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**Guide Brief 12 –
Short-Term
Implementation Tasks**

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Guide Brief 12 – Short-Term Implementation Tasks

Applicable Section(s) of Guide: Volume 1, Section 7, Plan Implementation, p. 55

Guide Briefs supplement the Community Resilience Planning Guide
for Buildings and Infrastructure Systems (NIST SP1190)

Purpose and Scope

This Guide Brief offers suggestions for short-term implementation tasks, as well as short-term activities, that support continual engagement during the overall planning process. Implementing short-term administrative solutions can help improve resilience and provide community benefits until longer-term solutions are implemented.



1. Implementing Resilience Planning

For the past decade, resilience planning has generally followed the occurrence of a significant hazard event that is severe enough to disrupt community life. Some resilience programs have grown out of the prediction that a major hazard event will occur in the future. Resilience planning begins with developing a community plan and road map, followed by implementing administrative and construction solutions for improving physical infrastructure and the social and economic systems they support. Community resilience is often improved by including temporary approaches to planned solutions to provide needed services as soon as possible following a hazard event. For example, the Oregon Resilience Plan [Oregon 2013] was developed over the course of a year, and set state-wide performance goals for their expected hazards, and included recommendations to conduct comprehensive assessments of the built environment, identify significant capital investments that are needed, develop incentive programs to encourage private owner actions, and update related public policies. These recommendations have since initiated a variety of state and local programs and projects.

The six steps in the Guide provide a comprehensive planning and implementation process that may take decades to fully implement, but community benefits can be realized early in the process. For instance, while the long-term plan is being developed or implemented, a hazard event may occur. Short-term benefits may be accrued from improved collaborations with stakeholders, cooperation between public and private stakeholders, or improved emergency operations and recovery plans that support community resilience goals. Communities should consider identifying and implementing short- and long-term solutions that improve resilience.

There may be opportunities to identify short-term solutions that provide community benefits when a hazard event occurs.

The short-term activities listed in Sections 2 and 3 are applicable to all communities (Urban City, Suburban Community, Single Industry Community, and County, see Guide Brief 7).

2. Short-Term Activities to Improve Recovery

The following short-term activities can improve resilience by shortening recovery time while longer-term solutions are being implemented:

1. *Develop a post-event recovery plan* that streamlines the permitting process, adds resilience during repairs, protects the natural environment, preserves the community voice in approval of construction projects, and handles and processes the increase in construction activities. Planning and building departments do not have the capacity following extensive damage to meet the needs for immediate repairs and construction across the community. Often, communities in these circumstances allow repairs that merely restore buildings or systems to their pre-event condition. While such repairs speed the recovery process, it denies the community the opportunity to build back better where appropriate. A recovery plan that includes pre-approved repair criteria or standards can enable communities to take advantage of the rebuilding opportunities.
2. *Develop processes and guidelines for post-event assessments* to accelerate evaluation and designation of buildings that can be used while being repaired. The State of California has a Safety Assessment Program [California Office of Emergency Services 2015] that prequalifies inspectors who can be deployed rapidly and implement pre-approved evaluation guidelines. Some California cities, such as San Francisco and Berkeley, have Building Occupancy Resumption Programs (BORP) [City of Berkeley 2014] that allow professional engineers to evaluate buildings prior to a hazard event, establish a criteria for allowing them to remain in use, and deploy immediately after an event and determine a building's usability. The more quickly buildings and infrastructure systems are put back in service, the more quickly recovery occurs.
3. *Develop repair standards* tailored to the community's built environment. Buildings in the United States generally are maintained to meet the code provisions under which they were built. When a hazard event damages a facility, repairs often only meet the minimum required codes and standards. As part of establishing community resilience performance goals and plans, communities will identify which building clusters (see Guide Chapters 3 and 12) do not meet the resilience requirements. For some building clusters, the best time to close that gap may be after an event occurs and the affected buildings must undergo significant repairs. For that to occur, communities should consider establishing criteria or standards that require repairs or construction to meet the performance level needed for resilience. After a hazard event, there is usually neither the time nor support for developing and adopting such a program.
4. *Adopt the latest building codes and enforce design and inspection requirements* that are consistent with and support community resilience goals. Communities need to engage and collaborate with owners and developers to ensure that infrastructure projects consider and incorporate the community resilience goals. This activity can be implemented immediately, and the benefits will accrue over time with the completion of each project that meets the resilience performance goals.

3. Short-Term Activities to Support Continued Engagement in the Resilience Planning Effort

Engaging the various public and private stakeholders is an important part of forming the collaborative planning team, the first step in the Guide process. Once the community has developed a resilience plan, it is essential to keep stakeholders engaged in the process. The following short-term activities should be considered by communities to support their continued engagement:

1. Adopt a culture of resilience within the community to avoid isolated planning with a few departments. Create and facilitate an organizational culture with central leadership that works with all departments in a culture of collaboration to develop community resilience.
2. Build resilient information technology (IT) and organizational systems that include finance and grant management systems that can operate following a severe event, manage post-event funding requests, have the ability to expand for surge demands, and maintain institutional knowledge.
3. Network with communities engaged in resilience planning to understand their best practices, lessons learned, and process for incorporating resilience into the built environment and community organizations. See Guide Brief 3 for a list of other community resilience activities.
4. Constantly communicate the resilience plan development and implementation status to all community stakeholders. Share the proposed short-term implementation projects, intermediate term opportunities, and the long-term goals as they are developed and request input and feedback.
5. Create and maintain community buy-in for a ‘road to resilience’. As a long-term community value, the resilience process will have the longevity it needs to continue through elections, economic swings, and other community stresses.
6. Incorporate resilience discussions into the community’s capital planning process. While the details of the performance goals and plans will take time to develop, ongoing renovation and expansion projects need to consider opportunities to improve community resilience so significant opportunities are not lost.
7. Initiate discussions about changes in zoning and land use that will significantly improve resilience. For example, avoid construction of critical facilities or residential occupancies in flood prone regions. When possible, seek new land use regulations to formalize the approved concepts.

8. Become familiar with the US Department of Housing and Urban Development (HUD) Community Development Block Grant Disaster Recovery Assistance Program (CDBG-DR) [HUD 2016] and opportunities for post-event funding to build-back-better.
9. Persistently advocate for meeting resilience goals in the built environment by encouraging voluntarily adoption in public and private projects. When possible, projects should incorporate designs that are consistent with community recovery goals. As illustrated in Figure 1, the Church of Jesus Christ of Latter-day Saints routinely builds resilience into their facilities. Their recently completed Bishop's storehouse, which provides supplies nationwide, was designed to remain in operation during and after design hazard events.
10. Monitor activities in all community plans and advocate for inclusion of resilience, including that needed from the built environment.



Figure 1. Bishop's Central Storehouse, Salt Lake City, Church of Jesus Christ of Latter-day Saints was recently designed as a critical facility to remain in operation during design hazard events [Source: Olen Duncan, Correlation Intellectual Property].

4. References

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