



**CENTRALINA**  
REGIONAL COUNCIL

Regional Resilience Collaborative

# Recovery Planning Workshop



*Centralina*  
Economic Development District

October 12, 2021

# Welcome and Introductions

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Name, Organization, Objective for the Day

# Regional Resilience Collaborative Objectives

Support and empower the nine-county region with long-term recovery needs by enabling their ability to implement and support long-term recovery plans for the whole community

# Recovery Planning Workshop

## Agenda

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1. Workshop objectives
2. Recovery planning overview
3. Plan template review
4. Stakeholder identification, engagement, and process
5. Next steps and Centralina support



# Workshop Objectives

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- Support development of up-to-date, operational, and comprehensive all-hazards disaster recovery plans for counties in the Centralina region.
- Discuss key recovery concepts, template, and recommended planning steps
- Identify strengths and barriers for plan development and implementation

# Plan Context and Overview

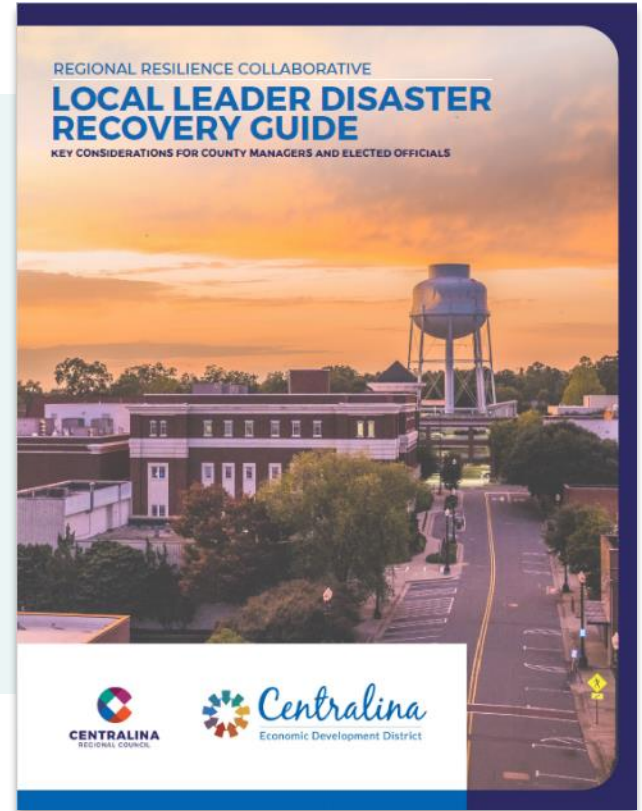
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Key principles and background

An important place to start...

Emergency management  
owns the **PLAN**

County/city management  
owns the **RECOVERY**



An important place to start...

Recovery partners carry out their  
**DAY-TO-DAY FUNCTIONS**  
under different conditions

Provide staff, expertise, experience, resources



# Pre- vs. Post-Disaster Recovery Planning

## Pre-disaster Planning

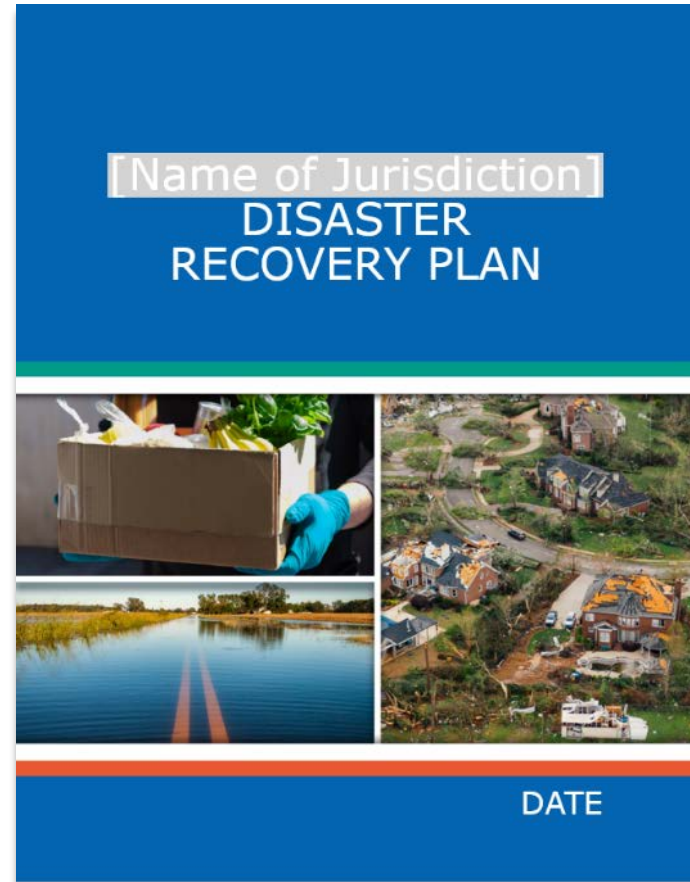
- Establish overall approach to recovery
- Unknown impact
- Unknown community recovery needs

## Post-Disaster Planning

- Identify specific projects and strategies
- Assess impacts
- Assess community recovery needs

# Pre-Disaster Recovery Plan Template

Framework for coordination to document objectives, partners, and actions



# Pre-disaster Recovery Planning



Collaboration and  
coordination



All-hazards



Flexible and  
adaptable

# Collaboration and Coordination

Government



Private Sector



NGOs



# All-Hazards Approach

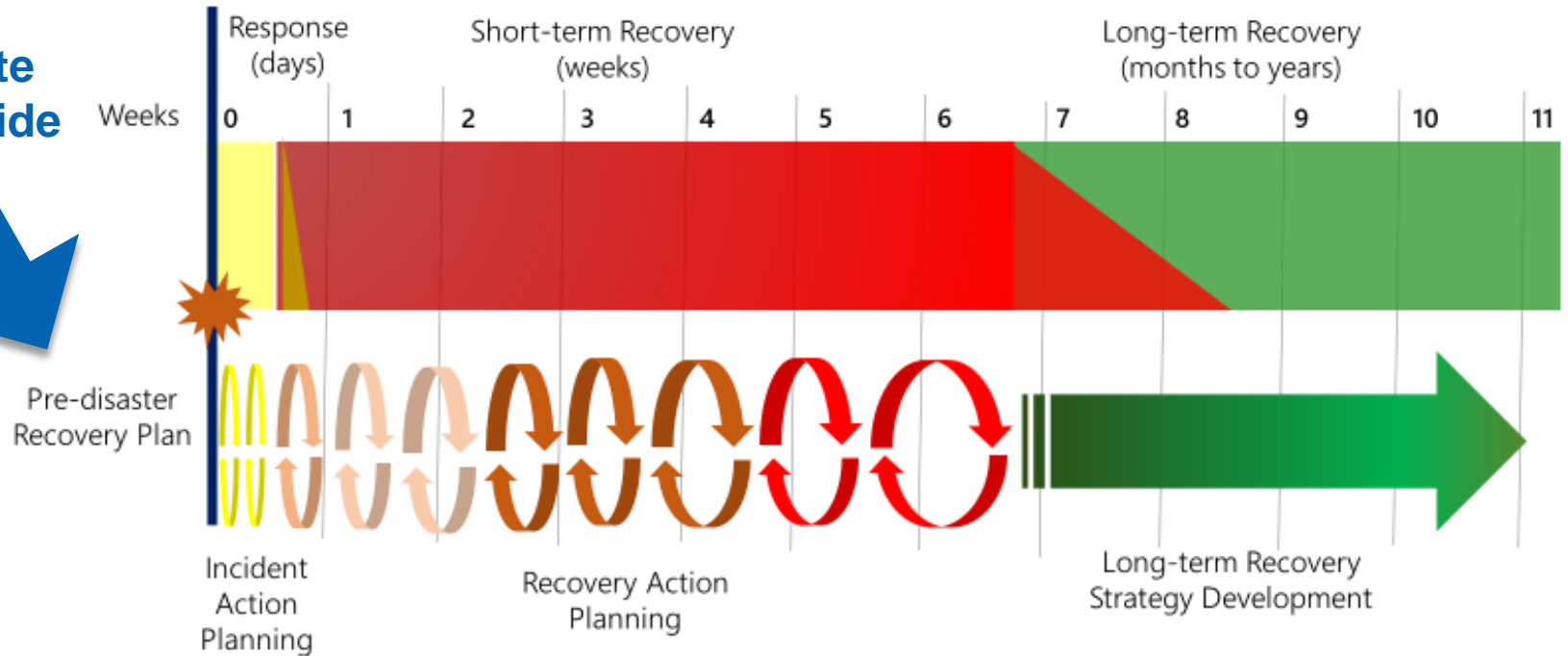


# Flexible and Adaptable



# Recovery Planning

Template  
and Guide



# Recovery Action Plan Template

Document objectives, partners, progress

## (Name of Jurisdiction) Recovery Action Plan

This recovery action plan template documents the recovery process during a specified timeframe. The form should be completed by the Recovery Manager in collaboration with the Recovery Committee members of time, at any time during the recovery process.

### Section 1. General

<b>Incident Name</b>	
<b>Operational Period</b>	<b>From:</b> Insert start date/time <b>To:</b> Insert end date/time
<b>Situation Summary</b>	
<b>Resource Needs and Sources</b>	
<b>Public Outreach Needs and/or Activities</b>	

### Section 2. Recovery Organizational Chart

<b>Local Disaster Recovery Manager</b>	[Name]								
<b>Lead Agency</b>	[Agency]								
<b>Support Organizations</b>	<table border="1"> <tr> <td style="background-color: #1a2b4d; color: white; text-align: center;">[Support]</td> <td style="background-color: #1a2b4d; color: white; text-align: center;">[Support]</td> <td style="background-color: #1a2b4d; color: white; text-align: center;">[Support]</td> <td style="background-color: #1a2b4d; color: white; text-align: center;">[Support]</td> </tr> <tr> <td style="background-color: #1a2b4d; color: white; text-align: center;">[Support]</td> <td style="background-color: #1a2b4d; color: white; text-align: center;">[Support]</td> <td style="background-color: #1a2b4d; color: white; text-align: center;">[Support]</td> <td style="background-color: #1a2b4d; color: white; text-align: center;">[Support]</td> </tr> </table>	[Support]	[Support]	[Support]	[Support]	[Support]	[Support]	[Support]	[Support]
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[Support]	[Support]	[Support]	[Support]						

### Section 3. Recovery Committee Partners

Lead Agency	Key Points of Contact (Name, Position, Phone, Email)

Support Organization	Key Points of Contact (Name, Position, Phone, Email)



# Long-term Recovery Strategy

Long-term projects and programs, milestones, implementation partners, timeline and funding

## BUILD & REPAIR HOUSING FOR HOMEOWNERS

The following projects focus on addressing the needs of homeowners to rebuild and repair housing. The goal of the project is to rebuild 100 homes in Greensburg and Kiowa County in the next 5 years. The focus is to assist all citizens, not just those of low and very low income, an estimated 300 households. A variety of methods may be used in combination to meet homeownership and the repairing of previous homes possible including direct assistance and developer incentives.

It is estimated that a recent new housing unit will have an average cost of \$200,000 while the cost of repair will vary greatly according to the project required during the disaster. One of the biggest challenges for homeowners is the gap between the previous market home value of \$46,500 before the tornado, and the \$220,000 home price estimated for replacement of a 1500 sq. ft., 3BR/2BA. Residents have also expressed concern that homes will be repaired lower than the actual cost of construction.

**NEW HOUSE COSTS:**  
Average New Home Cost: \$200,000  
Site Work/Drain: \$10,000  
Borrower's Allowance Site Work: \$10,000  
**Total Projected Cost: \$140,000**

**ANTICIPATED ASSISTANCE:**  
KIRC Down Payment Assistance: \$75,000  
Insurance: \$75,000  
**Total Anticipated Assistance: \$ 90,000**

**GAP:**  
AVERAGE RANGE: \$70,000 - \$100,000  
NUMBER OF HOUSEHOLDS: 300  
MEDIAN INCOME: \$31,575


**TOTAL COST TO REBUILD HOUSING:**  
**NETS \$37,100,000 - \$53,000,000**

\*Assumes 50% equity established in house



30 Long-Term Community Recovery Plan  
GREENSBURG + KIOWA COUNTY, KANSAS

## CONDUCT A HOUSING MARKET STUDY

**RECOVERY VALUE:** (Illustrative)   
The market study is a moderate recovery value because it can provide a document to support the investment of developers in the community. This investment allows residents to return quickly and ensure a mix of housing types to meet all residents' needs.

**PROJECT DESCRIPTION:**  
In order to assure a mix of housing options and opportunities a market study should be undertaken. The market study will also assist in permeabilizing the projected need and market to attract developers to the area.

**ACTION STEPS:**

- Work with KIRC and USDA Rural Development to develop loan requests for a market study scope of work.
- Release a Request for Proposal to complete the market study.
- Identify and secure funding for the study.

**COST ESTIMATE:**  
Consultant Services: \$ 25,000  
Funding Gap: (\$25,000)

**POTENTIAL RESOURCES:**  
• CTRF (optional non-profit) Free Home Program

## IDENTIFY AND UTILIZE GRANTS AND LOAN PROGRAMS

**RECOVERY VALUE:** (Illustrative)   
The gap in the cost of housing for residents is substantial. It is important for the recovery of the community that all financial assistance currently available is identified and used to increase the affordability of housing for residents who will be unable to return.

**PROJECT DESCRIPTION:**  
Funding has been made available through a variety of federal, state, local and non-governmental entities. The goal of this project is to identify and secure direct financial assistance for homeowners. This may include approval of financing options to reduce monthly mortgage payments or direct financial assistance from non-profit and for-profit developers, banks and lenders, and the secondary market. It is important to make as many housing funding resources available for the recovery effort as possible. In addition to existing programs, one identifier should be given to the creation of a revolving loan fund to subsidize the initial cost of housing. Details on each of these programs can be found at [www.greensburgks.org](http://www.greensburgks.org) and in the Technical Appendix.



## LONG-TERM COMMUNITY RECOVERY PLAN

GREENSBURG + KIOWA COUNTY, KANSAS  
AUGUST 2007

<https://www.greensburgks.org/residents/recovery-planning/long-term-community-recovery-plan>

# Pre-disaster Planning Process Overview



# Discussion

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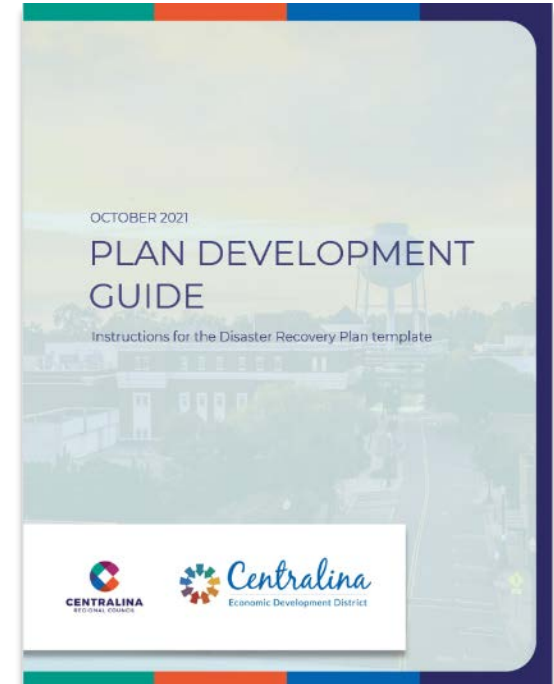
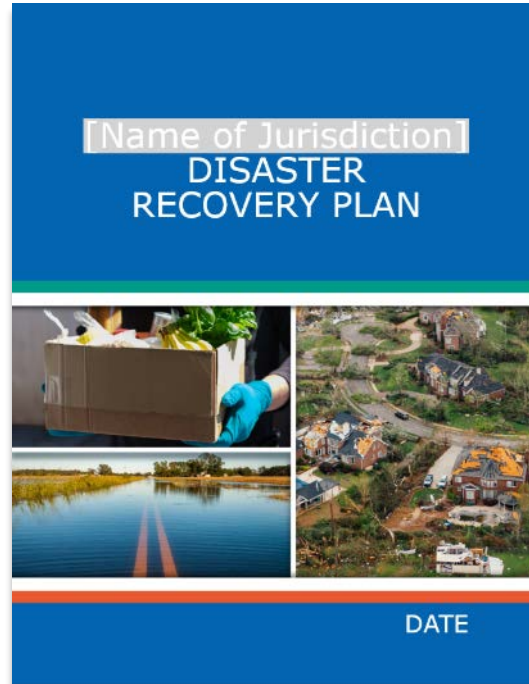
# Plan Template Review

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Overview of plan content and sections

# Resources

1. Customizable template
2. Plan development guide



# Disaster Recovery Plan Template

CPG-101 format

## Table of Contents

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# Crosswalk with State and Federal

Committees and RSFs

**Table 4: Local and State Recovery Organization Alignment**

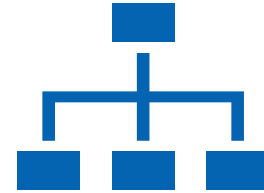
Name of Jurisdiction Recovery Organization	North Carolina Recovery Support Functions (RSF)	Federal RSFs
LDRM Command Structure	<ul style="list-style-type: none"> <li>• RSF 1: Emergency Management</li> <li>• RSF 2: Communications and Intergovernmental Relations</li> </ul>	<ul style="list-style-type: none"> <li>• Federal Disaster Recovery Coordinator</li> </ul>
Community Planning and Development Committee	<ul style="list-style-type: none"> <li>• RSF 12: Long-Term Community Planning, Capacity Building and Resilience</li> </ul>	<ul style="list-style-type: none"> <li>• Community Planning and Capacity Building RSF</li> </ul>
Economic Committee	<ul style="list-style-type: none"> <li>• RSF 6: Business &amp; Workforce Development</li> <li>• RSF 9: Agriculture</li> </ul>	<ul style="list-style-type: none"> <li>• Economic RSF</li> </ul>
Health and Social Services Committee	<ul style="list-style-type: none"> <li>• RSF 3: Non-profit and Volunteerism</li> <li>• RSF 4: Health and Human Services</li> <li>• RSF 11: Education</li> </ul>	<ul style="list-style-type: none"> <li>• Health and Social Services RSF</li> </ul>
Housing Committee	<ul style="list-style-type: none"> <li>• RSF 8: Housing</li> </ul>	<ul style="list-style-type: none"> <li>• Housing Recovery RSF</li> </ul>
Infrastructure Committee	<ul style="list-style-type: none"> <li>• RSF 5: Transportation and Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Infrastructure System RSF</li> </ul>
Natural and Cultural Resources Committee	<ul style="list-style-type: none"> <li>• RSF 7: Environmental Preservation</li> <li>• RSF 9: Agriculture</li> <li>• RSF 10: Cultural Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Natural and Cultural Resources RSF</li> </ul>

# Recovery Plan Template

Key Content



Concept of  
Operations



Organization and  
Assignment of  
Responsibilities



Recovery  
Committee  
Annexes

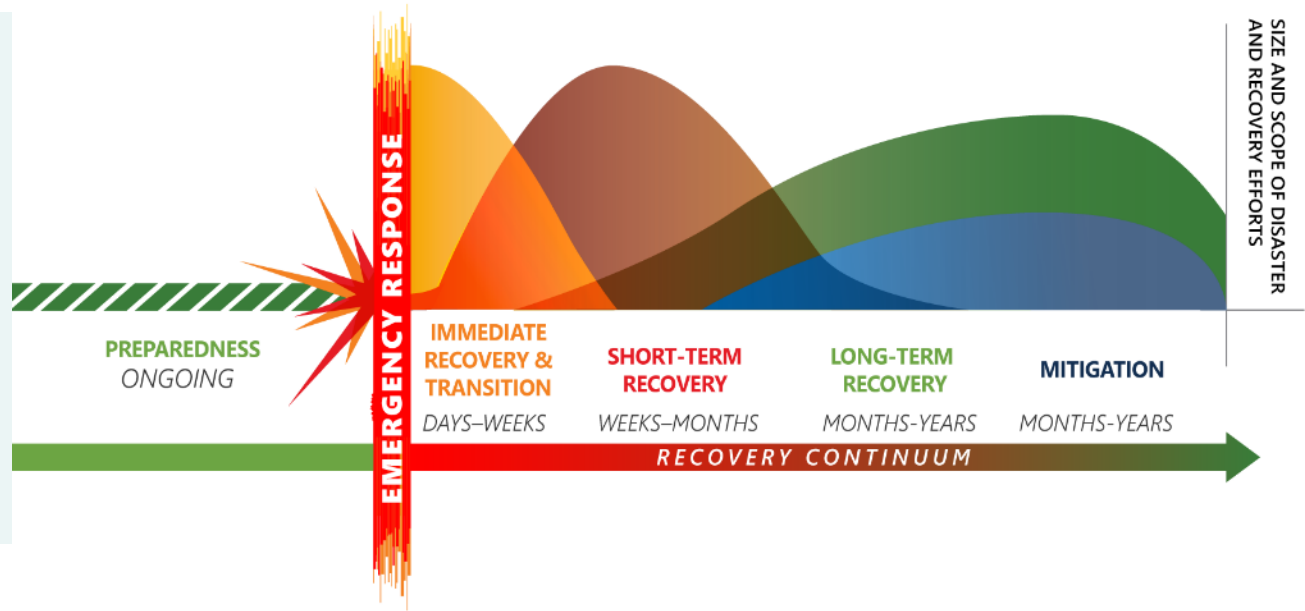


Appendix: Recovery  
Action Plan Template

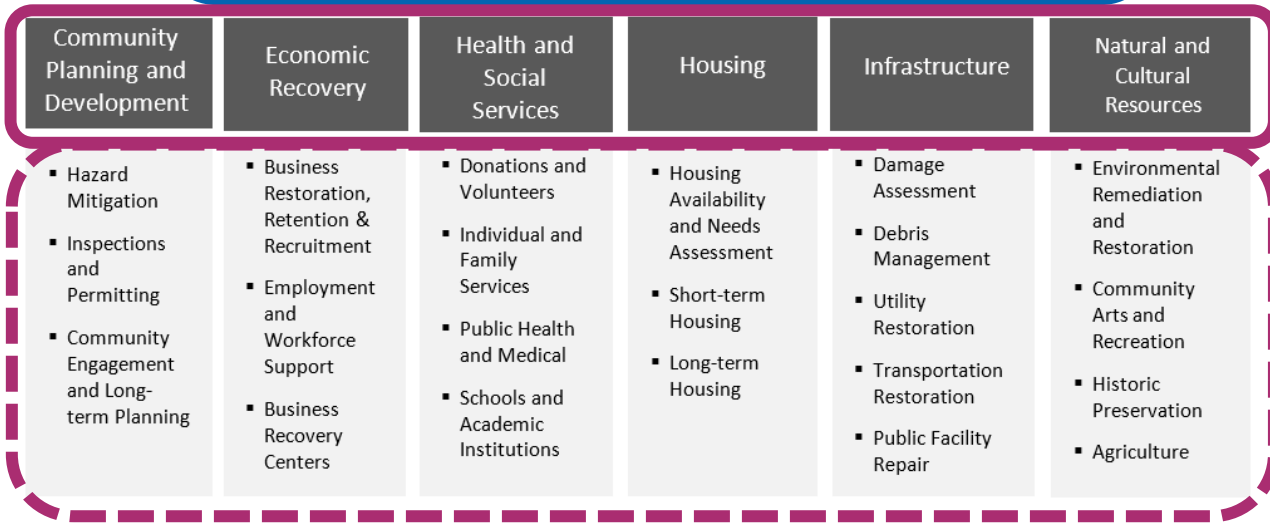
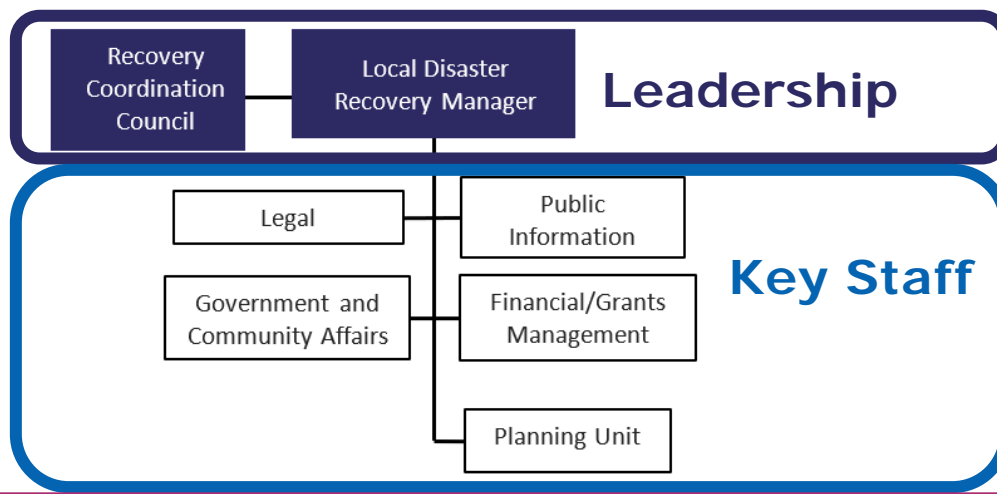


# Concept of Operations

- Activation
- Phases
- Activities



# Recovery Organization



## Committees

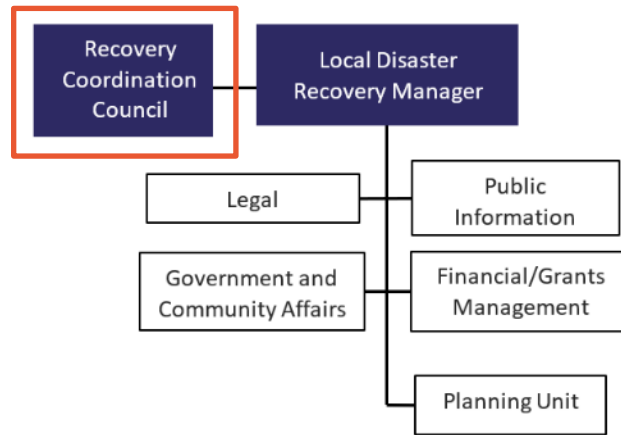
## Subcommittees

# Overall Concept



# Recovery Leadership

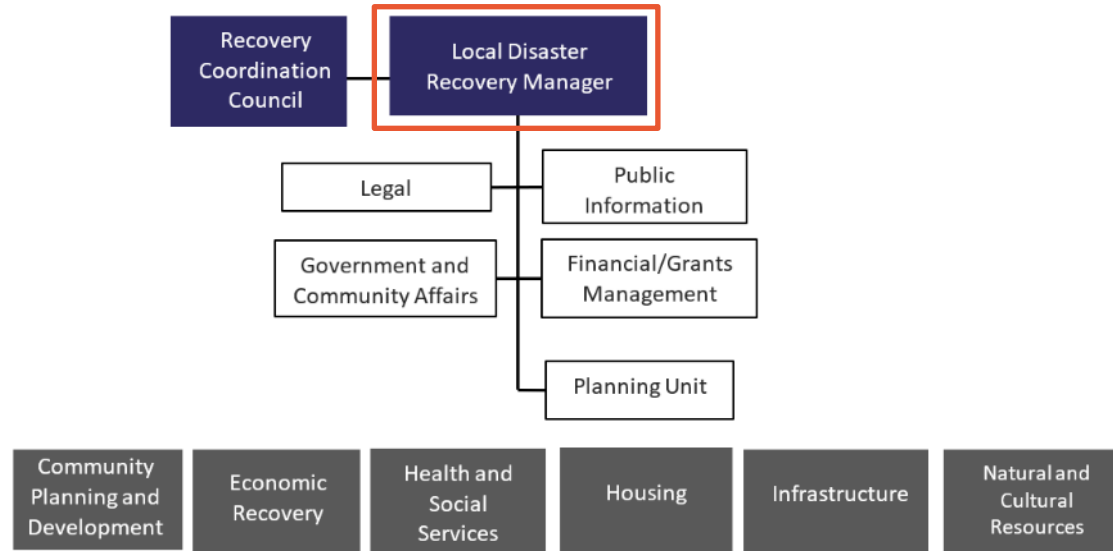
## Recovery Coordination Council



- Example Recovery Coordination Council Members
  - County Manager
  - Commissioners
  - Department Heads (Human Services, etc.)
  - Lead Service Agencies

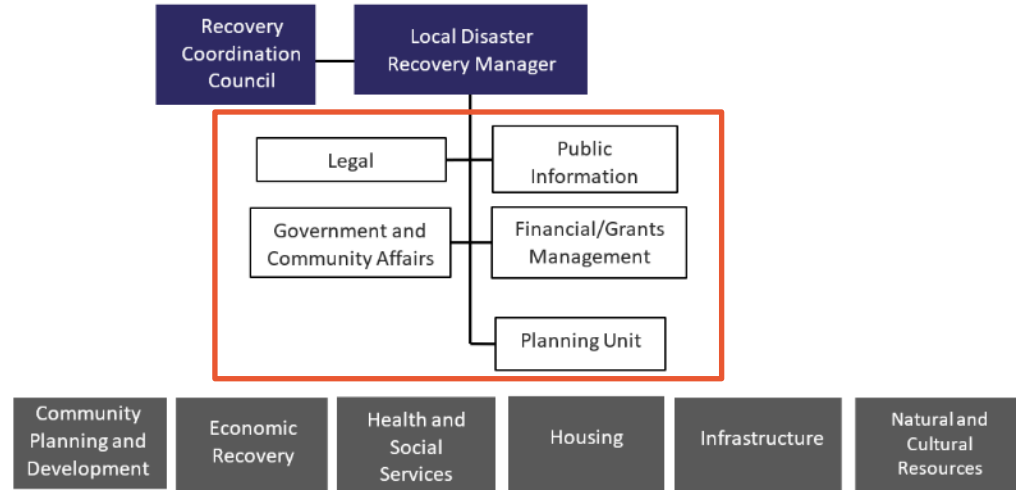
# Recovery Leadership

## Local Disaster Recovery Manager



- Example LDRM:
  - County Manager
  - Deputy County Manager
  - County Executive Staff
  - Department Director
  - Outside hire

# Key Staff



- Legal: policy and program development
- Government/community affairs: coordination of state and federal programs, and outreach across the community
- Public Information: PIO function
- Financial/grants management: cost recovery and accounting
- Planning Unit: supports coordination and documentation

# Committees and Subcommittees

## Community Planning and Development

- Hazard Mitigation
- Inspections and Permitting
- Community Engagement and Long-term Planning

## Economic Recovery

- Business Restoration, Retention & Recruitment
- Employment and Workforce Support
- Business Recovery Centers

## Health and Social Services

- Donations and Volunteers
- Individual and Family Services
- Public Health and Medical
- Schools and Academic Institutions

## Housing

- Housing Availability and Needs Assessment
- Short-term Housing
- Long-term Housing

## Infrastructure

- Damage Assessment
- Debris Management
- Utility Restoration
- Transportation Restoration
- Public Facility Repair

## Natural and Cultural Resources

- Environmental Remediation and Restoration
- Community Arts and Recreation
- Historic Preservation
- Agriculture

# Discussion

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# Committee Annexes

Outlines phased activities for each committee/subcommittee

## Annex B: Economic Committee Annex

### Mission

The Economic Committee coordinates the efforts of government, nonprofit, and private-sector partners to support restoration and revitalize disaster. The Committee supports the repair effort, reinvestment and private-sector lending necessary. The Committee also supports local workforce development and training opportunities.

### Recovery Objectives

- Provide support to local businesses to ensure that they can remain in the area.
- Develop public-private partnerships to encourage and recruit new businesses to the area.
- Help local residents return to work by providing training and job placement programs.
- Collaborate with the private sector to develop and leverage existing economic development programs to prevent future disasters.

### Local and Regional Recovery

Local/Regional Organization	Business Restoration, Retention, and Recruitment
Department of Economic and Workforce Development	Lead
Chamber of Commerce	Support
Local Business Owners	Support
Office of Emergency Management	
Planning Department	Support
Centralina Regional Council: <ul style="list-style-type: none"> <li>• Economic Development</li> <li>• Workforce Development</li> </ul>	Support

### Business Restoration, Retention, and Recruitment

#### Objective

Provide resources, programs, and strategies to help affected business owners quickly resume operations and develop strategies to attract new businesses to the area.

#### Overview

The Business Restoration, Retention, and Recruitment Subcommittee should include participation from government departments that develop and implement economic plans and programs; local associations that promote local economic development; and local business owners and employers. Local, state, and national chambers of commerce and the federal SBA should provide information on programs and assistance (such as recovery business loan programs) to help business owners during recovery.

#### Pre-disaster Preparedness Activities

- Develop long-term economic development plans and strategic priorities to direct economic investment during disaster recovery.
- Identify and foster development of resources to promote economic resilience, such as small business support services and employment and job-placement programs.
- Encourage private-sector entities to create business continuity plans.
- Identify essential businesses that should receive priority for reopening because they are necessary for other businesses to open (e.g., the banking system to ensure cash flow and availability, local home improvement stores to provide supplies for repairs, grocers to provide food to the affected population).
- Support and encourage incorporation of private-sector partners into emergency management planning, training, and exercises.
- Collaborate among private companies, insurers, and lenders that may be crucial to disaster recovery. Create a working group to participate in recovery planning efforts.
- Develop an outreach campaign to help local businesses understand the limitations of insurance for disasters.

#### Transition Phase Activities

- Review damage assessments to understand the operation status of current businesses to determine which are still operating, which had to close, and which can reopen with available resources and support.

# Community Planning and Development

Oversees repair and rebuilding of homes and businesses and engages the community in recovery

- Hazard mitigation
- Inspections and recovery
- Community engagement and long-term planning
- Potential Lead
  - County Inspections
  - County Planning
- Potential Support
  - Public Works
  - Community Development
  - Emergency Management



# Economic Recovery Committee

Restore and retain businesses and employment and generate economic development opportunities for the community

- Business Restoration, Retention & Recruitment
- Employment and Workforce Support
- Business Recovery Centers
- Potential Lead
  - Economic and/or Workforce Development
- Potential Support
  - Chamber of Commerce
  - Community Foundations
  - Downtown districts
  - Businesses/employers



# Health and Social Services Recovery Committee

Restores health systems and provides social services to improve the well-being of individuals and families affected by the disaster

- Donations and Volunteers
- Individual and Family Services
- Public Health and Medical
- Schools and Academic Institutions
- Potential Lead
  - County Social Services
  - County Public Health
- Potential Support
  - Emergency Management
  - North Carolina Voluntary Organizations Active in Disaster
  - American Red Cross
  - Faith-based and community-based organizations



# Housing Recovery Committee

Develop strategies for realistic, accessible, and affordable temporary and long-term housing options for those displaced from their homes

- Housing Availability and Needs Assessment
- Short-term Housing
- Long-term Housing
- Potential Lead
  - Planning and Inspections
  - Community Development
- Potential Support
  - Housing Authority
  - Habitat for Humanity
  - Association of Realtors
  - Apartment Association
  - Home Builders Association
  - Social Services



# Infrastructure Recovery Committee

Repair and restore infrastructure and essential services and improve resiliency of infrastructure systems to future disasters

- Damage Assessment
- Debris Management
- Utility Restoration
- Transportation Restoration
- Public Facility Repair
- Potential Lead
  - Public Works
  - Engineering
  - General Services
- Support
  - Emergency Management
  - Water Management
  - Solid Waste Management Department
  - Transit companies
  - Utility companies
  - Transportation Department
  - Information Technology



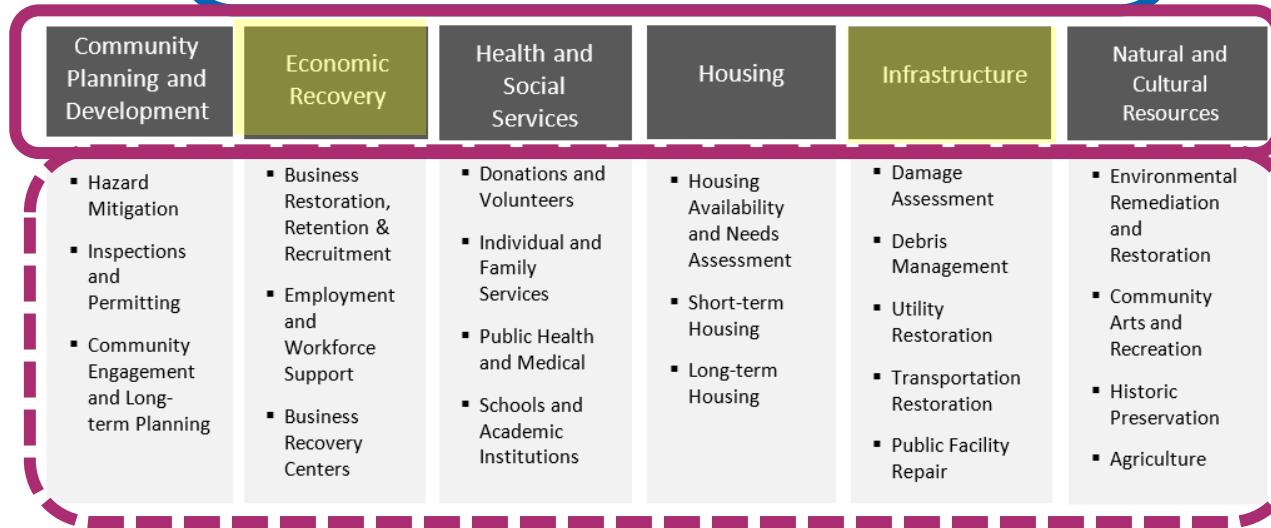
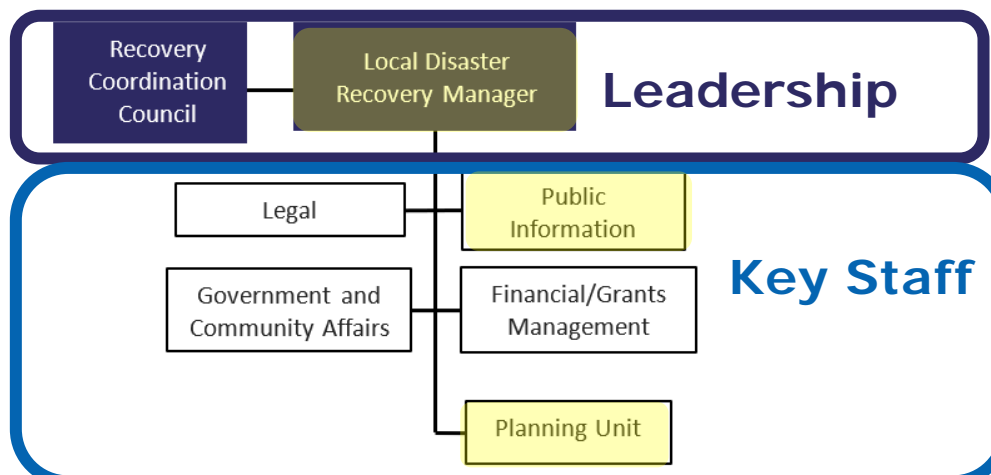
# Natural and Cultural Resources Recovery Committee

Restore natural areas and cultural assets to their pre-disaster condition and improve resiliency to future disasters

- Environmental Remediation and Restoration
- Community Arts and Recreation
- Historic Preservation
- Agriculture
- Potential Lead
  - Engineering/ Environmental Services
- Potential Support
  - Planning
  - Parks and Recreation
  - Public Works
  - Historic Preservation
  - Arts commissions/foundations
  - Agriculture-related agencies/organizations



# Gas Explosion

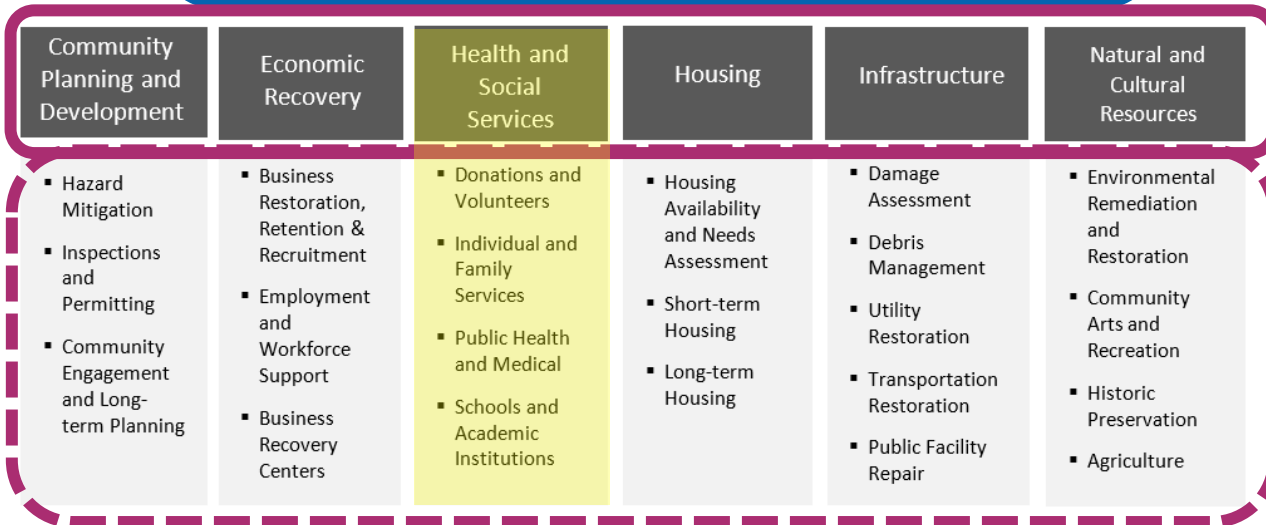
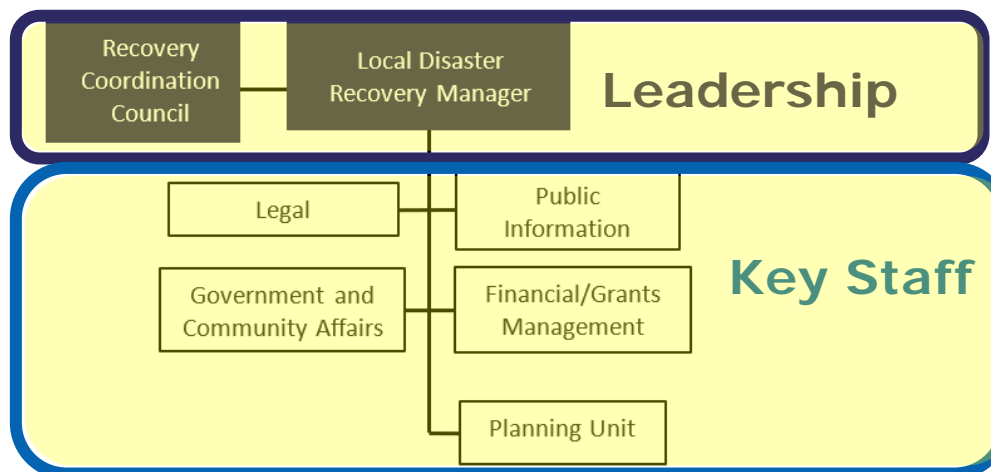


## Committees

## Subcommittees



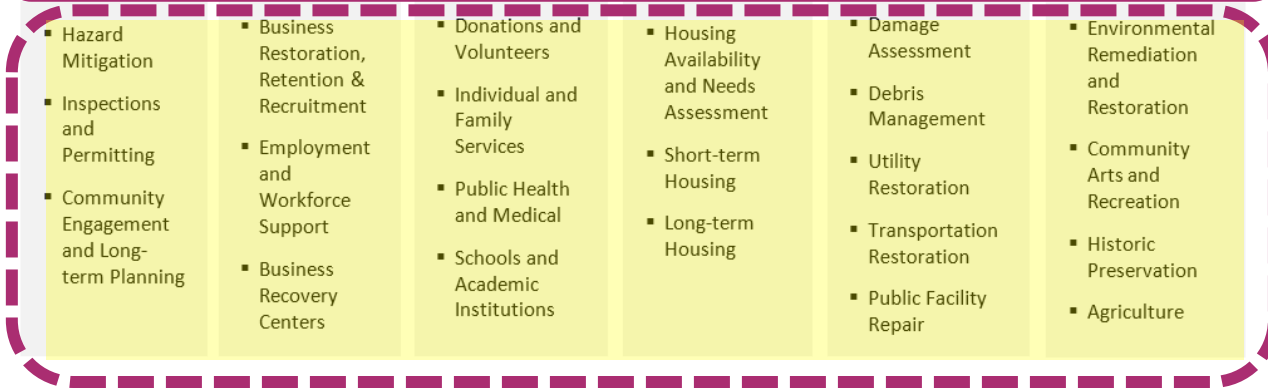
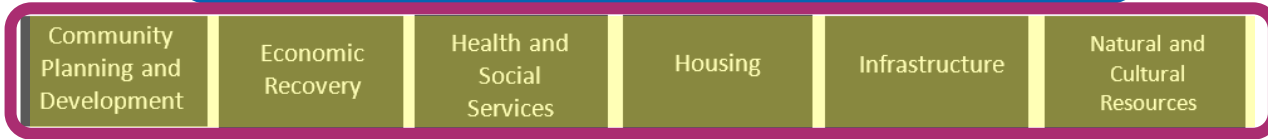
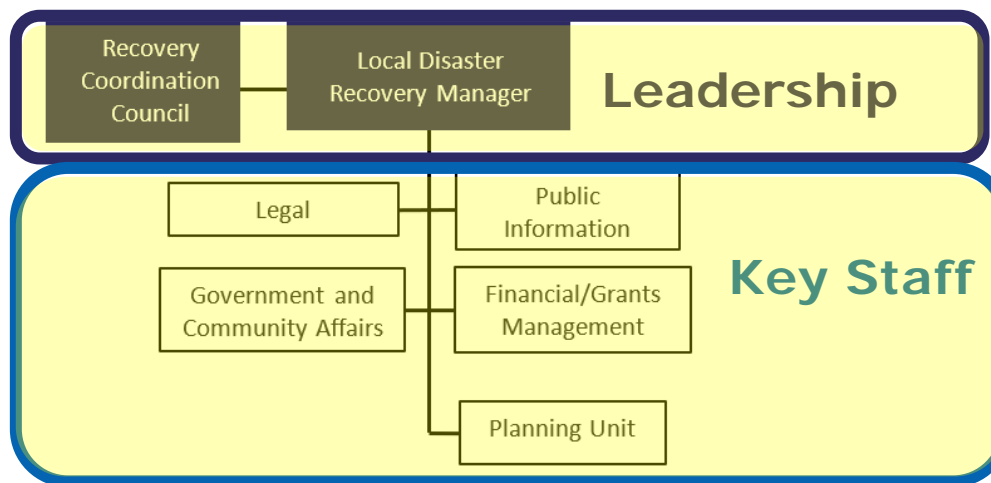
# Mass Shooting



## Committees

## Subcommittees

# Catastrophic Hurricane

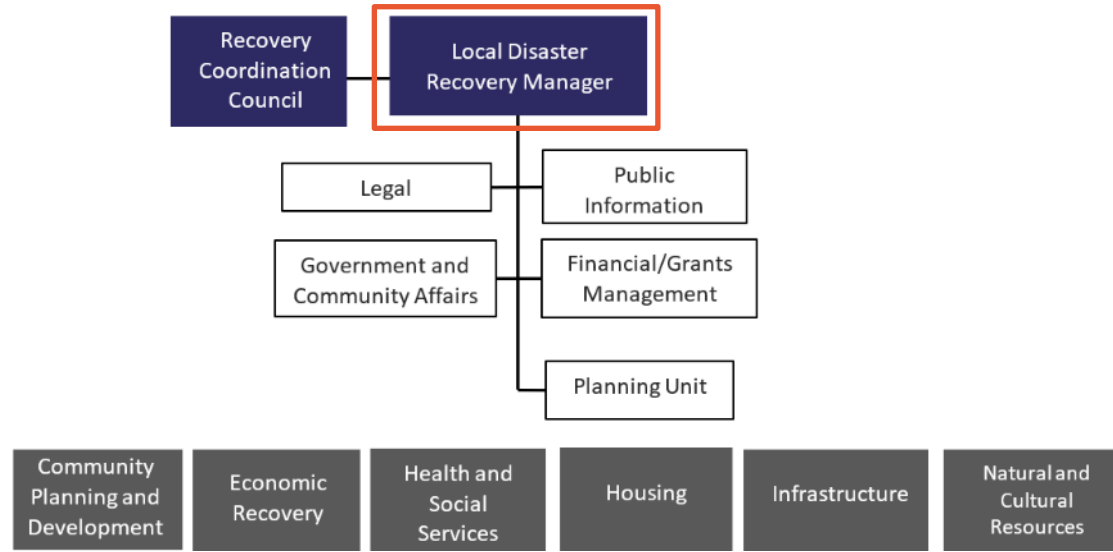


## Committees

## Subcommittees

# Recovery Leadership

## Local Disaster Recovery Manager



- Example LDRM:
  - County Manager
  - Deputy County Manager
  - County Executive Staff
  - Department Director
  - Outside hire

# Discussion

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# Stakeholder identification, engagement, and process

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Who should be engaged, and how?

# Building a Recovery Organization

Step 1: Use agency/organization list to identify potential partners

Agency/ Organization	Role in Disaster Recovery
Advocacy Groups	<ul style="list-style-type: none"> <li>veterans, people experiencing homelessness, and other at-risk populations.</li> <li>Ensure transparency and accountability for recovery programs and compliance with civil rights laws and the Fair Housing Act.</li> <li>Assist renters and those experiencing homelessness before the disaster in obtaining quality, affordable, and accessible rental property.</li> </ul>
Name of local organization(s) Chamber of Commerce	<ul style="list-style-type: none"> <li>Provide a link between businesses and local officials.</li> <li>Identify available resources and needs from various local businesses.</li> <li>Provide public information from local officials to businesses via established methods of communication including email listservs, websites, and newsletters.</li> </ul>
Community Development Department	<ul style="list-style-type: none"> <li>Work with developers and community housing development organizations to support safe and efficient housing and neighborhood recovery.</li> <li>Support programs to retain residents.</li> <li>Support identification of affordable temporary and long-term housing options.</li> <li>Propose affordable housing investments and grant funding allocations for recovery.</li> <li>Provide programs and services to support people experiencing homelessness.</li> </ul>
Name of local organization(s) Community Foundations	<ul style="list-style-type: none"> <li>Reach out to local nonprofit partners to gather information on recovery needs (e.g., need for volunteers, supplies, donations).</li> <li>Connect local organizations with potential donors by posting affected organizations' recovery needs on the foundation's website.</li> <li>If possible, establish and administer a local disaster relief fund.</li> </ul>
Name of local organization(s) Community Outreach Organizations	<ul style="list-style-type: none"> <li>Provide information on available recovery assistance and services to target populations (e.g., low-income residents, people with disabilities and others with access and functional needs, seniors, children, home-bound populations, those with limited English proficiency, etc.).</li> <li>Use websites, social media, community events, and other engagement channels to amplify recovery messaging to the community.</li> <li>Solicit input and feedback from community members to ensure their voices are heard and build trust and confidence in the recovery</li> </ul>

## Building a Recovery Organization

Step 2: Conduct one-on-one interviews using sample questions and responsibilities



Recovery partners will use their day-to-day functions to support recovery



Use development guide sample interview questions



Confirm or revise template roles and responsibilities

# Building a Recovery Organization

Step 3: Finalize plan and continue to improve over time



Review



Validate



Socialize



Train and exercise



Maintain



# Centralina Support

How can we help?

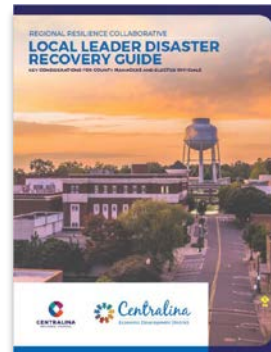
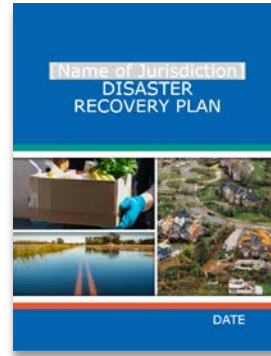


# Discussion

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# Next Steps

- Materials available:
  - Plan template
  - Plan development guide
  - PowerPoint Presentation
  - Local Leader Disaster Recovery Guide



# Upcoming Workshop

## Recovery as an Opportunity

Addressing Social Vulnerability and Building Economic Resilience

**Tuesday, November 16<sup>th</sup>**  
**10am-12pm**

# Thank you!

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*Senior Emergency Management  
Planner  
IEM*