Who is this guy, anyway?

- Until June 2017, Manager of Hazards Planning Center for American Planning Association
- Lead author, project manager, Planning for Post
  Disasters: Reconstruction and Resilience (PAI 216), APA, 1998, funded by FEMA
- Project manager and general editor, Planning for Post
  Disasters: Reconstruction and Resilience (PAI 216), APA, 2014, funded by FEMA
- Project manager and general editor, Planning for Post
  Disaster Recovery: Next Generation (PAI 312), APA, 2014, funded by FEMA
- Other projects and initiatives including recovery training
  workshops following disasters in Louisiana and Hurricane Sandy in New York/New Jersey
- Now independent consultant, allegedly “retired”

Disasters, yes, I’ve seen a few.....
Planning for Post-Disaster Recovery
Goal: Resilience

- What makes recovery different?
- Short-term recovery
- Long-term recovery
- Pre-disaster planning
- Post-disaster planning
Response and Recovery: Comparing Basic Elements at Community Level

EMERGENCY RESPONSE
- Immediate hours and days after disaster
- Depends on duration and extent of disaster
- Focuses on immediate public safety needs and priorities
- Search and rescue
- Street clearance
- Utility services restoration
- Evacuation

LONG-TERM RECOVERY
- Can last up to 10-15 years
- Focus on planning and implementation
- Multi-faceted emphasis on funding, mitigation, land use, housing, etc.
- Opportunities for improving community resilience

Why Plan for Recovery Before Disaster?

What’s happened before can happen again

Creating Resilient Institutions: Learning to cope with disruption

- What is resilience?
- According to the National Academy of Sciences, it is “the ability to prepare and plan for, absorb, recover from, and more successfully adapt to adverse events.”
- “Bounce back” is a popular distillation of the above, but Kresge Foundation has suggested that it is more important to “bounce forward.”
- What does that mean??? We need to incorporate adaptive learning into our civic structures and processes, so that we can improve our capacity to handle future events, not just rebuild what was.
Why Pre-disaster Planning Matters

- Post-disaster planning takes place in a compressed time frame.
- Efficiency and clarity of policy goals help expedite recovery.
- Focusing on resilience can reduce vulnerability and losses.
- Opportunity for learning most vulnerable aspects of the institution.
- Opportunities to consider in pre-event planning.
- Lessons to be learned from pre-event planning.

What Happens after the Disaster?

Ideally, you have some plan for organizing recovery:

- Lines of responsibility have been identified.
- Staff members know what their job is in an emergency.
- There is some overall vision for restoring full services.
Health and Social Recovery
Typical Community Concerns
- Public health during recovery
- Mitigating health facilities
- Schools and child care programs
- Post-disaster social service provision
- Quality of life
- Healthy, safe communities

Public Health during Recovery
- Continuity of operations plans for critical health care facilities
  - Triage: plans for establishing health care priorities
  - Attention to vulnerable population needs
  - Mental health and stress care for city workers
    - Hard to do your job when also worried about your family or your health

Mitigating Health Facilities
- Protection of backup power sources and records
- Assess structural damage to health facilities
- Assess need for new protective structures
Post-disaster Social Service Provision

- Capacity of social service providers to extend and expand services in post-disaster environment
- Special needs groups likely to have increased needs in recovery
- Stress likely to increase need for mental health support
- People need time to absorb emotional impact of loss
- Prepare for possible short-term influx of service providers

Visioning and Scenario Planning

- Visioning:
  - Helping a community decide what it wants or likes
- Scenario planning:
  - Plausible but structurally different futures
  - Opportunity to delineate likely significant change with unclear outcome in the future (10- to 15-year planning time frame)
  - Can provide decision makers with alternatives they had not envisioned
  - Visual aids are important—make the maps, diagrams, sketches understandable for public and decision makers alike

Measuring Success

- KEY POINT #1 The identification of standards and metrics for assessing the effectiveness of recovery efforts is a major challenge.
- KEY POINT #2 The preexisting disaster recovery plan is one way to identify indicators and metrics for measuring recovery.
- KEY POINT #3 Metrics must capture important differences in both the magnitude and speed of recovery for socially vulnerable populations.
Measuring Success

- WHAT: Scale at which recovery will be measured
  - Individual
  - Neighborhood
  - Community
  - Metro area
  - Region
  - State

- WHEN: Timeline against which it is measured
  - Days
  - Months
  - Years

- WHO: Parties involved in measurement
  - Who designs the metrics?
  - Whose perspectives are considered?
  - How independent or involved are the evaluators?

- HOW: Equity and accountability
  - Whose recovery is included in the metrics, and how?
  - How equitably are metrics measuring overall success?

Who Will Be Involved in Pre-event Planning for Post-disaster Recovery?

- Mayor or City Manager
- Planning or Community Development Director
- City Attorney
- Police Chief
- Fire Chief
- Public Works Director
- City County Emergency Manager
- Utilities Chief
- Floodplain Manager
- Finance Director
- Health and/or Public Health Director
- Business and other leaders
- Community and faith organizations
- Others as needed or desired

What Do They Contribute?

- Management: city manager/mayor
- Safety expertise: police chief/fire chief/emergency manager
- Legal issues: city attorney
- Utility services: public works director/city engineer/utilities chief
- Long-term planning and land use: planning director/floodplain manager
- Post-disaster health: health director/hospital executives/facility managers
- Financial recovery: finance director/business leaders
- Volunteers and shelter: faith-based organizations/housing, etc.
Discussion Time

- What do long-term care nurses have to offer for planning post-disaster recovery?
- What can you contribute for restoring services in your facility or clinic?
- What special vulnerabilities should long-term care managers account for and address in an institutional plan for post-disaster recovery?
- What could be done differently if you have to rebuild or restore the functions of your facility?
- How, if at all, should you interface with the community on patients’ needs?
- Are these the right questions?

Applying Recovery Principles to Long-term and Elderly Care

- What went wrong during the disaster?
- How bad was it?
- How can we fix it?
- How can we best serve patients’ needs during recovery?
- How can we become more resilient for future events?
- Where do we find the resources to do all this?
- How can we measure success in recovery?

What went wrong during the disaster?

- Physical systems:
  - Power outages
  - Building failures
  - Heating and air conditioning
- Operational systems:
  - Evacuation or safety procedures failures
  - Missed duties or opportunities by personnel
- Service systems:
  - Unavailable services (medical, psychological, etc.)
- What other possibilities can you name? What else could go wrong?
How bad was it?

- Who died?
- Who was injured, and how?
- How much post-traumatic stress did patients experience?
- What was the extent of physical damage to the facility?
- How long will some or all of the facility be out of service?
- To what extent was staff unprepared, and for what problems?

How can we fix it?

- Improvements in physical safety for patients
- Remedy gaps in evacuation plans, if they exist
- Ensure adequacy of any needed sheltering plan
- Consistent with needs of seniors?
- Adequate communications for elderly patients
- Who certifies facilities for reoccupancy?
- What standards apply?

How can we best serve patients’ needs during recovery?

- Maintain resilience of facility
- Quickly identify needed alternatives for services
- Focus on safety during any rebuilding
- Appropriate systems for special-needs patients (e.g., battery systems, handling of burn victims)
- Ensure adequate staffing
- Mental preparation of staff for handling disasters
- Ample response to post-disaster stress
Common Post-Disaster Reactions
Source: Mental Health America

- Derealization
- Fear and anxiety about the future
- Disorientation; difficulty making decisions or concentrating
- Apathy and emotional numbing
- Nightmares and ruminating thoughts about the event
- Irritability and anger
- SADness and depression
- Feeling powerless
- Changes in eating patterns; loss of appetite or overeating
- Dying for "no apparent reason"
- Headaches, back pains and stomach problems
- Difficulty sleeping or falling asleep
- Increased use of alcohol and drugs

How can we become more resilient for future events?

- Repair or remodel to higher standards
- Upgrade staff training for future events
- Update/revise staff guidance for natural hazards events
- Relocate critical utilities to safer locations, if needed
- Incorporate floodproofing, safe rooms, etc.
- Ensure parking lot accessibility
- Revise evacuation plan as needed

Where do we find the resources to do all this?

APA Inventory of Disaster Resource Programs: [https://www.planning.org/research/postdisaster/programs.htm](https://www.planning.org/research/postdisaster/programs.htm)

- U.S. Department of Health and Human Services
- Wisconsin Department of Health
- Federal Mitigation Grant Program (through state and local governments)
- Foundations
- Private Financing
- Other ideas?
How can we measure success in recovery?

- Establish measurable goals based on recovery plan
- Establish timeline related to recovery goals
- Monitor progress—is it getting done?
- See APA briefing papers on disaster recovery at: https://www.planning.org/research/postdisaster/

Final Thought Before Discussion

- If it's not just about you, then it's about the whole community.
- If it's about the whole community, then the community should have a recovery plan.
- That plan may involve coordination with state and federal government, depending on the scope of the disaster.
- Where does your institution or facility fit into that larger plan?
- Download report at: https://www.planning.org/publications/report/9026899/

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