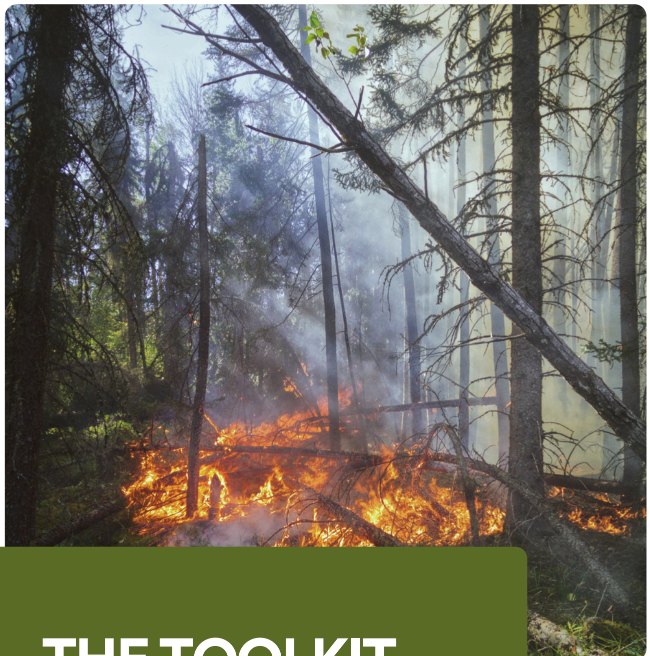
RECOVERY READINESS TOOLBOX

TABLE OF CONTENTS

TABLE OF CONTENTS

POST-FIRE RECOVERY READINESS



THE TOOLKIT

This toolkit is intended to support the relationship building, communication, information sharing, and resource mapping needed to support robust, effective recovery from wildfires.

Because recovery requires effort, engagement, and action by the whole community, the audience for this toolkit is intentionally broad, and meant to help partners and recovery planners develop a common operating picture as they tailor materials for their local context.

This toolkit complements the Post-Fire Recovery Readiness Guide by offering templates, discussion prompts, and templates to jumpstart recovery planning, or help with a refresh of recovery plans.

This toolbox is meant to be pulled apart and used to support whatever phase of recovery or recovery readiness you are working on. It is divided into five main sections - Planning, Building Capacity, Financing Recovery, Communications, and Local Recovery Support Functions and Lines of Effort.

Each of these sections contains tools, activities, and/or checklists that will support you with different projects that you may undertake to develop, maintain, or enhance recovery readiness. Please take and tailor each tool for your own use, or ignore if it does not serve your purposes or needs.

PLANNING

CONTENTS

JANUARY

GETTING STARTED WITH RECOVERY PLANNING

- [ ] Identify core group members that will help you champion recovery
- [ ] Meet with them individually to discuss involvement, existing plans and capacities, and willingness to contribute resources such as time and leadership

MAINTAINING READINESS

- Planning team check in with LRSF and LOE groups
- Update LRSF & LOE contact lists (should be done by the coordinator or backup of each workgroup and LRSF - if established) - has anyone changed jobs?
- Review scheduled plan updates - are there any plans that are being updated this year that involve this plan or should be informed by recovery planning?

OUTREACH & COMMUNICATION

- Establish or update communication lines and contacts for your core planning group, as well as backup contacts in case of vacation, job changes, etc.

OTHER TASKS

FEBRUARY

GETTING STARTED WITH RECOVERY PLANNING

- [ ] Identify coordinators or leads to help keep group on track
- [ ] Establish group meeting schedule and hold initial meeting to discuss leadership, priorities, and process

MAINTAINING READINESS

- Review capacities and stakeholders for each LRSF and LOE - are there any new groups in the area? Have any resources changed?
- Contact groups leading relevant plan updates to build relationships and identify collaborative goals within planning documents
- Reconvene for another round of network mapping if there are new groups in the area or if the group has grown significantly

OUTREACH & COMMUNICATION

- Discuss existing communication capacities and priorities
- Identify or confirm different communication roles - both to coordinate internal communications and to lead or coordinate public outreach and engagement
- Share information on new groups or resource providers in the area and what their recovery role will be

OTHER TASKS

MARCH

GETTING STARTED WITH RECOVERY PLANNING

- [ ] Determine collaboration and decision-making structures that will work best for your group
- [ ] Map existing resources, networks, and document group’s own roles and responsibilities

MAINTAINING READINESS

- Hold a tabletop exercise with your group to walk through plans and capacities- are communications sufficient? Is everything working like it should?
- Work with subject matter experts leading other planning efforts to identify unmet needs or gaps in services that may be exacerbated by a fire (e.g. gaps in affordable housing, lack of workforce training, etc.)

OUTREACH & COMMUNICATION

- Share information on tabletop participants, what was done, and any outcomes and lessons that can be shared with the public

OTHER TASKS

APRIL

GETTING STARTED WITH RECOVERY PLANNING

- [ ] Identify roles and responsibilities not filled by your core group members
- [ ] Assess gaps in networks and create recruitment plan for new organizations and/or core group members to fill gaps

MAINTAINING READINESS

- Meet with partners, LRSF and LOE groups to incorporate any changes from table top into recovery readiness documents (key stakeholders, members of LRSFs, tasks to be done by the LRSFs, documentation, etc.)
- Review financial readiness, documentation, and procurement practices
- Design a recovery resource open house (this should function as a test run for a disaster recovery center)

OUTREACH & COMMUNICATION

- Advertise recovery resource open house - message information on date, location, as well as who is involved and why people should come
- Use advertising as a way to test communication and outreach partnerships and message amplification
- Track communication efforts and work to identify any audiences that are left out or not responding to advertising

OTHER TASKS

MAY

GETTING STARTED WITH RECOVERY PLANNING

- [ ] Map out what resources the recovery network has, and what timelines those resources will be delivered on (i.e. which partners are active in which phases of recovery)
- [ ] Work with your local emergency management office to plan out activation protocols for different phases of recovery

MAINTAINING READINESS

- Hold or participate in a recovery resource open house to get the public ready for fire season and recovery
- Assess resource participation and function - how well did it run? Where were there gaps in resources? Who showed up? Did the whole community receive messages/invitations about it?
- Discuss recovery budgeting and funding availability - what is budgeted for and what is not?

OUTREACH & COMMUNICATION

- Share a recap of the resource open house as well as preparedness and recovery resources available to the public
- Invite any groups that didn't participate to be involved in the next one or to participate in recovery planning
- Identify neighborhoods or individuals that are engaging with your messaging to recruit as champions

OTHER TASKS

JUNE

GETTING STARTED WITH RECOVERY PLANNING

- [ ] If there’s a fire, test communications and activation plans and note changes needed
- [ ] if there’s no fire, hold a tabletop exercise to help group understand what gaps there are in planning

MAINTAINING READINESS

- Plan a social get together with recovery partners and neighborhood leaders - build relationships among your recovery network
- Work with subject matter experts from other planning efforts and past disaster costs to identify some local funding options that could reduce unmet needs and increase recovery budgets
- Work with engaged individuals to determine what neighborhood leader structure would be best fit for the community (CERT, block captains, ambassadors, etc.)

OUTREACH & COMMUNICATION

- Share updates on risk, pass along information on preparedness and safety, as well as any updates from fire departments and include information on the importance of recovery and tools for recovery planning
- Recruit neighborhood leaders or volunteers to discuss community engagement and action

OTHER TASKS

JULY

GETTING STARTED WITH RECOVERY PLANNING

- [ ] If there's a fire, test communications and activation plans and note changes needed
- [ ] If there's no fire, work on refining plans to fill gaps identified in the tabletop exercise

MAINTAINING READINESS

- Use vacation time as a way to test succession planning and backup contacts - does everyone have a backup contact? Do they know what they need to do?
- Maintain recovery readiness by staying in touch with partners, tracking vacation times, and updating contact lists
- Design program for engaging neighborhood leaders and community members in recovery planning and activity through trainings or programs such as CERT, block captains, community ambassadors, etc.

OUTREACH & COMMUNICATION

- Share information on preparedness and the importance of recovery, offer examples of people and organizations preparing,
- Share any messages and events from partners within the recovery network
- Provide updates and information on neighborhood leader programs and training design

OTHER TASKS

AUGUST

GETTING STARTED WITH RECOVERY PLANNING

- [ ] If there's a fire, test communications and activation plans and note changes needed
- [ ] If there's no fire, concentrate on data sharing and case management plans - are you working effectively across jurisdictional boundaries for restoration projects? Do you have an option for a single entry form so survivors don't have to go to multiple groups for aid? Are case managers equipped with information on the whole network of recovery resources?

MAINTAINING READINESS

- Continue planning funding pathways for local recovery - engage partners from economic planning groups, universities, and local government as needed to provide expertise
- Finalize plans for engaging neighborhood leaders in recovery programming and activities

OUTREACH & COMMUNICATION

- Share information on neighborhood leader engagement plans, recovery resources available
- Share any updates or news from partners within the recovery network

OTHER TASKS

SEPTEMBER

GETTING STARTED WITH RECOVERY PLANNING

- [ ] If there's a fire, test communications and activation plans and note changes needed
- [ ] If there's no fire, continue with data sharing and case management plans as needed, or begin working on public outreach and communications planning

MAINTAINING READINESS

- Plan field trip to local recovery site or a partner organization to learn more about operations and strengthen ties within the recovery network
- Continue work on funding proposals and identify clear pathways to action
- Engage individuals and neighborhood leaders through training, education, or other materials

OUTREACH & COMMUNICATION

- Share pictures and recap from the field trip to help people understand more about local recovery projects and organizations

OTHER TASKS

OCTOBER

GETTING STARTED WITH RECOVERY PLANNING

- [ ] If there’s a fire, test communications and activation plans and note changes needed
- [ ] If there’s no fire, hold another tabletop exercise to test out changes made from previous TTX. Continue community outreach and engagement planning

MAINTAINING READINESS

- Review lessons from other fires or from local activations to incorporate into recovery readiness and planning
- Make note of any resource areas that are missing or underserved in the network
- Make note of any resources the planning group needs to be effective
- Finalize financing plans
- Check in with neighborhood leaders on progress and needs

OUTREACH & COMMUNICATION

- Share information on the importance of mitigation and preparedness, reminders that recovery resources can be used when necessary, including winter storms

OTHER TASKS

NOVEMBER

GETTING STARTED WITH RECOVERY PLANNING

- [ ] If there's a fire, test communications and activation plans and note changes needed
- [ ] If there's no fire, develop recap of progress from the year to distribute to your core group

MAINTAINING READINESS

- Connect with regional partners to share information, update plans or contact information
- Plan a field trip with regional partners to understand their local recovery or to discuss lessons learned and differences or similarities in their recovery planning
- Continue implementing plans for financing recovery
- Check on neighborhood leaders and needs - help plan a chipping day or other mitigation activity if possible

OUTREACH & COMMUNICATION

- Share information on mitigation and preparedness, and reminders that recovery resources can be used when necessary, including winter storms
- Share any news from your yearly recap and celebrate your successes

OTHER TASKS

DECEMBER

GETTING STARTED WITH RECOVERY PLANNING

- [ ] If there's a fire, test communications and activation plans and note changes needed
- [ ] If there's no fire, review your action recap and identify top priorities for next year
- [ ] **Celebrate your progress and partners!**

MAINTAINING READINESS

- Honor any key individuals that contributed to recovery planning and action
- Take stock of resources needed to continue recovery activities for next year
- Identify priorities for the coming year
- Identify anyone leaving the network and work with them on replacements that can be incorporated into the group in January

OUTREACH & COMMUNICATION

- Share celebrations and priorities for next year
- Congratulate neighborhood leaders on their activities
- Invite interested people to participate in recovery planning and activities

OTHER TASKS

DECISION-MAKING STRUCTURES

There are many different types and scales of authorities that will come into play during recovery. While the incident command system allows response activities to be tightly managed, the evolution of needs and varied impacts post-fire mean that decision-making authorities for planning, coordination, and implementation are distributed, and may shift over time between organizations depending on the scale and type of destruction, resources available for rebuilding, and many other factors.

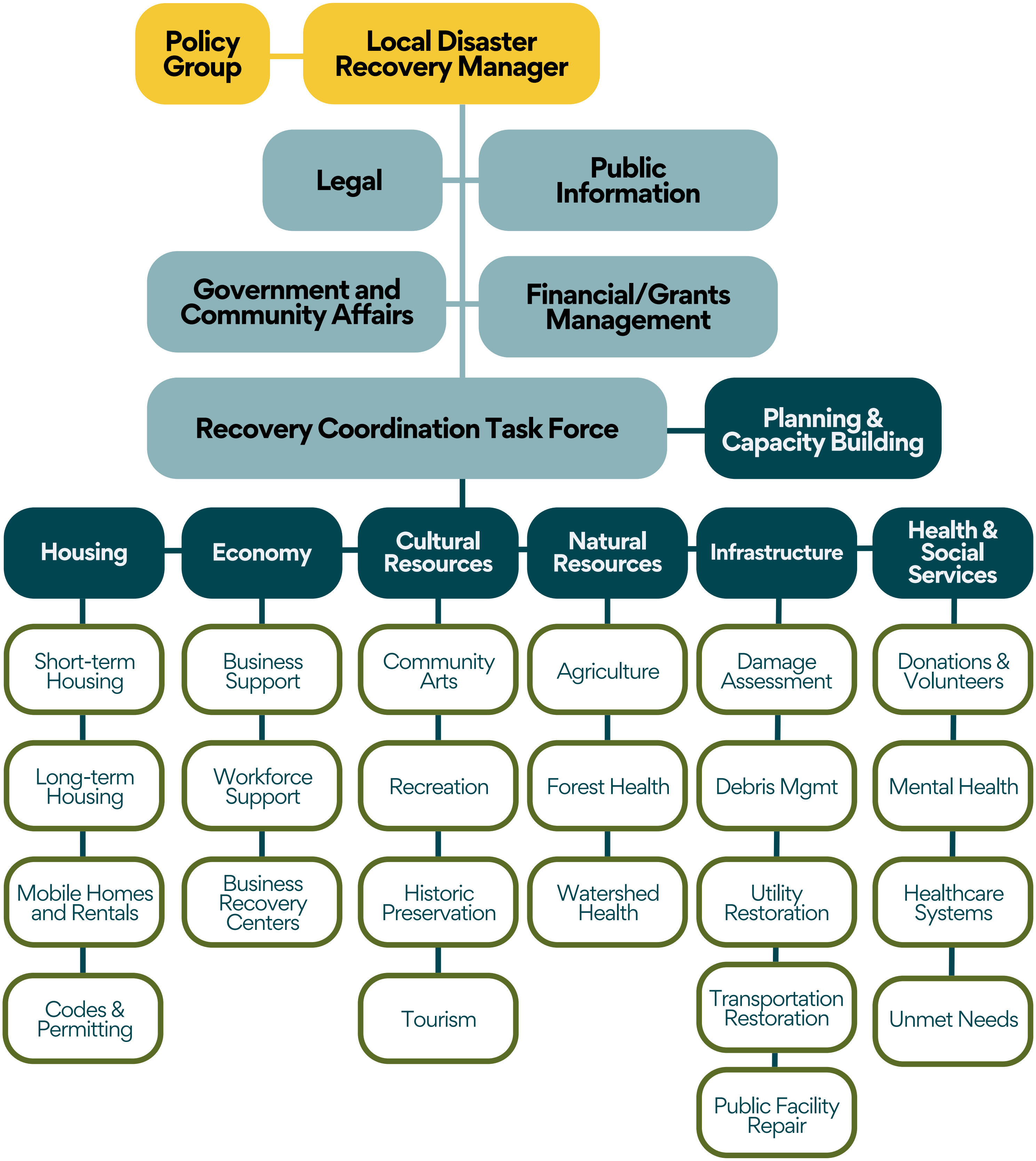
Determining how recovery groups form and make decisions together is a key part of recovery readiness and will help guide how recovery unfolds.

WHY THIS MATTERS

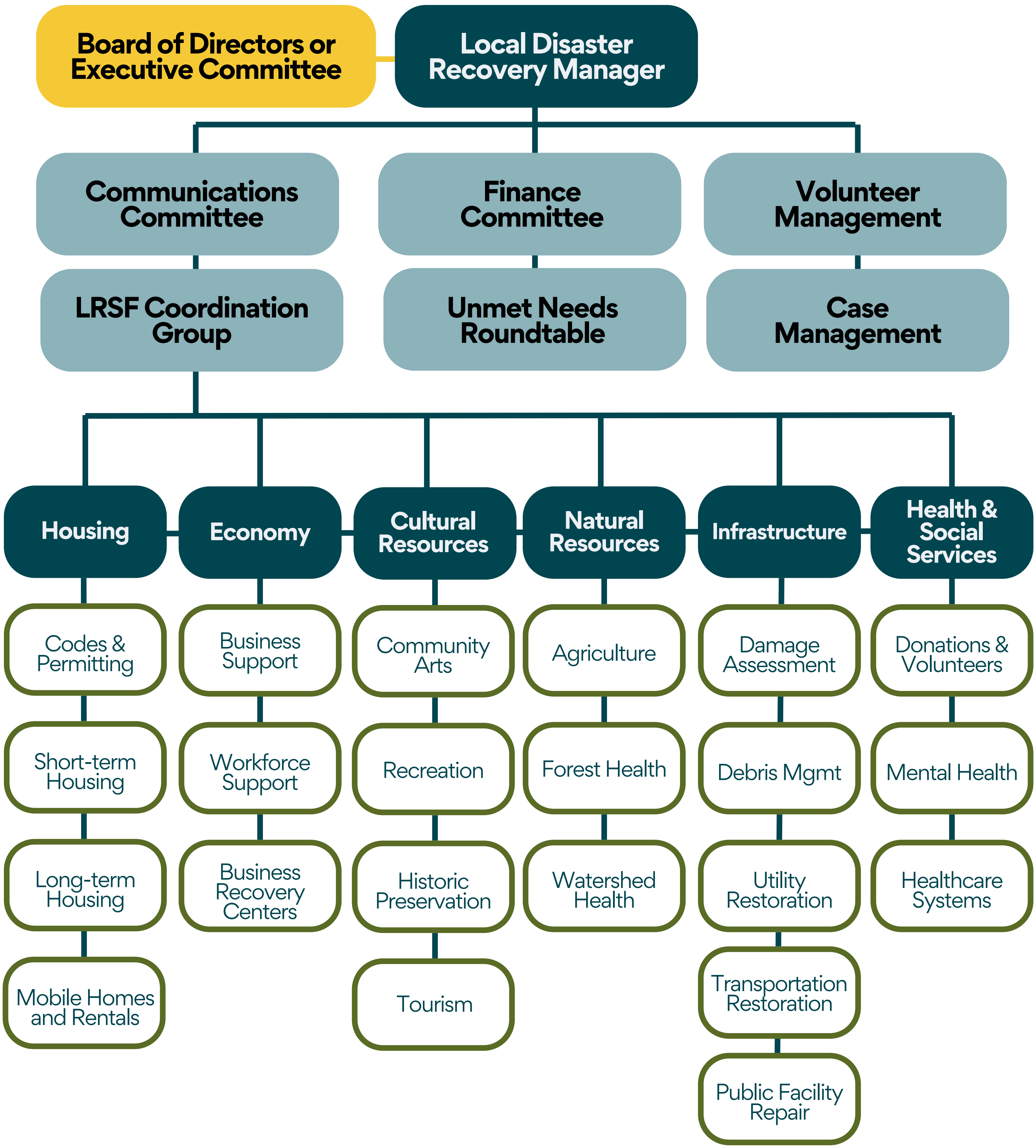
Recovery requires a million different decisions to be made, from small scale, but very impactful decisions about exactly what type of housing will be funded by the unmet needs roundtable, to large scale decisions about infrastructure repair.

The more that decision-making is discussed before a fire, the more equitable and clear resource distribution will be, the easier it will be to communicate to a traumatized audience, and the more it will maintain trust and reduce conflict between partners.

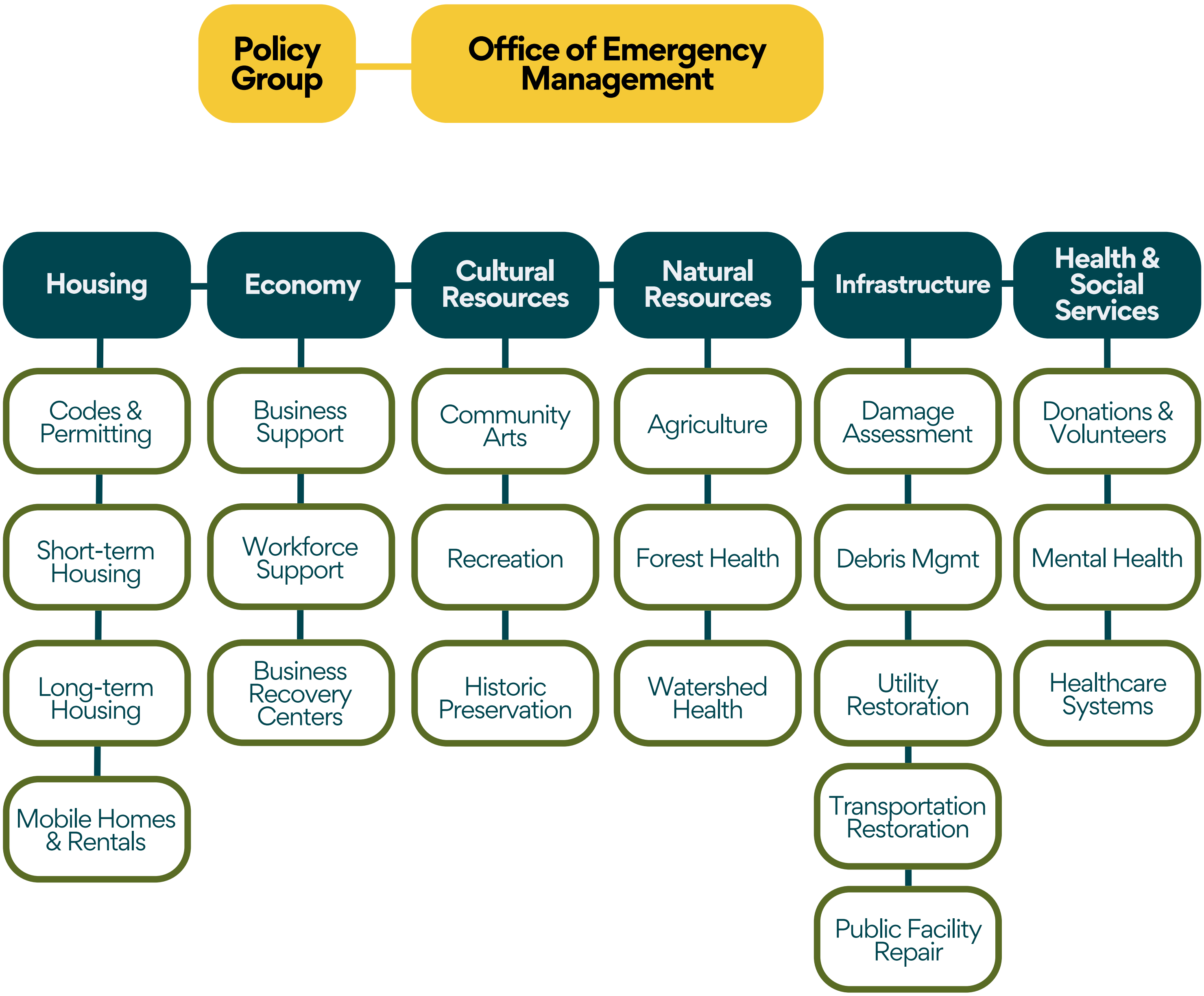
EXAMPLE RECOVERY ORGANIZATION



EXAMPLE LONG TERM RECOVERY GROUP



INFORMAL RECOVERY GROUP



CREATING YOUR OWN STRUCTURE

Are there any shared decision making structures that already work well for you and your partners? If so, can you use those as a model or a basis for recovery? If there is a clear lead agency in the group, an ICS-like structure may be appropriate. If decision-making will be shared among several or all individuals and/or organizations involved, make sure to discuss what it would mean to share decision-making. The following questions may be helpful in discussion:

Does each organization or individual involved have a clear role or area of responsibility, including services and audiences served? Is everyone aware of and in agreement on those roles and responsibilities?

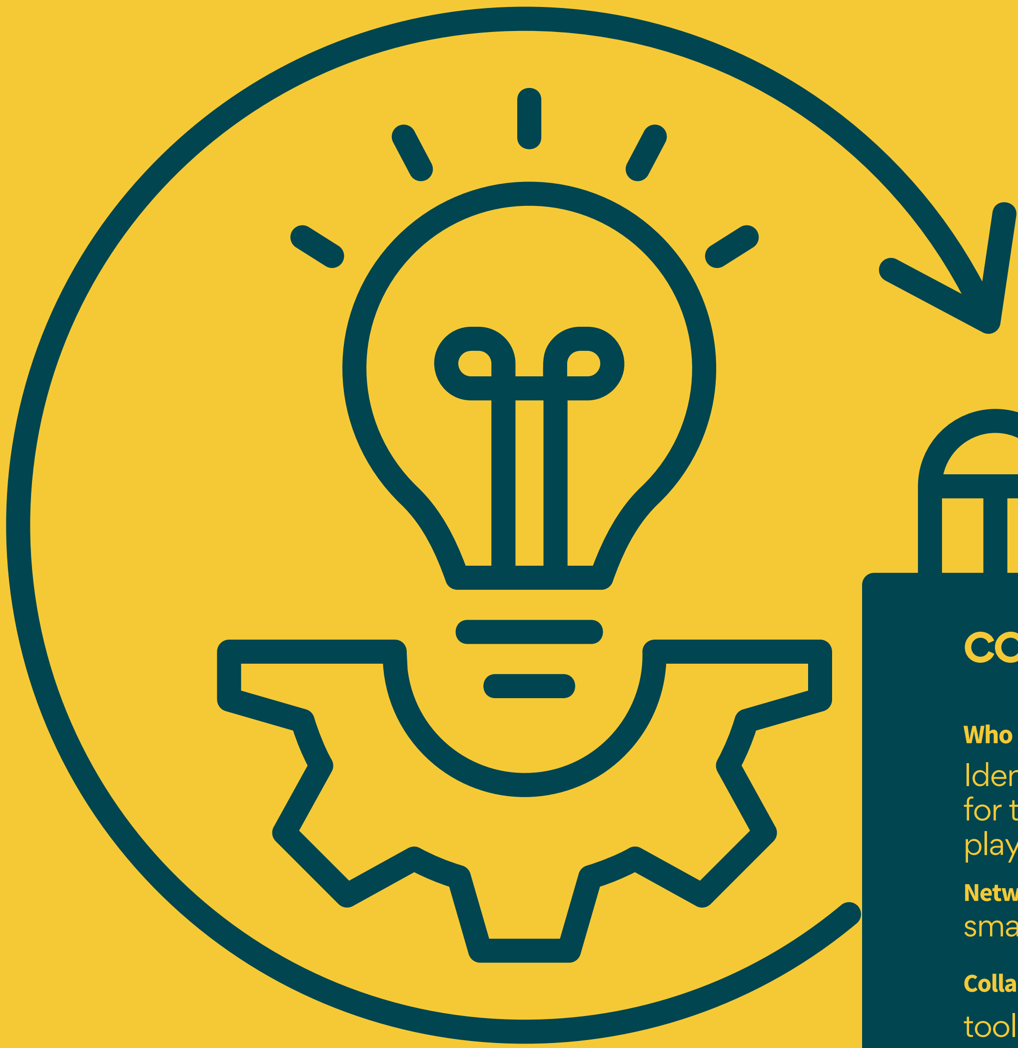
How will you scale your decision-making as the incident unfolds?

How will you deal with conflict between partners?

How will you deal with gaps in services or communications?

Do you know what timeline each organization or partner activates on? How will different organizations be included in decision-making as the recovery process evolves?

How will you protect people from burnout and create backup decision-making capacity?



BUILDING CAPACITY

CONTENTS

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.

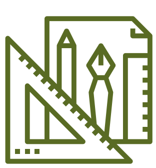
Permitting & Inspections

- 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

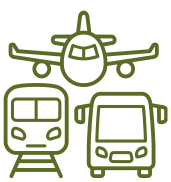
Contractor: Debris Removal

- 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

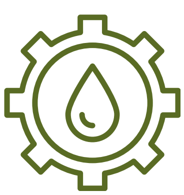


- Assess damage and oversee repairs of public transit assets.
- Oversee resumption of public transit operations.
- Modify service routes or schedules, as needed.
- Communicate status of services to the public.
- Ensure regional and local transportation plans are considered during recovery

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

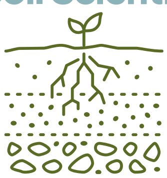
Agricultural Support Program

- 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

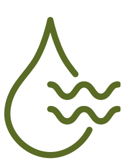
Geologist

- 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



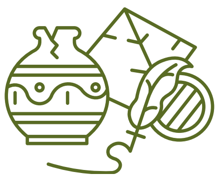
- Provide support for damage assessments and data collection
- Partner on restoration and repair activities
- Provide volunteer projects and management

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

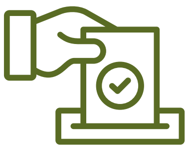
- Ensure continued operations of state- and federal-mandated programs.
- Refer survivors to available mental and behavioral health services.
- Provide support services (e.g., transportation, medication assistance) and referral services to vulnerable populations, including low-income residents and people 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

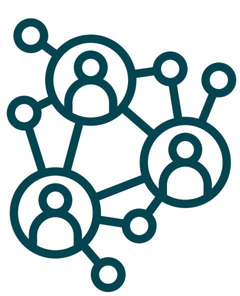
This process is useful for a collaborative or coordinating group that wants to identify and connect small recovery networks, such as local community organizations active in disaster (COADs). The networks could be organized by services that each organization provides, or by the Local Recovery Support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

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?

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 • Regional Housing Plan • Affordable Housing Plan • American Community Survey • Washington Housing Survey • Insurance Survey	• Existing gaps for housing availability and unhoused population. • Connections between economic recovery and housing • Underinsurance or gaps in insurance
Economy	• Economic Strategic Plan • Regional Economic Strategy • Association of County Governments, etc.	• Economic dependency on wildfire-impacted industries, especially forestry, recreation, tourism, etc.
Natural Resources	• Forest Health Plan • 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 • Transportation Plan • Utilities Plan • Hazard Mitigation plan	• Gaps in commercial insurance coverage • Lack of budgeting for repair • Lack of funding for repair
Health & Social Services	• Health Plan • Social Services Plan	• Gaps in health and social services, including services available to AFN populations • 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

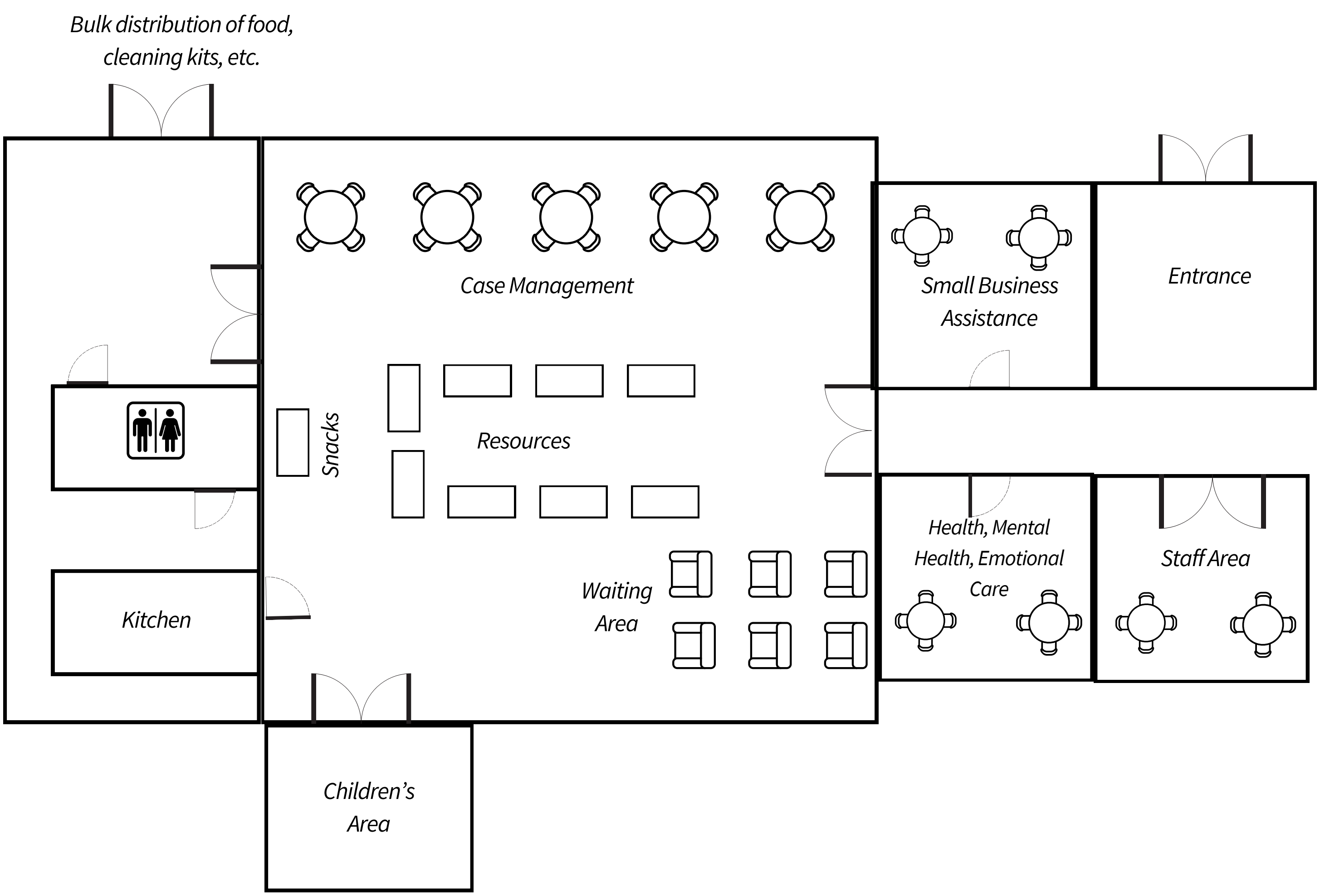
While the DRC is active, the lead agency will coordinate partner agencies to:

- 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.



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.

FINANCE & RECOVERY

CONTENTS

LOCALIZED RECOVERY FUNDING

Funding disaster recovery is difficult for both individuals and local and regional governments. It is unlikely that there will be any one source large enough to pay for all the recovery costs incurred, but rather that several sources will have to be combined together to cover expenses. The Pew Charitable Trusts have identified three keys for building resilient state budgets that also apply to post-fire recovery for local jurisdictions:

1. Measure disaster costs:
    a. Identify the data that needs to be tracked to capture all investments made in disaster recovery
    b. Develop a system to collect that data on an ongoing basis
    c. Coordinate data identification and collection processes across all departments (include local disaster recovery partners as well if they are willing)
2. Manage disaster funds proactively:
    a. Fund disaster recovery with existing rainy day funds or recurring set asides to be ready before emergencies occur
    b. Use spending projections and historical trends to inform how much is being put aside
    c. Set aside any federal reimbursements to help pay for future costs
3. Invest in mitigation programs:
    a. Provide sustained funding for disaster mitigation programs
    b. Invest in resilience planning capacity
    c. Enhance administrative capacity to effectively deploy federal funds

In addition to those basic budgeting and data collection practices, it is important to identify ways to build diverse local options that can braid into resilient and adaptive recovery funding streams. The following funding source descriptions are provided to show different ways in which local money can be raised to support the costs of recovery. None of these methods are a guaranteed way to obtain enough money for recovery, but they can be combined and leveraged to create a stronger financial base for recovery needs than relying simply on general funds. There are no guarantees that federal dollars will be available for recovery in a post-fire situation, so the more that is done before hand to plan for the community's financial well being, the better.

MUNICIPAL BONDS

Municipal bonds are debt securities issued by states, cities, counties and other governmental entities to fund day-to-day obligations and to finance capital projects such as building schools, highways or sewer systems. By purchasing municipal bonds, you are in effect lending money to the bond issuer in exchange for a promise of regular interest payments, usually semi-annually, and the return of the original investment, or “principal.” A municipal bond’s maturity date (the date when the issuer of the bond repays the principal) may be years in the future. Short-term bonds mature in one to three years, while long-term bonds won’t mature for more than a decade.

Generally, the interest on municipal bonds is exempt from federal income tax. The interest may under certain conditions also be exempt from state and local taxes. Given the tax benefits, the interest rate for municipal bonds is usually lower than on taxable fixed-income securities such as corporate bonds.
The two most common types of municipal bonds are the following:

- General obligation bonds are issued by states, cities or counties and not secured by any assets. Instead, general obligation are backed by the “full faith and credit” of the issuer, which has the power to tax residents to pay bondholders.
- Revenue bonds are not backed by government’s taxing power but by revenues from a specific project or source, such as highway tolls or lease fees. Some revenue bonds are “non-recourse”, meaning that if the revenue stream dries up, the bondholders do not have a claim on the underlying revenue source.

General obligation bonds can be used to supplement recovery funds, while revenue bonds can be used to restore revenue-generating infrastructure. Both of these options will be most effective if leveraged with other local plans.

SPECIAL DISTRICTS

Special district governments are independent, special purpose governmental units, that exist as separate entities with substantial administrative and fiscal independence from general purpose local governments. *(Note: as defined for Census Bureau statistics on governments, the term "special district governments" excludes school district governments as they are defined as a separate governmental type.)*

Special district governments provide specific services that are not being supplied by existing general purpose governments. Most perform a single function, but in some instances, their enabling legislation allows them to provide several, usually related, types of services. The services provided by these districts range from watershed and fire protection districts, to lighting and library services.

Special districts in the United States are founded by some level of government in accordance with state law (either constitutional amendment, general law, or special acts) and exist in all states. Special districts are legally separate entities with at least some corporate powers. Districts are created by legislative action, court action, or public referendum. The procedures for creating a special district may include procedures such as petitions, hearings, voter or landowner approval, or government approval. Tribal governments may create special districts pursuant to state law and may serve on the boards of special districts.

Special districts can be created or used to provide recovery services and raise funds for recovery projects.

TAX INCREMENTAL DISTRICTS (TID) AND FINANCING (TIF)

Tax Incremental Districts (TIDs) or Tax Incremental Financing (TIF) districts are a financial tool commonly used by local governments to promote development and redevelopment. This tool operates on the theory that development can pay for itself. The basic idea underlying TIF districts is that public investment in an area causes growth in property values, which in turn increases revenue from property taxes.

The legal framework for a TIF district is created at the state level, but local officials establish the specific guidelines for these projects. This includes setting district boundaries, goals for the district, financial specifics, and capital projects. Initial investments for these districts can be raised in several ways. This includes developing a nonprofit development agency that can issue bonds backed by the project revenues from the district (see, for example, community development corporations below). Local areas can also set up a pay as you go process that uses current tax revenue from the TIF district to pay for new improvements. Or developers can use conventional loans to fund investments which will be paid back by the assumed increase in property tax revenue.

Development and redevelopment activities within a TIF district will be included in a prepared and approved district plan that is reviewed by representatives from the affected taxing jurisdictions and the general community. Revenues resulting from increases in property value above the base value (the "increment") are paid to the local municipality or an economic development authority acting for the municipality. A basic overview of the process is as follows:

- The local government establishes a TID/TIF district by designating a specific geographic area in need of desired development and/or revitalization.
- This area's property taxes are frozen on the tax roll, and this becomes the base value for the district. This base value of property taxes is paid to the applicable local authorities. All taxing entities continue to receive their share of the tax revenue coming off this base value throughout the life of the district.
- The theory is that as new developments, improvements, or investments are made within the district, property values tend to increase. The difference between the new value and the baseline value is known as the "incremental value."
- The local taxing bodies then collectively invest the increased property tax revenue generated by the incremental value in the district.
- The redirected incremental property tax revenue is then used to pay for and/or finance various public benefit projects that are specified within the TIF district plan, including roads, utilities, parking lots, parks, developer incentives or other improvements that enhance the area's desirability and attract further private investment.
- The TIF district typically has a specified duration or "payback period" during which the incremental tax revenue is dedicated to financing eligible projects (again, the frameworks for these districts are set by state statute, including the maximum lifespan of the district). Once the payback period ends (projects and any associated financing are paid for), the increased property tax revenue is directed back to the taxing entities; with the assumption being that now there is much more property tax revenue reaching them due to all the new developments created by the TIF district.

TIDs could be used to guide investment into areas impacted by disaster, though this should be carefully planned to prevent gentrification. It could also potentially be used to designate areas with extreme mitigation needs.

BUSINESS IMPROVEMENT DISTRICTS

A Business Improvement District is a geographically defined area where local businesses and property owners agree to pay an additional tax or fee—called an assessment—to fund projects and supplemental services within that district's boundaries. The core purpose is enhancing economic vitality, cleanliness, safety, and overall attractiveness of commercial areas, providing services beyond what local government typically offers.

BIDs are also known by various names: business improvement zones, special improvement districts, special assessment districts, special services districts, or community improvement districts. The contemporary BID model emerged in Canada in 1970 and subsequently spread to the United States.

The "supplemental" nature of services is key—BIDs don't replace city services but add to them. Think of them as local businesses pooling resources to get extra help keeping their area clean, safe, and attractive.

BID formation generally begins with an initiative from property owners, merchants, or occasionally local government itself. The process typically involves:

- Defining boundaries: Establishing the specific geographic area the BID will cover.
- Creating a business plan: Developing a comprehensive plan outlining services to be provided and the associated budget.
- Petition process: Getting approval from a majority of property owners or businesses within the proposed district, often weighted by assessed property value or land area.
- Government approval: The local government (such as City Council) officially establishes the BID through ordinance adoption.

Business improvement districts could be leveraged to provide disaster mitigation before a fire and restore areas during long-term recovery.

COMMUNITY FINANCIAL DEVELOPMENT INSTITUTIONS

Community Development Financial Institutions, or CDFIs, are mission-driven financial institutions that deliver affordable credit, capital, development services, and financial services to residents and businesses in

economically-distressed communities. CDFIs emerged to provide financial services in rural areas and urban and suburban neighborhoods underserved by traditional financial institutions. By leveraging over $8 in private capital for every $1 in federal support, CDFIs are filling the deep credit gap encountered in many communities, and supporting their local borrowers to create jobs, start and grow businesses, build and improve housing and community facilities, and create economic opportunity.

The CDFI mission is to serve the needs of low- and middle-income individuals within both urban and rural communities, with a specific focus on those who have been underserved or ignored by traditional banks and lending. CDFIs are set up to create financial self-sufficiency within these underserved communities, in order to trigger overall economic growth and community redevelopment.

There are currently over 1,100 certified CDFIs in the United States. While CDFIs differ from each other in practices and requirements, they tend to focus on innovative lending options (including less stringent lending practices), educational outreach and lending for small businesses.

For disaster recovery, CDFIs have been used as a way to deliver loans to those with poor credit or lost goods.

COMMUNITY DEVELOPMENT CORPORATIONS

Community development corporations (CDCs) are 501(c)(3) non-profit organizations that are created to support and revitalize communities, especially those that are impoverished or struggling. CDCs often deal with the development of affordable housing. They can also be involved in a wide range of community services that meet local needs such as education, job training, healthcare, commercial development, and other social programs.

While CDCs may work closely with a representative from the local government, they are not a government entity. As non-profits, CDCs are tax-exempt and may receive funding from private and public sources. CDCs run the gamut from large, well-established organizations like New Community Corporation in Newark, NJ (which owns and manages 2,000 units of housing and employs more than 500 people) to community groups that meet in a church basement. Large or small, CDCs have in common an involvement in development work. They generally have a staff and some degree of incorporation.

For disaster recovery, CDCs could be developed prior to a fire to focus on unmet needs during recovery, or be used to develop affordable housing, workforce development, or meet other social needs after the fire.

COMMUNITY LAND TRUST

Community land trusts are a form of shared equity ownership. CLTs use public and private investment funds to acquire land on behalf of a specific community. The CLT owns the land in perpetuity (that is, forever). Community residents can purchase their homes but not the land on which the houses sit. Instead, residents enter into low-cost, long-term property leases with the CLT, known as ground leases, typically for 99 years. Monthly charges for the ground lease can be $100 or lower.

Although CLT residents can never sell the land their home is on, they can sell the home itself and profit from it. However, there is a limit to serve the mission of affordable housing. They otherwise have the same rights as other homeowners. During the term of the ground lease, they enjoy full and exclusive use of the property, as well as common privacy rights associated with homeownership. CLT residents also have many of the same obligations as other homeowners, including liability for property taxes. Historically, property taxes have presented difficulties for CLTs when states assessed taxes based on the actual market value of CLT property rather than the managed values that the CLT sets.

CLTs are used mainly to meet housing needs after a disaster.

PUBLICLY OWNED UTILITIES

Publicly-owned utilities (POU) differs from IOUs in a few ways. Unlike IOUs, POUs are non-profits and elected officials oversee them. The city council or governing board set the customer rates and usually in a public forum. These rates are set to recover costs and re-invest in new technologies. The focus is on ways to maximize energy and help the customer save money. POUs are also funded through municipal bonds, and they have their own generation facilities. Finally, the size of POUs vary but they typically serve small to mid-sized municipalities. Moreover, they typically cover a specific area.

Publicly owned utilities could be developed in conjunction with a revenue bond, or could be invested in to help restore areas after a disaster.

FEDERAL DOCUMENTATION

ESTABLISH CONDITION OF FACILITIES, EQUIPMENT, INFRASTRUCTURE

Document the condition of your facilities, equipment, and infrastructure with photos and date stamps.

Make sure to include the location of each, along with maintenance records, and repair logs.

Review local policies and procedures for how they comply with Stafford Act requirements.

CONDITION

LOCATION

MAINTENANCE

AVOID PROCUREMENT PITFALLS

- Hold a full and open competition
- Develop compliant contract types and management processes for contracts
- Do not piggyback on existing contracts
- Ensure required contractual clauses are present
- Document procurement history and conformance with existing written procedures

The following are examples of standard documentation that are recommended to have in place to comply with federal reporting requirements.

Documenting Emergency Protective Measures

There are four primary best practices for documenting Emergency Protective Measures. Applicants who incorporate the following best practices into their routine operations sufficiently document Emergency Protective Measures:

- Organize documents
- Establish tracking mechanisms to provide sufficient data and documentation
- Share knowledge with other communities
- Identify force account versus contract costs

Applicants need to establish policies and procedures for storing and organizing documentation. Adopting a standard method for organizing documents allows Applicants to find and identify the required documentation when requesting grant reimbursement for Emergency Protective Measures. Organizing documents also assists Applicants in other endeavors outside of acquiring grant funding from FEMA.

Example Payroll Policy

The following text is offered as an example of a payroll policy provided by the Federal Emergency Management Association as critical documentation to have and prove financial capacity.

This policy shall be implemented in the event of certain catastrophic events including, but not limited to: wildfires, floods; other acts of nature; nuclear, chemical, and biological emergencies; terrorist attacks; or any other emergency declared by county officials as a declaration of disaster; or federal or state authority.

All employees, regardless of exemption status, required to work during a disaster over 40 hours will be paid 1 ½ times their normal rate of pay, if prior to the disaster, sick, vacation, or holiday leave has already been used during the week that time will be considered hours worked.

All departments that have employees working the disaster shall input hours worked by each employees into the county's timekeeping system (timesheets) on the same day the hours are worked.

PROCUREMENT CHECKLIST

A contract manager or designated individual from the recipient or subrecipient of federal funds can work through this checklist as a guide for reviewing procurements and resulting contracts that are funded in whole or in part using federal financial assistance (e.g., grants or cooperative agreements). Please note: though this checklist is intended to support compliance with the government-wide Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (2 C.F.R. §§ 200.317 through 200.326.), it is focused on general procurement and does not include all the intricacies of government contracting and federal award management.

General Requirements

- Does the contracting organization maintain documented procurement policies and procedures which reflect applicable State, local and tribal laws and regulations? §200.318(a)
  - Does the procurement comply with those policies and procedures?

    ☐ Yes ☐ No
- The contracting organization must maintain contract oversight to ensure that contractors perform in accordance with the terms, conditions, and specifications of their contracts or purchase orders. §200.318(b). Are there oversight processes in place?

  ☐ Yes ☐ No
- Does the contracting organization maintain written standards of conduct covering conflicts of interest (including organizational conflicts of interest) and governing the performance of employees engaged in the selection, award, and administration of contracts? § 200.318(c) ☐ Yes ☐ No
  - Does any employee, officer, or agent participating in the selection, award, or administration of a contract supported by a Federal award have an actual or apparent conflict of interest?

    ☐ Yes ☐ No
  - Has any employee, officer, or agent participating in the selection, award, or administration of a contract supported by a Federal award solicited and/or accepted gratuities, favors, or anything of monetary value from contractors or parties to subcontracts?

    ☐ Yes ☐ No
- It is the contracting organization's policy to avoid acquisition of unnecessary or duplicative items. Has the contracting organization considered consolidating or breaking out procurements to obtain a more economical purchase? Where appropriate, has the contracting organization considered lease versus purchase alternatives? § 200.318(d)

  ☐ Yes ☐ No
- For construction contracts, has the contracting organization considered using value engineering clauses for projects sufficient in size to offer reasonable opportunities for cost reductions?2 § 200.318(g)

  ☐ Yes ☐ No
- Is the contract being awarded to a responsible contractor possessing the ability to perform successfully under the terms and conditions of the proposed procurement, giving consideration to such matters as contractor integrity, compliance with public policy, record of past performance, and financial and technical resources? § 200.318(h) ☐ Yes ☐ No
- The contracting organization's policy requires maintenance of records sufficient to detail the history of the procurement, including, but not limited to, records documenting the rationale for the method of procurement, selection of contract type, contractor selection or rejection, and the basis for the contract price § 200.318(i). Are these procedures in place for this contract? ☐ Yes ☐ No

- Is the contract a time-and-materials or time-and-equipment contract? § 200.318(j)
  - If so, has the contracting organization documented why no other contract is suitable (see document entitled Determination Regarding Suitability for Time and Materials/Equipment Contract)? § 200.318(j)(1) ☐ Yes ☐ No
  - If so, does the contract include a ceiling price that the contractor exceeds at its own risk? § 200.318(j)(1) ☐ Yes ☐ No
  - If so, does the contracting organization have in place procedures to assert a high degree of contractor oversight in order to obtain reasonable assurance that the contractor is using efficient methods and effective cost controls? § 200.318(j)(2)
    ☐ Yes ☐ No
- Is the contracting organization alone responsible, in accordance with good administrative practice and sound business judgment, for the settlement of all contractual and administrative issues arising out of procurements?3 §200.318(k) ☐ Yes ☐ No

Competition

- Was the contractor that is bidding on the contract also involved with developing or drafting the specifications, requirements, statement of work, invitation for bids or request for proposals? If so, that contractor must be excluded from competing for such procurements. § 200.319(b) ☐ Yes ☐ No
- All procurement transactions must be conducted in a manner providing full and open competition consistent with the standards of this section. Does the procurement involve any of the following, which may restrict competition? § 200.319(c)
  - Placing unreasonable requirements on firms in order for them to qualify to do business? ☐ Yes ☐ No
  - Requiring unnecessary experience and excessive bonding? ☐ Yes ☐ No
  - Noncompetitive pricing practices between firms or between affiliated companies? ☐ Yes ☐ No
  - Noncompetitive contracts to consultants that are on retainer contracts? ☐ Yes ☐ No
  - Organizational conflicts of interest? ☐ Yes ☐ No
  - Specifying only a "brand name" product instead of allowing "an equal" product to be offered and describing the performance or other relevant requirements of the procurement? ☐ Yes ☐ No
  - Any arbitrary action in the procurement process? ☐ Yes ☐ No
- Does the recipient or subrecipient have written procedures for procurement transactions? § 200.319(d)
  ☐ Yes ☐ No
- Do these written procedures ensure that the solicitation:
  - Incorporates a clear and accurate description of the technical requirements for the material, product, or service to be procured. § 200.319(d)(2) ☐ Yes ☐ No
  - Identifies all requirements which the offerors must fulfill and all other factors to be used in evaluating bids or proposals. § 200.319(d)(3) ☐ Yes ☐ No
- Is the contracting organization using a prequalified list of persons, firms, or products which are used in acquiring goods and services: § 200.319(e)
  - If so, is the list current? ☐ Yes ☐ No
  - If so, does the list include enough qualified sources to ensure maximum open and free competition?
    ☐ Yes ☐ No
  - If so, were any potential bidders precluded from qualifying during the solicitation period? ☐ Yes ☐ No
- Note: Recipients and subrecipients are not prohibited from developing written procedures for procurement transactions that include a scoring mechanism that rewards bidders that commit to specific numbers and types of U.S. jobs, minimum compensation, benefits, and other worker protections. § 200.319(f)

Informal Procurement Methods

Informal procurement methods expedite the completion of transactions, minimize administrative burdens, and reduce costs. Informal procurement methods may be used when the value of the procurement transaction under the Federal award does not exceed the simplified acquisition threshold (see below under Simplified acquisitions for more information on this threshold) § 200.320(a):

- **Micro-purchase** (i.e., most purchases below $10,000, see Title 48, Chapter 1, Subchapter A, Part 2, Subpart 2.1, *Micro-purchase threshold* for exceptions). § 200.320(a)1
  - Recipients and subrecipients may increase the micro-purchase threshold up to $50,000 on an annual basis, but must maintain documentation available to Federal agency or pass-through entity. this self-certification must include justification for the increase, clear identification of the threshold, and supporting documentation of any of the following:
    - Qualification as a low risk auditee
    - Annual internal institutional risk assessment to identify, mitigate, and manage financial risk
    - The higher threshold is consistent with State law (for public institutions only)
  - [Note: Micro-purchases may be awarded without soliciting competitive quotations if considers the price to be reasonable.]
  - To the extent practicable, is the contracting organization distributing micro-purchases equitably among qualified suppliers? ☐ Yes ☐ No

- **Simplified acquisitions** § 200.320(a)2
  - [Note: If simplified acquisition procedures are used, price or rate quotations must be obtained from an adequate number of qualified sources. Unless specified by the Federal agency, the recipient or subrecipient may exercise judgment in determining what number is adequate]
  - The recipient or subrecipient is responsible for determining an appropriate simplified acquisition threshold based on internal controls, an evaluation of risk, and its documented procurement procedures, which may be lower than, but must not exceed, the threshold established in the FAR (in general this threshold is $250,000. See Title 48, Chapter 1, Subchapter A, Part 2, Subpart 2.1, Simplified acquisition threshold for exceptions)

Formal Procurement Methods

Formal procurement methods are required when the value of the procurement transaction under a Federal award exceeds the simplified acquisition threshold of the recipient or subrecipient. Formal procurement methods are competitive and require public notice.

- **Sealed bids** § 200.320(b)1
  - [Note: Bids are publicly solicited and a firm fixed price contract (lump sum or unit price) is awarded to the responsible bidder whose bid, conforming with all the material terms and conditions of the invitation for bids, is the lowest in price. Sealed bidding is the preferred method for procuring construction services]
  - Are all of the following conditions to use sealed bidding present? § 200.320(b)(1.i)
    - A complete, adequate, and realistic specification or purchase description is available. ☐ Yes ☐ No
    - Two or more responsible bidders are willing and able to compete effectively for the business. ☐ Yes ☐ No
    - The procurement lends itself to a firm fixed price contract and the selection of the successful bidder can be made principally on the basis of price. ☐ Yes ☐ No

- If sealed bids are used, the following requirements apply: § 200.320(b)(1.ii)
  - Did the contracting organization solicit bids from an adequate number of known suppliers, providing them sufficient response time prior to the date set for opening the bids? [Note: the "adequate number" may be specified by the recipient or subrecipient unless specified by the Federal agency] ☐ Yes ☐ No
  - Was the solicitation publicly advertised? [required only for local governments] ☐ Yes ☐ No
  - Did the invitation for bids include any specifications and pertinent attachments, and define the items or services in order for the bidder to properly respond? ☐ Yes ☐ No
  - Did the invitation for bids prescribe a time and place to open the bids? ☐ Yes ☐ No
  - Were the bids publicly opened? (required only for local governments) ☐ Yes ☐ No
  - Did the award result in a firm fixed price contract provided in writing to the lowest responsive and responsible bidder? [Note: factors such as discounts, transportation cost, and life-cycle costs must be considered in determining which is the lowest bid] ☐ Yes ☐ No
  - If any bids were rejected, was there a sound, documented reason supporting the rejection? ☐ Yes ☐ No

- **Proposals** § 200.320(b)(2)
  - [Note: The proposal method is generally used when conditions are not appropriate for the use of sealed bids. This method may result in either a fixed-price or cost-reimbursement contract.]
  - The following requirements apply to proposals:
    - Did the recipient or subrecipient publicize the Requests For Proposals (RFPs) and identify all evaluation factors and their relative importance? ☐ Yes ☐ No
    - Did the recipient or subrecipient solicit proposals from multiple qualified entities (to the extent possible, all proposals submitted in response to the RFP must be considered)? ☐ Yes ☐ No
    - Does the recipient or subrecipient have a written method for conducting technical evaluations of the proposals received and for selecting recipients? ☐ Yes ☐ No
    - Did the recipient or subrecipient award the contract to the responsible firm whose proposal is most advantageous to the program, with price and other factors considered? ☐ Yes ☐ No
  - [Note regarding architectural/engineering (A/E) professional services: the contracting organization may use competitive proposal procedures for qualifications-based procurement of A/E professional services whereby competitors' qualifications are evaluated and the most qualified competitor is selected, subject to negotiation of fair and reasonable compensation. The method, where price is not used as a selection factor, can only be used in procurement of A/E professional services. It cannot be used to purchase other types of services though A/E firms that are a potential source to perform the proposed effort.]

Noncompetitive Procurement

There are specific circumstances in which the recipient or subrecipient may use a noncompetitive procurement method. The noncompetitive procurement method may only be used if one of the following circumstances applies:

- The aggregate amount of the procurement transaction does not exceed the micro-purchase threshold (see Micro-purchase above)
- The item is available only from a single source.
- The public exigency or emergency for the requirement will not permit a delay resulting from competitive solicitation
- The recipient or subrecipient requests in writing to use a noncompetitive procurement method, and the Federal agency or pass-through entity provides written approval
- After solicitation of a number of sources, competition is determined inadequate.

DETERMINATIONS & APPEALS

GOOD PRACTICES

- Develop and maintain relationships with the state Emergency Management Division so they can advocate for and problem solve with you
- Understand that FEMA project specialists have discretion to make eligibility decisions. This can result in high variability within the same field operation.
- Do not sign a Project Worksheet that you believe is incorrect or omits important or eligible items or wrongly deducts funding
- Understand FEMA's Chain of Command within the Field Operation
- Request Meetings with Supervisors for Pending Adverse Determinations
- Informal meetings and conversations can often resolve issues
- Most official FEMA decisions or determinations are appealable:
  - First Appeal is to the FEMA Regional Administrator
  - Second Appeal is to the FEMA [HQ] Assistant Administrator for Recovery

CONTENTS

COMMUNICATIONS

BUILDING COLLABORATIVE COMMUNICATIONS

PRE-FIRE WORK

- Map your audiences, partners, and common channels or methods used to communicate recovery messages and resources (template below)
- Analyze your audience reach - are you and your partners able to communicate with everyone in your area? Are there any groups that you're missing?
- Determine what channels you want to use to communicate with one another, and what communication groups would be most effective (by LRSF, for leadership group, etc.), and how they will be coordinated
- Ensure you know what type of information each of your group members needs, and when they will need it (different members of the recovery group will activate on different timelines)
- Assess risk for the communication channels you are using to coordinate internally and share information with the public - how might they be affected by fire? Do you have backup systems or plans?

DURING FIRE

- Monitor your internal communication channels and coordination - are your plans working and are you getting the information you need?
- Monitor public outreach channels for misinformation and disinformation
- Track situation to prepare for what resources will be needed and in what areas
- Identify if there are organizations in your recovery group serving the impacted area or if you need to prepare for emergent leaders and volunteers
- Prepare for different types of outreach that may be most effective for the impacted population (public meetings, door-to door outreach, etc.

TRANSITION

- Work with the Disaster Recovery Center planners and resource providers to message resource availability, location, etc.
- Repeat messaging regularly in different channels to effectively reach everyone
- Track reaction and replies to help identify unmet needs and disinformation as well as message reach and uptake

SHORT-TERM

- Communicate and coordinate around provision of resources, and communicate with LRSFs with about unmet needs
- Connect people to resources, updates, and news with accessible, easy to access information

AUDIENCE DESCRIPTION

Use this template to collect information on your audiences, how partners are connected to them, and what communication channels might be best for reaching them

DESCRIPTION

LOCATION & ACCESSIBILITY NEEDS

RESOURCE NEEDS

PARTNERS CONNECTED TO THIS AUDIENCE

What key messages might be important for this person?

What key communication channels should be used to reach this person?

WORKING WITH PEOPLE UNDER STRESS

10 TIPS FOR COMMUNICATING WITH PEOPLE UNDER STRESS

1 Use the following format for giving information:

1. Overview - go over the “big picture”
2. Add detail - show how details fit into the big picture
3. Summarize clearly and simply

2 Confirm understanding by asking what parts people get and what they don’t get. Wait until they respond; don’t start from the beginning again.

3 Ask people to tell you when their brains are full and can’t take in any more information.

4 Use visuals, especially when providing choices. Don’t expect people to hold a verbally transmitted idea in their memories while comparing to another verbally described choice.

5 Limit your words and keep sentences short. Around seven words is ideal.

6 Allow time for drinks and snacks and stretches. Take care of yourself as well. Stress regulation improves when people work with someone with good stress regulation.

7 Use ample white space on printed pages

8 Use “start” and “finish” markings on pages for forms

9 Work a sample with them if they’re filling out forms or applications, or show them examples of completed forms

10 Speak more slowly

Adapted from “Communication Tips for Working with People Under Stress” by Deborah Gray

ACCESSIBLE OUTREACH TOOLS

WEBSITES

Website: Guidelines for making sure your web content is accessible

Tool: Use the WAVE tool to review websites for accessibility and compliance with above guidelines

SOCIAL MEDIA

Tool: Use this handy checklist to quickly make sure your social posts are accessible: Accessible social media checklist

Blog Post: Social media etiquette for accessibility

Website: Known accessibility barriers on different social media platforms

Blog Post: Do emojis and accessibility go together?

MAPPING

Website: Four tips for creating interactive and accessible maps

Tool: Help with designing color blind friendly maps

Quick Guide: Creating accessible story maps with ESRI

Quick Guide: More tips for creating accessible maps for low-vision audiences

MEETINGS

Website: How to create accessible meetings (virtual and in person) at every step, from sending invites to sharing the recording

Website and Guide: Universal accessibility and design for online meetings

Quick Guide: 15 tips to make meetings more accessible

Quick Guide: These tips are focused on the needs of deaf and hard of hearing participants in virtual workplace meetings

Quick Guide: Accessible Information Exchange: Meeting on a Level Playing Field

Tool: Checklist for making online, in-person, and hybrid meetings accessible

Blog Post: Tips for making your meeting accessible for blind and low vision participants

Tool: A Toolkit for Planning Accessible Meetings and Events

FLYERS & INFOGRAPHICS

Tool: Checklist for Accessible Infographics and Flyers

Blog Post: ADA Standards for Accessible Design: How to be Compliant

Quick Guide: Creating Accessible Flyers: A List of "Do" and "Don't"

Website and Training Videos: Tips and guidelines for creating accessible digital content (documents, slideshows, spreadsheets, etc.)

Quick Guide: Key considerations for making data visualizations accessible

Website: Making graphs accessible for blind and low vision users

Article: How thinking about accessibility can make your data visualization better for everyone

Website: ADA requirements for effective communication

OTHER ACCESSIBILITY CONSIDERATIONS

Website: Getting Started with Accessibility Funding

Quick Guide: Equitable Compensation for Community Engagement Guidebook

Blog Post: Advice for building childcare into meeting planning and why it matters

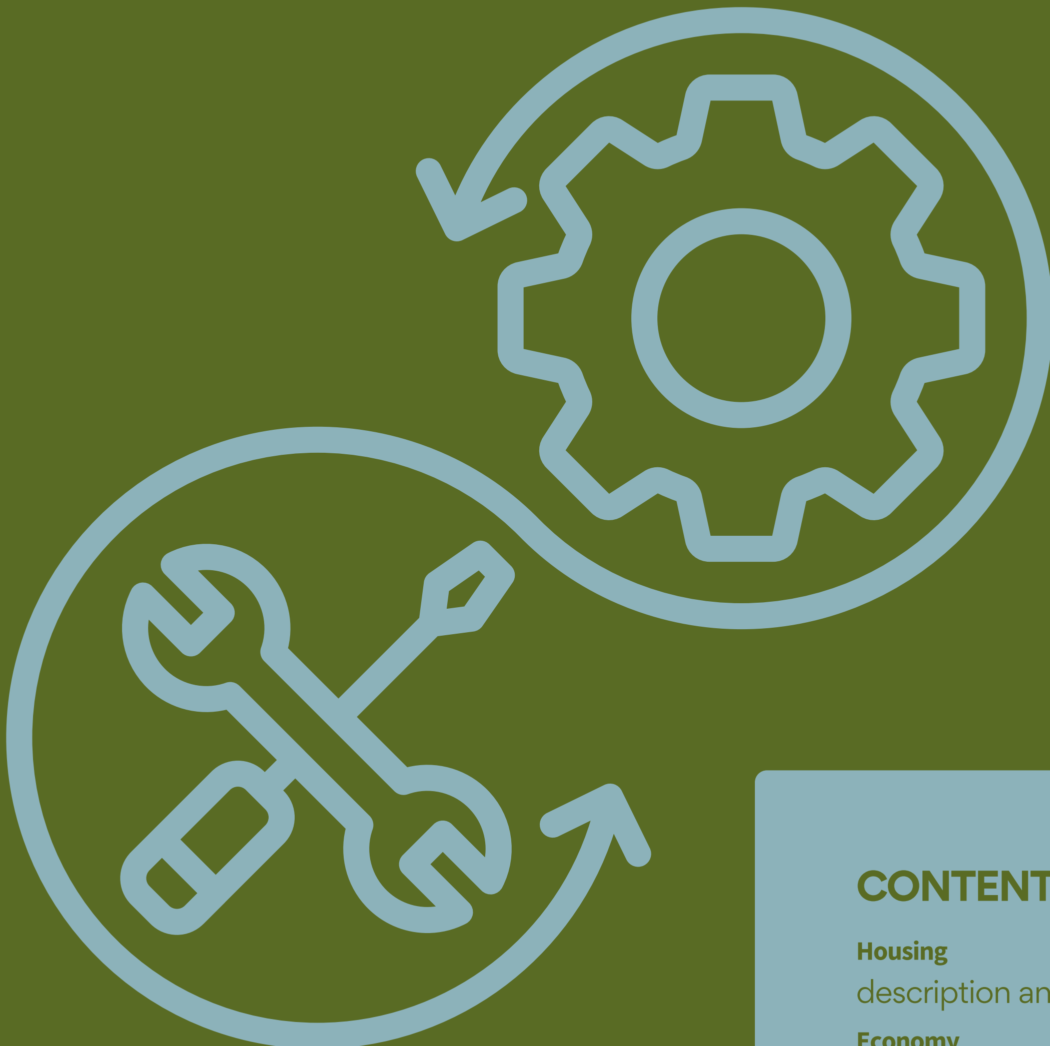
Training Videos: These trainings offer an introduction into legal obligations, communication, and etiquette guided by the Americans with Disabilities Act

Also consider partnering with existing services such as paratransit, elder services, meals with wheels, schools, etc. to help with transportation

SURVEYS

Quick Guide: Tips for making your surveys accessible

Website: Making Google Forms accessible



LRSF & LINES OF EFFORT

CONTENTS

HOUSING

PURPOSE

This LRSF works to assess preliminary housing impacts and needs, identify currently available options for temporary housing and plan for permanent housing. Ongoing work includes aligning community housing recovery plans with interim housing needs, assessing options for permanent housing, and define timelines for achieving a resilient, accessible and sustainable housing market. This will ideally establish a resilient and sustainable housing market that meets the needs of the community, including the need for accessible housing within the specified timeframe in the recovery plan

OBJECTIVES

- Rehouse impacted individuals and families as quickly and safely as possible so that people can remain in the area. This will be completed by coordinating with regional and state programs to provide assistance and funding.
- Implement mitigation actions, as part of the recovery process, when possible, to reduce future risk.
- Stay out of response mode while engaging local resources, bringing in state and national partners and supporting the beginning of housing recovery. Success in these objectives includes a smooth transition from sheltering to transitional and permanent housing, activation of programs to support survivors and disaster recovery centers and the deployment of technical assistance to support local government functions, where possible.

LINES OF EFFORT

- Short-term Housing
- Long-term Housing
- Mobile Homes and Rentals
- Codes and Permitting

COORDINATION

The work of the Housing LRSF is tightly connected to the Economy LRSF. If the event displaces large numbers of local workforce and/or local businesses, it will require extensive data sharing and priority setting to ensure that housing for workforce is coordinated with small business support.

HOUSING LRSF MEMBERS	
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:

HOUSING LRSF TASK CHECKLISTS

Pre-Fire Activities

- Identify key leads for LRSF
- Suggest critical lines of effort based on local context and needs
- Identify leads for each line of effort
- Participate in table top exercise or role play to work out activation protocols and test checklists
- Identify key plan alignments for the county (hazard mitigation plan, comprehensive plan, land use plan, capital improvement plan) to ensure availability and understanding and the potential for post-fire unmet needs. These will need to be transitioned or updated when creating recovery goals and setting timelines after an incident.
- Identify any other key regional and state contacts to build relationships with
- Support recovery financial planning through the provision of subject matter expertise as requested
- Review and update checklists as needed

HOUSING LRSF TASK CHECKLISTS

Transition from Suppression to Recovery

- Assign a representative from this LRSF to the Recovery Committee or Longterm Recovery Group Executive Committee as appropriate
- Review and update this checklist
- Obtain a situation briefing and/or any special instructions from the Recovery Committee, Local Disaster Recovery Manager or other recovery authority
    - Summary of the recovery organization and active committees
    - Involvement of outside agencies, stakeholders, and organizations
    - Review current incident updates, plans and recovery plans
    - Clarify any issues with this groups assignments or activities
- Review LRSF membership to ensure all partners and key stakeholders are represented and recruit additional members as needed
- Review overall LRSF objectives
    - Identify impacts to housing stock, short term and long term housing needs and displacement and relocation data
    - If the disaster receives a federal declaration, coordinate with FEMA to implement short and long term housing solutions
    - Collaborate with private sector entities to identify solutions for short term and long term housing
    - Collaborate with the nonprofit community to identify housing solutions and address the needs of those displaced
- Work with recovery staff and partners to develop a briefing on current needs and issues, including:
    - Size and complexity of the incident
    - Situation
    - Expectations
    - Recovery activities
    - Special concerns
- Determine initial incident objectives and tactics
- Activate appropriate subcommittees, make assignments, and distribute relevant information
- Determine meeting cadence for initial planning time frame
- Decide on communication methods and staffing to create and share status reports on activity
- Use damage assessment data to identify the degree of impacts to residential areas
- Compare damage assessment data with pre-disaster housing inventories to estimate the needs for rental units, single family homes, and multi family homes
- Evaluate the need for construction moratoria, reconstruction phasing, and other policies to pace construction
- Evaluate impacts to hotel and motel properties and identify vacancies and room rates
- Coordinate with emergency shelters to facilitate the transition of shelter clients into transitional housing by sharing information on available temporary and short-term options, such as available hotel/motel rooms
- Prepare and submit a preliminary status report to the Recovery Coordination Group or Local Disaster Recovery Manager

HOUSING LRSF TASK CHECKLISTS

Short-Term Recovery

- Coordinate outreach to provide displaced residents with information about available transitional and short term housing options
- Work with WA Department of Insurance to monitor the pace of claims
- Monitor the progress and pace of home repairs, permitting, and occupancy
- Work with federal partners and case managers to monitor the pace of Individual Assistance applications and disbursements
- Identify temporary housing options and sites, which may include conventional solutions and/or more unconventional solutions (e.g. collaboration with hotel chains, Airbnb hosts, and neighbor home shares)
- Work with Natural Resources LRSF to identify opportunities for placement of temporary structures, such as tents and mobile homes on public property
- Coordinate information sharing with VOAD partners and the Health and Social Services LRSF to ensure displaced residents are connected to available resources
- Develop a public education campaign to raise homeowners' awareness of reconstruction scams and unscrupulous practices by contractors
- Coordinate with nonprofits and VOAD partners that provide housing assistance programs to support outreach and ensure the maximization of resources
- Ensure rebuilding activities are in accordance with codes. Collaborate on public outreach if conflicts arise
- Provide staffing and subject matter expertise at community resource and information centers to provide housing resources, information, and referrals
- Develop recommendations related to housing reconstruction and relocation, such as phasing
- Identify long term housing needs, including affordable housing needs and potential recovery programs and strategies

HOUSING LRSF TASK CHECKLISTS

Long-Term Recovery

- Continue to provide staffing and subject matter expertise at community resource and information centers to provide housing resources, information, and referrals
- Ensure rebuilding activities are in accordance with codes. Collaborate on public outreach if conflicts arise
- Consider existing comprehensive plans, economic development plans, special district plans, and neighborhood plans to identify potential focus areas for residential redevelopment
- Estimate costs associated with the implementation of long term housing programs, including buy-outs
- Monitor the processing of insurance claims, permits, and individual assistance disbursements
- Develop reports and analysis on housing availability and needs to share with potential inventors, local real estate developers, and apartment and home builder associations
- Develop data driven recommendations for allocating public funding to address long term housing needs
- Identify and/or establish programs to provide technical assistance and financial tools that assist homeowners in rebuilding or relocating
- Coordinate with local Housing Authority and advocacy organizations to monitor the supply of affordable housing and Section 8 vouchers
- Explore incentive programs and/or enhanced zoning or building code regulations to promote the reconstruction of housing developments that incorporate stronger building design

ECONOMY

PURPOSE

The Economic Local Recovery Support Function (LRSF) integrates expertise to help local and regional governments and the private sector sustain and/or rebuild businesses and employment and develop economic opportunities that result in sustainable and economically resilient communities after an incident. Economic Recovery is the ability to restore economic activities to a healthy state and develop new opportunities that result in a sustainable and economically viable community.

OBJECTIVES

- Identify and leverage available funds and services to meet the needs of the impacted community
- Serve as a vehicle for supporting coordination, information sharing, communication and collaboration in both pre- and post-disaster timeframes.
- Work with local, tribal, and state governments, nonprofits and the private sector to produce a sound economic recovery strategy and enhance community resilience at the local and regional level.
- Convene appropriate partners and stakeholders to achieve representation on the RSF to obtain a common operating picture of recovery activities being conducted and resources available to support the impacted community.
- Support existing recovery organizations and encourage the development of local long-term recovery organizations/groups through technical assistance, best-practice identification and sustained liaison engagement.

LINES OF EFFORT

- Business Support
- Workforce Support
- Business Recovery Centers

COORDINATION

The work of the Economy LRSF is tightly connected to the Housing LRSF. Much can be done to prepare for economic recovery by identifying financial mechanisms that can be layered to support recovery costs, and to strengthen affordable housing programs to reduce unmet needs that would otherwise be increased by the event of a fire.

ECONOMY LRSF MEMBERS

Name: Organization: Phone: Email:	Name: Organization: Phone: Email:
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:

ECONOMY LRSF TASK CHECKLISTS

Pre-Fire Activities

- Identify key leads for LRSF
- Suggest critical lines of effort based on local context and needs
- Identify leads for each line of effort
- Participate in table top exercise or role play to work out activation protocols and test checklists
- Identify key plan alignments for the county (hazard mitigation plan, comprehensive plan, land use plan, capital improvement plan) to ensure availability and understanding and the potential for post-fire unmet needs. These will need to be transitioned or updated when creating recovery goals and setting timelines after an incident.
- Identify any other key regional and state contacts to build relationships with
- Support recovery financial planning through the provision of subject matter expertise as requested
- Review and update checklists as needed

ECONOMY LRSF TASK CHECKLISTS

Transition from Suppression to Recovery

- Assign a representative from this LRSF to the Recovery Committee or Longterm Recovery Group Executive Committee as appropriate
- Review and update this checklist
- Obtain a situation briefing and/or any special instructions from the Recovery Committee, Local Disaster Recovery Manager or other recovery authority
  - Summary of the recovery organization and active committees
  - Involvement of outside agencies, stakeholders, and organizations
  - Review current incident updates, plans and recovery plans
  - Clarify any issues with this groups assignments or activities
- Review LRSF membership to ensure all partners and key stakeholders are represented and recruit additional members as needed
- Review overall LRSF objectives
  - Provide support to local businesses to repair, reconstruct, and resume operations so that they can remain in the area
  - Develop public-private partnerships to encourage reinvestment in the local economy and recruit new businesses to the area
  - Help local residents return to work by providing referrals and resources
  - Collaborate with the private sector to develop economic recovery strategies that leverage existing economic development plans and increase economic resiliency to future disasters
- Work with recovery staff and partners to develop a briefing on current needs and issues, including:
  - Size and complexity of the incident
  - Situation
  - Expectations
  - Recovery activities
  - Special concerns
- Determine initial incident objectives and tactics
- Activate appropriate subcommittees, make assignments, and distribute relevant information
- Determine meeting cadence for initial planning time frame
- Decide on communication methods and staffing to create and share status reports on activity. Coordinate with other LRSFs or LTRG communication team as needed
- Prepare and submit a preliminary status report to the Recovery Coordination Group or Local Disaster Recovery Manager

ECONOMY LRSF TASK CHECKLISTS

Transition from Suppression to Recovery (Cont.)

- Review damage assessments to understand the operational status of current businesses to determine which are still operating, which had to close, and which can reopen with available resources and support
- Assess potential for commercial areas to be used as staging area for equipment, debris removal, etc.
- Coordinate with the Infrastructure LRSF as needed to prioritize support to reestablish essential commercial services (e.g. food, fuel, pharmaceuticals, and banks) in locations near population concentrations
- Assess impacts to local workforce, including staffing levels for key sectors
- Coordinate with state resources to determine availability of Small Business Association funds, and the need for Business Recovery Centers
- Staff Disaster Recovery Center or Business Recovery Center as needed to support local businesses and workforce
- Establish contact for business and workforce needs to collect up to date information and identify unmet needs as they emerge

ECONOMY LRSF TASK CHECKLISTS

Short-Term Recovery

- Work with commercial property management companies to identify available facilities that could be used for the temporary relocation of essential businesses
- Support local businesses to leverage nontraditional resources that may provide recovery capabilities
- Establish, staff, and provide resources to service centers and information centers to distribute information on available programs and financial assistance from Small Business Administration (SBA), USDA, and other sources
- Establish, staff, and provide resources to service centers and information centers to distribute employment resources and referrals
- Assess the need to establish local Business Recovery Centers and identify possible locations. Coordinate logistical needs for establishment and operation, and coordinate with state and federal partners to staff them
- Coordinate with major employers in the area to provide workforce transportation services if normal transportation and public transit options are limited
- Coordinate with major employers in the area to provide temporary workforce housing to locate employees closer to employer facilities
- Engage regional partners to understand larger business context and how and where to support displaced workforce
- Coordinate with natural resources and infrastructure LRSF as appropriate to prioritize seasonal crops or market goods for support.
- Assist agriculture and forestry to find local markets as needed and possible
- Identify opportunities for the displaced workforce to participate in recovery efforts
- Coordinate with business insurance providers to disseminate information about benefits, limitations, proper documentation for insurance claims
- Coordinate with social service providers to promote public awareness of available resources and services for employee health and wellness, childcare, and dependent care
- Coordinate with the Health and Social Services LRSF to communicate social service provisions to workforce and employers

ECONOMY LRSF TASK CHECKLISTS

Long-Term Recovery

- Continue to operate BRCs until they are no longer needed
- Work with business insurers to monitor insurance premiums and coverage to facilitate timely repair and restoration of damaged businesses
- Identify public-private partnerships and sources of funding to support local economic recovery
- Work with the SBA and lenders to monitor commercial credit availability and identify and address credit and lending gaps that may delay business repair and resumption efforts
- Work with commercial real estate brokers to match displaced businesses with available commercial space
- Coordinate with businesses to determine what services and sectors are at risk of leaving and what resources are needed to ensure they remain in the area
- Develop public outreach campaigns encouraging residents to shop at local businesses when possible
- Work with infrastructure and housing LRSF to allow businesses to reopen and balance workforce return and housing availability
- Work with agriculture and timber producers to secure natural resource business repair and crop viability, etc.
- Coordinate with infrastructure and natural resources LSRF as needed to support tourism businesses and operators reopening as possible
- Identify opportunities to provide incentives to businesses for remaining in the area
- Coordinate with major employers, placement companies, and job-training companies to provide training, resources, information, and placement services for area residents
- Promote hiring of area workers and local contractors for recovery activities (e.g. construction and related fields)
- Support new businesses and opportunities as possible for new workforce and business development in post-fire environment

CULTURAL RESOURCES

PURPOSE

This LRSF works to coordinate and facilitate the programs, resources and technical assistance in order to identify, protect and determine long-term recovery treatment for artistic, cultural and historic resources in the affected areas, in compliance with applicable environmental laws and executive orders following a disaster. These resources are comprised of objects, sites, records, manuscripts, photographs and other materials illustrative of the cultural, artistic and natural history of the area, as well as the facilities that support them; buildings, sites, structures, districts, landscapes and traditional cultural places that are eligible for the National Register of Historic Places and/or have attained a local designation as historically significant; and resources that have artistic, cultural and historic significance to a Native American tribe.

This LRSF recognizes these artistic, cultural and historic resources as essential to high quality of life, strong community identity and what people deem as important to pass along to future generations. This LRSF may, if appropriate, also work to support the recovery of culturally important tourist areas, recreation sites, and other locally meaningful places.

OBJECTIVES

- Implement measures to protect and stabilize records and culturally significant documents, objects and structures.
- Mitigate the impacts to and stabilize the natural and cultural resources and conduct a preliminary assessment of the impacts that identifies protections that need to be in place during stabilization through recovery.
- Complete an assessment of affected natural and cultural resources and develop a timeline for addressing these impacts in a sustainable and resilient manner.
- Preserve natural and cultural resources as part of an overall community recovery that is achieved through the coordinated efforts of natural and cultural resource experts and the recovery team in accordance with the specified timeline in the recovery plan

LINES OF EFFORT

- Tourism
- Parks and Recreation
- Historic Preservation
- Community Arts

COORDINATION

This LRSF works closely with regional, state, tribal, and federal partners as is most relevant and appropriate.

CULTURAL RESOURCES LRSF MEMBERS	
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:

CULTURAL RESOURCES LRSF TASK CHECKLISTS

Pre-Fire Tasks

- Identify key leads for LRSF
- Suggest critical lines of effort based on local context and needs
- Identify leads for each line of effort
- Participate in table top exercise or role play to work out activation protocols and test checklists
- Identify key plan alignments for the county (hazard mitigation plan, comprehensive plan, land use plan, capital improvement plan) to ensure availability and understanding and the potential for post-fire unmet needs. These will need to be transitioned or updated when creating recovery goals and setting timelines after an incident.
- Identify any other key regional and state contacts to build relationships with
- Support recovery financial planning through the provision of subject matter expertise as requested
- Review and update checklists as needed

CULTURAL RESOURCES LRSF TASK CHECKLISTS

Transition from Suppression to Recovery

- Assign a representative from this LRSF to the Recovery Committee or Longterm Recovery Group Executive Committee as appropriate
- Review and update this checklist
- Obtain a situation briefing and/or any special instructions from the Recovery Committee, Local Disaster Recovery Manager or other recovery authority
    - Summary of the recovery organization and active committees
    - Involvement of outside agencies, stakeholders, and organizations
    - Review current incident updates, plans and recovery plans
    - Clarify any issues with this groups assignments or activities
- Review LRSF membership to ensure all partners and key stakeholders are represented and recruit additional members as needed
- Review overall LRSF objectives
    - Restore and preserve culturally and historically significant buildings, monuments, and places
    - Coordinate with private sector companies, conservation groups, and nonprofit organizations to assist with recovery activities
- Work with recovery staff and partners to develop a briefing on current needs and issues, including:
    - Size and complexity of the incident
    - Situation
    - Expectations
    - Recovery activities
    - Special concerns
- Determine initial incident objectives and tactics
- Activate appropriate subcommittees, make assignments, and distribute relevant information
- Determine meeting cadence for initial planning time frame
- Decide on communication methods and staffing to create and share status reports on activity. Coordinate with other LRSFs or LTRG communication team as needed
- Support response operations to stabilize disaster impacts to cultural resources and prevent further damage
- Participate in damage assessment activities as requested, to evaluate disaster impacts to cultural resources (e.g. parks, open spaces, museums and galleries, performing arts venues, landmarks, etc.)
- Coordinate with the damage assessment team to obtain status of historic properties
- Coordinate stabilization efforts to salvage historic sites that are not completely destroyed
- Coordinate the secure removal and storage for historic artifacts to prevent further damage
- Prepare and submit a preliminary status report to the Recovery Coordination Group or Local Disaster Recovery Manager

CULTURAL RESOURCES LRSF TASK CHECKLISTS

Short-Term Recovery

- Identify repair and restoration needs for culturally significant structures, documents, and objects. Estimate needed local, state, and federal resources
- Develop and disseminate public messaging for how to access or protect cultural resources during cleanup activities
- Prioritize the reopening of libraries and other popular public spaces that can serve as recovery information centers and internet access hubs
- Work with Housing LRSF to identify parks and open space that can be temporarily repurposed for recovery efforts such as parking for mobile homes, equipment staging, donation storage and distribution, and information centers
- Coordinate stabilization efforts to salvage historic sites that are not completely destroyed
- Provide owners of historic buildings with information for repair and restoration in accordance with historic preservation guidelines

CULTURAL RESOURCES LRSF TASK CHECKLISTS

Long-Term Recovery

- Prioritize the repair of popular community facilities such as sports fields and recreation centers, to support the well-being of residents
- Coordinate public engagement opportunities with residents to identify opportunities for improving local arts and recreation programs and facilities during recovery
- Identify ways that private donors, endowments, and philanthropic organizations can support recovery projects that expand arts and cultural programs
- Utilize abandoned structures and vacant shop windows for visual art displays and identify vacant lots and other outdoor sites to locate community projects and gathering spots
- Leverage existing mobile programming, such as library bookmobiles to bring arts and culture to neighborhoods and community gatherings

NATURAL RESOURCES

PURPOSE

The Natural Resources Local Recovery Support Function coordinates and facilitates programs, resources, and technical assistance that mitigates, protects, preserves, conserves, rehabilitates, and restores identified natural resources in the county or region in compliance with applicable environmental laws and orders following a disaster. Natural resources recovery includes assessing and addressing impacts to identified species, coastal intertidal zones, freshwater and saltwater wetlands and waterways, watersheds, agricultural and forested lands and grassland. The NR Local Recovery Support Function is designed to be used in any county or region, including within urban environments, and to coordinate with other local or regional recovery support functions. This includes providing and maintaining a platform for communication and data sharing with other recovery support functions as well as with the public to effectively support local and regional natural resource recovery as appropriate.

CORE CAPABILITY

Protect natural resources and properties through appropriate planning, mitigation, response and recovery actions, to preserve, conserve, rehabilitate, and restore them in accordance with post-disaster community priorities and best practices and in compliance with applicable environmental laws and orders.

OBJECTIVES

- Establish Communication
- Support Damage Assessments
- Provide Technical Assistance
- Support long-term environmental and natural resources restoration and recovery

COORDINATION

The Natural Resources Local Recovery Support Function should have an active participant on the local Recovery Committee or Long Term Recovery Group to share information back and forth between LRSF and the executive committee. The tasks involved in NR LRSF are closely tied to the Infrastructure Local Recovery Support Function, and may be closely connected with the Economic Local Recovery Support Function, especially in rural areas, as well as with the Community Planning and Capacity Building LRSF when working on damage assessments and debris management in natural resource areas.

The work of the NR LRSF is highly cross jurisdictional, and is best supported by developing trust among partners at local, regional, and state scales before a hazard event occurs. The more work done before a fire to build relationships the better. Many conservation groups already work well together, but identifying places where roles and responsibilities are not clear, overlap, or are vacant is an important task before the fire.

NATURAL RESOURCES LRSF MEMBERS

Name: Organization: Phone: Email:	Name: Organization: Phone: Email:
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:

NATURAL RESOURCES LRSF TASK CHECKLISTS

Pre-Fire Tasks

- Identify key leads for LRSF
- Suggest critical lines of effort based on local context and needs
- Identify leads for each line of effort
- Participate in table top exercise or role play to work out activation protocols and test checklists
- Identify key plan alignments for the county (hazard mitigation plan, comprehensive plan, land use plan, capital improvement plan) to ensure availability and understanding and the potential for post-fire unmet needs. These will need to be transitioned or updated when creating recovery goals and setting timelines after an incident.
- Identify any other key regional and state contacts to build relationships with
- Support recovery financial planning through the provision of subject matter expertise as requested
- Review and update checklists as needed

NATURAL RESOURCES LRSF TASK CHECKLISTS

Transition from Suppression to Recovery

- Assign a representative from this LRSF to the Recovery Committee or Longterm Recovery Group Executive Committee as appropriate
- Review and update this checklist
- Obtain a situation briefing and/or any special instructions from the Recovery Committee, Local Disaster Recovery Manager or other recovery authority
    - Summary of the recovery organization and active committees
    - Involvement of outside agencies, stakeholders, and organizations
    - Review current incident updates, plans and recovery plans
    - Clarify any issues with this groups assignments or activities
- Review LRSF membership to ensure all partners and key stakeholders are represented and recruit additional members as needed
- Review overall objectives for the Natural Resources LRSF and update as needed:
    - Conduct a preliminary assessment of the impacts and identify protections that need to be in place during stabilization through recovery
    - Mitigate the impacts to and stabilize natural resources
    - Complete a detailed assessment of affected natural resources and develop a timeline for addressing these impacts in a sustainable and resilient manner
    - Preserve natural resources as part of an overall community recovery that is achieved through the coordinated efforts of natural resource experts and the recovery team in accordance with a specified timeline
- Work with recovery staff and partners to develop a briefing on current needs and issues, including:
    - Size and complexity of the incident
    - Situation
    - Expectations
    - Recovery activities
    - Special concerns
- Determine initial incident objectives and tactics
- Activate appropriate subcommittees, make assignments, and distribute relevant information
- Determine meeting cadence for initial planning time frame
- Decide on communication methods and staffing to create and share status reports on activity. Coordinate with other LRSFs or LTRG communication team as needed
- Support suppression repair activities to stabilize disaster impacts to environmental resources and prevent further damage
- Identify subject-matter experts to assist with damage assessments and evaluate disaster-related impacts to environmental resources
- Provide subject-matter experts to evaluate impacts to agricultural, timber, and other assets
- Support debris management operations to ensure that they do not cause environmental damage (such as a release of hazardous substances)
- Prepare and submit a preliminary status report to the Recovery Coordination Group or Local Disaster Recovery Manager

NATURAL RESOURCES LRSF TASK CHECKLISTS

Short-Term Recovery

- Provide local representatives to the joint Preliminary Damage Assessment (PDA) team, as needed, to evaluate disaster-related impacts to environmental resources
- Identify environmental repair and restoration needs and available personnel assets. Estimate local, state, and federal resource requirements
- Provide ongoing support to debris management operations to ensure that they do not cause environmental damage (such as a release of hazardous substances)
- Identify agricultural and forestry repair and restoration needs and available support programs. Estimate gaps in funding to coordinate with unmet needs committee
- Assess availability of local contractors and resources for agricultural, forestry, and other natural resource repair. Estimate gaps in workforce to coordinate with Economy LRSF
- Coordinate with Infrastructure LRSF to identify status of key roads, water resources, and other lifelines that will impact restoration and repair efforts for agriculture, forestry, and other natural resources
- Conduct ongoing monitoring and testing for potential contamination of soil, water, etc
- Coordinate with state and federal agencies to ensure compliance with environmental regulations
- Communicate the importance of adhering to proper environmental regulations and development processes to property owners, infrastructure holders, contractors, builders, and others.
- Develop and disseminate public messaging for preventing environmental contamination during residential and business cleanup activities
- Develop and disseminate public messaging about agricultural and forestry repair and restoration programs and support
- Work with CPCB LRSF to identify open space or suitable areas that can be temporarily repurposed for recovery efforts such as parking for mobile homes, equipment staging, donation storage and distribution, and information centers

NATURAL RESOURCES LRSF TASK CHECKLISTS

Long-Term Recovery

- Revise long term recovery goals as needed in alignment with public input and related plans (CWPP, reforestation, hazard mitigation, county comprehensive plan, etc.)
- Update related plans accordingly to reflect any new goals, mitigation, restoration, stewardship, land use needs and opportunities to implement during recovery
- Coordinate with local organizations on need and opportunities for volunteer management, replanting, seed collection, and other environmental stewardship opportunities
- Continue public outreach to promote environmental stewardship during recovery efforts
- Coordinate with partners and Economy LRSF on trail reopening and access to natural resource areas in various jurisdictions
- Continue providing support to debris management operations to ensure that they do not cause environmental damage (such as a release of hazardous substances)
- Continue monitoring and testing for potential contamination of soil, water, etc.
- Continue monitoring and assessing watershed health, landslide potential, and post-fire flooding potential
- Develop and implement an action plan with identified restoration project and programs (e.g., cleanup of waterways, reconstitution of wetlands, conversion of flood-prone areas to open space). Outline implementation actions, costs, and timeline. Ensure all projects and programs comply with state and federal regulatory requirements and receive proper approvals
- Identify federal, state, NGO, and private programs and/or funding opportunities to implement the action plan
- Coordinate with state and federal resources to manage any necessary review processes.
- Support Public Assistance (PA) projects, as applicable
- Proactively advise and support other LRSFs or recovery commitees in meeting environmental requirements
- Coordinate public engagement opportunities with residents to identify opportunities for improving natural resource availability and environmental stewardship

INFRASTRUCTURE

PURPOSE

Restore and sustain essential services (public and private) to maintain community functionality
Develop a plan with a specified timeline for redeveloping community infrastructures to contribute to resiliency, accessibility and sustainability
Provide systems that meet the community needs while minimizing service disruption during restoration within the specified timeline in the recovery plan

OBJECTIVES

- Communicate infrastructure restoration status.
- Coordinate requests for governmental assistance in expediting restoration of basic/essential systems and services.
- Coordinate and communicate recovery actions with other federal, state, tribal and/or regional government RSFs or their equivalents.
- Provide technical assistance for identifying and prioritizing critical infrastructure systems and assets.
- Identify and address legal, policy and programmatic requirements that potentially limit efficient recovery.
- Identify dependencies and interdependencies of critical infrastructure sectors that influence restoration priorities.
- Identify upstream, internal and downstream dependencies of critical infrastructure and the potential for cascading or escalating effects that hinder the recovery of a community. This includes considerations for how people with disabilities and other access and functional needs may rely on certain critical infrastructure to maintain quality of life (e.g., assistive technology, language access translational services, paratransit services, etc.).
- Create and participate in a multi-agency, inter-jurisdictional long-term recovery planning process.
- Include other infrastructure owners and operators and related service providers in planning at all levels.
- Incorporate the concepts of regional infrastructure resiliency in infrastructure rebuilding efforts.

LINES OF EFFORT

- Damage Assessment
- Debris Management
- Transportation
- Utilities
- Public Facility Repair

COORDINATION

Coordinate closely with the Housing, Natural Resources, and Economy LRSFs as well as all regional, state, and federal partners.

INFRASTRUCTURE LRSF MEMBERS	
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:

INFRASTRUCTURE LRSF TASK CHECKLISTS

Pre-Fire Activities

- Identify key leads for LRSF
- Suggest critical lines of effort based on local context and needs
- Identify leads for each line of effort
- Participate in table top exercise or role play to work out activation protocols and test checklists
- Identify key plan alignments for the county (hazard mitigation plan, comprehensive plan, land use plan, capital improvement plan) to ensure availability and understanding and the potential for post-fire unmet needs. These will need to be transitioned or updated when creating recovery goals and setting timelines after an incident.
- Identify any other key regional and state contacts to build relationships with
- Support recovery financial planning through the provision of subject matter expertise as requested
- Review and update checklists as needed

INFRASTRUCTURE LRSF TASK CHECKLISTS

Transition from Suppression to Recovery

- Assign a representative from this LRSF to the Recovery Committee or Longterm Recovery Group Executive Committee as appropriate
- Review and update this checklist
- Obtain a situation briefing and/or any special instructions from the Recovery Committee, Local Disaster Recovery Manager or other recovery authority
- Summary of the recovery organization and active committees
- Involvement of outside agencies, stakeholders, and organizations
- Review current incident updates, plans and recovery plans
- Clarify any issues with this groups assignments or activities
- Review LRSF membership to ensure all partners and key stakeholders are represented and recruit additional members as needed
- Review overall LRSF objectives
- Perform damage assessments of infrastructure assets and oversee repairs and reconstruction
- Evaluate infrastructure recovery needs and required resources and capabilities
- Oversee debris management
- Restore mobility and critical services, including utilities and transportation
- Consider long-term resilience and the function of structures and systems during the rebuilding of public facilities and other infrastructure systems
- Work with recovery staff and partners to develop a briefing on current needs and issues, including:
- Size and complexity of the incident
- Situation
- Expectations
- Recovery activities
- Special concerns
- Determine initial incident objectives and tactics
- Activate appropriate subcommittees, make assignments, and distribute relevant information
- Determine meeting cadence for initial planning time frame
- Decide on communication methods and staffing to create and share status reports on activity. Coordinate with other LRSFs or LTRG communication team as needed

INFRASTRUCTURE LRSF TASK CHECKLISTS

Transition from Suppression to Recovery (Cont.)

- Continue to maintain proper cost documentation processes to ensure eligibility for reimbursement
- Continue damage assessments of public facilities water and wastewater infrastructure, roads, bridges, etc. Detail damages to the extent possible
- Protect public safety by identifying structures or areas for which access should be restricted
- Prepare maps locating infrastructure damages, power outages, road closures, and other conditions
- Identify priorities for repairs to damaged infrastructure that impedes efforts to provide entry or essential services to disaster-affected areas
- Continue coordination of response phase power restoration activities and support utility companies as requested
- Identify priority areas for restoration of systems that support the safety and welfare of vulnerable populations (e.g. electric, power, and water systems for hospitals and healthcare facilities)
- Conduct debris removal activities with appropriate equipment. Activate debris management contract if applicable and oversee implementation of debris removal operations by contractor for collection, disposal, and monitoring of debris
- Conduct roadway and public right-of-way debris removal
- Provide utility restoration timelines and service outage information to the public
- Coordinate repairs and interim provisions to establish safe ingress and egress routes for response vehicles and equipment
- Provide ongoing public status updates on the accessibility of roads and bridges and a timeline for re-entry
- Conduct priority repairs to inroads for healthcare facilities and providers, supermarkets, home improvement stores, and gas stations to support continuity of supply chains and public re-entry into the area
- If road capacity is constrained, limit access by private vehicles and/or work with local bus networks to expand public transit service and add additional routes
- Coordinate around suppression repair, especially for roads damaged by bulldozers or other heavy equipment
- Prepare and submit a preliminary status report to the Recovery Coordination Group or Local Disaster Recovery Manager
-

INFRASTRUCTURE LRSF TASK CHECKLISTS

Short-Term Recovery

- Continue proper cost documentation of all infrastructure recovery efforts to ensure eligibility for reimbursement
- Prepare for the arrival of state and federal agencies to conduct the joint Preliminary Damage Assessment (PDA). Provide local representatives and qualified engineers to accompany PDA teams. The local representatives are responsible for ensuring that all damaged areas, estimated repair costs, insurance entitlements, and hazard mitigation opportunities are identified.
- Provide transportation for PDA teams. Secure large capacity vehicles that can accommodate up to six passengers
- Continue utility restoration activities and provide information on utility restoration timelines, service outages, and utility payment relief programs to the public
- Continue implementation of departmental continuity of operations plans as long as necessary
- Coordinate debris removal activities, including oversight of contractors
- Provide information on proper disposal and recycling programs and processes to residents and businesses
- Work with the Economy LRSF to coordinate with private businesses that provide key parts of the supply chain, including fuel and transportation services, to identify recovery support needs
- Determine the level of insurance coverage for impacted structures
- Consider alternative uses for existing transportation infrastructure, such as enabling pedestrian or bicycle transportation on roadways
- Complete repairs to local roads through public works and contract support. Coordinate with the state department of transportation to make repairs to state roads.
- Coordinate procurement and contracting for significant repairs to roads and other locally owned transportation infrastructure
- Coordinate engineering surveys of major damage, identify repair and reconstruction needs, and estimate associated costs
- Complete minor repairs to facilities through existing city and county maintenance staff
- Work with the communications team to provide ongoing updates to the public about the status of public facilities and the timeline for reestablishing operations
- Coordinate procurement and contracting for significant repairs that exceed local capabilities
- Review damage assessments of individual resources and aggregate this information to understand damage by neighborhood and asset type across the jurisdiction

INFRASTRUCTURE LRSF TASK CHECKLISTS

Long-Term Recovery

- Continue proper cost documentation of all infrastructure recovery efforts to ensure eligibility for reimbursement
- Coordinate Public Assistance program activities with FEMA (if applicable)
- Provide the public with periodic updates on infrastructure status until operations and services are fully restored
- Coordinate debris removal activities, including oversight of contractors
- Oversee debris disposal site capacity issues
- Coordinate with the Natural Resources LRSF, US Army Corps of Engineers, and any involved state agencies responsible for clearing debris from waterways as necessary
- Coordinate engineering surveys of major damage, identify repair and reconstruction needs, and estimate associated costs
- Coordinate procurement and contracting for significant repairs that exceed local capabilities
- Work with the Housing LRSF to identify hardening and mitigation opportunities to incorporate into reconstruction plans. Consider projects included in the most up to date local Hazard Mitigation Plan
- Coordinate repairs, reconstruction, and restoration of critical utilities infrastructure. If conducting a large scale repair program, ensure that close scrutiny of costs and quality of repairs are maintained throughout the program
- Identify hardening and mitigation opportunities to incorporate into reconstruction plans. Encourage investment in redundant assets to maintain communications and supply temporary services
- Coordinate repairs and reconstruction of roads and bridges. If conducting a large-scale repair program, ensure that close scrutiny of costs and quality of repairs are maintained throughout the program
- Provide ongoing public updates on the operating status of transportation infrastructure and public transit service
- Work with the CPCB LRSF to integrate sustainable transportation strategies into recovery efforts and identify opportunities to support multi-modal transportation systems
- Manage capital projects as needed

HEALTH & SOCIAL SERVICES

PURPOSE

The Health and Social Services LRSF overlaps with and supports other critical community components such as housing, jobs, schools, infrastructure and the economy. This LRSF usually unites the efforts of a wide variety of partners, working especially closely with VOAD and COAD members. By bringing them together under one LRSF, this group provides a platform for health and social services entities to leverage their resources, identify community needs, share information and create unified recovery priorities. Other LRSFs may incorporate messaging, information, and alerts from this LRSF into their own work.

Other functions of this LRSF include providing mental health support to impacted community members as well as recovery staff, tracking and supporting unmet needs, and supporting case management.

OBJECTIVES

- Identify affected populations, groups and key partners in short-term, intermediate and long-term recovery.
- Complete an assessment of community health and social service needs; prioritize these needs, including accessibility requirements, based on the whole community's input and participation in the recovery planning process; and develop a comprehensive recovery timeline.
- Restore health care (including behavioral health), public health and social services functions.
- Restore and improve the resilience and sustainability of the health care system and social service capabilities and networks to promote the independence and well-being of community members in accordance with the specified recovery timeline.

LINES OF EFFORT

- Healthcare Systems
- Mental Health Services
- Unmet Needs
- Donations & Volunteers

COORDINATION

The Health and Social Services LRSF provides a broad range of functions and supports a diverse array of partnerships to meet the needs of the whole community. Because of the broad base of services provided by this LRSF, it will need to coordinate with many of the other activated LRSFs. This could include sharing messaging with those LRSFs to increase awareness of resource availability; it could also include working with the other LRSFs to identify and coordinate around unmet needs.

HEALTH & SOCIAL SERVICES LRSF MEMBERS

Name: Organization: Phone: Email:	Name: Organization: Phone: Email:
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:

HEALTH & SOCIAL SERVICES LRSF TASK CHECKLISTS

Pre-Fire Activities

- Identify key leads for LRSF
- Suggest critical lines of effort based on local context and needs
- Identify leads for each line of effort
- Participate in table top exercise or role play to work out activation protocols and test checklists
- Identify key plan alignments for the county (hazard mitigation plan, comprehensive plan, land use plan, capital improvement plan) to ensure availability and understanding and the potential for post-fire unmet needs. These will need to be transitioned or updated when creating recovery goals and setting timelines after an incident.
- Identify any other key regional and state contacts to build relationships with
- Support recovery financial planning through the provision of subject matter expertise as requested
- Review and update checklists as needed

HEALTH & SOCIAL SERVICES LRSF TASK CHECKLISTS

Transition from Suppression to Recovery

- Assign a representative from this LRSF to the Recovery Committee or Longterm Recovery Group Executive Committee as appropriate
- Review and update this checklist
- Obtain a situation briefing and/or any special instructions from the Recovery Committee, Local Disaster Recovery Manager or other recovery authority
    - Summary of the recovery organization and active committees
    - Involvement of outside agencies, stakeholders, and organizations
    - Review current incident updates, plans and recovery plans
    - Clarify any issues with this groups assignments or activities
- Review LRSF membership to ensure all partners and key stakeholders are represented and recruit additional members as needed
- Review overall LRSF objectives
    - Manage donations and volunteers effectively
    - Coordinate individual and family services that support recovery
    - Ensure the needs of vulnerable populations are addressed
    - Provide health information and medical services to disaster survivors
    - Support education institutions as they recover
    - Provide easily accessible recovery information and resources to the public
- Work with recovery staff and partners to develop a briefing on current needs and issues, including:
    - Size and complexity of the incident
    - Situation
    - Expectations
    - Recovery activities
    - Special concerns
- Determine initial incident objectives and tactics
- Activate appropriate subcommittees, make assignments, and distribute relevant information
- Determine meeting cadence for initial planning time frame
- Decide on communication methods and staffing to create and share status reports on activity. Coordinate with other LRSFs or LTRG communication team as needed
- Disseminate public health directives related to disaster impacts
- Support local healthcare providers with patient tracking and reunification efforts if requested
- Work with local healthcare networks and providers to disseminate public messaging on the status of operations
- Support points of distribution operations initiated during the response phase and disseminate information to the public on emergency commodities distribution areas
- Coordinate with healthcare providers to establish mobile locations for providing medical assistance, if requested
- Continue mass care operations initiated during the response phase until they are no longer needed
- Identify active VOAD partners, share information about relief operations, and develop consistent public messaging about available support

HEALTH & SOCIAL SERVICES LRSF TASK CHECKLISTS

Transition from Suppression to Recovery (Cont.)

- Work with the communications team to disseminate information to the public on emergency commodities distribution areas for water, ice, food, hygiene, and sanitation products
- Collaborate with local NGOs, VOAD, and faith-based communities to assist with donations management, volunteer management and casework.
- Disseminate frequent and consistent donations management public messaging to discourage unsolicited commodities donations and redirect donors to cash donations or needed items
- Evaluate the need for a local disaster fund to receive financial donations and coordinate with a local community foundation or other nongovernmental partner with the capability to serve as a central point to collect cash donations
- Establish communication with childcare centers, schools, and universities in the affected area to understand the extent of physical damages and anticipated impact on operations
- Coordinate the consolidation and/or deactivation of schools used as emergency shelters
- Prepare and submit a preliminary status report to the Recovery Coordination Group or Local Disaster Recovery Manager

HEALTH & SOCIAL SERVICES LRSF TASK CHECKLISTS

Short-Term Recovery

- Support demobilization of emergency shelters, including gathering information on recovery needs of families and individuals leaving the shelter
- Stand up and manage local Disaster Recovery Centers or support federal Disaster Recovery Centers if a PDD is made.
- Work with communication team to provide information to the public about the location of and services at the Disaster Recovery Centers, and provide public information on available disaster assistance programs and who may qualify
- Coordinate with local social services agencies and organizations to provide mental health services and referrals to disaster survivors
- Coordinate with local organizations that provide services to vulnerable populations (e.g. those with disabilities and access and functional needs, seniors, children, and those with LEP) to provide relief services and disseminate information
- Ensure all service delivery areas are accessible for people with disabilities and others with access and functional needs, including information and assistance centers. Consider language issues when crafting public messaging or printed information
- Coordinate available animal care, temporary animal sheltering, and animal reunification resources through both nonprofit organizations and local governmental animal services entities
- Coordinate community door-to-door needs assessments, if necessary
- Coordinate with local community NGOs and VOAD to ensure available resources are communicated with affected communities
- Ensure continuity of social services programs and coordinate with WA Health and Human Services for additional resources
- Provide support to local school districts to maintain continuity of services, reestablish operations, and disseminate public messaging related to closures
- Coordinate with local and regional education entities to identify temporary, alternative and/or supplemental locations for schools as needed
- Continue donations and volunteer messaging, identify issues with unsolicited donations and volunteers, and identify strategies to redirect potential donors to cash contributions
- Establish a local disaster fund to receive financial donations, if necessary
- Coordinate with VOAD or COAD members for assistance with donations management, available resources and volunteer management
- Engage local NGOs and faith based organizations that can help with collecting, sorting, storing, transporting, and distributing unsolicited donations
- Coordinate with local NGOs and VOAD members and volunteers to combine activities like training, deployment, and management
- Continue to disseminate disaster related public health information as needed

HEALTH & SOCIAL SERVICES LRSF TASK CHECKLISTS

Long-Term Recovery

- Continue to support staffing, resources, and logistics for local information centers and/or DRCs
- Maintain ongoing relationships with VOAD, nonprofits, and faith based organizations to coordinate recovery assistance efforts
- Work with neighborhood leaders, case workers, and VOAD and COAD partners to gather information on unmet needs of the community and identify strategies, programs, and resources to address them
- Work with the communications team to provide information and referrals about available community resources and assistance to the public
- Continue donations and volunteer messaging, identify issues with unsolicited donations and volunteers, and identify strategies to redirect potential donors to cash contributions
- Coordinate with local VOAD for assistance with donations management, available resources, volunteer management, and public messaging
- Engage local NGOs and faith based communities that can help with collecting, sorting, storing, transporting, and distributing unsolicited donations
- Support operation of a local disaster fund to receive financial donations, if established
- Collaborate with local nonprofits that routinely work with volunteers to identify potential recovery activity volunteer opportunities
- Support local organizations to provide community health services, including mental health services
- Maintain effective public health outreach and communications related to recovery impacts
- Monitor and maintain human and animal disease surveillance
- Identify and advocate for public-private funding to meet the physical and behavioral health needs of vulnerable populations

COMMUNITY PLANNING & CAPACITY BUILDING

PURPOSE

Support governmental capacities of disaster-impacted communities and helps them plan for, manage and implement disaster recovery activities. The CPCB LRSF participants provide recovery planning at a local level to enhance the work of other LRSFs
Additionally, the CPCB LRSF identifies and leverages existing programs to support the recovery of the local jurisdiction and address recovery gaps identified by other LRSFs and the impacted community members. This is accomplished through coordination and collaboration to identify possible solutions.

The CPCB LRSF also coordinates with regional partners, nongovernmental partners, faith-based communities, private sector partners, public and private utilities, nonprofit and philanthropic organizations and state agencies to identify potential resources that support community recovery planning efforts and build capacity. Lastly, the CPCB LRSF maintains the principles of local primacy and whole community participation throughout the recovery process

OBJECTIVES

- Convene the core of an inclusive planning team (identified pre-disaster), which will oversee disaster recovery planning.
- Complete an initial recovery plan that provides an overall strategy and timeline, addresses all core capabilities and integrates socioeconomic, demographic, accessibility, technology and risk assessment considerations (including projected climate change impacts), which will be implemented in accordance with the timeline contained in the plan.

LINES OF EFFORT

- Planning
- Training
- Partnerships

COORDINATION

This LRSF, if utlilized at the local level, can be a huge asset in connecting partners and creating effective collaboration, resource planning and communications planning in a pre-fire setting. It does not have to be led by a local office of emergency management, but may be a way to engage other local partners or collaboratives to support pre-fire readiness.

COMMUNITY PLANNING & CAPACITY BUILDING LRSF MEMBERS	
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:
Name: Organization: Phone: Email:	Name: Organization: Phone: Email:

COMMUNITY PLANNING & CAPACITY BUILDING LRSF TASK CHECKLISTS

Pre-Fire Activities

- Identify key leads for LRSF
- Suggest critical lines of effort based on local context and needs
- Identify leads for each line of effort
- Participate in table top exercise or role play to work out activation protocols and test checklists
- Identify key plan alignments for the county (hazard mitigation plan, comprehensive plan, land use plan, capital improvement plan) to ensure availability and understanding and the potential for post-fire unmet needs. These will need to be transitioned or updated when creating recovery goals and setting timelines after an incident.
- Identify any other key regional and state contacts to build relationships with
- Support recovery financial planning through the provision of subject matter expertise as requested
- Review and update checklists as needed

COMMUNITY PLANNING & CAPACITY BUILDING LRSF TASK CHECKLISTS

Transition from Suppression to Recovery

- Assign a representative from this LRSF to the Recovery Committee or Longterm Recovery Group Executive Committee as appropriate
- Review and update this checklist
- Obtain a situation briefing and/or any special instructions from the Recovery Committee, Local Disaster Recovery Manager or other recovery authority
- Summary of the recovery organization and active committees
- Involvement of outside agencies, stakeholders, and organizations
- Review current incident updates, plans and recovery plans
- Clarify any issues with this groups assignments or activities
- Review LRSF membership to ensure all partners and key stakeholders are represented and recruit additional members as needed
- Review overall LRSF objectives
- Identify impacts to housing stock, short term and long term housing needs and displacement and relocation data
- If the disaster receives a federal declaration, coordinate with FEMA to implement short and long term housing solutions
- Collaborate with private sector entities to identify solutions for short term and long term housing
- Collaborate with the nonprofit communit yto identify housing solutions and address the needs of those displaced
- Work with recovery staff and partners to develop a briefing on current needs and issues, including:
- Size and complexity of the incident
- Situation
- Expectations
- Recovery activities
- Special concerns
- Determine initial incident objectives and tactics
- Activate appropriate subcommittees, make assignments, and distribute relevant information
- Determine meeting cadence for initial planning time frame
- Decide on communication methods and staffing to create and share status reports on activity
- Use damage assessment data to identify the degree of impacts to residential areas
- Compare damage assessment data with pre-disaster housing inventories to estimate the needs for rental units, single family homes, and multi family homes
- Evaluate the need for construction moratoria, reconstruction phasing, and other policies to pace construction
- Evaluate impacts to hotel and motel properties and identify vacancies and room rates
- Coordinate with emergency shelters to facilitate the transition of shelter clients into transitional housing by sharing information on available temporary and short-term options, such as available hotel/motel rooms
- Prepare and submit a preliminary status report to the Recovery Coordination Group or Local Disaster Recovery Manager

COMMUNITY PLANNING & CAPACITY BUILDING LRSF TASK CHECKLISTS

Short-Term Recovery

- Coordinate outreach to provide displaced residents with information about available transitional and short term housing options
- Work with WA Department of Insurance to monitor the pace of claims
- Monitor the progress and pace of home repairs, permitting, and occupancy
- Work with federal partners and case managers to monitor the pace of Individual Assistance applications and disbursements
- Identify temporary housing options and sites, which may include conventional solutions and/or more unconventional solutions (e.g. collaboration with hotel chains, Airbnb hosts, and neighbor home shares)
- Work with Natural Resources LRSF to identify opportunities for placement of temporary structures, such as tents and mobile homes on public property
- Coordinate information sharing with VOAD partners and the Health and Social Services LRSF to ensure displaced residents are connected to available resources
- Develop a public education campaign to raise homeowners' awareness of reconstruction scams and unscrupulous practices by contractors
- Coordinate with nonprofits and VOAD partners that provide housing assistance programs to support outreach and ensure the maximization of resources
- Ensure rebuilding activities are in accordance with codes. Collaborate on public outreach if conflicts arise
- Provide staffing and subject matter expertise at community resource and information centers to provide housing resources, information, and referrals
- Develop recommendations related to housing reconstruction and relocation, such as phasing
- Identify long term housing needs, including affordable housing needs and potential recovery programs and strategies

COMMUNITY PLANNING & CAPACITY BUILDING LRSF TASK CHECKLISTS

Long-Term Recovery

- Continue to provide staffing and subject matter expertise at community resource and information centers to provide housing resources, information, and referrals
- Ensure rebuilding activities are in accordance with codes. Collaborate on public outreach if conflicts arise
- Consider existing comprehensive plans, economic development plans, special district plans, and neighborhood plans to identify potential focus areas for residential redevelopment
- Estimate costs associated with the implementation of long term housing programs, including buy-outs
- Monitor the processing of insurance claims, permits, and individual assistance disbursements
- Develop reports and analysis on housing availability and needs to share with potential investors, local real estate developers, and apartment and home builder associations
- Develop data driven recommendations for allocating public funding to address long term housing needs
- Identify and/or establish programs to provide technical assistance and financial tools that assist homeowners in rebuilding or relocating
- Coordinate with local Housing Authority and advocacy organizations to monitor the supply of affordable housing and Section 8 vouchers
- Explore incentive programs and/or enhanced zoning or building code regulations to promote the reconstruction of housing developments that incorporate stronger building design