



Long Term Recovery Planning Task Force Report

To the Rebuild Iowa Advisory Commission

August 2008



Table of Contents

INTRODUCTION	4
REBUILD IOWA LONG TERM RECOVERY PLANNING TASK FORCE MEMBERS	5
REBUILD IOWA LONG TERM RECOVERY PLANNING RESOURCE GROUP MEMBERS	7
EXECUTIVE SUMMARY	10
ISSUES AND OVERARCHING THEMES IN LONG TERM RECOVERY PLANNING	11
RECOMMENDATIONS FOR LONG TERM RECOVERY PLANNING	16

Introduction

Eighty-five of 99 Iowa counties were declared Presidential Disaster Areas for Public Assistance and/or Individual Assistance as a result of the tornadoes, storms, and floods over the incident period May 25 through August 13, 2008. Response dominated the state's attention for weeks, with a transition to recovery as the local situations warranted. The widespread damage and severity of the impact on Iowans and their communities required a statewide effort to continue moving forward despite being surrounded by adversity. By all accounts, it will require years for the state to recover from these disasters.

With an eye toward the future, recovery is underway across Iowa. As part of the Rebuild Iowa efforts, the Long Term Recovery Planning Task Force was charged with responsibilities somewhat different from other topical Task Force assignments. Rather than assess damage and report on how the state might address immediate needs, the Long Term Recovery Planning Task Force is directed to discuss and discern the best approach to the lengthy recovery process. Certainly, the Governor and Lieutenant Governor expect the task to be difficult; when planning around so many critical issues and overwhelming needs, it is challenging to think to the future, rather than to rise to the current day's needs.

The vision required of the Long Term Recovery Planning Task Force, with support from the Resource Group, will guide state, regional, and local recovery planning and efforts as Iowa insists upon recovering to a position stronger than before. Fulfilling the commitment to a safer, stronger, and smarter Iowa will be aided by the work of this Task Force. At its first meeting, the Task Force had just a taste of the challenges ahead for Iowa and is eager to continue its work in shaping statewide priorities and supporting communities in their reach toward the future of Iowa.

In the aftermath of the severe weather and its widespread damages, Governor Chet Culver established the Rebuild Iowa Office to oversee the strategic recovery efforts in Iowa and to coordinate the efforts of state agencies as they address recovery issues. Executive Order Seven also established the Rebuild Iowa Advisory Commission (RIAC) to oversee the office and to provide 45-day and 120-day reports to the Governor, Lieutenant Governor, and General Assembly on the impacts, immediate recommendations, and long-term recovery vision for the state of Iowa. Also created in Executive Order Seven are nine Task Forces to provide information and recommendations to the RIAC. The Long Term Recovery Planning Task Force, one of the nine created, worked to ensure the Commission is provided, at minimum, the information required in this Executive Order. The Long Term Recovery Planning Task Force met in a day-long session on August 7 to identify, prioritize, and develop preliminary recommendations for how Iowa can best approach recovery from the disasters and how stakeholders can best remain actively engaged. This report is the product of the discussions, public inputs, information presented, and the expertise and experience of the Task Force.



Rebuild Iowa Long Term Recovery Planning Task Force Members

- Carroll Reasoner, Co-chair, Cedar Rapids
- Amy Truax, Co-chair, Parkersburg
- Lu Barron, Linn County, Cedar Rapids
- Senator Bob Dvorsky, Iowa General Assembly, Coralville
- Jim Erb, Attorney and Mayor, Charles City
- Daniel Garrett, Midwest Housing Equity Group, Des Moines
- Steve Hammes, Hammes Business Planning and Strategy, Cedar Rapids
- Sara Hektoen, City of Iowa City, Iowa City
- Jason Hellickson, Holmes Murphy & Associates, Cedar Rapids
- Larry Hulse, City of Des Moines, Des Moines
- Senator Steve Kettering, Iowa General Assembly, Lake View
- Glenn Leach, Diocese of Davenport, Davenport
- Craig Malin, City of Davenport, Davenport
- Brenda Martin, Iowa Central Community College, Fort Dodge
- A.J. Mumm, Polk County Emergency Management, Ankeny
- Representative Tyler Olson, Iowa General Assembly, Cedar Rapids
- Connie Peterson, The University of Iowa, Iowa City
- Kristin Roberts, Coe College, Cedar Rapids
- Elizabeth Selk, Heritage Area Agency on Aging, Cedar Rapids
- Tamara Shipman, Great River Home Health Care and Hospice, West Burlington
- Steve Smith, JE Dunn Construction, Clive



Long Term Recovery Planning Task Force Report

- Sally Stutsman, Johnson County Supervisor, Riverside
- Brian Tapp, SE Iowa Regional Planning Commission, Burlington
- Tom Underwood, City of Lake Park, Spirit Lake
- Representative Ralph Watts, Iowa General Assembly, Adel
- Sue Weinacht, Hawkeye Labor Council, Hiawatha
- Julie Wulfekuhle, Tom Riley Law Firm, Independence



Rebuild Iowa Long Term Recovery Planning Resource Group Members

- Les Beck, Linn County, Cedar Rapids
- Jody Braverman, Southgate Development Services, Iowa City
- Paul Brundell, Allan Custom Homes, Marion
- Mark Buskohl, Farmer, Grundy Center
- Dean Clermont, University of Iowa Health Care, Iowa City
- Tad Cooper, Acterra Group, Marion
- Phillip Delafield, City of Des Moines, Des Moines
- Tracey Dormandy, Iowa State University Extension, Creston
- Clint Fichter, City of Avoca, Avoca
- Karin Ford, Iowa Department of Public Health, Des Moines
- Karen Gaddis, CEI Equipment Co, Cedar Rapids
- Rebecca Hall, Our Financial Concierge, Polk City
- Gina Hardin, Des Moines County Emergency Management, Denmark
- Todd Holverson, Liberty Bank, Cedar Rapids
- Greg Jenkins, Great Muscatine Chamber, Muscatine
- Thomas Jepson, Coralville
- Kathleen Kleiman, Simmons Perrine PLC, Cedar Rapids
- Barbara Knight, Community Volunteer, Cedar Rapids
- Darryl Knight, Iowa State University, Ames
- Jeff Kolb, Butler County Development, Allison
- Stephen Lacina, Cedar County Economic Development, Tipton



Long Term Recovery Planning Task Force Report

- Carmen Langel, University of Iowa, North Liberty
- Clayton Lloyd, Davenport
- Kiley Miller, Mount Pleasant Area Chamber, Mount Pleasant
- Pamela Miner, City of Davenport, Davenport
- Michael Morman, Durrant, Des Moines
- Keri Neblett, Crisis Center, Iowa City
- Robert Olson, Durrant, Des Moines
- Elizabeth Pearson, Iowa Policy Project, Iowa City
- William Phelan, Greater Muscatine Chamber, Muscatine
- Janet Pilcher, Manatt Mediation and Consulting, Cedar Rapids
- Ronald Randazzo, Iowa Speedway, Des Moines
- Dean Robertson, Cedar Rapids
- Randy Ross, Monona County Emergency Management, Sergeant Bluff
- Jeremy Rounds, Southern Iowa Council of Governments, Creston
- Tracy Rucker, John Deere, Waterloo
- Jon Ryk, Environmental Scientist, Ely
- Leslie Schaffer, American Red Cross, Des Moines
- Scott Schoenike, VenuWorks, Cedar Rapids
- Michael Stadie, Lutheran Services in Iowa, Davenport
- Stacey Stewart, PAETEC, Cedar Rapids
- Herbert Stone, Howard R. Greene Co, Cedar Rapids
- Jon Thompson, Iowa Realty, Cedar Rapids



Long Term Recovery Planning Task Force Report

- Christopher Thoms, Northland Fitness, Cedar Rapids
- Dee Vanderoef, Iowa League of Cities, Iowa City
- Kimberly Warren, Slavin Management Consultants, Muscatine
- Ruth Wilcox, Iowa State University Extension, Grundy Center

Task Force members were drawn from an all-volunteer pool of Iowans who expressed interest in serving the state. The response was overwhelming, with many more individuals volunteering than could be accommodated in the balance of a deliberative Task Force body. Rather than turn away volunteers who brought with them experience and expertise, each Task Force welcomed those volunteers to a Resource Group which participated in the meetings through offering presentations, specialized information, and additional inputs and ideas for rebuilding Iowa.

Rebuild Iowa Office staff supporting the work of the Long Term Recovery Planning Task Force are Susan Dixon, Emily Hajek, and Mary Jane Olney.

In support of the Rebuild Iowa effort, Task Force facilitation, staffing, and report development services were provided by State Public Policy Group (SPPG), Des Moines.



Executive Summary

The Long-Term Recovery Task Force recognized that rather than duplicating the work of other Task Forces, it should propose approaches that set a direction for state recovery overall, integrating planning with a deliberate understanding of the issues facing the state. With this framework statewide, regional, and local efforts can then be more focused and collaborative. The Task Force's ability to concentrate on planning for the long-term allowed them an opportunity to think about Iowa's rebuilding effort without influence from acute needs that are being addressed by the other Task Forces in detail. The Task Force discussed a wide variety of issue areas to focus long-term plans that included energy usage, housing, erosion and agriculture, floodplains, landfills, transportation, and land usage.

To move long-term recovery planning forward in the state, the state may focus its efforts on recommendations related to the following overarching themes.

1. Invest in planning as a living, dynamic process and be willing to make sacrifices in short-term gains to achieve long-term benefits.
2. Acknowledge the issues that are regional in scope and seek regional solutions.
3. Ensure individuals understand and recognize their risks and demonstrate personal responsibility accordingly.
4. Provide supports to people in need through a case management structure.

The Task Force also addressed some very concrete needs they believe to be of significance for the immediate recovery efforts. These recommendations include the following.

1. The state will identify existing sources of funds to support immediate recovery efforts.
2. The state will identify options to support local governments' revenue-generating capacity.



Issues and Overarching Themes in Long Term Recovery Planning

A first issue in long-term recovery planning is to establish the reason for the effort. Iowa has county Emergency Management Coordinators and loyal, committed residents who will stand by their communities. Some might say recovery planning is their responsibility, but, as many communities have found by trial and error, it is critical to bring stakeholders together and work through issues that might otherwise be divisive. On a statewide level, the Governor and Lt. Governor are placing their confidence in this Task Force to help shape and support a vision for the future of Iowa, but also to guide the recovery progress over time. The Task Force also recognizes the importance of community participation among individuals and corporate citizens. Most importantly, the Task Force agreed that it is extremely important for the state to take action on these recommendations.

What is recovery planning for Iowa? In short, it is undertaking a planning process with recovery issues as a priority. All disasters are local, and that will not change with a statewide recovery plan. Yet a goal of a good statewide plan is to foster resiliency in communities so that every community will be prepared and equipped to recover from the next disaster. Creating resiliency in every community is an important goal for Iowa's recovery.

The Long Term Recovery Planning Task Force's first meeting in early August concentrated on preliminary discussions and issues, recognizing that the current focus of the public is on programs to provide relief to those who have experienced loss following the disasters of 2008. The Long Term Recovery Planning Task Force will next turn its efforts toward developing a consistency in direction, coordination, and priorities in long-term planning across the state. The group is charged to recommend how Iowa can best move through the recovery and rebuilding process, and to design a vision and a set of guiding principles for statewide recovery. The planning efforts at the statewide level will capture the momentum and spur behavior change and creative planning for local and regional rebuilding efforts around the state.

Planning for recovery has significant impact on not only the ability to respond to future disasters, but on future designs which will be aimed at minimizing the possibility of certain natural disasters, such as flooding, and reducing their impacts. It is necessary to consider how incentives and disincentives affect the way that land is used and how that may influence opportunities for planning. When preparing for long-term planning, there is a need for the most accurate assessment of risk based on location for public knowledge and program planning. It is important to consider that the prime tenet for long-term planning considerations is to provide comprehensive support for communities, increasing their resiliency and sustainable development capabilities.

When planning for long-term recovery for the state, it will be necessary to make changes and decisions that relate to rebuilding Iowa safer, stronger, and smarter. When planning with this approach in mind, there are basic needs to be met, and appropriate steps to be taken. It is necessary for housing to be safe, energy



Long Term Recovery Planning Task Force Report

efficient, and to have housing options at a broad range of price points, including those that are affordable for low-income Iowans who may otherwise choose to live in less desirable areas that are often more susceptible to flooding. It is important that housing be livable for people of all ages and abilities. When planning for the long-term, access to health care, quality educational opportunities, and commercial goods and services are also of high importance. A sense of community cannot be overlooked, as community success depends on public buy-in, interest, and pride. Also, it is important to consider opportunities to deal with climate change and energy policy as it affects all Iowans. Finally, infrastructure such as cultural and aesthetic considerations, such as parks, green spaces, historic locations, museums, and entertainment venues are key considerations when planning for long-term community sustainability and success.

For those locations throughout the state that require significant rebuilding, planning for infrastructure rebuilding is a necessity. Siting is extremely important, as those communities that choose to build on or near a floodplain or waterway will want to institute appropriate hazard mitigation practices to minimize risk of future damage. Such planning practices are often best accomplished on a regional basis taking into consideration such items as energy efficiency, sustainable development, and minimizing the impact on the current environment to ensure a safer, stronger and smarter Iowa. As demonstrated by the Federal Emergency Management Agency's Emergency Support Function 14 (ESF 14), coordination and collaboration are key components in effective long-term planning and sustainability of communities after a disaster.

The Task Force agreed that the word "recovery" does not only mean immediate recovery, but also encompasses planning for minimizing the high level of damage from incidents that may happen again, which will require long-range planning. The group discussed bringing Iowa back to a status that is better than it was before, so that it will be more resistant to the same disasters from happening in the future. The Task Force recognized that people are affected, and the Long Term Recovery Task Force will concentrate on learning from those affected individuals about how to work on recovering over a period of years and creating a cohesive vision across the state.

It is important to talk about recovery statewide, as it extends outside of the specific community that had a direct loss. The Task Force identified four overarching themes for concentration when considering long-term planning:

- Invest in planning as a living, dynamic process and be willing to make sacrifices in short-term gains to achieve long-term benefits.
- Acknowledge the issues that are regional in scope and seek regional solutions.
- Ensure individuals understand and recognize their risks and demonstrate personal responsibility accordingly.



Long Term Recovery Planning Task Force Report

- Provide supports to people in need through a case management structure.
1. Invest in planning as a living, dynamic process and be willing to make sacrifices in short-term gains to achieve long-term benefits.

In the aftermath of a disaster, focusing upon short-term opportunities often takes precedence over planning for the long-term. Task Force members discussed at length that while meeting acute needs in the short-term is extremely important, people should not be hasty in decisions, and should keep in mind opportunities that may present themselves as a function of the incident. There are often opportunities to fortify communities during a rebuilding process if decisions are made in a deliberate and careful manner. An early investment in long-term planning may be difficult, but the benefits stand to be substantial. Communities may choose to build in a more energy efficient way, may design their community with new infrastructure, and, most importantly, may rebuild in a way that minimizes the possibility for future damages. The importance of mitigation and resiliency of a community for future disasters cannot be overstated when planning for the long-term, and doing so may take additional time and require waiting for government to act. This delay may be difficult for some to support, however, the Task Force noted that long-term gains stand to be worth the foregoing of short-term benefits.

2. Acknowledge the issues that are regional in scope and seek regional solutions.

Many recognized that the state does not require comprehensive recovery plans for local jurisdictions and does not encourage planning at a regional level. As communities tend to or are required to “go it alone” without a formal plan and identified resources, the opportunity to make Iowa safer, smarter, and stronger is sometimes missed. These plans do not have the “teeth” to implement necessary changes, as many local citizens do not know how to use plans and make them work best in their own communities by coordinating resources and needs that range from financial assistance to mental health. Comprehensive plans reach far outside of traditional mechanisms, and could address prevention, site-specific concerns, new forms of energy, and coordination of existing critical infrastructure such as dams and watershed quality. Also, there are few opportunities available from the state to provide recovery funds to individuals, manufacturers, businesses, and communities.

To maximize benefits in recovery, it is important to keep in mind that long-term recovery planning should concentrate on providing a smooth transition for affected individuals. When a disaster strikes, services in nearby areas can be counted upon in the relief effort and should not be overlooked as part of a successful recovery plan. Sometimes local limits and concerns about effects to elective offices stand in the way of implementing regional approaches. Current 28E agreements and other incentives for regional collaboration have benefitted communities around the state, providing cost savings and higher quality services. Along



Long Term Recovery Planning Task Force Report

with assisting affected and non-affected individuals in the immediate recovery process, it is also extremely valuable to include stakeholders from all interest areas in the planning process, ensuring a complete, comprehensive plan for meeting regional needs.

3. Ensure individuals understand and recognize their risks and demonstrate personal responsibility accordingly.

Although the Task Force agreed that the strongest long-term planning mechanisms rely heavily on important leadership from the public and private sector, it cannot be overlooked that personal responsibility on behalf of individual residents and businesses is a significant priority. It is important to provide assistance with a variety of items, including reviewing public and private insurance products for risks and educating stakeholders about what may be available. The state is best looked upon as a leader and convener of these long-term planning discussions. It has much-needed tools, expertise, and resources to devote to the process. However, without a commitment to planning and preparing to mitigate future risk from disasters on an individual and business level, comprehensive implementation of a long-term plan will be difficult to accomplish. It will be important to ensure that comprehensive risk analyses underlie long-term planning so that when risks and alternative mitigation strategies are effectively communicated to individuals, they can respond with acceptance and personal responsibility. One important example of exercising personal responsibility is investigating personal options for public and private insurance. The state certainly has a responsibility to assist in providing important information and technical assistance through appropriate structures and channels to arm the public with the information that they need to make smart decisions, but the ultimate responsibility falls upon the implementation of these plans in individual homes, businesses, farms, manufacturing plants, schools, and all other necessary structures that are important to communities around the state. When citizens are engaged, the strength of commitment is in participation and communication.

4. Provide supports to people in need through a case management structure.

The Task Force recognized that a formal structure of service delivery to affected individuals needs to be designed, standardized, and implemented, so that it is not just viable in light of the incidents of the summer of 2008, but for incidents in the future as well. This structure would connect people with advocates to assist them in a variety of areas. When considering human needs and the diversity of those needs by community, the Task Force recognized a case management structure as most appropriate. This structure will need to include a full complement of services for human needs for those affected so that they do not need to access the system at multiple points, therefore speeding up the process and providing customer service. Mental health needs, job counseling and placement, and public health considerations all need priority consideration and must be placed in the cadre of services available to assist affected individuals. It should be noted that one case management professional would not be adequately trained to offer all of the



Long Term Recovery Planning Task Force Report

services needed, rather a formal case management structure should be put into place to meet these varied needs. Finally, accessing federal assistance has been noted as a significant cause of concern for those affected, and should be included in an overall case management approach to providing services and support.

More innovation and adaptability is needed at the state level, as no two areas in the state are alike. There is also a need for innovation in delivering personal and fiscal support. Many entities have identified best practices, but those have not been shared with others to assist in planning. Also, urban and rural issues need equal consideration, as their priorities, public will, and resources are very different. Also, many best practices in recovery are exemplified in rural areas. Since smaller communities do not have the resources necessary to innovate in the same fashion as do larger communities, funding to assist those communities that are under a certain population or income threshold is needed; people must be a priority. Innovations in recovery also could provide much-needed revenue for recovery efforts. This revenue generation in recovery will require local governments to research regional cooperation and sustainable growth opportunities as possible options.



Recommendations for Long Term Recovery Planning

The Long Term Recovery Planning Task Force agreed during its meeting that a group representing diverse interests, varied expertise, and communities, large and small, across the state should continue to meet to address the issues related to recovery planning. As part of their discussion, members of the Task Force made a strong case for this new Task Force to continue in that role, and add additional membership and representation as appropriate.

In addition to this fundamental recommendation, the group talked at length about a variety of issues, some of which were very important for meeting immediate needs and others for the future of the long-term planning process. The recommendations for planning in this section each include the recommendation, a brief narrative explanation, and suggested strategies for implementation of the recommendation.

To move long-term recovery planning forward in the state, the state may focus its efforts on recommendations related to the following overarching themes.

1. Invest in planning as a living, dynamic process and be willing to make sacrifices in short-term gains to achieve long-term benefits.
 - As the state recognizes this important overarching theme regarding making advancements in providing planning solutions to mitigate potential hazards in the future, it is important that it sets an example for communities in how they can all work together and exhibit fortitude in the rebuilding and recovery process for the greater good. As communities begin to plan their rebuilding processes, leaders will be required to study how the area may look or function the same way, and how it may look or function even better. An important component of functionality is the resiliency against all hazards in the future. It is important to identify resources and have the correct subject-matter expertise available in making long-term plans.
 - Strategies:
 - Design a state-level system that convenes local leaders and promotes a plan for rebuilding and organizing local projects and project priorities similar in structure to the Emergency Support Function 14 Program which manages contracts, coordinates funding agencies, troubleshoots issues and arrives at solutions. Local Emergency Management Coordinators will be an important resource throughout this process.
 - The state should design a formal planning structure that provides resources to regional planning agencies to assist in changing some behaviors and minimizing any negative impacts from local and developmental activities.



Long Term Recovery Planning Task Force Report

- Explore new options to meet short-term needs with an expansion of the state micro-enterprise budget (bridge funding, grants, or loans) or the design of a state Disaster Recovery Fund to provide immediate resources.

2. Acknowledge the issues that are regional in scope and seek regional solutions.

- As communities work to promote environmental, social, and economic health, thoughtful design and planning will be encouraged. To truly produce meaningful plans, communities should consider partnerships with other regional stakeholders and take advantage of opportunities to benefit from regional planning technical assistance providers. Also, this is an opportunity for similar communities to share best practices and approaches. As communities bring resources together to find solutions, it is important to maximize the number of resources available to rebuild and organize priorities. Along with resources and materials, regional approaches bring additional stakeholders and subject matter experts to the table to help make the best possible plans and decisions. Local emergency management personnel are very used to working together regionally, and will serve as an excellent resource.
- Strategies:
 - Address floodplain issues on a watershed basis.
 - Provide additional flexibility to local government structures and encourage the use of 28 E agreements to foster regional planning partnerships that also provide support for local Emergency Management Agencies.
 - Encourage the formation and execution of all-hazard recovery plans at the regional level.
 - Encourage local and regional recovery plans to be part of a larger overall state plan that encourages cohesion in the planning and sharing of resources. This state plan would contain a list of available opportunities, and mechanisms available to put resources in place so that the appropriate level of activity can commence.

3. Ensure individuals understand and recognize their risks and demonstrate personal responsibility accordingly.

- As communities around the state recover and begin to plan for the future, the need for smart, sustainable land use is a major priority. It is important to recognize that in many portions of the state, personal action plays a large role in land use considerations and subsequent long-term plans for a region. Personal responsibility must be paired with a public obligation to make these long-terms decisions. As noted at the Task Force meeting, planning processes are often just as or more



Long Term Recovery Planning Task Force Report

important than the plan itself. As residents begin to rebuild and make decisions on an individual level, education and community engagement are valuable in making decisions that are in the best interest of the overall community.

- Strategies:
 - Conduct formal and informal community education and outreach sessions in areas throughout the state to encourage planning processes that include consideration of long-term issues and hazard mitigation.
 - Promote the importance of local adaptability of state-led plans for long-term plans, recognizing that solutions are not simply put into place and enforced by local leadership without community member buy-in.
 - Research innovative means to provide incentives and disincentives for public and private individuals to encourage smarter land use, including the promotion of SMART growth principles where applicable.
 - Develop effective communication plans that address risks and distribute information during a disaster.

4. Provide supports to people in need through a case management structure.

- The Task Force, while recognizing its position as long-term recovery planners, did not spend much time discussing individual program opportunities. Members instead recognized the importance of infusing resources into case management services to best assist those affected. Many counties do not have necessary structures of support and other resources to receive assistance, which makes it necessary for state leadership to assist in providing a structure to those counties and cities, as well as exploring opportunities for support in assisting with diversification of revenue. It will be important for this to be led with a statewide perspective in order to best recognize the stakeholders and others affected in the recovery process and what specific issues and barriers they face.
- Strategies:
 - Institute a statewide case management program to assist the needs of those most vulnerable due to location or circumstance.
 - Remove the MH/DD cap for disaster affected areas.
 - Investigate ways to deliver assistance more rapidly.



Long Term Recovery Planning Task Force Report

- Develop an appropriate comprehensive communication plan between state agencies to best assist affected Iowans.
 - Ensure that available data is accessible and all-inclusive when making planning decisions.
5. As noted above, the Task Force also addressed some very concrete needs they believe to be of significance for the immediate recovery efforts. These recommendations include the following:
1. The state will identify existing sources of funds to support immediate recovery efforts.
 - While the Governor initially asked state agencies to hold unspent funds in reserve for potential support for disaster relief, the time to make decisions on those steps is now.
 - Strategies:
 - The state should defer capital expenditures and reallocate those funds toward disaster recovery.
 - The state should identify existing program and other funds which may be used for disaster recovery as one allowable use of those funds.
 - The state will seek flexible application of rules and guidance to allow funds to also be used for disaster recovery.
 - Expand the Individual Assistance Program through the Iowa Department of Human Services.
 2. The state will identify options to support local governments' revenue-generating capacity.
 - Cities are currently limited in the amount of tax and other funds they can generate. The magnitude of the destruction demands the state revisit this limitation and seek means to alleviate the funding constraints on local governments.
 - Strategies:
 - Increase bonding limits for local governments.
 - Establish a statewide Disaster Recovery Fund to provide loans to communities for disaster recovery efforts and allow regional and local entities to contribute.
 - Research valid and appropriate opportunities to establish waivers to existing rules in times of emergency and during the recovery process in order to allow local governments to more easily generate revenue.



Supporting Data and Information

- Best Development Practices
- Inter-Agency Coordination Team
- Inter-Agency Integration and Coordination
- Seven Important Facts about ESF #14





Rebuild Iowa Office
4459 121st Street
Urbandale, Iowa 50323
rio.iowa.gov