Appendix E: Post-Pandemic Toolkit

Resources for Remote Work and Communication

"When governments go remote," McKinsey and Company

As COVID-19 forces government organizations to embrace virtual work, leaders must reimagine how they engage and collaborate with their colleges. This article provides basic tools for remote working.

https://www.mckinsey.com/industries/public-and-social-sector/our-insights/when-governments-go-remote

"Tips for Effectively Communicating with the Whole Community in Disasters," FEMA:

Practices regarding effective communication to help jurisdictions meet their obligations to carry out their disaster related activities in a non-discriminatory manner.

https://www.dhs.gov/publication/tips-effectively-communicating-protected-populations-during-preparedness-response-and

Resources for Community Preparedness

"Preparedness Toolkit (PrepToolkit)," FEMA

- Collaborative Environment: Share ideas, information, files, and data with peers and stakeholders from across the Nation
- Interactive Tools: Link exercises to the Core Capabilities and targets defined in the latest Threat and Hazard Identification and Risk Assessment guidance
- Scalable Solutions: Designed for agencies, organizations, and jurisdictions of any size and type that lead or support preparedness efforts

https://preptoolkit.fema.gov/

"Community Preparedness Toolkit," ready.gov

The Community Preparedness Toolkit provides step-by-step directions along with useful resources for making your community safer, more resilient, and better prepared. The Toolkit can be used to develop a community-based approach

to preparedness, such as a Citizen Corps Council—FEMA's grassroots strategy to bring together government and community leaders to involve citizens in all-hazards emergency preparedness and resilience.

https://www.ready.gov/community-preparedness-toolkit

"Defense Primer: Defense Support of Civil Authorities," Congressional Research Service

Defense support of civil authorities in response to disasters is typically carried out in accordance with the National Response Framework (NRF), which is a structure of preparedness that guides the nation in responding to domestic disasters and emergencies.

Under the NRF framework, local and state governments are expected to put forth their best effort during incidents within their jurisdiction. They should only request federal assistance when their resources are overwhelmed. At that point, DOD may provide support in response to the Request for Assistance (RFA), typically as part of a broader federal response.

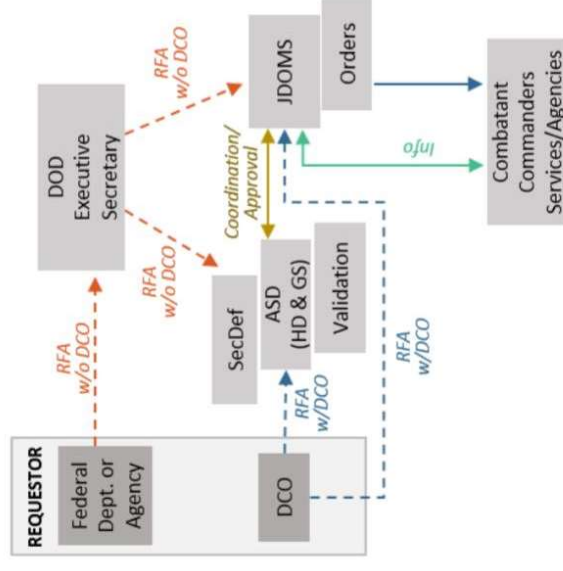Examples of Defense Support of Civil Authorities:

- Response to natural disasters
- Special events
- Border security
- Oil spill response
- The COVID-19 response

DOD evaluates requests based on six criteria:

- Legality: compliance with the law
- Lethality: potential for use of lethal force by or against DOD personnel
- Risk: safety of DOD personnel
- Cost: source of funding and effect on the DOD budget
- Readiness: impact on DOD's ability to perform its primary mission
- Appropriateness: whether providing the support is in the interest of DOD

https://sgp.fas.org/crs/natsec/IF11324.pdf

Figure 1. The Request for Assistance (RFA) Process

Evaluation Criteria: Legality, lethality, risk, cost, readiness, appropriateness

"Cyber Risks to Next Generation 911," Department of Homeland Security

Traditional 911 services typically operate over standard voice-based telephone networks and use software, such as computer-aided dispatch systems, that operate on closed, internal networks with little to no interconnections with other systems. As cyber threats grow in complexity and sophistication, attacks could be more severe against an NG911 system as attackers can launch multiple distributed attacks with greater automation from a broader geography against more targets.

https://www.911.gov/pdf/OEC_Fact_Sheet_Cyber_Risks_NG911.pdf

Resources for Businesses

"Coronavirus Small Business Survival Guide: All Our Content in One Place," U.S. Chamber of Commerce

Complete listing of all U.S. Chamber of Commerce resources for small businesses, organized by category to help users easily navigate the content.

https://www.uschamber.com/co/start/strategy/small-business-resources-for-surviving-coronavirus

"Business Continuity Plan," ready.gov

Development of a business continuity plan in four steps.

https://www.ready.gov/business-continuity-plan

"Business Continuity Planning Suite," ready.gov

This software was created for any business with the need to create, improve, or update its business continuity plan. The Suite is scalable for optimal use by organizations of any size and consists of a business continuity plan (BCP) training, automated BCP and disaster recovery plan (DRP) generators, and a self-directed exercise for testing an implemented BCP. Businesses can utilize this solution to maintain normal operations and provide resilience during a disruption.

https://www.ready.gov/business-continuity-planning-suite

Resources for Families and Households

"Make a Plan," Ready.gov

General content for making disaster preparedness plans for families, including several steps and a series of questions that identify whether a household is prepared to handle a disaster. Also includes materials for creating preparedness content such as emergency communication plans, documents to insure property, and information about alerts and warnings.

https://www.ready.gov/plan

"When Disaster Strikes: Promising Practices – Mobile Home Residents," mdcinc.org

A number of factors, including structural and non-structural issues, combine to make mobile home residents particularly vulnerable to natural disasters. Includes resources for preparedness, response, and recovery stages.

https://www.mdcinc.org/wp-content/uploads/2017/08/When-Disaster-Strikes-Promising-Practices-Mobile-Home-Residents.pdf

Resources for Economic Development

"CEDS In Action," CEDS Central

The goal of the CEDS process is not just to create an accessible, well-researched, and engaging planning document. It is ultimately meant to encourage action and create the space for impactful initiatives to emerge that meet the economic development goals of the region. This resource provides examples of transformative projects that were inspired or identified through the CEDS process.

https://www.cedscentral.com/ceds-in-action.html

"Place Marketing: How One Midwestern City Is Transforming Its Brand," Shama Hyder

Placemaking generally refers to a manner of planning and designing public spaces to contribute to a community's quality of life and wellbeing. It's heavily reliant on taking the unique aspects of a specific community and communicating them through design—in other words, creating a space that feels grounded and specific to the community it's in.

https://www.forbes.com/sites/shamahyder/2019/10/30/place-marketing-how-one-midwestern-city-is-transforming-its-brand/?sh=7d0120272e05

"Why Place Branding Is Becoming Place Doing (Consider Austin)," Marian Salzman

"Branding" suggests that successfully selling a destination, company or individual is simply about giving it some catchy promotion. But selling a location involves so much more than sticking a label on it. Austin shows how ongoing "place doing" works. Actions speak louder than logos. Local marketers have found ways to play up the idea of "keeping Austin weird" without alienating the locals who truly want it that way.

https://mariansalzman.com/blog/why-place-branding-is-becoming-place-doing-consider-austin/

"WealthWorks Rural Economic Development Case Studies," Carrie Kissel, NADO.org

Rural wealth creation is an approach to community and economic development that is demand-driven, focusing on market opportunities that capitalize on a community's existing assets or underutilized resources. Wealth creation is intentionally inclusive, building lasting livelihoods for those who may not have been at the table before, and it supports local ownership and control of assets. This series of case studies examines how livelihoods are being improved and communities are undergoing development in a variety of sectors and rural places.

https://www.nado.org/wealthworks-case-studies/

"Reshoring advanced manufacturing supply chains to generate good jobs," Andrew Fish & Nora Spillane, The Brookings Institution

The United States has an opportunity to leverage industry-led supply chain resiliency strategies to localize advanced manufacturing and transition workers from low-paying retail and service employment into better jobs. The country can create strategic manufacturing industries in central cities and rural areas, connecting individuals who were disproportionally affected by COVID-19 to these high-quality jobs.

https://www.brookings.edu/research/reshoring-advanced-manufacturing-supply-chains-to-generate-good-jobs/

"The Opportunity Zone Investment Prospectus: Early Observations and Next Steps," Bruce Katz, Rick Jacobs, & Aaron Thomas

The Opportunity Zone Investment Prospectus tool is a work in real-time evolution. Cities are adapting the tool to their own distinctive needs and market demands as well as treating the Prospectus as a living document that needs to be continuously refreshed and enhanced.

https://drexel.edu/~/media/Files/nowak-lab/Drexel_NMFL_ProspectusNextSteps_Final.ashx

"Opportunity Zone Investment Prospectus Guide – A How-To For Opportunity Zones," Nowak Metro Finance Lab

- Section 1: Introduction to the Opportunity Zone Tax Incentive
- Section 2: The Purpose of the Urban Investment Prospectus
- Section 3: Introduction to Your City
- Section 4: Your City by the Numbers
- Section 5: Your City by the Assets
- Section 6: Your City by the Zones

https://drexel.edu/nowak-lab/publications/prospectuses/prospectus-guide/

Resources for Healthcare

"Rural Community Health Toolkit," Rural Health Information Hub

Provides rural communities with the information, resources, and materials they need to develop a community health program.

https://www.ruralhealthinfo.org/toolkits/rural-toolkit

"Optimizing for Systems Change," Center for Optimizing Rural Health

This organization works with rural facilities, their providers, and their communities to improve the quality of care, maintain access to care, and address the challenges unique to small hospitals and the towns they serve.

https://optimizingruralhealth.org/optimizing-for-systems-change/

"COVID-19: Local Action Tracker," NLC in partnership with Bloomberg Philanthropies

This resource tracks COVID-19 responses, relief, and vaccinations. It is the most complete collection of municipal responses to COVID-19.

https://www.nlc.org/resource/covid-19-local-action-tracker/?_zs=PS0EX&_zl=5Ul22&utm_campaign=covid19&utm_medium=email&utm_source=informz&utm_content=newsletter-032420&utm_term=text-covid-19-local-action-tracker

Resources for Community Development

"Affordable Housing – Toolkit for Counties," National Association of Counties

Although housing affordability affects counties of all sizes in every region of the U.S., each county is unique, facing its own set of obstacles and equipped with its own set of tools to navigate these obstacles. This toolkit, therefore, outlines the role of counties in identifying and addressing housing affordability gaps through solutions involving inter-jurisdictional partnerships; funding and financing solutions; planning and zoning strategies; and federal resources. The toolkit includes an appendix, which discusses common housing affordability metrics, reviewing their characteristics and limitations. This toolkit summarizes and builds on research conducted by the NACo Counties Futures Lab throughout 2018.

https://www.naco.org/resources/featured/affordable-housing-toolkit-counties

"Outdoor Towns Toolkit," townsandtrailstoolkit.com

A variety of web-based resources that provide steps and case studies for building community engagement and progressing towards becoming a town that uses its natural assets to bring people together and revitalize economies.

https://townsandtrailstoolkit.com/

"Trail Planning Workshop – Toolkit," National Park Service

Russell Clark designed this step-by-step guide for communities, partners, and local jurisdictions to use in developing and implementing a trail planning workshop. Included are tools to help workshop participants identify community assets, establish trail priorities and brainstorm ideas for future linkages.

https://www.nps.gov/orgs/rtca/upload/Trail-Planning-Workshop-Toolkit.pdf

Resources for Community and Economic Development

"Toolkit: Creating and Maintaining Coalitions and Partnerships," Community Tool Box

This toolkit provides guidance for creating a partnership among different organizations to address a common goal.

https://ctb.ku.edu/en/creating-and-maintaining-coalitions-and-partnerships

"Toolkit: Applying for Grants," Community Tool Box

Part I gives a step-by-step overview of the grant-writing process. Part II provides a general template for writing a grant application. Completing Part II will give you a solid proposal that can be adapted to meet specific grant opportunities and review criteria for specific funders.

https://ctb.ku.edu/en/applying-for-grants