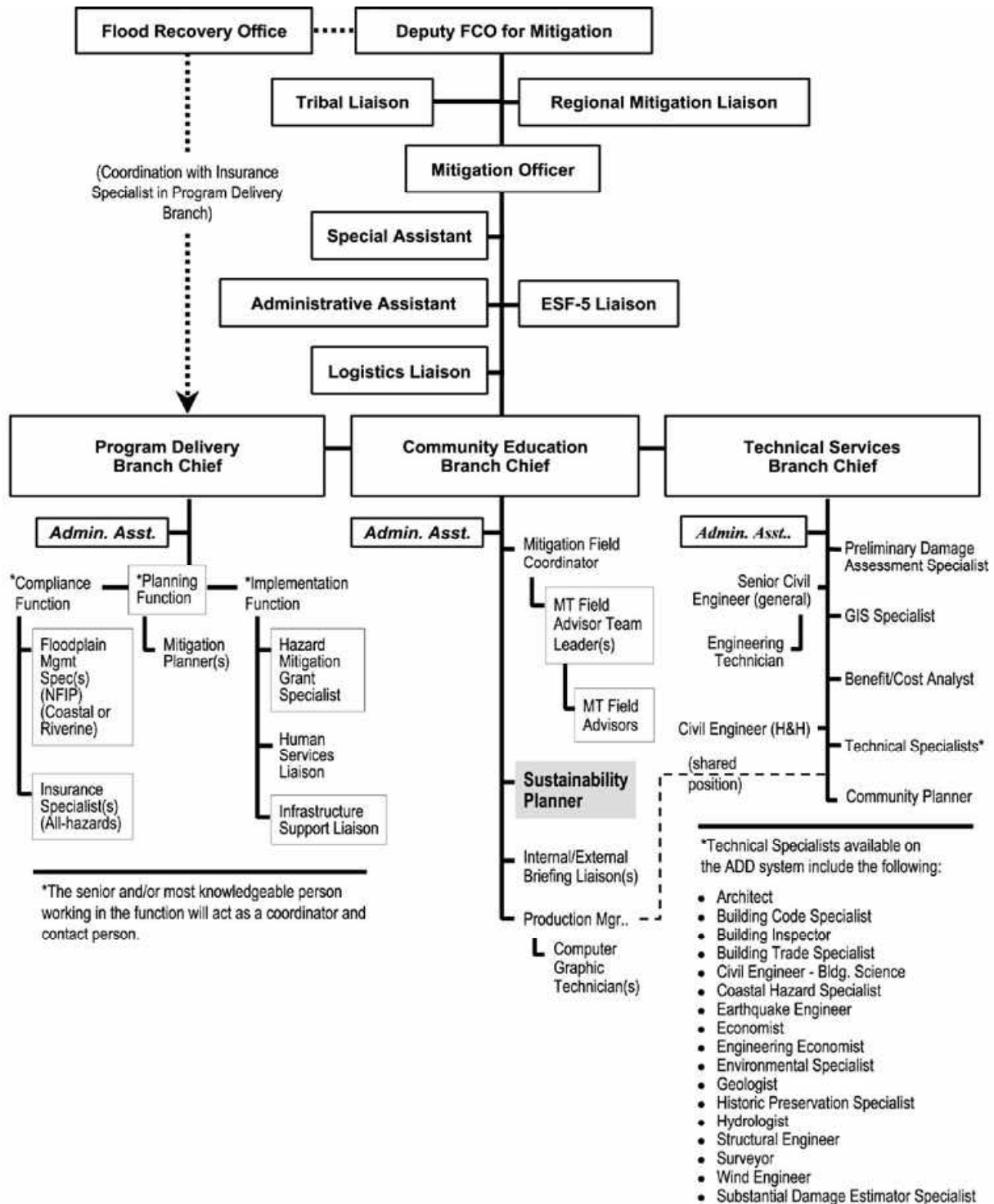




Appendix G  
**ERT-Mitigation Branch  
Organizational Chart**





## Appendix H **Position Description**

### ***Position Description Technical Services Branch Community Planner***

#### ***Duties***

Facilitates the incorporation of mitigation and sustainable development strategies into the impacted communities' recovery and reconstruction *planning process*. Provides mitigation and sustainability outreach to the planners within impacted communities. Participates in the development of the Early Implementation Strategy, on the Interagency Hazard Mitigation Team, and in evaluation of the State Mitigation Plan.

#### ***Knowledge, Skills and Abilities***

##### Knowledge

Knowledge of general planning principles, practices and procedures, including zoning ordinances, subdivision ordinances and capital improvement planning. Knowledge of principles and practices of sustainable development and how it is incorporated into reconstruction and mitigation strategies. Knowledge of land use planning and its application to hazard mitigation. Knowledge of community development and redevelopment principles and practices, including land economics. Knowledge of FEMA's pre- and post-disaster mitigation programs (HMGP, NFIP including ICC provisions, FMA, CRS, NEHRP recommended provisions, (Section 409) mitigation planning requirements) as well as other Federal agencies programs (HUD, EDA, SBA) that can provide technical and/or financial assistance for implementing reconstruction strategies. Knowledge of private/non-governmental programs that can support reconstruction and mitigation strategies. Knowledge of FEMA's technical assistance programs and contract vehicles. Knowledge of socioeconomic and demographic analysis as they apply to local mitigation and reconstruction strategies.

##### Skills

Consensus building and team building, communication (verbal and written)/interpersonal skills.

##### Abilities

Ability to operate a computer and use MS Office programs. Ability to interact and coordinate multiple and often complex issues with a wide range of technical and program specialists within local, state, regional planning and Federal government agencies. Ability to mobilize on short notice for an extensive period of time; work under stressful conditions; operate in a politically sensitive environment. Ability to accept responsibility, make decisions, establish priorities, and solve problems. Ability to work independently. Ability to analyze damage patterns to identify mitigation opportunities.

## OPERATIONAL CHECKLIST

### Technical Services Branch Community Planner

**NOTE:** Because tasks are often disaster-specific, they may not be listed in chronological order. Some tasks may need to be accomplished simultaneously.

#### PREDEPLOYMENT

##### Conduct administrative activities

- Verify travel plans, accommodations for lodging and rental car.
- Secure travel orders and supporting documentation.
- Establish specific address location of the DFO with directions to the location.
- Obtain estimate of duty tour and any instructions regarding the nature of the mission and specific duty required.
- Update answering machine/voice mail to reflect deployed status.
- Make necessary personal plans to address extended deployment from home.
- Make arrangements for coverage of ongoing job responsibilities.
- Collect initial disaster information (field reports, PDAs).
- Review past Early Implementation Strategies, IHMT/HMST Reports, past disaster history in same area, and current State Mitigation Plan if one exists.
- Review Community Information System (CIS) for community(ies) affected. (Note: **this can only be done by FEMA employees; and may only be applicable for flood disasters.**)

##### Additional Tasks

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## **FIELD OPERATIONS**

### **Conduct in-processing and administrative activities**

- [ ] On arrival, check in and put on DFO identification badge.
- [ ] Check in with designated supervisor to establish work assignments.
- [ ] Identify your tentative work schedule with your supervisor and times for briefings and staff meetings.
- [ ] Coordinate with the Logistics Liaison to set up your office space at the DFO.
- [ ] Give your name and phone number to the Logistics Liaison for internal listing.

### **On-going activities**

- [ ] Attend all mitigation staff meetings as requested.
- [ ] Provide input to Branch Chief for daily situation report.
- [ ] Continue activities initiated during the Pre-Deployment phase, as needed.
- [ ] Maintain a daily log of activities and communications, noting after-action items for AfterAction report.
- [ ] Document mitigation success stories and submit them to the Community Education Branch Chief.
- [ ] Coordinate with the Technical Services and Program Delivery Branch Chiefs prior to contacting the SHMO regarding state or joint state-FEMA activities.

### **Collect and review background data**

- [ ] Obtain and review state legislation affecting local planning, including provisions regarding post-disaster reconstruction and mitigation.
- [ ] Determine (i.e., by phone) those ordinances and/or regulations currently in effect in the affected communities, and obtain same.
- [ ] Review community(ies) general or comprehensive plan, and associated maps or reports; zoning, subdivision and other land development regulations and/or ordinances. Obtain and review any existing plans that deal with post-disaster recovery and reconstruction.
- [ ] Identify any state and/or local sustainable development initiatives or non-governmental sustainable development advocacy groups operating in the disaster area.
- [ ] Obtain and review NFIP information for affected area and jurisdictions (i.e., community standing, policies in force, CRS report, repetitive loss list, state and local mitigation plans, potential substantial damage estimates).

- [ ] Review results of PDAs/damage assessments.

**Coordinate with the following:**

- [ ] Mitigation Planners (Program Delivery Branch) to participate in Early Implementation Strategy process, and IHMT.
- [ ] Regional Mitigation Liaison (state procedures, background information, political sensitivities).
- [ ] Infrastructure Support Liaison and Human Services Liaison regarding coordination of FEMA assistance to support incorporation of mitigation into community's long-term recovery and comprehensive reconstruction strategy.
- [ ] Floodplain Management Specialist and Insurance Specialist to determine possible "trouble" areas (i.e., nature of community compliance issues, if any; any "hot" issues that pre-existed the disaster).
- [ ] Coordinate with others in the DFO to ensure that mitigation strategies developed within the DFO accommodate needs identified within the community's long-term recovery plan or strategy; participate in the Early Implementation Strategy, IHMT, and other planning activities within the DFO.
- [ ] DFCO-M to set up a meeting with community planning officials to determine short- and long-term reconstruction and recovery goals where they overlap with mitigation goals and encourage linkage of mitigation objectives with broader sustainable development objectives.
- [ ] Assist the community with the following activities:
  - Developing short-term planning/operational strategies that affect the ability to incorporate mitigation and sustainability into longer-term recovery goals. For example, initiating moratoria to facilitate optimal mitigation/reconstruction decision making, decisions involving road and bridge closures; decisions regarding post disaster inspection of homes, decisions regarding re-occupancy of homes that have been substantially damaged (under NFIP definition), decisions regarding obtaining outside assistance (i.e., mutual aid for building officials; state or local chapters of professional organizations such as APA or ASCE) repair/replace/relocation of critical facilities. (**Note:** this type of meeting is critical to charting the "correct" course for a community, and should be attended by senior DFO staff such as senior Infrastructure and Human Services staff.)
  - Identifying multi-objective mitigation and sustainability opportunities for longer-term considerations within locally developed reconstruction plans or strategies (if this has not been done previously by the community). Coordinate the delivery of appropriate DFO technical expertise to assist in evaluations of alternative reconstruction strategies.
  - Making preliminary decisions regarding alternate reconstruction strategies by providing general program and administrative information on programs that deal with mitigation, planning, and/or reconstruction within FEMA and within OFAs. Coordination with others within the DFO will be necessary.

- Securing FEMA (i.e. HMTAP) and OFA technical and financial assistance for implementing reconstruction strategies that incorporate mitigation. Assist community in coordinating complex recovery and reconstruction issues among such Federal agencies.
- Assembling parcels of land for acquisition/relocation mitigation strategies, or for redevelopment projects that incorporate mitigation strategies. This may entail securing outside technical assistance via FEMA contractor(s), or providing such expertise personally.

**Additional activities**

- Serve as a mitigation representative to the FCO's office for assisting in securing Federal long-term recovery resources.
- Serve as Project Officer for technical assistance tasks to outside contractors involving the development of long-term recovery strategies.

**Additional Tasks**

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**DEACTIVATION**

- Upon deactivation collect and transfer all files and records to the regional office.
- Return all equipment to the Logistics Liaison and go-kit contents to go-kit box.
- Provide after-action input to designated personnel.
- Complete and return to Operations Support all timesheets and vouchers.

**Additional Tasks**

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Appendix I  
**Associate Director  
Memorandum: Sustainable  
Redevelopment Function  
in Disaster Field Offices,  
November 1998**



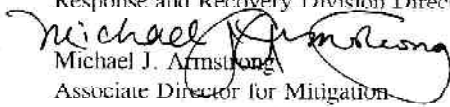
## Federal Emergency Management Agency

Washington, D.C. 20472

NOV 20 1998

MEMORANDUM FOR: Regional Directors  
Regions I-X

ATTENTION: Mitigation Division Directors  
Response and Recovery Division Directors

FROM:   
Michael J. Armstrong  
Associate Director for Mitigation

SUBJECT: Sustainable Redevelopment Function in  
Disaster Field Offices

The purpose of this memorandum is to share with you an important new initiative of the Mitigation Directorate--the establishment of a *sustainability desk* as part of the mitigation function in Disaster Field Offices (DFOs) and/or Disaster Recovery Centers (DRCs). I would like to provide you some brief background, outline an approach to developing and piloting this concept, and, most importantly, solicit your participation in this effort.

### What is sustainability?

The concept of sustainability brings a relatively new approach to environmental, economic, and social thought, and has the potential to enhance the achievement of mitigation goals in the post-disaster (as well as pre-disaster) environment. While there is no universal definition for sustainability, a definition that may be most useful for our purposes is the following (based on language from the Minnesota State Legislature):

...development that maintains or enhances economic opportunity and community well being while respecting, protecting and restoring the natural environment upon which people and economies depend.

### What is sustainable re-development?

Sustainable re-development is simply the application of the concepts and practices of sustainable development to the disaster recovery process. As the post-disaster environment presents a unique window of opportunity to implement hazard mitigation measures, it may also provide the same window of opportunity to reduce human conflict with natural systems, reduce the consumption of non-renewable resources, and increase the quality of the built environment. If reconstruction is part of a community's disaster recovery process, the community may also have the opportunity to address issues such as the compatibility of development with the natural environment and natural hazards, use of non-renewable resources, and social and economic issues that may be affected by improved community planning and physical design.

Like sustainable development itself, sustainable re-development is locally driven and consensus based. After the Midwest Floods of 1993, as many of you are aware, FEMA worked closely with a public-private partnership group called the Working Group on Sustainable Re-development to assist Valmeyer, IL and Pattonsburg, MO, two severely damaged communities, determine how to incorporate sustainability into their recovery efforts. A package of assistance was made available to these communities that resulted in multiple benefits: removal of damaged structures from the floodplain; relocation of residents, businesses and community facilities to safer, more sustainable locations not vulnerable to flooding; the incorporation of cost-effective, energy-efficient technology into rebuilt or new structures; and neighborhoods designed to improve the quality of everyday life for their residents.

Building on this experience, participants (including myself) in the 1998 Wingspread Conference, "Communities in Harm's Way: Leadership Dialogue on Designing Disaster-Resistant Settlements," developed a set of principles to help communities and government agencies enhance sustainability in disaster-prone communities. These "Wingspread Principles," which may be found on the Internet in both websites referenced at the end of this memorandum, provide a vision of using the disaster recovery process as an opportunity to create more sustainable communities. I believe that the time is right for FEMA to actively assist States and communities to realize this vision.

#### Sustainability Desk

The term *sustainability desk* is shorthand for activities undertaken by FEMA, in partnership with the State and through coordination with other agencies and organizations (Federal or non-Federal), to promote integration of the principles and practices of sustainable development into the post-disaster recovery process. There may or may not be an actual desk in the DFO or the disaster recovery centers, at which an individual works or distributes publications. The nature of the sustainability initiative in any given disaster will depend on the particular recovery needs that must be met, and will be determined by the Region, FCO and Deputy FCO for Mitigation (DFCO-M). The activities FEMA, in conjunction with other Federal agencies, undertakes to encourage and support State and local governments to implement sustainable redevelopment will be under the authority of the DFCO-M or the Hazard Mitigation Officer, as part of the overall mitigation strategy for the disaster. The connection with mitigation is obvious: a disaster resistant community is far more sustainable than a community that is vulnerable to repeated disaster losses, and sustainability provides a holistic framework for communities to link mitigation to other broad goals.

The Mitigation Directorate intends to develop guidance and suggested procedures for the Regional Offices on Sustainable Redevelopment, in coordination with the Response and Recovery Directorate; other Federal agencies such as the Department of Energy (DOE), Environmental Protection Agency, and Department of Housing and Urban Development; and the National Emergency Management Association and Association of State Floodplain Managers. However, practical experience is invaluable to this process. Therefore, we have begun to take advantage of some disasters as they occur to pilot sustainability efforts. These efforts have occurred in Ohio

and West Virginia, and we anticipate integrating sustainable redevelopment into the recovery from future disasters as appropriate opportunities present themselves.

#### Pilot Efforts

In Ohio (FEMA-DR-1227-OH), FEMA supported the State's *Smart Recovery* initiative promoting flood mitigation with a number of sustainability activities. The headquarters Program Planning Branch arranged for the DOE's Denver Regional Support Office to provide an individual to assist and provide technical assistance to FEMA and State staff at the DFO. A Sustainable Redevelopment Steering Committee was established, composed of representatives of the Ohio Emergency Management Agency (OEMA), the Ohio Department of Development (ODOD) and FEMA. The Committee developed an action plan, including minimum criteria for the selection of target communities, and identified potential target communities. OEMA hosted representatives from Federal and State agencies as well as local planning commissions and universities at a DOE presentation on "Sustainable Disaster Recovery." The audience learned about "what" Sustainability is, "how, where and when" it can be applied, "who" can utilize it and "why" it is critical. The session was very well received, and these organizations should be prepared to play a role in assisting target communities to make sustainable redevelopment part of their flood recovery.

FEMA and OEMA facilitated a meeting with Rural Action, an advocacy group already involved with Sustainable Development in Athens County, in order to identify some of the activities currently taking place to maintain/increase the sustainability of the communities in the area. This effort led the DOE to provide a \$5,000 grant to Rural Action to support increased activity related to sustainable redevelopment in the area.

Region V is adapting the DOE Sustainable Development presentation to develop a new presentation that will include additional slides focusing on mitigation. They are also creating a Concept Summary (documenting the Sustainability Desk effort in Ohio for DR-1227), a Resource List, a Publications Inventory, a Community Newsletter and a tri-fold Sustainability Brochure. We will provide you with copies of these materials when they are available.

In West Virginia (FEMA-DR-1229-WV), conversations between the Governor and Director Witt resulted in a commitment to develop a long-term recovery plan, and both the State and FEMA determined that it would be appropriate to include sustainable redevelopment in the plan. Region III, working with the State, developed a Sustainability Action Plan with recommendations of activities and responsibilities for FEMA headquarters and regional offices and State agencies. They have also contacted several communities and organizations to provide information on sustainable redevelopment, and have made contact with a number of the regional planning commissions in the State. Some of Region III's other activities in WV include drafting a standard operating procedure for a Sustainability Officer, collecting sustainability material for use in future disasters, and identifying a number of procedural and substantive questions which need to be addressed as part of FEMA's future sustainable redevelopment guidance.

### Next Steps

The Mitigation Directorate's Program Planning Branch has the responsibility of developing operational policy and procedures that will eventually guide FEMA's implementation of sustainable redevelopment in the post-disaster environment. Discussions with DOE have identified a number of activities that can assist us in this effort, including press kits, PSAs, videos, and articles for the Recovery Times promoting sustainable redevelopment.

We need your assistance, as you respond to future disasters, to pilot some sustainable redevelopment efforts with communities that you and the State believe would be receptive to this initiative. Please contact the Planning Branch both to discuss the appropriateness of this effort to your situations, and to obtain technical assistance. We can support you with experts from other Federal agencies, and publications and other materials. Lessons learned from recent experience in Ohio and West Virginia, as well as other sustainable redevelopment efforts, can help you in considering how to approach this initiative:

- It's important not to introduce sustainable redevelopment too early, when States and communities are completely absorbed with immediate response. But we need to discuss it as soon as they start thinking about recovery, and provide information and technical assistance to interested communities as soon as we can. Ideally, we should be looking for avenues to introduce sustainability in the pre-disaster mode.
- People who may not initially be receptive to the idea of sustainable redevelopment often, over a few days or weeks, come to see its benefits. We need to allow for this "fermentation period," and test the waters periodically during the early recovery phase.
- FEMA has a key role to play, as the most visible Federal presence, in publicizing sustainable redevelopment during the critical window of opportunity to introduce new approaches to recovery.
- The people left behind in the community after the Federal presence is gone accomplish the real work of sustainable redevelopment. Our job is to enhance their capability by providing information, contacts, and technical assistance through the DFO, and by following up from the Regional Office as the situation and resources dictate.
- The multi-objective community based planning that defines Project Impact communities is a natural spring board for sustainable redevelopment in a post-disaster environment. I encourage you to introduce this in your Project Impact discussions.

My intent with pilot efforts is two-fold: first, to avoid situations in which the current absence of formal guidance prevents us from seizing opportunities that may exist to promote sustainable redevelopment, and second, to obtain useful information and more "lessons learned" that will contribute to the development of policy and procedures for encouraging sustainable redevelopment during disaster recovery.

I sincerely appreciate your support for this initiative. We will be sharing additional material and information with you, and your input and feedback will be essential as we proceed. Please feel free to contact me or Terry Baker in the Program Planning Branch (202-646-4648) if you have questions or wish to discuss this initiative further. In addition, if you are interested in learning more about the concept, principles, and specific aspects of sustainable redevelopment, these two DOE websites will provide you with excellent information, ranging from introductory to more technical: <http://www.sustainable.doe.gov/> and <http://www.sustainable.doe.gov/freshstart/>.

cc: Lacy Suiter, Response and Recovery  
Mitigation Division Directors and Branch Chiefs, Headquarters



Appendix J  
**Associate Director  
Memorandum: Continuing  
the FEMA/State Dialog in  
Mitigation, January 2000**



## Federal Emergency Management Agency

Washington, D.C. 20472

JAN 11 2000

MEMORANDUM FOR: Regional Directors  
Regions I – X

ATTENTION: Mitigation Division Directors

FROM: *Michael J. Armstrong*  
Michael J. Armstrong  
Associate Director for Mitigation

SUBJECT: Continuing the FEMA/State Dialog on Mitigation

The purpose of this memo is to request that you and your Mitigation staff begin to develop profiles of State-level mitigation programs and activities within your respective Regions. These profiles should be based on information gained during visits to States for technical assistance and support, and should be used by you in subsequent discussions with State management officials.

In a planning guidance memo dated October 22, 1999 I provided you with some ideas and thoughts on how, using our strategic partnerships with States and local governments, we might establish more collaborative and integrated mitigation planning processes that would yield more effective plans. Attached to that memo was a summary of planning guidance and tools as well as a "checklist." The checklist was designed to both communicate a new strategic vision for mitigation planning and to assist your staff in reviewing plans as they are submitted to you for approval. One of the central ideas expressed in the October 22 memo was that Regional Directors should use the results generated by the checklist to engage in a constructive dialog with States regarding their progress in establishing more effective plans that show clear linkages between State and local mitigation planning efforts.

As you know from my meetings and correspondence with you, I am fully convinced that the key to broadening and strengthening the current partnerships with States will be determined by our success in maintaining an open, constructive exchange of information and ideas. While we have established the basis for this in the area of planning, I believe we have an opportunity to do this in other areas of mitigation as well. Therefore, beginning in January 2000, I am requesting that your staff begin to provide you with an informal analysis of the mitigation initiatives and programs for each State within your region. The analysis might talk about creative new mapping initiatives under the Cooperative Technical Community (CTC) concept, new processes to expedite obligations under our mitigation grant programs and/or new ideas to quantify and measure the benefits of mitigation projects. Similarly, the analysis might highlight new initiatives used in other States that your staff thinks might work and benefit the State for which the analysis is being prepared.



After a time, I believe a profile will emerge that you can use as the basis for a "constructive dialog." Input for this analysis could be drawn from staff visits to the State and localities within the State, planning checklist results as well as from the Capability Assessment for Readiness (CAR) process. Attached for your review is a sample analysis that I had my staff develop to further illustrate this idea. This attachment by no means exhausts all the areas that might be explored.

As you know, we have worked long and hard to provide the States with the flexibility to focus resources and emphasis on the areas of emergency management that they believe need development or improvement. Therefore, I want to emphasize to you that this profile is not a report card, it is simply a suggested means to facilitate your discussion with the State on how together we can reduce disaster losses through mitigation.

Please send me a copy of all State profiles as they are completed. I am requesting that a profile for at least one state within each of your respective regions be completed and sent to me by February 18, 2000, with all States to be completed by June 2000. I intend to make this an item for discussion in our subsequent meetings and will continue to look for creative means to support you as you do mitigation business with FEMA's State partners.

## *STATE MITIGATION PROGRAM ANALYSIS*

### Mapping Hazards and Assessing Risks

- State staff is working more closely with local governments to provide improved mapping products to high-risk communities.
- Under the Cooperating Technical Communities initiative, communities and State are working together toward taking increased responsibility for maintaining up-to-date FIRMs. The State is coming up with innovative ways to provide assistance to communities so they can determine whether maps are accurate, and to determine what tasks would need to be accomplished to provide the updates. The State is also coming up with innovative ways to find new sources of funding, and to package funds and other resources needed to accomplish map updates.
- As communities get involved in local hazard identification and risk assessment activities, the State is beginning to compile a map of hazard "hot spots", which represent areas subject to a high degree of losses during a natural hazard event. This map will include State-owned facilities at risk.

### Mitigation Planning

- The State is reviewing its current mitigation plan against the new mitigation planning checklist to determine where improvement is warranted. The State is seeking out plans from other States for comparison purposes and to reveal new ideas and concepts for mitigation programs. As a result, the State is updating its plan to reflect the items in the checklist.
- The State is developing an "all hazard" mitigation planning process whereby goals, objectives, projects and strategies are pursued in partnership with local government. Increased communication with communities and attendance at meetings during the planning process is resulting in the State becoming a more active partner in the development of local plans. Community mitigation plans are showing a closer relationship to State goals and policy.
- The State is developing ways to expand the number of State agencies participating in mitigation efforts by holding periodic meetings with agencies that may have goals in common with mitigation. Resources for mitigation are now being increased due to participation by these additional agencies.

### Efficient Management and Use of Grant Funds

- State should increase the rate at which it obligates funds under the HMGP and FMA programs. State can do a better job in working with communities to target repetitive flood loss properties.

#### Project Impact

- State is promoting the principles of Project Impact by increasing the number of communities that approach loss reduction through forming community partnerships, assessing risks, prioritizing needs, and communicating successes.
- State is giving priority to Project Impact communities in the distribution of mitigation resources.
- State has developed innovative ways to share mitigation successes from Project Impact communities with all its other high-risk communities.

#### Provision of Technical Assistance to local jurisdictions

- State is working to provide an increased level of assistance to local jurisdictions in developing, adopting, and implementing building and fire codes, and land use ordinances. Greater attention should be given to establishing more effective enforcement capability.

#### Commitment to Floodplain Management

- Local governments are beginning to review their existing floodplain management ordinances to determine if they still address existing and future flood risks. The State is assisting communities in revising or updating local ordinances, with priority given to communities with highest number of repetitive losses.
- The State needs to work to increase the number of communities participating in CRS.

#### Communicating Success

- The State has produced a first-rate publication documenting mitigation success stories and demonstrating the cost-effectiveness of mitigation.

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## Appendix K

# Quotable Materials on Sustainability

### The Wingspread Principles: A Community Vision for Sustainability

This appendix contains materials from several sources and is intended to stimulate thinking about what sustainability may mean for different communities, provide ideas about actions that can be taken to enhance sustainability, and be helpful in preparing for meetings and presentations.

*The following is abstracted from the Wingspread Principles that were developed by attendees of the 1998 Wingspread conference, *Communities in Harm's Way: A Leadership Dialogue on Designing Disaster-Resistant Settlements*, to help communities and government agencies enhance sustainability in disaster-prone communities.*

To ensure the safety of people and the livability of communities, resources for disaster planning, mitigation, and recovery should provide for education and encourage the use of innovative approaches that result in positive changes. Resources should be invested consistent with the following principles:

**Sustainability** Disaster mitigation and recovery resources should be invested to improve the quality of life in the areas of public health and safety, environmental stewardship, and social and economic security.

**Planning & Incentives** Plans designed to reduce the impact of disasters and to encourage recovery should provide incentives to individuals, the private sector, and government to pursue sustainable development and redevelopment.

**Partnerships** Individual citizens, the private sector, and local, state, and federal governments should act as partners with shared goals and values to further the capacity of our communities to be self-sufficient.

**Locally Driven Process** Decisions should be driven by a consensus-based, inclusive process that stakeholders use and trust. The process should identify local sustainability priorities, leading to the investment of pre-and-post disaster resources that will meet those needs, emphasizing the need for local responsibility and self-sufficiency.

## Post-Disaster Long Term Recovery Plan

- **Designate a recovery team** (distinct from the response team) that provides a two-way communications process with the community.
- **Educate the community** and its leaders about sustainable redevelopment and best practices with the assistance of outside expertise, video and electronic resources, and green resource directories.
- **Evaluate opportunities** to build a better, more disaster-resistant, sustainable community than existed before.
- **Develop a common vision** for a sustainable recovery development plan, charge the local planning and design professionals with implementing it, and develop a methodology for **on-going communications**.
- **Adopt a model code**, post-disaster, that will allow funding programs to upgrade reconstruction.

## Policy Action Framework

### I. Education

- Policy experts, advocates, government officials, and local elected leaders should help connect sustainable development constituencies with those who work on disaster mitigation and prevention, to better connect both sets of issues and to share information, resources, tools, and ideas.
- Sustainable redevelopment and mitigation experts should work to better educate the public, homeowners, and consumers about the benefits of disaster mitigation and prevention in lessening the impact of natural disasters. Information could include specific household prevention tips as well as broad information on the negative consequences of not planning for natural disasters (insurance costs, damage to homes and businesses, as well as to the local economy.)
- User-friendly pamphlets, reports, Web sites, and training materials should be developed to promote prevention, planning, and awareness of policies and practices that will make sustainable redevelopment available to more communities.
- Foundations, businesses, and all levels of government should support peer-to-peer learning about sustainable redevelopment. They should also work to develop champions for sustainable redevelopment among a broad array of constituencies. These champions should help lead their constituencies to further educate, inform, and serve as a resource on these issues.
- Following disasters, sustainable redevelopment experts should work within FEMA's Disaster Recovery Centers and at public meetings to inform interested citizens and community groups about the benefits of sustainable redevelopment.
- Create a state/federal/local outreach effort to educate local leaders in disaster-prone communities about sustainable redevelopment, and the cost-effective, cutting-edge technologies they can use to improve their communities during recovery.

- Conduct an on-going campaign in disaster-prone areas to educate citizens about the concept of sustainable redevelopment and how it can help them recover from current disasters and mitigate future disasters.
- Do a life-cycle cost analysis to evaluate investment of sustainable alternatives within disaster-prone communities.
- Immediately following a disaster, establish a sustainable redevelopment outreach effort to state and local officials to identify redevelopment priorities and alternatives.

## II. Planning

- Sustainable redevelopment experts should clarify to the public, the roles that local, state, and federal agencies play in helping communities plan for natural disasters. This advance educational effort should help diminish frustration following a disaster by making the public more knowledgeable about where they can find help.
- Local communities should create lists of local providers of services, information, and technical training on a broad range of sustainable technologies and practices. These individuals can then be quickly mobilized and hired following a disaster.
- Local elected leaders, planners, and community development officials should integrate disaster planning into community planning and sustainable development/community initiatives.
- States, counties, and local governments should create local-state recovery teams to work together on disaster-planning, thereby creating partnerships that can be drawn upon in the event of a disaster.
- Develop plans and priorities for sustainable redevelopment prior to the occurrence of a disaster, so it is available, and has broad-based consensus, at the time of the next event. This should include a community-based vision for where the community wants to be in the future.
- Reconsider existing land use, building codes, and financial policies that stimulate disaster-prone development.

## III. Incentives/Financing

- For communities to qualify for priority funding following disasters, incentives, financing, and funding should be closely tied to performance standards for prevention.
- Private sector and economic development agencies should lead the way in promoting disaster planning and sustainable mitigation efforts, given the potential catastrophic effects of disasters to local community economies.

## IV. Building Local Capacity

- State and federal governments should build local disaster-planning capacity by better coordinating existing technical assistance, training, and other programs or activities in the areas of environmental protection, economic development, community planning, etc.
- There is no one-size-fits-all solution; decision-making should move to the most local level of government appropriate to the situation (regional, local, etc.)

- Local governments should institute management training with an emphasis on institutional quality management that would help build skills for handling emergency situations.
- Prepare and disseminate a sustainable development/redevelopment guide and resource book to provide general guidance and points of contact for more information (FEMA's booklet, *Planning for a Sustainable Future: The Link Between Hazard Mitigation and Livability* (FEMA 364), and portions of this guide, as appropriate, should be distributed in the disaster area after an event occurs).
- Sustainable redevelopment experts at all levels of government should provide technical assistance, as well as information on case studies of communities that have previously benefited from applying sustainable redevelopment principles before or after disasters.
- Communities should create local teams of government agencies and development groups to participate in planning efforts and that can also be quickly mobilized if disaster strikes.
- At local and regional levels, train and equip local planning officials in sustainable redevelopment prior to disasters so they can champion the strategy in disaster recovery.
- At all levels, instruct outside experts to work closely with, and not against, local planning officials. Find ways to encourage local planners' ownership in sustainable options.
- When outside experts are required in disaster recovery, deploy them early in the process, before local planners have invested time, money and reputation in unsustainable plans.

## Vision Statements

### Minnesota Sustainable Developments Initiative

- We Minnesotans make commitments and choices to preserve the options future generations will need to secure the quality of life we now enjoy.
- We see sustainable development as a positive, fundamental change in the way we define social progress, do business, and protect the environment.
- We view the health of our natural environment, the strength of our community, and our economic security as interdependent.
- We maintain our quality of life through sustainable use of energy and natural resources, recognizing that population growth, resource consumption, and lifestyle choices determine the options we leave for future generations.
- Our communities are places where all citizens enjoy rich opportunities in education, employment, involvement in community, and appreciation of the environment.
- Our economy is healthy, diversified, globally competitive, and in harmony with Minnesota's ecosystems; it provides all citizens with ample opportunity for a fulfilling life.



- Our national environment is biologically and ecologically diverse and able to provide the resource benefits, products, and services needed for the indefinite future.
- We continually work to change our political and economic systems so that they consistently reward economically efficient, socially beneficial, and environmentally sustainable behavior.

## Sustainable America: Recommendations for Strengthening Communities

*Community-Driven Strategic Planning:* Create a community-driven strategic planning process that brings people together to identify key issues, develop a vision, set goals and benchmarks, and determine actions to improve their community.

*Collaborative Planning:* Encourage communities in a region to work together to deal with issues that transcend jurisdictional and other boundaries.

*Building Design and Rehabilitation:* Design and rehabilitate buildings to use energy and natural resources efficiently, enhance public health and the environment, preserve historic and natural settings, and contribute to a sense of community identity.

*Community Design:* Design new communities and improve existing ones to use land efficiently, promote mixed-use and mixed-income development, retain public open space, and provide diverse transportation options.

*Community Growth Management:* Manage the geographical growth of existing communities and siting of new ones to decrease sprawl, conserve open space, respect nature's carrying capacity, and provide protection from natural hazards.

*Creation of Strong, Diversified Local Economies:* Apply economic development strategies that create diversified local economies built on unique local advantages to tap expanding markets and technological innovation.

*Training and Lifelong Learning:* Expand and coordinate public and private training programs to enable all people to improve their skills to match future job requirements in communities on a continuing basis.

*Environmental Economic Development:* Capitalize on economic development opportunities from businesses and industries that target environmental technologies, recycling, and pollution prevention to create jobs.

*Redevelopment of Brownfield Sites:* Revitalize brownfields, which are contaminated, abandoned, or underused land by making them more attractive for redevelopment by providing regulatory flexibility, reducing process barriers, and assessing greenfield development to reflect necessary infrastructure costs.

Source: President's Council on Sustainable Development, Sustainable America: A New Consensus, 1996.

## Quotes

Would you tell me, please, which way I ought to go from here?" asked Alice in Alice in Wonderland. That depends a good deal on where you want to get to, the Cheshire Cat answered.

**Lewis Carroll**

Then I say the earth belongs to each... to the living:...no generation can contract debts greater than may be paid during the course of its own existence.

**Thomas Jefferson**

Tornadoes/floods/natural disasters are natural occurrences. They are acts of nature not inherently catastrophic. They only become disasters when they conflict with people and property. The more development in a hazard area, the more disastrous the consequences.

Nature has given us fair warning. Powers that sustain life can also destroy. It is up to us to prepare. That is the challenge of living on this dynamic earth.

**PBS Special**

Living in a man-made landscape, we easily forget that our well-being is rooted in natural systems. Yet all human enterprise rests on the foundation of natural systems that provide a myriad of invisible life-support services. Our connections to these natural systems may be less direct and obvious than those of an eagle or an otter, but we are no less deeply implicated in life's web. No one has stated this fundamental ecological principle more simply than the early twentieth-century American environmental philosopher, John Muir. When we try to pick out anything by itself, we find that it is bound by a thousand invisible cords... to everything in the universe.

**Our Stolen Universe**

Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.

**Margaret Mead**

When you put your hand to the plow, you can't put it down until you get to the end of the row.

**Alice Paul**

We hold the view that the people make the best judgement in the long run.

**John F. Kennedy**

The greatest sin is to do nothing because you can only do a little.

**Edmund Burke**

The world we have created today as a result of our thinking thus far has problems which cannot be solved by thinking the way we thought when we created them.

**Albert Einstein**

Sustainability refers to a very old and simple concept - the ability to keep going over the long haul. Think of it as extending the Golden Rule through time, so that you do unto future generations as you would have them do unto you.

**Robert Gilman**

## Cambridge, Massachusetts

### Sustainable Community Characteristics

**Economic Security:** A more sustainable community includes a variety of businesses, industries, and institutions that are environmentally sound (in all respects); financially viable; provide training, education, and other forms of assistance to adjust to future needs; provide jobs and spend money within the community; and enable employees to have a voice in decisions that affect them. A more sustainable community also is one in which residents' money remains in the community.

**Ecological Integrity:** A more sustainable community is in harmony with natural systems by reducing and converting waste into nonharmful and beneficial products, and by using environmental resources for human needs without undermining their ability to function over time.

**Quality of Life:** A more sustainable community recognizes and supports people's evolving sense of well-being, which includes a sense of belonging, a sense of place, a sense of self-worth, a sense of safety, and a sense of connection with nature, and provides goods and services that meet people's needs both as they define them and as can be accommodated within the ecological integrity of natural systems.

**Empowerment with Responsibility:** A more sustainable community enables people to feel empowered and take responsibility based on a shared vision, equal opportunity, ability to access expertise and knowledge for their own needs, and a capacity to contribute to decisions that affect them.

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