Community Recovery Workbook

Steps to Developing a Community Epidemic Recovery

The purpose of this document is intended to be a starting tool for communities to use as they begin to work together in recovery. Please remember:

- Each community is different, and in an effort to consider all of these nuances, this document allows for discussion locally to take those differences into account.
- "Community" may be defined as a city, county, or region. There is no right or wrong answer.
- These steps can be done in one session or broken into different sessions. Again, consider what makes the most sense for your community. You may need time in between to analyze and think through the various steps.
- This document is intended to be used as a workbook that you can tailor to your own communities' needs and challenges.

Step 1 Identify key partners to have in this discussion.

Step 2 Convene these partners to identify the critical conditions in your community that are the result of the coronavirus pandemic.

Step 3 Prioritize challenges and conduct a brainstorming session to match those needs with identified resources.

Step 4 Develop a plan and timeline for your community, including how individual organizations will contribute.

Step 5 Plan and coordinate weekly update meetings to share data points, identify new challenges or problems, to share experiences, and update critical elements of the plan.

STEP 1

Identify key partners to have in this discussion. Plan a meeting to convene all of the players.

CONSIDER:

- It may prove helpful to assign individuals to own parts of this plan (IE: communication, maintaining the notes, etc.).
- Think of your existing online meetings. Can this meeting be combined with an existing meeting and include more representatives?
- Who are you planning for? County, community, region? If you are planning for a community or county, consider reaching out to the others in the region for communication and coordination. This might include your regional plan commission, regional OCRA (Office of Community and Rural Affairs) representative or state legislator. To find your regional OCRA representative, click here.

Identify 2-3 people to serve as the core team- setting meeting dates, taking notes, and keeping the process moving forward. As the pandemic affects all pockets of our community, it is imperative to build a diverse team. Below are some sectors of the community you should consider including on your team. Think about people who can represent the overarching sector or our emerging as leaders in the community pandemic response. The large team should consist of 15-20 people.

- Businesses
  - Local chamber of commerce
  - Main street organization
  - Local business owners
  - Large and small employers
- Economic Development
  - Local economic development organization
  - Community development corporations
  - Small business development center
  - Workforce development
  - WorkOne
  - Regional planning councils, Metropolitan planning organizations
- Education
  - K-12
  - Higher education
  - Early childhood education and childcare
  - Purdue Extension
  - Libraries
- Emergency Management
  - Voluntary Organizations Active in Disasters (VOAD)/Community Organizations Active in Disasters (COAD) http://invoad.communityos.org/cms/node/109
  - Emergency Management Agency
  - Community emergency response team
- Faith-Based Community

- Health Services
    - County health department
    - Local hospital or health providers
    - Mental health providers
    - Drug and rehabilitation services, prevention providers
- Local Governments
    - County, cities and towns
    - Townships
    - Planning department
    - County health department
    - Emergency Management Agency
    - Parks department
    - Libraries
- Non-Profit Organizations
    - Foodbanks and pantries
    - Minority coalitions
    - American Red Cross, Salvation Army, rapid responders, emergency assistance
    - Recreational organizations (YMCA/YWCA, community center)
    - Youth organizations (Big Brothers Big Sisters, Boys & Girls Club)
    - Affordable Housing, Homelessness support
- Philanthropy
    - United Way
    - Foundations
    - Corporations
    - Social Impact Investors
- Social and Community Services
    - WIC
    - FSSA
    - Public housing agencies
    - Legal aid organizations
    - Area agencies on aging
    - Special population services (veterans, youth, HIV/AIDS, disability)
- Tourism
    - Local convention and visitor bureau
    - Businesses that rely primarily on visitors from outside the community

WORKSHEET 1: This table may be used to keep track of who is identified and what organization or sector(s) they represent. Some organizations or people may represent more than one sector. Also, consider the ethnic and racial diversity of your community when assembling your team.

Name	Organization	Businesses	Economic Development	Education	Emergency Mgnt	Faith-based Community	Health Services	Local Government	Non-Profit Organizations	Philanthropy	Social & Community Services	Tourism					

STEP 2

Convene identified partners to determine the critical conditions in your community that are the result of the coronavirus pandemic.

Questions to start thinking through:

1. Identify the current conditions in the community. What do we know? What information is missing?
2. What are these organizations currently doing to address the challenges?
3. What resources or assets do each organization bring to the table? Are their specific skills, financial resources or physical resources that can be tapped into?
4. What are the concerns for people, businesses, and institutions if the coronavirus (or another crisis) resurfaces?
5. How do we want to work together and how often will we communicate?

Once you have generated a thorough list of critical issues or challenges, work together to prioritize them:

- Who is currently working on these issues? How can others help?
- What do we need to prioritize working on together?
- What are the priorities in the next 14, 30, 90, 120 days? Change this timeline to fit your needs.
- Which priorities are regional? Are there additional regional partners you need to bring into the process?

Select 4-5 top priorities that your team needs to address first. These are likely priorities that are complex challenges that will take your team's collective brainpower.

CONSIDER:

It may be helpful to categorize the critical conditions into the following categories:

(Multiple meetings may be needed)

1. People: health issues, family challenges, lack of broadband, etc.
2. Economy: vital but vulnerable companies, unemployment, open jobs, closed businesses, loss of tax revenue repercussions.
3. Institutions: not for profit/human service organizations challenges, government, reopening guideline obstacles (PPE)

WORKSHEET 2: This chart can be used to categorize and prioritize challenges. The timeframe on the columns can be changed to fit your community. Highlight or bold the 4-5 top priorities your team needs to address first.

	14 days	30 days	90 days	120 days	180 days
High Priority	●	●			
Medium Priority					
Low Priority					

STEP 3

Identify strategies to address each of the top 4-5 challenges identified in step two. Consider the resources and assets of your organizations and community at large.

Consider:

- How can your organization help your community recover from an epidemic?
- Appoint one person to record the ideas that come from this session. If meeting online, have the scribe share their screen.
- Give people plenty of time on their own to generate ideas. You may need to set a time limit to keep you on task.
- No idea is a bad idea while brainstorming.

STEP 4

Develop a plan for your community to help your community recover from the epidemic.

Use your brainstorming ideas to develop a plan to address each top priority. Use the timeline chart on the next page to breakdown and assign steps.

Consider:

- Assign a person to each plan and identify action steps.
- Who is keeping us on track – providing the backbone to keep our progress moving forward?
- How will the group communicate?
- What are your goals with each plan? Do we have a common and well-defined outcome?
- What resources will be necessary and are we all willing to align our resources to a common end state?
- If the resources aren't available for the plan, how will the plan pivot?
- Find ways to continually ask who else needs to be in this process?
- What will success look like and do we have consistent and reliable measurement tools in place?

WORKSHEET 3

Priority Issue:

Goal:

Outcomes:

Person in Charge:

Steps	Person or Org Responsible	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13

*Adjust timeline/add dates.

Information or Data still needed:

Community and organizational resources engaged:

Potential Barriers:

5.5.20 – Version I

STEP 5

Plan and coordinate weekly update meetings to share data points, identify new challenges or problems, to share experiences and update critical elements of the plan.

Develop a plan for identifying or collecting data to determine whether conditions are mitigating, increasing, or if new issues are emerging. Continue to share updates from organizations and key institutions.

CONSIDER:

- Regular meetings can help set natural deadlines.
- How can you communicate your efforts with the larger community?
- Capture what you learn from this process for future community crisis responses.

ADDITIONAL RESOURCES AND WORKSHEETS

- 2-1-1 – 24/7 confidential information and referral health and human resources https://in211.communityos.org/
- Indiana United Ways Asset Limited Income Constraint Employed (ALICE) report: https://www.iuw.org/alice-toolkit
- Impact Indiana – A community report card (county view) with key community indicators and predictive views
- Human Centered Design tools – Consider using these facilitation tools as you develop the plan:
    - Stakeholder Mapping – way to diagram the network of people who have a stake in the given system
    - Affinity Clustering – graphic technique for sorting items according to similarity
    - Rose, Thorn, Bud exercise – technique identifies thinking as positive, negative or having potential
    - Statement Starters – approach phrasing problems statements that invites broad exploration such as "How Might We…" phrases
    - Problem Tree Analysis – exploring the causes and effects of a particular issue
- Extension Disaster Education and Network – Resources and trainings for communities to respond to disasters including the pandemic.
- Indiana Business Research Center – Provides analysis and publication and links to useful data sites.
- Organizations to resource potential funding:
    - Small Business Administration
    - Office of Community and Rural Affairs
    - USDA Rural Development

Workbook Collaborators:
- Accelerate Indiana Municipalities
- Association of Indiana Counties
- Indiana Association of Regional Councils
- Indiana Chamber Executives Association - Local chamber of commerce staff professionals are well connected to leaders representing all types of businesses within the community. The Chamber represents a voluntary partnership of businesses and professionals working together to build a healthy economy and improve the overall quality of life in a community.
- Indiana Economic Development Association
- Indiana Library Federation
- Indiana Philanthropy Alliance
- Indiana Tourism Association – Advocating the value of tourism in Indiana's economy and providing professional development for its members.
- Indiana Workforce Investment Board Association/Employ Indy

- [Prosperity Indiana](#) – Prosperity Indiana builds a better future for our communities by providing advocacy, leveraging resources, and engaging an empowered network of members to create inclusive opportunities that build assets and improve lives.
- [Purdue Extension](#)-The Purdue Extension provides research-based education and resources in the areas of 4-H & Youth Development, Agriculture & Natural Resources, Health & Human Sciences, and Community Development across all 92 Indiana counties. Through the community development program local and regional educators can facilitate community processes and connect them with resources and data to aid in decision-making.
- [United Way](#) - local organizations part of a global enterprise that convenes a community to solve complex community issues through leveraging people's resources such as time, money and voice. United Ways business is creating lasting positive outcomes for individuals and families who are struggling to make ends meet and are generally employed. They can play a collective impact backbone role, convener, grant manager and/or funder.

Adapted from [Epidemic Preparedness for Community Organizations Curriculum](#) from North Dakota University.

WORKSHEET 1: This table may be used to keep track of who is identified and what organization or sector(s) they represent. Some organizations or people may represent more than one sector. Also, consider the ethnic and racial diversity of your community when assembling your team.

Name	Organization	Businesses	Economic Development	Education	Emergency Mgnt	Faith-based Community	Health Services	Local Government	Non-Profit Organizations	Philanthropy	Social & Community Services	Tourism					

WORKSHEET 2: This chart can be used to categorize and prioritize challenges. The timeframe on the columns can be changed to fit your community. Highlight or bold the 4-5 top priorities your team needs to address first.

	14 days	30 days	90 days	120 days	180 days
High Priority	•	•			
Medium Priority					
Low Priority					

WORKSHEET 3

Priority Issue:

Goal:

Outcomes:

Person in Charge:

Steps	Person or Org Responsible	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13

*Adjust timeline/add dates.

Information or Data still needed:

Community and organizational resources engaged:

Potential Barriers: