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FEDERAL DISASTER RECOVERY COORDINATOR'S CORNER

By: [Kevin Snyder](#), Federal Disaster Recovery Coordinator, FEMA Region III

In the first week of April, I had the opportunity to attend semi-annual training for FEMA's Federal Coordinating Officers (FCO), Federal Disaster Recovery Coordinators (FDRC), and our Incident Management Assistance Team Leads. This gathering of the Agency's field leader cadre is a chance for us to further our professional development, discuss new policy initiatives, hear from the Agency's leadership, and share best practices and lessons learned from ongoing field operations. It's these operational briefs – or the “lessons from the field” – that really bring all the other elements of the training together. The FCOs and FDRCs that have been actively engaged with the efforts in Paradise, CA after the Camp Fire, Florida's efforts to recover from Hurricane Michael, and North Carolina after Hurricane Florence shared some of the innovative approaches they have implemented to support those States and their communities. In these operations – and across the agency in general – an increased focus has been placed on better integrating the resources available across the whole community to support State, Tribal, Territorial and Local partners achieve their defined recovery outcomes. So, what does this really mean? Well, in some instances it may mean that the Infrastructure Systems Recovery Support Function (IS RSF) teams up with FEMA's Public Assistance grant program early in the process to assess how the federal interagency can address local needs that go beyond what the Public Assistance program can address. It may also mean modifying an organizational structure so that a Housing RSF Field Coordinator from HUD is embedded with the State and FEMA to more holistically address local housing needs. Whatever the specifics, the bottom line is all about finding better ways to implement programs and provide support that help communities achieve their recovery outcomes. It was exciting to hear how these efforts in the field are evolving and I look forward to sharing more with you as they take shape. Enjoy the newsletter – this edition is overflowing with great information. Take care and talk soon!

FEMA RELEASES NEW COMMUNITY LIFELINES TOOLKIT

FEMA released the new [Community Lifelines Implementation Toolkit](#) to assist emergency managers in identifying their critical needs and resources during disaster response. A community lifeline enables the continuous operation of business and government functions and is critical to human health and safety or economic security.

Following the 2017 hurricane season, FEMA began using the lifelines concept during response events to quickly identify incident impacts and how information was organized and reported during the disaster. The lifelines concept simplifies incident information to provide decision-makers with clearly identified impacts to critical community services and root causes that inform response and recovery actions. This concept provides actionable information that assist in and maximizes the effectiveness of the federally-supported, state-managed, and locally-executed response. The [Community Lifelines Implementation Toolkit](#) provides whole community partners the information and resources to understand lifelines and coordinate with entities using lifelines. It serves as basic guidance for how to implement the lifeline construct during incident response. The number of resources included in the [Community Lifelines Implementation Toolkit](#) can be used individually or printed into a binder as an all-inclusive resource.

Click on the following link to listen to Jeremy Greenburg from FEMA's Response Directorate discuss the lifelines concept and how the toolkit will be used to support all units of government in disaster responses: <https://www.fema.gov/media-library/assets/audio/177845>.

Community Lifelines





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PRE-DISASTER RECOVERY PLANNING IN THE FIRST STATE

By: Josh Kelly and Erin Norris, Delaware Emergency Management Agency (DEMA)

On Friday, March 22, members of the Delaware Disaster Recovery Task Force (DRTF) met at the James E. Turner III Educational Center at the Delaware Emergency Management Agency (DEMA) to review pre-disaster recovery actions and strategies in Delaware. The workshop was led by DEMA's Josh Kelly, Paige Fitzgerald, and Erin Norris, in partnership with Kevin Snyder and Wynne Kwan at FEMA Region III. Attendees consisted of various state agency personnel, county emergency managers, members of Delaware VOAD, interfaith partners, and a representative from Small Business Administration (SBA) and US Department of Housing and Urban Development (HUD). While Delaware's largest scale disaster was the Storm of 1962, and the last Presidential Disaster Declaration was in 2016, the importance of pre-disaster engagement across all levels of government and community leaders, is not begotten.

The Delaware DRTF is composed of the lead coordinating state agencies for each Recovery Support Function (RSF), and county and regional committee members. The mission of the DRTF is to establish a framework and governance structure which will assist the State of Delaware in identifying, prioritizing, and addressing the short- and long-term issues of recovery. Following a disaster, the DRTF will act as the public face for Delaware's recovery, providing the community with updates on the restoration efforts, and how individual interests are being balanced with policy initiatives of the larger community and region.

While the workshop focused on discussing big picture ideas of the DRTF, it also focused on the work that has already been done, and continues to progress, in pre-disaster recovery planning across the State. In September 2018, the Delaware Community Planning and Capacity Building (CPCB) Profile was released thanks to a dedicated joint-effort between DEMA and FEMA Region III. This profile is a living document which compiles many of the broader recovery strategies and resources across the State. In July of 2018, the Disaster Housing Recovery Task Force (RSF 4) released their draft State of Delaware Disaster Housing Strategy which identifies available housing resources and programs, and builds disaster housing capacity. In the coming year, the Disaster Housing Recovery Task Force plans to meet regularly, build new partnerships, and update the draft plan with resources and data from new partners, including the insurance sector and realtors. Delaware Department of Health and Social Services (RSF 3) has developed a recovery plan and framework which will be updated this summer and will include strategy and planning updates for access and functional needs and vulnerable populations. And coming up in 2020, the Delaware Division of Libraries (RSF 6) will be building recovery planning into their operations, building on strategies laid out during working group meetings that occurred in 2018 and 2019.

On deck in the 2019 and 2020 season will be a series of workshops to build-up the pre-disaster recovery planning momentum that has already been established across the State, and address potential gaps in recovery. There will be workshops focused on pre-disaster recovery planning at the local level, balancing the specific needs of our coastal, inland, and urban communities over the course of the coming months. Specifically, on August 19-22, DEMA will be hosting L-209 State Recovery Planning and Coordination and on September 19, DEMA will host [AWR-228 Community Resilience](#) training. RSF Working Groups will continue to meet, and some will be meeting for the first time the coming year to begin to organize resources and outline roles and responsibilities, and incorporate lessons learned from trainings and workshops. This will build up to the next meeting of the DRTF in late 2019/early 2020.

While there is quite a bit of pre-disaster recovery activity taking place in the First State, there is still more to be done. With an aggressive suite of recovery-based projects, training, and workshops coming up this year, DEMA looks forward to continuing to advance a culture of resilience in the State and to making Delaware a safer place to call home.

For more information about Delaware's recovery planning activities, please contact Josh Kelly at joshua.kelly@delaware.gov or Erin Norris at erin.norris@delaware.gov.



DEMA Director AJ Schall discussing recovery strategies during the March 22nd NDRF Workshop. Photo Credit: Christopher Murtha.



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FOR THE NATION

**FORWARD
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FEMA INTEGRATION TEAM READY TO SUPPORT WEST VIRGINIA

By: Dave Melancon and James Young, West Virginia FEMA Integration Team

The Federal Emergency Management Agency (FEMA) has maintained a continuous presence in West Virginia every day since the June 2016 floods (DR 4273-WV). Additionally, three more presidentially-declared disasters took place in the Mountain State with DR 4331-WV (July 2017), DR 4359-WV (February 2018), and DR 4378 – WV (May-June 2018).

The FEMA team supporting the Mountain State during these disasters evolved from a Joint Field Office (JFO) with more than 100 full-time and FEMA Reservist employees, to the West Virginia Recovery Office (WVRO), which worked to implement projects and programs from DR-4273. The evolution continued in February 2019 with the establishment of the West Virginia FEMA Integration Team (WV FIT). While the office's name is new, the team is comprised of employees from the WVRO.

“The West Virginia FIT has a unique opportunity to support the State of West Virginia and truly change the way that emergencies are managed,” said James Young, FIT Interagency Recovery Coordination Lead. The team's structure supports the state in all phases of emergency management and is tailored to fit West Virginia's needs, he said. Staff will focus on preparedness and recovery activities day to day but will also be trained and ready to provide response capabilities to the state.

In an emergency, the team members will put aside their recovery roles and assume new duties as emergency managers under the Incident Command System (ICS). Once alerted, the WV FIT will assume response roles as the WV Incident Management Assistance Team (IMAT). The WV IMAT is a collateral duty force within the Region III IMAT structure. The main difference is that team members are stationed in West Virginia, ready to assume their emergency management functions at a moment's notice. “This new level of collaboration between FEMA and West Virginia will create a cohesive team that is able to strategically tackle all phases of emergency management and help build a culture of preparedness in the state,” Young said.

The FIT program was proposed by former FEMA Administrator Brock Long. The goal is to build out needed support in each state. FEMA and its state/tribal partners will work together to determine what skills are needed based upon lessons learned from previous disasters, threat assessments, and after-action reviews. FEMA ensures that the employees are qualified, trained, and equipped for their positions.

The first FIT was established in North Carolina in April 2018. Since then, teams have also been stood up in Idaho, Oregon, Tennessee, Montana, Florida, Missouri, Indiana and Virginia. “This is a new way for FEMA to do business with our state partners, getting staff out of our regional offices and into the states,” Long said. “We will talk to, and learn from, each other during blue sky days, not just when disaster strikes. Redying the nation for catastrophic disasters is about the partnerships we build every day.”

ELLICOTT CITY SAFE AND SOUND PLAN

Officials in Howard County, Maryland, recently unveiled the new [Ellicott City Safe and Sound Plan](#) – a multi-phase plan to increase public safety, prepare the county for changing future conditions, and support business and property owners through an inclusive, community-driven process.

Ellicott City has a history of catastrophic flooding events that have devastated residents and business owners in the community, with two floods occurring as recent as 2016 and 2018. In response to these large-scale floods, the city kickstarted a series of flood mitigation projects to begin the process of alleviating its flood risks and vulnerabilities. The Safe and Sound plan website highlights these projects in an interactive map depicting current and future flood mitigation projects and lists a description and status of each project.

Some additional highlights of the Safe and Sound Plan include exploring opportunities for Lower Main Street, which is viewed as the most vulnerable and flood-prone area of the community. Community residents and officials are striving for solutions that do not require full scale demolition of buildings, in an effort to preserve the historic charm that characterizes Ellicott City. The plan aims to create a flood mitigation assistance pilot program to offer matching grants for flood mitigation projects for designated areas and structures in the community.

The Safe and Sound Plan also identified nine waterways in the community that will be subject to enhanced inspection and debris removal as a preventative measure. A recent weather event in Ellicott City prompted local officials to activate this component of the public safety and mitigation plan. Taking these preventative measures was a small success that contributed to the community's continued implementation of phase one of the Safe and Sound Plan. Local officials will soon begin planning to roll out the remaining three phases to make Ellicott City a safer and more resilient community for all.

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FY19Q3 / April 2019 Issue 23

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Page 3



FEMA
REGION III



DC



DE



MD



PA



VA



WV

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RECOVERY FRAMEWORK

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DISASTER RECOVERY
FOR THE NATION

**FORWARD
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RESTORE PENNSYLVANIA

Pennsylvania is the second largest producer of dry natural gas (behind Texas) and is the only major gas-producing State in the country that does not impose a severance tax, leaving billions of dollars on the table in taxes that could be imposed for acquiring natural resources once they are extracted.

In January 2019, Governor Tom Wolf introduced legislation outlining a major infrastructure initiative, *Restore Pennsylvania*, that would be funded by the monetization of a common sense severance tax. The severance tax would be paid by oil companies based on the amount of gas produced per well that is drilled. *Restore Pennsylvania* will invest \$4.5 billion over the next four years in significant, high-impact projects throughout the Commonwealth and will identify these projects based on local input and need.

Through *Restore Pennsylvania*, Governor Wolf's vision of supporting vibrant, interconnected, and modern towns and cities will be achieved by focusing on five priority areas. Three of these five focus areas are directly related to hazard mitigation planning and resiliency. *Restore Pennsylvania* will provide funding for flood prevention to protect against severe weather and reduce risk to homes and businesses in flood-prone areas. It will also provide funding to upgrade flood walls and levees, replace high-hazard dams, and conduct stream restoration and maintenance activities. After a disaster, *Restore Pennsylvania* will help families rebuild by establishing a disaster relief trust fund to provide additional funding to assist individuals who suffer losses. Improving stormwater infrastructure is a critical component to reducing water pollution and helping mitigate flood risk. *Restore Pennsylvania* will provide grants to municipalities moving forward with Pollutant Reduction Plans to help them implement creative solutions to comply with their stormwater mandates, reduce the impacts of flash flooding, and transform their communities.

Furthermore, Governor Wolf's proposed plan will increase resources to address blight by providing financial resources at the local level to establish land banks and acquire and demolish blighted buildings in order to create new development opportunities or provide new green space. This initiative will ensure the continuation of Pennsylvania's Brownfields program, returning more sites to recreational and open uses. *Restore Pennsylvania* will provide significant new funding to enable environmental projects and recreational opportunities across the State, including infrastructure and maintenance in State parks, creation and revitalization of local parks, and funding for trail projects. FEMA is excited to see projects arise from this initiative to help communities increase their resilience.

2018 NATIONAL INVENTORY OF DAMS NOW AVAILABLE

In January 2019, the U.S. Army Corps of Engineers (USACE) released an update to the National Inventory of Dams. The 2018 National Inventory of Dams (NID) is now available [here](#).

The NID was populated using 116th Congressional District information. State and Federal dam regulators provided their data from May to November 2018 for inclusion in the 2018 database, which includes more than 90,000 dams nationwide. Major changes to the 2018 NID include allowing users to download or export certain NID data and to view the hazard potential classification.

The NID consists of dams meeting at least one of the following criteria:

- High hazard potential classification - loss of human life is likely if the dam fails
- Significant hazard potential classification - no probable loss of human life due to dam failure but can cause economic loss, environmental damage, disruption of lifeline facilities, or other concerns
- Equals or exceeds 25 feet in height and 15 acre-feet in storage
- Equals or exceeds 50 acre-feet storage and 6 feet in height

Congress first authorized the USACE to inventory dams in the United States with the National Dam Inspection Act of 1972. The NID was first published in 1975, with several updates as resources permitted over the next ten years. In subsequent years, the Water Resources Development Act, National Dam Safety and Security Act, Dam Safety Program, and the Water Resources Reform and Development Act provided various authorizations allowing USACE to maintain and periodically publish an updated NID. USACE also began close collaboration with the Federal Emergency Management Agency (FEMA) and State regulatory offices to obtain more accurate and complete information. To learn about dams in your community and to view the updated NID inventory, please visit <https://nid-test.sec.usace.army.mil/ords/?p=105:1:.....>.



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STRENGTHENING
DISASTER RECOVERY
FOR THE NATION

FORWARD RECOVERY

FLOOD RESILIENCE: TRAINING FOR WATER AND WASTEWATER UTILITIES

To encourage communities to build greater resilience, the US Environmental Protection Agency (EPA) is hosting *Flood Resilience: Training for Water and Wastewater Utilities*, a training designed for the water sector in Pennsylvania. This one-day training will provide guidance and information for drinking water and wastewater utilities to enhance their ability to withstand a flooding event, minimize damage, and rapidly recover from disruptions to service.

TRAINING OBJECTIVES

- Learn how to use the US EPA tool "[Flood Resilience: A Basic Guide for Water and Wastewater Utilities](#)" (Flood Resilience Guide)
- Complete an example flood assessment using the Guide that also enables you to repeat the assessment at your facility
- Learn how to identify mitigation measures to effectively protect your utility from flooding
- Learn about funding options for implementation of mitigation measures
- Network and learn from each other

TRAINING FORMAT

This training will include working sessions on each of the four primary sections of the "Flood Resilience Guide", provide real-world examples of recent flood impacts, as well as mitigation efforts to increase resilience and provide information about funding options for mitigation measures that utilities may want to implement.

Participating organizations may include area water and wastewater utilities; stormwater utilities; technical service providers; water sector associations; and consultants.

A scenario used during the training examines the impact of flooding on a hypothetical utility and provides participants an opportunity to conduct an example flood assessment.

TO REGISTER AND FOR MORE INFORMATION

To register for this event, please visit the registration website at:
<https://www.eventbrite.com/e/pennsylvania-flood-resilience-training-for-water-and-wastewater-utilities-registration-59787205140>

For additional information, please contact Patti Kay Wisniewski (EPA Region 3) at 215-814-5668 or wisniewski.patti-kay@epa.gov.

DETAILS

Date: Wednesday, July 24, 2019

Time: 8:00am-3:30pm

Location:

Pennsylvania American Water
852 Wesley Drive
Mechanicsburg, Pennsylvania
17055

Directions and additional information will be provided for all registrants.

There is **NO** registration fee to attend the training.

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RECOVERY FRAMEWORK

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FOR THE NATION

FORWARD RECOVERY

\$6 BILLION IN LOANS AVAILABLE FOR WATER INFRASTRUCTURE PROJECTS

At the end of March 2019, EPA announced the availability of approximately \$6 billion in credit that could finance over \$12 billion in water infrastructure projects through the Water Infrastructure Finance and Innovation Act (WIFIA) program. WIFIA loans are available to public and private borrowers for a wide range of drinking water, wastewater, drought mitigation, and alternative water supply projects. This year's Notice of Funding Availability (NOFA) highlights the agency's priority to finance projects that are ready for construction in three key areas: reducing exposure to lead and addressing emerging contaminants in drinking water systems; updating aging infrastructure; and implementing water reuse and recycling. Prospective borrowers seeking WIFIA credit assistance must submit a letter of interest no more than 90 days after the Notice publishes in the Federal Register. Click this [link](#) to learn more about this year's NOFA and new resources to assist prospective borrowers. Additional WIFIA resources can be found at this [link](#).

EPA also conducts one-day information sessions where attendees learn about the program's current status, eligibility and statutory requirements, application process, and financial benefits and flexibilities. In Region III, this one-day session is planned for May 13, 2019 at EPA Headquarters, 1201 Constitution Avenue NW, Room 1153 in Washington, DC. Click this [link](#) to register for this session.

About WIFIA

Established by the Water Infrastructure Finance and Innovation Act of 2014, the WIFIA program is a federal loan and guarantee program at EPA. It aims to accelerate investment in our nation's water infrastructure by providing long-term, low-cost supplemental credit assistance for regionally and nationally significant projects. For more information about the WIFIA program, visit: <https://www.epa.gov/wifia>

EPA UPDATES WATER FINANCE CLEARINGHOUSE

EPA's Water Infrastructure and Resiliency Finance Center (Center) announces recently completed updates to the [Water Finance Clearinghouse](#). These updates provide new information on funding, financing, and other resources for the water infrastructure sector.

As part of these updates, the Center released the first three [Water Finance Learning Modules](#), hosted on the Clearinghouse. These in-depth, step-by-step water finance guides provide users with information on funding and financing options to support communities' water infrastructure decision-making. These first modules focus on the drinking water and clean water state revolving funds (SRFs), the Water Infrastructure Finance and Innovation Act (WIFIA), and Financing Septic Systems.

About the Water Infrastructure and Resiliency Finance Center: EPA's [Water Infrastructure and Resiliency Finance Center](#) is an information and assistance center, identifying water infrastructure financing approaches that help communities reach their public health and environmental goals.



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FY19Q3 / April 2019 Issue 23

www.fema.gov

Page 6



FEMA
REGION III



DC



DE



MD



PA



VA



WV

NATIONAL DISASTER
RECOVERY FRAMEWORK

STRENGTHENING
DISASTER RECOVERY
FOR THE NATION

FORWARD RECOVERY

BETA VERSION OF SEARCHABLE FEDERAL FLOOD RISK MANAGEMENT PROGRAMS WEBSITE AVAILABLE

In December 2018, the USACE Flood Risk Management Program, in coordination with a variety of other federal agencies, soft launched the beta version of the [Federal Flood Risk Management Programs](#) website. The purpose of creating the BETA website is to assess the need and usefulness of such a tool that provides the ability for users to search for flood risk management related programs most relevant to their needs.

It provides summaries of 120 federal programs across 11 federal agencies that relate in some way to flood risk management. Users can search for the programs most relevant to their needs using filters such as potential program APPLICANT, flood risk management cycle PHASE, and TYPE of assistance being sought. Search results provide summaries of programs and links to additional information. With release of this beta version, the development team is both sharing information about the programs and looking for feedback.

Check out the [Fact Sheet!](#)



FEMA Releases New Individual Assistance Program and Policy Guide

FEMA developed the Individual Assistance Program and Policy Guide (IAPPG), which is an inclusive, single-policy resource for all Individual Assistance (IA) programs. The new guide consolidates policies for the [Individuals and Households Program](#), [Mass Care and Emergency Assistance](#), and the [Community Services Program](#) into one document. The guide also replaces the Individuals and Households Program Unified Guidance (IHPUG) as the primary reference resource for IA programs.

The IAPPG provides a comprehensive policy resource for state, local, tribal, and territorial governments, non-governmental partners, and other entities that assist survivors during disasters. Resources written specifically for disaster survivors can be found at <https://www.fema.gov/individual-disaster-assistance>.

The IAPPG furthers the goal of reducing the complexity of FEMA as outlined in the agency's [2018-2022 Strategic Plan](#).

FEMA Announces Increase to the Annual Per Capita Indicator for Public Assistance Program

FEMA adjusted the calendar year [2019 statewide per capita indicator](#) for recommending a cost share adjustment of 1.9% for its Public Assistance program as a result of the Consumer Price Index increase.

When disaster costs meet or exceed \$146 per capita of the state or tribal population, FEMA will recommend an increase in the standard 75 percent federal cost share to not more than 90% of the eligible cost of permanent work under section 406 and emergency work under section 403 and section 407 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

This adjustment is formulated by the Bureau of Labor Statistics, and applies to all disasters declared *on or after* January 1, 2019 through December 31, 2019.

COMMUNITY PLANNING & CAPACITY BUILDING FEATURETTE



The **Community Planning and Capacity Building (CPCB) Recovery Support Function** supports and builds the community planning resources and recovery capacities of Tribal, State and local governments needed to effectively plan for, manage, and implement disaster recovery activities in large, unique, or catastrophic incidents.

COMMUNITY PLANNING & CAPACITY BUILDING COORDINATOR'S CORNER

By: [Wynne Kwan](#), Community Planning & Capacity Building Coordinator, FEMA Region III

Spring has arrived! Philadelphia is buzzing with people coming out of hibernation to enjoy the warmer weather and the longer days! With this Spring renewal and the upcoming hurricane season, we are seeing increased activity across FEMA Region III to enhance capabilities and partnerships to support potential post-disaster recovery needs and enhance resiliency in our communities. This edition of Forward Recovery is jam-packed with information, tools, and resources. Some highlights include:

In March, we co-delivered a NDRF workshop with the Delaware Emergency Management Agency (DEMA) as part of the kick-off to the development of DE's pre-disaster recovery plan and the reconstitution of the Disaster Recovery Task Force. Read about DEMA's efforts as it progresses in its pre-disaster recovery plan development and upcoming workshops to increase pre-disaster recovery planning capabilities at the local level. In May, we will be presenting a similar workshop in Virginia Beach, VA, as the city embarks on the development of a pre-disaster recovery plan. As all disaster events start and end at the local level, it is great to see so many local governments being proactive.

This month, I participated in FEMA Region III's Private Sector Readiness Day and Tabletop Exercise, designed to facilitate two-way communication between emergency managers and the private sector and to provide an opportunity to discuss the best methodology for working collaboratively with private sector partners. I presented the key concepts of the NDRF and how the private sector can work with local and state governments to identify and address potential recovery issues and challenges, as well as how they can support recovery efforts after a disaster. This was an opportunity to increase awareness and incorporation of the private sector into recovery activities, both pre- and post-disaster. You can read more about the Private Sector Readiness Day and Tabletop Exercise in the article written by one of our FEMACorps members. In addition, with this focus on the private sector this month, this edition of Forward Recovery includes various tools and resources to enhance private sector resiliency.

FEMA Region III's newest FEMA Integration Team (FIT) will be in West Virginia. The concept of FIT was first introduced in our October 2018 newsletter with the establishment/launch of the VA FIT. WV FIT members Dave Melancon and James Young provide an overview of the evolution of the WVFIT and the focus of collaboration efforts with West Virginia. Region III's next FIT will be in Maryland. Happy Reading!

RECOVERY WEBINAR OFFERS GUIDANCE TO NC LOCAL GOVERNMENTS — A CPCB PARTNERSHIP AMONG FEMA, ICMA, AND NACO

Like other regions across the country that have been impacted by disaster, several North Carolina communities affected by Hurricane Michael were unfamiliar with aspects of managing long-term recovery. Andrew O'Neil, deployed as a CPCB RSF advisor to the Florence disaster, DR-4393 in Raleigh, North Carolina, observed this lack of experience and had an idea on how to reach these audiences. In coordination with Federal Disaster Recovery Leadership (Alanna Kuhn, FDRC) and North Carolina State Emergency Management, Andrew and the FEMA Interagency Recovery Coordination (IRC) team worked with CPCB RSF partners International City/County Management Association (ICMA) and National Association of Counties (NACo) to collaborate on a webinar to address these issues.

ICMA and NACo, with State affiliates in North Carolina, were the ideal organizations to partner with as they have established relationships with North Carolina local governments. Moreover, both organizations intimately understand local recovery management issues; CPCB is fortunate to have cultivated strong alliances with both organizations.

With both organizations on board, the first step was to determine which issues local governments were most interested in learning more about. A survey was sent out and the topics revealed to be most pressing included Housing, Mitigation, and Financial Management or Cost Recovery, among others. The following speakers were invited to present:

- Doug Anderson, Retired Administrator, St. Lucie County, FL; Former Incident Manager, Hurricane Frances, Gene, Wilma
- Norma Houston, Faculty member specializing in procurement and emergency management law, UNC School of Government; Member of NC State Long-term Recovery Office
- Ron Carlee, Director of Center for Regional Excellence at Old Dominion University, visiting professor of Public Administration; Former City Manager of Charlotte, NC; Former County Manager of Arlington County, VA

The North Carolina webinar was so successful that ICMA and NACo and their Florida State affiliates are partnering with CPCB and the State on the production of another webinar to guide Florida communities impacted by Hurricanes Michael and Irma. The webinar can be accessed at this [link](#).

COMMUNITY PLANNING & CAPACITY BUILDING FEATURETTE



The **Community Planning and Capacity Building (CPCB) Recovery Support Function** supports and builds the community planning resources and recovery capacities of Tribal, State and local governments needed to effectively plan for, manage, and implement disaster recovery activities in large, unique, or catastrophic incidents.

SPOTLIGHT: KEVIN BUSH, DC CHIEF RESILIENCE OFFICER

The District of Columbia is a national leader in many areas related to resiliency and planning. It is also one of member cities of 100 Resilience Cities (100RC), the organization pioneered by The Rockefeller Foundation dedicated to helping cities around the world become more resilient to the physical, social, and economic challenges that are a growing part of the 21st Century. 100 RC supports the adoption and incorporation of a view of resilience that includes not just the shocks—earthquakes, fires, floods, etc.—but also the stresses (e.g., high unemployment, chronic food and water shortages, etc.) that weaken the fabric of a city on a day-to-day or cyclical basis.



Our partners from Resilience Action Partners talked with Kevin Bush, Chief Resilience Officer, about his role to keep resiliency and changing future conditions at the forefront of local projects and decision-making in the District. Kevin also discussed the development of the DC Resilience Strategy, which was just released on April 29 and is available at <https://resilient.dc.gov/>. The DC Resilience Strategy provide a roadmap for building resilience in the city, as it identifies resilience activities and priorities.

Q: Could you tell us about your position, Resilient DC, and how both were created?

Kevin: Mayor Bowser applied to join The Rockefeller Foundation’s 100 Resilient Cities program in 2016. DC beat out 1,000 cities worldwide and, as a result, the Chief Resilience Officer position and Resilient DC were both created. . The program was created in the aftermath of Hurricane Sandy and reacted to how cities globally were experiencing a number of major new changes and threats, such as more severe and extreme weather events. 100 Resilient Cities is dedicated to helping cities around the world become more resilient to the physical, social, and economic challenges that are a growing part of the 21st century, which is crucial as we are all more interconnected than ever before.

100 Resilient Cities provided funding for the Chief Resilience Officer position. I entered this role in 2017 after leading the U.S. Department of Housing and Urban Development (HUD)’s climate adaptation work. In this role, I serve as a central advisor in the Mayor’s office and work with the District’s various departments and agencies to make sure that we do everything we can to strengthen our city’s immune system and make us better prepared. Many organizations or government agencies have the tendency to operate in silos, but my role is to ensure that the agencies and departments of the District are coordinating on resilience initiatives whenever possible. Our aim is to design projects that address multiple objectives. This allows for a more efficient use of resources and opens up the opportunity to combine multiple sources of funds, like FEMA PDM and HUD CDBG.

Q: The District’s Resilience Strategy was released on April 29, 2019. Could you tell us about the process you used to develop this strategy?

A: As I mentioned earlier, resilience is like the immune system of the city. If our city is healthy, then it will be better able to withstand a major shock. Our first step was to better understand DC’s unique challenges and opportunities for building resilience. We catalogued existing plans and work, from the All-Hazard Mitigation Plan to Climate Ready DC. We asked community leaders and government agencies where they saw room for improvement. Then, we identified five big, probing questions about the District, such as: “How can we institutionalize climate action?”; and “How can we continue to grow economically but use growth to address existing inequality?” We organized multi-sector groups to focus on each of the five questions to identify best practices, conduct additional studies and literature reviews, and assess ways we can build resilience. We then took these findings, went back to our stakeholders and came up with a broad vision for resilience. Our mission, to thrive in the face of change, led us to a set of goals and objectives that are organized around being resilient to different types of change, including: growth, climate change, and digitization. We then sought public input throughout this stage, held workshops in all eight wards, and received comments from over 1,000 people online. We ultimately cross-referenced goals, objectives, and actions with other plans to identify overlap and solidify our strategy.

Q: What are some of DC’s high priority issues or actions identified in the Resilience Strategy?

A: The Resilience Strategy has four goals that set generational ambitions. All are oriented around change. The goals are related to inclusive economic and population growth, climate action, technological change, and health and safety. In terms of technology, workforce automatization, cyber security, autonomous vehicles, and transportation network companies are all topics we consider when thinking about the District’s future.

COMMUNITY PLANNING & CAPACITY BUILDING FEATURETTE



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SPOTLIGHT: KEVIN BUSH, DC CHIEF RESILIENCE OFFICER (CONTINUED)

For an example of an action, we are developing a data-driven approach to target investments in areas where the urban heat island effect is most intense. This may include a variety of projects, such as green stormwater infrastructure improvements, green roofs, and cooling centers with public drinking fountains. We are also developing a \$5 million integrated flood model for the District which will help us better understand pluvial, riverine, and coastal flooding. FEMA's flood maps give us an understanding of coastal and riverine flooding, but interior flooding in the District is very complex. We plan to incorporate a wide range of data sources into the model, such as information on stormwater infrastructure and pipe diameters, which will enable us to run very detailed scenarios. For example, we could examine how sea level rise could cause a blockage in a storm drain outlet – then determine which neighborhood would flood as a result.

Q: The Resilience Strategy was informed by many other plans and studies. How will the Resilience Strategy be integrated into other strategies and planning processes?

A: We plan to integrate the Resilience Strategy into other plans and programs where appropriate, particularly if it could lead to funding. The State Transportation Improvement Program and the All-Hazards Mitigation Plan are examples of this. Our unique status as both a state and a city provide us access to pots of funding that you normally wouldn't associate with a city. For example, we have a Wildlife Action Plan that enables us to receive certain federal funds. We could incorporate aspects of the Resilience Strategy into that plan. Each of our plans has the potential to unlock additional sources of funding that could be layered, so we will look for key opportunities where integrating the Resilience Strategy could provide a benefit.

Q: What advice would you give to other local leaders that are trying to make their communities more resilient to natural or human-made hazards?

A: My biggest tip would be that communities really need to take a holistic approach to addressing issues surrounding resiliency and not work in silos. Not only can this provide cost efficiencies and open doors to additional funding, but it also increases our capability to address and deal with these issues. Emergency management departments shouldn't be the only organization in a community focused on changing future conditions and their potential impacts.

Note: The interview above has been edited for length.

EDA'S UNIVERSITY CENTER ECONOMIC DEVELOPMENT PROGRAM

EDA's [University Center Economic Development Program](#) makes the vast resources of universities available to the economic development community. The University Center Program allows institutions of higher education to establish and operate University Centers (UCs) specifically focused on helping to build regional economic ecosystems that support innovation and high-growth entrepreneurship.

The UCs, which EDA considers long-term partners in economic development, are required to devote the majority of their funding to respond to technical assistance requests originating from organizations located in the economically distressed portions of their service regions. University Centers collaborate with other EDA partners by providing expertise and technical assistance to develop, implement, and support regional strategies that result in job creation, high-skilled regional talent pools, and business expansion in a region's innovation clusters. Expertise and technical assistance may address, for example, workforce training programs, applied research centers, technology commercialization, feasibility studies, market research, economic impact analysis training, and other technical assistance to help communities foster vibrant economic ecosystems.

Since FY 2004, EDA has administered the University Center program as a competitive multi-year program. Contingent upon availability of appropriations, EDA holds University Center program competitions in two of its six regional offices on a rotating basis. Under the most recent FY 2018 competition, EDA was allocated \$7.4 million for the UC program and made awards to 20 colleges and universities in 13 states in communities served by EDA's Austin and Denver Regional Offices. These are five-year awards and funded incrementally on an annual basis.

The next UC competition will be held in the Philadelphia and Chicago Regional Offices in FY 2021. Until then, EDA is focused on highlighting the impact of current University Centers in their service areas and working towards a more modern system of data collection that will yield more accurate reporting of activities, outputs, and outcomes. This will allow EDA to better capture the real impact of University Centers and tell a compelling story of how they are supporting their communities and the broader economic development ecosystem.

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PRIVATE SECTOR READINESS DAY 2019: DISCUSSING RECOVERY WITH OUR PARTNERS

By: Dalton Breedlove, FEMA Corps Summit 2 member

How can we increase the private sector's participation in long-term community recovery? What are their capabilities and needs following a disaster? These kinds of questions, and many more, were addressed at FEMA Region III's 2019 Private Sector Readiness Day, held at our office in Philadelphia on April 24th.

Private Sector Readiness Day is an annual opportunity for businesses within Region III to come together with emergency managers to talk about topics that not only affect their businesses, but also affect their employees. The overall goal of Private Sector Readiness Day is to increase awareness in the business community of how disasters could possibly affect their operations. More than 70 attendees participated in the workshop, and hearing from businesses from a diverse range of industries about their priorities, concerns and capabilities in a disaster was beneficial to everyone. While some had entire business emergency plans drawn out and were ready, others were underprepared. Having conversations like this throughout the year will hopefully encourage businesses to take a closer look at their plans and make connections with emergency managers and with other businesses in their community so they can support one another during and after a disaster.

To facilitate these connections with emergency managers, this year was the first time we invited our state partners to present on their private sector engagement programs. Allegra Tartaglia and Molly Dougherty from the Maryland Emergency Management Agency (MEMA) and the Pennsylvania Emergency Management Agency (PEMA), respectively, gave presentations on how they are currently engaging with private sector partners in their states and the goals for their programs moving forward. Representatives from the DC Homeland Security and Emergency Management Agency (DCHSEMA), Monroe County Emergency Management Agency, and the Philadelphia Office of Emergency Management also were present and available to speak with businesses in their jurisdictions and contribute their perspective to our discussions.

Also new this year was a panel discussion featuring four private sector partners who are active in emergency preparedness in response. Representatives from Airbnb, Boeing, the Financial Services Information Sharing and Analysis Center, and Sanofi Pasteur shared information about how their organizations prepare for emergencies and how they engage with local, state and federal partners. This panel was a highlight of the workshop and the best practices shared by were well received by other attendees.



FEMA Region III Deputy Regional Administrator Janice Barlow provides opening remarks at the 2019 FEMA Region III Private Sector Readiness Day. Photo Credit: Jake Magee, FEMA Corps Summit 2 member.



Kyle Overly, Director, Disaster Risk Reduction at the Maryland Emergency Management Agency answers a question from a university representative about how to communicate with the agency during an extended power outage. Photo Credit: Jake Magee, FEMA Corps Summit 2 member.

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PRIVATE SECTOR READINESS DAY 2019 (CONT.)

The presentations and panel discussion were anchored by two scenario module discussions. This year's scenario was a region-wide severe spring flooding incident. The scenario involved strong thunderstorms throughout Region III leading to catastrophic flooding across major cities and prolonged power outages. Questions about how businesses would respond to a flooding situation were discussed in the morning session and questions about how businesses would participate in short and long-term community recovery were discussed in the afternoon.

Before the recovery-focused discussion, Wynne Kwan presented on community recovery, key concepts of the National Disaster Recovery Framework (NDRF), and FEMA's Community Planning and Capacity Building program. The primary message was about the criticality of a whole community approach and coordination even before disaster strikes. For many private sector partners in the room, this was the first introduction to the long-term recovery process and Wynne highlighted the Economic Recovery Support Function in particular to demonstrate how businesses are key stakeholders and drivers of community recovery.

This was the first year we had an entire session dedicated to recovery. Based on the robust discussion we had around challenges to business recovery, support to employees, opportunities to engage in community recovery, and other recovery topics, recovery will be a key component in other private sector events.

If you have any questions about the event, please contact FEMA Region III's Private Sector Liaison, Melissa Wiehenstroer, at Melissa.Wiehenstroer@fema.dhs.gov.

PREPTALKS ON SUPPLY CHAIN RESILIENCE AND THE SUPPLY CHAIN RESILIENCE GUIDE

Every day, individuals and families routinely receive critical goods and services such as water, food, pharmaceuticals, medical goods, power, and fuel from healthy, functioning supply chains. However, in times of disaster, even supply chains that were previously functioning well can experience significant disruption, generating acute life-safety challenges and quickly turning a disaster into a catastrophe. Supply chains that effectively adapt to disasters greatly benefit the community and its lifelines and can reduce the need for a larger response and recovery operation.

Although the private sector operates and maintains the majority of supply chains, emergency managers can play a critical role in enhancing supply chain resilience by fostering greater awareness and collaboration among key supply chain players and promoting actions to strengthen supply chain resilience. They must also be aware of supply chain vulnerabilities and potential impacts to the community and its lifelines, so they can develop effective emergency response plans and operate efficiently in times of disaster.

FEMA and its emergency management partner organizations released two Supply Chain PrepTalks from Dr. Jarrod Goentzel and Dr. Yossi Sheffi. These are the sixth and seventh PrepTalk videos released from the Sept. 6, 2018 symposium. The next PrepTalks Symposium will be held on April 23, 2019 in Santa Rosa, CA.

Dr. Goentzel's PrepTalk is "[Aligning Public and Private Supply Chains for Disaster Response](#)". In it, he demonstrates how the private sector has far more capacity to respond than the public sector, explains the role of emergency managers in supporting private sector supply chain restoration, and shows how analysis can help with strategic and tactical preparedness and operational collaboration during a crisis. Dr. Goentzel's PrepTalk, a discussion guide, and additional resources are available at www.fema.gov/preptalks/goentzel.

Dr. Sheffi's PrepTalk is "[Private Sector Resilience: It Is All In the Supply Chain](#)". In it, he explains the modes of failure in supply chain networks, explores new ways to think about disruptions, and showcases a General Motors case study on the complexities of supply chain management. Dr. Sheffi's PrepTalk, a discussion guide, and additional resources are available at www.fema.gov/preptalks/sheffi.

In addition to the two PrepTalks, FEMA released [Supply Chain Resilience Guide](#). The guide provides emergency managers with recommendations and best practices on how to analyze local supply chains and work with the private sector to enhance supply chain resilience using a five-phased approach. The *Supply Chain Resilience Guide* also identifies how emergency managers can use information from the supply chain resilience process to support restoration of supply chains and inform development or refinement of logistics plans or annexes, following the six-step process described in FEMA's [Comprehensive Preparedness Guide \(CPG\) 101: Developing and Maintaining Emergency Operations Plans](#).

PREPTalks
New perspectives for emergency managers

COMMUNITY PLANNING & CAPACITY BUILDING FEATURETTE



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RESILIENCE CALCULATOR ENABLES BUSINESSES TO “BOUNCE BACK” IN FACE OF DISASTER

By: **Ashley Albrecht, Critical Infrastructure Resilience Institute (CIRI)**

Critical Infrastructure Resilience Institute (CIRI) researchers Adam Rose and Noah Dormady are developing a tool - the Business Resilience Calculator (BRC) - to measure and assess the resilience of a business in the face of a disruption, such as a natural disaster, infrastructure collapse, or terrorist attack. The BRC will allow businesses to precisely measure their resilience by assessing the potential economic impact of damage to critical infrastructure.

Rose, a University of Southern California professor of economics and disaster expert, and Dormady, an Ohio State University professor of public policy, have created the underlying algorithms for the calculator. CIRI will work with the research team to develop the software and deploy it for commercial use.

“Resilience is a process,” Rose said. “A business must build up its resilience capacity before a disaster.”

When there are disruptions, businesses can incur two types of loss: property damage (i.e., destruction of assets) and business interruption. During a business interruption, a business’s ability to produce goods and services is reduced, starting when the disaster strikes and continuing until the company has fully recovered. It is typically measured in terms of lost revenue and employment.

The calculator will identify and measure the cost-effectiveness of 11 resilience tactics that businesses may use to promote continuity by limiting potential business interruptions. For example, one such tactic, termed “resource isolation,” involves modifying business operations to run without a critical input that’s normally used – such as operating a business without water in the aftermath of SuperStorm Sandy.

The tool will help companies make informed business decisions as they plan for how to keep running through a recovery process. The BRC software will allow managers to plug in the parameters of their business and study what other businesses similar to theirs have done in response to disasters - how much they spent on each tactic, and what they avoided in subsequent losses. The cloud-based decision-support software system will offer a user-friendly inventory and self-assessment process whereby a business owner can establish a robust resilience plan by consulting with best practices, ultimately producing a resilience roadmap for the future.

For this project, Rose and Dormady gathered extensive empirical data on how businesses have “bounced back” from natural disasters, framed in terms of the resilience tactics. Their team conducted two large-area surveys in the states of Texas and New York to assess the impacts of Hurricane Harvey and SuperStorm Sandy. A novel contribution of the surveys included measurement of avoided losses, meaning losses that businesses avoided by pursuing sets of actions that reflected different resilience tactics. As hypothesized, the more a company spent on resilience tactics, the higher the avoided losses. Rose and Dormady were able to use the collected data to assess the cost-effectiveness of each of the 11 tactics.



A DEPARTMENT OF HOMELAND SECURITY CENTER OF EXCELLENCE

About the Critical Infrastructure Resilience Institute (CIRI)

The Critical Infrastructure Resilience Institute (CIRI) conducts research and education that enhances the resiliency of the nation’s critical infrastructures and the businesses and public entities that own and operate those assets and systems. CIRI is funded by a \$20 million five-year grant from the Department of Homeland Security. It is led by the University of Illinois at Urbana-Champaign with collaborators from other U.S. universities and national labs.

With an emphasis on outputs-oriented research, education and workforce development, and early and continuous engagement with end users and homeland security practitioners, CIRI will explore the organizational, policy, business, and technical dimensions of critical infrastructure’s dependence on cyber assets. CIRI will examine how computer hardware and software both contribute to and threaten resiliency and how industry makes decisions about cyber assets which contribute to resilience. A significant focus of the CIRI will be on transitioning research outputs for use by DHS operational components, other homeland security end users, policymakers, decision makers across all levels of industry and government, and community leaders.

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COMMUNITY PLANNING & CAPACITY BUILDING FEATURETTE



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NEW WEB-BASED TOOL: NEIGHBORHOODS AT RISK

Cities, non-profits, and citizen groups are working to protect people and property from the impacts of climate change but often do not have the capacity to wade through reams of data that could support efficient, equitable, long-term solutions. With better access to data to visualize problems and make informed decisions, communities can better adapt to climate change.

Headwater Economics, along with a coalition of cities, developed a simple and flexible climate-risk planning tool, [Neighborhoods at Risk](#), designed to meet multiple local planning needs. Neighborhoods at Risk is designed to provide access to up-to-date, practical, neighborhood-level information about at-risk people and their vulnerability to the impacts from climate change. The tool allows you to map neighborhoods using criteria for climate risks and socioeconomic stressors—including age, race, and income—overlaid with factors such as extreme heat, proximity to floodplains, and canopy cover. The free, web-based data and maps can be used for presentations, grant proposals, planning decisions, shaping land use, or prioritizing capital improvements. Applications include FEMA Hazard Mitigation Plans and Carbon Disclosure Project (CDP) reporting. Neighborhoods at Risk is currently available for 27 cities with plans for deployment for all US cities.



Photo Source: Headwater Economics

The tool was made possible by the generous commitment of time and talent from partners in 18 cities and climate scientists at NOAA's Regional Integrated Sciences and Assessments (RISAs), the National Center for Atmospheric Research (NCAR), and the North Carolina Institute for Climate Studies (NCSU/CICS-NC). Development of Neighborhoods at Risk was supported by the Urban Sustainability Directors Network (USDN) Innovation Fund and the Tableau Foundation.

CENSUS ACADEMY 2019 WEBINAR SERIES

From April 1 to June 28, 2019, the US. Census Bureau will conduct a series of free data access webinars to all interested data users. Attendees will learn how to access demographic, socioeconomic, housing and business data from the Decennial Census, American Community Survey, Local Employment Dynamics, Economic Programs and more. This webinar series will offer a variety of thematic sessions using data tools such as American FactFinder, QuickFacts, Local Employment Dynamics, Business Dynamics Statistics, Voting Hot Reports, etc. All sessions are conducted by a representative from the Census Bureau and will last between 30 minutes to one hour.

To learn about and register for webinars, visit [Census Academy](#). For general questions about the webinar series, please send an email to census.academy@census.gov.

About the Webinar Series

Important to Know:

- Space if available on a first-come, first-serves basis. A waitlist is available for all sessions.
- It is recommended to test your computer at least 30 minutes before your first webinar to ensure the appropriate WebEx software is installed
- Audio is provided via conference calls.
- Materials will be sent to participants before or after each webinar.



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ICMA OFFERS NEW TOOL ON DISASTER RECOVERY ESSENTIALS

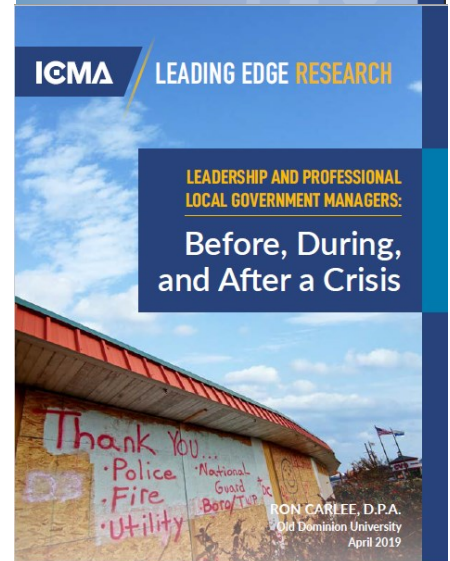
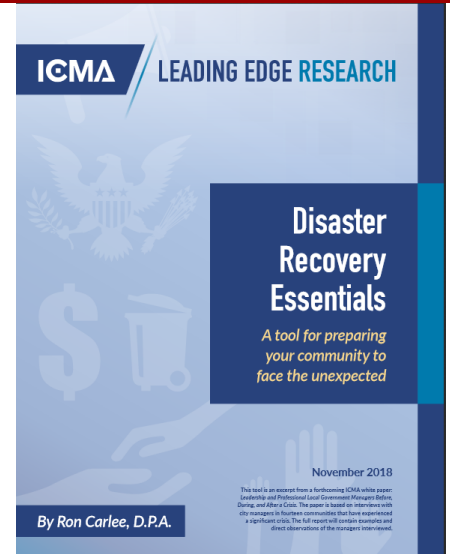
When disaster strikes, or a crisis emerges, the leadership and management skills of professional local government leaders are put to the test. Natural disasters such as hurricanes, tornados, flooding, wildfires, and earthquakes can cause severe disruptions and present significant, unexpected challenges. Similarly, other human-made crises such as shootings and mass casualty events, protests that turn violent, industrial accidents, and international terrorism present complicated situations both during an ongoing event and in the immediate and long-term aftermath of the crisis.

Recognizing the potential for disaster to strike anywhere, ICMA recently commissioned research on the experiences of local government leaders that have navigated their communities through a traumatic event. [Disaster Recovery Essentials](#), a new tool based on this research, provides concise, top-line takeaways across eight recovery topics:

- Planning for recovery
- FEMA
- Finance
- Media management
- Debris
- Victim assistance for employees
- Volunteers and donations
- Mental health support.

Each topic also includes a series of questions aimed to help city and county leaders quickly assess their capacity for anticipating and managing these aspects of disaster recovery. While virtually impossible to completely prepare for every scenario, giving even preliminary thought to these far-reaching issues can help effectively manage an unexpected event.

This tool were developed by Dr. Ron Carlee, a former local government manager who himself experienced crises in form of storms, shootings, corruption, international terrorism, and more during his career as a practitioner. “Anything can happen in any community at any time. We never know, and we must be prepared,” he says. The tool is an excerpt from the ICMA white paper: [Leadership and Professional Local Government Managers Before, During, and After a Crisis](#), which is based on interviews with city managers in 14 communities that have experienced a significant crisis. The report captures the ideas, feelings, and stories of the professional managers who were involved in different crises.



PREPTalks SPOTLIGHT: LAND USE PLANNING FOR COMMUNITY RESILIENCE

PREPTalks
New perspectives for emergency managers

In his PrepTalk, Dr. Philip Berke, Professor of Land Use and Environmental Planning and Director of the Institute for Sustainable Communities at College Station, Texas A&M, explains how effective land use planning strengthens community resilience, through sharing research that shows “preventative land use policies have the highest benefit-cost ratios and Community Rating System incentives, yet are the least used actions to reduce vulnerability and promote mitigation.” Dr. Berke co-authored “Natural Hazard Mitigation: Recasting Disaster Policy and Planning,” selected as one of the 100 Essential Books in Planning of the 20th century by the American Planning Association Centennial Great Books.

Click the following to listen/watch Dr. Berke’s PrepTalk and for related resources: <https://www.fema.gov/preptalks/berke>.



TOOLS, TRAININGS, AND RESOURCE UPDATES

UPCOMING EMI RECOVERY MANAGEMENT TRAINING

E0210: Recovery from Disaster: The Local Community Role.

This course is designed for local disaster recovery teams consisting of emergency managers, city/county administrators, public works directors, building inspectors, and community planners. The course focuses on the roles and responsibilities of each team member, and provides guidance on developing a local disaster recovery plan. Best practices in disaster recovery are summarized in a toolkit included in the course materials. Participants are given the opportunity to develop an outline of their own recovery plan during the course.

- June 17—20, 2019 (Emmitsburg, MD)

E0212 Hazard Mitigation Assistance: Developing Quality Application Elements.

The purpose of this course is to educate students on the process of preparing and submitting quality Unified Hazard Mitigation Assistance (HMA) grant programs planning and project sub-application elements.

- May 6-9, 2019 (Emmitsburg, MD)

E0213: Hazard Mitigation Assistance: Application Review and Evaluation.

This course equips participants with the knowledge and skills required to effectively review and evaluate HMA sub-applications, and provide a general overview of how a subaward is issued.

- July 29-30, 2019 (Emmitsburg, MD)

E0214: Hazard Mitigation Assistance: Project Implementation and Programmatic Closeout.

This course will provide course participants with the knowledge and skills required to effectively implement and closeout a Hazard Mitigation Assistance grant project.

- July 31-August 1, 2019 (Emmitsburg, MD)

E0705: Fundamentals of Grants Management.

This course is designed for FEMA grantees and sub-grantees. It includes discussion and activities to improve the ability of FEMA grantees to administer Federal grant funding. Course objectives include: improve collaboration across disciplines to integrate grants management functions; review applicable cost principles and navigate/apply the FEMA Code of Federal Regulations and FEMA Information Bulletins; apply sound business practices to increase efficiency and meet grants management priorities; develop or revise policies, procedures, and practices in critical areas of grants management; prepare for Federal monitoring and conduct sub-grantee monitoring. ***Selection Criteria:*** Participants must be FEMA grantees or sub-grantees ONLY. Invitations and course announcements are sent to grantees directly from the Grants Programs Directorate.

- May 20-23, 2019 (Emmitsburg, MD)
- July 29-August 1, 2019 (Emmitsburg, MD)
- September 9-12, 2019 (Emmitsburg, MD)



TOOLS, TRAININGS, AND RESOURCE UPDATES

UPCOMING CONFERENCES

Keep History Above Water
2019 Annual Conference: Envision 2050
May 5-8, 2019; St. Augustine, FL

WV Planning Association
4th Annual Statewide Mountain State Land Use Academy
May 14-15, 2019; Davis, WV

Association of State Floodplain Managers (ASFPM)
Flood Fest 2019: The Mitigation and Resilience Tour
May 19—23, 2019; Cleveland, OH

2019 National Association of Environmental Professional
Conference: The Environmental Landscape in the Age of
Infrastructure Modernization
May 19 –23, 2019; Baltimore, MD

2019 Symposium MDEMA: Hazard Roulette
May 28-31, 2019; Ocean City, MD

Climate Adaptation Initiative. At What Point Managed Retreat?
Resilience Building in the Coastal Zone
June 19-21, 2019; Columbia University, NY, NY

FEMA REPORTS

FEMA Building Science — FEMA Building Science
Considerations for Risk MAP

FEMA Building Science — FEMA Building Science Resources
to Help Reduce Risk and Improve Resilience

FEMA Mitigation Assessment Team Report —
Hurricane Harvey in Texas

UPCOMING WEBINARS

USFS, More than Good Looks: How Trees Influence Urban
Stormwater Management in Green Infrastructure Practices
May 8, 2019; 1.00pm—2.15pm

ICMA, Encouraging Inclusive Communities
June 12, 2019; 12.30pm—2.00pm

VIDEO & WEB RESOURCES

NOAA Office of Coastal Management —
Greenplus, Infrastructure Effectiveness Database

FY 19

Q3

UPCOMING CONFERENCES (CONT.)

2019 APA VA Chapter Annual Conference: Resilience
July 21-24, 2019; Hampton Roads, VA

8th Annual Building Resilience through Private-Public
Partnerships (P3) Conference
July 23-24, 2019; Washington, DC

5th Annual Sustainability and Circular Economy Summit
August 15-16, 2019; Washington, DC

2019 APA MD Chapter Biennial Conference. Negotiating
Change: Balancing Development, Climate Change,
and Preservation in Maryland
October 6-8, 2019; Cumberland, MD

PODCASTS

RAND Corporation— Resilient Communities

Institute for Sustainable Communities — Deep Dive: Advancing
Community Resilience Partnership

FEMA— FEMA Turns 40 Years Old

TOOLS AND REPORTS

ICMA — Equity and Inclusion Toolkit

EDA Tools for Economic Development

NACo — Affordable Housing Toolkit for Counties

EPA — Green Infrastructure Wizard

NOAA — Adapting Stormwater Management
for Coastal Floods

HHS Office of the Assistant Secretary for Preparedness
and Response (ASPR) — Technical Resources, Assistance
Center, and Information Exchange (TRACIE)

APA Planning Advisory Service (PAS) Report —
Planning the Wildland-Urban Interface

TRAINING

NOAA Office of Coastal Management — Facilitation
Basics for Coastal Managers