



Community Planning and Capacity Building

Recovery Support Function



CPCB Participants

Coordinating:

Emergency Management Division (EMD)

Supporting:

Department of Agriculture

Department of Archaeology and Historic Preservation (DAHP)

Department of Commerce (COM)

Department of Ecology (ECY)

Department of Health (DOH)

Department of Social and Health Services (DSHS)

Department of Transportation (WSDOT)

Governor's Office of Indian Affairs (GOIA)

Recreation and Conservation Office

State Conservation Commission

Washington State Historical Society (WSHS)

Purpose

The state Community Planning and Capacity Building Recovery Support Function (CPCB RSF) supports governmental capacities of disaster-impacted communities and helps them plan for, manage and implement disaster recovery activities. The CPCB RSF participants provide recovery planning technical assistance, guidance and training to requesting local and tribal governments. Additionally, the CPCB RSF leverages existing programs to support the recovery of the requesting jurisdiction. RSF participants address recovery gaps identified by other RSFs and the impacted community. This is accomplished through coordination and collaboration to identify possible solutions. A common example is an insufficient level of trained, experienced recovery personnel at both the staff and management/decision-making level. The CPCB RSF also coordinates with other state agencies, nongovernmental partners, faith-based communities,

private sector partners, public and private utilities, nonprofit and philanthropic organizations and the requesting jurisdiction to identify potential resources that support community recovery planning efforts and build capacity. Lastly, the RSF maintains the principles of local primacy and whole community participation throughout the recovery process.

The National Preparedness Goal establishes 32 Core Capabilities to address the greatest risks to the nation. The primary recovery core capability for this RSF is the Planning Core Capability in the Recovery Mission Area. The Planning Core Capability is common across the five Mission Areas (Prevention, Protection, Mitigation, Response and Recovery). This RSF also encompasses two supporting recovery core capabilities represented across the five Mission Areas. These are the Public Information and Warning Core Capability and Operational Coordination Core Capability.

Primary Core Capability	
Recovery	
Planning	Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.

Support Core Capability	
Recovery	
Public Information and Warning	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken, and the assistance being made available.

Support Core Capability	
Recovery	
Operational Coordination	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of Core Capabilities.

Authorities & Policies

Revised Code of Washington (RCW)

- 319.27.031, State Building Code.**
Establishes the requirements for all counties and cities to follow the state’s building code. References which codes must be part of the state building code.

- **36.70A, Growth Management – Planning by selected counties and cities**
The Washington State Growth Management Act requires state and local governments to manage the state’s growth by developing comprehensive plans to address urban growth and the conservation of critical areas and natural resource lands.
- **36.70B, Local Project Review**
This law addresses the many land use permitting and regulatory requirements for projects which often overlap, conflict and hinder the timely implementation of the project. The law allows fundamental land use planning choices made in adopted comprehensive plans and development regulations serve as the foundation for project review.
- **36.70C, Land Use Petition Act**
This law establishes uniform, expedited appeal procedures and criteria for the judicial review of land use decisions made by local jurisdictions.
- **43.21C, Project review under the growth management act**
A county, city, or town reviewing a project may make the determination that the requirements for environmental analysis, protection and mitigation measures in their respective development regulations, comprehensive plans and applicable laws, provide an adequate analysis of and mitigation for the specific adverse environmental impacts of the project.

Washington Administrative Code (WAC)

- **365-185, Procedures for management of growth management planning and environmental review fund**
Outlines the conditions and procedures by which the Washington State Department of Commerce makes available grants to local governments required to plan or have chosen to plan under the state’s Growth Management Act.
- **365-196, Growth Management Act – Procedural criteria for adopting comprehensive plans and development regulations**
Provides specific details for developing and adopting comprehensive plans and development regulations required by the state’s Growth Management Act.

Federal Laws and Authorities

- **44 CFR, Sections 201.4, Standard State Mitigation Plans.**
Requires states to have an approved Standard State Mitigation Plan meeting specific requirements in order to receive non-emergency Stafford Act assistance and FEMA mitigation grants.

Situation Overview

The lack of a viable recovery organization or plan within a community can significantly hinder the recovery process. An inclusive pre-disaster recovery plan that addresses funding, finances, procedures and the roles and priorities of a community can make the often complex and daunting task of recovery more effective and efficient. Planning for recovery should take place throughout the disaster cycle including before, during and after a disaster. Pre-disaster recovery planning includes understanding the organizational structures and the roles and responsibilities of the agencies involved. Recovery planning can and should be inclusive of the whole community, involving numerous diverse stakeholders, agencies and organizations. The

National Disaster Recovery Framework (NDRF) emphasizes the importance of supporting community-based recovery planning efforts and maintaining local primacy throughout the recovery process.

Washington lacks a dedicated state-level funding source for recovery. Furthermore, many disasters occur in the state that are not Presidentially Declared Disasters (PDD) or do not include the Individual Assistance program, which is FEMA's primary program for helping disaster survivors. This leaves local and tribal communities looking to their government agencies and community organizations for support. Developing a pre-disaster recovery plan creates a better understanding of what potential programs and resources are available to support the recovery need at the jurisdictional level. The planning process also provides an opportunity to identify capacity gaps and to address these issues before a disaster occurs. State agencies provide technical expertise in recovery such as pre- and post-disaster recovery trainings, damage assessments and coordinating state agency recovery assistance programs. State agencies act as a conduit between local governments and federal agencies to coordinate recovery assistance.

The State Growth Management Act (GMA) RCW 36.70A requires certain counties and cities to develop and adopt comprehensive plans and development regulations. The purpose of the GMA is to encourage local governments to identify and protect critical areas, including geologically hazardous or frequently flooded areas and natural resource lands and design urban growth areas in a manner that is sustainable for the economic development, health, safety and high quality of life for Washington residents. The comprehensive plans and development regulations of a jurisdiction play an important role in the post-disaster recovery planning of a community, including the ability to receive federal funds following a PDD. For example, in order for applicants to be considered for federal Hazard Mitigation Grant Program (HMGP) funds, applicants must be jurisdictions that are participating in and in good standing with the National Flood Insurance Program, and in compliance with the State GMA requirements or located in a community that is so located.

The post-disaster planning environment is an opportune time for a community to review and revise their plans and regulations and incorporate principles of hazard mitigation and disaster resilience. A disaster may necessitate a re-evaluation of the growth management goals and strategies based on a new physical landscape with additional or increased geological hazardous areas or frequently flooded areas. Local planning departments can take actions such as updating building codes, issuing building permits, or evaluating whether the disaster has caused or will cause a shift in demographics. The planning department can also issue post-disaster moratoria on repairing or rebuilding structures to provide additional time for the community to assess the new environment and consider changes to their land use and development policies. These actions drive local planning and decision making.

Impacted jurisdictions often face immense political and economic pressure to rebuild as quickly as possible to return a community to normal following a major disaster that causes substantial

infrastructure damages. A pre-disaster recovery plan with pre-identified projects improves the pace and effectiveness of community recovery following a disaster. Community leaders and planners should provide ample opportunities for all community participants to engage in the recovery planning process. Following a disaster, consider how the displacement of community members might impact access to services or access to the recovery planning process itself. Providing clear communication in accessible formats can help keep community members informed and engaged in the recovery process. The speed of recovery needs to be balanced with the physical and emotional needs of the community. At the same time, an acute awareness of financial assistance deadlines and sequence of assistance is vital to maximize community recovery. The recovery planning process should work toward collaboratively-identified recovery goals and a common understanding of what a successful recovery looks like for the impacted community. Other planning initiatives, such as community or district master planning, should be considered by and align with those involved in the recovery planning process.

Additional challenges across the state in the recovery process include limited access to capital and competition for funding. Smaller, more rural communities do not have the same staffing capacity to apply for funding programs as urban areas. Another issue is the limited knowledge and experience across the state at all levels of government in dealing directly with disaster recovery. Many elected officials and planning departments, for example, may need assistance in navigating the complex recovery assistance programs that are offered following a PDD. Jurisdictions may need a variety of crash-courses following a disaster on topics such as financial management, federal disaster grant and loan programs, contracting and procurement, staffing for recovery, volunteer and donations management and long-term recovery planning.

Planning Assumptions

This RSF assumes that local and federal entities operate similar plans that stipulate organizing by Core Capability and/or RSF as defined within the Washington Restoration Framework (WRF). In circumstances where this is not the case, the RSF assumes the requesting jurisdiction will identify the appropriate organizations to coordinate with.

Community planning refers to the definition of community-based recovery planning outlined in the Recovery Federal Interagency Operational Plan (FIOP): *Community-based recovery planning applies city and community planning principles and processes to assist communities and their whole-community partners and stakeholders in making informed decisions on goals, objectives, policies, priorities and programs that guide the overall community's recovery*¹. To the extent possible, the state CPCB RSF adheres to this definition through the support of community planning initiatives and reinforcement of the principle of local primacy in recovery.

¹ U.S. Department of Homeland Security (August 2016). *Recovery Federal Interagency Operational Plan*. (2nd Ed.). Annex B: Planning. Pp. B-2-B-3. <https://www.fema.gov/emergency-managers/national-preparedness/frameworks/federal-interagency-operational-plans>

Capacity building refers to the definition outlined in the Recovery FIOF: *Capacity building refers to strengthening the skills, competencies, resources and abilities of people, governments and communities so they can undertake community recovery planning processes effectively and efficiently*¹. To the extent possible, the state CPCB RSF adheres to this definition by focusing on improving the capacities of local, tribal, and state governments to better support the disaster recovery activities.

Following a disaster that significantly impacts a community, a broad spectrum of local, state, federal and tribal government agencies, organizations and nonprofits provide assistance in varying manners which require a communicative, collaborative and concerted effort. The state CPCB RSF anticipates working with additional entities offering resources to support recovery beyond those specifically mentioned within this document.

Nothing in this RSF modifies, replaces, or supersedes the recovery activities, roles and responsibilities, authorities, statutes, regulations, or program rules of the CPCB participants. This includes other entities that implement or support the implementation of Emergency Support Functions (ESFs) within the Washington State Comprehensive Emergency Management Plan (CEMP).

Note: "Entities" refers to any private, for-profit organizations, nonprofit organizations, governmental and non-governmental agency.

Concept of Operations

Scenarios where the CPCB RSF is fully engaged in the recovery process is likely to occur only in major and catastrophic disasters. The following Concept of Operations describes the activities and approach for the CPCB RSF following activation in a disaster. However, it should be noted that CPCB RSF participants are most effective in supporting jurisdictions and tribes through their existing programs in a pre-disaster setting. Before a disaster occurs, the CPCB RSF participants provide technical planning assistance and community resources geared toward helping local jurisdictions and tribes build capacity and resilience. While the CPCB RSF may not be activated for all disasters, if resources are available and requested, the state may deliver community planning and capacity building support related to the disaster-caused needs.

If a local entity does not have a CPCB RSF component to their response and/or recovery plan, this RSF coordinates with the closest equivalently functional element, such as the jurisdiction's recovery lead, branch, recovery task force/group, or planning department. The state CPCB RSF supports recovery planning for impacted tribes and local jurisdictions, at their request, by identifying and leveraging resources and coordinating assistance among federal, state, local, tribal, nonprofit, private sector and other community players. This RSF maintains flexibility and scalability in its operational ability to support the requesting jurisdiction's needs.

Every disaster offers opportunities to incorporate the principles of mitigation, resilience and recovery. This RSF aims to identify those opportunities for cross-sector collaboration to increase capacity and build resilience.

Critical Tasks

This RSF is primarily responsible for contributing to the Recovery Mission Area through the Planning Core Capability and the associated Critical Tasks. The RSF contributes to the Critical Tasks under the Public Information and Warning and Operational Coordination Support Core Capabilities.

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

Public Information and Warning	
Critical Task I.D.	Critical Task Description
1	Reach all populations within the community with effective actionable recovery-related public information messaging and communications that are accessible to people with disabilities and people with limited English proficiency; protect the health and safety of the affected population; help manage expectations; and ensure stakeholders have a clear understanding of available assistance and their roles and responsibilities.
2	Support affected populations and stakeholders with a system that provides appropriate, current information about any continued assistance, steady state resources for long-term impacts, and monitoring programs in an effective and accessible manner.

Operational Coordination	
Critical Task I.D.	Critical Task Description
1	Establish tiered, integrated leadership and inclusive coordinating organizations that operate with a unity of effort and are supported by sufficient assessment and analysis to provide defined structure and decision-making processes for recovery activities.
2	Define the path and timeline for recovery leadership to achieve the jurisdiction’s objectives that effectively coordinates and uses appropriate local, state, tribal, territorial, insular area, and Federal assistance, as well as nongovernmental and

Operational Coordination	
Critical Task I.D.	Critical Task Description
2	private sector resources. This plan is to be implemented within the established timeline.

Objectives

- Identify and leverage available funds and services to meet the recovery needs of the impacted community.
- Apply a unified and cross-jurisdictional coordination approach to develop a recovery strategy, working with federal, state, local and tribal stakeholders.
- Support the capacity of local and tribal governments, nonprofits and the private sector, as requested.
 - Coordinate with federal and state partners to leverage funds in support of local recovery efforts.
 - Enhance community resilience at the local and regional level by providing recovery trainings and workshops for elected officials and the general public.
 - Support recovery programs and assist local jurisdictions in applying for federal disaster assistance programs.
- Support existing recovery organizations and encourage the development of local long-term recovery groups through technical assistance, best-practice identification and sustained community engagement.
- Coordinate the delivery of state allocated or state-administered and federally allocated funds, checking for efficiency and compliance.
- Include opportunities for participation from and coordination with the whole community in recovery planning activities.
- Incorporate principles of mitigation and resilience in recovery planning activities.

Whole Community Involvement

The CPCB RSF supports recovery planning efforts that focus on engaging the Whole Community to develop a network of agencies and organizations that can leverage their resources to collectively support tribes and local governments with their recovery. Suggested stakeholders include aging, disability and limited English proficiency groups, local businesses and their associations, universities, the private sector and non-governmental organizations, advocacy groups, coalitions and commissions representing historically marginalized communities. To support linguistic or cultural outreach needs additional suggested stakeholders include nonprofits and other organizations who serve and/or represent diverse populations. The RSF agencies provide information regarding resources and recovery assistance to support all affected stakeholders, including people with disabilities and other access and functional needs, in the recovery efforts.

People with disabilities and other access and functional needs may encounter barriers accessing social services and recovery resources for a variety of reasons as a result of the disaster impacts. Entities providing support during the recovery period should work to reduce or eliminate barriers to access (e.g., physical, sensory, or cognitive impairment, location, hours of operation, language). Entities should also increase access to information using media and social media platforms commonly utilized by and effective among historically marginalized groups in relevant languages and mediums.

To achieve the RSF objectives, the CPCB RSF shall identify and execute on opportunities to incorporate disability and other access and functional needs considerations into community planning and decision-making processes during the recovery period. Disability core advisory groups provide additional resources and share their subject matter expertise to facilitate inclusive recovery planning. As allowed by local, state and federal law, CPCB RSF participants share data concerning individuals with disabilities and other access and functional needs to adequately support the recovery of the Whole Community and identify additional opportunities to collaborate with one another.

Post-disaster recovery planning also provides an opportunity to address social inequities. To work toward social equity, the recovery planning process needs to be inclusive of the Whole Community, including, but not limited to, Black, Indigenous and People of Color (BIPOC) communities. Planners need to recognize inequities and biases, identify root causes and create actionable solutions toward eliminating the problem. The role of emergency management is to help all individuals and families prepare, respond to and recover from disasters. Emergency managers can fulfill this role by working with a wide variety of representative community stakeholders throughout the disaster cycle.

Organization

Mobilization

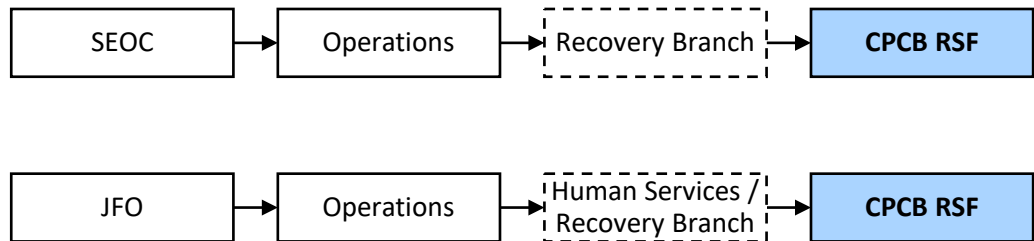
This RSF supports local jurisdictions and tribes, at their request, in developing recovery plans and building community resilience. The CPCB RSF supports the development of a state recovery plan specific to the disaster, if needed, in coordination with the Planning Section within the State Emergency Operations Center (SEOC).

Local jurisdictions and tribes may request recovery planning assistance. The ESF-14 Lead or Recovery Branch Director, if activated, coordinates with the Operations Section Chief and the SEOC Supervisor to determine if the disaster impacts warrant the activation of this RSF. The aforementioned positions determine the activation of this RSF on a case by case basis using all available impact data and the recovery planning needs of other activated RSFs. The state CPCB RSF works with the federal CPCB RSF, when activated, to gather data, identify needs and unify federal and state planning efforts to better coordinate recovery assistance. The RSF partners collaborate with the appropriate partners and resources needed to support the long-term recovery of the jurisdiction requesting assistance. The CPCB RSF activities may take place in a

Joint Field Office (JFO) or in a separate location (e.g., a Disaster Recovery Office) to coordinate recovery actions of the RSF entities. The RSF deactivation process follows the same procedures as activation (i.e., ESF-14 Lead consults with the Operations Section Chief and the SEOC Supervisor).

Structure

The CPCB RSF conducts its activities initially within the SEOC environment, either operating remotely or in-person. The SEOC Operations Section may establish a Recovery Branch to maintain span of control when other RSFs are also activated. As the incident transitions from response to recovery and out of the SEOC setting, the CPCB RSF may conduct its activities in a JFO setting. A structure with more flexibility may be necessary to carry out the intermediate and long-term recovery efforts in the state, in coordination with, or as part of, the JFO.



Direction, Control and Coordination

Horizontal Integration

In addition to the participants outlined in this RSF on Page 1, the RSF remains flexible and scalable to account for additional participants who may participate in this coordination structure. This RSF is a functional recovery operational annex supporting the WRF as part of the CEMP. Other state agencies possess plans that outline their continuity of operations and/or recovery actions following an incident, to include information on executing their assigned responsibilities. The CPCB RSF leverages the existing programs and authorities of state agencies to support community planning and capacity building.

State Agency Planning Integration

State agencies shall develop community planning and capacity building recovery plans and strategies commensurate with the agency's requirements and needs. Agency plans should complement the state CEMP through the Washington Restoration Framework (WRF). The following is a list of state agency plans that pertain to the function of the CPCB RSF:

- Comprehensive Emergency Management Plan (CEMP)**
The CEMP guides the overall emergency management roles, responsibilities and emergency management mission areas (protection, preparedness, response, recovery and mitigation).

- **CEMP, Emergency Support Function 14 – Long Term Recovery Annex**
ESF-14 supports local recovery efforts through the SEOC. ESF-14 coordinates state and federal recovery resources, hosts relevant meetings, facilitates the transition of resources from response to recovery, supports damage assessments and prepares Presidential Disaster Declaration requests and other requests for federal assistance.
- **CEMP, Catastrophic Incident Annex**
This annex provides planning considerations for the SEOC in the context of a catastrophic incident.
- **Washington State Enhanced Hazard Mitigation Plan (SEHMP)**
The SEHMP identifies the risks, vulnerabilities and hazards across the state and proposes strategies to mitigate risks to people, property, the economy, the environment, infrastructure and first responders. Many of the mitigation strategies are directly related to recovery and can be found at: <https://mil.wa.gov/enhanced-hazard-mitigation-plan>. Here are a few key mitigation strategies outlined in the plan relevant to this RSF:
 - *Cultural Resource Resilience Planning*
 - *Incorporate Hazard Mitigation and Disaster Recovery into Comprehensive Plans*
 - *Critical Areas Ordinance/Hazard Mitigation Planning Coordination*
 - *Increase and support Community Disaster Resilience planning efforts*
 - *Improve Resilience of Affordable Community Housing stock*

Vertical Integration

This RSF integrates vertically to federal recovery plans at the national level, as well as county and city plans at the local level and those of tribal governments. This RSF remains flexible to coordinate with other plans or regional planning groups (e.g., Metropolitan Planning Organizations, planning boards and commissions, etc.) that align with the Core Capabilities and Critical Tasks.

Federal Planning Integration

This RSF body anticipates coordinating with the federal CPCB RSF and associated agencies. As described in the Recovery FIOP, the federal CPCB RSF brings together agencies and organizations that can assist state and local governments to conduct appropriate community-based recovery planning. The Federal Emergency Management Agency (FEMA) is the coordinating agency and the Department of Housing and Urban Development (HUD) is the primary agency providing support in the federal CPCB RSF. After a disaster, the state works with federal CPCB counterparts to identify communities with the highest impacts, capacity gaps and recovery support needs.

- **Recovery Federal Interagency Operational Plan**
This document outlines how Federal agencies and national nongovernmental organizations (NGOs) plan to support disaster recovery efforts of local, state, tribal, territorial and insular area jurisdictions. Annex B: Planning, in particular discusses how

the federal government supports the Planning core capability through the delivery of CPCB RSF actions.

Regional Planning Integration

Regional planning efforts can influence recovery project proposals and priorities. The CPCB RSF works to identify pre-existing regional plans and initiatives that address topics such as long-term growth, economic development, transportation, affordable housing, land use capacity, climate change adaptability, capital facilities and utilities, urban design and historic preservation, parks and recreation, social health and hazard mitigation.

- **PLAN Washington (2017)**

This is a strategic plan developed by the Washington Business Alliance. PLAN Washington focuses on improving six key areas in our state (Economy, Education, Environment, Governance, Health and Transportation) by identifying the current issues and setting target goals for improvement.

- **VISION 2050 Regional Growth Strategy, Puget Sound Regional Council**

Developed in partnership with counties, cities, tribes and statutory and associate participants and transit agencies, this plan outlines a collaborative vision for growth in the Puget Sound Region over the next 30 years.

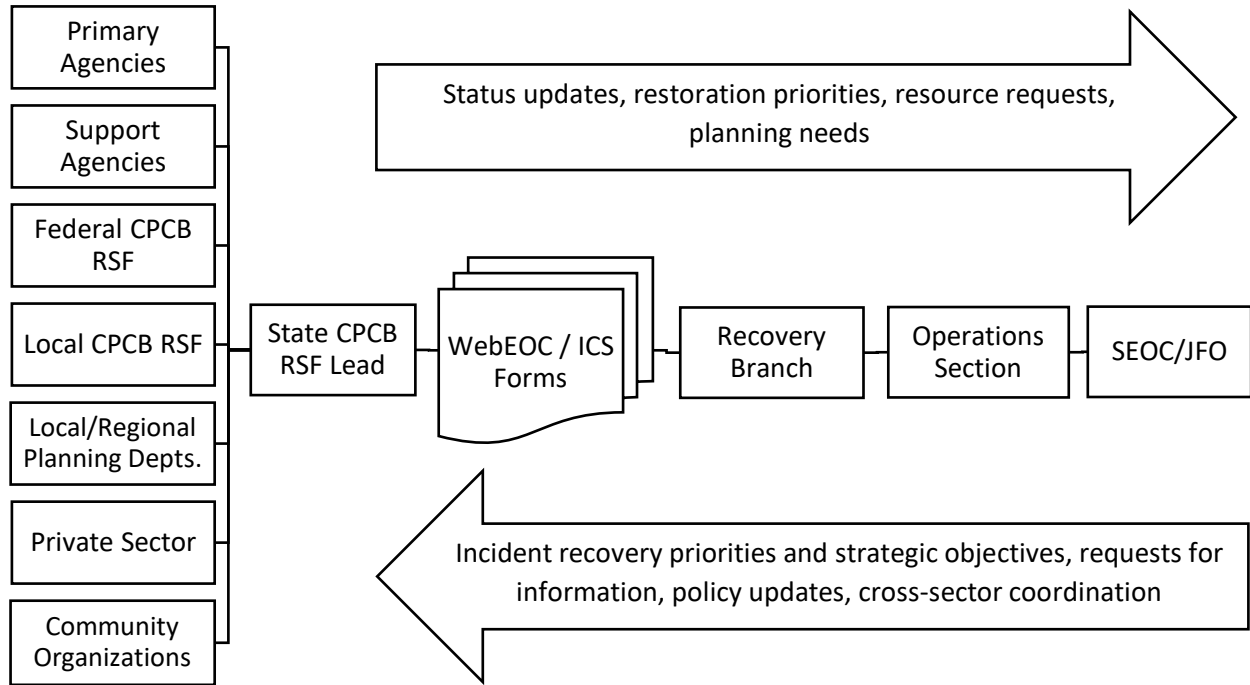
Local Planning Integration

Local jurisdictions are encouraged to develop CPCB recovery plans commensurate with their emergency management requirements and needs. City, county and tribal comprehensive plans and leaders are responsible for leading the disaster recovery planning process. Comprehensive plans provide local context for identifying a baseline of community strategies and vision for growth and development. Local jurisdiction plans should complement state plans when feasible. While local and tribal emergency management support the transition from response to recovery, they may have significantly smaller roles in supporting long-term recovery planning efforts. Nevertheless, local and tribal emergency management can support the recovery process by providing information (e.g., impact data, risk assessments, hazard mitigation opportunities, etc.) to their planning departments and recovery groups. Additionally, they can work with state agencies to identify and apply for post-disaster mitigation and recovery grant opportunities to build resilience in their communities.

Considerations for undertaking CPCB RSF activities include identifying local stakeholders that can provide planning technical assistance, guidance materials, tools and training resources to increase resilience in the community pre-disaster and leverage and collaborate post-disaster to support one another. Conducting a planning and capacity gap analysis can help identify who in the community emergency management should collaborate with in order to adequately address the recovery needs following a disaster. Suggested partners include educational and financial institutions, NGOs, economic developers, Main Street programs, community, city and regional planners including local and tribal arts, historic preservation and cultural entities, faith-based and grass-roots organizations focused on community sustainment, growth and resilience and behavioral health organizations. Local jurisdictions are encouraged to identify and work

with the networks, coalitions and associations (e.g., community transportation, home builders, neighborhood, agricultural, planning, building, social justice and equity, disability rights, community action agencies, etc.) that provide the expertise, connections and resources needed to support recovery.

Information Collection, Analysis, and Dissemination



Information Collection

Upon activation, the CPCB RSF gathers information from its RSF participants, federal and local recovery and/or CPCB RSF counterparts, local, tribal and regional organizations supporting land use planning, permitting, zoning, policy development, capacity building and other sources as necessary. Below is a list of potential organizations, agencies, or types of groups that *may* support local community planning and capacity building.

Entities Supporting Local Community Planning & Capacity Building	
Academic institutions	Metropolitan Planning Organizations (MPOs)
Aging and disability networks	Municipal Research and Services Center (MRSC)
American Planning Association – Washington Chapter	NGOs providing legal and/or policy guidance
Association of Washington Cities	Partners for Rural Washington (PRWA)
Community Action Councils	Planning Association of Washington (PAW)
Community, social service, social justice, faith-based and humanitarian organizations/coalitions	Regional planning councils (e.g., Puget Sound Regional Council)
Community Organizations Active in Disasters (COADs)	Religious institutions

Entities Supporting Local Community Planning & Capacity Building	
Emergency management	Think tanks, policy institutes and research institutes
Educational extension programs	Voluntary Organizations Active in Disasters (VOADs)
Infrastructure Assistance Coordination Council (IACC)	Washington State Association of Counties
Institutions of higher education (e.g., universities, academies, colleges, seminaries, conservatories, institutes of technology)	Washington State Community Action Partnership
Local and tribal governments	Washington State Geographic Information Council (WAGIC)
Local and tribal cultural, arts and historic preservation agencies and organizations	Washington Main Street Program

Community impact data that supports CPCB decision-making includes a Community Conditions Assessment (CCA) and the CPCB Issues, Opportunities and Needs Assessment (ION), developed by the federal CPCB RSF. According to [FEMA’s Recovery FIOP](#), CCA is a broad effort to develop and display comparable data on all impacted jurisdiction(s) based on community capacity factors. Impact assessment data include categories such as the number of households with greater than a certain dollar amount in FEMA verified losses, the number of cost-burdened renters, individuals living in poverty, homeless and/or unemployed and the training needs for state and local government officials and staff. These factors and many others, offer an opportunity to provide context that can aid in the recovery planning efforts. Understanding the pre-disaster conditions and trends in a community and other basic demographic data, informs the CPCB RSF efforts and aids in the identification of resilient strategies. While the CCA examines community impacts and demographics, the CPCB ION Assessment identifies gaps, opportunities and ongoing needs in the impacted area. This assessment, when combined with the CCA, provides a more holistic picture of the impacted area. This allows for CPCB RSF participants and other recovery personnel to identify the programs or solutions that best fit the recovery needs. The state CPCB RSF will work closely with the federal CPCB RSF, when activated, to share the community needs, impacts and other assessment data.

Activated state ESFs and RSFs also collect information that supports this RSF. The activated state ESFs and RSFs provide information regarding disaster impact assessment data, recovery issues and priorities, business status reports, restoration timelines and resource requests that feed into a common operating picture focused on recovery. State and federal Voluntary Agency Liaisons (VALs) act as additional sources of information concerning intermediate and long-term recovery planning activities while they work with local long-term recovery groups or share region-wide recovery concerns.

Depending on the disaster impacts, several information management systems may be used. For long-term recovery planning related to transportation systems, local and regional planners and decision-makers use the Washington State Department of Transportation’s (WSDOT)

Community Planning Portal. This portal provides transportation planning data and addresses the transportation element required by the state’s Growth Management Act.

The Washington Geospatial Open Data Portal (<https://geo.wa.gov/>) allows for public and private sectors to collaborate across the state and share geospatial data to inform decision-makers and the public. The portal provides access to a wide variety of databases displayed through a Geographic Information System (ArcGIS) platform. Categories of databases available that support disaster recovery planning efforts include: Natural Hazards, Arts, Cultural and Historic Resources, Economy, Geology, Environment, Agriculture, Education, Imagery, Health, Water and Transportation.

Other potential data sources to support community recovery planning includes the FEMA Geoplatform, which contains aggregate data of Individual Assistance (IA) applicants, eligibility obligations, inspections and geospatial damage assessments. Data.gov offers a large variety of open data, tools and resources provided by the U.S. Government.

Essential Elements of Information (EIs): The following categories are a baseline list of essential PCB recovery elements considered for information collection. They may not include all relevant EIs as the impact of a given disaster may require unique information collection needs.

Essential Elements of Information (EIs)	
Planning	
Element	Description
<p>Community Profiles</p> <ul style="list-style-type: none"> • Community capacity indicators • Culture • Demographics (e.g., age, household size, household income, languages spoken in household other than English, veteran status, persons with one or more disabilities, etc.) • Geography • Hazards • Pre-existing trends data • Business and industry • Education • Housing 	<ul style="list-style-type: none"> • Demographic information provided by the U.S. Census Bureau including data from the American Community Survey.
<p>Local Planning Support Needs & Opportunities</p> <ul style="list-style-type: none"> • Archaeological, cultural and historic resources • Capacity building 	<ul style="list-style-type: none"> • Local and regional land use planning support needs • Resource identification and dissemination methods

Essential Elements of Information (EIs)

Planning

Element	Description
<ul style="list-style-type: none"> • Community engagement strategies • Community facilities & infrastructure • Community planning & development • Economic development • Funding • Project coordination • Recovery strategies and/or priorities • Technical assistance 	<ul style="list-style-type: none"> • Technical planning assistance and project coordination opportunities • Regional planning initiatives, partners and economic development organizations • Unified messaging strategies • Urban versus rural community needs
<p>Mitigation and Resilience</p> <ul style="list-style-type: none"> • Archaeological, cultural and historic resources • Insurance programs • Land use policies • Natural hazard assessment and mapping • Non-structural hazard mitigation measures • Structural hazard mitigation measures • State investments and financing strategies that consider hazard risk 	<ul style="list-style-type: none"> • Pre-disaster identified projects (either partially or fully funded) <ul style="list-style-type: none"> ○ Opportunities to revise project proposal to incorporate recovery and mitigation dollars • Best available data to help communities make informed planning decisions (e.g., permitting and land use during reconstruction) • Options for adopting new state-level building codes and standards • Identify traditional (e.g., 406 Hazard Mitigation Grant Program) and non-traditional disaster recovery programs to support mitigation, resilience and recovery • Redevelopment and long-term recovery or resilience plans as an opportunity to incorporate mitigation options
<p>Community Planning and Capacity Building (Disaster-related issues)</p> <ul style="list-style-type: none"> • Challenges/barriers • Conflicts • Gaps • Opportunities • Resources and resource type • Policy issues • Community needs assessment • Restoration and recovery timelines 	<ul style="list-style-type: none"> • Access to whole community resources • Disaster-specific impacts: <ul style="list-style-type: none"> ○ Governmental services ○ Planning and economic development impacts ○ Utilities and infrastructure ○ Housing ○ Health and social services ○ Natural and cultural resources

Essential Elements of Information (EIs)	
Planning	
Element	Description
	<ul style="list-style-type: none"> Resource type may include donated, in-kind, monetary, grant, loan, etc. Gaps may include staffing, volunteers, financial, or limitations in capabilities of state/local/tribal staff for long-term recovery support
Training Initiatives, Education and Outreach <ul style="list-style-type: none"> Seminars Webinars Workshops 	<ul style="list-style-type: none"> Grants management Financial management Procurement and contracting Debris management Recovery staffing and positions Long-term recovery support by/for local government, nonprofits, faith-based groups Training for local and regional planning organizations (e.g., long-term recovery process, state and federal assistance programs, hazard mitigation, etc.)

Information Analysis

Data from the information collection sources listed in the previous section, supports the development of a comprehensive assessment of the jurisdictions with the greatest disaster impacts and needs. The information also supports the development of a recovery support strategy or plan. Depending on the magnitude and severity of the disaster, a recovery plan may be developed at the state level. Otherwise, post-disaster recovery plans should be developed by the impacted jurisdiction with planning support provided by the state, when requested. A recovery support strategy can contribute to the local recovery planning process by providing a clear assessment of potential state and federal funding opportunities and other programs. Information collected, such as the EIs listed in the previous section, helps to identify the recovery planning technical assistance and resources needed by the requesting jurisdiction.

Information Dissemination

The Operations Section Chief (or Recovery Branch Director, if activated) receives the information via the SEOC incident management software WebEOC, or best available system as allowed under the circumstances. As the incident progresses and SEOC activity diminishes, alternative methods of information dissemination outside of WebEOC may be used. The JFO, when established, acts as a primary location for information dissemination regarding recovery

activities in the state. This RSF coordinates with ESF-15 External Affairs and the Joint Information Center (JIC), when established, to share recovery resources and support unified messaging with federal and state agencies and the public.

Responsibilities

To the greatest extent possible, all RSF agencies provide resources and capabilities in a coordinated, efficient and effective manner with federal, state, local and tribal governments and nongovernmental and private sector entities to support the impacted area(s). Additionally, agencies strive to provide information regarding resources and recovery assistance to support all affected stakeholders, including people with disabilities and access and functional needs, in their recovery efforts. Agency actions support the execution of the Critical Tasks noted in the Concept of Operations section. The Critical Tasks contribute to the primary and support Core Capabilities listed in the Purpose section. Multiple agencies can perform the same action and an action can address more than one Critical Task.

Resource Requirements

Micro-level

The CPCB RSF maintains communication with recovery decisions and activities occurring in the SEOC by working under ESF-14 or the Recovery Branch, if activated. Therefore, at a minimum, the recovery lead must be located in the SEOC in order to coordinate and prioritize needs to the RSF participants. Depending on the disaster, the CPCB RSF may require physical space on the SEOC floor to conduct recovery activities. This space includes relevant office resources, information/communication technologies and supporting personnel resources as determined appropriately by the SEOC Supervisor. As the response activities diminish in the SEOC, an alternate location may be selected to conduct long-term recovery actions such as a JFO.

Recommended Training

- Incident Command System (ICS) 100, 200, 700, 800 (*required for all SEOC personnel*)
- FEMA E-0210 – Recovery from Disaster: The Local Community Role
- FEMA Independent Study (IS)-318 – Mitigation Planning for Local and Tribal Communities
- IS-2900 – National Disaster Recovery Framework (NDRF) Overview
- IS-558 – Public Works and Disaster Recovery
- IS-650 – Building Partnerships with Tribal Governments
- IS-660 – Introduction to Public-Private Partnerships
- Texas A&M Engineering Extension Service (TEEX) DMP-370 – Disaster Recovery Awareness
- TEEX DMP-580 – Disaster Recovery for Senior Officials
- TEEX DMP-480 – Introduction to Disaster Recovery Public Assistance Programs

- Rural Domestic Preparedness Consortium MGT-415 – Disaster Recovery in Rural Communities

Macro-level

The CPCB RSF needs to maintain communication with stakeholders statewide. This includes maintaining communication and information sharing with federal and local CPCB RSFs (or equivalent function), local and regional planning organizations, emergency partners, nonprofit organizations, policy and research groups.

References and Supporting Guidance

A Short Course on Local Planning – Resource Guide (Version 5.3, 2017)

The Washington State Department of Commerce’s Growth Management Services Program developed this guide in coordination with the Planning Association of Washington State (PAW). The guide provides a comprehensive overview of the planning process and legal requirements in the state. The guide includes tools, techniques and case study examples of local planning issues and solutions.

American Planning Association PAS Report 576, Planning for Post-Disaster Recovery: Next Generation

This is a resource outlining key recovery concepts and guides recovery planning at the state and local level. The report includes several case studies demonstrating important recovery lessons learned.

Capacity-Building Toolkit for including Aging & Disability Networks in Emergency Planning

This document is authored by the National Association of County and City Health Officials (NACCHO) and the Association of State and Territorial Health Officials (ASTHO). The toolkit provides supplemental tools and suggested resources and analyzes federal requirements. The tool supports aging and disability networks and other community-based organizations in planning for access and functional needs in disasters.

City Resilience Framework, (2015)

Developed by Arup with support from the Rockefeller Foundation, this is a framework defining key drivers of resilience in cities. The framework defines urban resilience and describes the essential systems of a city through four overarching categories: Health & Wellbeing, Economy & Society, Infrastructure & Environment and Leadership & Strategy. The framework further breaks down resilient cities by outlining the City Resilience Index with specific indicators.

<https://www.rockefellerfoundation.org/report/city-resilience-framework/>

Community Recovery Management Toolkit (online resource)

The Community Recovery Management Toolkit (CRMT) is a compilation of guidance, case studies, tools and training to assist local communities as they are in the midst of managing recovery post-disaster. <https://www.fema.gov/emergency-managers/national-preparedness/frameworks/community-recovery-management-toolkit>

Community & Regional Resilience Institute – Community Resilience System

The Community Resilience System (CRS) brings together the resources, tools and processes needed to improve community resilience. <https://merid.org/case-study/community-and-regional-resilience-institute/>

Comprehensive Preparedness Guide (CPG) 101, Developing and Maintaining Emergency Operations Plans

CPG 101 provides the foundation for the emergency management planning process. The guide includes an introduction to the fundamentals of planning, discusses different plan formats and functions and provides a set of questions to consider during the planning process.

Comprehensive Preparedness Guide (CPG) 201: Threat and Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Review (SPR) Guide

CPG 201 introduces the THIRA and SPR process for identifying community threats and hazards and setting targets for each core capability defined in the National Preparedness Goal with examples and guidance for development.

Critical Areas Handbook: A Handbook for Reviewing Critical Areas Regulations (2018)

The Washington State Department of Commerce developed this guide to support requirements under the state's Growth Management Act to identify, designate and protect Critical Areas.

Department of Commerce: A Short Course on Local Planning (online resource)

A list of online planning resources and in-person training courses on local planning, as well as basic and special topic short course videos addressing topics such as infill development for small cities, economic development, sustainable development and urban forestry. Visit <https://www.commerce.wa.gov/serving-communities/growth-management/short-course/> to learn more.

Disaster Recovery Guidance: Executive Summary Research Study Findings (2019)

The American Planning Association teamed up with Texas A&M University to conduct a research project focused on identifying planners' perceptions of the disaster recovery process and their roles and determining what planners need to know about disaster recovery to better support communities. The research provides the evidence base to develop guidance for planning practitioners on disaster recovery.

Effective Coordination of Recovery Resources for State, Tribal, Territorial and Local Incidents

This is a guide that focuses on critical tasks and coordination challenges faced by state, tribal, territorial and local governments in managing disaster recovery. The resources, suggestions and guidance is intended to be applied after an incident to support the recovery coordination process, build resilience, identify key resources and assess and evaluate recovery issues.

FEMA Pre-Disaster Recovery Planning Guide for State Governments

Designed to prepare state governments for recovery efforts from future disasters through planning guidance, tools for public engagement and identification of existing recovery resources. Includes discussion on how to coordinate with federal, local and tribal partners before, during and after a disaster.

FEMA Pre-Disaster Recovery Planning Guide for Local Governments

Designed to prepare local governments for recovery efforts from future disasters through planning guidance, tools for public engagement and the whole community and identification of existing recovery resources.

FEMA Pre-Disaster Recovery Planning Guide for Tribal Governments

Designed to prepare tribal governments for recovery efforts from future disasters through planning guidance, tools for public engagement and identification of existing recovery resources.

FEMA National Disaster Recovery Framework (NDRF)

Provides a framework for how the federal government organizes for recovery and introduces recovery concepts, including recovery support functions.

Hazard Mitigation and Disaster Recovery Resources, American Planning Association (2018)

This is a collection of American Planning Association (APA) resources to support hazard mitigation and disaster recovery planning. The document includes recovery briefing papers, policy guides, webinars, publications and recovery courses which may be provided on-demand. This resource and others provided by the APA can be found at:

This resource and others provided by the APA can be found at:

<https://www.planning.org/resources/disaster/>

Health, Resilient, and Sustainable Communities After Disasters

Developed by the Institute of Medicine, this is a comprehensive document on strategies, opportunities and planning for recovery with numerous case examples, resources and recommendations. This document focuses on integrating health into recovery planning, but also touches on other aspects of recovery such as housing and infrastructure.

Office of Financial Management: Growth Management Act County Projections

In accordance with RCW 43.62.035, the Office of Financial Management provides population projections, updated every 5 years, for each county under low, medium and high levels of growth as well as population change over the last 10 years. <https://ofm.wa.gov/washington-data-research/population-demographics/population-forecasts-and-projections/growth-management-act-county-projections/growth-management-act-population-projections-counties-2010-2040-0>

PAS Report 576 / Planning for Post-Disaster Recovery: Next Generation

This is a comprehensive guide for recovery planners at all levels of government and non-government. Subject matter expertise from the American Planning Association provide best practices, examine case studies and demonstrate key pre-disaster recovery planning principles that are inclusive of the whole community.

Preparing for a Changing Climate: Washington State's Integrated Climate Response Strategy

This document was prepared by Washington State Department of Ecology in coordination with several other state departments. The document outlines recommendations for state agencies to adopt that are focused on reducing vulnerability to climate change and strengthening partnerships across state, local and tribal governments.

Resilient Washington

The Resilient Washington Subcabinet convened in January of 2017 to help our state better prepare for natural disasters. The Subcabinet formed to further review, implement and expand on the findings from the Resilient Washington State report (Framework for minimizing loss and improving statewide recovery after an earthquake), 2012.

Resources for Building Resilience in the Puget Sound Region, WA

This is a comprehensive resource guide that includes short program summaries and contact information for federal, state and nongovernment organizations supporting resilience in the Puget Sound Region. Other resources include written material (e.g., publications, guidebooks, white papers), training opportunities and online tools (e.g., maps, models, toolkits, checklists) all geared toward building resilience.

Road Map to Washington’s Future, Final Report Volume 1, (2019), William D. Ruckelshaus Center

This report originated from a legislatively funded project to identify the strengths and weaknesses of the state’s growth management planning framework and identify additions, revisions, issues and strengths. Among others, the report recommends within Action 3, Resilience to Changing Conditions and Disasters; Action 3.2 Integration of Disaster Preparedness and Growth Planning: integrating recovery planning with growth management planning and policies and planning for resilience to changing conditions and disasters.

Rural Resources for Washington State (2017)

This is a resource guide developed by Partners for Rural Washington that provides a directory of resources for rural communities and residents. Categories of grant, loan and other potential resources include agriculture, economic development, employment, training, education, emergency preparedness/response, environment and natural resources, infrastructure, tribal programs and more.

Washington State Department of Transportation: Community Planning Portal

Provides access to state transportation data to help local and regional planners, decision-makers and people in the state better understand the state transportation system and use the data for general planning purposes. The data supports a local government’s inventory of the transportation element required by the Growth Management Act.

<https://www.wsdot.wa.gov/planning/community/CommunityPlanningPortal.htm>



Community Planning and Capacity Building

Recovery Support Function

Attachment – Community Planning and Capacity Building RSF

Additional Resources

Below is a list of state, federal and other governmental and non-governmental entity programs potentially supporting community planning and capacity building following a disaster. The list of programs is not exhaustive and the availability of funding, the program eligibilities and stipulations, the program actions and the contact information are subject to change. The information is reviewed on a regular basis with each entity to check for inaccuracies.

Washington Military Department Emergency Management Division (EMD)

Resource: <https://mil.wa.gov/disaster-assistance-overview>

Summary of Activities

The Washington Emergency Management Division is responsible for the overall coordination of disaster response and recovery activities in Washington State. EMD manages federal recovery programs through FEMA such as Individual Assistance and Public Assistance, as well as the Hazard Mitigation Assistance programs, Hazard Mitigation Grant Program, Pre-Disaster Mitigation and Flood Mitigation Assistance. EMD also operates the SEOC and therefore works closely with responders and with local organizations to transition from response to recovery. To specifically support this RSF, EMD coordinates technical assistance and resources (recovery planning, hazard mitigation planning, continuity of operations planning, etc.) for the requesting jurisdiction. This action involves working across state agencies to bring community engagement specialists and other community planners to support the recovery efforts.

Points of Contact

Stacey McClain, Mitigation & Recovery Section Manager

Stacey.McClain@mil.wa.gov; (253) 312-8291

Travis Linares-Hengen, Human Services Program Supervisor

Travis.Linares-hengen@mil.wa.gov; (253) 512-7028

Quinn Butler, Recovery Planning Program Manager
Quinn.Butler@mil.wa.gov; (253) 370-4219

Kate Pedersen, Recovery Coordinator
Katherine.Pedersen@mil.wa.gov; (253) 345-9244

Washington State Department of Commerce (COM)

2020 Agency Resource Book (PDF): <https://bit.ly/3999IzS>

Summary of Activities

The Department of Commerce operates nearly 100 programs, including many housing and community and economic development programs. The Department of Commerce provides local governments, nonprofits and community action agencies with the tools they need in their communities. Our work ranges from capital programs for increasing affordable housing stock to programs that prevent families from becoming homeless. We also have community engagement and outreach programs to support long-term community planning and strengthen communities. Visit <http://www.commerce.wa.gov/> for additional information.

Point of Contact

Tristan Allen, Risk and Resilience Manager
Tristan.Allen@commerce.wa.gov; (360) 561-0253

Washington State Department of Social and Health Services (DSHS)

Summary of Activities

The Department of Social and Health Services serves millions of Washington citizens each month and supports programs including Temporary Assistance for Needy Families and housing for disabled adults. DSHS is also a support agency for Emergency Support Function 6, Mass Care, and is a critical partner in the transition of displaced survivors from sheltering to housing.

Point of Contact

David Shannon, Director, Emergency Management Services
David.Shannon@dshs.wa.gov; (360) 902-8159

Planning Association of Washington (PAW)

Summary of Activities

PAW provides educational opportunities for planning commissioners, elected officials, tribes, special purpose districts, private sector firms, state agencies, students and interested citizens. PAW provides educational opportunities for learning about disaster recovery planning. PAW conducts Land Use Boot Camps across the state and holds an annual conference to discuss new information concerning community planning in the state. In conjunction with the Washington State Department of Commerce, PAW delivers the Short Course on Local Planning, a requirement for newly elected officials. *Resource:* <http://www.planningassociationofwa.org>

American Planning Association – Washington Chapter

Summary of Activities

The American Planning Association offers Community Planning Assistance Teams (CPAT) in partnership with the state Department of Commerce to support community planning efforts. Through the assistance of professional planners and specialists, CPAT works with community to articulate visions, solve problems or resolve issues by identifying local and regional resources. The Washington CPAT typically holds one event per year with a community that applies for their pro bono assistance with the goal of providing technical planning assistance to small and under-funded communities. *Resource:* <https://www.washington-apa.org/community-planning-assistance-teams>