

Unit 3: Leading and Managing Recovery



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Objectives

At the end of this unit, the participants should be able to:

- Identify sources of financial assistance available to the community.
- Describe the function of an Unmet Needs Committee.
- Explain the importance of proper documentation.
- Describe the actions a community leader can take to lead the community through recovery.
- Describe the role of the Recovery Leader.
- Applying learning points to solve problems faced by a Recovery Task Force.



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What is the difference between Leadership and Management?



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Managing the Details

- Cost recovery
- Creative financing
- Documentation
- Project management
- Legal issues
- Staffing Issues
- Assistance to disaster survivors



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Cost Recovery

The FEMA portion of disaster assistance is to help communities recover to safe, secure and sanitary conditions – NOT to make the community whole again.



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Federal Programs

The federal portion of disaster assistance is to help communities recover to safe, secure and sanitary conditions – NOT to make the community whole again.

(Congressional Research Service: July 9, 2015)



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Creative Financing

- Restructure local budget
- Insurance
- Financing
- General obligation bonds
- Revenue bonds
- Diverse partnerships



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Assistance to Disaster Survivors

While it is not generally the role of local government to provide direct assistance to individuals and families, it may be important to help organize these services in a way that enhances access to members of the community.



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Assistance to Disaster Survivors (cont.)

Unmet Needs Committee is a unique organization that many communities have adopted as part of their recovery planning. The Committee acts as a safety net by providing creative ways to provide help when traditional assistance programs fall short.



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Documentation

Documentation of activities and costs is an essential part of disaster recovery.



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Documentation

- Does your jurisdiction have documentation procedures in place?
- Are there procurement procedures in place?
- Are there policies in place for disaster pay rates, overtime, benefits?
- Have you documented force account labor rates?
- Are there specific disaster recovery documentation requirements in your State?
- Who will be responsible for developing these policies and procedures?



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Legal Issues

Ensure that all legal documents and policies are reviewed by legal staff.

What are some of the kinds of documents that should be reviewed?



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Staffing Considerations



Local governments will need adequate numbers of trained staff to manage the workload of recovery efforts.



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Staffing Considerations

- How many staff will be needed?
- Can existing staff be temporarily reassigned?
- What training will be required?
- Where will the additional staff work?
- What expertise is needed?
- Where can additional staff be obtained?
- Are existing staff members also disaster survivors?
- How will the stress of the recovery be managed?



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Leading the Recovery (1 of 5)

To successfully lead the recovery and establish a vision for the future, a leader must have a solid understanding of the whole community.



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Activity 3.1: Who Will Lead?

Purpose: Consider attributes of a recovery leader.

Instructions:

1. Review list of attributes.
2. Recommend any additional attributes you believe are critical to the success of a recovery leader.
3. Identify candidates within your jurisdiction that meet or exceed the attributes.

10 Minutes



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Leading the Recovery (2 of 5)

- Vision for recovery
- Visible
- Proactive
- Set the tone for cooperation
- Involve community partners
- Gain support for recovery initiatives
- Lobby for support
- Host VIP's president, partners, potential benefactors



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Leading the Recovery (3 of 5)



Establish a vision for recovery.



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Leading the Recovery (4 of 5)

Leaders must set the tone for cooperation.



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Selling Waterbury - Partnering for Recovery

Video link (4 minutes):
<https://www.fema.gov/media-library/assets/videos/79737>



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Leading the Recovery (5 of 5)

Involve community partners in recovery planning and programs.



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Inter-jurisdictional Relationships

A leader will need to establish trust and cooperation with outside agencies and other jurisdictions to help aid the recovery effort.

- Mutual aid
- Mutual interests
- Cross-jurisdiction damage
- Common issues: City-County-State



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Recovery Manager

The roles of the Recovery Manager are:

- To coordinate the recovery program with leadership.
- To oversee a broad range of projects and programs.
- To manage the details
- To ensure that management staff are working together to reach the established goals and community vision for recovery.



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Recovery Task Force

One way leaders and managers can help establish a broad vision and incorporate community goals into the recovery strategy is to establish a Recovery Task Force.



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Activity 3.2

Recovery Task Force Challenges

In your table group, review your assigned Recovery Task Force topic, and answer each of the questions provided. Prepare responses on easel to share with class.

45 minutes



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Unit Summary

In this unit you have learned about:

- The actions a community leader can take to manage recovery or to lead the community through recovery
- Sources of financial assistance available to the community
- The function of an Unmet Needs Committee
- The importance of proper documentation
- Applying learning points to solve problems faced by a Recovery Task Force



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