

# Community Planning and Capacity Building

## Community Recovery Planning Process Checklist

### ***Is a Community Recovery Planning Process Right For Your Community?***

#### **Benefits of a Community Recovery Plan/Planning Process following a major disaster:**

1. Offers a structured opportunity to think through complex issues that will have long lasting impacts.
2. Unifies your community through the process of negotiating a shared vision of recovery.
3. Creates a step by step blueprint that is useful for mapping simultaneous recovery activities.
4. Increases accountability by assigning projects to specific individuals, offices, or organizations.
5. Provides a way to measure recovery progress.
6. Demonstrates all of the above to funders who like to give to causes they believe will be successful.

#### ***Creating a plan might just be the easy part; the harder part is implementing that plan.***

Just having a plan does NOT guarantee a speedy recovery and a rebuilt community. In fact, creating the document is the easy part. The hard work is the implementation of such a plan. For this reason, many communities, even those with the best of intentions, find their recovery plans sitting untouched on Town Hall bookshelves collecting dust. When this happens, residents wonder what was point of participating in the planning process. This breach of the public trust does not inspire confidence in local government, not to mention the waste of time, money, and effort. So, before you embark on a planning process, make sure you are committed to assigning or finding resources to help with the longer management and implementation of recovery.

#### ***When are you likely to benefit from an inclusive, community-wide recovery planning process?***

- This disaster forced your community to rethink its approach to mitigation, its vision for the local economy, or its existing planning of streets, parks or housing?
- This disaster presented an opportunity to address a long-standing community issue or challenge?
- Your community never had the opportunity to engage in a comprehensive planning process before?
- You have a comprehensive plan that is more than fifteen years old?

#### ***When should you explore alternatives or reconsider how you would conduct recovery planning?***

#### ***When should you seek outside help? Reconsider if these circumstances are present.***

- Your municipal government has limited experience with other forms of planning or challenges implementing previous plans?
- Your community had a recent comprehensive plan prior to the disaster AND the magnitude of the disaster isn't placing your community in a position to have to revisit the assumptions, vision or projects detailed in the existing plan?
- The disaster damage was limited and in only one issue area – for example, only mitigation or only infrastructure? You might still want to follow elements of this process to develop a more streamlined strategy.
- Your community does not have the staff or resources to manage and finance a planning process or projects proposed in a recovery plan. Please note you should seek outside help in this case: resources, technical assistance and expert guidance is available from State, Federal and Foundation partners.

To discuss your Town’s specific abilities, needs, and resources, please contact the FEMA Community Planning and Capacity Building Field Coordinator for your region, listed at the end of this document.

## The remainder of this document provides a checklist for communities who wish to conduct a Community Recovery Planning Process.

If your Town decides to embark on a Community Recovery Planning Process:

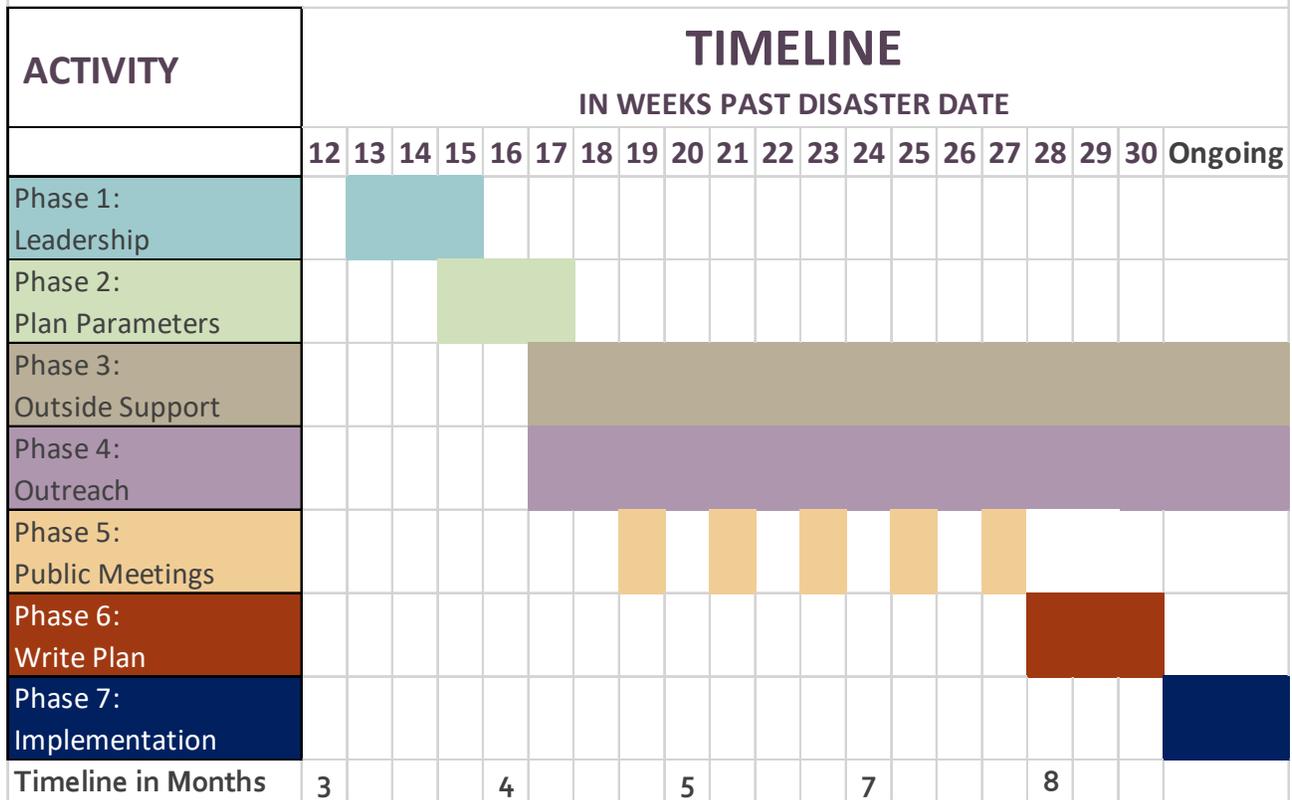
- Steps 1-12 are universally applicable and necessary in all planning processes
- Steps 13-18 explain a version of a planning process that FEMA’s Community Planning and Capacity Building RSF has recommended to many towns embarking on a recovery planning process.

<b>Phase 1:</b> Define Leadership	Step 1	Select a Leader
	Step 2	Establish a Steering Committee
	Step 3	Find a Third Party to Help Guide the Planning Process
<b>Phase 2:</b> Set Parameters of Plan	Step 4	Review Existing Plans, Define Scope of New Plan, Determine Extent of Community Input
	Step 5	Establish Timeframes
	Step 6	Local Governing Body Resolution
<b>Phase 3:</b> Outside Support	Step 7	Map Your Network of Stakeholders
	Step 8	Secure Outside Support
<b>Phase 4:</b> Outreach and Communications	Step 9	Hire/Appoint an Outreach Coordinator and a Communications Officer
	Step 10	Establish and Implement a Public <i>Engagement</i> Strategy
	Step 11	Establish and Implement a Public <i>Information</i> Strategy
	Step 12	Latest Data Assessment
<b>Phase 5:</b> Public Meetings	Step 13	Community Meeting 1: Kick-off; Explain Process, Leadership and Timeline; and Vision Setting
	Step 14	Community Meeting 2: Setting Goals in Support of your Vision
	Step 15	Community Meeting 3 and 4: Develop Recovery Projects
	Step 16	Community Meeting 5: Prioritize Recovery Projects
<b>Phase 6:</b> Write Plan	Step 17	Refine Projects After Community Feedback
	Step 18	Create Draft Recovery Plan, Public Hearing, Plan Adoption
<b>Phase 7:</b> Implementation	Step 19	Plan Implementation
	Step 20	Continued Community Involvement and Plan Maintenance

Keep in Mind:

There will be overlap of steps. The order of the steps will change based on the circumstances of the disaster and the needs of your community.

# Recovery Plan Timeline



## Step 1 – Select a Leader

TASK DESCRIPTION	Completed?
<p>1.1 The local governing body or Town Council should appoint an individual to act as the Chief Executive of the Planning Process. This person can be the Mayor but not need be. It is imperative, however, that the Leader be someone who enjoys the respect of all constituencies within the community.</p> <p>The Leader will be the Planning Process spokesperson, will kick off the process, serve as the chief facilitator at community meetings, and establish partnerships with local, state, and federal organizations and agencies.</p> <p>Some communities split this role between two people: One to act as the public figurehead and the other to work behind the scenes building relationships and hammering out details.</p> <p>In another model, the work is split between the Leader and a Local Disaster Recovery Manager or LDRM. The LDRM is a paid professional who can do much of the heavy lifting of coordinating the Planning Process. Once the plan is complete, the LDRM manages the implementation phase. See the FEMA’s Community Recovery Management Toolkit, for <a href="#">LDRM job descriptions and other LDRM resources</a>.</p>	
<p>1.2. The role of the Planning Process Leader ends when the governing body or Town Council approves the Community Recovery Plan.</p>	

## Step 2 – Establish a Steering Committee

TASK DESCRIPTION	Completed?
<p>2.1 Appoint a Steering Committee with broad public and private sector representation that can function as a sounding board for leadership officials and provide routine input into the overall recovery process. The Steering Committee is an advisory board to the Town Council about the Community Recovery Planning Process. It is the Steering Committee who ultimately submits the draft Recovery Plan to the Town Council for adoption.</p> <p>In addition to those with planning and development backgrounds, your town will be best served by including a variety of viewpoints including those representing the economy, environment, social services, quality of life issues, infrastructure, housing, and culture. Most definitely include minority representatives.</p> <p>The Planning Process will be strengthened by including perspectives that go beyond those typically represented from a planning perspective. However, the presence of a Steering Committee does not replace the need for robust community involvement in the Planning Process itself.</p>	

## Step 3 – Find a Third Party to Help Guide the Planning Process

TASK DESCRIPTION	Completed?
<p>3.1 Hire a 3<sup>rd</sup> party consultant (or find a pro-bono volunteer) to:</p> <ol style="list-style-type: none"> <li>1) Act as an impartial facilitator at often emotional community meetings;</li> <li>2) Advise the Steering Committee on setting milestone dates in the Planning Process;</li> <li>3) Conduct exercises called “charrettes” at large community meetings. Charrettes are used to quickly aggregate the opinions of many participants and then rank those sentiments based on group voting;</li> <li>4) Ensure that no one person dominates meetings and that the viewpoints of quieter participants are heard;</li> <li>5) Remind participants to focus on <i>Outcomes</i> rather than <i>Outputs</i>;</li> <li>6) Inform participants about similar issues and innovative solutions in other towns.</li> </ol> <p>Professional Planners are trained to perform this role but others can do it as well. A third party consultant is especially needed if your community was unable to hire a Local Disaster Recovery Manager.</p>	

## Step 4 – Review Existing Plans, Define Scope of New Plan, Determine Extent of Community Input

TASK DESCRIPTION	Completed?
4.1 What worked and what did not work in prior plans? Regarding the parts that did not work, were they ineffective because of funding, staff shortages, lack of political will, accountability issues, unrealistic goals, lack of community support?	
4.2 How will your new plan be structured to resolve problems with previous plans? Will the content of your new plan replace, compliment or update an existing plan?	
<p>4.3 The Steering Committee must decide now how much community input is desired in the planning process. Whatever the decision, residents must know the limits of their participation from the beginning. Explaining the chosen process to the public is discussed in Step 10 – Establish and Implement a Public Engagement Strategy.</p> <p>Community input in the Planning Process is essential. The more a Planning Process is community driven, the more:</p> <ul style="list-style-type: none"> <li>• Partners and funders will be convinced of your community’s common vision and strong work ethic and will want to work with you</li> <li>• Volunteers and project champions you will recruit</li> <li>• Likely projects are successful in addressing resident needs</li> </ul> <p>Community input, however, can only take a plan so far. At some point, raw ideas will need to be shaped by those with:</p> <ul style="list-style-type: none"> <li>• Expertise in cost-benefit/fiscal impact analysis and project management</li> <li>• Knowledge of the Town’s finances and it’s access to possible resources</li> </ul>	

## Step 5 - Establish Timeframes

TASK DESCRIPTION	Completed?
<p>5.1 Determine the dates of:</p> <ul style="list-style-type: none"> <li>- Town Council resolution to codify the Recovery Planning Process</li> <li>- Planning Process Kick-off</li> <li>- Community Input Meetings</li> <li>- Steering Committee Meetings</li> <li>- Town Resolution to approve/not approve draft Recovery Plan</li> </ul> <p>Note: Dates may need to be revised as down the road to meet with unanticipated circumstances</p>	

## Step 6 – Local Governing Body Resolution

TASK DESCRIPTION	Completed?
6.1 The local governing body or Town Council must pass a resolution to formally codify, empower, and initiate the Recovery Planning Process. Excellent guidance on creating such a resolution is summarized in the APA’s briefing paper <a href="#">Recovery Ordinance</a>	

## Step 7 – Map Your Network of Stakeholders

TASK DESCRIPTION	Completed?
7.1 Brainstorm a list of individuals, organizations, companies and agencies that have a stake in the recovery of your community. Visually map out the connection of these entities to your community and to each other. Use BSR’s <a href="#">Stakeholder Mapping Tool</a>	

## Step 8 – Secure Outside Support

TASK DESCRIPTION	Completed?
<p>8.1 Involving various organizations and agencies in the Planning Process from an early stage will help to establish project ownership. Establishing ownership can facilitate their support during the implementation phase when funds or technical assistance will be needed.</p> <p>Support from these organizations and agencies should not be limited to funding but should include ideas, insights, time and energy</p> <ul style="list-style-type: none"><li>• County government agencies</li><li>• Regional Planning and Development Organizations</li><li>• Regional Transportation Authorities</li><li>• State agencies</li><li>• Federal Agencies</li><li>• Adjacent communities and/or counties</li><li>• Professional Organizations</li><li>• Educational Institutions</li><li>• Private Companies and the local Chamber of Commerce</li><li>• Non-Profit, Civic and Faith-based Organizations</li></ul>	

## Step 9 – Hire/Appoint an Outreach Coordinator and a Communications Officer

TASK DESCRIPTION	Completed?
9.1 The Outreach Coordinator and the Communications Officer work in tandem and strive to ensure: 1) Stakeholder awareness about important Planning Process updates and developments 2) Total resident participation in the Planning Process.	

<p>Stakeholders include all residents, partners, businesses, constituencies, civic, faith-based and non-profit organizations, and elected officials who were impacted by the disaster and/or have a vested interest in your recovery.</p> <p>Both positions can be performed by dedicated volunteers but the work will be intense for the next six months to one year. For this reason, paid staff is preferred. Ideas on how to pay for salaries be found FEMA’s <a href="#">Community Recovery Management Toolkit</a>. For sample Job descriptions see LMI’s <a href="#">Disaster Recovery Positions Library</a>.</p>	
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## Step 10 – Establish and Implement a Public Engagement Strategy

Beyond good public relations, involving all constituencies in the Planning Process allows for the vetting of ideas well before implementation begins. In business terms, a company wouldn’t introduce a new product to the marketplace without first surveying market demand and conducting focus groups. Same for a town. Such robust participation will make it easier to find project champions as well as demonstrate the commitment of your community to potential funders.

Create a written plan of how recovery staff will ensure your community is informed about and involved in the Recovery Planning Process. The plan needs to:

TASK DESCRIPTION	Completed?
10.1 Create a strategy which explains how 100% of residents will be informed about the Planning Process – its purpose, goals, steps, management structure, important dates, how to participate, final authorship, voting authority, and who to contact for more information.	
10.2 Set goals as to how much resident participation in the Planning Process is acceptable before the process can begin.	
10.3 Identify populations that are unlikely to participate and how you will convince them otherwise.	
10.4 Describe the methods of public outreach that will be used (door-to-door canvassing, robo calls, newspaper articles, emails, websites, speaking to large gatherings, posters, radio advertisements).	
10.5 Identify who is responsible for implementing each outreach method.	
10.6 Recruit Public Engagement Partners (Boy Scouts to handout flyers door to door, Newspapers to publish articles and a calendar of upcoming meetings, Web designers to build and update websites).	
10.7 Determine dates by which each public outreach method will be completed. For example, a date when the 1st Community Meeting ‘save the date’ card goes out, a date when an in-depth flyer about the process is delivered to every	

household, a date when the 2 <sup>nd</sup> Community Meeting 'save the date' card goes out, etc.	
10.8 In the spirit of transparency, publish your Public Engagement Strategy on the Town's website. By doing so, residents, partners and funders will recognize your efforts to be inclusive.	

**Step 11 – Establish and Implement a Public Information Strategy**

TASK DESCRIPTION	Completed?
11.1 Keep the media informed throughout the process. A strong media presence will put the effort in the public spotlight and encourage strong community participation. It also offers a record of events as observed by a third party.	
11.2 Invite all appropriate organizations and agencies to community meetings to solicit their input and to allow them to see the community's involvement in the Planning Process.	
11.3 Establishing regular conference calls for all outside support and partner organizations.	
11.4 Organize a "Community Recovery and Resource Day" where all local, regional, state, and federal organizations and agencies (public and private) are invited. Use this event as an opportunity to present the community needs, issues, and request their input, assistance, and especially partnership in making recovery planning successful.	

**Step 12 – Latest Data Assessment**

TASK DESCRIPTION	Completed?
<p>12.1 Having accurate information is the cornerstone of sound decision making. Therefore, before the official kick-off to the Planning Process, work with all available partners to compile the latest conditions assessment.</p> <p>Present this information in a variety of easy to read maps and charts. Also include land-use, demographic and socio-economic information as a point of reference to describe and compare your community pre and post disaster.</p>	

***A Note About Community Meetings: While five community meetings is ideal, it is not required. The number of public meetings your community chooses will depend on your resources and needs.***

## Step 13 – Community Meeting 1: Kick-off, Process Structure/Timeline, Issue Identification and Visioning

Your goal is to have every voting-age resident in your Town attend this meeting. The meeting has three parts: the kick-off, explaining the structure and timeline of the Planning Process, and community vision development.

TASK DESCRIPTION	Completed?
<p>13.1 Kick-off: The kick-off part of the meeting should accomplish the following:</p> <ul style="list-style-type: none"> <li>- Begin the healing process. Disasters are traumatic events. This is an opportunity for your community to come together and show support for one another.</li> <li>- Build confidence in local leadership. Impacted residents want to see that their local leadership is moving ahead with a well thought out recovery strategy.</li> <li>- Explain that the purpose of Recovery Planning is to improve the community as a whole. While the welfare of individual residents is just as critical, this meeting will not focus on individual cases.</li> <li>- Rather, explain why a recovery plan is the best method to organize your town’s long-term recovery. Share the experience of other communities who created long term recovery plans using the community recovery planning process.</li> </ul> <p>To expedite the Planning Process, participants at the kick-off meeting should be encouraged to refer questions about individual/personal cases to the appropriate agencies. Be sure to secure the presence of all pertinent survivor assistance agencies at the event. They should be located in a room adjacent to the main speakers hall or auditorium.</p>	
<p>13.2 Structure/Timeline: Introduce the Planning Process leadership structure, schedule, partners, and opportunities to participate. This means detailing each step in the planning process and the roles of all participants in an effort to be completely transparent. Include the dates for the following:</p> <ul style="list-style-type: none"> <li>- Community Meeting 1: Residents identify issues and create or revise the Town’s Vision Statement.</li> <li>- Community Meeting 2: Residents create Goals to achieve that Vision</li> <li>- Community Meetings 3 and 4: Residents propose a series of projects to achieve the various parts of the Vision</li> <li>- Community Meeting 5: Due to scarce resources, residents offer comments and then vote on which of the proposed projects should be included in the Recovery Plan.</li> <li>- Favorited projects are further refined before they are submitted to Town Staff for review. This review considers town finances and staff resources and includes both a cost-benefit and financial impact analysis. There is the possibility that resident proposed projects are modified or eliminated.</li> <li>- Town staff write a draft recovery plan that is based, as much as possible, on the work performed in Community Meetings 1-5. Town Staff add implementation milestones, project champions and possible funding sources.</li> <li>- Town staff deliver the draft plan to the Steering Committee and publish it on the Town website.</li> </ul>	

<ul style="list-style-type: none"> <li>- The Steering Committee holds a public hearing wherein residents, businesses and organizations can comment on the draft plan. The Steering Committee has an opportunity to revise the plan based on comments heard.</li> <li>- The Steering Committee presents the draft plan to the Town Council for vote.</li> </ul>	
<p>13.3 Vision: Recovery planning offers an opportunity to establish or revisit your community’s vision for its future. Use “charrette” exercises to answer the following questions:</p> <ul style="list-style-type: none"> <li>• What kind of community do you want to be in the next 5, 10 or 15 years?</li> <li>• What kind of community would make a good home for your grandchildren? What kind of community would you be proud to share with visitors?</li> <li>• What would your community look like if it were more resilient?</li> </ul> <p>When answering these questions, remember: <i>Just because you’ve put grand aspirations in a vision statement, doesn’t mean they’ll become a reality. But if your community doesn’t put its boldest, most hopeful aspirations into its vision statement, you can be guaranteed they will not come to pass.</i></p>	

**Step 14 – Community Meeting 2: Setting Goals in Support of Your Vision**

Goals describe broad but measurable approaches that your community will use to achieve its vision. For example, if part of your community’s vision is, “to ensure a prosperous community for generations to come”, you might have the following three goals in support of that vision:

- 1) Increase the availability of affordable, owner occupied housing units by 15% over the next 7 years.
- 2) Increase the high school graduation rate to 92% over the next 10 years.
- 3) Grow tourism tax revenue by 15% over the next 6 years.

TASK DESCRIPTION	Completed?
<p>14.1 The purpose of Community Meeting 2 is to develop goals that, when achieved, will bring your Town closer to your stated Vision. To this end, participants break up into groups based on topics or issue areas. One group for those interested in creating Housing Goals. Another group for those interested in creating Economic Development Goals. Etc.</p>	
<p>14.2 Third-party Facilitators help each group to massage their goals. That is, Facilitators help group members write their goals in a way that addresses the true aim of their vision, rather than the solution that seems to animate the group the most. For example, a group might covet a TGI Fridays. The Facilitator asks them what is it about a TGI Fridays that they are really seeking: is it the jobs, that Friday’s offers a place to gather with friends, that they want the town to seem more cosmopolitan. The Facilitator then helps them translate those sentiments into a goal statement that does not include a solution.</p>	
<p>14.3 Having goals that are measurable is important because without doing so, there is no way to know if you have achieved success. This is the case because everyone has a different definition of what success means. The Facilitator helps</p>	

the group write goals that are measurable and determine what amount of change constitutes success.	
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### Step 15 – Community Meetings 3 and 4: Develop Recovery Projects

TASK DESCRIPTION	Completed?
<p>The purpose of Community Meetings 3 and 4 is to nominate and develop projects that address issues described in the goal statements created at Community Meeting 2.</p> <p>Participants again divide themselves based on issue area. Residents begin to describe potential project ideas. Like-minded participants work together to refine shared ideas. The Facilitator explains how to write one-page project proposals and the “best practices” for developing winning projects. They include:</p> <ul style="list-style-type: none"> <li>• Only projects that directly address the stated goals should be nominated.</li> <li>• Projects should be developed with feasibility and sustainability in mind. Project feasibility is the extent to which the project can be achieved with available resources, within regulatory and logistical constraints, and within a realistic time frame. Project Sustainability is the degree to which projects will prevent future disasters.</li> <li>• Projects that address multiple goals are called Crosscutting Projects and are more likely to become part of the final Recovery Plan. Crosscutting Projects usually have a few of the following qualities: increase economic impact, have high visibility, build communal or municipal capacity (staff/expertise/resources), support infrastructure optimization, and encourage provision of a full range of housing opportunities.</li> <li>• Otherwise, participants should be told early and often that no idea is unworthy of consideration!</li> </ul> <p>The Facilitator reviews the remaining steps of the planning process:</p> <ul style="list-style-type: none"> <li>• Community Meeting 5 will provide an opportunity for Town residents to vote for those projects they wish to see included in the Town’s Recovery Plan.</li> <li>• Resident favorited projects <u>may still be modified or removed</u> by Town Staff who will write the first draft of the Recovery Plan.</li> <li>• The draft of the Recovery Plan is published on the Town’s website.</li> <li>• The Steering Committee holds a public hearing wherein residents, businesses and organizations can comment on the draft plan before the Steering Committee submits it to the Town Council to be voted on.</li> </ul>	

## Step 16 – Community Meeting 5: Prioritize Recovery Projects

The purpose of the fifth and final Community Meeting is to provide the whole community with an opportunity to review and rank projects that were developed in Community Meetings 3 and 4.

TASK DESCRIPTION	Completed?
16.1 Public Outreach: Attendance at Community Meeting 5 should be the most robust yet. As such, public outreach efforts should be increased. Messaging should explain that this meeting is an historic opportunity for each resident to help shape the future of the Town. Participation in Meetings 1-4, it should be explained, is by no means a pre-requisite for participating in Meeting 5.	
16.2 Upon entering the Meeting Hall, attendees are given a handout with one page descriptions of each proposed project. The handout also provides a short, “best-practices” explanation on how to evaluate projects – the same as described in Step 15.	
16.3 Upon entering the Meeting Hall, attendees are also given 6 slips of post-it paper. Residents will use these to vote for their favorite projects. Two of the slips will be blue with a number 3 on them. Two of the slips will be yellow with a number 2 on them. Two of the slips will be orange with a number 1 on them.	
16.4 Each proposed project should be written in very large letters with one idea per sheet of poster paper. Group the posters according to their issue areas. All Infrastructure projects in one area, all Housing projects in another, etc.	
16.5 Before asking the audience to get up and vote for their favorite projects, provide a short verbal tutorial about the best practices regarding evaluating projects. Refer to the handout that lists the evaluation criteria first introduced in Step 15.	
16.6 Ask the audience to tour all the posters in the auditorium and assign their 6 post-it notes to their favorite projects. Projects with the most points will advance to the report writing phase of the Recovery Planning Process. Your Steering Committee will need to decide before this meeting how many projects are sought for the recovery plan.	
16.7 Encourage the authors of each proposed project to stand in front of their poster to answer questions, offer clarifications, and take suggestions about how to improve their proposal.	

## Step 17 – Refine Projects After Community Feedback

TASK DESCRIPTION	Completed?
17.1 The one page descriptions of those projects selected as community favorites at Meeting 5 are revised based on received comments and suggestions.	
17.2 The one page descriptions are then assembled in a report and delivered to Town Staff.	

## Step 18 – Draft Recovery Plan, Public Hearing, Plan Adoption

TASK DESCRIPTION	Completed?
18.1 Town Staff, in collaboration with recovery partners and with the assistance of planning consultants if necessary, write a draft Recovery Plan based on the Vision and Goals set forth in Community Meetings 1 and 2. Staff seek to integrate projects nominated at Community Meeting 5 to the greatest degree possible.	
18.2 The draft Recovery Plan is submitted to the Steering Committee and posted on the Town’s website for one week.	
18.3 The Steering Committee hosts a public comment hearing as a formal opportunity for residents, business owners and other stakeholders to provide feedback on the draft Recovery Plan.	
18.4 The Steering Committee directs Town staff to amend the draft Recovery Plan if and how they deem necessary.	
18.5 The Steering Committee submits the draft Recovery Plan to Town Council which votes to accept and ratify the plan or to send it back to the Steering Committee for further revisions.	
18.6 Upon adoption of the Recovery Plan, all participants are publicly thanked.	

## Step 19 – Plan Implementation

While formally adopted and ratified plans have identified projects, they are far from ready for construction or legislative approval. Each project must still go through further analysis and assemble funding before it may proceed.

At this stage, projects and the plan will evolve. Some projects come to fruition and yet other equally important projects stall. Some projects become too complex to implement as originally envisioned and evolve into alternative projects.

TASK DESCRIPTION	Completed?
19.1 The Planning Process Leader steps down from their role as Chief Executive over the Planning Process.	
19.2 The Mayor, Town staff and/or the Local Disaster Recovery Manager are directed by Town Council to begin implementation of the Recovery Plan.	
19.3 Create an Implementation Plan. That is, a document that: A) Explains how your town is going to use existing employees, hire new employees, and partner with outside organizations to manage the projects in the Recovery Plan and B) Provides the following for each Recovery Project: timeline, responsible parties, resources needed, and goals	

## Step 20 – Continued Community Involvement and Plan Maintenance

TASK COMPLETED	Completed?
20.1 Once a community's citizens participate in the development of a Recovery Plan, they become a vested partner. This partnership must be nurtured throughout the implementation process through public meetings, project presentations, press releases, legislative actions, groundbreaking, etc. As projects evolve and change, it is even more important that the community is kept informed of changes and progress.	
20.2 Evaluate your Community Recovery Plan on a regular basis to reflect any changes in community priorities, project champions, completed projects, revised projects, revised deadlines, and state and federal recovery policies and programs.	

### FEMA Community Planning and Capacity Building Contact Information – Current as of 10/20/2017

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REGION X (Seattle) Federal Regional Center 130 228 <sup>th</sup> St. SW   Bothell, WA 98021-9796	Thomas Donnelly	<a href="mailto:thomas.donnelly@fema.dhs.gov">thomas.donnelly@fema.dhs.gov</a> [o] 425-487-4578