

LONG-TERM COMMUNITY RECOVERY PLANNING FACILITATES THE RETURN TO A "NEW" NORMAL COMMUNITY PROGRESS



FEMA

EMERGENCY SUPPORT FUNCTION 14 – LONGTERM COMMUNITY RECOVERY

**FEMA GULF COAST RECOVERY OFFICE and
TRANSITIONAL RECOVERY OFFICE MODEL**

What is LTCR?

Purpose - coordinate federal activities and resources in support of state and local recovery planning efforts (National Response Plan)

- **LTCR provides:**
 1. Planning Framework
 2. Needs Assessment
 3. Planning Assistance
 4. Implementation Support
 5. Vehicle for coordination among federal agencies
- **Aids the community in developing a recovery plan focused on projects** that are consistent with their vision
- **Creates a project funding strategy to help achieve the community's vision**
- **Links communities to the goals and objectives of the recovery authorities, state and federal agencies**



Planning ideas and input of Louisiana citizens. Partnerships with experienced professionals.
Power of governmental resources. **WE ALL CONTRIBUTE.**

POLICY DEVELOPMENT

State and Local Priorities:

- Louisiana Recovery Authority
- Louisiana Legislature
- Local Governing Bodies

FUNDING

State, Federal and Non Government Organizations and Other Funding Sources

IMPLEMENTATION

State, Regional and Local Implementation Groups

PLANNING Louisiana Recovery Plan

LOUISIANA SPEAKS is working to establish Long Term Community Recovery Plans with the Parish leaders in 20 southern Louisiana parishes that were impacted by Hurricanes Katrina and Rita. These parishes were chosen based on their level of impact as well as their capacity to conduct their own recovery.

In addition, many parishes are holding planning workshops to support **LOUISIANA SPEAKS** and our communities. Contact your local parish leaders to learn about one in your area.

2005

October / November

- Meetings with parish and local officials

December 11 – 14

- *Governmental Workshops for Recovery Planning* with parish and local officials

2006

January 21

- *Louisiana Recovery Planning Day*: 20 parishes, 12 out-of-state and 5 in-state city public input events

February 9

- Delivery of this document, *Louisiana Recovery Planning Day State and Parish Report*

Early March

- Draft *Plan Review* and Public Comment Period

LOCAL / PARISH-SPECIFIC PLANNING INITIATIVES

MODEL NEIGHBORHOOD DESIGN CHARRETTES

BEST PRACTICES STYLE GUIDES AND TOOL KIT

REGIONAL SCENARIOS IMPACT ANALYSIS

February 6 – February 11

- Neighborhood Planning Charrette I (Lake Charles)

February 12 – 19

- Neighborhood Planning Charrette II (Erath, Delcambre and Abbeville)

March 7 – 15

- Neighborhood Planning Charrette III (Arabi)

May

- *Regional Plan* – Full day workshops

July

- *Regional Plan* development: Experts scenario charrette

September

- *Regional Plan* development: Public dissemination and comment on scenarios

November

- *Final Regional Vision Plan*

December

- *Regional Plan*: Vision map and action items

March 20 -25

- *Planning Tool Kit Workshop 1*

May

- *Planning Tool Kit Workshop 2*

June

- Final draft *Architectural Pattern Book*

National Response Plan establishes ESF #14 - LTCR; (FEMA is the lead agency)

- **FEMA as the lead can:**
 - Convene Federal Agencies
 - Mission Assign
 - Hire Staff (PA-TAC, local hires, DAE),
 - Use Disaster Relief Funds for purposes authorized by the Stafford Act
- Other Federal Agencies operate under their existing authorities
- State and Local Governments express need and desire to have federal assistance with recovery planning
- Fund Project-based recovery plans
- Conduct Assessments



Previous LTCR initiatives:

Florida hurricanes, 2004

Illinois tornadoes, 2004

**Missouri tornadoes,
2003**

**World Trade Center, NY,
2001**

**North Carolina
hurricane, 1999**

- Excellent Staff**
- Participatory Planning
Process Efforts**
- Heart**



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Recovery Support Branch

**Capacity
to do
the work**

Stockton Town Square, destroyed by a May 2003 tornado.



Long-Term Community Recovery Planning Process

A Self-Help Guide

December 2005

Stockton Town Square, rebuilt as part of the community's recovery strategy.



Long-Term Community Recovery Planning Process

A Guide to Determining Project Recovery Values

February 2006



Long-Term Recovery Assessment Tool

A Guide to Identifying the Need for Federal Assistance with Long-Term Recovery Planning and Implementation

August 2005



LOUISIANA SPEAKS

Our Voice. Our Plan. Our Future.

LOUISIANA LONG-TERM RECOVERY PLANNING

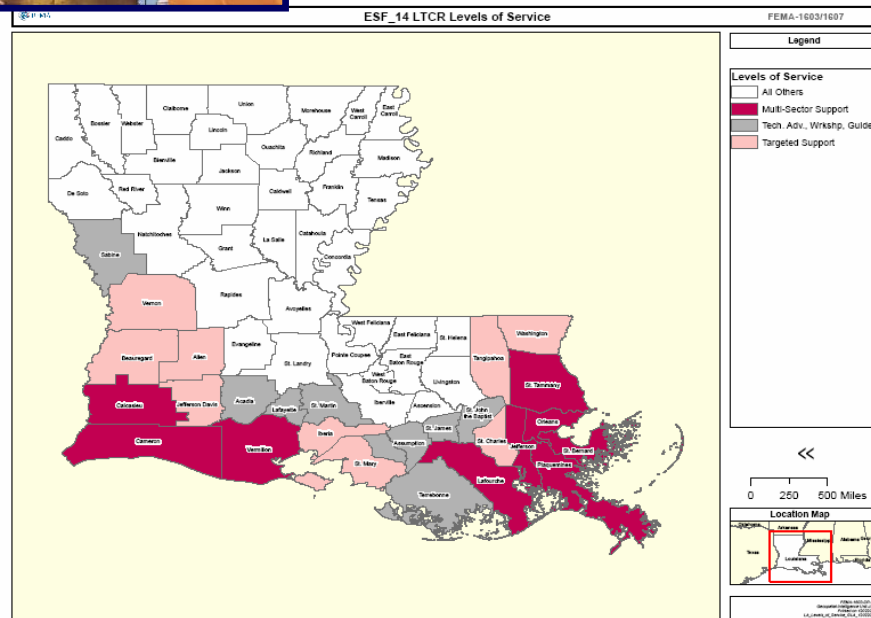
To learn more about Long-Term Community Recovery (LTCR) in your parish, visit www.louisianaspeaks.org and click on the Parish Planning Tool button.

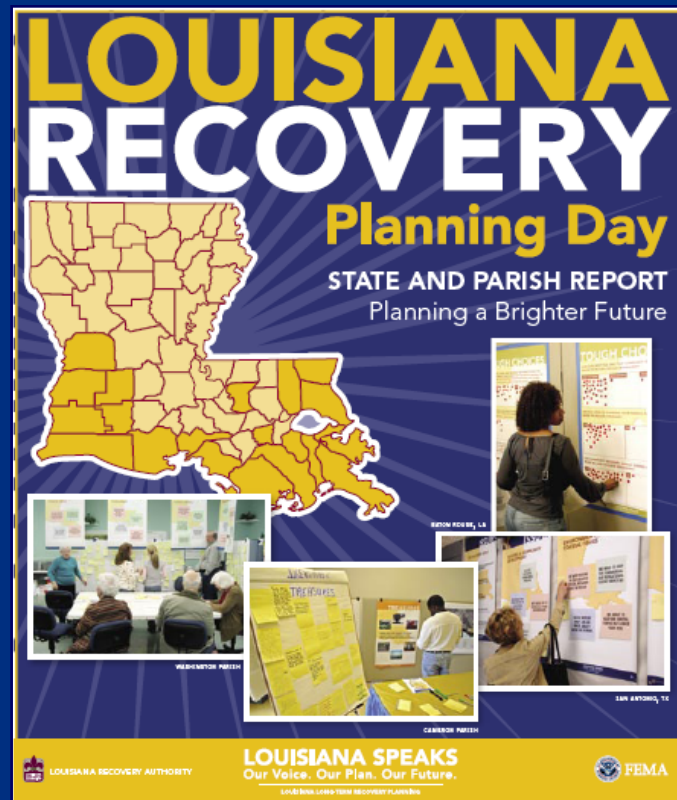


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LOUISIANA RECOVERY AUTHORITY





Governor Blanco declared January 21, 2006 to be the Louisiana Recovery Planning Day

Raised public awareness of the long-term community planning efforts, demonstrated recovery progress, and encouraged greater public involvement

“Louisiana Speaks” hosted simultaneous open house events in 40 cities across the US - an opportunity to reach almost 80 percent of the displaced residents



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How well did FEMA and Other Federal Agencies support community recovery?



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National Response Plan

NRP provides unclear guidance on the purpose of ESF-14

- NRP excludes “economic policy making and economic stabilization”
 - But requires that LTCR efforts be “forward-looking and market- based, focusing on permanent restoration, housing, and the local economy.”
- “ESF – 14 provides the coordination mechanism for the Federal government to coordinate Federal efforts to address issues long-term community recovery.”
 - But that presumes federal agencies see the value in coordination.
- “Advise on the long-term implications of response activities from response to recovery in field operations”
 - But Advice Whom?

Value –
a compelling
CLEAR
Purpose

What is Success for ESF-14?

Different Characterizations of Success

Store Front Staff = facilitating a participatory recovery Planning process; meeting the needs of parishes – whether Recovery related or not.

Baton Rouge Management = utilizing the planning frameworks Developed under ESF – 14; supporting the State; ensuring Field staff are working on disaster-impact related **projects**.

Federal Agencies = Staffing issues; giving their “2 cents” into the management of ESF-14

FEMA Leadership = “I don’t know”

ESF-14 Field Directors = depended on who was at the helm. ranged from “out of the box” thinking to “narrow Interpretations” of ESF-14’s purpose.



**Support
from
authorizing
environment**

- **Economic Development?**
 - Not authorized?
- **Comprehensive Planning?**
 - Recovery Planning vs. Comprehensive Planning
 - Role of Community Interest Projects
 - FEMA Office of General Counsel Memo and Past LTCR efforts
- **Transitional and Long-term housing Planning?**
 - Outside of Stafford Act authorities?
- **Joint Field Office**
 - Relationship to FEMA programs?
 - Financial Oversight?
 - Response vs. Recovery Time Frames and World Views
- **Office of the Federal Coordinator for Gulf Coast Rebuilding – Powell**
 - Coordinate Federal Agencies for long-term recovery
- **Time Line for ESF-14 Activities?**



- Tension between Planning Frameworks and Community Planning Process
 - Command and Control, (e.g. Baton Rouge vs. the Field)
 - Refine Planning Frameworks, e.g. Recovery Value Tool
- Coordination vs. Planning
 - Standard Operating Procedures, Concept of Operations
- Staffing
 - ESF -14 Cadre Necessary
 - Training EMI

**Capacity
to do
the work**



Challenges

- IMPACT – Strategic Triangle
 - Have a clear purpose
 - Build legitimacy and support
 - Build capacity to perform

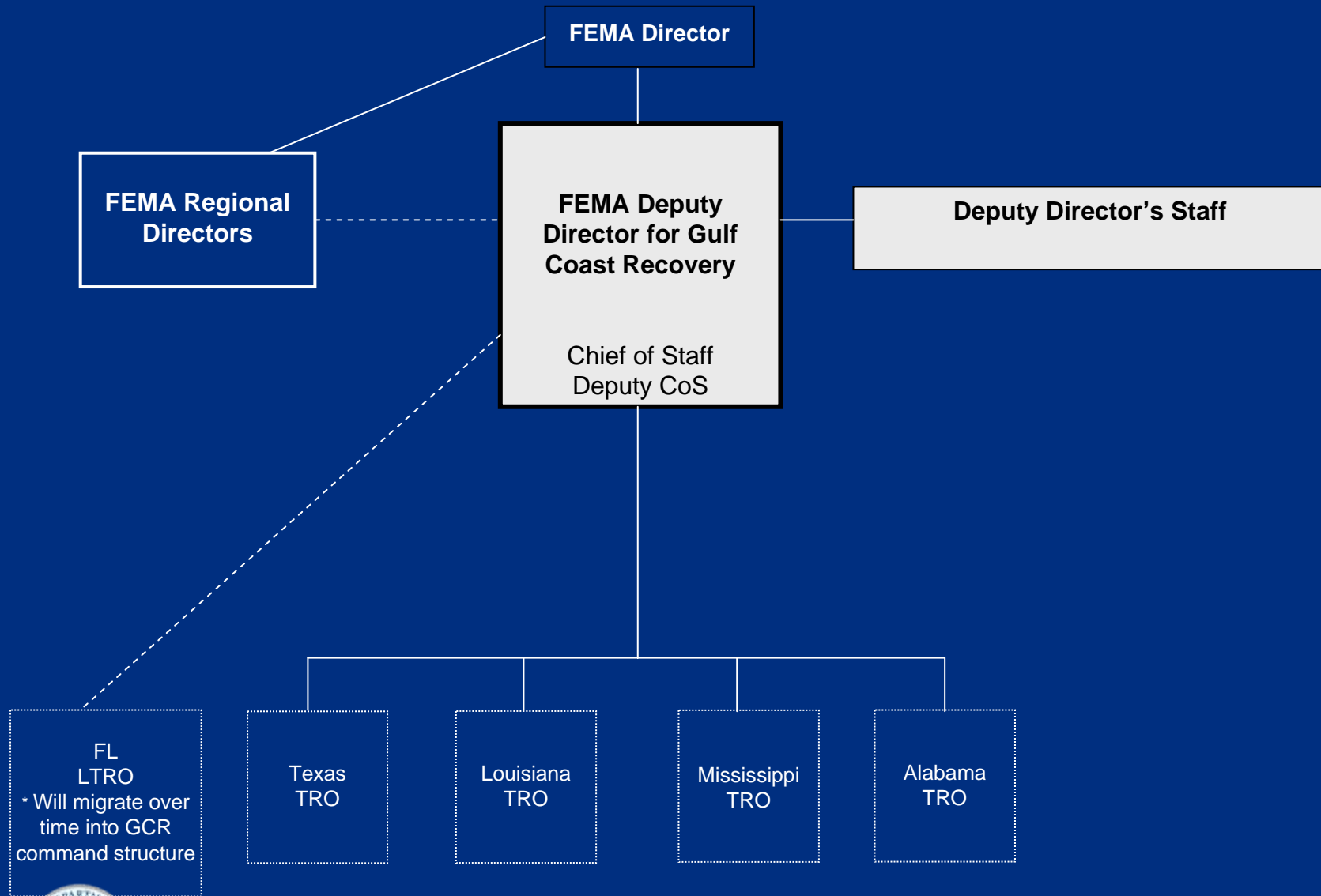


FEMA Gulf Coast Recovery Office

- The FEMA Deputy Director for Gulf Coast Recovery is responsible for field implementation of FEMA's traditional recovery and mitigation programs for Katrina/Rita, while the President's Federal Coordinator coordinates the long-term recovery of the Gulf Coast Region among all Federal Departments and programs.
- Focus on integrating FEMA programs into the recovery process
 - Delivering FEMA programs effectively and efficiently
 - Ensuring consistency between TROs
 - Facilitating transfer of Lessons Learned and Best Practices between TROs
 - Supporting Response Operations if another catastrophic events should occur



Office of the Deputy Director for Gulf Coast Recovery



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Community Recovery vs. Program Delivery

Systems

Churches
Commercial Districts
Courts
Economic Development
Environmental Mgmt.
Flood Protection
Historic Preservation
Hospitals
Municipal Services
Museums
Parks
Permanent Housing
Police and Fire
Research
Schools
Storm water Mgmt.
Universities
Utilities
Etc.

Community Recovery

- Strategic
- Systems-focused
- Community Driven

NOLA

Program Delivery

- Singular Approach
- Applicant-focused
- Applicant-driven

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Public Assistance

Individual Assistance

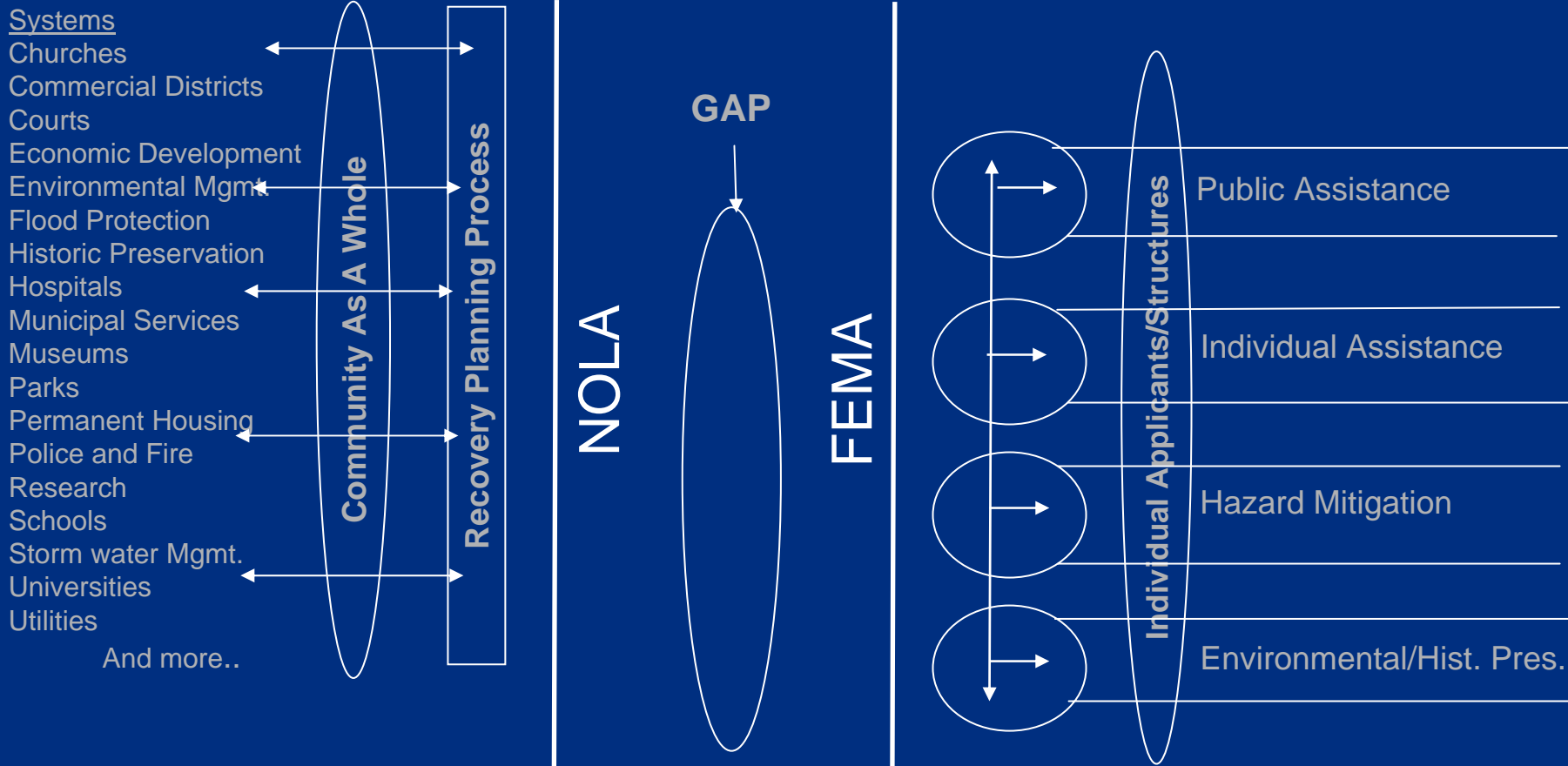
Hazard Mitigation

Environmental / Hist. Pres.



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Recovery Planning Process



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Value of Coordination & Integration

*Maximized
Leveraging of
Technical
Resources
and Funding
Through
Coordination*

Without Coordination

- ↓ Inefficient Implementation
- ↓ Cost-Effectiveness, Public / Private Partnerships
- ↓ Lost Opportunity, Reduced Impact



Professional Organizations

Universities

Non-Profit Sector, Foundations

Private Sector

State Agencies, LRA

City (DRIVER)

FEMA

Office of Fed. Coordinator

With Coordination

- ↑ Efficiency
- ↑ Cost-Effectiveness
- ↑ Impact & Return on Investment

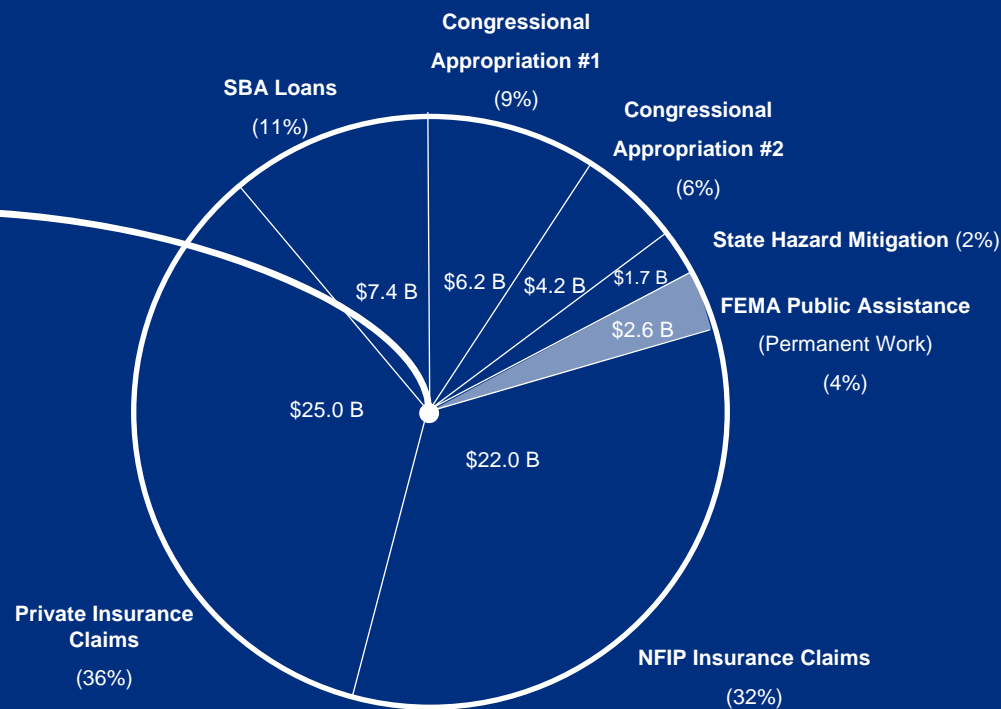


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Leveraging Recovery & Rebuilding Funds

Dedicated
Recovery
Funds in LA

\$69.1B Total



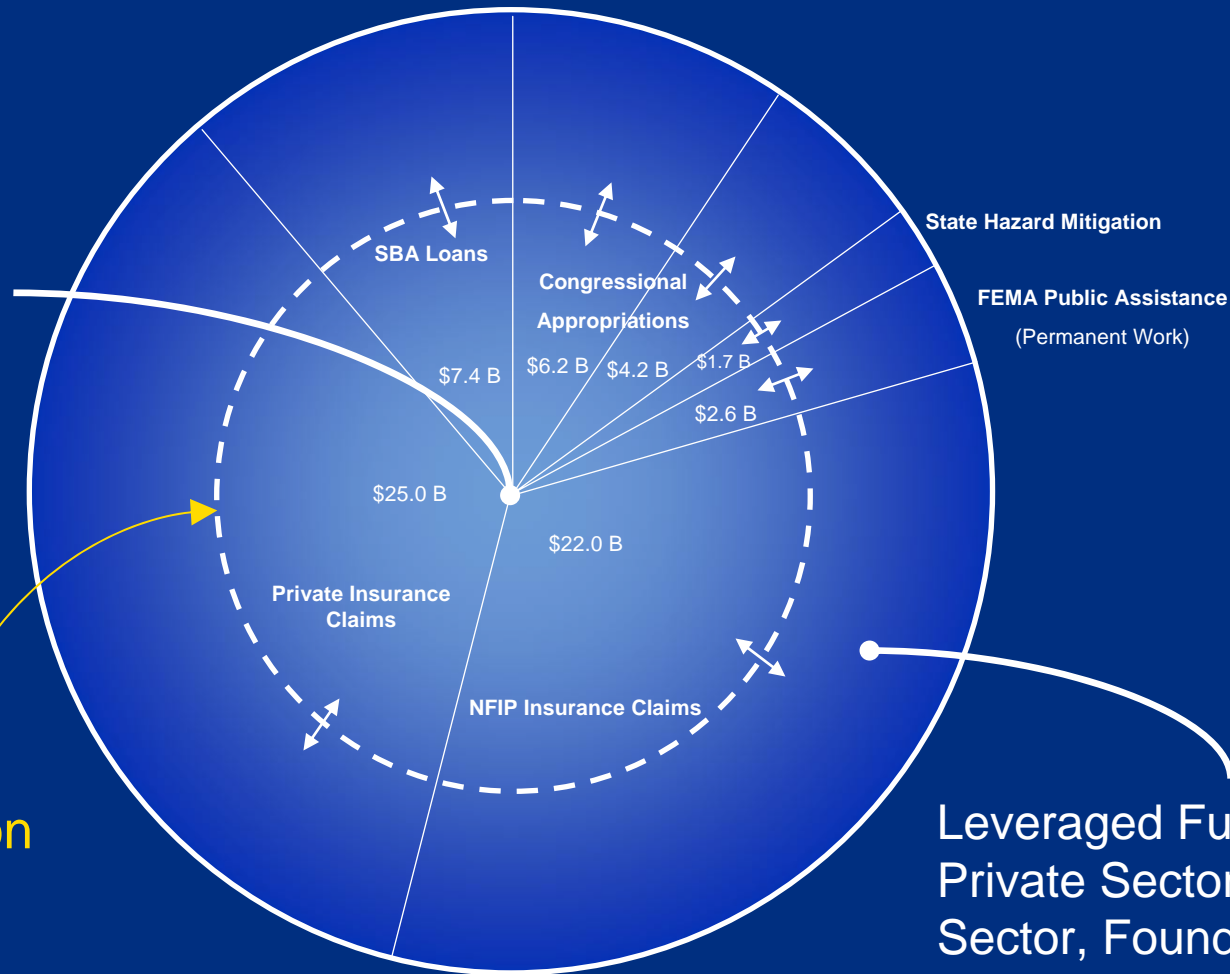
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Coordination for Comprehensive & Cost-Effective Recovery

Dedicated
Recovery
Funds in LA

\$69.1B Total

Coordination



Leveraged Funds from
Private Sector, Non-Profit
Sector, Foundations, Etc.



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Challenges

(1) Overlap of response and recovery - FEMA Deputy Director for Gulf Coast Recovery is also the Primary Federal Official

(2) Coordination challenge - Strategic triangle

- **Mission/Vision**
- International context – UNHCR (Houston), UNOCHA (domestically was making sure different actors were coordinating, DPKO (security, humanitarian relief mission), UNDP long-term recovery
- US – FEMA expected to do all of this

Authorizing Environment

- Tensions between decision-makers, e.g. SOP and ConOps
- Federal Coordinating Officer role



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Capacity to do Work

- Planning – Project Based, rather than systems based
- Coordination -
 - Coordination always falls to the wayside, because it does take a lot of energy, resourcefulness, time, and is often the “extra hat” of well intentioned people
 - Planning Associations
 - “Do No Harm” Training
 - Self Imposed Un-realistic deadlines
- OFC – my interaction = MIXED
 - Schools, good – but painstaking
 - “Glorified help desk”, not so good.
 - Don’t see the promise of coordination necessarily being realized



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