



Wyandotte County, Kansas Pre-Disaster Recovery Plan

RSF 2 Economic Recovery

Coordinating Agency: Unified Government Economic Development

Primary Agencies: Unified Government Community Development
 Unified Government Finance Department
 Unified Government Emergency Management
 Unified Government Neighborhood Resource Center
 Unified Government Public Health Department
 Unified Government Public Works Department
 Unified Government Purchasing
 Unified Government of Strategic Communications

Support Agencies: City of Bonner Springs
 City of Edwardsville
 Wyandotte Economic Development Council

Economic recovery is the ability to return economic and business activities to a pre-disaster (if not better) state. The main purpose of this guide is to aid in effective decision-making processes, that ensure resources are expanded efficiently, effectively and in a manner that stimulates near-term economic growth. It should also add long term economic value with sensitivity to environmental impacts where possible. It takes note of plans that identify and seize opportunities for economic recovery and sustainable growth. It enables the leveraging of resources, expediting infrastructure delivery, support business growth and innovation, develop the Wyandotte County and Kansas City, KS workforce and enhance the environmental quality.

Economic RSF Goals	Short-Term	Intermediate	Long-Term
Evaluate needs and capabilities in the business sector.	●	●	
Set recovery priorities.	●		●
Connect businesses with employees, goods, and markets.		●	●
Retain and support all business, including large, medium, and small entities.	●		●
Communicate the status of economic recovery	●		●

Figure 1: Economic Recovery Goals by Recovery Phase

This Economic Planning function focuses specifically on the long-term economic recovery and is meant to be utilized in conjunction with this Pre-Disaster Recovery Plan. The function is grounded in and supports, but does not replace, long term plans for infrastructure, land use, and economic development. The function applies to activities conducted in the immediate aftermath of a disaster, as well as those performed during the extended recovery process, noting that decisions made during the initial response to a disaster will have a lasting impact on the community’s ability to recover in the long term.



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When activated, the Economic Recovery Support Function (RSF) works with state and community partners, in coordination with the jurisdiction's Recovery Manager. Recovery activities will require direct relationships with non-governmental organizations (NGOs), private, and non-profit sector partners.

It is important the Economic RSF and the jurisdiction's Recovery Manager work with the local, state, tribal, territorial, unincorporated areas, private, and non-profit partners to:

- Develop a coordinated recovery strategy that addresses specific economic recovery needs and goals for the local, state, tribal, territorial, and unincorporated communities.
- Establish a process for obtaining baseline data/information.
- Establish a process to determine economic goals of the community.
- Identify metrics to measure progress.
- Designate state, territorial, tribal, and local organizations that will coordinate with each other to further the economic recovery efforts.
- Identify sources of funding, including private sector and philanthropic organizations, to meet specific objectives.
- Put in place mechanisms to reduce fraud, duplication, and waste.
- Determine local, state, tribal, territorial training needs for Federal assistance applications.
- Utilize multimedia to share information, collaborate, and evaluate resource options to narrow the list of programs that are most relevant.
- Aid impacted businesses. Examples include the following:
 - **Access to Capital Events** – multi-jurisdictional, multi-organizational events intended to integrate many resource partners into a single venue/event to enable jurisdictional stakeholder's access to what resources exist.
 - **Peer-to-Peer Events** – often occur along industry lines, where industry leaders with disaster recovery experience present lessons learned and facilitate recovery planning efforts with their counterparts in the impacted area.
 - **Business Assistance and Risk Management Presentations** – are targeted outreach efforts to provide business assistance and risk management information at existing business association meetings. These presentations are intended to leverage existing meetings and complement a wide range of meetings and agendas.
 - **Business Disaster Case Management** – a focused effort, often led by Chamber of Commerce(s), that provides direct business counseling to impacted businesses to assist them in completing loan applications, retrieving vital records, and re-designing business plans. This effort has been employed through local centers and “virtually” through mobile business counselors. The impact and local culture will dictate the best model for an impacted community.



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- **Business Disaster Help Desk** – a resource made available to businesses to call to receive direct assistance for specific issues/questions. The help desk employs many of the same resources available through business disaster case management but lacks the ability to conduct follow-up activities. The effort relies heavily on well-informed referral networks and is typically resourced at the State or NGO-level.



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CONCEPT OF OPERATIONS

A. General

Several Critical Functions have been identified as areas of concern: Workforce, Infrastructure, Communications, Security, Supply Chain, Property Restoration, Business Resource Center, and Business Continuity of Operations Plans. Each Critical Function may contain some or all the four phases of Emergency Management: Mitigation, Preparedness, Response and Recovery.

This economic recovery RSF is designed to address whole-community economic issues. Individual businesses can mitigate the impact of a disaster on their operations by developing robust emergency operations and disaster preparedness plans. Resources will be available to individual businesses as part of this economic recovery plan, but it is incumbent on each business to prepare themselves for disaster events.

In the wake of a substantial disaster event, a Business Resource Center will be established to aid the affected business community. Because disasters affect individuals and businesses simultaneously but differently, the Business Resource Center will be co-located with those resource centers for individual assistance, such as a Multi-Agency Resource Centers (MARC) which typically includes American Red Cross, Salvation Army, and faith-based groups. A full list of agencies and programs is provided below. They include resources related to federal, state, and local programs, insurance, finance, real estate, and others.

An established RSF that is operational during response activities will facilitate the transition out of response and Short-Term Recovery activities into an organized reconstruction and redevelopment (Intermediate and Long-Term Recovery) phase.

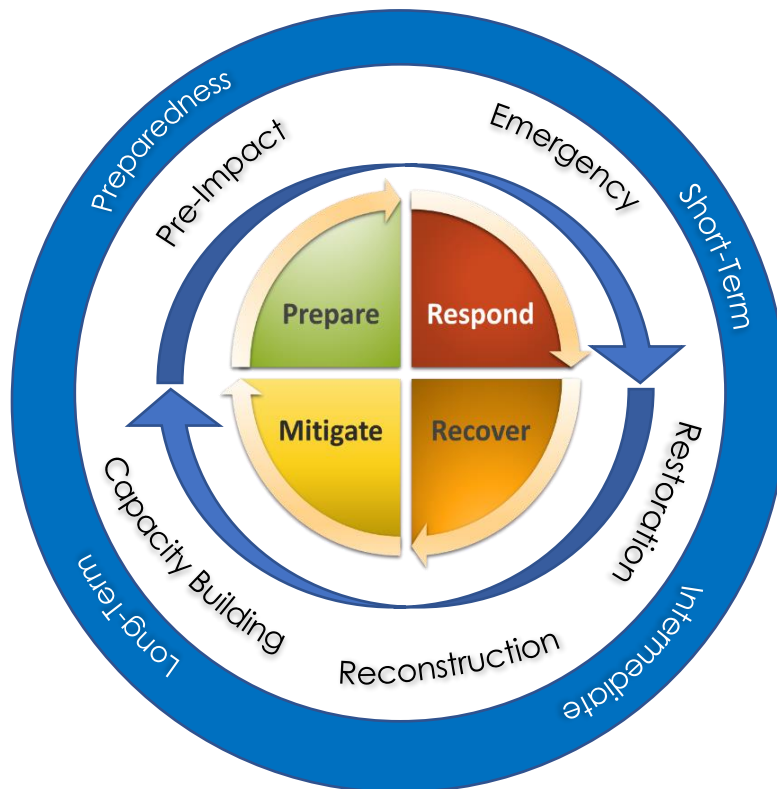


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The established four phases of recovery as described in the National Disaster Recovery Framework (NDRF).

- **Phase 1: Preparedness (Pre-Disaster)** includes actions taken before an incident or event requiring RSF support.
- **Phase 2: Short-Term Recovery** includes actions taken within days to weeks following an incident.
- **Phase 3: Intermediate Recovery** includes actions taken within weeks to months following an incident.
- **Phase 4: Long-Term Recovery** includes actions taken within months to years following an incident.

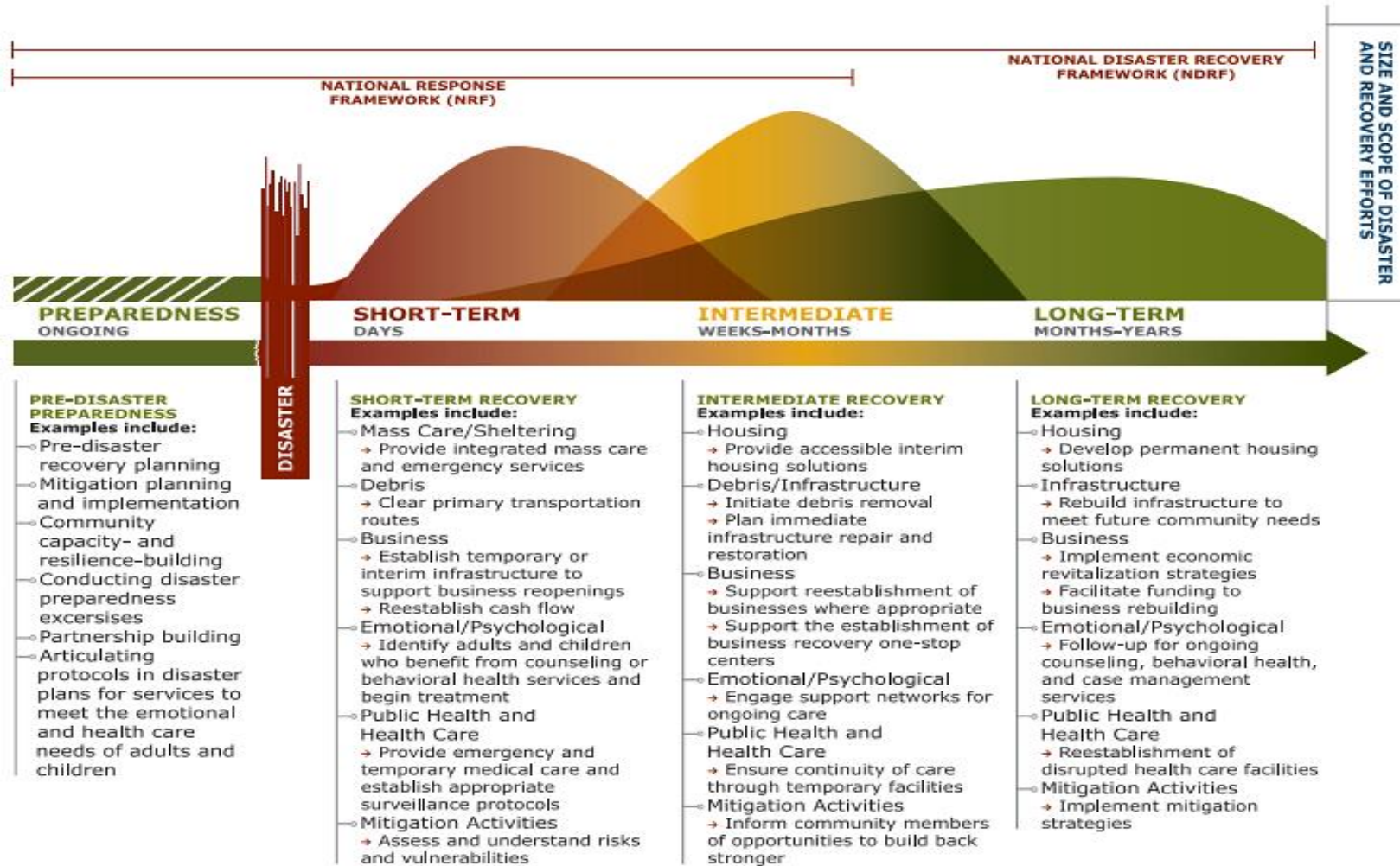
After the decision has been made to activate RSF 1, the jurisdiction's Recovery Coordinator/Local Disaster Recovery Manager is the primary point of contact for the implementation.





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RECOVERY CONTINUUM – DESCRIPTION OF ACTIVITIES BY PHASE





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IMPLEMENTATION THRESHOLDS

Not all incidents will require the RSF 2 – Economic Recovery to be activated. The following thresholds are general guidelines that may indicate the need to activate the RSF 2 and other RSFs:

- At the direction of the Recovery Manager (or designee)
- The EOC may or may not be activated.
- Damage assessments are required.
- Field survey and inspections teams are activated.
- A significant number of residents within the jurisdiction are affected.
- A significant number of critical government agencies are affected.
- Many civic organizations are impacted.
- Elected officials have made a proclamation of a local emergency, state of emergency, or federally declared disaster.
- Critical lifelines and essential infrastructures are damaged and unavailable to portions of the community.

OBJECTIVES AND IMPLEMENTATION ACTIVITIES

A jurisdiction can use these economic indicators as a decision-support tool to determine the need to engage RSF 2 following an incident. Additional economic indicators for consideration include:

- Number of businesses lost
- Number of commercial bankruptcies
- Number of banking institutions lost
- Percentage increase of jobless claims

PHASE 1: PREPAREDNESS

Phase 1 is ongoing and ends when an incident occurs that requires recovery operations. This phase includes activities that take place prior to an incident that would necessitate recovery operations. This phase consists of the following major tasks:

- Communicate importance of individual business preparedness plans.
- Communicate whole community emergency response and recovery plan to ensure that each business understands the process and the resources that will be available post-disaster.



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- Identify how businesses could make strategic investments in projects capable of making their organizations more resilient, including insuring risk and diversifying telecommunications, power system, physical space requirements, and supply chains.
- Identify financial recovery grants program available for post-disaster recovery efforts.
- Seek opportunities to integrate recovery operations into training and exercises to provide an opportunity for RSF stakeholders to practice performing their roles during an incident requiring enhanced recovery activities.
- Provide business continuity training and exercise opportunities for large and small private businesses.
- Businesses must ensure their facilities are properly maintained and hardened against disasters.
- Public sector entities and utility service providers are required to develop detailed service restoration plans.
- Businesses should establish internal communications and public relations plans.
- Businesses must ensure supply chain management is ready to address disaster events.
- Businesses should have debris removal contracts.

PHASE 2: SHORT-TERM RECOVERY

Phase 2 begins when an incident occurs and ends when the short-term recovery objectives are met. The short-term recovery phase is part of response operations and includes activities immediately following the incident focused on post-disaster targets.

- Conduct initial assessments of economic recovery issues and prepare demographic and economic baseline data using the economic indicators.
- Review impact of the incident on the jurisdiction's tax base.
- Identify impact on government facilities.
- Identify impacts on public and private facilities.
- Provide technical assistance to promote economic recovery, financial literacy, and strategic planning.
- Identify local employment issues.
- Troubleshoot cash flow issues for government agencies, businesses, and individuals.
- Identify impacts on critical supply chains and local industries.
- Provide timely communications to and about business challenges.
- Establish a Business Resource Center.
- Collaborate with law enforcement to support security in affected areas.



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PHASE 3: INTERMEDIATE RECOVERY

After the incident has been stabilized, recovery support will transition the focus to recovery.

- Continue, and augment, the Business Resource Center.
- Whole community economic resources are available to assist businesses returning to normal operations.
- Identify ongoing infrastructure needs and communicate with the appropriate entity.
- Communicate with utility companies on long-term resources needs.
- Provide timely and accurate information to the business community throughout duration of recovery efforts.
- Identify long-term restoration and reconstruction actions as needed to protect long-term stability of commercial and economic sectors, along with employment and other essential support services.
- Identify funding sources from federal, non-profit, and private sources.
- Evaluate all existing local, county, state, and federal regulations, ordinances, codes, administrative or tax code provisions, and government and non-government entity policies for potential barriers or restrictions that could impede restoring the jurisdiction's economic health.
- Further economic diversification initiatives.

PHASE 4: LONG-TERM RECOVERY

The long-term recovery process will focus on efforts to return the community to as close to a new normal as possible. Long-term recovery will emphasize community engagement and sustainable growth while addressing the needs of the community.

- Continue to assess economic recovery issues and preparing demographic and economic baseline data using the economic indicators.
- Where applicable and financially feasible, accelerate long range plans on placement of utility infrastructure.
- Develop and implement workforce initiatives.
- Assist businesses in recruiting and retaining employees living in the jurisdiction.
- Ensure businesses have adequate supporting infrastructure.
- Evaluate all existing and newly created jurisdictional regulations, ordinances, codes, administrative or tax code provisions for potential barriers or restrictions that could impede restoring the jurisdiction's economic health.
- Promote businesses in the jurisdiction and attract tourism.
- Evaluate the potential for the need of legislative action at the state and local level, to facilitate the repopulation and reconstruction efforts.



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- Expand and increase commerce and economic functions within the jurisdiction as needed to meet the demand during the recovery phase.
- Attempt to engage members of the community in economic, commercial, and employment recovery planning and implementation.

FEDERAL FINANCIAL ASSISTANCE

There are many Federal financial assistance resources and programs available that may be useful for stakeholder engagement after a disaster. Additionally, depending on the program (such as SBA Disaster Loans), those agencies establish extensive field presence to disseminate the assistance in the disaster-impacted area. Some examples of the types of assistance superficially related to economic recovery include:

- **US Small Business Administration (SBA)** provides low-interest disaster loans to businesses of all sizes, private non-profit organizations, homeowners, and renters. SBA disaster loans can be used to repair or replace the following items damaged or destroyed in a declared disaster: real estate, personal property, machinery and equipment, and business assets.
- **US Department of Housing and Urban Development (HUD)**, Community Development Block Grant Disaster Recovery Program (CDBG-DR), provides flexible grants to help cities, counties, and states recover from presidentially declared disasters, especially in low-income areas, subject to availability of supplemental appropriations. In response to Presidentially declared disasters, Congress may appropriate additional funding for the CDBG program as Disaster Recovery grants to rebuild the affected areas and provide crucial seed money to start the recovery process. Since CDBG-DR assistance may fund a broad range of recovery activities, HUD can help communities and neighborhoods that otherwise might not recover due to limited resources.
- **US Department of Agriculture (USDA) Business and Industry (B&I) Loan** is designed to improve, develop, or finance business, industry, and employment. It can also improve the economic and environmental climate in rural communities. This is achieved by bolstering the existing private credit structure through the guarantee of quality loans, which will provide lasting community benefits. A borrower may be a cooperative organization, corporation, partnership, or other legal entity organized and operated on a profit or non-profit basis; an Indian tribe on a federal or state reservation or other federally recognized tribal group; public body; or an individual. A borrower must be engaged in or proposing to engage in a business that will:
 - Provide employment
 - Improve the economic or environmental climate
 - Provide the conservation, development, and use of water for aquaculture
 - Reduce reliance on nonrenewable energy resources by encouraging the development and construction of solar energy systems and other renewable energy systems



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• **US Department of the Treasury, Community Development Financial Institutions Fund (the CDFI Fund)** is designed to increase economic opportunity and promote community development investments for underserved populations and in distressed communities in the United States. Through monetary awards and the allocation of tax credits, the CDFI Fund helps promote access to capital and local economic growth in urban and rural low-income communities. Through its various programs, the CDFI Fund enables locally based organizations to further their goals such as: economic development (job creation, business development, and commercial real estate development); affordable housing (housing development and homeownership); and community development financial services (provision of basic banking services to underserved communities and financial literacy training).

- **Economic Development Administration (EDA)** can assist communities in addressing long-term disaster relief and recovery needs. Through competitive grants to eligible applicants, the EDA's disaster recovery generally falls within three categories:
- **Strategic Planning – EDA** offers financial resources and technical assistance to help develop and enhance economic development plans following a disaster. This is achieved through the funding of disaster recovery plans, strategies, and funding for disaster recovery coordinators.
- **Infrastructure Development – EDA** offers grant funds to build new infrastructure (e.g., business incubators, technology parks, research facilities, basic utilities) that foster economic development to retain or attract jobs to the region.
- **Capital for Alternative Financing – Through EDA's Revolving Loan Fund (RLF) program**, non-profit and governmental entities can apply to establish an RLF, which, in turn, makes below market rate loans to businesses to help recovery.



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ROLES AND RESPONSIBILITIES

Every member of a recovery operations organization is responsible for documenting and reporting possible mitigation actions. UG departments may need to take responsibility for certain functions throughout the recovery process. All assigned UG departments should:

- Maintain standard operating plans and functional checklists.
- Train personnel and alternates.
- Maintain communications and coordination with appropriate EOC(s).

This table details the roles and responsibilities of the Coordinating and Primary Agencies:

Stakeholders	Functions
Economic Development	<ul style="list-style-type: none">• Supports RSF national and local level operations with subject matter expertise and staffing support, as appropriate build a strong economy through regional collaboration• Focus on economic development, job creation and infrastructure investments• Showcase and spotlight assets and attributes to developers, investors, and site selectors• Provide forums for community engagement by providing opportunities to discuss and be actively involved in current economic development issues, trends, and strategies• Spearhead strategic initiatives, policies, and programs that strengthens regional economy and improve the regions' quality of life• Bring together community leaders, elected officials, Chambers of Commerce, Economic Development Commissions (EDC) and businesses• Promotes diversified residential and overall business development• Provides economic damage assessment information
Finance Department	<ul style="list-style-type: none">• Supports RSF national and local level operations with subject matter expertise and staffing support, as appropriate Build a strong economy through regional collaboration



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Stakeholders

Functions

- Coordinates with Emergency Operations Center (EOC) Director to develop cost accounting and documentation maintenance procedures and processes
- Develops an audit trail for Auditor and Controller manual expenditures incurred during the recovery phase
- Performs emergency warrant issuance activities
- Coordinates and monitors FEMA documentation processes for eligible expenditures
- Executes FEMA filing(s)
- Works with Department of Technology to re-establish County financial systems
- Continues to administer County payroll
- Continues to perform County accounts payable function

Community Development

- Supports RSF national and local level operations with subject matter expertise and staffing support, as appropriate Build a strong economy through regional collaboration
- Provides technical and financial assistance regarding programs eligibility, application processes, and project requirements.

Emergency Management

- Reports situation and damage to Kansas Division of Emergency Management (KDEM)
- Coordinates and maintains files of all initial assessment reports
- Coordinates and maintains all records during the recovery phases
- Coordinates the development of after-action reports
- Executes agency mission during disaster recovery through available Public Assistance (PA), Individual Assistance (IA), and mitigation programs.

Neighborhood Resource Center

- Identify problems and seek solutions by bringing together neighborhood leaders and local government representatives.



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Stakeholders

Functions

- Create working partnerships that provide positive impact on the livability of our neighborhoods.
- Strive to recommend programs and initiatives that will empower, rebuild, and revitalize our community
- Provides other assistance to individuals such as furniture, home repair, home purchasing, essential tools, and some bill payments as needed and requested
- Assists local jurisdictions by conducting preliminary damage assessment “windshield surveys” within 24 hours, as situation and resources allow
- Utilize the State’s damage assessment forms and process
- Provides detailed damage assessments to Community Services

Public Health Department

- Supports RSF national and local level operations with subject matter expertise and staffing support, as appropriate Build a strong economy through regional collaboration

Public Works Department

- Disposes of surplus equipment and salvage materials
- Assists local jurisdictions by conducting preliminary damage assessment “windshield surveys” within 24 hours, as situation and resources allow
- Utilize the State’s damage assessment forms and process
- Provides detailed damage assessments to Community Services

Purchasing Department

- Provides effective and efficient procurement of goods, materials, and services, supporting County departments
- Implements sound procurement processes to acquire the highest quality, good, and services, at the best price

Strategic Communications

- Communicates with the public and the media by answering questions and provide information regarding County issues



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Economic Recovery RSF Coordination		
Recovery Support Function	Potential Support to Economic Recovery RSF	Potential Support from Economic Recovery RSF
Community Planning and Capacity Building	Community priorities for economic recovery and development	Programs that encourage/support strategic planning for economy/community
Health and Social Services	Assistance with health and social service networks, facilities, childcare, and providers that impact employment, and support a customer base for businesses	Technical assistance to health and social services networks and providers for business recovery
Housing	Meeting the housing needs of employers and employees of businesses receiving RSF 2 - Economic assistance	Facilitation of local purchasing efforts to assist businesses with housing rehabilitation and development Technical assistance to housing developers for access to capital
Infrastructure Systems	Restoration status of sewer, roadway, electricity, communications, and other infrastructure needs impacting housing	Information on infrastructure needs of businesses by geographic service areas
Natural and Cultural Resources	Rehabilitation of buildings for businesses within historic districts or landmarked/historic building, status of tourism assets	Integration of strategic housing planning into the promotion of economic growth through tourism and other conservation initiatives



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RESOURCES

[Economic Recovery Support Function - FEMA](#)

[Neighborhoods - KC Rising - Pillars](#)

[Recovery Plan San Diego County Operational Area \(09/19\)](#)

[Springfield - Greene County Long Term Recovery Plan](#)

[UG Community Development Plans and Reports](#)

[UG Economic Development](#)