everyone in need, including those with mobility needs, translation services, etc.?

# DISASTER RECOVERY CENTER

## PLANNING

### Pre-Fire

- Identify the agencies that would typically participate in a DRC
- Establish contacts within agencies and lines of communication
- Identify and walk through potential facilities in the community that are most likely to house a DRC
- Develop a baseline of community demographic information and existing needs to help inform future community assessments in disaster
- Determine how registration will be handled - which agency will control the information, who will have access to the information, and how will it be shared

### Transition to Recovery

Hold a planning meeting to:

- Conduct a community assessment.
    - Evaluate disaster damage and impacts according to available data.
    - Assess disaster-caused needs and identify those the MARC will support.
    - Assess demographics of the affected population and service delivery nuances (e.g. cultural, ethnic, religious, medical, access and functional needs and dietary considerations).

- Determine partner agency participation.
    - Identify lead agency for DRC operation.
    - Identify services current partner agencies will provide.
    - Determine any current gaps in needs addressed/services provided and which additional agencies to invite to participate to fill those gaps.
    - Invite agencies to participate.

- Develop a preliminary operational plan.
    - Determine appropriate scale and scope of DRC operations.
    - Assess available resources and resource needs for DRC.
    - Select an appropriate DRC site (having a list of pre-identified potential facilities will expedite this).
    - Determine dates and times the DRC will operate.
    - Create a DRC opening announcement and release with appropriate advance notice.

# STAND UP THE DRC

The DRC will stand up as soon as the necessary planning steps are completed, and in accordance with operational timeline developed in planning phase.

The DRC lead agency will:
- Secure site/facility and sign a use agreement if needed;
- Coordinate site set up and preparation, including:
  - Completion of any appropriate modifications/adaptations to site/facility to accommodate clients with access and functional needs;
  - Assignment of individual areas within the DRC;
  - Provision of general supplies and equipment (partner agencies are expected to provide supplies/ equipment specific to their individual needs);
  - Posting of general and neutral signage onsite and in the larger community (partner agencies to provide any needed signage for own agency).

- Arrange for all necessary DRC functions to be fulfilled (directly or through delegation to partner agencies as appropriate), including:
  - Assignment of personnel roles;
  - Procuring facility services such as information technology, safety and security, janitorial.

- Coordinate finalization of DRC plans, policies and operating procedures, including:
  - Partner agency conduct policy and DRC chain of command;
  - Incorporation of client-centered and trauma-aware considerations into DRC operations;
  - Client casework, childcare, feeding and bulk distribution plans (as applicable);
  - Plans to address potential in-kind donations and spontaneous, unaffiliated volunteers;
  - Internal and external communications plans;
  - Operation schedule, including daily meetings and DRC information collection procedures;
  - Plans for coordination with local EOC, and other government entities as appropriate.

# DAILY OPERATIONS

While the DRC is active, the lead agency will coordinate partner agencies to:

- Deliver services to clients;
- Conduct operational meetings;
- Maintain up-to-date partner agency hours, contacts, and personnel roster information;
- Complete and properly file all necessary client and partner agency forms;
- Collect service delivery and client feedback information;
- Monitor status of disaster and coordinate with EOC, and others as appropriate;
- Manage media requests and issue press releases as needed;
- Monitor resource levels and ensure that there is an adequate supply of items needed for operations and service delivery;
- Report any operational or service delivery issues to lead agency for expedient resolution;
- Ensure safety and security of facility, staff and clients.

# STAND DOWN THE DRC

The DRC will stand down when it has been determined that services are no longer needed, whether through lack of client visits, assignment of all individuals to ongoing case management services, or other criteria as determined in the operational timeline.

- Provide appropriate advance notice of closing to partner agencies, clients, government, and general public.
- Establish and execute transition plans addressing:
  - Forwarding cases to and meeting client needs in the next stage of recovery;
  - Returning DRC facility and resources back to appropriate state.
- Conduct After Action Reporting (including analysis of partner agency and client feedback and capture of findings for injection to future DRC operations).
- Establish process for update and maintenance of local DRC plan and its housing with a locally-shared resource.

*Bulk distribution of food, cleaning kits, etc.*

Case Management

Snacks

Resources

Waiting Area

Kitchen

Children's Area

Small Business Assistance

Entrance

Health, Mental Health, Emotional Care

Staff Area
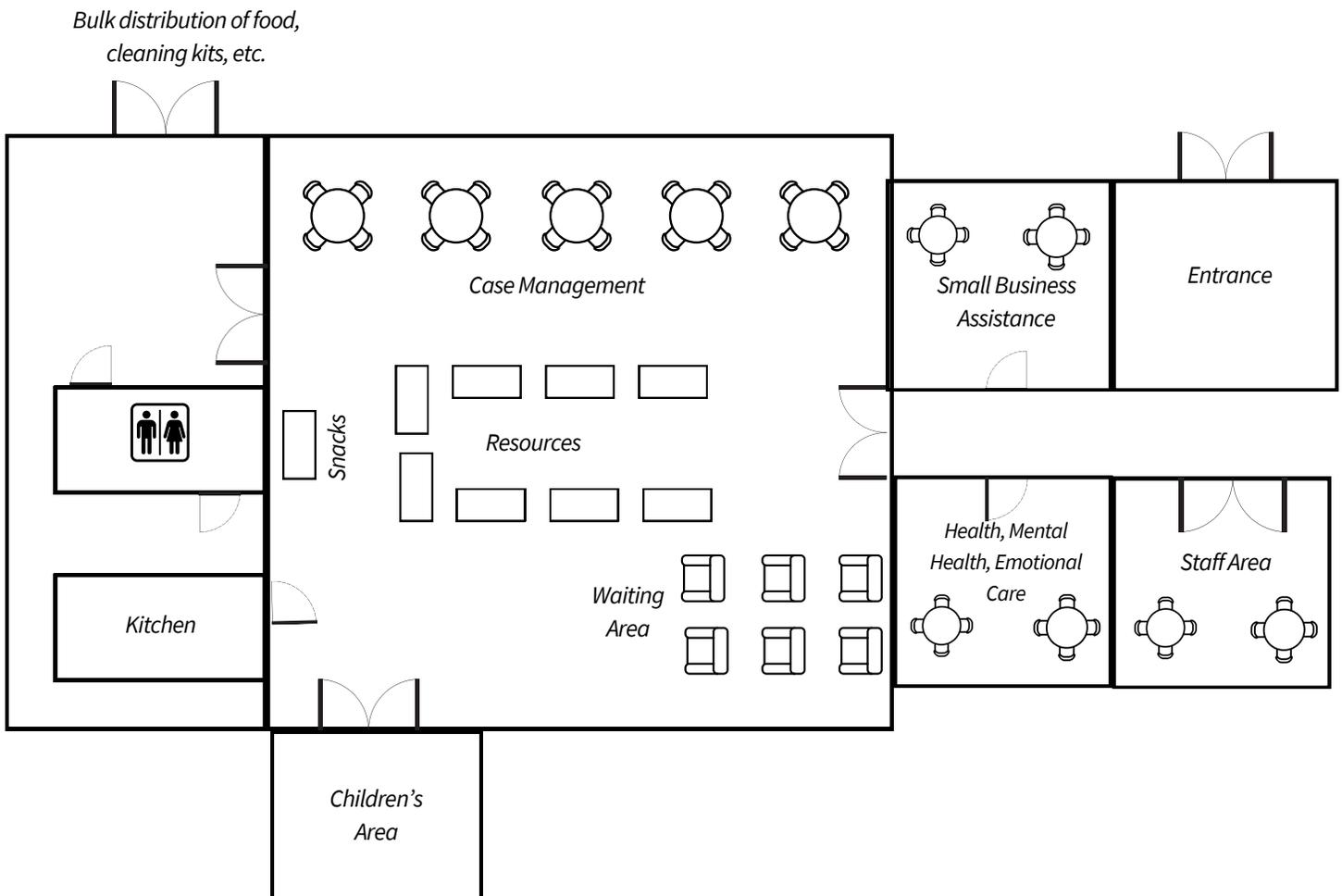
*Adapted from the Multi-Agency Resource Center (MARC) Planning Resource by American Red Cross, Catholic Charities USA, and The Salvation Army*

# TABLETOP EXERCISES

## PURPOSE

The purpose of this tabletop exercise (TTX) is to better understand local recovery readiness by assessing the capabilities of jurisdictions and regional stakeholders to recover from a wildfire affecting the region.

## SCOPE

This exercise focuses on regional recovery from a wildfire by asking participants to discuss roles, responsibilities, and expected actions that will be taken by local jurisdictions and recovery partners.

## OBJECTIVES

This TTX was developed to help local jurisdictions and community recovery partners identify opportunities and/or gaps in recovery readiness; assist in achieving an improved level of commitment and understanding of plans, policies, and procedures that may be used during recovery. Specific objectives are below, and can be adapted for your own needs:

- Objective 1. Understand the status of wildfire recovery readiness, particularly with regards to partners, communication systems, and coordination, as well as opportunities to increase recovery readiness.
- Objective 2. Review critical functions for recovery related to economic recovery, health and social services, housing, infrastructure, and natural and cultural resources.
- Objective 3. Explore the role of local government, the private sector, and nonprofit organizations in supporting community recovery.

## PARTICIPANT TYPES

**Players**

Players respond to the situation presented in the TTX based on their level of authority and knowledge of procedures, current plans and policies, and insights derived from experience or training.

**Observers**

Observers are encouraged to gather ideas and points for further consideration generated during the moderated discussion and may participate in the hotwash at the end of the TTX; however, they generally do not participate in the moderated discussion period.

**Facilitators**

Facilitators provide situation updates and moderate discussions. They also provide additional information or resolve questions as required. Key planning team members may assist with facilitation as subject matter experts during the TTX.

**Evaluators**

Evaluators observe and record player discussions, document future areas for discussion by participating organizations, and capture points of view expressed during the discussions. After the exercise, their information will be used to determine whether the expected performance outcomes were achieved and identify strengths and opportunities for improvement in the development of the after-action report. Evaluators will also be a part of exercise improvement planning efforts.

## STRUCTURE

This will be a facilitated TTX. Players will participate in three modules, as outlined below.

- Module 1: Transition from Suppression to Recovery and Immediate Recovery Actions
- Module 2: Short-term Recovery
- Module 3: Long-term Recovery

Each module begins with an update that describes and summarizes key events occurring within that time period. Following the updates, participants will follow the discussion prompts to share information and process with others at their tables. The whole group will then participate in a moderated discussion session before the next module is introduced.

## GUIDELINES

- The exercise takes place in an open, low-stress, no-fault environment.
- Varying viewpoints, even disagreements, are expected. Participants should be tolerant of varying viewpoints, including those with which they disagree.
- Respond based on your knowledge of the plans and insights derived from experience and training.
- Discuss existing policies, memorandums of understanding, operational agreements, and capabilities.
- There is no single accepted solution; decisions are not precedent-setting and may not reflect your organization's final position on a given issue. This is an opportunity to discuss and introduce multiple options and possible solutions.
- Issue identification is not as valuable as suggestions and recommended actions that could improve response, preparedness, mitigation, prevention, and recovery efforts; problem-solving efforts should be the focus.

## ASSUMPTIONS

In any exercise, a number of assumptions and artificialities may be necessary to complete play in the time allotted. During this exercise, the following apply:

- The scenario is plausible, and events occur as they are presented.
- Each agency's plans and policies will be used in the response to the scenarios presented, without outside assistance.
- There is no hidden agenda, nor are there trick questions.
- Unless specifically identified, public and private entities are operating on a normal schedule and at normal staffing levels.

## ROUGH AGENDA

**Introductions, overview, and instructions**

- 15 minutes introductions (may vary based on size of group)
- 5 minutes instructions and transition into small groups

**Module 1: Suppression to Recovery Transition and Immediate Recovery Actions**

- 45 minutes small group discussion
- 15 minutes report out and discussion

**Break (15 minutes)**

**Module 2: Short-Term Recovery**

- 45 minutes small group discussion
- 15 minutes report out and discussion

**Break (15 minutes)**

**Module 3: Long-Term Recovery**

- 45 minutes small group discussion
- 15 minutes report out and discussion

**Break (10 minutes)**

**Hot Wash (20 minutes)**

**Close and Next Steps (10 minutes)**

# MODULE 1: SUPPRESSION TO RECOVERY TRANSITION

## November 10

**3:44 a.m.**
The Local Forecast Office issues a high wind warning

**7:00 a.m.**
County officials share the NWS warning and reemphasize existing burn restrictions in anticipation of high winds and dry fuels. Several small wildfires have sparked in the last few days, and local fire departments are on high alert. The area experienced above average precipitation during the first half of the year, resulting in rapid vegetation growth. Beginning in July, a dry weather pattern set up, which lasted through the fall and early winter. The vegetation is now critically dry.

**11:00 a.m.**
A wildland fire is reported on the outskirts of the main city in the county, and it quickly moves into structures. Driven by wind gusts of up to 115 miles per hour, it torches through subdivisions and commercial buildings and over a six-lane highway. Firebrands and flaming debris are carried ½ mile in front of the main fire. Responding emergency personnel work to battle the flames and evacuate about 35,000 people from the area, including hospitals and care facilities. Large commercial structures are evacuated.

Law enforcement officers clear neighborhoods by using PA systems and knocking on doors, driving out through flaming fronts. Sustained winds throughout the day have grounded aircraft support. Fire managers have to rely on 911 calls and field reports to track the perimeter of the fire.

**12:30 a.m.**
A heavy rain begins as the wind dies down and firefighters are able to finally suppress the fire. There have been two fatalities, over 1,000 homes have been destroyed, but with no first responder injuries.

## November 15 (+5 Days)

Five days have passed since the fire was contained, and recovery is now underway, including preparing for damage assessments, debris removal, contaminant removal, providing shelter, and offering food and donations management. Local officials have been working to conduct initial damage assessments in preparation for the arrival of state and federal agencies.

## Discussion

Based on the information provided in the scenario description, think about your critical needs and priorities during this transition period. Use the following questions to help guide your discussion.

What are the high-priority recovery objectives at 5 days post-disaster?
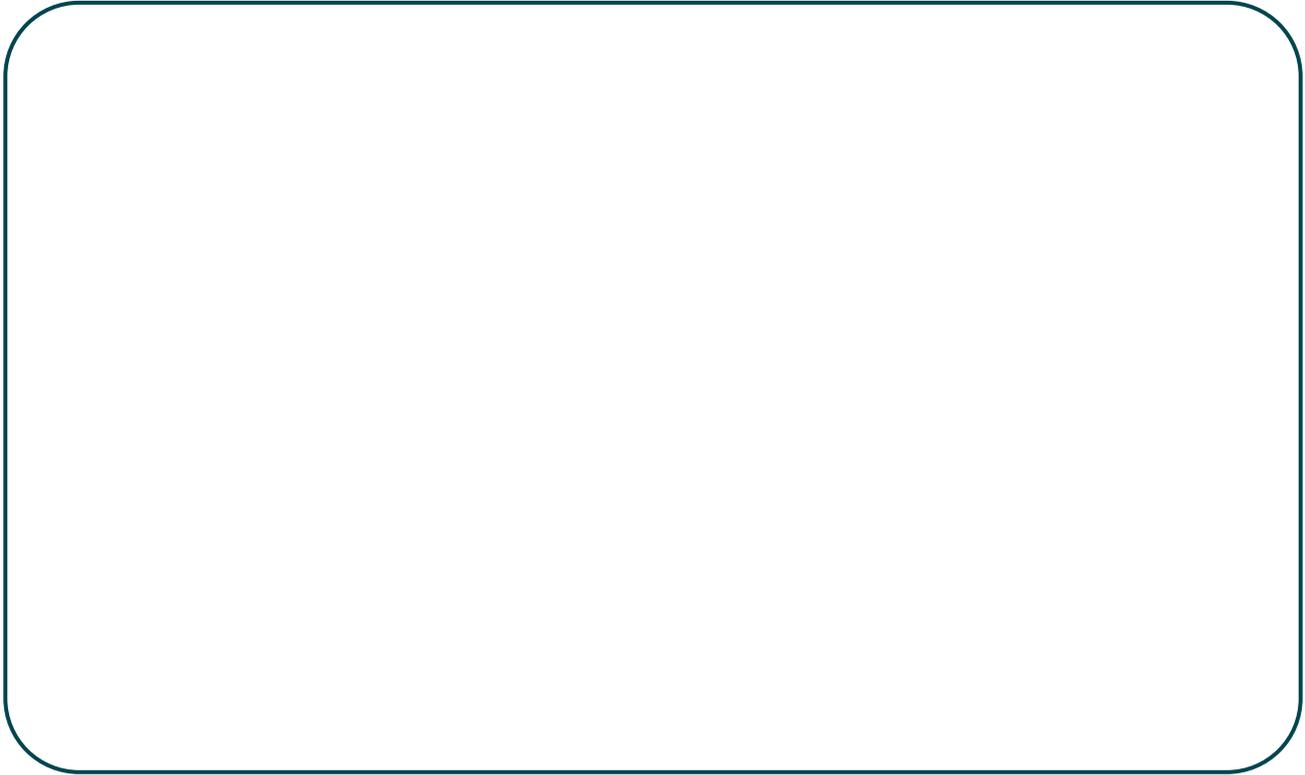
What steps must be taken to address damage to homes and infrastructure? What challenges exist for tasks such as damage assessment, debris management, and permitting and inspections? What organizations may be involved in these tasks? Is there capacity and/or knowledge of how to work with those organizations? What will your organizations be doing to assist?
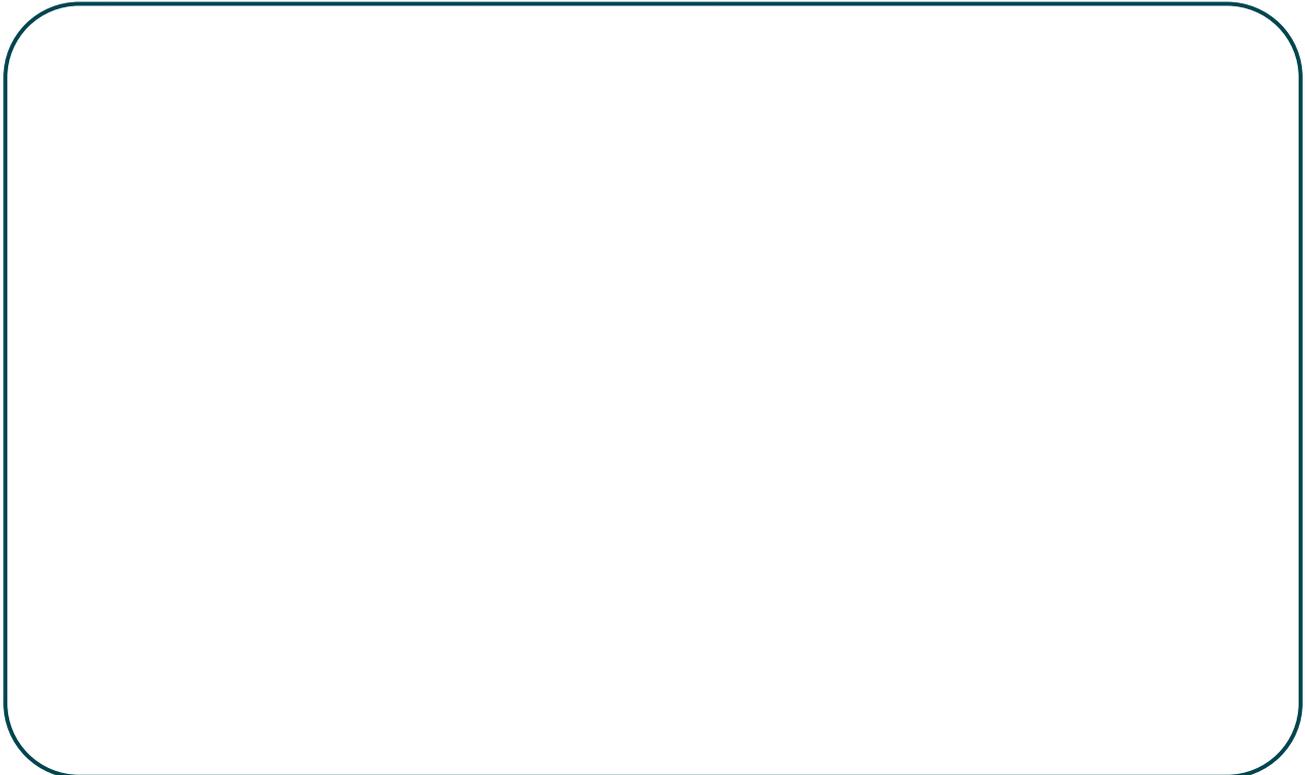
How are mobility and critical services, including utilities and transportation, restored?
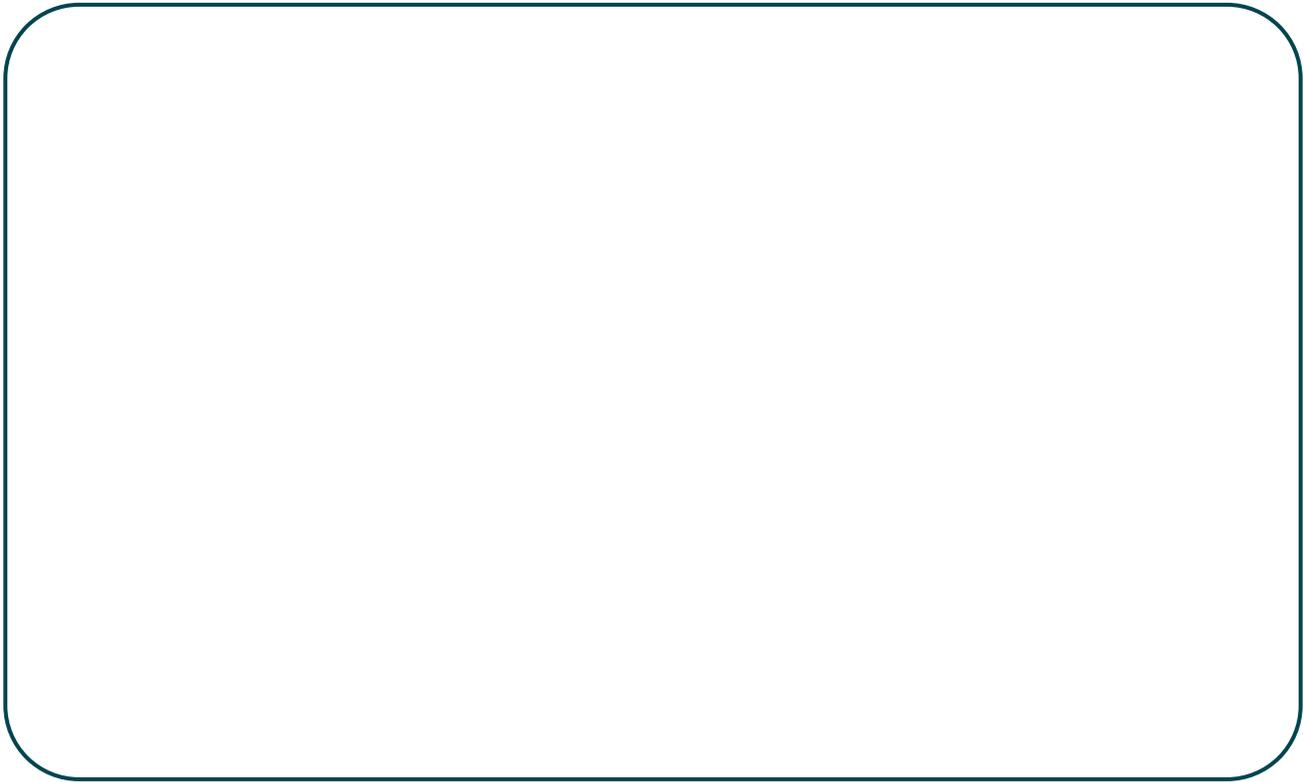
What are the critical needs of disaster survivors? What are the considerations for sheltering and/or temporary housing, mass feeding, donations management, and volunteer management at this stage? What organizations may be involved in managing and providing relief services to survivors?
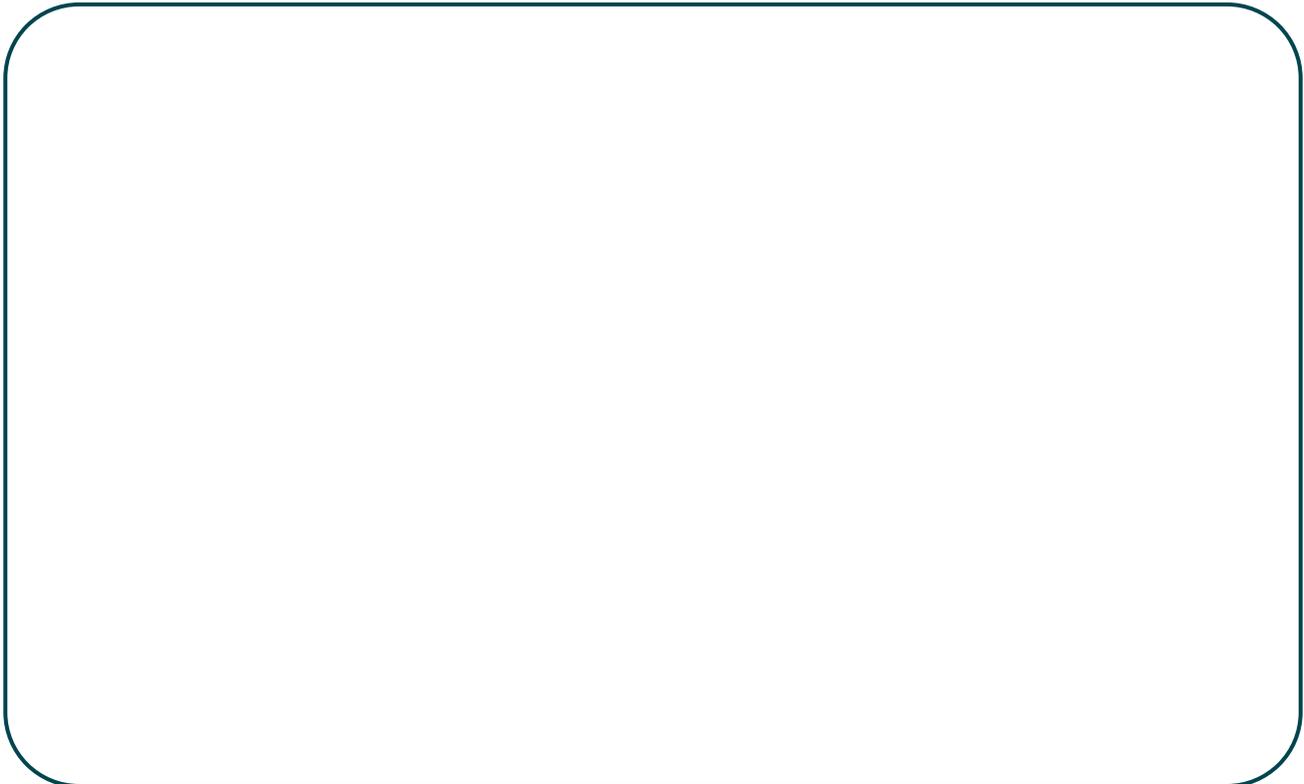
What information must be provided to the public, and how is information about recovery resources coordinated and disseminated to the public? (Note that many are without power and internet access).
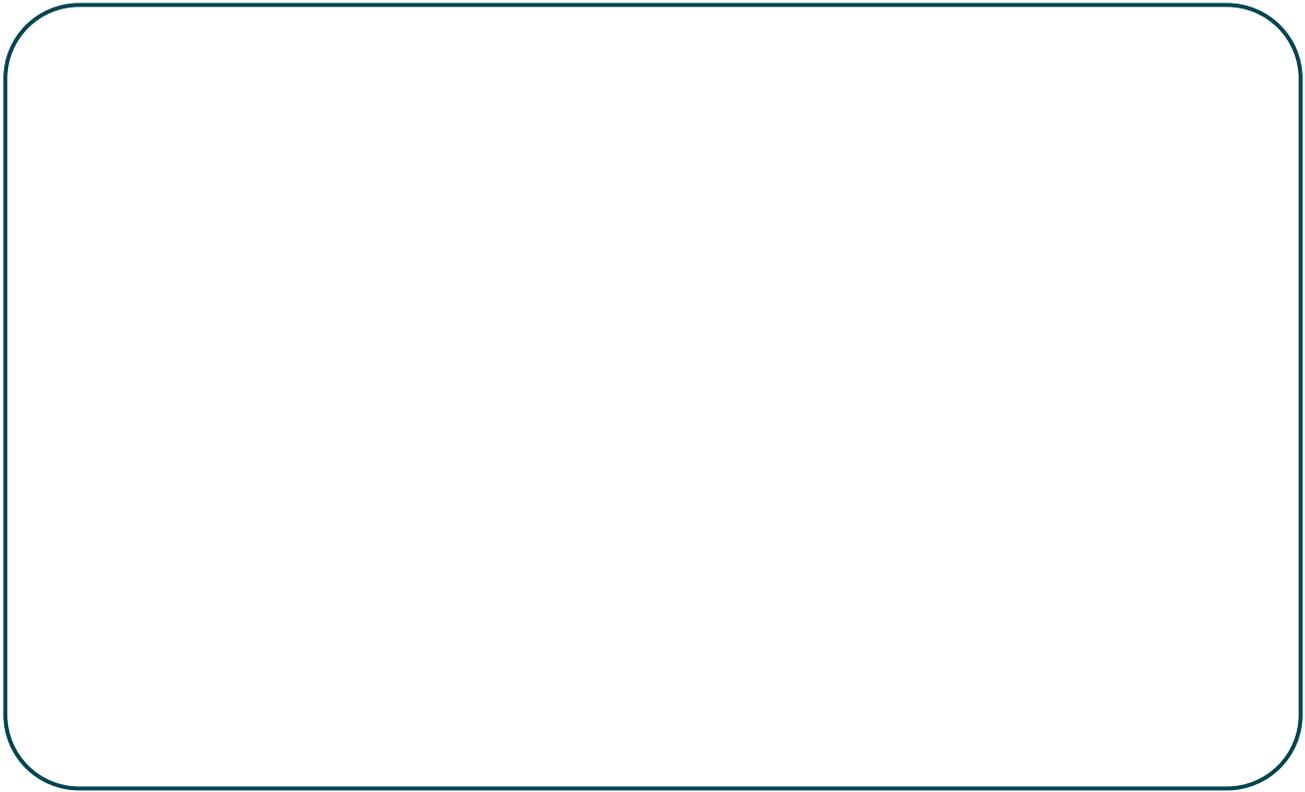
What are the critical values at risk following the fire? What are your potential data sources? What tools are available to assess hazards and damage following the fire?
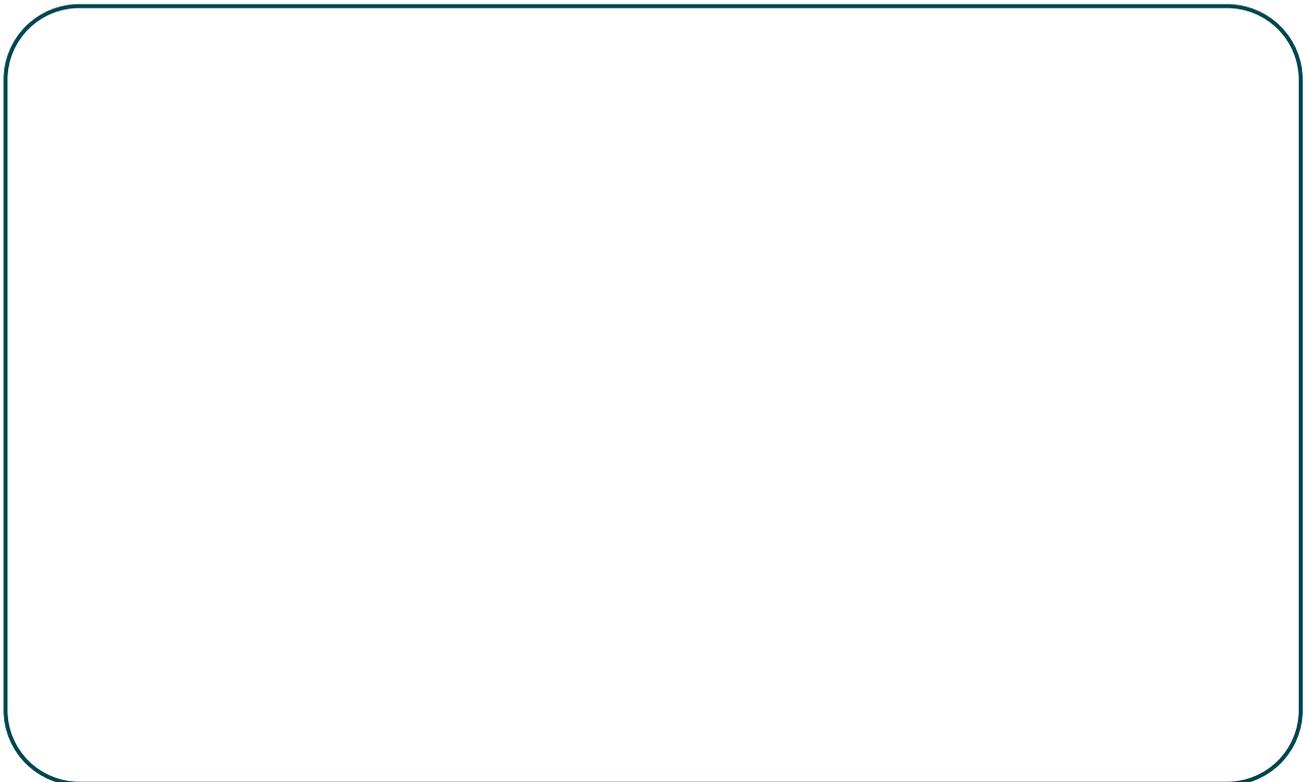
What support is provided to local businesses to allow them to resume operations quickly? What organizations may provide this assistance?

What assistance is provided to local residents so that they can return to work and children can return to school? What organizations may provide this assistance?
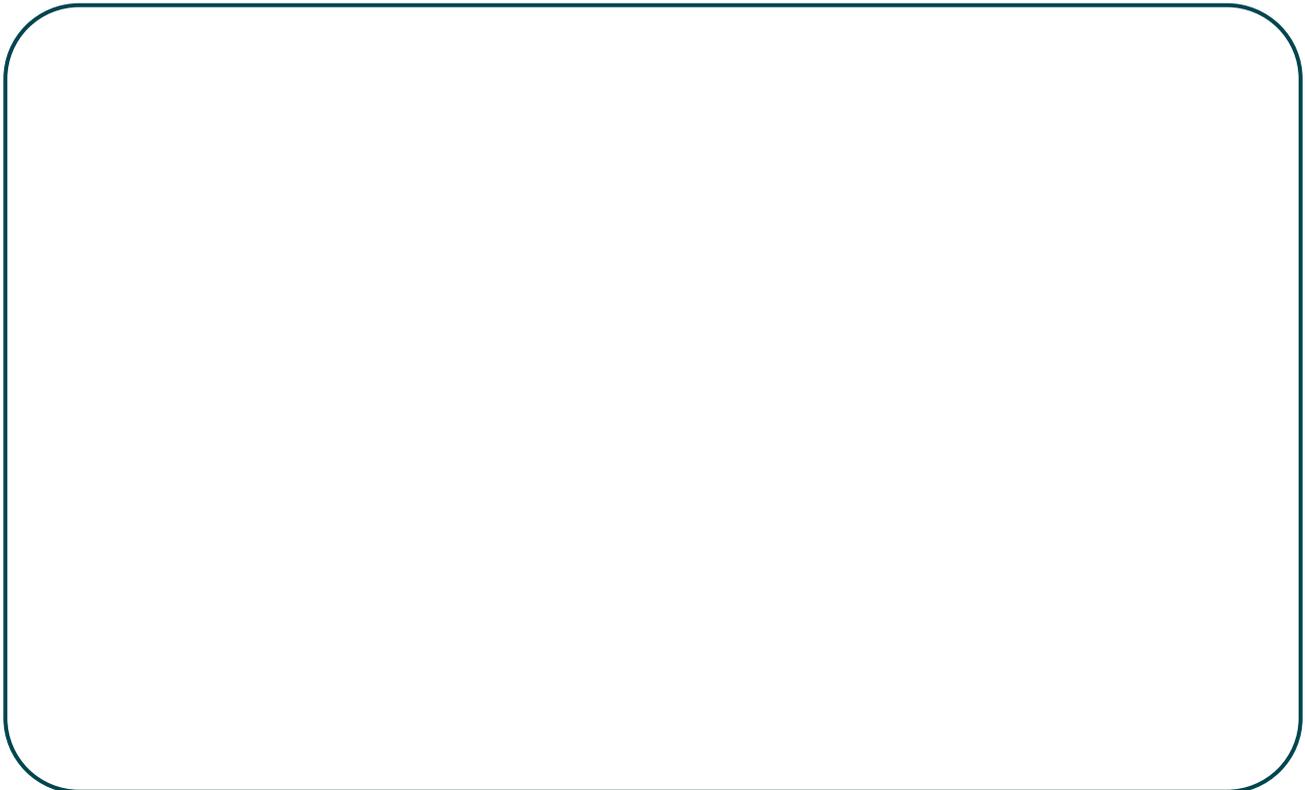
What are some potential environmental concerns during the immediate recovery phase? What organizations may be involved in addressing these concerns?

How would cost documentation and expense tracking be managed to ensure reimbursement eligibility? How would in-kind donations and volunteer coordination be tracked and managed?
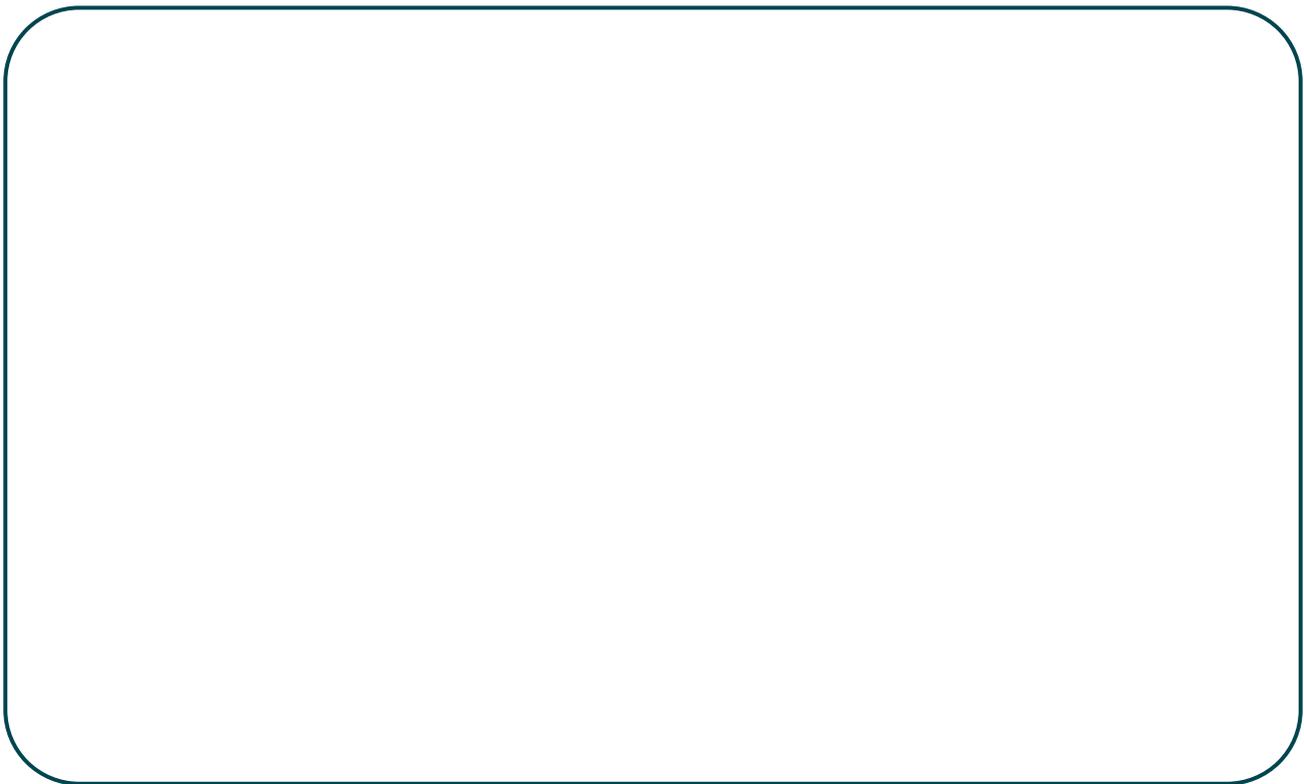
How will affected jurisdictions mediate issues when competing for the same limited resources? How may regional resources be allocated and appropriately shared?

Any other notes?
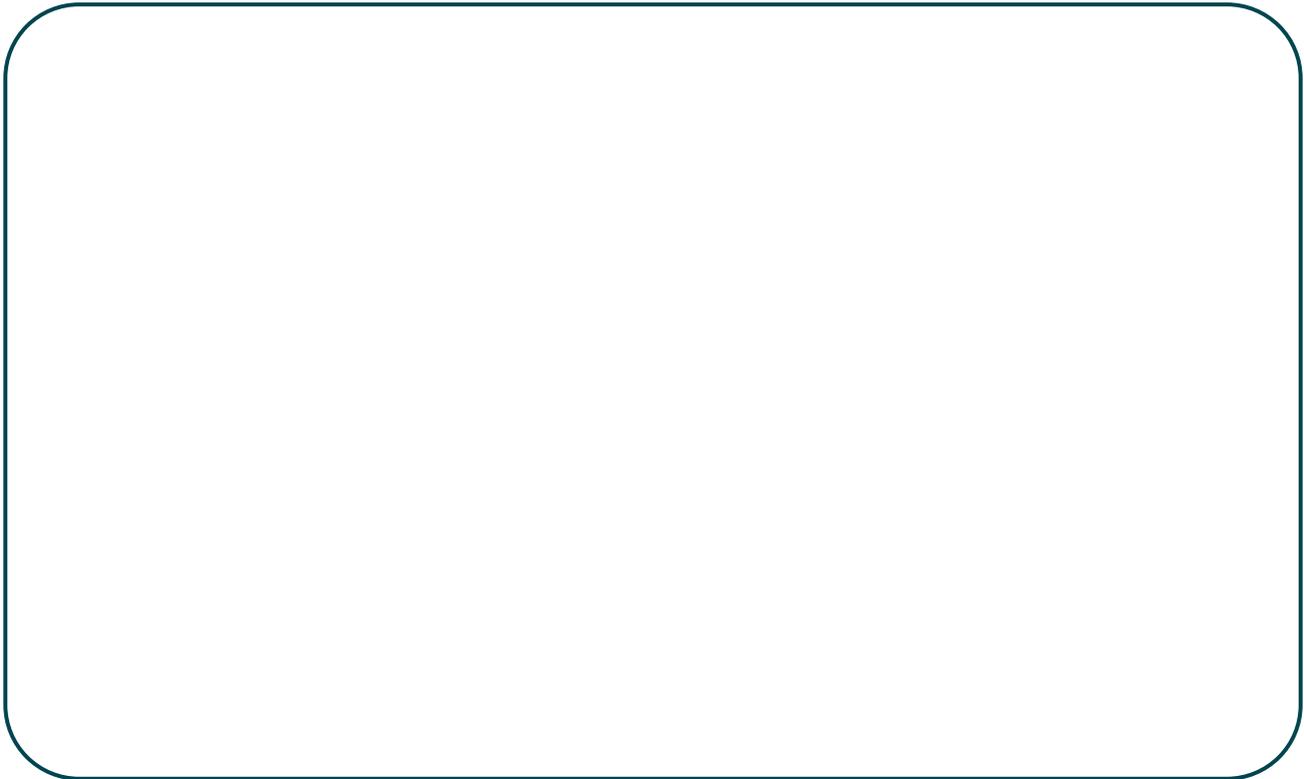
# MODULE 2: SHORT-TERM RECOVERY

## December 10 (+1 Month)

Since receiving a Presidential Disaster Declaration, local governments have been working closely with state and federal partners. In the weeks following the incident, a long list of recovery issues has become apparent. Many lots have been burned, but no debris removal has taken place. There are arguments over whether or not new building standards should apply when rebuilding homes. Contractors are in short supply, hotels are fully booked, and many residents are still looking for interim housing. Multiple conflicting sources of information on insurance, homeowner assistance programs, and low-interest loans circulate on social media and within the community. There is a long-term recovery group in place, but they are focused on internal coordination and not communicating with the public. The local community foundation is struggling to design a way to distribute donations to those in need. Businesses are attempting to return to normal, but issues with supply chains and infrastructure disruptions are causing difficulties and slow recovery efforts. Because the burned neighborhoods were more affordable than the surrounding area, many employees of retail and hospitality businesses have had to leave the area, or are now housing insecure and paying exorbitant rents. Several spontaneous, unverified disaster-related websites appear, soliciting donations and offering assistance to businesses and residents.

## Discussion

Based on the information provided, participate in discussion concerning issues raised in Module 2. Identify critical issues, decisions, and/or questions that should be addressed at this time. Questions for consideration include the following:

What are the high-priority objectives in the first 8 weeks post-disaster?

What short-term recovery challenges exist across the local recovery support functions (economic, health and social services, housing, infrastructure, community planning and capacity building, and natural and cultural resources)? What organizations are equipped to address these challenges?
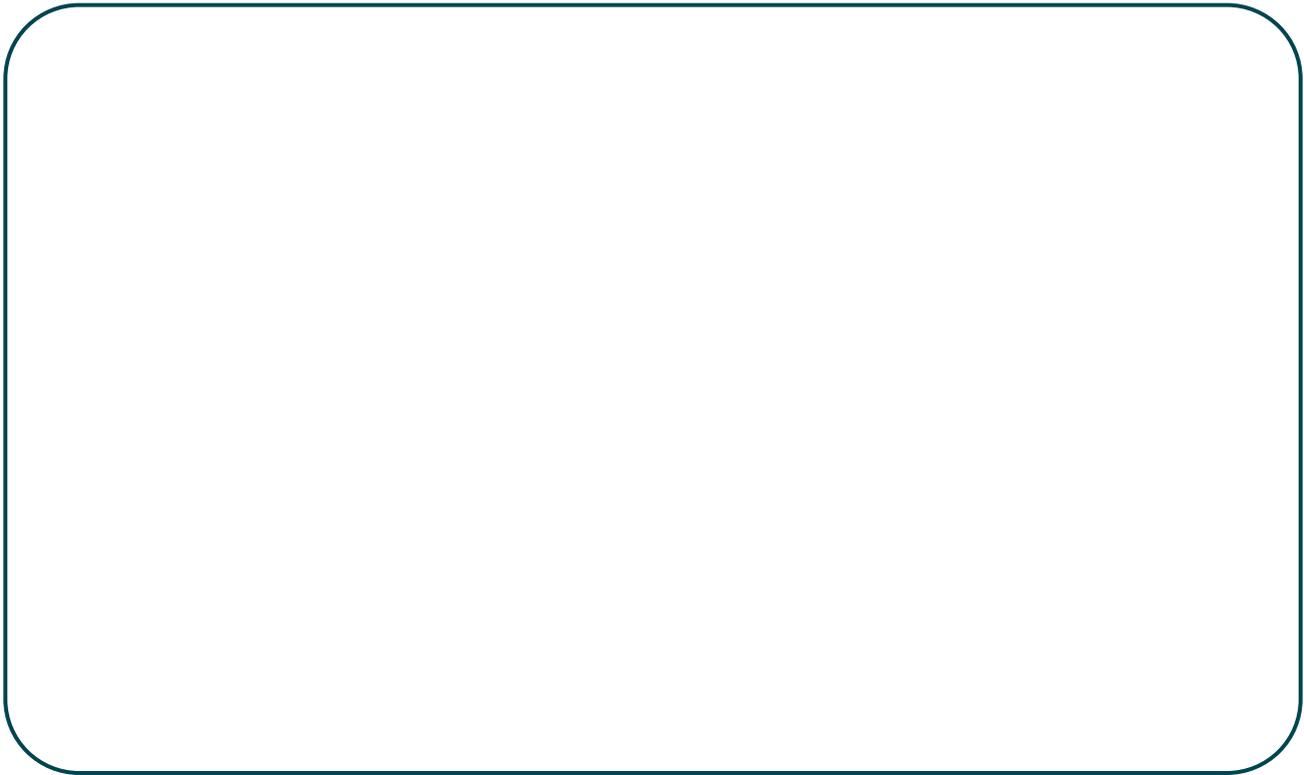
What are the roles and activities of nongovernmental (private and nonprofit) organizations at this stage? How are their efforts coordinated with local government?
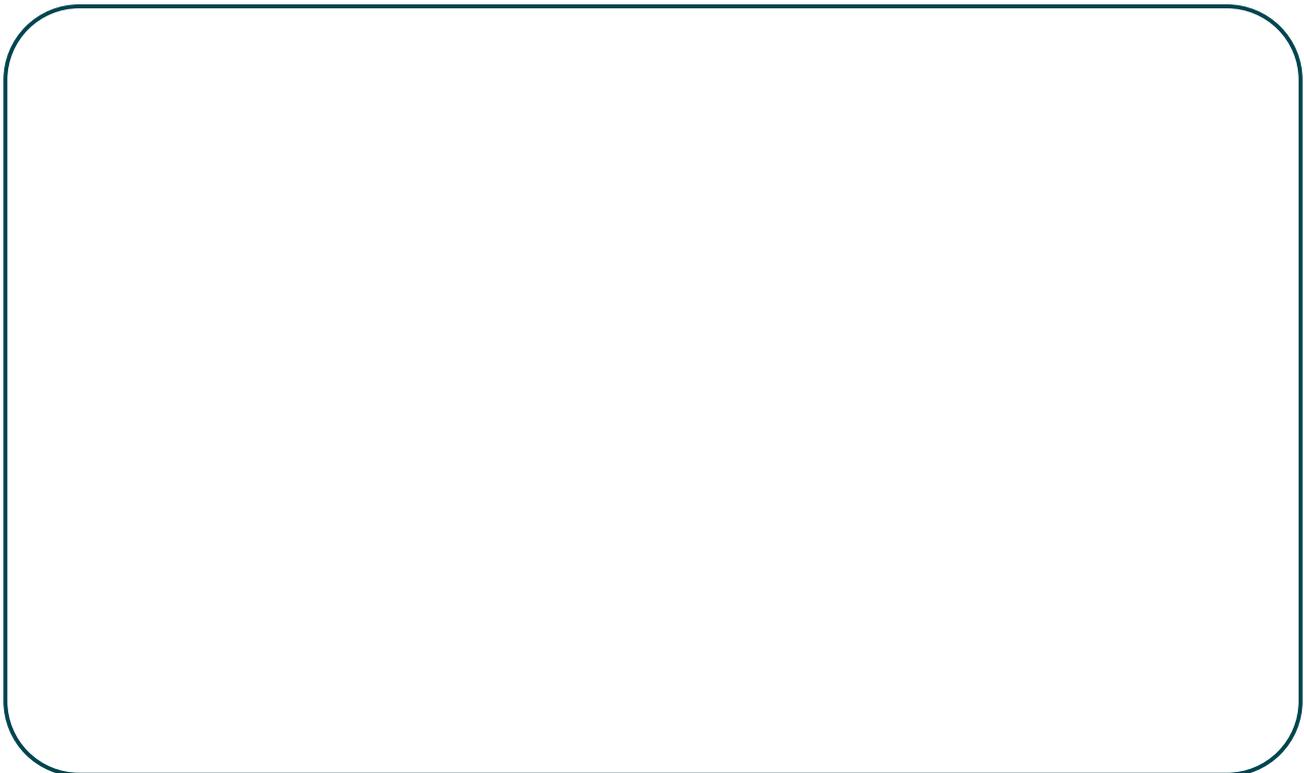
How do local jurisdictions collaborate, cooperate, and coordinate with regional governments, the state, and federal agencies during the short-term recovery phase?
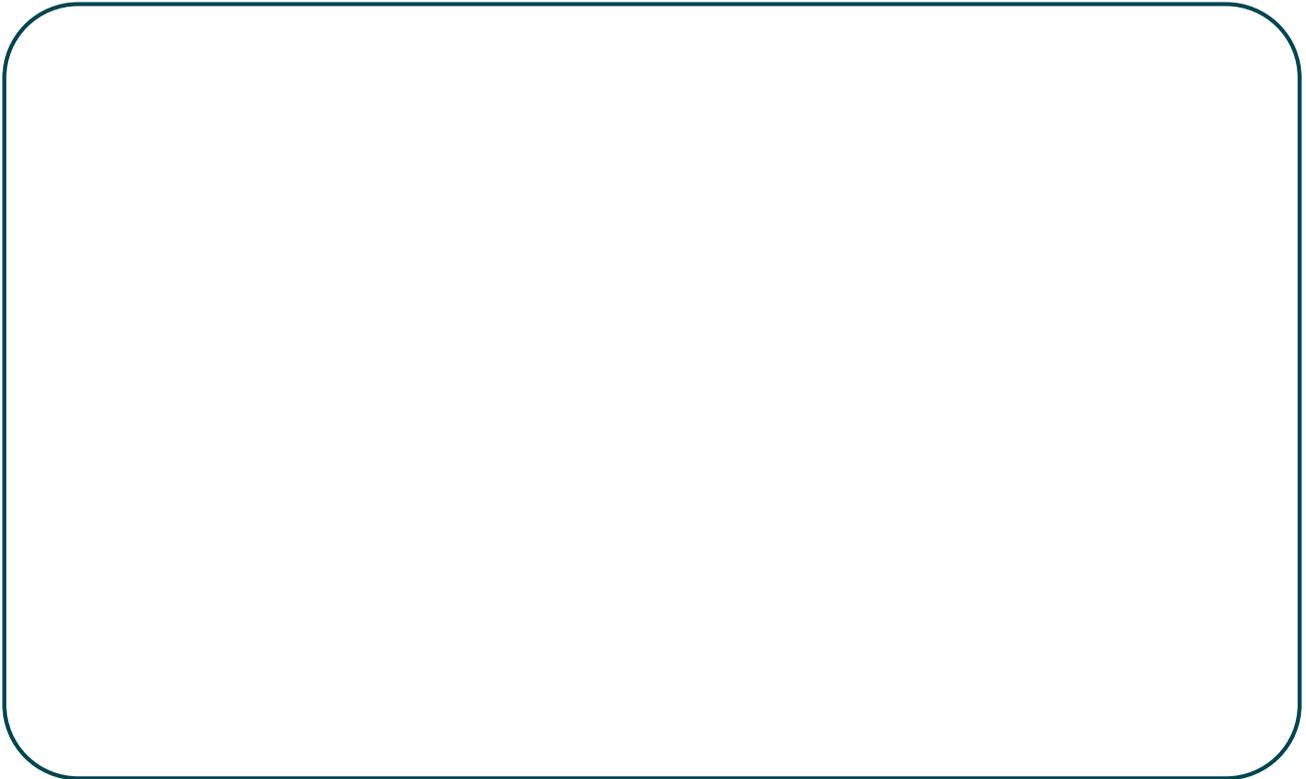
What recovery organizational structure is in place at this time? Who is leading the recovery effort, and what other roles would be filled?
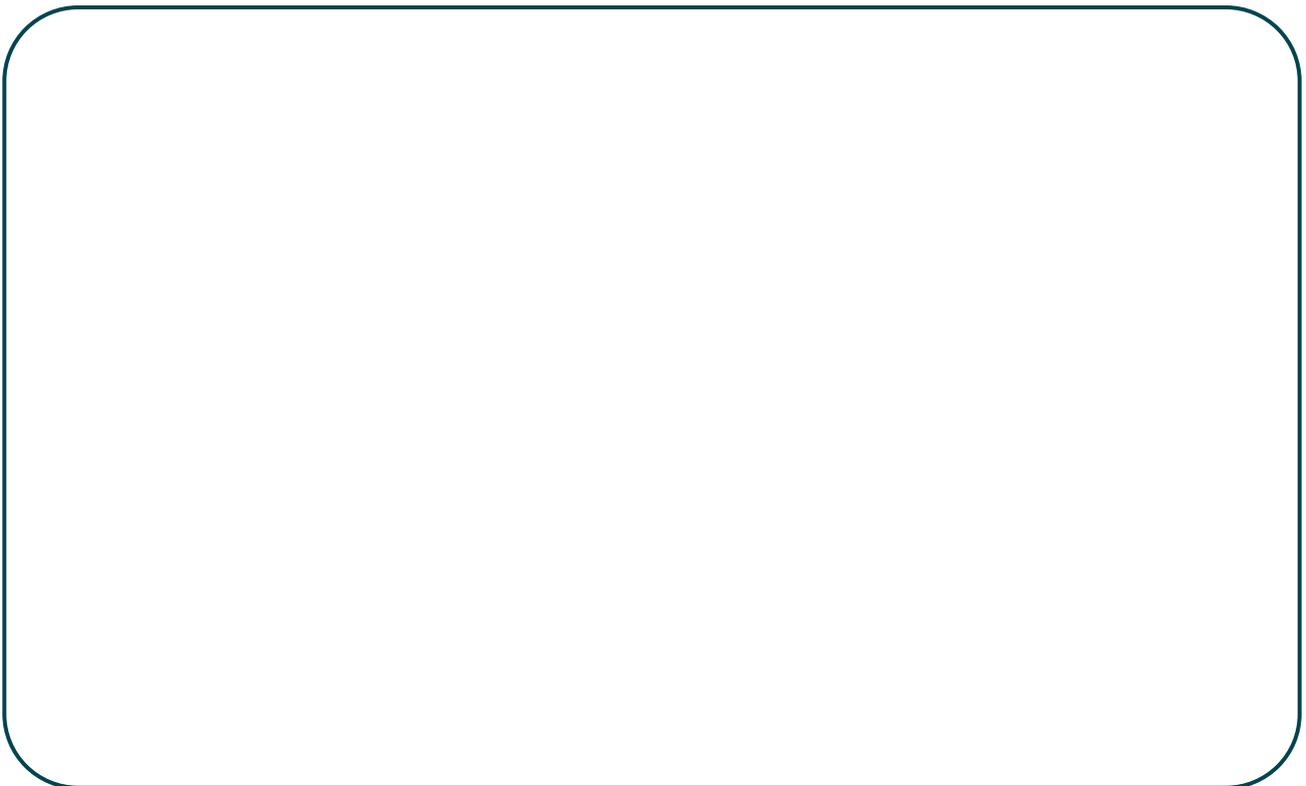
What short-term housing solutions are implemented and/or considered? Which organizations are involved in addressing housing issues?

How are community members engaged in community rebuilding efforts? What organizations can help with public outreach and advertising for volunteer opportunities?

How do local residents and businesses remain informed of available recovery resources?
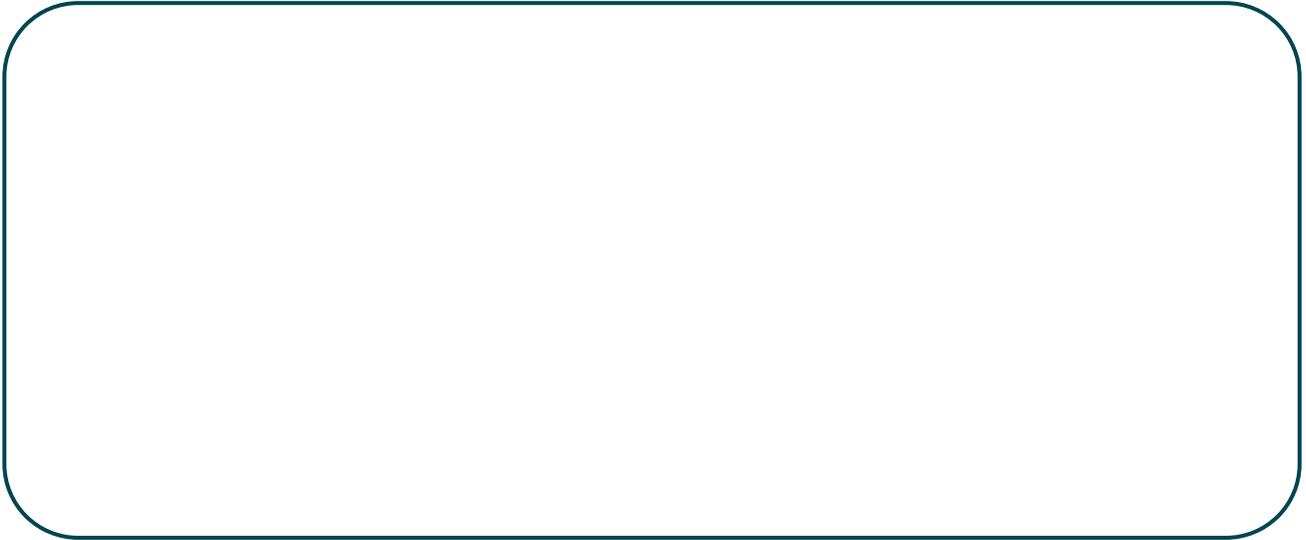
How are repairs to historical sites and buildings managed?
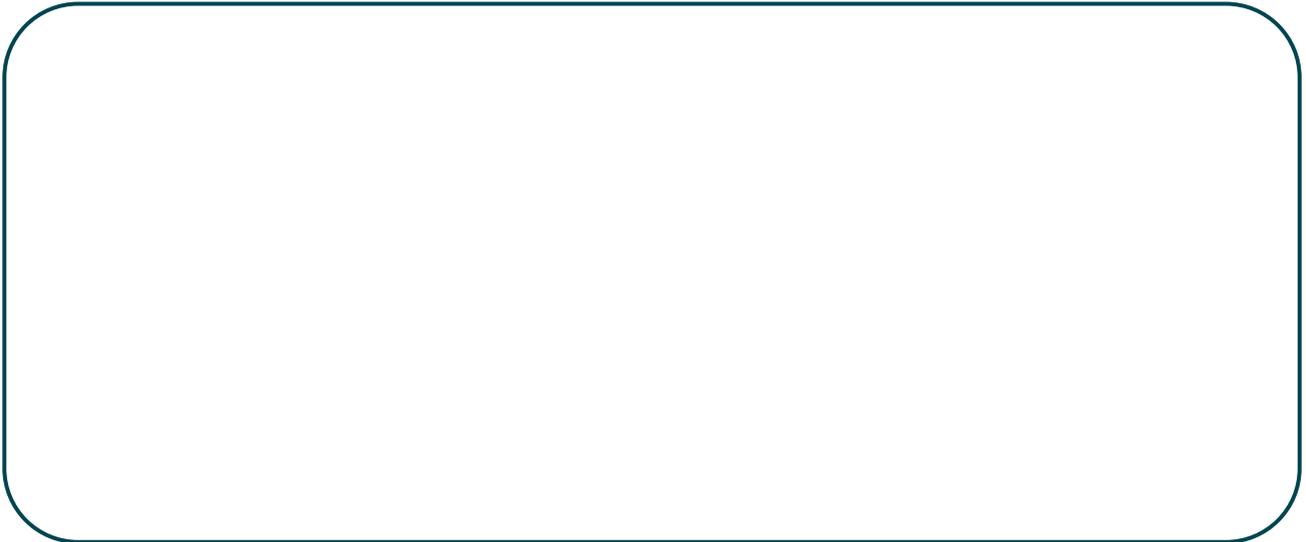
Any other notes?

# MODULE 3: LONG-TERM RECOVERY

## May 10 (+6 Months)

In the 6 months since the fire, recovery efforts have progressed. Most of the debris has been removed, and some repairs are underway. Residents are in the process of working through their homeowner insurance claims, and many who experienced significant damage still fall short of paying for necessary repairs. Some residents have permanently moved out of the area to find work. Due to high demand and low supply, rental rates have skyrocketed, and there is an increase in people experiencing homelessness. Several small businesses and restaurants have permanently closed. Frustrated residents have taken to social media to criticize local officials for "not doing enough" to support residents.

## Discussion

Based on the information provided, participate in discussion concerning issues raised in Module 2. Identify critical issues, decisions, and/or questions that should be addressed at this time. Questions for consideration include the following:

What are the high-priority objectives moving forward during long-term recovery?

Who leads the recovery efforts 6 months post-disaster? What other organizational roles and/or functions are active?

What are some recovery activities and challenges for the  local recovery support functions (economic, health and social services, housing, infrastructure, community planning and capacity building, and natural and cultural resources)? What organizations are equipped to address these challenges?
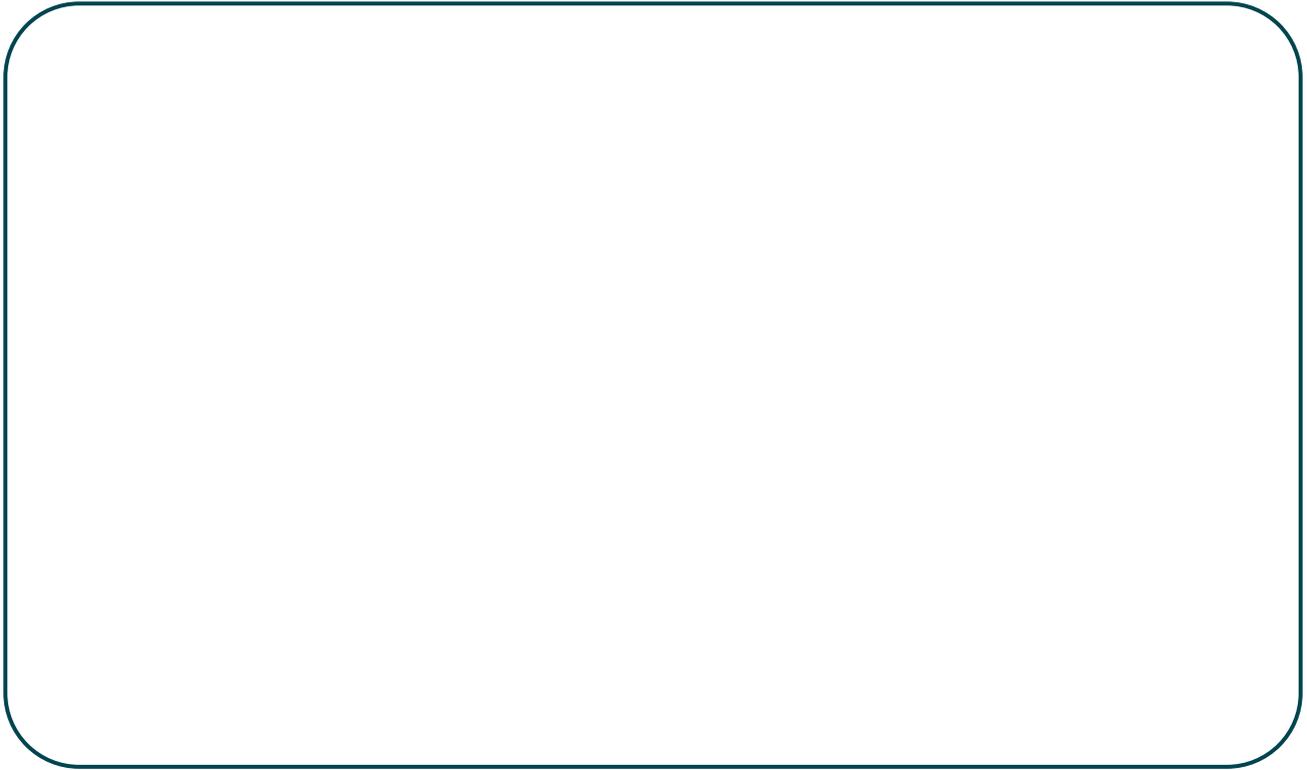
What are some of the long-term housing recovery challenges? Which recovery partners are involved in implementing long-term housing solutions?
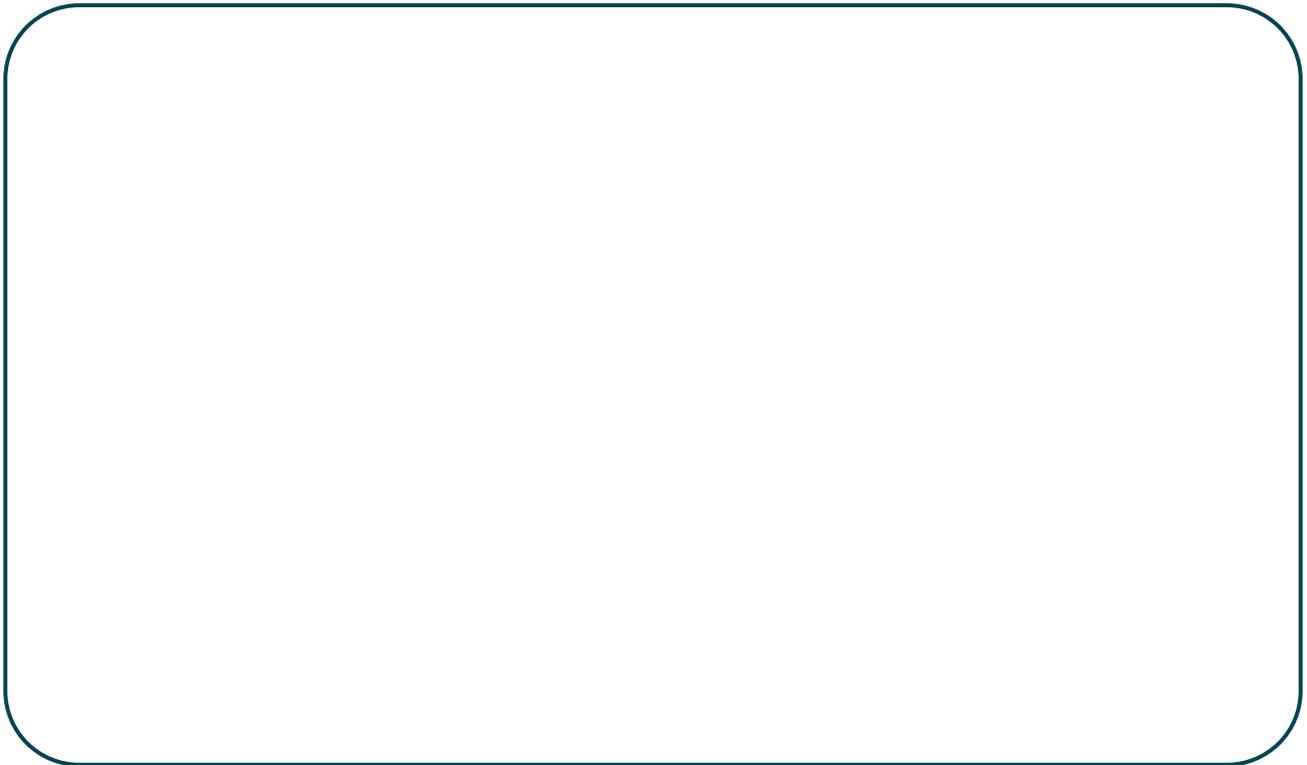
What agencies at the state and federal levels are involved at this point? What assistance and resources do they have to offer?
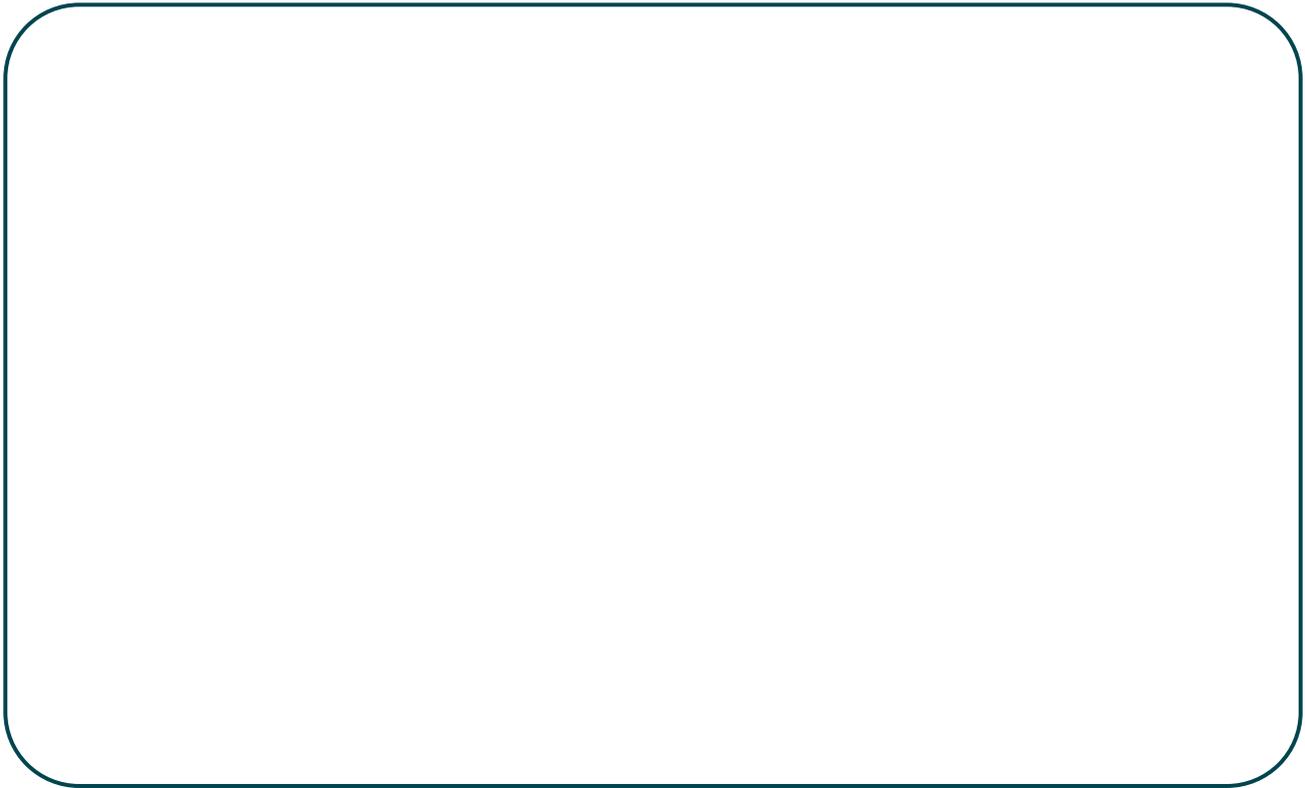
Which public-private partnerships or community development agencies are encouraging reinvestment in the local economy and enhancing economic resiliency?

What outreach and communication strategies are being used to maintain morale during the long-term recovery phase?

## CLOSING DISCUSSION

### Hotwash

Conduct an immediate after-action discussion focusing on TTX objectives, decision making, and information coordination. This discussion will include closing comments from key agency representatives.

### Identify Next Steps

Clearly identify follow-up actions to the exercise, including development of the after-action report/improvement plan, edits for the local recovery plan, and impacts on other existing plans, policies, and procedures (if applicable).

### Feedback

Complete and return participant feedback forms to the TTX organizing team.