Colorado Resiliency and Recovery
A Collaborative Framework
2013 to present
Jonathan Singer – Colorado State House of Representatives
Response to Resilience
The 2013 Flood: Four Days of Rain

- 24 Counties
- 18,000 people evacuated
- 10 lives lost
- $3.9 billion in damage to homes, infrastructure, watersheds
- Destroyed 1,800 homes
3 day Rainstorm stalls over semi-arid Colorado
Is Your State Ready?

I think we may need to update our disaster recovery plan. This one suggests we all run around in circles shouting 'What do we do?!' 'What do we do?!!'

2014 The Colorado Resiliency Framework

Resiliency, like failure, is not an option.

- Colorado Resiliency Framework
- Colorado Resiliency Working Group
- https://sites.google.com/a/state.co.us/coloradounited/resiliency/crwg
- https://docs.google.com/a/state.co.us/viewer?a=v&pid=sites&srcid=c3RhdGUuY28udXN8Y29sb3JhZG91bml0ZWR8Z3g6MmRmMjlmMjMwOTBlMjNkYw
- http://maps.co.gov/cofloodrecovery/
- http://coresiliency.squarespace.com
Guiding Themes

1. Advance the “business case” for resiliency.
2. Empower, catalyze, and implement demonstration projects.
3. Advance efforts to integrate resilience into applicable standards, codes, and disclosure processes.
4. Address, empower, and protect vulnerable populations, build equity and inclusion, and enhance social capital through the work of all sectors.
5. Engage new partners in the CRWG.
6. Continue Colorado’s innovative hazard identification work, and go beyond a traditional hazard analysis.
7. Prioritize multi-sector approaches for future CRWG projects to maximize resiliency value.
8. Develop tools to better account for population growth in planning. Sustain the State’s resiliency mission for the long term.
Who

• State Agencies
  • Colorado Department of Human Services
  • Colorado Department of Local Affairs
  • Colorado Department of Natural Resources
  • Colorado Department of Public Health and Environment
  • Colorado Department of Public Safety
  • Colorado Department of Transportation
  • Colorado Energy Office
  • Colorado Office of Economic Development and International Trade
  • Colorado Office of Information Technology
  • Colorado Resiliency and Recovery Office
Who (continued)

• Federal Agencies
  • Department of Homeland Security
  • Department of Housing and Urban Development
  • Economic Development Administration
  • Environmental Protection Agency
  • Federal Emergency Management Agency
  • Federal Highway Administration
  • National Renewable Energy Laboratory
Watershed Coalitions

State of Colorado sets aside $ for State, Local, as well as for-profit and non-profit interests to participate in 11 Watershed Master Plans
2015 Resiliency Work Group

• What Worked
• What Didn’t Work
• What Changes / Improvements Need to Happen
What didn’t work

2.1 WHAT DID NOT WORK WE SHOULD STOP DOING DURING RECOVERY?

- Five or six surveys from different agencies on needs assessment
- Did not connect with all the hundreds of entities
- Multiple surveys to individuals
- Flooding
- Duplication of trainings from different agencies
- Making land use decision that put people and development in harm’s way
- Stop giving conflicting answers from the same agency
- Significant gap between short term recovery and long term recovery
- Stop waiting for help and just work
- No clear network diagram fro who does what
- Long processes need to be fixed (application)
- Lack of process at all levels
- At federal level more continuity of programs | FEMA -> HUD -> etc.
- Too many different touch points w education with different programs, coordinating effort of communication
- Stop changing staff, because everyone has different answers
- Get to field more quickly
- Stop rotating out
What else didn’t work / What improvements?

- Lack of communication of what the damage was
- Stop not asking us (locals) what happened
- Don’t try to fit square peg federal programs into round holes needs
- Stop creating false expectations for citizens
- Stop making decisions behind desks, get out into the field
- Not having clear understanding of roles and responsibilities
- Get to the field more quickly (all levels, local, state, fed)
- Stop holding the money
- Procurement and contract difficulty training too late
- Not having clear understanding of roles and responsibilities
- Late procurement training
- Stop congressional process of appropriation
- Stop waiting for programs and government decision to begin education outreach. Begin earlier
- Stop assuming capacity at local level, especially volunteers
- Stop assuming there is no capacity at the local level
- Stop having prorated decision making
- Don’t be afraid of OIG audits
- 3@ the federal level stop adding additional requirements to funding
- All levels stop hiring people that don’t have the capabilities
- Stop wearing CBDS affordable housing lenses when talking about disaster recovery
- Stop changing rules
- Stop trying to put grants into doing something they don’t do all the time
- Stop computerizing planning process on local level
- Don’t assume 501(c) have capacity at local level
- Lack of data/contact point about mobile homes
- Stop having unclear rules
- Stop not defining new staff
- Stop pretending that mobile homes are a new entity there should be mobile home policies in place
- Stop not sharing data
- Stop assuming how rules and deadlines should work and talk to each other
- Stop using antiquated technology for online applications
- Stop having slicks with grants and unclear decision making authority
- Lack for data/contact points about mobiles homes
- Stop putting private needs and bridges into category that doesn’t match reality in Colorado
- On-time fixes for long-term problem / lack of long-term funding
- Stop not responding, stop ignoring systemic problems
- Stop making decision begin desks get out into the field
- Lack of primary contact information with locals to interface with (MA PAT)
- Stop not sharing data
- Lack of moving money quickly, have recovery money be phased
- Stop forgetting who we’re trying to serve, don’t forget what they’re trying to accomplish
- Don’t stay stuck in “this is the way it’s done”
Biggest Takeaways

• Invest in Bi-focals
• Don’t make decisions behind a desk
• Get into the field faster
• Don’t create false expectations
• Debris management goes on for years not months
• More Process Mapping to Accelerate local, state, federal efforts
• Pre-disaster recovery / resiliency planning
What Worked Well

• Strong Social Media Outreach
• Quick Ramp-up of Faithbased / Non-profit Groups
• Major Highways Rebuilt Quickly
• State Advance of Funds to Locals
• Recognition of Linkage of Fire and Flood
• Strong Advocacy from Federal Delegation
• New Connections Between State-Local-Federal
A National Model

National planning organization bestows top honor on Colorado for disaster-recovery Resiliency Framework

by Ernest Luning on April 26, 2017

Major flooding in September 2013 affected 24 Colorado counties and caused nearly $4 billion in damage. The governor was prompted to launch the Colorado Resiliency and Recovery Office, which has guided resiliency actions throughout the state. (Photo courtesy: Colorado Resiliency and Recovery Office)
What is a Resiliency Framework
(Colorado Resiliency Resource Center)

- Resiliency Framework provides a collaborative forum to assess current risks, plans and practices, and to build resiliency into policies, actions and investments across multiple sectors.
- Most importantly, it provides an opportunity to engage deeply with the community during a 6-12 month process in order to establish a collaborative, long-term roadmap for action.
- Not an exhaustive checklist of actions a community must take. Instead, it is an identification of a community’s vision; an extended community dialogue that informs identification strategies and potential projects to meet this vision.
Critical Components of Resiliency
(Colorado Resiliency Resource Center)

• Critical components of resiliency frameworks include:
• A common understanding of resiliency and how it relates to community values;
• An analysis of baseline existing conditions in the community and the shocks and stresses that the community faces
• An inclusive engagement process that informs the public about the importance of resiliency, and informs the planning team as it develops Framework
• A vision for the community that is supported by forward-looking goals, actionable strategies, and projects for action; and
• An articulated roadmap for ongoing coordination and action.
Developing a Framework

1. Identify steering committee
2. Form a task force
3. Identify stakeholders
4. Present the framework
5. Develop the framework
6. Build community support
7. Review and amend the framework
Stakeholders – Two examples

**Example: Boulder County's Resiliency Framework was Created by the Following Stakeholders**

- State and Boulder County agencies;
- Cities and towns in the county;
- State and federal partners;
- Emergency response and recovery organizations;
- Locally-based research institutions;
- Non-profit and faith-based organizations; and
- Private sector partners.

**Example: These Stakeholders Led the Creation of the Larimer County Resiliency Framework**

- Larimer County Office of Emergency Management
- Larimer Long-Term Recovery Group
- Fort Collins Office of Emergency Management
- Big Thompson Watershed Coalition
- Colorado State University
- Larimer County Department of Health and Environment
- United Way of Larimer County
- Larimer County Department of Natural Resources
- Loveland Housing Authority
- Larimer County Workforce Center
- Larimer County Community Development
- Coalition for the Poudre River Watershed
Inclusion of a broad range of stakeholders can help to identify the resiliency related strengths and challenges across the community. One option is to hold visioning and strategic planning meetings.

Through this process, stakeholders in the pilot local resiliency process were asked the following questions:

- What does resiliency mean for the sector? What does this look like in action?
- What are the shocks and stresses most often associated with this sector?
- What potential strategies could enhance resiliency in this sector?

https://coresiliency.squarespace.com/s/1SectorWorksheets-2nwl.pdf
Confirm Existing Conditions / Identify Shocks and Stresses

• Profiling the community through the lens of resiliency sectors can identify areas of strength and challenges which could aid or impede resiliency efforts.
  • The **Existing Conditions Guide** helps to identify data and information needed to effectively analyze existing conditions within the community.

**Shock and Stress Worksheet**
https://coresiliency.squarespace.com/s/Shocks-and-Stresses-Worksheet-k6l7.docx
Establish Vision, Goals, and Strategies

Example Strategies From Current Resiliency Frameworks in Colorado:

<table>
<thead>
<tr>
<th>Community Strategy:</th>
<th>Health and Social Strategy:</th>
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<tbody>
<tr>
<td>Create innovative development that integrates housing, transportation, and employment to create a diversity of options.</td>
<td>Increase individual and community preparedness by enhancing training and education opportunities for emergency preparedness and resilience education, identifying vulnerable populations, empowering local leaders, and promoting resiliency conversations with the public.</td>
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<td>Encourage businesses, including healthcare and senior services, to participate in resiliency planning that results in continuity plans to withstand shocks and stresses associated with natural and human-caused hazards.</td>
<td>Ensure that future affordable housing projects are located in areas that are least susceptible to future shocks, and design housing developments and individual units to withstand shocks.</td>
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<tr>
<th>Economic Strategy:</th>
<th>Infrastructure Strategy</th>
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<tbody>
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<td>Increase individual and community preparedness by enhancing training and education opportunities for emergency preparedness and resilience education, identifying vulnerable populations, empowering local leaders, and promoting resiliency conversations with the public.</td>
<td>Leverage technological advances to continuously update databases of asset inventories and their vulnerabilities, and accept updated information from a variety of sources to ensure that databases are comprehensive.</td>
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<tr>
<th>Housing Strategy:</th>
<th>Watershed Strategy:</th>
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<tr>
<td>Ensure that future affordable housing projects are located in areas that are least susceptible to future shocks, and design housing developments and individual units to withstand shocks.</td>
<td>Assess how policy and local regulations can guide the integration of stormwater management plans with existing floodplain management processes.</td>
</tr>
</tbody>
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Strategy Review Worksheet
Relevant Links

- Long Term Resiliency Work Group notes
  - https://docs.google.com/a/state.co.us/viewer?a=v&pid=sites&srcid=c3RhdGUuY28udXN8Y29sb3JhZG91bmI0ZWR8Z3g6MTFiMDUyNDk0Zml2OTkwMQ
- Local Guide to Long Term Recovery - link
- Watershed Recovery
  - https://coloradoewp.com/places?tid_1=6&sort_by=value&sort_order=DESC
- Flood Recovery Summary
  - http://maps.co.gov/cofloodrecovery/
- Colorado Flood Recovery
  - http://coloradounited.blogspot.com
- State of Colorado Resiliency and Recovery Website
  - https://sites.google.com/a/state.co.us/coloradounited/
- Colorado Resiliency Resource Center
  - https://coresiliency.squarespace.com/resources
Thank You

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