

# IOWA



FEMA



## Recovery Analysis Workshop Report

May 18, 2009





# CONTENTS

**Executive Summary ..... 1**

**Workshop Overview ..... 5**

    Background ..... 5

    Purpose ..... 6

    Objectives ..... 6

**Analysis Design ..... 7**

    Analysis Process and Methodology ..... 7

**Workshop Findings ..... 9**

    Strengths ..... 9

    Areas for Improvement ..... 12

    Best Practices ..... 19

**Appendix A: Interview Findings ..... A-1**

**Appendix B: Online Survey Report ..... B-1**



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**IOWA RECOVERY ANALYSIS WORKSHOP REPORT**

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## **EXECUTIVE SUMMARY**

The State of Iowa encountered disastrous weather events throughout spring and summer 2008. These incidents have since been recognized as the worst natural disasters in Iowa’s history. In response to these incidents, Iowa Governor Chet Culver established the Rebuild Iowa Office (RIO) through Executive Order 7 on June 27, 2008. RIO was established to coordinate statewide recovery efforts. In addition to RIO, the Iowa Homeland Security and Emergency Management Division (HSEMD) of the Iowa Department of Defense serves to coordinate activities before, during, and after emergencies through partnerships with Federal, State, local, and private entities.

The Iowa Recovery Analysis Workshop is sponsored by the U.S. Department of Homeland Security (DHS)/Federal Emergency Management Agency (FEMA) National Integration Center in partnership with the State of Iowa and RIO. The following objectives were developed for the workshop:

1. Document Iowa’s recovery efforts and analyze efforts that have been successful as well as those that need improvement.
2. Develop recommendations to address current recovery efforts and improve future planning efforts.
3. Analyze Iowa’s recovery process to identify best practices and areas for improvement to aid future Federal, State, and local disaster recovery efforts, programs, and policies.

The purpose of the workshop was to conduct a midcourse analysis of actions and processes in Iowa’s disaster recovery that work best, could be improved, should be continued, and can be shared with other jurisdictions throughout the Nation. The workshop also identified potential changes needed in national disaster recovery policy.

To conduct a midcourse analysis, FEMA and RIO used three methods to solicit responses from affected communities: the Iowa Recovery Analysis Workshop, an online survey, and interviews. This report will analyze the State’s recovery efforts using information gleaned from these three sources, quarterly reports published by the State, and press releases released by the State and FEMA regarding the storms and recovery efforts. The purpose of this report is to:

- Identify strengths to be maintained and reinforced
- Identify potential areas for further improvement
- Identify best practices that can serve as models for future disaster recovery efforts

The Iowa Recovery Analysis Workshop resulted in many useful findings, including strengths, areas for improvement, and best practices. The general results are summed up below.

### **Strengths**

- Individual and family assistance was available quickly.
- An effective communication system with the general public was established early.
- The State offered numerous supplemental housing and business assistance programs.



- Project Recovery Iowa was activated quickly.
- FEMA and the State collaborated well to provide emergency housing.
- Unmet needs were addressed through both Federal and State programs.
- FEMA increased the Federal funding percentage for the Public Assistance Program.
- The State Incident Management Teams (IMTs) were deployed rapidly and provided valuable assistance to Iowa communities.
- The Rebuild Iowa Advisory Commission (RIAC) provided the necessary structure to be able to listen to people's needs and respond appropriately.
- Partnering with FEMA's long-term recovery planners (Emergency Support Function [ESF]-14) within the communities was invaluable to initial assistance efforts and the subsequent planning tool sets developed by RIO were useful in reaching out to communities.
- Use of the Iowa IMTs facilitated a smooth transition from response through recovery.
- Grantee program staff members from HSEMD were deployed in the early stages of recovery.

## **Areas for Improvement**

- Workshop, survey, and interview respondents cited some difficulty with communication among Federal, State, and local entities.
- Voluntary Organizations Active in Disaster (VOAD) could have been used more effectively.
- A mandatory funding mechanism for emergency management at the county level is needed.
- The lack of resources dedicated to disaster assessments resulted in delays in developing a full picture of what was needed for the recovery.
- The requirements for Federal Duplication of Benefits documentation place a recordkeeping burden on underresourced State agencies and local communities.
- Early messages from the Federal Government regarding available resources and funding were confusing and made managing expectations difficult.
- A statewide case management framework is needed.
- Preparedness strategies require additional development.
- Housing objectives need to be developed.
- There is a lack of knowledge about the rules and regulations that govern the availability of Federal and State disaster programs.



- Debris management and landfill capacity issues resulting from disaster debris and lack of reimbursement for landfill use remain unresolved.
- There is an overreliance on contractors during catastrophic disasters.
- There is a lack of program and contracting flexibility during the recovery process.
- Many communities are unaware of financial incentive programs available to eligible historic properties.
- There is a lack of coordination among the various levels of government regarding risk management tools.
- Improvements are required in funding and hiring practices for necessary staff to administer programs at the State and local levels when a disaster occurs.
- Communication plans must account for a wide range of people and agencies.
- Iowa must continue to incorporate sustainability concepts into new programs and regulations.
- There are some Federal programs that could be helpful following a major disaster that are not designed to support disaster recovery, thus making the process of acquiring or utilizing the funds cumbersome.
- State organizations need to better manage the general population's expectations of assistance.
- The continual funding of development in areas within the floodplain should be avoided.
- A duplication of benefits form is needed.

## **Best Practices**

- Information sharing and integration of efforts among Federal, State, and local organizations has been successful as well as providing accurate and timely information to the populace.
- The executive and legislative branches of the State government cooperated effectively throughout the response and recovery.
- Creation of RIO and use of RIAC has been very effective.
- Implementing an individual case management system helps to ensure that people are tracked seamlessly.
- Jumpstart programs for business and housing were effective.
- The workforce development emergency public jobs program provided assistance on multiple fronts.
- Implementation of Section 106d of the National Historic Preservation Act was effective.



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## WORKSHOP OVERVIEW

### BACKGROUND

The State of Iowa encountered disastrous weather events throughout spring and summer 2008. From May 25 to August 13, the State was hit by severe thunderstorms, hail, tornadoes, and floods. The following examples demonstrate a portion of the disasters that occurred during this incident period:

- On May 25, 2008, severe thunderstorms, including large hail and tornadoes, hit Iowa. The storms also brought 4 to 6 inches of rainfall, which caused flooding and flash flooding. According to the National Weather Service (NWS), a large and destructive EF-5 tornado moved across Butler and Black Hawk counties. When the storm cleared, Parkersburg was devastated and New Hartford was severely damaged.
- On June 8, 2008, the Iowa River surpassed its flood stage of 22 feet.
- On June 10, 2008, the Saylorville Dam and the Coralville Reservoir topped their emergency spillways.
- On June 13, 2008, the Cedar River crested at over 31 feet in Cedar Rapids, almost 20 feet above flood stage.
- On June 14, 2008, levee breaches occurred in Des Moines.

Reflecting on the disasters, Governor Culver stated, “Since the severe weather which began on May 25, 2008, Iowans have been tested. We have faced the worst natural disaster in our history. The ‘500-year flood’ displaced 40,000 Iowans and disrupted the lives of so many of our fellow citizens.”

The Governor emphasized recovery and widespread coordination by saying, “Now, as the focus shifts to the rebuilding efforts, we will once again rely on each other. We are faced with enormous needs statewide, and recovery will take years, not months...I am confident we will rebuild better, stronger, and safer than before.”

On June 27, 2008, Governor Culver established, by Executive Order 7, RIO to coordinate statewide recovery efforts.

In addition to RIO, another critical component of both the response and recovery aspects was the HSEMD of the Iowa Department of Defense. This division helps to coordinate activities before, during, and after emergencies through partnerships with Federal, State, local, and private entities.







## **PURPOSE**

The Iowa Recovery Analysis Workshop is sponsored by the DHS/FEMA National Integration Center in partnership with the State of Iowa and RIO. The purpose of the workshop is to conduct a midcourse analysis of actions and processes in Iowa’s disaster recovery that work best, could be improved, should be continued, and can be shared with other jurisdictions throughout the Nation. The study also identified potential changes needed in national disaster recovery policy.

## **OBJECTIVES**

The objectives of the workshop were as follows:

1. Document Iowa’s recovery efforts and analyze efforts that have been successful as well as those that need improvement.
2. Develop recommendations to address current recovery efforts and improve future planning efforts.
3. Analyze Iowa’s recovery process to identify best practices and areas for improvement to aid future Federal, State, and local disaster recovery efforts, programs, and policies.



## ANALYSIS DESIGN

### ANALYSIS PROCESS AND METHODOLOGY

To conduct the midcourse analysis, FEMA and RIO used three methods to solicit responses from affected communities: the Iowa Recovery Analysis Workshop, an online survey, and interviews. This report will analyze the State’s recovery efforts using information gleaned from these three sources, quarterly reports published by the State, and press releases released by the State and FEMA regarding the storms and recovery efforts. The purpose of this report is to:

- Identify strengths to be maintained and reinforced
- Identify potential areas for further improvement
- Identify best practices that can serve as models for future disaster recovery efforts

### Iowa Recovery Analysis Workshop

This workshop was conducted on May 18, 2009, and focused on Iowa’s recovery operations in response to the 2008 spring and summer storms. The workshop gave participating agencies an opportunity to evaluate past, current, and future recovery efforts for Iowa.

Participants were divided into three focus groups: Individual Assistance, Infrastructure and Public Assistance, and Long-Term Recovery. Focus groups discussed each objective during breakout periods. A spokesperson was chosen for each focus group and that person subsequently reported to the general audience the top three to five prioritized issues, lessons learned, and recommendations for his/her focus group.

Focus group members had extensive expertise and experience with issues relevant to the 2008 spring and summer storms. The workshop provided an open-ended discussion that centered on the primary objectives of what had been done initially regarding recovery, what is presently being done that should be continued or adjusted, and what unique best practices could be identified to be shared for future events nationwide.



### Online Survey

A Web-based assessment survey was made available to all workshop participants and interested parties. The survey, which can be found in Appendix B of this document, was composed of one background information survey and four subsurveys: (1) Economic Recovery; (2) Housing; (3) Individual Assistance/Case Management; and (4) Infrastructure, Public Projects, and Long-Term Recovery. Respondents were required to answer the background survey and then were asked to choose from a dropdown menu of the four separate subsurveys. At the end of the survey, they were given the opportunity to answer a second subsurvey if they wished.



The survey was announced via e-mail and registered users answered questions online in a Web-based format at the survey Web site, [www.iowarecoveryworkshop.com/survey/](http://www.iowarecoveryworkshop.com/survey/). The survey audience comprised local governments (city and county), long-term recovery committees, the Chamber of Commerce, and the Council of Governments. The survey was launched on June 11, 2009, and responses were collected until 5:00 p.m. Eastern Time June 24, 2009.

Questions for the Web-based survey were chosen based on prior research conducted in concert with the RIO office (e.g., RIO quarterly reports). Questions focused on the following topics: meeting recovery need, clarity of program, ease of application, timeliness of disbursement or services, program funding, internal communication, logistical support, information about updates, questions about programs, and public perception and resources for addressing problems. Each of the questions contained open-ended comment sections.

## **Interviews**

The State identified and selected a small number of individuals to be interviewed with respect to the processes used by Federal, State, and local entities throughout the recovery effort. Interviewees were asked questions involving the recovery process and asked to assign a rating of very helpful, helpful, neutral, or hindrance to RIO; IMTs; local government and organizations; private-sector organizations and volunteers; and Federal, State, and/or local assistance procedures and processes. Additionally, interviewees were requested to provide open-ended comments regarding their overall evaluation of the recovery effort, including identifying best practices, what aspects should be kept or expanded, and what aspects need improvement. Results of these interviews are presented in Appendix A.



# WORKSHOP FINDINGS

## STRENGTHS

**Strength 1:** Individual and family assistance was available quickly.

**Lesson Learned:** A framework for recovery, already in place due to the previous tornado responses, enhanced coordination among Federal, State, and local partners in response to the flooding. Sheltering and mass care also worked well because they were preactivated for the tornadoes. FEMA deployed approximately 300 to 500 community relations professionals within the first few weeks. At its peak, the staffing rose to more than 1,500 FEMA personnel. FEMA opened a Disaster Field Office in Des Moines and two Area Field Offices, one in Cedar Falls and another in Cedar Rapids. Overall, 72 Disaster Recovery Centers were opened in the State.



**Recommendation:** None.

**Strength 2:** An effective communication system with the general public was established early.

**Lesson Learned:** The State and localities reached out to communities, citizens, and businesses through the use of town hall meetings, Web sites, and other avenues of information sharing. For example, Cedar Rapids established *corridorrecovery.org*, an information-sharing tool, and used it as a portal for flood victims to share, report, and receive information. The RIO, HSEMD, and Iowa Department of Human Services (IDHS) have robust Web pages with useful updates and instructions for Iowans to get assistance. FEMA established a hotline and opened the *FEMA.gov* Web site so that Iowans affected by the floods and tornadoes could register for assistance. Normally open for registration for 60 days, the registration period was extended to 154 days in Iowa for these events. Nearly 40,000 Iowans registered for disaster assistance.

**Recommendation:** None.

**Strength 3:** The State offered numerous supplemental housing and business assistance programs.

**Lesson Learned:** The State enacted a number of assistance programs to help both individuals and businesses begin the process of rebuilding simultaneously with Federal aid. The Iowa Unmet Needs Disaster Grant Program provided funds up to \$2,500 to individuals through the Long-Term Recovery Committees. The Jumpstart Iowa Housing Assistance Program for individuals provided valuable funding for programs, such as Homebuyer Assistance, Housing Repair, Emergency Repair, and Interim Mortgage Assistance. Rental Rehabilitation Assistance provided assistance to landlords through





the Community Development Block Grant (CDBG) funds administered by the Council of Governments and the Entitlement Cities. The Small Business Administration (SBA) provided low-interest loans to both businesses (small, large, nonprofit, and charitable organizations) and homeowners affected by the disasters. The Jumpstart Business Assistance Program provided funds in the form of forgivable loans.

**Recommendation:** None.

**Strength 4:** Project Recovery Iowa was activated quickly.

**Lesson Learned:** Several programs, such as Project Recovery Iowa, have been established to provide mental health assistance via the IDHS. FEMA funds the program while the IDHS administers it. The IDHS engages local or regional counseling agencies to provide assistance in 29 of the hardest-hit counties, but no Iowans who need help were to be turned away. While this was cited as a positive contribution, it was also highlighted as an area for improvement due to unavailability of funding. Iowa does not have a formal funding source for mental health response.

**Recommendation:** Research sources for formal funding.

**Strength 5:** FEMA and the State collaborated well to provide emergency housing.

**Lesson Learned:** The Individual and Households Program (IHP) provided grants for emergency housing and essential needs not met by other assistance programs. One of the first recovery priorities was to move Iowans from disaster-damaged primary residences to alternate living arrangements. Under the Housing Assistance portion of IHP, just under 25,000 households were given more than \$120 million in repair and/or rental grants to homeowners and renters by FEMA. Iowa and FEMA created a Housing Recovery Task Force to assess the availability of housing and provided temporary housing units for over 550 families.

**Recommendation:** None.

**Strength 6:** Unmet needs were addressed through both Federal and State programs.

**Lesson Learned:** The Other Needs Assistance (ONA) program, administered by the State, assists those with essential and necessary expenses not met by other programs. FEMA provides 75 percent and the State provides 25 percent of the funding for this program. The SBA provided assistance for homeowners, renters, no-farm businesses, and private and nonprofit organizations to repair or replace disaster-damaged private property not covered by insurance or other recoveries.



**Recommendation:** None.

**Strength 7:** FEMA increased the Federal funding percentage for the Public Assistance Program.

**Lesson Learned:** For these incidents, FEMA and the State of Iowa partnered in the Public Assistance Program. Normally funded by FEMA at 75 percent, that amount was increased for these incidents to 90 percent and is being administered by the HSEMD.



**Recommendation:** None.

**Strength 8:** The State IMTs were deployed rapidly and provided valuable assistance to Iowa communities.

**Lesson Learned:** At the workshop, IMTs were praised for their recovery work. This was reiterated by the interviewees, although one respondent thought that they hindered getting help from outside the State.

**Recommendation:** None.

**Strength 9:** RIAC provided the necessary structure to be able to listen to people’s needs and respond appropriately.



**Lesson Learned:** RIAC gave a much-needed focus to hearing citizens’ needs following the disasters. Traveling to the affected areas and gathering feedback from local citizens provided invaluable insights into the challenges facing the communities and their immediate and long-term needs. The Speak Up Iowa Web site, a major contributor to this success, allowed affected citizens to comment on the disaster recovery process and also prompted creation of the Rebuild Iowa Task Force, which resulted from inputs provided through Speak Up Iowa. The Speak Up Iowa Web site was instrumental in providing transparency to Federal and State recovery operations. The focus group noted that, although recovery programs have the potential to be highly politicized, the reports generated by RIAC were accepted because they came from local citizens, not from politicians. A downside to the program was that it took time to stand up the RIAC staff. Initial funding was also problematic. The use of Executive Order 7 was effective and should be used as a model for future disasters. Early identification of funding sources to support the RIAC is paramount.

**Recommendation:** None.

**Strength 10:** Partnering with FEMA’s long-term recovery planners (ESF-14) within the communities was invaluable to initial assistance efforts and the subsequent planning tool sets developed by RIO were useful in reaching out to communities.

**Lesson Learned:** RIO’s Community and Regional Recovery Planning Team partnered with FEMA long-term recovery planners to provide initial postrecovery planning for the hardest-hit communities. Iowa was able to leverage these new partnerships to reach out to other communities as well as promote additional programs during the rebuilding process. Recovery planning tools developed as part of a partnership between RIO and FEMA ESF-14—such as the Communications Management Tool, Decision-Making Tool, Project and Program Development Guide, and Iowa Resources—were useful at the State level. The tools provided support for gaining the confidence of the community, listening to the community’s needs, and helping to organize the community, and helping the community cope with the disaster.

**Recommendation:** Continue to support these planning recovery tools with additional funding.



**Strength 11:** Use of the Iowa IMT facilitated a smooth transition from response through recovery.

**Lesson Learned:** The Iowa IMT was invaluable in assisting Parkersburg, Polk County, and other communities, and saved countless hours for Federal, State, and local agencies.

**Recommendation:** None.

**Strength 12:** Grantee program staff members from HSEMD were deployed in the early stages of recovery.

**Lesson Learned:** This provided the local communities with direct access to the State Grants program staff members who helped local communities with the proper procedures for applying for assistance, which reduced the time it took to actually receive funding.

**Recommendation:** None.

## **AREAS FOR IMPROVEMENT**

**Area for Improvement 1:** Workshop, survey, and interview participants cited some difficulty with communication among Federal, State, and local entities.

**Lesson Learned:** Areas for improvement cited by participants involved lack of consistency, clear instruction, a centralized reporting entity, standardization of forms and paperwork, and information sharing. During the initial phases of the recovery, both Federal and State inquiries for information were seen as disruptive to those closest to the populations needing assistance, the local communities. Reorientation of replacement personnel not familiar with the State and specific localities became troublesome; however, as time went on, these disruptions became less frequent and more consistent methodologies were maintained.

### **Recommendations:**

1. The State should review the Federal process for personal assistance to see if combining the State requirements with the Federal requirements can help applicants from having to repeatedly provide the same information during the various application processes.
2. Develop a consistent, thorough, and standardized procedure that ensures replacement disaster assistance personnel are thoroughly oriented with regard to previous actions taken and actions in progress, and given a comprehensive overview of the community and environment in which they will be working.



**Area for Improvement 2:** VOAD could have been used more effectively.

**Lesson Learned:** The local learning curve for incorporating VOAD into response and recovery efforts needs to be decreased. During the initial phase of the recovery, many local communities were not aware of all the capabilities and assets that VOAD could bring to a disaster and therefore did not initially take full advantage of the resources.

**Recommendation:** Conduct additional planning and education on VOAD and its capabilities at the local level.



**Area for Improvement 3:** A mandatory funding mechanism for emergency management at the county level is needed.

**Lesson Learned:** Having resources available to staff a county emergency manager would have a positive effect in both response and recovery.

**Recommendation:** Request a funding mechanism for local emergency management either through new legislation or the governor’s authority.

**Area for Improvement 4:** The lack of resources dedicated to disaster assessments resulted in delays in developing a full picture of what was needed for the recovery.

**Lesson Learned:** In the recent Iowa flooding, general assessments were conducted quickly, but complete disaster assessments required a longer effort. FEMA’s disaster assessment programmatic approach requires improvement to ensure programs are effectively initiated county by county and applicant by applicant with appropriate coordination with county engineers and cities.

**Recommendation:** Establish a disaster assessment process with committed resources.

**Area for Improvement 5:** The requirements for Federal Duplication of Benefits documentation place a recordkeeping burden on underresourced State agencies and local communities.

**Lesson Learned:** Lack of a case management system at the Federal level makes it difficult for individual citizens to navigate their way through the system. Forms and required information can differ widely among agencies, and there is no unified way to capture data. This results in redundancies in the application processes and extends the burden of reviewing prior assistance to local governments, which are already understaffed and underfunded.

Lack of detailed records results in unnecessary delays and, in some cases, penalties or reduced benefits for individuals in an already stressed community. There is no additional funding to assist local governments in meeting these review requirements.

**Recommendation:** During the first wave of support in a disaster, FEMA should provide a template, with access to a database, to standardize case management procedures and protocols. Both the procedures and software should be available at the onset of the emergency.

**Area for Improvement 6:** Early messages from the Federal Government regarding available resources and funding were confusing and made managing expectations difficult.





**Lesson Learned:** It is vital to set and manage expectations early and often. Program information must be clearly defined when it is released. Issues, such as cost share among individuals and the community, are particularly important, and information about funding and cost share should be clearly and repeatedly stated. At times, personnel who understand the procedures can seem disconnected from persons whose lives have been severely affected by the disasters. It is important for personnel working with affected individuals and communities to be sensitive to program recipients’ circumstances.

**Recommendations:**

1. Provide clearly defined program information as early as possible.
2. Make additional efforts to train personnel to work with affected parties in a manner sensitive to their circumstances and needs.

**Area for Improvement 7:** A statewide case management framework is needed.

**Lesson Learned:** Participants stated that there is a need for a case management office with a permanent funding source within the State government. This would free up State officials to develop State plans for ongoing recovery efforts. Participants discussed the need to develop plans and procedures for transferring cases to replacement case workers as the recovery effort continues. This would also include developing a how-to manual that provides tracking requirement instructions to both individual caseworkers and organizations. Additionally, the case management office could coordinate planning efforts with public organizations, such as the SBA.



**Recommendations:**

1. The State government should establish or identify a permanent office to oversee case management. This office should be provided with a permanent budget for case management activities.
2. Develop an instructional manual that establishes a unified method for tracking cases.

**Area for Improvement 8:** Preparedness strategies require further development.

**Lesson Learned:** Further developing preparedness strategies to include lessons learned from response and recovery efforts for the 2008 Iowa storms would assist in preparing the State for future disasters. A cadre of experts could be used to evaluate and select future preparedness strategies. The cadre should address issues, such as: developing ongoing community and State-level training programs; identifying funding mechanisms to distribute money more efficiently; and reevaluating flood insurance requirements, which are currently based on the 100-year floodplain map.



**Recommendations:**

1. A cadre of experts should be used to evaluate and select future preparedness strategies.
2. The RIO and HSEMD should collaborate with local emergency planning committees to further develop long-term planning strategies for mitigation, preparedness, response, and recovery planning, utilizing lessons learned from the 2008 storms.

**Area for Improvement 9:** Housing objectives need to be developed.

**Lesson Learned:** Participants discussed the need to identify a coordinated set of housing objectives that addresses risk management and assessments for homeowners and incorporates more stringent requirements for flood insurance. A coordinated set of housing objectives that takes into account both residential and business recovery is essential. Residential recovery contributes to the availability of the workforce, while returning residents to their privately owned and rental properties aids business and economic recovery.

**Recommendation:** Identify housing objectives that reflect available tools and the best methods for deploying them.

**Area for Improvement 10:** There is a lack of knowledge about the rules and regulations that govern the availability of Federal and State disaster programs.

**Lesson Learned:** Participants expressed that more time is spent on coordination than on program delivery. They suggested that education about these programs should occur in a continuum rather than peaking in the middle of a disaster.

**Recommendation:** State recovery agencies, in conjunction with their Federal partners, should hold an annual meeting to discuss Federal and State rules and regulations concerning the transition between emergency response and recovery efforts.

**Area for Improvement 11:** Debris management and landfill capacity issues resulting from disaster debris and lack of reimbursement for landfill use remain unresolved.

**Lesson Learned:** Although FEMA covers tipping fees for labor and equipment costs, it does not reimburse lost capacity at landfills, which, in turn, negatively affects new cell development. It was also noted that most disasters that create debris issues are not federally declared. There is no doubt that a large disaster will produce a surge in waste to landfills; however, doing a better job salvaging or incorporating other practices to reduce this waste stream would also reduce the effects on landfill capacity.

**Recommendations:**

1. Either FEMA should reimburse for the lost capacity at landfills or States should seek legislative relief for State funding.
2. Conduct planning to determine ways to reduce the waste stream.

**Area for Improvement 12:** There is overreliance on contractors during catastrophic disasters.

**Lesson Learned:** Federal, State, and local governments do not have enough trained personnel to complete all necessary response and recovery activities. Contractors are used to fill in these capability gaps; however, there appears to be an overreliance on contractors during disasters.



During catastrophic disasters, if there is an overreliance on contractors, then there is the possibility of contractors being spread too thin as well as cost concerns.

**Recommendation:** Explore funding sources for the emergency management community at the State and local levels.

**Area for Improvement 13:** There is a lack of program and contracting flexibility during the recovery process.

**Lesson Learned:** There is uncertainty surrounding the legal authority to enact emergency procedures. Speeding up the bidding process, giving more authority to local authorities, and allowing the use of funds that have already been approved would reduce the time lag between applying for aid and actually receiving funds.

**Recommendation:** Explore enacting legislation for emergency relaxation of contracting and environmental program requirements.

**Area for Improvement 14:** Many communities are unaware of financial incentive programs available to eligible historic properties.

**Lesson Learned:** There are financial opportunities for rehabilitation during the recovery phase of a disaster. The Historic Rehabilitation Income Tax Credits Program provides an incentive of 51 percent of the rehabilitation cost of disaster recovery to owners of historic properties, like homes and commercial buildings. These funds could contribute to individual and business recovery. Historic resources documentation by communities before a disaster will smooth the required cultural resources review before the release of funding.

**Recommendation:** The Iowa Historic Preservation Alliance, in coordination with the Iowa Department of Cultural Affairs, should assemble a team with funding assistance from the State and/or Federal governments to inform communities after a disaster of funding opportunities for rehabilitation of historic properties.

**Area for Improvement 15:** There is a lack of coordination among the various levels of government regarding risk management tools.

**Lesson Learned:** Communication and consistency between regulatory actions are important to the rebuilding process. Clear and consistent programs for rebuilding need to be developed early on and communicated to emergency managers and first responders. Participants reported that there is often a lack of coordination between emergency managers and first responders and longer-term community planning committees. For example, in some cases, first responders approved applications to rebuild houses in flood zones. Also, there is a lack of understanding of the roles and responsibilities of different offices (e.g., Board of Adjustments, Planning and Zoning, Board of Supervisors, Department of Natural Resources [DNR], local floodplain managers) involved in the coordination and approval process.



## Recommendations:

1. The State should take the lead in establishing guidelines for the rebuilding process and communicate new procedures to all responders.
2. Place more emphasis on a statewide hazard mitigation plan including mapping/geographic information system (GIS) services in the Iowa Flood Office, including a comprehensive watershed planning program.

**Area for Improvement 16:** Improvements are required in funding and hiring practices for necessary staff to administer programs at the State and local levels when a disaster occurs.

**Lesson Learned:** Often, programs are funded to assist individuals and communities following a disaster, but little attention is paid to the requirements to administer the program. Even if funds are available, getting authorization to hire rapidly can be difficult. Additionally, the specialized skill sets that may be required are long term (requiring several years of experience), whereas disaster funding is often short term. Incentives may be required to hire the right people for shorter-term government work. An overreliance on contract workers is also an issue, with problems such as higher costs, scope of work, and a knowledge void after the contractors leave. Councils of government are overtasked, and there must be an education process explaining why the hires are necessary and why the Federal Government needs to assist in this area. Iowa does not have a general disaster recovery account that can be easily accessed, so when a disaster occurs the legislature must act, often creating delays. This is a complex issue that requires working within the State government with disaster assistance services to develop a disaster staffing plan (e.g., disaster hires, union negotiations).

## Recommendations:

1. The State should explore establishing a disaster recovery account that can be easily accessed. Additional flexibility should be allowed for use of dollars for hiring (i.e., management and administration funds).
2. Explore the possibility of incentives and increased training opportunities to retain new hires for the long term.

**Area for Improvement 17:** Communication plans must account for a wide range of people and agencies.

**Lesson Learned:** State agencies must continue to support multiple communication programs and channels to the State legislature, members of Congress, local elected officials, State and local employees, and the public. Liaisons between agencies have been effective, but they need to communicate with each other about the different programs that are available. RIO has been successful in its efforts to provide weekly updates on all programs and regularly posts information and reports on its Web site. This effort helps maintain transparency of the recovery effort while communicating the complexity and scope of the tasks ahead.



**Recommendations:**

1. Continue practices that have been identified as successful.
2. Consider using the Area Field Office (if stood up) as a mechanism for increased communication among response agencies.

**Area for Improvement 18:** Iowa must continue to incorporate sustainability concepts into new programs and regulations.

**Lesson Learned:** Floodplain issues are very complex and require a careful balance among often competing economic, environmental, and safety interests. Often, there has been a primary focus on returning individual homeowners to their homes versus long-term planning and sustainability. In considering a revised statewide hazard mitigation program, speed versus sound policy and plan development need to be addressed. New or updated plans should clarify roles and responsibilities of different offices (e.g., Board of Adjustments, Planning and Zoning, Board of Supervisors, DNR, local floodplain managers.)

**Recommendation:** Reestablish a long-term permanent office for program policy and development.

**Area for Improvement 19:** Following a major disaster, there are some Federal programs that could be helpful that are not designed to support disaster recovery, thus making the process of acquiring or utilizing the funds cumbersome.



**Lesson Learned:** Some Federal Agencies—such as the SBA, U.S. Department of Agriculture (USDA), and U.S. Department of Housing and Urban Development (HUD)—have programs and resources that can support recovery from a major disaster, but are either not adequate to address the needs of postdisaster recovery or do not have the flexibility to respond quickly or effectively in disasters. In addition, CDBG funding is too inflexible to properly support disaster relief.

The online survey cited case management, complexity, and unclear program information with regard to application processes, timeliness of receiving benefits, duplication of benefits, and communication as shortfalls within the current programs.

**Recommendation:** CDBGs should be redesigned for more flexibility to support disaster relief. Other Federal Agencies should consider programs focused on immediate disaster support. New or additional funding sources should be considered in the reauthorization of the Stafford Act.

**Area for Improvement 20:** State organizations need to better manage the general population’s expectations of assistance.

**Lesson Learned:** There is a need to manage expectations to reduce the need for immediate reactions to public pressure for programs and assistance. Maintaining the notion that government exists to make people whole again will only lead to disappointment on the part of the populace and inefficient activities within the overall response and recovery effort.

**Recommendation:** Reactionary programs, where success is measured based on dollars spent and speed of distribution, should be minimized.



**Area for Improvement 21:** Continual funding of development in areas within the floodplain should be avoided.

**Lesson Learned:** The 100-year floodplain map may not be sufficient for determining current flood risk. States could commit to Light Detection and Ranging (LiDAR) mapping or other technologies to assist in this determination.

**Recommendation:** Address zoning issues within floodplains

**Area for Improvement 22:** A duplication of benefits form is needed.

**Lesson Learned:** Duplication of benefits was identified as needing standardized forms and more clear and uniform definitions for eligibilities to avoid denial of needed benefits. The Iowa Department of Economic Development (IDED) has a process established that can be used when addressing this issue.

**Recommendation:** Develop a benefits-tracking template that can be used by State agencies to assess recipients for duplication of benefits.

## **BEST PRACTICES**

The following best practices have been identified as potentially valuable for future disasters.

**Best Practice 1:** Information sharing and integration of efforts among Federal, State, and local organizations has been successful and has provided accurate and timely information to the populace.

**Lesson Learned:** Information sharing and integrating the efforts of multiple organizations have been successful for the Iowa 2008 storms response and recovery efforts. The State of Iowa implemented the following to facilitate these efforts:

- Establishment of a service point and application database
- Co-location of local resources with the SBA Business Recovery Center to assist business flood victims with disaster assistance forms
- Use of *corridorrecovery.org* as an information-sharing portal for flood victims
- Coordination interface and preexisting agreements among entities, such as the U.S. Department of Transportation, FEMA, HSEMD, Iowa Department of Transportation, and local authorities
- Commitments to take appropriate decisionmaking to the local level

**Best Practice 2:** The executive and legislative branches of the State government cooperated effectively throughout the response and recovery.

**Lesson Learned:** Cooperation among executive and legislative branches of the State government enabled successful use of State funding sources. For example, officials implemented State Jumpstart funding before Federal Jumpstart funding. The State branches of government also addressed gaps in funding by demonstrating a willingness to authorize future funding sources (via second and third authorizations). Organization of RIAC was also successful.



**Best Practice 3:** Creation of RIO and use of RIAC has been very effective.

**Lesson Learned:** RIO and RIAC have been instrumental in helping State and local officials recover from the 2008 storms. This consolidated, focused response organization structure, authorized and supported by the highest levels of State government, is a model with significant benefits for future disaster response. RIO was established through Executive Order 7 on June 27, 2008. On February 2, 2009, RIO was officially created through House File 64 Iowa legislation, which authorizes the office to coordinate disaster recovery until June 30, 2011. RIO and RIAC facilitate response and recovery by:

- Identifying unmet needs and gaps in funding
- Providing a transparent process for the recovery effort
- Involving citizens and local communities
- Facilitating rapid analysis of data
- Serving as a clearinghouse of information
- Using innovative technology to distribute information (e.g., Facebook, Twitter, press releases, weekly reports)
- Providing short- and long-term recommendations to policymakers that enabled:
  - A comprehensive and robust legislative agenda and an ability promote that agenda
  - Multiple entities to speak with one voice and create a consensus to policymakers
- Providing continuity from immediate recovery to long-term recovery
- Allowing for synchronization and coordination of programs at the Federal, State, and local levels

RIO and RIAC continue to identify and secure additional resources and allow for broader policy development, such as infrastructure planning. The structure provides the focus, coordination, and management essential to improved response and recovery. Similar models should be considered for future major disasters.

**Best Practice 4:** Implement an individual case management system that tracks people seamlessly.

**Lesson Learned:** Ideally, the improved case management system would provide a centralized location for disaster relief that focuses on an individual's needs rather than on those of government. Case managers (consisting of volunteers, church groups, and/or government employees) would be assigned directly to individuals, and the system must be accessible to individuals by being located in affected communities. Effective execution would help identify needs and gaps for long-term recovery. The system could be run out of the Long-Term Recovery Coalition.

**Best Practice 5:** Jumpstart programs for business and housing were effective.



**Lesson Learned:** The RIO, IDED, U.S. Environmental Protection Agency (EPA), and FEMA partnered to work with businesses and individuals to address immediate and long-term concerns early in the process. Programs, such as the Smart Growth effort, were successful in identifying sources of gap funding until other funding sources could be made available. Eligibility for assistance includes individuals and businesses that would not otherwise qualify for Federal funds. However, despite these programs, the focus group noted that many small businesses were continuing to go out of business, sometimes on a daily basis.

**Best Practice 6:** The workforce development emergency public jobs program provided assistance on multiple fronts.

**Lesson Learned:** Iowa implemented a workforce development program that provided relief at disaster sites while simultaneously providing employment to long-term unemployed and dislocated workers and helping convicts back into the workforce. Although the program requires additional development, it was an interagency effort and involved the Iowa Department of Corrections and human resources.

**Best Practice 7:** Implementation of Section 106d of the National Historic Preservation Act was effective.

**Lesson Learned:** Implementation of Section 106d of the National Historic Preservation Act resulted in projects being funded faster than normal. Issues and programmatic areas were discussed at local recovery meetings, which provided agencies dealing with the recovery access and reduced duplication of efforts.





**FEMA**

**IOWA RECOVERY ANALYSIS WORKSHOP REPORT**

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## **APPENDIX A: INTERVIEW FINDINGS**

The Rebuild Iowa Office (RIO) identified a small number of individuals involved in Iowa’s recovery effort to interview with respect to the processes employed by Federal, State, and local entities throughout the recovery efforts. Seven individuals, interviewed via telephone, responded to the questions, which were divided into two sections.

### **Section I**

For the first set of questions, interviewees rated the RIO; Incident Management Team (IMT); local government and organizations; private-sector organizations and volunteers; and Federal, State, and/or local assistance procedures or processes as very helpful, helpful, neutral, or hindrance. The following summarizes the responses to each question.

#### **Rebuild Iowa Office (RIO)**

- The majority of respondents thought RIO was helpful or very helpful, pointing out that RIO helped with coordination and communication, was a welcome source for information about both recovery and funding issues, assisted significantly with the media, and managed constituent requests.
- Occasionally, RIO asked for too much information at a time when there were more pressing responsibilities, was too quick on some media releases, and failed to coordinate on program design.

#### **Incident Management Team (IMT)**

- Two of three respondents thought the IMT was very helpful, especially in communications.
- One respondent thought the IMT was predisposed to using in-State resources and may have hindered getting out-of-State resources such as building inspectors and police.
- The use of the Incident Command System (ICS) was very important and contributed to the IMT’s success.

#### **Private-Sector Organizations and Volunteers**

- All respondents thought that these entities were helpful or very helpful.
- Entities specifically mentioned were the Recovery and Reinvestment Coordinating Team, Long-Term Recovery Task Force, Northern Iowa Community Action Organization, and private citizens and volunteers.

#### **Federal, State, and/or Local Assistance Procedures or Processes**

- All respondents stated that, in general, Federal, State, and/or local assistance procedures and processes were helpful or very helpful. In particular, the Federal Emergency Management Agency’s (FEMA’s) personnel, its workshops, public assistance, flood buyout program, and disaster recovery process; RIO; various governor’s programs; and the Iowa Finance Authority were given high marks.



- FEMA’s case management system was less than efficient.
- FEMA asked for information before the community was prepared to furnish that information. Examples cited included damage assessments and other statistical reporting.
- There was a relative lack of access to the Small Business Administration (SBA).
- The Iowa Department of Economic Development (IDED) was slow in both giving out information and in managing the Community Development Block Grant (CDBG) disaster money.

## **Section II**

For the second set of questions, interviewees responded to open-ended questions concerning the recovery efforts. The following summarizes the responses to each question.

### **Overall Evaluation of the Recovery Effort**

- Comments were mostly positive with numerous references to Iowa’s interagency cooperation and FEMA’s overall assistance.
- CDBG funds are neither designed for disasters nor to get money to the needy quickly.
- Federal rules for “getting money out the door” are too unwieldy. As an example, it took 1 or 2 hours per file for the State to pay out money, whereas it took 15 hours per file for Federal programs to pay out money.

### **Aspects of the Recovery to Keep/Expand**

- The Interagency Levee Working Group is evolving into the Flood Management Team, which will be helpful to the State and local communities.
- RIO was very helpful in establishing policies and procedures and was an asset in resolving conflicts and obtaining political support.
- The Iowa Finance Authority continues to do a good job in administering housing repair financing.
- The IMT worked well.
- FEMA assigned a project manager to work with local communities.
- The IDED used some flexibility when appropriate (e.g., waiving the requirement to determine one’s mortgage balance).
- The efficiency of information sharing needs to expand. Recipients found that it was hard to keep up with the volume of paperwork.

### **Aspects of the Recovery to Change**

- The Iowa Homeland Security and Emergency Management Division (HSEMD) needs more staffing and needs to have a more active role in the Water Resources Coordinating Council.



- The Service Point Computer program is far too cumbersome, detailed, and time-consuming. It takes hours to complete cases as the program contains 189 fields, frequently with confusing names.
- FEMA's Public Assistance needs more people with technical expertise (e.g., water treatment, water systems, large buildings, fire stations).
- Final damage assessments continue to be a problem.
- There needs to be more coordination with local authorities before State and Federal agencies set rules.

## Best Practices

- The State of Iowa established RIO, which helped greatly in coordinating and obtaining political support and funding quickly.
- Geospatial referencing of Public Assistance Repair requests was helpful in coordinating with the Natural Resources Conservation Service.
- Establishing a contractor registration process was helpful. Approximately 20 contractors were arrested with outstanding warrants based on records checks.
- It is helpful to establishing a succession/rotation plan for each department to be used during an emergency.
- The IDED currently houses numerous helpful forms created within Iowa to deal with many of the problems associated with the flooding.
- The State of Iowa tied FEMA and State Jump Start eligibility to applicants who had already received FEMA funding. This procedure saved considerable time.
- The State of Iowa developed a Recovery and Reinvestment Coordinating Team.

## Other Comments

- There is a need to develop better processes and systems in the following areas:
  - Plug and play case management system and data sharing.
  - Disaster-specific training.
  - Establishment of specific recovery programs for entitlements (e.g., quickly accessing funds for housing)
- Dignitary visits were stressful on an already busy staff, but good for citizens' morale and information sharing.



**FEMA**

**IOWA RECOVERY ANALYSIS WORKSHOP REPORT**

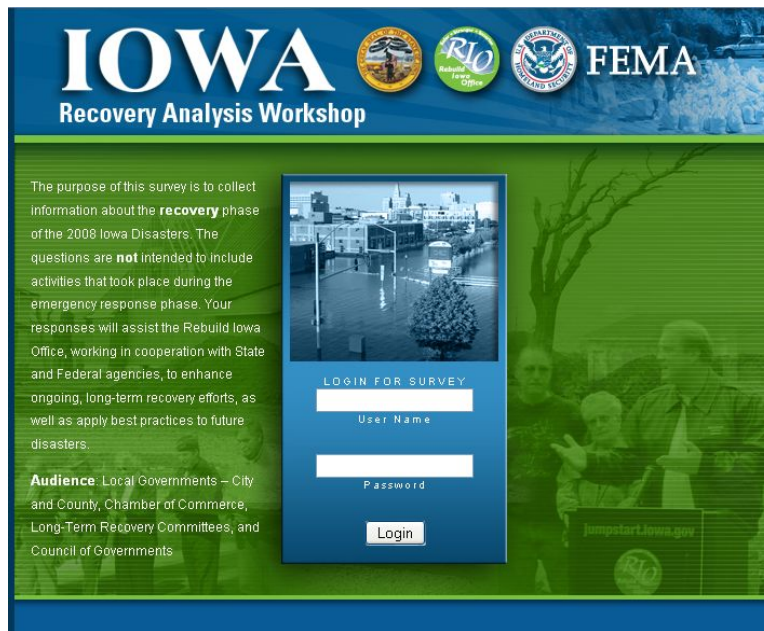
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# APPENDIX B: ONLINE SURVEY REPORT

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Analysis



The screenshot shows the login page for the Iowa Recovery Analysis Workshop Online After-Action Assessment Survey. The page features a blue header with the text "IOWA Recovery Analysis Workshop" and logos for the State of Iowa, the Recovery Analysis Office (RAO), the U.S. Department of Homeland Security, and FEMA. Below the header, there is a green background with a cityscape and a tree. On the left, a text box explains the purpose of the survey: "The purpose of this survey is to collect information about the **recovery** phase of the 2008 Iowa Disasters. The questions are **not** intended to include activities that took place during the emergency response phase. Your responses will assist the Rebuild Iowa Office, working in cooperation with State and Federal agencies, to enhance ongoing, long-term recovery efforts, as well as apply best practices to future disasters." Below this text, the audience is listed: "Audience: Local Governments – City and County, Chamber of Commerce, Long-Term Recovery Committees, and Council of Governments". In the center, there is a login form with the title "LOGIN FOR SURVEY", a "User Name" input field, a "Password" input field, and a "Login" button. A small image of a cityscape is positioned above the login form. In the bottom right corner, there is a small logo for "Jumpstart Iowa.gov".

July 7, 2009

# Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

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# Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

## CONTENTS

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<b>I. Background</b>	<b>1</b>
<b>II. Online After-Action Assessment Survey Overview</b>	<b>1</b>
<b>III. Summary of Respondents</b>	<b>2</b>
Breakdown of Respondents by City and County	2
Tenure (Years on the Job)	2
Functional Areas	2
<b>IV. Background Survey: Overall Recovery Process</b>	<b>3</b>
Disaster Preparedness	3
Adequateness of Program Funding and Attention	4
Unmet Needs	5
Shortfalls of Current Programs	5
Success Stories	5
Communications Between Federal, State, and Local Levels	6
<b>V. Subsurveys</b>	<b>6</b>
Economic Recovery	8
Housing	10
Individual Assistance/Case Management	12
Infrastructure, Public Projects, and Long-Term Recovery	13
<b>VI. Concluding Remarks</b>	<b>15</b>
<b>Appendix A: Survey</b>	<b>A-1</b>
<b>Appendix B: Cities and Counties Represented by Respondents</b>	<b>B-1</b>
<b>Appendix C: Program Descriptions</b>	<b>C-1</b>
<b>Appendix D: Comments by Respondents</b>	<b>D-1</b>
<b>Appendix E: Program Assessment Table</b>	<b>E-1</b>



# Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

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# Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

## I. BACKGROUND

The U.S. Department of Homeland Security (DHS) and Federal Emergency Management Agency (FEMA) National Integration Center, in partnership with the State of Iowa and the Rebuild Iowa Office (RIO), conducted the Iowa Recovery Analysis Workshop in Des Moines, Iowa, on May 18, 2009. The workshop was designed to give participating agencies an opportunity to evaluate past, current, and future efforts in Iowa's recovery phase from the devastating effects of 2008 flooding and severe weather.

This document presents results of an online after-action assessment survey regarding the recovery process after the disaster in Iowa. The purpose of the survey was to conduct a midcourse analysis of actions and processes in Iowa's disaster recovery phase of the 2008 disasters. The responses were designed to assist RIO, working in cooperation with State and Federal Agencies, to enhance ongoing, long-term recovery efforts and to apply best practices to future disasters. The questions were not intended to include activities that took place during the emergency response phase.

## II. ONLINE AFTER-ACTION ASSESSMENT SURVEY OVERVIEW

In support of the Iowa Recovery Analysis Workshop, a Web-based assessment survey was made available to all conference participants and interested parties. The survey, which can be found in Appendix A of this document, was composed of one background information survey and four subsurveys: (1) Economic Recovery; (2) Housing; (3) Individual Assistance/Case Management; and (4) Infrastructure, Public Projects, and Long-Term Recovery. Participants were required to answer the background survey and then were asked to choose from a dropdown menu of the four separate subsurveys. At the end of the survey, they were given the opportunity to answer a second subsurvey if they wished.

The survey was announced via e-mail, and registered users answered questions online in a Web-based format at the survey Web site, [www.iowarecoveryworkshop.com/survey/](http://www.iowarecoveryworkshop.com/survey/). The survey audience comprised local governments (city and county), long-term recovery committees, the Chamber of Commerce, and the Council of Governments.

The survey was launched on June 11, 2009, and responses were collected until June 24, 2009. This report represents the analyzed results of survey responses gathered through 5:00 p.m. ET on June 24. An After-Action Report/Improvement Plan (AAR/IP) will include information from the survey as well as information collected from the Iowa Recovery Analysis Workshop and will identify lessons learned, best practices, and areas for improvement.

Questions for the Web-based survey were chosen based on prior research conducted in concert with the RIO office (e.g., [RIO quarterly reports](#)). Questions focused on the following topics: meeting recovery need, clarity of program, ease of application, timeliness of disbursement/services, program funding, internal communication, logistical support, information about updates, questions about programs, and public perception and resources for addressing problems. Each of the questions contained open-ended comment sections.

# Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

## III. SUMMARY OF RESPONDENTS

The background survey was answered by 88 respondents; of those, 81 percent also answered a subsurvey. For a breakdown of the subsurvey participants, see the following table.

Subsurvey	% (based on 71 respondents)
Economic Recovery	9%
Housing	13%
Individual Assistance/Case Management	31%
Infrastructure, Public Projects, and Long-Term Recovery	47%

Respondents were not required to enter personal identifying information (e.g., name, title); however, they were required to enter the city and county from where they work/respond, main function area they supported, and number of years worked in their current field. An analysis of the survey audience by city, county, tenure, and functional area is detailed below.

### BREAKDOWN OF RESPONDENTS BY CITY AND COUNTY

Respondents represented 54 cities; the city most represented was Ottumwa (9 percent)  
 Respondents represented 44 distinct counties, with Scott County (7 percent) most represented.  
 Appendix B shows a detailed breakdown of respondents by city and county.

### TENURE (YEARS ON THE JOB)

The questionnaire asked respondents how long they had worked in their current position. The following table shows that many highly experienced persons responded to the survey; a total of 58 percent have more than 6 years of experience. There was also a significant number of less experienced respondents, with 27 percent responding that they have been in their current positions for less than 1 year.

Years of Experience	% (based on 88 respondents)
Under 1 year	27%
1 to 5 years	15%
6 to 10 years	47%
Over 10 years	11%

### FUNCTIONAL AREAS

The following table shows the various functional areas represented by the survey audience. The largest group of respondents works in the Council of Government/Entitlement City (25 percent) functional area. Some of the “Other” responses (22 percent) came from education, religious organizations, and city clerks. The smallest group of respondents was from the Chamber of Commerce, elected officials, and healthcare.

# Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

Functional Area	% (based on 88 respondents)
Healthcare	1%
Elected Official	2%
Chamber of Commerce	5%
Public Works	5%
Emergency Management	10%
City Administrator	13%
Long-Term Recovery Committee	17%
Other	22%
Council of Government/Entitlement City	25%

## IV. BACKGROUND SURVEY: OVERALL RECOVERY PROCESS

Respondents were asked a number of open-ended questions about their overall experience with the recovery process. These questions covered Communication, Disaster preparedness, Adequateness of Program Funding, Unmet Needs and Shortfalls, and Success Stories.

### DISASTER PREPAREDNESS

Respondents were asked to rate disaster preparedness of their organizations. An overwhelming majority (76 percent) agreed that their organization was adequately prepared to handle a disaster, with 27 percent saying they strongly agree. Of the 19 percent who disagreed (2 percent strongly), a number of respondents had comments explaining the shortcomings. Some of the comments included:

- Our organization did not have the staffing capacity to handle the volume of work at the onset of the disaster. The community connections were already in place to form the long-term recovery committee, but we did not know how to respond to a disaster of such magnitude.
- Our long-term recovery coalition was not officially organized until after the flood occurred.
- There was no effective communication between parishes in different counties or cities and no effective network for donations and volunteers.
- Decisions were made on the spot rather than having options in case of.

# Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

## ADEQUATENESS OF PROGRAM FUNDING AND ATTENTION

Respondents were asked to rate<sup>1</sup> whether certain programs were in need of additional funding or attention. For all of the areas listed below, most respondents agreed that there was a need for additional funding or attention with rankings above 3.0 (Agreed), except for Transportation, where respondents disagreed there was a need for additional funding or attention (2.3). Private-Public Partnerships might also be an area where funding or attention might be spent with a score slightly below the Agreed level (2.9).

Functional Area	Mean
Housing Programs	3.0
Economic Recovery Programs	3.0
Infrastructure and Public Projects	3.4
Individual Assistance/Case Management	3.1
Long-Term Community Recovery	3.1
Planning	3.2
Transportation	2.3
Communication	3.0
Private-Public Partnerships	2.9
Other	3.6

Several of the respondents commented on specific programs. Comments included:

- We need more flexibility to address individual needs that are not being met by other funding streams.
- Our first priority should be to attend to the needs of the citizens through infrastructure repair, medical care, or direct financial assistance.
- Predisaster funding: we should focus our efforts on funding projects that better prepare our communities (e.g. mitigation planning, outdoor warning sirens).
- We have groundwater infiltration problems in our sanitary sewer system that need to be addressed. We also need a funded sidewalk replacement program.
- Infrastructure damage and public buildings
- Small business owners
- Government preparedness, response, and recovery
- General support for local emergency management programs
- Emergency Operations Center (EOC) training for public officials
- Electronically accessible case management instead of so much duplicate paperwork

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<sup>1</sup> The following rating scale was used: 0 (NA/Undecided), 1 (Strongly Disagree), 2 (Disagree), 3 (Agree), 4 (Strongly Agree).

# Iowa Recovery Analysis Workshop

## Online After-Action Assessment Survey Results

### UNMET NEEDS

Respondents were asked to comment on whether there were unmet needs remaining in their community; only 9 percent of respondents answered that the needs of their communities were currently met. The remaining respondents remarked on issues such as case management systems, mental healthcare, predisaster planning, infrastructure funding, and housing. Comments included:

- Assistance to individuals and families who fell through the cracks; additional funding is needed to support maintaining the current case management person for the long term.
- Emotional needs as people deal with their losses
- Better preparedness planning practices for individuals and businesses
- Homes where FEMA did not have the funds to buy out their homes
- Getting Federal funding to homeowners and landlords; renters' losses from the storm
- Funds to address infrastructure and transportation recovery projects
- Wastewater treatment facility, sewer improvements, updated water/sewer lines, sewer lagoon equipment
- Flood alerting system, sirens, drainage structures, funding for more drain tile

### SHORTFALLS OF CURRENT PROGRAMS

Respondents were asked to comment on some of the shortfalls of current recovery programs. Topics included case management, complex or unclear program information and application processes, timeliness of benefits, duplication of benefits, and lack of communication.

- The length of time it takes for some folks, but not all, to receive benefits; more checks and balances need to be put in place for individuals receiving assistance.
- Confusion; too many programs going on without proper communications. RIO seems to add work to already stressed local government without producing anything. The Community Development Grant was not thought out and horribly administrated.
- There's too much red tape.
- The length of time it takes to be able to fund an applicant through the Federal Jumpstart program as compared to the State program; also, the difference in the way the money is distributed between the two programs
- There's way too much paperwork and duplication of studies and reports.

### SUCCESS STORIES

Respondents were asked to comment on what has gone well with current recovery programs. Topics included communications, community partnerships, availability of resources, and Federal assistance and feedback. Comments included:

- The community partnerships have been awesome. Communities in the counties we serve have, for the most part, worked very well together.

# Iowa Recovery Analysis Workshop

## Online After-Action Assessment Survey Results

- I think that there were many State and local resources for victims.
- Contact information for assistance was all over the place.
- Good communication between agencies; communication with Iowa Homeland Security project officers and FEMA agents has been outstanding.
- FEMA put some excellent, qualified personnel on the ground to assist.
- The State has really paid attention to the needs of the local community and listened to our feedback.

### **COMMUNICATIONS BETWEEN FEDERAL, STATE, AND LOCAL LEVELS**

Survey respondents were asked to comment on improvements in communication between Federal, State, and local communication. Issues cited were lack of consistency, unclear information, lack of a central reporting agency, standardization of forms and paperwork, and information sharing. Comments included:

- We need more consistent people stationed to help our area. There are too many people showing up telling us different stories. Just when you think you know what is going on, they change the procedure. The rules need to stop changing.
- Make sure each county is informed as to who their representatives are. I had no idea where to go until I received my hometown newspaper telling me that FEMA was having a meeting in Mason City.
- One central reporting agency should collect all paperwork for State and Federal.
- Need collaboration and standardized forms.
- When trying to get information from all different entities (e.g., FEMA, Small Business Administration (SBA), Jumpstart, local charities), we find that sometimes the apparent willingness to be forthcoming with information is not there. That is a hard thing to explain and validate to flood-impacted residents that you are working with.

## **V. SUBSURVEYS**

After answering the background questions, respondents were instructed to choose a subsurvey from a dropdown menu with four choices: (1) Economic Recovery; (2) Housing; (3) Individual Assistance/Case Management; and (4) Infrastructure, Public Projects, and Long-Term Recovery.

In the subsurvey section, respondents were asked to rate a selected set of programs relating to that specific area of the Iowa recovery process. (Descriptions of all the programs can be found in Appendix C.) Eleven specific questions were asked where respondents rated the following topic areas: meeting recovery need, clarity of program, ease of application, timeliness of disbursement/services, program funding, internal communication, logistical support, information about updates, questions about programs, and public perception and resources for addressing problems. See the following table for the specific questions.

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

For each of the subsurveys, the mean response for each question has been computed as well as an overall score for that program derived from aggregating the scores for all of the questions. Appendix E provides the aggregate scores for all of the 49 programs.

Comment boxes were provided for all of the specific programs and questions in the subsurveys. Respondents were asked to provide specific recommendations for programs they thought needed improvement. All of the comments can be found in Appendix D. Highlights from these comments are provided in the analysis below.

Question Number	Question
Q1	For the programs listed below, please indicate if the program was helpful in meeting a recovery need for an individual/community.
Q2	For the programs listed below, please indicate if the program was easy to understand and explain.
Q3	For the programs listed below, please indicate if applicants find this program easy to apply for.
Q4	For the programs listed below, indicate if program funding or services were disbursed in a timely manner.
Q5	For the programs listed below, indicate if the program's funding is adequate for the needs.
Q6	For the programs listed below, indicate if there is adequate internal communication among Federal, State, and/or local entities administering this program.
Q7	For the programs listed below, indicate if there is adequate logistical support and resources provided for this program.
Q8	For the programs listed below, I feel informed about updates for this program.
Q9	For the programs listed below, I know who to contact with questions and my questions are answered in a timely fashion.
Q10	For the programs listed below, the public has a positive perception/response toward this program.
Q11	For the programs listed below, there are adequate resources available to address problems within this program.



# Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

## ECONOMIC RECOVERY

Respondents were asked to rate<sup>2</sup> 15 programs specifically relating to economic recovery for the Iowa recovery process for each of the questions listed above. Seven people answered the subsurvey. In the following table, the 15 economic recovery programs are listed with the average respondent rating for each question.

For most of the programs listed in the Economic Recovery category, except for Jumpstart SBA and the Emergency Jobs program, respondents did not consider them helpful in meeting a recovery need for the community (Q1) based on the average scores of 2.3 (Disagree) or below.

Respondents also had concerns about questions being answered in a timely fashion and whom to contact for more information (Q9) for all of the programs listed.

The Midwestern Disaster Area Bonds Program scored the lowest, with an overall aggregate rating of only 1.8 (slightly below disagreeing with all questions).

Program	Overall Rating	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
Jumpstart SBA Program	<b>2.8</b>	2.6	2.8	3.0	4.0	2.5	2.5	2.7	3.0	2.5	3.0	2.0
Disaster Recovery Business Rental Assistance Program	<b>2.4</b>	2.0	2.3	2.7	3.0	3.0	2.0	2.0	0.0	2.0	3.0	2.0
Emergency Public Jobs Program	<b>2.8</b>	2.5	3.3	3.0	3.0	3.5	2.5	3.0	0.0	2.5	2.5	2.0
Midwestern Disaster Area Bonds	<b>1.8</b>	1.7	1.0	2.0	0.0	2.0	2.0	2.5	0.0	2.0	2.0	1.0
Community Economic Betterment Account (CEBA) Program	<b>2.2</b>	2.3	2.0	3.0	3.0	2.0	0.0	2.5	0.0	2.0	2.0	1.0
High-Quality Jobs Creation (HQJC) Program	<b>2.2</b>	1.5	3.3	3.0	0.0	2.0	0.0	2.0	0.0	2.0	3.0	1.0
Agriculture: Emergency Conservation Program (ECP)	<b>2.6</b>	2.3	0.0	3.0	3.0	0.0	0.0	2.0	0.0	2.0	3.0	3.0
Agriculture: Farm Service Agency (FSA) Emergency Loans for Disasters	<b>2.6</b>	1.5	3.0	3.0	3.0	0.0	0.0	2.0	0.0	2.0	3.0	3.0

<sup>2</sup> The following rating scale was used: 0 (NA/Undecided), 1 (Strongly Disagree), 2 (Disagree), 3 (Agree), 4 (Strongly Agree).

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

Program	Overall Rating	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
Agriculture: Noninsured Crop Disaster Assistance Program	2.5	2.0	0.0	3.0	0.0	0.0	0.0	2.0	0.0	2.0	3.0	3.0
Agriculture: Rural Development Disaster Assistance	2.5	2.0	3.0	2.5	3.0	0.0	0.0	2.5	0.0	2.0	3.0	2.0
Agriculture: Emergency Watershed Protection (EWP) Program	2.6	2.0	0.0	3.0	3.0	0.0	0.0	2.5	0.0	2.0	3.0	3.0
Agriculture: Wetlands Reserve Program (WRP)	2.7	2.0	3.0	3.0	3.0	0.0	0.0	2.5	0.0	2.0	3.0	3.0
Contractors and Builders: Single-Family Unit Production (New Construction)	2.7	1.7	3.0	3.0	3.0	3.0	0.0	2.5	0.0	2.0	3.0	3.0
Contractors and Builders: Low-Income Housing Tax Credit Program	2.4	2.2	2.7	2.0	2.3	2.5	2.0	2.0	0.0	2.0	3.0	3.5
Contractors and Builders: Lead-Based Paint Training and Scholarship Program	2.4	1.5	2.0	4.0	0.0	0.0	2.0	2.0	0.0	2.0	3.0	3.0

Respondents were also given the opportunity to comment on any of the questions if they had additional suggestions or complaints with the programs. Some of the comments included:

- Online intake was a necessity. People are running businesses and don't have time to go to an office. Intake fatigue is a big issue, and programs need consolidation.
- When programs were locally controlled, the communication went well. State-level controlled/administrated programs were seldom understood.
- The High-Quality Jobs Creation (HQJC) Program was ineffective and counterproductive.
- Jumpstart SBA was too small in comparison.

# Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

## HOUSING

Respondents were asked to rate<sup>3</sup> 12 programs specifically relating to housing for the Iowa recovery process for each of the questions listed on page 7 of this report. Nine people answered the subsurvey. In the following table, the programs are listed with the respondents' rating for each question.

FEMA's Rental Assistance Program had the highest overall rankings, with average scores of 3.0 (Agree) for all questions except Meeting Recovery Needs (Q1) and Public Perception (Q10).

Overall, participants seemed confident about whom to contact for program questions (Q9) for most programs except the SBA Loan Program and the Hazard Mitigation Grant Program (HMGP), based on an average score of 3.0 (Agree) or above. All programs, except the Rental Assistance Program, were ranked as having poor internal communication among Federal, State, and/or local entities administering the program, with an average score of 2.2 or below (Disagree).

The lowest scoring housing program, with an aggregate score of 2.1, was the Property Acquisition Program HMGP (Buyouts).

Program	Overall Rating	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
Temporary Housing – FEMA Mobile Homes	2.5	2.5	2.0	2.0	0.0	0.0	0.0	0.0	0.0	4.0	2.0	0.0
Temporary Housing – FEMA Rental Assistance	3.0	2.5	3.0	3.0	3.5	3.0	3.0	3.0	3.0	4.0	2.5	3.0
Temporary Housing – FEMA Rental Repair Pilot Program	2.5	2.5	2.0	2.5	0.0	0.0	0.0	0.0	0.0	0.0	3.0	0.0
Jumpstart Housing Program: Down Payment Assistance	2.6	2.9	2.6	2.8	2.0	2.8	2.2	2.6	2.6	3.2	2.2	2.8
Jumpstart Housing Program: Interim Mortgage Assistance	2.7	2.8	2.7	2.8	2.2	2.8	2.2	2.6	2.6	3.4	2.4	2.8
Jumpstart Housing Program: Repair/Rehabilitation	2.6	3.1	2.7	2.7	2.0	2.8	2.0	2.4	2.6	3.2	2.2	2.8
Jumpstart Housing Program: Jumpstart Express (under \$25K)	2.6	3.0	2.5	2.7	2.0	2.8	2.0	2.4	2.6	3.2	2.2	3.0

<sup>3</sup> The following rating scale was used: 0 (NA/Undecided), 1 (Strongly Disagree), 2 (Disagree), 3 (Agree), 4 (Strongly Agree).

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

Program	Overall Rating	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
Small Rental Rehabilitation Program (from Community Development Block Grant [CDBG] funds)	2.5	2.7	2.5	2.3	1.7	2.8	2.0	2.5	2.6	3.0	2.3	2.8
Large Rental Rehabilitation Program (from CDBG funds)	2.4	2.8	2.3	2.3	1.5	2.7	2.0	2.7	2.4	3.0	2.0	2.7
Small Business Administration (SBA) Loan Program	2.2	2.3	2.0	2.0	2.5	2.7	1.0	2.0	2.0	2.0	2.0	4.0
Iowa Unmet Needs Disaster Grant Program	2.4	2.4	2.5	2.7	2.0	2.7	1.7	2.7	2.0	3.0	2.0	3.0
Property Acquisition Program Hazard Mitigation Grant Program (HMGP) (Buyouts)	2.1	2.8	1.8	2.0	1.3	2.3	2.3	2.3	2.3	2.5	1.8	0.0

Respondents were given the opportunity to comment on any of the questions if they had additional suggestions or complaints with the programs. Some of the comments included:

- The State Jumpstart program caused confusion because Federal programs were not as flexible.
- These programs need to provide assistance to everyone affected regardless of income and there needs to be help for landlords to purchase units outside the 100-year floodplain if their units are deemed ineligible due to being in the floodplain.
- These are Federal programs that are very difficult for clients to understand.
- Just when you thought you had all the information to explain the program, it all changed and then changed again.
- Significant paperwork is required on the part of the homeowner to apply for Federal Jumpstart.
- Buyouts have been very slow, causing problems with applicants acquiring loans for a new home. Paperwork for Federal Jumpstart significantly slows the procedure down.
- There has been a general lack of written documentation, specifically for the Federal Jumpstart programs.
- Inform the people who administer the program before the media.
- Timeliness creates more difficulties in perception. It's difficult to match people up with funding source in many situations.

# Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

## INDIVIDUAL ASSISTANCE/CASE MANAGEMENT

Respondents were asked to rate<sup>4</sup> seven programs specifically relating to Individual Assistance/Case Management issues for the Iowa recovery process for each of the questions listed on page 7 of this report. Twenty-two people answered the subsurvey. In the following table, the programs are listed with the respondents' rating for each question.

For all of the programs listed in the category of Individual Assistance/Case Management, respondents considered them helpful in meeting a recovery need for the community (Q1) based on the average scores of 2.9 (Agree) or above. Overall, the Individual Assistance/Case Management category received the most positive feedback of all subsurvey categories.

Except for the Iowa Unmet Needs Program, respondents indicate that program funding or services were disbursed in a timely manner (Q4), with average scores above 3.0 (Agree) and the Disaster Unemployment Assistance receiving a score of 3.6 (Strongly Agree). For all of the programs, people seemed confident about whom to contact for program questions (Q9) based on an average score of 3.1 (Agree) or above. The Mental Health Assistance Program was especially accessible, with a score of 3.6 (between Agree and Strongly Agree) for that question.

The overall scores for the Individual Assessment/Case Management programs scored fairly well with aggregate scores all around 3.0 (Agree).

Program	Overall Rating	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
Iowa Unmet Needs Disaster Grant Program	<b>2.8</b>	3.4	2.7	2.5	2.3	2.4	2.6	2.8	3.2	3.3	2.8	2.6
Mental Health Assistance: Iowa Concerns Hotline	<b>3.0</b>	3.2	3.2	3.3	3.3	2.9	3.0	2.8	2.9	3.2	3.2	2.4
Mental Health Assistance: Project Recovery Iowa Crises Counseling	<b>3.1</b>	3.5	3.4	3.5	3.3	3.0	3.2	2.9	3.2	3.6	2.8	1.8
Mental Health Assistance: Local Providers	<b>2.9</b>	3.5	3.2	3.0	3.3	2.9	3.0	2.8	2.9	3.5	2.1	1.5
Disaster Unemployment Assistance	<b>3.0</b>	3.3	2.7	3.3	3.6	2.8	2.8	2.7	2.6	3.1	3.0	2.6
Emergency Public Jobs Program	<b>2.8</b>	2.9	2.7	2.8	3.1	2.6	2.8	2.4	2.6	3.1	2.9	2.5
Case Management Services (Long-Term Recovery Committees)	<b>3.1</b>	3.5	3.3	3.2	3.0	2.4	2.9	2.8	3.5	3.3	3.4	2.4

<sup>4</sup> The following rating scale was used: 0 (NA/Undecided), 1 (Strongly Disagree), 2 (Disagree), 3 (Agree), 4 (Strongly Agree).

# Iowa Recovery Analysis Workshop

## Online After-Action Assessment Survey Results

Respondents were also given the opportunity to comment on any of the questions if they had additional suggestions or complaints with the programs. Some of the comments included:

- I think that all programs have functioned well in this area. Project Recovery Iowa and the Case Management Program worked in cooperation with each other to provide referrals and were in continual communication.
- Try to prevent rules from changing all the time.
- There are so many misconceptions and rumors and media. Everyone who administers the program should be informed of the rules and expected changes before it is released to the media.
- It took way too long to roll out the unmet needs assistance, and the guidelines and paperwork are extremely cumbersome.
- Many areas of the State did not have the Project Recovery program because no one applied to be the provider. In southwestern Iowa, the Project Recovery staff was very helpful. I believe they were also an important resource in developing a long-term recovery committee; we needed more providers in other areas of the State.
- Precious time was wasted in identifying who would become the primary case advocate agency and being case managers rather than case advocates. There needs to be a system in place for quicker response for any future disaster.

### **INFRASTRUCTURE, PUBLIC PROJECTS, AND LONG-TERM RECOVERY**

Respondents were asked to rate 14 programs specifically relating to Infrastructure, Public Projects, and Long-Term Recovery for the Iowa Recovery Process for each of the questions listed on page 7 of this report. Thirty-three people answered the subsurvey. In the following table, the 14 programs are listed with the respondents' rating for each question.

There were mixed reviews for the programs listed in the category of Infrastructure, Public Projects, and Long-Term Recovery. Only two programs were rated as definitively helpful in meeting a recovery need for the community (Q1) with a ranking 3.0 (Agree) or above – FEMA Public Assistance and the FHWA.

Respondents disagreed that the Natural Resources Conservation Services (NRCS) Emergency Watershed Program had adequate funding, good internal communication, and easily accessible contact information for followup questions, with scores for these questions between 1.8 and 2.1 (Disagree).

Rebuild Iowa Community Planning liaisons had positive rankings (2.8) for the program's public perception (Q10) of the program and for knowledge of point of contact (POC) information (Q9). However, they disagreed that there was adequate funding (Q5), and they did not feel informed about updates (Q8).

The lowest scoring Infrastructure, Public Projects, and Long-Term Recovery Program was an NRCS Emergency Watershed Program, with a score of 2.1 (Disagree). The highest scoring program was FEMA Public Assistance (PA), with an aggregate score of 2.9.

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

Program	Overall Rating	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
FEMA Public Assistance (PA)	2.9	3.2	3.0	3.1	3.0	2.9	2.7	2.8	2.8	2.9	3.0	2.5
Federal Highway Administration (FHWA)	2.5	3.0	2.6	2.6	2.7	2.5	2.8	2.6	2.0	2.4	2.6	2.0
United States Army Corps of Engineers (USACE): PL 84-99	2.5	2.8	3.0	2.5	2.5	2.5	2.3	2.6	2.0	2.2	2.7	2.0
Natural Resources Conservation Services (NRCS): Emergency Watershed Program	2.1	2.5	2.4	2.5	2.5	1.8	2.1	2.2	1.9	2.1	2.1	1.5
Housing and Urban Development (HUD): Community Development Block Grant (CDBG) Funds Administered by Iowa Department of Economic Development (IDED)	<b>2.3</b>	2.7	2.4	2.5	2.2	1.8	2.2	2.3	1.9	2.3	2.3	2.2
Jumpstart Infrastructure Program	<b>2.2</b>	2.6	2.0	2.3	2.3	2.3	1.9	2.0	1.9	2.6	2.2	2.5
Community Disaster Loan (CDL) Program	<b>2.3</b>	2.6	2.3	2.5	2.6	2.5	2.0	2.2	1.9	2.0	2.0	2.5
State Contingency Loan Program	<b>2.2</b>	2.8	2.3	2.6	2.0	2.3	2.0	2.0	1.8	2.0	1.8	2.5
Economic Development Administration (EDA) Funds	<b>2.4</b>	2.9	2.6	2.7	2.3	2.4	2.0	2.3	2.2	2.2	2.4	2.7
Community Disaster Grants (CDG) (State Funds)	<b>2.5</b>	2.8	2.8	2.8	2.8	2.5	2.3	2.6	2.3	2.4	2.4	2.2
Hazard Mitigation Grant Program (HMGP)	<b>2.7</b>	2.9	2.7	2.4	2.5	2.7	2.6	2.7	2.5	2.8	2.8	2.6
Iowa Finance Authority (IFA) Public Facilities and Infrastructure Assistance	<b>2.4</b>	2.8	2.8	2.7	2.3	2.3	2.0	2.0	2.1	2.0	2.3	2.7

# Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

Program	Overall Rating	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
FEMA Long-Term Community Recovery (Emergency Support Function [ESF]-14)	<b>2.5</b>	2.7	3.0	2.8	2.4	1.8	2.1	2.8	2.5	2.7	2.8	2.4
Rebuild Iowa Office (RIO) Community Planning Liaisons	<b>2.4</b>	2.4	2.5	2.3	2.5	2.0	2.3	2.5	2.2	2.8	2.8	2.4

Respondents were given the opportunity to comment on any of the questions if they had additional suggestions or complaints with the programs. Some of the comments included:

- We had extreme difficulties in getting our Hazard Mitigation plans approved through Iowa. The FEMA Region reviewed, we made those changes, then were bogged down for months in Iowa.
- We have been fighting with the Iowa Homeland Security and Emergency Management Division (HSEMD) to get mitigation planning funding for months. Staff changes seem to change interpretations of the grants, causing more work and major delays.
- The Community Disaster Grant was a nice and unexpected start, but we would like to see more project impact, like initiatives and funding.
- We are still working on the HMGP. A year after the event, we are still going through a lot of red tape to hopefully get a grant.

## VI. CONCLUDING REMARKS

An effective long-term recovery process is crucial to ensure the long-term sustainability of the State of Iowa and its people. Sharing information—including success stories as well as program shortfalls and inadequacies—is an important step in improving current programs and procedures and bolstering national disaster recovery policy. Conducting and analyzing this online survey contributes to the midcourse analysis of the recovery process. The survey participants’ forthright answers can be used to share lessons learned and ideas for how to improve Iowa’s state of preparedness, and consequently the Nation’s preparedness level, for future incidents.



# Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

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# Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

## APPENDIX A: SURVEY

### IOWA DISASTER RECOVERY ANALYSIS SURVEY

**Audience:** Local Governments – City and County  
Chamber of Commerce  
Long-Term Recovery Committees  
Council of Governments

**1. Please indicate the community/county in which you work/respond.**

City:

County:

**2. Please check the main functional area that you support (or fill in the “Other” category if it is not on the list).**

Chamber of Commerce  
City Administrator  
Council of Government/Entitlement City  
Elected Official  
Emergency Management  
Health Care  
Long-Term Recovery Committee  
Public Works  
Other (please specify)

**3. How long have you worked in your current field?**

Under 1 year  
1–5 years  
6–10 years  
More than 10 years

**4. Respond to the following statement using the scale below: “I feel my organization was prepared to handle this disaster.”**

Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Please describe how your organization was either prepared or unprepared: [TEXT BOX]**

# Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

**5. The following areas need additional funding or attention:**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Housing Programs					
Economic Recovery Programs					
Infrastructure and Public Projects					
Individual Assistance/Case Management					
Long-Term Community Recovery					
Planning					
Transportation					
Communication					
Private-Public Partnerships					
Other					

**Please describe areas that you feel need additional funding or attention: [TEXT BOX]**

**6. What unmet needs still remain in your community? [TEXT BOX]**

**7. What are some of the shortfalls of the current recovery programs? [TEXT BOX]**

**8. Overall, what do you think has gone well in the disaster recovery effort? [TEXT BOX]**

**9. What could be improved in communications between the Federal, State, and local levels? [TEXT BOX]**

**Please click on the survey that best matches your background and experience.**

Housing [links to Housing Survey]

Economic Recovery [links to Economic Recovery Survey]

Individual Assistance/Case Management [links to Individual Assistance Survey]

Infrastructure, Public Projects, and Long-Term Recovery [links to Infrastructure Survey]

# Iowa Recovery Analysis Workshop

## Online After-Action Assessment Survey Results

### IOWA DISASTER RECOVERY ANALYSIS SURVEY – ECONOMIC RECOVERY

1. For the programs listed below, please indicate if the program was helpful in meeting a recovery need for an individual/community. If you are not familiar with the program, select Not Applicable.

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Economic Recovery: Jumpstart SBA Program					
Economic Recovery: Disaster Recovery Business Rental Assistance Program					
Economic Recovery: Emergency Public Jobs Program					
Economic Recovery: Midwestern Disaster Area Bonds					
Economic Recovery: Community Economic Betterment Account (CEBA) Program					
Economic Recovery: High-Quality Jobs Creation (HQJC) Program					
Economic Recovery: Agriculture: Emergency Conservation Program (ECP)					
Economic Recovery: Agriculture: Farm Service Agency (FSA) Emergency Loans for Disasters					
Economic Recovery: Agriculture: Noninsured Crop Disaster Assistance Program					
Economic Recovery: Agriculture: Rural Development Disaster Assistance					
Economic Recovery: Agriculture: Emergency Watershed Protection (EWP) Program					
Economic Recovery: Agriculture: Wetlands Reserve Program (WRP)					
Economic Recovery: Contractors and Builders: Single-Family Unit Production (New Construction)					
Economic Recovery: Contractors and Builders: Low-Income Housing Tax Credit Program					
Economic Recovery: Contractors and Builders: Lead-Based Paint Training and Scholarship Program					

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

**2. For the programs listed below, please indicate if the program was easy to understand and explain. If you are not familiar with the program, select Not Applicable.**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Economic Recovery: Jumpstart SBA Program					
Economic Recovery: Disaster Recovery Business Rental Assistance Program					
Economic Recovery: Emergency Public Jobs Program					
Economic Recovery: Midwestern Disaster Area Bonds					
Economic Recovery: Community Economic Betterment Account (CEBA) Program					
Economic Recovery: High-Quality Jobs Creation (HQJC) Program					
Economic Recovery: Agriculture: Emergency Conservation Program (ECP)					
Economic Recovery: Agriculture: Farm Service Agency (FSA) Emergency Loans for Disasters					
Economic Recovery: Agriculture: Noninsured Crop Disaster Assistance Program					
Economic Recovery: Agriculture: Rural Development Disaster Assistance					
Economic Recovery: Agriculture: Emergency Watershed Protection (EWP) Program					
Economic Recovery: Agriculture: Wetlands Reserve Program (WRP)					
Economic Recovery: Contractors and Builders: Single-Family Unit Production (New Construction)					
Economic Recovery: Contractors and Builders: Low-Income Housing Tax Credit Program					
Economic Recovery: Contractors and Builders: Lead-Based Paint Training and Scholarship Program					

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

**3. For the programs listed below, please indicate if applicants find this program easy to apply for. If you are not familiar with the program, select Not Applicable.**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Economic Recovery: Jumpstart SBA Program					
Economic Recovery: Disaster Recovery Business Rental Assistance Program					
Economic Recovery: Emergency Public Jobs Program					
Economic Recovery: Midwestern Disaster Area Bonds					
Economic Recovery: Community Economic Betterment Account (CEBA) Program					
Economic Recovery: High-Quality Jobs Creation (HQJC) Program					
Economic Recovery: Agriculture: Emergency Conservation Program (ECP)					
Economic Recovery: Agriculture: Farm Service Agency (FSA) Emergency Loans for Disasters					
Economic Recovery: Agriculture: Noninsured Crop Disaster Assistance Program					
Economic Recovery: Agriculture: Rural Development Disaster Assistance					
Economic Recovery: Agriculture: Emergency Watershed Protection (EWP) Program					
Economic Recovery: Agriculture: Wetlands Reserve Program (WRP)					
Economic Recovery: Contractors and Builders: Single-Family Unit Production (New Construction)					
Economic Recovery: Contractors and Builders: Low-Income Housing Tax Credit Program					
Economic Recovery: Contractors and Builders: Lead-Based Paint Training and Scholarship Program					

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

**4. For the programs listed below, indicate if program funding or services were disbursed in a timely manner. If you are not familiar with the program, select Not Applicable.**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Economic Recovery: Jumpstart SBA Program					
Economic Recovery: Disaster Recovery Business Rental Assistance Program					
Economic Recovery: Emergency Public Jobs Program					
Economic Recovery: Midwestern Disaster Area Bonds					
Economic Recovery: Community Economic Betterment Account (CEBA) Program					
Economic Recovery: High-Quality Jobs Creation (HQJC) Program					
Economic Recovery: Agriculture: Emergency Conservation Program (ECP)					
Economic Recovery: Agriculture: Farm Service Agency (FSA) Emergency Loans for Disasters					
Economic Recovery: Agriculture: Noninsured Crop Disaster Assistance Program					
Economic Recovery: Agriculture: Rural Development Disaster Assistance					
Economic Recovery: Agriculture: Emergency Watershed Protection (EWP) Program					
Economic Recovery: Agriculture: Wetlands Reserve Program (WRP)					
Economic Recovery: Contractors and Builders: Single-Family Unit Production (New Construction)					
Economic Recovery: Contractors and Builders: Low-Income Housing Tax Credit Program					
Economic Recovery: Contractors and Builders: Lead-Based Paint Training and Scholarship Program					

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

**5. For the programs listed below, indicate if the program’s funding is adequate for the needs. If you are not familiar with the program, select Not Applicable.**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Economic Recovery: Jumpstart SBA Program					
Economic Recovery: Disaster Recovery Business Rental Assistance Program					
Economic Recovery: Emergency Public Jobs Program					
Economic Recovery: Midwestern Disaster Area Bonds					
Economic Recovery: Community Economic Betterment Account (CEBA) Program					
Economic Recovery: High-Quality Jobs Creation (HQJC) Program					
Economic Recovery: Agriculture: Emergency Conservation Program (ECP)					
Economic Recovery: Agriculture: Farm Service Agency (FSA) Emergency Loans for Disasters					
Economic Recovery: Agriculture: Noninsured Crop Disaster Assistance Program					
Economic Recovery: Agriculture: Rural Development Disaster Assistance					
Economic Recovery: Agriculture: Emergency Watershed Protection (EWP) Program					
Economic Recovery: Agriculture: Wetlands Reserve Program (WRP)					
Economic Recovery: Contractors and Builders: Single-Family Unit Production (New Construction)					
Economic Recovery: Contractors and Builders: Low-Income Housing Tax Credit Program					
Economic Recovery: Contractors and Builders: Lead-Based Paint Training and Scholarship Program					



## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

**6. For the programs listed below, indicate if there is adequate internal communication among Federal, State, and/or local entities administering this program. If you are not familiar with the program, select Not Applicable.**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Economic Recovery: Jumpstart SBA Program					
Economic Recovery: Disaster Recovery Business Rental Assistance Program					
Economic Recovery: Emergency Public Jobs Program					
Economic Recovery: Midwestern Disaster Area Bonds					
Economic Recovery: Community Economic Betterment Account (CEBA) Program					
Economic Recovery: High-Quality Jobs Creation (HQJC) Program					
Economic Recovery: Agriculture: Emergency Conservation Program (ECP)					
Economic Recovery: Agriculture: Farm Service Agency (FSA) Emergency Loans for Disasters					
Economic Recovery: Agriculture: Noninsured Crop Disaster Assistance Program					
Economic Recovery: Agriculture: Rural Development Disaster Assistance					
Economic Recovery: Agriculture: Emergency Watershed Protection (EWP) Program					
Economic Recovery: Agriculture: Wetlands Reserve Program (WRP)					
Economic Recovery: Contractors and Builders: Single-Family Unit Production (New Construction)					
Economic Recovery: Contractors and Builders: Low-Income Housing Tax Credit Program					
Economic Recovery: Contractors and Builders: Lead-Based Paint Training and Scholarship Program					

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

**7. For the programs listed below, indicate if there is adequate logistical support and resources provided for this program. If you are not familiar with the program, select Not Applicable.**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Economic Recovery: Jumpstart SBA Program					
Economic Recovery: Disaster Recovery Business Rental Assistance Program					
Economic Recovery: Emergency Public Jobs Program					
Economic Recovery: Midwestern Disaster Area Bonds					
Economic Recovery: Community Economic Betterment Account (CEBA) Program					
Economic Recovery: High-Quality Jobs Creation (HQJC) Program					
Economic Recovery: Agriculture: Emergency Conservation Program (ECP)					
Economic Recovery: Agriculture: Farm Service Agency (FSA) Emergency Loans for Disasters					
Economic Recovery: Agriculture: Noninsured Crop Disaster Assistance Program					
Economic Recovery: Agriculture: Rural Development Disaster Assistance					
Economic Recovery: Agriculture: Emergency Watershed Protection (EWP) Program					
Economic Recovery: Agriculture: Wetlands Reserve Program (WRP)					
Economic Recovery: Contractors and Builders: Single-Family Unit Production (New Construction)					
Economic Recovery: Contractors and Builders: Low-Income Housing Tax Credit Program					
Economic Recovery: Contractors and Builders: Lead-Based Paint Training and Scholarship Program					

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

**8. For the programs listed below, I feel informed about updates for this program. If you are not familiar with the program, select Not Applicable.**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Economic Recovery: Jumpstart SBA Program					
Economic Recovery: Disaster Recovery Business Rental Assistance Program					
Economic Recovery: Emergency Public Jobs Program					
Economic Recovery: Midwestern Disaster Area Bonds					
Economic Recovery: Community Economic Betterment Account (CEBA) Program					
Economic Recovery: High-Quality Jobs Creation (HQJC) Program					
Economic Recovery: Agriculture: Emergency Conservation Program (ECP)					
Economic Recovery: Agriculture: Farm Service Agency (FSA) Emergency Loans for Disasters					
Economic Recovery: Agriculture: Noninsured Crop Disaster Assistance Program					
Economic Recovery: Agriculture: Rural Development Disaster Assistance					
Economic Recovery: Agriculture: Emergency Watershed Protection (EWP) Program					
Economic Recovery: Agriculture: Wetlands Reserve Program (WRP)					
Economic Recovery: Contractors and Builders: Single-Family Unit Production (New Construction)					
Economic Recovery: Contractors and Builders: Low-Income Housing Tax Credit Program					
Economic Recovery: Contractors and Builders: Lead-Based Paint Training and Scholarship Program					

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

**9. For the programs listed below, I know whom to contact with questions and my questions are answered in a timely fashion. If you are not familiar with the program, select Not Applicable.**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Economic Recovery: Jumpstart SBA Program					
Economic Recovery: Disaster Recovery Business Rental Assistance Program					
Economic Recovery: Emergency Public Jobs Program					
Economic Recovery: Midwestern Disaster Area Bonds					
Economic Recovery: Community Economic Betterment Account (CEBA) Program					
Economic Recovery: High-Quality Jobs Creation (HQJC) Program					
Economic Recovery: Agriculture: Emergency Conservation Program (ECP)					
Economic Recovery: Agriculture: Farm Service Agency (FSA) Emergency Loans for Disasters					
Economic Recovery: Agriculture: Noninsured Crop Disaster Assistance Program					
Economic Recovery: Agriculture: Rural Development Disaster Assistance					
Economic Recovery: Agriculture: Emergency Watershed Protection (EWP) Program					
Economic Recovery: Agriculture: Wetlands Reserve Program (WRP)					
Economic Recovery: Contractors and Builders: Single-Family Unit Production (New Construction)					
Economic Recovery: Contractors and Builders: Low-Income Housing Tax Credit Program					
Economic Recovery: Contractors and Builders: Lead-Based Paint Training and Scholarship Program					

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

**10. For the programs listed below, the public has a positive perception/response toward this program. If you are not familiar with the program, select Not Applicable.**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Economic Recovery: Jumpstart SBA Program					
Economic Recovery: Disaster Recovery Business Rental Assistance Program					
Economic Recovery: Emergency Public Jobs Program					
Economic Recovery: Midwestern Disaster Area Bonds					
Economic Recovery: Community Economic Betterment Account (CEBA) Program					
Economic Recovery: High-Quality Jobs Creation (HQJC) Program					
Economic Recovery: Agriculture: Emergency Conservation Program (ECP)					
Economic Recovery: Agriculture: Farm Service Agency (FSA) Emergency Loans for Disasters					
Economic Recovery: Agriculture: Noninsured Crop Disaster Assistance Program					
Economic Recovery: Agriculture: Rural Development Disaster Assistance					
Economic Recovery: Agriculture: Emergency Watershed Protection (EWP) Program					
Economic Recovery: Agriculture: Wetlands Reserve Program (WRP)					
Economic Recovery: Contractors and Builders: Single-Family Unit Production (New Construction)					
Economic Recovery: Contractors and Builders: Low-Income Housing Tax Credit Program					
Economic Recovery: Contractors and Builders: Lead-Based Paint Training and Scholarship Program					

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

**11. For the programs listed below, there are adequate resources available to address problems within this program. If you are not familiar with the program, select Not Applicable.**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Economic Recovery: Jumpstart SBA Program					
Economic Recovery: Disaster Recovery Business Rental Assistance Program					
Economic Recovery: Emergency Public Jobs Program					
Economic Recovery: Midwestern Disaster Area Bonds					
Economic Recovery: Community Economic Betterment Account (CEBA) Program					
Economic Recovery: High-Quality Jobs Creation (HQJC) Program					
Economic Recovery: Agriculture: Emergency Conservation Program (ECP)					
Economic Recovery: Agriculture: Farm Service Agency (FSA) Emergency Loans for Disasters					
Economic Recovery: Agriculture: Noninsured Crop Disaster Assistance Program					
Economic Recovery: Agriculture: Rural Development Disaster Assistance					
Economic Recovery: Agriculture: Emergency Watershed Protection (EWP) Program					
Economic Recovery: Agriculture: Wetlands Reserve Program (WRP)					
Economic Recovery: Contractors and Builders: Single-Family Unit Production (New Construction)					
Economic Recovery: Contractors and Builders: Low-Income Housing Tax Credit Program					
Economic Recovery: Contractors and Builders: Lead-Based Paint Training and Scholarship Program					

# Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

## IOWA DISASTER RECOVERY ANALYSIS – HOUSING SURVEY

1. For the programs listed below, please indicate if the program was **Helpful** in meeting a recovery need for an individual/community. If you are not familiar with the program, select **Not Applicable**.

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Housing: Temporary Housing – FEMA Mobile Homes					
Housing: Temporary Housing – FEMA Rental Assistance					
Housing: Temporary Housing – Rental Repair Pilot Program					
Housing: Jumpstart Housing Program: Down Payment Assistance					
Housing: Jumpstart Housing Program: Interim Mortgage Assistance					
Housing: Jumpstart Housing Program: Repair/Rehabilitation					
Housing: Jumpstart Housing Program: Jumpstart Express (under \$25K)					
Housing: Small Rental Rehabilitation Program (from CDBG funds)					
Housing: Large Rental Rehabilitation Program (from CDBG funds)					
Housing: Small Business Administration (SBA) Loan Program					
Housing: Iowa Unmet Needs Disaster Grant Program					
Housing: Property Acquisition Program (Buyouts)					
Housing: Property Acquisition Program: Hazard Mitigation Grant Program					

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

**2. For the programs listed below, please indicate if the program was easy to understand and explain. If you are not familiar with the program, select Not Applicable.**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Not Applicable</b>
Housing: Temporary Housing – FEMA Mobile Homes					
Housing: Temporary Housing – FEMA Rental Assistance					
Housing: Temporary Housing – Rental Repair Pilot Program					
Housing: Jumpstart Housing Program: Down Payment Assistance					
Housing: Jumpstart Housing Program: Interim Mortgage Assistance					
Housing: Jumpstart Housing Program: Repair/Rehabilitation					
Housing: Jumpstart Housing Program: Jumpstart Express (under \$25K)					
Housing: Small Rental Rehabilitation Program (from CDBG funds)					
Housing: Large Rental Rehabilitation Program (from CDBG funds)					
Housing: Small Business Administration (SBA) Loan Program					
Housing: Iowa Unmet Needs Disaster Grant Program					
Housing: Property Acquisition Program (Buyouts)					
Housing: Property Acquisition Program: Hazard Mitigation Grant Program					



## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

**3. For the programs listed below, please indicate if applicants find this program easy to apply for. If you are not familiar with the program, select Not Applicable.**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Not Applicable</b>
Housing: Temporary Housing – FEMA Mobile Homes					
Housing: Temporary Housing – FEMA Rental Assistance					
Housing: Temporary Housing – Rental Repair Pilot Program					
Housing: Jumpstart Housing Program: Down Payment Assistance					
Housing: Jumpstart Housing Program: Interim Mortgage Assistance					
Housing: Jumpstart Housing Program: Repair/Rehabilitation					
Housing: Jumpstart Housing Program: Jumpstart Express (under \$25K)					
Housing: Small Rental Rehabilitation Program (from CDBG funds)					
Housing: Large Rental Rehabilitation Program (from CDBG funds)					
Housing: Small Business Administration (SBA) Loan Program					
Housing: Iowa Unmet Needs Disaster Grant Program					
Housing: Property Acquisition Program (Buyouts)					
Housing: Property Acquisition Program: Hazard Mitigation Grant Program					

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

**4. For the programs listed below, indicate if program funding or services were disbursed in a timely manner. If you are not familiar with the program, select Not Applicable.**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Not Applicable</b>
Housing: Temporary Housing – FEMA Mobile Homes					
Housing: Temporary Housing – FEMA Rental Assistance					
Housing: Temporary Housing – Rental Repair Pilot Program					
Housing: Jumpstart Housing Program: Down Payment Assistance					
Housing: Jumpstart Housing Program: Interim Mortgage Assistance					
Housing: Jumpstart Housing Program: Repair/Rehabilitation					
Housing: Jumpstart Housing Program: Jumpstart Express (under \$25K)					
Housing: Small Rental Rehabilitation Program (from CDBG funds)					
Housing: Large Rental Rehabilitation Program (from CDBG funds)					
Housing: Small Business Administration (SBA) Loan Program					
Housing: Iowa Unmet Needs Disaster Grant Program					
Housing: Property Acquisition Program (Buyouts)					
Housing: Property Acquisition Program: Hazard Mitigation Grant Program					

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

**5. For the programs listed below, indicate if the program’s funding is adequate for the needs. If you are not familiar with the program, select Not Applicable.**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Not Applicable</b>
Housing: Temporary Housing – FEMA Mobile Homes					
Housing: Temporary Housing – FEMA Rental Assistance					
Housing: Temporary Housing – Rental Repair Pilot Program					
Housing: Jumpstart Housing Program: Down Payment Assistance					
Housing: Jumpstart Housing Program: Interim Mortgage Assistance					
Housing: Jumpstart Housing Program: Repair/Rehabilitation					
Housing: Jumpstart Housing Program: Jumpstart Express (under \$25K)					
Housing: Small Rental Rehabilitation Program (from CDBG funds)					
Housing: Large Rental Rehabilitation Program (from CDBG funds)					
Housing: Small Business Administration (SBA) Loan Program					
Housing: Iowa Unmet Needs Disaster Grant Program					
Housing: Property Acquisition Program (Buyouts)					
Housing: Property Acquisition Program: Hazard Mitigation Grant Program					

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

**6. For the programs listed below, indicate if there is adequate internal communication among Federal, State, and/or local entities administering this program. If you are not familiar with the program, select Not Applicable.**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Housing: Temporary Housing – FEMA Mobile Homes					
Housing: Temporary Housing – FEMA Rental Assistance					
Housing: Temporary Housing – Rental Repair Pilot Program					
Housing: Jumpstart Housing Program: Down Payment Assistance					
Housing: Jumpstart Housing Program: Interim Mortgage Assistance					
Housing: Jumpstart Housing Program: Repair/Rehabilitation					
Housing: Jumpstart Housing Program: Jumpstart Express (under \$25K)					
Housing: Small Rental Rehabilitation Program (from CDBG funds)					
Housing: Large Rental Rehabilitation Program (from CDBG funds)					
Housing: Small Business Administration (SBA) Loan Program					
Housing: Iowa Unmet Needs Disaster Grant Program					
Housing: Property Acquisition Program (Buyouts)					
Housing: Property Acquisition Program: Hazard Mitigation Grant Program					

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

**7. For the programs listed below, indicate if there is adequate logistical support and resources provided for this program. If you are not familiar with the program, select Not Applicable.**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Housing: Temporary Housing – FEMA Mobile Homes					
Housing: Temporary Housing – FEMA Rental Assistance					
Housing: Temporary Housing – Rental Repair Pilot Program					
Housing: Jumpstart Housing Program: Down Payment Assistance					
Housing: Jumpstart Housing Program: Interim Mortgage Assistance					
Housing: Jumpstart Housing Program: Repair/Rehabilitation					
Housing: Jumpstart Housing Program: Jumpstart Express (under \$25K)					
Housing: Small Rental Rehabilitation Program (from CDBG funds)					
Housing: Large Rental Rehabilitation Program (from CDBG funds)					
Housing: Small Business Administration (SBA) Loan Program					
Housing: Iowa Unmet Needs Disaster Grant Program					
Housing: Property Acquisition Program (Buyouts)					
Housing: Property Acquisition Program: Hazard Mitigation Grant Program					

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

**8. For the programs listed below, I feel informed about updates for this program. If you are not familiar with the program, select Not Applicable.**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Not Applicable</b>
Housing: Temporary Housing – FEMA Mobile Homes					
Housing: Temporary Housing – FEMA Rental Assistance					
Housing: Temporary Housing – Rental Repair Pilot Program					
Housing: Jumpstart Housing Program: Down Payment Assistance					
Housing: Jumpstart Housing Program: Interim Mortgage Assistance					
Housing: Jumpstart Housing Program: Repair/Rehabilitation					
Housing: Jumpstart Housing Program: Jumpstart Express (under \$25K)					
Housing: Small Rental Rehabilitation Program (from CDBG funds)					
Housing: Large Rental Rehabilitation Program (from CDBG funds)					
Housing: Small Business Administration (SBA) Loan Program					
Housing: Iowa Unmet Needs Disaster Grant Program					
Housing: Property Acquisition Program (Buyouts)					
Housing: Property Acquisition Program: Hazard Mitigation Grant Program					

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

**9. For the programs listed below, I know whom to contact with questions and my questions are answered in a timely fashion. If you are not familiar with the program, select Not Applicable.**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Housing: Temporary Housing – FEMA Mobile Homes					
Housing: Temporary Housing – FEMA Rental Assistance					
Housing: Temporary Housing – Rental Repair Pilot Program					
Housing: Jumpstart Housing Program: Down Payment Assistance					
Housing: Jumpstart Housing Program: Interim Mortgage Assistance					
Housing: Jumpstart Housing Program: Repair/Rehabilitation					
Housing: Jumpstart Housing Program: Jumpstart Express (under \$25K)					
Housing: Small Rental Rehabilitation Program (from CDBG funds)					
Housing: Large Rental Rehabilitation Program (from CDBG funds)					
Housing: Small Business Administration (SBA) Loan Program					
Housing: Iowa Unmet Needs Disaster Grant Program					
Housing: Property Acquisition Program (Buyouts)					
Housing: Property Acquisition Program: Hazard Mitigation Grant Program					

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

**10. For the programs listed below, the public has a positive perception/response toward this program. If you are not familiar with the program, select Not Applicable.**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Housing: Temporary Housing – FEMA Mobile Homes					
Housing: Temporary Housing – FEMA Rental Assistance					
Housing: Temporary Housing – Rental Repair Pilot Program					
Housing: Jumpstart Housing Program: Down Payment Assistance					
Housing: Jumpstart Housing Program: Interim Mortgage Assistance					
Housing: Jumpstart Housing Program: Repair/Rehabilitation					
Housing: Jumpstart Housing Program: Jumpstart Express (under \$25K)					
Housing: Small Rental Rehabilitation Program (from CDBG funds)					
Housing: Large Rental Rehabilitation Program (from CDBG funds)					
Housing: Small Business Administration (SBA) Loan Program					
Housing: Iowa Unmet Needs Disaster Grant Program					
Housing: Property Acquisition Program (Buyouts)					
Housing: Property Acquisition Program: Hazard Mitigation Grant Program					



## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

**11. For the programs listed below, there are adequate resources available to address problems within this program. If you are not familiar with the program, select Not Applicable.**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Housing: Temporary Housing – FEMA Mobile Homes					
Housing: Temporary Housing – FEMA Rental Assistance					
Housing: Temporary Housing – Rental Repair Pilot Program					
Housing: Jumpstart Housing Program: Down Payment Assistance					
Housing: Jumpstart Housing Program: Interim Mortgage Assistance					
Housing: Jumpstart Housing Program: Repair/Rehabilitation					
Housing: Jumpstart Housing Program: Jumpstart Express (under \$25K)					
Housing: Small Rental Rehabilitation Program (from CDBG funds)					
Housing: Large Rental Rehabilitation Program (from CDBG funds)					
Housing: Small Business Administration (SBA) Loan Program					
Housing: Iowa Unmet Needs Disaster Grant Program					
Housing: Property Acquisition Program (Buyouts)					
Housing: Property Acquisition Program: Hazard Mitigation Grant Program					

# Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

## IOWA DISASTER RECOVERY ANALYSIS SURVEY – INDIVIDUAL ASSISTANCE/CASE MANAGEMENT

- 1. For the programs listed below, please indicate if the program was helpful in meeting a recovery need for an individual/community. If you are not familiar with the program, select Not Applicable.**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Individual Assistance: Iowa Unmet Needs Disaster Grant Program					
Individual Assistance: Mental Health Assistance: Iowa Concerns Hotline					
Individual Assistance: Mental Health Assistance: Project Recovery Iowa Crises Counseling					
Individual Assistance: Mental Health Assistance: Local Providers					
Individual Assistance: Disaster Unemployment Assistance					
Individual Assistance: Emergency Public Jobs Program					
Individual Assistance: Case Management Services (Long-Term Recovery Committees)					

- 2. For the programs listed below, please indicate if the program was easy to understand and explain. If you are not familiar with the program, select Not Applicable.**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Individual Assistance: Iowa Unmet Needs Disaster Grant Program					
Individual Assistance: Mental Health Assistance: Iowa Concerns Hotline					
Individual Assistance: Mental Health Assistance: Project Recovery Iowa Crises Counseling					
Individual Assistance: Mental Health Assistance: Local Providers					
Individual Assistance: Disaster Unemployment Assistance					
Individual Assistance: Emergency Public Jobs Program					
Individual Assistance: Case Management Services (Long-Term Recovery Committees)					

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

**3. For the programs listed below, please indicate if applicants find this program easy to apply for. If you are not familiar with the program, select Not Applicable.**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Individual Assistance: Iowa Unmet Needs Disaster Grant Program					
Individual Assistance: Mental Health Assistance: Iowa Concerns Hotline					
Individual Assistance: Mental Health Assistance: Project Recovery Iowa Crises Counseling					
Individual Assistance: Mental Health Assistance: Local Providers					
Individual Assistance: Disaster Unemployment Assistance					
Individual Assistance: Emergency Public Jobs Program					
Individual Assistance: Case Management Services (Long-Term Recovery Committees)					

**4. For the programs listed below, indicate if program funding or services were disbursed in a timely manner. If you are not familiar with the program, select Not Applicable.**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Individual Assistance: Iowa Unmet Needs Disaster Grant Program					
Individual Assistance: Mental Health Assistance: Iowa Concerns Hotline					
Individual Assistance: Mental Health Assistance: Project Recovery Iowa Crises Counseling					
Individual Assistance: Mental Health Assistance: Local Providers					
Individual Assistance: Disaster Unemployment Assistance					
Individual Assistance: Emergency Public Jobs Program					
Individual Assistance: Case Management Services (Long-Term Recovery Committees)					

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

**5. For the programs listed below, indicate if the program’s funding is adequate for the needs. If you are not familiar with the program, select Not Applicable.**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Individual Assistance: Iowa Unmet Needs Disaster Grant Program					
Individual Assistance: Mental Health Assistance: Iowa Concerns Hotline					
Individual Assistance: Mental Health Assistance: Project Recovery Iowa Crises Counseling					
Individual Assistance: Mental Health Assistance: Local Providers					
Individual Assistance: Disaster Unemployment Assistance					
Individual Assistance: Emergency Public Jobs Program					
Individual Assistance: Case Management Services (Long-Term Recovery Committees)					

**6. For the programs listed below, indicate if there is adequate internal communication among Federal, State, and/or local entities administering this program. If you are not familiar with the program, select Not Applicable.**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Individual Assistance: Iowa Unmet Needs Disaster Grant Program					
Individual Assistance: Mental Health Assistance: Iowa Concerns Hotline					
Individual Assistance: Mental Health Assistance: Project Recovery Iowa Crises Counseling					
Individual Assistance: Mental Health Assistance: Local Providers					
Individual Assistance: Disaster Unemployment Assistance					
Individual Assistance: Emergency Public Jobs Program					
Individual Assistance: Case Management Services (Long-Term Recovery Committees)					

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

**7. For the programs listed below, indicate if there is adequate logistical support and resources provided for this program. If you are not familiar with the program, select Not Applicable.**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Individual Assistance: Iowa Unmet Needs Disaster Grant Program					
Individual Assistance: Mental Health Assistance: Iowa Concerns Hotline					
Individual Assistance: Mental Health Assistance: Project Recovery Iowa Crises Counseling					
Individual Assistance: Mental Health Assistance: Local Providers					
Individual Assistance: Disaster Unemployment Assistance					
Individual Assistance: Emergency Public Jobs Program					
Individual Assistance: Case Management Services (Long-Term Recovery Committees)					

**8. For the programs listed below, I feel informed about updates for this program. If you are not familiar with the program, select Not Applicable.**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Individual Assistance: Iowa Unmet Needs Disaster Grant Program					
Individual Assistance: Mental Health Assistance: Iowa Concerns Hotline					
Individual Assistance: Mental Health Assistance: Project Recovery Iowa Crises Counseling					
Individual Assistance: Mental Health Assistance: Local Providers					
Individual Assistance: Disaster Unemployment Assistance					
Individual Assistance: Emergency Public Jobs Program					
Individual Assistance: Case Management Services (Long-Term Recovery Committees)					

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

**9. For the programs listed below, I know whom to contact with questions and my questions are answered in a timely fashion. If you are not familiar with the program, select Not Applicable.**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Individual Assistance: Iowa Unmet Needs Disaster Grant Program					
Individual Assistance: Mental Health Assistance: Iowa Concerns Hotline					
Individual Assistance: Mental Health Assistance: Project Recovery Iowa Crises Counseling					
Individual Assistance: Mental Health Assistance: Local Providers					
Individual Assistance: Disaster Unemployment Assistance					
Individual Assistance: Emergency Public Jobs Program					
Individual Assistance: Case Management Services (Long-Term Recovery Committees)					

**10. For the programs listed below, the public has a positive perception/response toward this program. If you are not familiar with the program, select Not Applicable.**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Individual Assistance: Iowa Unmet Needs Disaster Grant Program					
Individual Assistance: Mental Health Assistance: Iowa Concerns Hotline					
Individual Assistance: Mental Health Assistance: Project Recovery Iowa Crises Counseling					
Individual Assistance: Mental Health Assistance: Local Providers					
Individual Assistance: Disaster Unemployment Assistance					
Individual Assistance: Emergency Public Jobs Program					
Individual Assistance: Case Management Services (Long-Term Recovery Committees)					

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

**11. For the programs listed below, there are adequate resources available to address problems within this program. If you are not familiar with the program, select Not Applicable.**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Not Applicable</b>
Individual Assistance: Iowa Unmet Needs Disaster Grant Program					
Individual Assistance: Mental Health Assistance: Iowa Concerns Hotline					
Individual Assistance: Mental Health Assistance: Project Recovery Iowa Crises Counseling					
Individual Assistance: Mental Health Assistance: Local Providers					
Individual Assistance: Disaster Unemployment Assistance					
Individual Assistance: Emergency Public Jobs Program					
Individual Assistance: Case Management Services (Long-Term Recovery Committees)					

# Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

## IOWA DISASTER RECOVERY ANALYSIS SURVEY – INFRASTRUCTURE, PUBLIC PROJECTS, AND LONG-TERM RECOVERY

1. For the programs listed below, please indicate if the program was helpful in meeting a recovery need for an individual/community. If you are not familiar with the program, select Not Applicable.

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Infrastructure and Public Projects: FEMA Public Assistance (PA)					
Infrastructure and Public Projects: Federal Highway Administration (FHWA)					
Infrastructure and Public Projects: United States Army Corps of Engineers (USACE): PL 84-99					
Infrastructure and Public Projects: Natural Resources Conservation Services (NRCS): Emergency Watershed Program					
Infrastructure and Public Projects: Housing and Urban Development (HUD): Community Development Block Grant (CDBG) Funds Administered by Iowa Department of Economic Development (IDED)					
Infrastructure and Public Projects: Jumpstart Infrastructure Program					
Infrastructure and Public Projects: Community Disaster Loan (CDL) Program					
Infrastructure and Public Projects: State Contingency Loan Program					
Infrastructure and Public Projects: Economic Development Administration (EDA) Funds					
Infrastructure and Public Projects: Community Disaster Grants (CDGs) (State Funds)					
Infrastructure and Public Projects: Hazard Mitigation Grant Program (HMGP)					
Infrastructure and Public Projects: Iowa Finance Authority (IFA) Public Facilities and Infrastructure Assistance					
Long-Term Community Recovery: FEMA Long-Term Community Recovery (ESF-14)					
Long-Term Community Recovery: Rebuild Iowa Office (RIO) Community Planning Liaisons					



## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

**2. For the programs listed below, please indicate if the program was easy to understand and explain. If you are not familiar with the program, select Not Applicable.**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Infrastructure and Public Projects: FEMA Public Assistance (PA)					
Infrastructure and Public Projects: Federal Highway Administration (FHWA)					
Infrastructure and Public Projects: United States Army Corps of Engineers (USACE): PL 84-99					
Infrastructure and Public Projects: Natural Resources Conservation Services (NRCS): Emergency Watershed Program					
Infrastructure and Public Projects: Housing and Urban Development (HUD): Community Development Block Grant (CDBG) Funds Administered by Iowa Department of Economic Development (IDED)					
Infrastructure and Public Projects: Jumpstart Infrastructure Program					
Infrastructure and Public Projects: Community Disaster Loan (CDL) Program					
Infrastructure and Public Projects: State Contingency Loan Program					
Infrastructure and Public Projects: Economic Development Administration (EDA) Funds					
Infrastructure and Public Projects: Community Disaster Grants (CDGs) (State Funds)					
Infrastructure and Public Projects: Hazard Mitigation Grant Program (HMGP)					
Infrastructure and Public Projects: Iowa Finance Authority (IFA) Public Facilities and Infrastructure Assistance					
Long-Term Community Recovery: FEMA Long-Term Community Recovery (ESF-14)					
Long-Term Community Recovery: Rebuild Iowa Office (RIO) Community Planning Liaisons					

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

**3. For the programs listed below, please indicate if applicants find this program easy to apply for. If you are not familiar with the program, select Not Applicable.**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Infrastructure and Public Projects: FEMA Public Assistance (PA)					
Infrastructure and Public Projects: Federal Highway Administration (FHWA)					
Infrastructure and Public Projects: United States Army Corps of Engineers (USACE): PL 84-99					
Infrastructure and Public Projects: Natural Resources Conservation Services (NRCS): Emergency Watershed Program					
Infrastructure and Public Projects: Housing and Urban Development (HUD): Community Development Block Grant (CDBG) Funds Administered by Iowa Department of Economic Development (IDED)					
Infrastructure and Public Projects: Jumpstart Infrastructure Program					
Infrastructure and Public Projects: Community Disaster Loan (CDL) Program					
Infrastructure and Public Projects: State Contingency Loan Program					
Infrastructure and Public Projects: Economic Development Administration (EDA) Funds					
Infrastructure and Public Projects: Community Disaster Grants (CDGs) (State Funds)					
Infrastructure and Public Projects: Hazard Mitigation Grant Program (HMGP)					
Infrastructure and Public Projects: Iowa Finance Authority (IFA) Public Facilities and Infrastructure Assistance					
Long-Term Community Recovery: FEMA Long-Term Community Recovery (ESF-14)					
Long-Term Community Recovery: Rebuild Iowa Office (RIO) Community Planning Liaisons					

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

**4. For the programs listed below, indicate if program funding or services were disbursed in a timely manner. If you are not familiar with the program, select Not Applicable.**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Infrastructure and Public Projects: FEMA Public Assistance (PA)					
Infrastructure and Public Projects: Federal Highway Administration (FHWA)					
Infrastructure and Public Projects: United States Army Corps of Engineers (USACE): PL 84-99					
Infrastructure and Public Projects: Natural Resources Conservation Services (NRCS): Emergency Watershed Program					
Infrastructure and Public Projects: Housing and Urban Development (HUD): Community Development Block Grant (CDBG) Funds Administered by Iowa Department of Economic Development (IDED)					
Infrastructure and Public Projects: Jumpstart Infrastructure Program					
Infrastructure and Public Projects: Community Disaster Loan (CDL) Program					
Infrastructure and Public Projects: State Contingency Loan Program					
Infrastructure and Public Projects: Economic Development Administration (EDA) Funds					
Infrastructure and Public Projects: Community Disaster Grants (CDGs) (State Funds)					
Infrastructure and Public Projects: Hazard Mitigation Grant Program (HMGP)					
Infrastructure and Public Projects: Iowa Finance Authority (IFA) Public Facilities and Infrastructure Assistance					
Long-Term Community Recovery: FEMA Long-Term Community Recovery (ESF-14)					
Long-Term Community Recovery: Rebuild Iowa Office (RIO) Community Planning Liaisons					

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

**5. For the programs listed below, indicate if the program’s funding is adequate for the needs. If you are not familiar with the program, select Not Applicable.**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Infrastructure and Public Projects: FEMA Public Assistance (PA)					
Infrastructure and Public Projects: Federal Highway Administration (FHWA)					
Infrastructure and Public Projects: United States Army Corps of Engineers (USACE): PL 84-99					
Infrastructure and Public Projects: Natural Resources Conservation Services (NRCS): Emergency Watershed Program					
Infrastructure and Public Projects: Housing and Urban Development (HUD): Community Development Block Grant (CDBG) Funds Administered by Iowa Department of Economic Development (IDED)					
Infrastructure and Public Projects: Jumpstart Infrastructure Program					
Infrastructure and Public Projects: Community Disaster Loan (CDL) Program					
Infrastructure and Public Projects: State Contingency Loan Program					
Infrastructure and Public Projects: Economic Development Administration (EDA) Funds					
Infrastructure and Public Projects: Community Disaster Grants (CDGs) (State Funds)					
Infrastructure and Public Projects: Hazard Mitigation Grant Program (HMGP)					
Infrastructure and Public Projects: Iowa Finance Authority (IFA) Public Facilities and Infrastructure Assistance					
Long-Term Community Recovery: FEMA Long-Term Community Recovery (ESF-14)					
Long-Term Community Recovery: Rebuild Iowa Office (RIO) Community Planning Liaisons					

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

**6. For the programs listed below, indicate if there is adequate internal communication among Federal, State, and/or local entities administering this program. If you are not familiar with the program, select Not Applicable.**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Infrastructure and Public Projects: FEMA Public Assistance (PA)					
Infrastructure and Public Projects: Federal Highway Administration (FHWA)					
Infrastructure and Public Projects: United States Army Corps of Engineers (USACE): PL 84-99					
Infrastructure and Public Projects: Natural Resources Conservation Services (NRCS): Emergency Watershed Program					
Infrastructure and Public Projects: Housing and Urban Development (HUD): Community Development Block Grant (CDBG) Funds Administered by Iowa Department of Economic Development (IDED)					
Infrastructure and Public Projects: Jumpstart Infrastructure Program					
Infrastructure and Public Projects: Community Disaster Loan (CDL) Program					
Infrastructure and Public Projects: State Contingency Loan Program					
Infrastructure and Public Projects: Economic Development Administration (EDA) Funds					
Infrastructure and Public Projects: Community Disaster Grants (CDGs) (State Funds)					
Infrastructure and Public Projects: Hazard Mitigation Grant Program (HMGP)					
Infrastructure and Public Projects: Iowa Finance Authority (IFA) Public Facilities and Infrastructure Assistance					
Long-Term Community Recovery: FEMA Long-Term Community Recovery (ESF-14)					
Long-Term Community Recovery: Rebuild Iowa Office (RIO) Community Planning Liaisons					

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

**7. For the programs listed below, indicate if there is adequate logistical support and resources provided for this program. If you are not familiar with the program, select Not Applicable.**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Infrastructure and Public Projects: FEMA Public Assistance (PA)					
Infrastructure and Public Projects: Federal Highway Administration (FHWA)					
Infrastructure and Public Projects: United States Army Corps of Engineers (USACE): PL 84-99					
Infrastructure and Public Projects: Natural Resources Conservation Services (NRCS): Emergency Watershed Program					
Infrastructure and Public Projects: Housing and Urban Development (HUD): Community Development Block Grant (CDBG) Funds Administered by Iowa Department of Economic Development (IDED)					
Infrastructure and Public Projects: Jumpstart Infrastructure Program					
Infrastructure and Public Projects: Community Disaster Loan (CDL) Program					
Infrastructure and Public Projects: State Contingency Loan Program					
Infrastructure and Public Projects: Economic Development Administration (EDA) Funds					
Infrastructure and Public Projects: Community Disaster Grants (CDGs) (State Funds)					
Infrastructure and Public Projects: Hazard Mitigation Grant Program (HMGP)					
Infrastructure and Public Projects: Iowa Finance Authority (IFA) Public Facilities and Infrastructure Assistance					
Long-Term Community Recovery: FEMA Long-Term Community Recovery (ESF-14)					
Long-Term Community Recovery: Rebuild Iowa Office (RIO) Community Planning Liaisons					

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

**8. For the programs listed below, I feel informed about updates for this program. If you are not familiar with the program, select Not Applicable.**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Infrastructure and Public Projects: FEMA Public Assistance (PA)					
Infrastructure and Public Projects: Federal Highway Administration (FHWA)					
Infrastructure and Public Projects: United States Army Corps of Engineers (USACE): PL 84-99					
Infrastructure and Public Projects: Natural Resources Conservation Services (NRCS): Emergency Watershed Program					
Infrastructure and Public Projects: Housing and Urban Development (HUD): Community Development Block Grant (CDBG) Funds Administered by Iowa Department of Economic Development (IDED)					
Infrastructure and Public Projects: Jumpstart Infrastructure Program					
Infrastructure and Public Projects: Community Disaster Loan (CDL) Program					
Infrastructure and Public Projects: State Contingency Loan Program					
Infrastructure and Public Projects: Economic Development Administration (EDA) Funds					
Infrastructure and Public Projects: Community Disaster Grants (CDGs) (State Funds)					
Infrastructure and Public Projects: Hazard Mitigation Grant Program (HMGP)					
Infrastructure and Public Projects: Iowa Finance Authority (IFA) Public Facilities and Infrastructure Assistance					
Long-Term Community Recovery: FEMA Long-Term Community Recovery (ESF-14)					
Long-Term Community Recovery: Rebuild Iowa Office (RIO) Community Planning Liaisons					

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

**9. For the programs listed below, I know whom to contact with questions and my questions are answered in a timely fashion. If you are not familiar with the program, select Not Applicable.**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Infrastructure and Public Projects: FEMA Public Assistance (PA)					
Infrastructure and Public Projects: Federal Highway Administration (FHWA)					
Infrastructure and Public Projects: United States Army Corps of Engineers (USACE): PL 84-99					
Infrastructure and Public Projects: Natural Resources Conservation Services (NRCS): Emergency Watershed Program					
Infrastructure and Public Projects: Housing and Urban Development (HUD): Community Development Block Grant (CDBG) Funds Administered by Iowa Department of Economic Development (IDED)					
Infrastructure and Public Projects: Jumpstart Infrastructure Program					
Infrastructure and Public Projects: Community Disaster Loan (CDL) Program					
Infrastructure and Public Projects: State Contingency Loan Program					
Infrastructure and Public Projects: Economic Development Administration (EDA) Funds					
Infrastructure and Public Projects: Community Disaster Grants (CDGs) (State Funds)					
Infrastructure and Public Projects: Hazard Mitigation Grant Program (HMGP)					
Infrastructure and Public Projects: Iowa Finance Authority (IFA) Public Facilities and Infrastructure Assistance					
Long-Term Community Recovery: FEMA Long-Term Community Recovery (ESF-14)					
Long-Term Community Recovery: Rebuild Iowa Office (RIO) Community Planning Liaisons					



## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

**10. For the programs listed below, the public has a positive perception/response toward this program. If you are not familiar with the program, select Not Applicable.**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Infrastructure and Public Projects: FEMA Public Assistance (PA)					
Infrastructure and Public Projects: Federal Highway Administration (FHWA)					
Infrastructure and Public Projects: United States Army Corps of Engineers (USACE): PL 84-99					
Infrastructure and Public Projects: Natural Resources Conservation Services (NRCS): Emergency Watershed Program					
Infrastructure and Public Projects: Housing and Urban Development (HUD): Community Development Block Grant (CDBG) Funds Administered by Iowa Department of Economic Development (IDED)					
Infrastructure and Public Projects: Jumpstart Infrastructure Program					
Infrastructure and Public Projects: Community Disaster Loan (CDL) Program					
Infrastructure and Public Projects: State Contingency Loan Program					
Infrastructure and Public Projects: Economic Development Administration (EDA) Funds					
Infrastructure and Public Projects: Community Disaster Grants (CDGs) (State Funds)					
Infrastructure and Public Projects: Hazard Mitigation Grant Program (HMGP)					
Infrastructure and Public Projects: Iowa Finance Authority (IFA) Public Facilities and Infrastructure Assistance					
Long-Term Community Recovery: FEMA Long-Term Community Recovery (ESF-14)					
Long-Term Community Recovery: Rebuild Iowa Office (RIO) Community Planning Liaisons					

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

**11. For the programs listed below, there are adequate resources available to address problems within this program. If you are not familiar with the program, select Not Applicable.**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Infrastructure and Public Projects: FEMA Public Assistance (PA)					
Infrastructure and Public Projects: Federal Highway Administration (FHWA)					
Infrastructure and Public Projects: United States Army Corps of Engineers (USACE): PL 84-99					
Infrastructure and Public Projects: Natural Resources Conservation Services (NRCS): Emergency Watershed Program					
Infrastructure and Public Projects: Housing and Urban Development (HUD): Community Development Block Grant (CDBG) Funds Administered by Iowa Department of Economic Development (IDED)					
Infrastructure and Public Projects: Jumpstart Infrastructure Program					
Infrastructure and Public Projects: Community Disaster Loan (CDL) Program					
Infrastructure and Public Projects: State Contingency Loan Program					
Infrastructure and Public Projects: Economic Development Administration (EDA) Funds					
Infrastructure and Public Projects: Community Disaster Grants (CDGs) (State Funds)					
Infrastructure and Public Projects: Hazard Mitigation Grant Program (HMGP)					
Infrastructure and Public Projects: Iowa Finance Authority (IFA) Public Facilities and Infrastructure Assistance					
Long-Term Community Recovery: FEMA Long-Term Community Recovery (ESF-14)					
Long-Term Community Recovery: Rebuild Iowa Office (RIO) Community Planning Liaisons					

# Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

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**Iowa Recovery Analysis Workshop  
Online After-Action Assessment Survey Results**

**APPENDIX B: CITIES AND COUNTIES REPRESENTED BY  
RESPONDENTS**

**Note:** Entries for the tables in this appendix were taken directly from the online survey and therefore may contain items that appear similar (e.g., Burlington and Burlington/Oakville).

**Cities Represented by Respondents**

City	# (based on 88 respondents)	% (based on 88 respondents)
Adel	1	1%
Anamosa	1	1%
Atalissa	1	1%
Belmond	1	1%
Boone	1	1%
Burlington	5	6%
Burlington/Oakville	2	2%
Carroll	3	3%
Cascade	1	1%
Cedar Rapids	3	3%
Charles City	1	1%
Clinton	1	1%
Clive	1	1%
Columbus Junction	1	1%
Corning	1	1%
Council Bluffs	1	1%
Creston	1	1%
Davenport	4	5%
Decorah	2	2%
DeWitt	1	1%
Diocese of Davenport	1	1%
Dubuque	2	2%
Dundee	1	1%
Eagle Grove	1	1%
Elgin	1	1%
Elkader	1	1%
Farley	1	1%

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

City	# (based on 88 respondents)	% (based on 88 respondents)
Fort Dodge	1	1%
Garner	1	1%
Hansell	3	3%
Independence	1	1%
Iowa City	2	2%
Lake Mills	1	1%
Lamoni	1	1%
LeClaire	1	1%
Long Grove	1	1%
Manchester	2	2%
Marshalltown	1	1%
Mason City	1	1%
Middletown	1	1%
Millersburg	1	1%
Montour	2	2%
Nevada	1	1%
New Albin	2	2%
Nora Springs	1	1%
Oakville	1	1%
Olin	1	1%
Ottumwa	8	9%
Red Oak	1	1%
Reinbeck	1	1%
Washington	1	1%
Waterloo	2	2%
Waverly	1	1%
Winthrop	1	1%
Other	5	6%
Statewide	1	1%

# Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

## Counties Represented by Respondents

County	# (based on 88 respondents)	%(based on 88 respondents)
Adams	1	1%
Allamakee	2	2%
Black Hawk	2	2%
Boone	1	1%
Bremer	1	1%
Bremer/Butler	1	1%
Buchanan	2	2%
Carroll	3	3%
Cerro Gordo	1	1%
Clayton	1	1%
Clinton	2	2%
Dallas	1	1%
Decatur	1	1%
Delaware	3	3%
Des Moines	5	6%
Des Moines County	1	1%
Des Moines/Louisa	2	2%
Dubuque	3	3%
Dubuque/Jones	1	1%
Eight	1	1%
Fayette	1	1%
Floyd	2	2%
Franklin	3	3%
Grundy	1	1%
Hancock	1	1%
Iowa	4	5%
Johnson	2	2%
Jones	2	2%
Linn	3	3%
Louisa	2	2%
Montgomery	1	1%
Muscatine	1	1%
Other	4	5%
Polk and Dallas	1	1%

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

County	# (based on 88 respondents)	%(based on 88 respondents)
Pottawattamie	1	1%
Scott	6	7%
Tama	2	2%
Union	1	1%
Wapello	8	9%
Washington	1	1%
Webster	1	1%
Winnebago	1	1%
Winneshiek	2	2%
Wright	2	2%

# Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

## APPENDIX C: PROGRAM DESCRIPTIONS

### Program Descriptions

The following table lists detailed descriptions of Federal Emergency Management Agency (FEMA), State of Iowa, and other Federal programs utilized in Iowa's 2008 natural disaster recovery efforts. For more information on these programs, visit [www.rio.iowa.gov/resources](http://www.rio.iowa.gov/resources) or [www.fema.gov](http://www.fema.gov).

Economic Recovery Program	Description of Program
Economic Recovery: Jumpstart Small Business Administration (SBA) Program	The Iowa Department of Economic Development (IDED) provides financial assistance to businesses that suffered physical damage or economic loss due to the 2008 tornado, floods, and storm disasters and have been approved for and have signed a disaster loan from the U.S. SBA or from a State-chartered or Federal-chartered financial institution.
Economic Recovery: Disaster Recovery Business Rental Assistance Program	The IDED will provide financial assistance to eligible businesses located in or planning to locate in a business rental space that was physically damaged by the 2008 natural disasters. Assistance will be in the form of rental assistance to help offset building rental lease payments for a maximum of 6 months, not to exceed a total award amount of \$50,000.
Economic Recovery: Emergency Public Jobs Program	Administered by Iowa Workforce Development, the Emergency Public Jobs program is a \$17.1 million Federal grant designed to put Iowans who have lost their job due to the tornadoes or floods back to work. Individuals may work up to 1,040 hours (about 6 months). Wages will be paid at the prevailing wage of the worksite. Tools and training are provided.
Economic Recovery: Midwestern Disaster Area Bonds	Midwestern Disaster Area Bonds are a new kind of private activity tax-exempt bond designed to facilitate the recovery and rebuilding of areas damaged by the severe weather. Businesses that suffered a loss during the severe weather of 2008 are able to borrow funds by using tax-exempt bonds to repair or replace real property.
Economic Recovery: Community Economic Betterment Account (CEBA) Program	A business seeking a loan or forgivable loan for disaster recovery may apply to the IDED for assistance through the CEBA Program. As part of the application process, the business may request a waiver of one or more program requirements provided any such requirement is nonstatutory.
Economic Recovery: High-Quality Jobs Creation (HQJC) Program	A business seeking tax credits and/or refunds may apply to the IDED for assistance through the HQJC Program. As part of the application process, the business may request a waiver of the average county wage calculation.
Economic Recovery: Agriculture: Emergency Conservation Program (ECP)	The U.S. Department of Agriculture (USDA) Farm Service Agency's (FSA's) ECP provides emergency funding and technical assistance for farmers and ranchers to rehabilitate farmland damaged by natural disasters. The ECP is administered by State and county FSA committees.
Economic Recovery: Agriculture: Farm Service Agency Emergency Loans for Disasters	The USDA FSA provides emergency loans to help producers recover from production and physical losses due to drought, flooding, other natural disasters, or quarantine.
Economic Recovery:	The USDA FSA's Noninsured Crop Disaster Assistance Program provides



# Iowa Recovery Analysis Workshop

## Online After-Action Assessment Survey Results

Economic Recovery Program	Description of Program
Agriculture: Noninsured Crop Disaster Assistance Program	financial assistance to producers of noninsurable crops when low yields, loss of inventory, or prevented planting occurs due to natural disasters.
Economic Recovery: Agriculture: Rural Development Disaster Assistance	In areas affected by natural disasters, USDA Rural Development helps existing Rural Development borrowers who are victims of a disaster.
Economic Recovery: Agriculture: Emergency Watershed Protection (EWP) Program	The EWP Program undertakes emergency measures, including the purchase of floodplain easements, for runoff retardation and soil erosion prevention to safeguard lives and property from floods, drought, and the products of erosion on any watershed whenever fire, flood, or any other natural occurrence is causing or has caused a sudden impairment of the watershed.
Economic Recovery: Agriculture: Wetlands Reserve Program (WRP)	The WRP is a program to develop and implement a conservation plan for restoration of wetlands previously altered for agricultural use. Eligible land is that which has been owned for 1 year and that could be restored to wetland conditions.
Economic Recovery: Contractors and Builders: Single-Family Unit Production (New Construction)	The Single-Family Unit Production (New Construction) Program, administered by the IDED, is a program working to replace housing stock in Iowa communities and regions affected by the 2008 disasters.
Economic Recovery: Contractors and Builders: Low-Income Housing Tax Credit Program	The Iowa Finance Authority (IFA) has received additional disaster-related funding for the Low-Income Housing Tax Credit Program. This program creates an incentive for developers to invest in the development of rental housing for individuals or families of fixed or limited incomes.
Economic Recovery: Contractors and Builders: Lead-Based Paint Training and Scholarship Program	Due to the impact of Iowa's 2008 disasters, Iowa's shortage of trained and certified lead contractors, workers, and inspectors (primarily in the realm of lead abatement) has been compounded. To build the capacity and meet the demand for these services, the IDED developed the Lead-Based Paint Training Scholarship Program.

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

Housing Program	Description of Program
Housing: Temporary Housing – FEMA Mobile Homes	FEMA provides mobile homes for qualifying disaster victims.
Housing: Temporary Housing – FEMA Rental Assistance	FEMA Housing Assistance provides rental assistance grants to eligible homeowners and renters who cannot or should not live in their disaster-damaged homes.
Housing: Temporary Housing – FEMA Rental Repair Pilot Program	This program is a cost-effective and timely method of getting displaced residents into temporary housing by making use of existing rental housing.
Housing: Jumpstart Iowa Housing Assistance Program: Down Payment Assistance	The Jumpstart Iowa Housing Assistance Program helps disaster-affected homeowners make a down payment on a new house, repair their current disaster-affected home, or maintain their mortgages while waiting for a potential buyout from FEMA.
Housing: Jumpstart Housing Program: Interim Mortgage Assistance	This is an interim mortgage assistance program for Iowans whose principal residence was on the list of properties being considered for a buyout; applicants could receive up to \$1,000 a month in mortgage assistance for up to 12 months (depending on whether the applicant received State or Federal assistance.) Later, the program was amended, allowing homeowners to receive up to an additional 6 months of interim mortgage assistance for applicants already receiving assistance.
Housing: Jumpstart Housing Program: Repair/Rehabilitation	The Jumpstart Iowa Housing Assistance Program helps disaster-affected homeowners make a down payment on a new house, repair their current disaster-affected home, or maintain their mortgages while waiting for a potential buyout from FEMA. For down payment assistance and housing rehabilitation assistance, the maximum award is a \$60,000 loan, which will be forgiven if the homeowner stays in the house over the life of the loan.
Housing: Jumpstart Housing Program: Jumpstart Express (under \$25K)	This option helps homeowners repair their current home without having to meet all of the Housing Repair/Rehabilitation Assistance requirements. The maximum award is a \$24,999 loan, which will be forgiven if the homeowner stays in the house for the life of the loan.
Housing: Small Rental Rehabilitation Program (from Community Development Block Grant [CDBG] funds)	Administered by the IDED, this program allows landlords to receive up to \$24,999 per unit for repairs. Supplemental funds will be available for the following (when applicable): lead hazard reduction, project delivery costs, and temporary relocation. Total cost, including supplemental assistance, cannot exceed \$37,500 per unit. Assistance will be in the form of a 5-year forgivable loan (nonreceding), which will be forgiven in full at the end of the 5-year compliance period.
Housing: Large Rental Rehabilitation Program (from CDBG funds)	This program allows disaster-impacted landlords with eight or more units to receive up to \$24,999 per unit for repairs. Supplemental funds will also be available for the following: lead hazard reduction, project delivery costs, and temporary relocation. Total cost, including supplemental assistance, cannot exceed \$37,500 per unit. Assistance is in the form of a 5-year forgivable loan (nonreceding), which will be forgiven in full at the end of the 5-year compliance period.

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

Housing Program	Description of Program
Housing: Small Business Administration (SBA) Loan Program	Iowans who have registered with FEMA for disaster assistance may apply to the SBA for additional long-term recovery assistance. The SBA provides low-interest disaster loans for eligible homeowners, renters, and nonfarm businesses to cover disaster damage to real and personal property.
Housing: Iowa Unmet Needs Disaster Grant Program	This program reimburses eligible participants with an income at or below 300 percent of the Federal poverty level for disaster-related expenses. Assistance is capped at \$2,500 for unreimbursed expenses and current unmet needs limited to the following (incurred due to the disaster): personal property, home repair, food assistance, mental health assistance, child care, temporary housing.
Housing: Property Acquisition Program (Buyouts)	Property or structural acquisitions is the purchasing of property from private citizens by a government entity as part of a hazard mitigation plan. Local, State, or Federal funds are used to buy property in areas that are at high risk in order to reduce or eliminate long-term risk to life and property from a hazard event, such as flooding. Primarily, buyouts occur through the Hazard Mitigation Grant Program (HMGP), which is funded by FEMA and the State and administered in Iowa through the Homeland Security and Emergency Management Division (HSEMD).
Housing: Property Acquisition Program: Hazard Mitigation Grant Program (HMGP)	This program provides grants to States and local governments to implement long-term hazard mitigation measures after a major disaster declaration to reduce loss of life and property due to natural disasters and to enable mitigation measures to be implemented during the immediate recovery from a disaster. Once the acquisition project is approved by the State and FEMA, the community uses Federal funds to purchase the homes. The land is then restricted to open space, recreation, or wetlands in perpetuity. By purchasing the properties, Iowa is utilizing an effective program designed to move people and property away from high-risk areas to reduce disaster losses.

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

Individual Assistance Program	Description of Program
Individual Assistance: Iowa Unmet Needs Disaster Grant Program	This program reimburses eligible participants with an income at or below 300% of the Federal poverty level for disaster-related expenses. Assistance is capped at \$2,500 for unreimbursed expenses and current unmet needs are limited to the following (incurred due to the disaster): personal property, home repair, food assistance, mental health assistance, child care, and temporary housing.
Individual Assistance: Mental Health Assistance: Iowa Concern Hotline	The Iowa Department of Human Services administers a free crisis counseling program, the Iowa Concern Hotline, for Iowans affected by the 2008 natural disasters. The hotline is available at 1-800-447-1985 and is free and confidential.
Individual Assistance: Mental Health Assistance: Project Recovery Iowa Crises Counseling	To Iowa Department of Human Services administers a free crisis counseling program for Iowans affected by the 2008 natural disasters who are suffering mental and emotional effects.
Individual Assistance: Mental Health Assistance: Local Providers	The Iowa Department of Human Services coordinates assistance for victims of disasters to help them cope with the challenges of day-to-day living and recovering from a disaster.
Individual Assistance: Disaster Unemployment Assistance	Administered through Iowa Workforce Development, this program was a temporary program that offered assistance to those who lost their jobs due to the 2008 natural disasters.
Individual Assistance: Emergency Public Jobs Program	Administered by Iowa Workforce Development, this program is a \$17.1 million Federal grant designed to put Iowans who have lost their job due to the tornadoes or floods back to work. Individuals may work up to 1,040 hours (about 6 months). Wages will be paid at the prevailing wage of the worksite.
Individual Assistance: Case Management Services (Long-Term Recovery Committees)	Through Disaster Recovery Case Management (DRCM), affected residents are placed in contact with the resources they need to progress in the recovery process. Case advocates work with individuals or families through the entire process, utilizing Federal, State, and community resources and developing individualized recovery plans.  DRCM focuses on timely and quality case management services to help facilitate equitable distribution of disaster-related resources, including outreach to vulnerable populations.

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

Infrastructure, Public Projects, and Long-Term Recovery Program	Description of Program
Infrastructure and Public Projects: FEMA Public Assistance (PA)	The PA Grant Program, funded by FEMA and the State of Iowa, is available to State and local governments and certain nonprofit organizations. The program allows participants to respond and recover from disasters and mitigate the impact of future disasters.
Infrastructure and Public Projects: Federal Highway Administration (FHWA)	This program offers Federal funding for reimbursement for already-completed projects as well as permanent repairs to infrastructure and flood mitigation.
Infrastructure and Public Projects: United States Army Corps of Engineers (USACE): PL 84-99	USACE response actions may occur under Public Law 84-99 authorizing the chief of engineers to activate the USACE for emergency flood control and coastal shore protection or under PL 93-288 as work for FEMA. Regardless of the type of disaster, rapid image acquisition and analysis is an important initial source of information that can detail conditions over a wide area.
Infrastructure and Public Projects: Natural Resources Conservation Services (NRCS): Emergency Watershed Protection (EWP) Program	The purpose of the EWP Program is to undertake emergency measures, including the purchase of floodplain easements, for runoff retardation and soil erosion prevention to safeguard lives and property from floods, drought, and the products of erosion on any watershed whenever fire, flood, or any other natural occurrence is causing or has caused a sudden impairment of the watershed.
Infrastructure and Public Projects: Housing and Urban Development (HUD): Community Development Block Grant Funds (CDBG) Administered by Iowa Department of Economic Development (IDED)	The primary statutory objective of the CDBG program is to develop viable communities by providing decent housing and a suitable living environment and by expanding economic opportunities, principally for persons of low and moderate incomes.
Infrastructure and Public Projects: Jumpstart Infrastructure Program	The Jumpstart Federal Infrastructure Assistance Program is a disaster-related infrastructure assistance program administered by the IDED. More information about this program is available on the IDED Web site.
Infrastructure and Public Projects: Community Disaster Loan (CDL) Program	The U.S. Department of Homeland Security (DHS) approved approximately \$5.8 million in the FEMA CDL for Iowa, including the maximum \$5 million loan amount for Cedar Rapids. These funds will be used to assist five Iowa communities as they continue to recover from the 2008 disasters.
Infrastructure and Public Projects: State Contingency Loan Program	This program was established by Iowa Code 29C. 20. The fund is created in the State treasury for the use of the Executive Council and can be used to help with repair and rebuilding State property damaged or destroyed by disaster.

# Iowa Recovery Analysis Workshop

## Online After-Action Assessment Survey Results

Infrastructure, Public Projects, and Long-Term Recovery Program	Description of Program
Infrastructure and Public Projects: Economic Development Administration (EDA) Funds	This funding comes from the U.S. Department of Commerce’s EDA and supported development of an economic recovery strategy focusing on damage assessment and speedy economic recovery efforts in Iowa communities severely impacted by the recent floods.
Infrastructure and Public Projects: Community Disaster Grants (CDG) (State Funds)	The CDG Program is a \$22 million disaster-relief program established by House File 64 and signed into law on February 2, 2009. Program funds are awarded to eligible cities and counties. Each city or county receives a minimum of \$2,000, and the remainder of the program funds is granted to entities based on a pro rata share of damage costs (using the FEMA Individual Assistance [IA] Program and Small Business Administration [SBA] Disaster Loan Program data as of February 2, 2009, for each respective city or county).
Infrastructure and Public Projects: Hazard Mitigation Grant Program (HMGP)	The HMGP is administered in Iowa by the Iowa Homeland Security and Emergency Management Division (HSEMD). It provides funds to local governments to implement long-term hazard mitigation measures, including property acquisition, safe rooms, and other mitigation measures designed to minimize the impact of future disasters.
Infrastructure and Public Projects: Iowa Finance Authority (IFA) Public Facilities and Infrastructure Assistance	State Revolving Fund (SRF) Construction Loans fund the creation of public drinking water and wastewater infrastructure projects for cities and utilities. These loans have a low interest rate of 3 percent and terms of up to 20 years.
Long-Term Community Recovery: FEMA Long-Term Community Recovery (Emergency Support Function [ESF]-14)	ESF-14 (Long-Term Community Recovery and Mitigation) provides a framework for Federal Government support to State, tribal, regional, and local governments, nongovernmental organizations (NGOs), and the private sector, designed to enable community recovery from the long-term consequences of an Incident of National Significance. This support consists of available programs and resources of Federal departments and agencies to enable community recovery, especially long-term community recovery, and to reduce or eliminate risk from future incidents, where feasible.
Long-Term Community Recovery: Rebuild Iowa Office (RIO) Community Planning Liaisons	Community liaisons have been assigned to help coordinate long-term community recovery efforts in 10 of Iowa’s most severely disaster-affected communities. In cooperation with community leaders, they understand the needs and issues of the community and work to identify and connect them with available resources to resolve issues and speed recovery outcomes.

Iowa Recovery Analysis Workshop  
Online After-Action Assessment Survey Results

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# Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

## APPENDIX D: COMMENTS BY RESPONDENTS

**Note:** All comments have been retained, with the exception of extremely fragmented comments.

### Economic Recovery Comments

Q1: For the programs listed below, please indicate if the program was helpful in meeting a recovery need for an individual/community

- Online intake was a necessity. People are running businesses and don't have time to go to an office. Intake fatigue (just look at the list of programs) is a very big issue, and programs need consolidation.

Q2: For the programs listed below, please indicate if the program was easy to understand and explain.

- When programs were locally controlled, the communication went well. State-level controlled/administrated programs were seldom understood.
- The system seemed very complicated, unstreamlined, and as if there was no real central place/person who knew anything about what I should be doing.

Q3: For the programs listed below, please indicate if applicants find this program easy to apply for.

- The High-Quality Jobs Creation (HQJC) Program was ineffective and counterproductive. It pumped money into settings that only delayed job losses in broken businesses, instead of buttressing true long-term job creation.
- Local Chamber of Commerce (who know the businesses best) wasn't consulted to ask if it was a wise use of money.
- Jumpstart Small Biz was too small in comparison—a great program with wrongly set caps.

### Housing Comments

Q1: For the programs listed below, please indicate if the program was helpful in meeting a recovery need for an individual/community.

- Difficulty in assessment of basement damage; much was related to basement water seepage, not floodwaters. Some of the recipients likely had this damage prior to the disaster, but it was accentuated during the disaster. The Federal Emergency Management Agency (FEMA) gave some home repair funds (at times after several attempts by the homeowner to get assistance) to many homes that had damage that could be considered chronic to the home property. As certified to be eligible from FEMA, these homes qualified for Jumpstart funding. While these homes were assisted, other more unfortunate homeowners have not yet received compensation for their destroyed homes.



## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

- The State Jumpstart program caused confusion because Federal programs were not as flexible. It also seemed that the State program lacked accountability that the Federal programs carry. Was a fast response, but potentially reckless.
- These programs need to provide assistance to everyone affected, regardless of income, and there needs to be help for landlords to purchase units outside the 100-year floodplain if their units are deemed ineligible due to being in the floodplain. People who had more than one house and could only claim the house in which they lived have fallen through the cracks. Property taxes on flood-damaged houses and rental units should be reevaluated, not sure of a fix for that.
- Many of these responses depend on program funding source (State 1 or 2 or Federal) and program specifics. Portions of programs are helpful and other portions are not helpful for property owners.

Q2: For the programs listed below, please indicate if the program was easy to understand and explain.

- These are Federal programs to a large degree. While we have a good grasp, it is very difficult for clients to understand.
- Just when you thought you had all the information to explain the program, it all changed and then changed again. People see the program as whoever holds out the longest wins!

Q3: For the programs listed below, please indicate if applicants find this program easy to apply for.

- Significant paperwork is required on the part of the homeowner in application for Federal Jumpstart. I believe many have dropped out because of this.
- Ease for clients to apply except for changes in submission requirements occurring after applications were submitted. Buyouts have so many variables that applicants were skeptical in many cases.
- There are so many misconceptions and rumors and media. Everyone who administers the program should be informed of the rules and expected changes before it is released to the media. I agree with keeping the people informed, but do not shoot the messenger.

Q4: For the programs listed below, indicate if program funding or services were disbursed in a timely manner.

- Buyouts have been very slow, causing problems with applicants acquiring loans for a new home. Paperwork for Federal Jumpstart significantly slows the procedure down.
- Buyouts are delayed by Iowa Homeland Security and Emergency Management (IHLSEM). Rule changes delayed expending many funds.
- State funds are disbursed much faster than Federal and this makes people very angry. The Federal program takes so long to get to the point of disbursement that people quit!

# Iowa Recovery Analysis Workshop

## Online After-Action Assessment Survey Results

Q5: For the programs listed below, indicate if the program's funding is adequate for the needs.

- Overall funding appears adequate.
- If the program and guidelines are set in place immediately after FEMA comes in, it will make a huge difference.

Q6: For the programs listed below, indicate if there is adequate internal communication among Federal, State, and/or local entities administering this program.

- There has been a general lack of written documentation, specifically for the Federal Jumpstart programs. With the large amount of rules and regulations, there has been a significantly small amount of documentation on paper of how the program is to work.
- Communication is less of an issue than being assured what is communicated is consistent and accurate.
- It is very difficult to administer this program and lack of a direct answer to specific questions on any given day.
- There was lots of communication; the quality was not always the best as the game kept changing. Caused stress for staff and clients.

Q7: For the programs listed below, indicate if there is adequate logistical support and resources provided for this program.

- Support has tended to be more restrictive than helpful, though it is getting better.
- Consistency and accuracy

Q8: For the programs listed below, I feel informed about updates for this program.

- Inform the people who administer the program before the media.

Q9: For the programs listed below, I know whom to contact with questions and my questions are answered in a timely fashion.

- Those that apply have been patient. Some probably just drop out after reviewing the paperwork requirements. Their input has not been available.
- Timeliness creates more difficulties in perception; it's difficult to match people up with funding sources in many situations. Some programs that were perceived as good are not so good now.

### **Individual Assistance/Case Management**

Q1: For the programs listed below, please indicate if the program was helpful in meeting a recovery need for an individual/community.

- I think that all programs have functioned well in this area. Project Recovery Iowa and the Case Management Program worked in cooperation with each other to provide referrals and were in continual communication.

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

- Case management was needed much earlier in the recovery process; in Des Moines County, it wasn't until March 2009 that this became a reality. By that time, so many of the impacted residents were disenchanted with the whole recovery process and FEMA, SBA, Jumpstart, etc. With a case manager present earlier, I think you could have established a liaison between impacted residents and FEMA SBA, Jumpstart, etc. for less contention.
- Precious time was wasted in identifying who would become the primary case advocate agency and being case managers rather than case advocates. There needs to be a system in place for quicker response for any future disaster.
- If you are not familiar with working with this type of program, the handling of the money can be very confusing. I would think this is where everyone does it a little different.
- The Unmet Needs Grant Program needs to get some rules and stick to them. It is impossible to keep up with all the changes and be in compliance. Our Long-Term Recovery Committee (LTRC) is getting tired of starting all over again!
- There have been changes due to the legislature rushing to get programs in place before they were well thought out, but we are learning.
- Not aware of some of these programs' existence.

Q2: For the programs listed below, please indicate if the program was easy to understand and explain.

- Try to prevent rules from changing all the time.
- Why can't all programs be combined into one with different components, but standardized qualifications? That way a person or family would not have to go to many different places or jump through so many hoops.
- I wasn't as familiar with the Disaster Unemployment and Emergency Public Jobs Programs, but they seemed fairly straight forward and the information I did know was easy to understand.
- The Iowa Unmet Needs Grant Program was complicated only because the process changed midway through, which was confusing for the workers and clients that were already in the process. I felt that the guidelines of the program needed to be established first before implementation.
- The only thing I can say about any of the above programs, especially case management and the Iowa Unmet Needs Grant Program, is to be able to understand a program that is really so fluid in its rules is a hard thing for anyone. I am not sure how you can make it any better any sooner.
- Need consistent definition of LTRCs and their roles. Provide a basic prototype for Iowa and let counties/regions modify as needed. Too much time was spent trying to figure it all out.
- If case managers and LTRCs have electronic access to client files, it would reduce much duplication of effort and paperwork waste.

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

Q3: For the programs listed below, please indicate if applicants find this program easy to apply for.

- For the Iowa Unmet Needs Grant Program, clients needed to show a lot of receipts detailing how they spent their money. Many did not have these receipts due to not having a stable place to live and could not qualify for the assistance.
- Again, once people know about these programs, I feel that the application process is not that difficult, with the exception of the learning-as-you-go process.
- We need to continue assisting communities organize (probably in regional areas) LTRCs.

Q4: For the programs listed below, indicate if program funding or services were disbursed in a timely manner.

- It took way too long to roll out the unmet needs assistance, and the guidelines and paperwork are extremely cumbersome.
- I believe that it took too long to get case management in this area, and the Iowa Unmet Needs Grant Program would have been a lot easier to implement if had been done earlier. The timeframe for impacted residents to keep receipts, learn about all their options for recovery help, etc., was needed last fall. However, we are extremely thankful for the funding that has come through in the end.
- If you know how to jump through the hoops, the money is available. But to those of us unfamiliar with the job, it is time consuming.
- At the present time, our LTRC only has the funds from the Iowa Unmet Needs Grant. We are trying to complete our work in a timely fashion, but it is taking our volunteers and staff a huge amount of time to do everything required, especially when we think we have done everything and you change all the rules and we have to start all over. The LTRC is working as timely as they can under the circumstances.
- More case advocates and less turnover in this LTRC advocate staff would have resulted in more timely service delivery.
- The Individual Assistance Unmet Needs Disaster Grant Program provided a reason for communities to organize LTRCs. So in the long run, it will have long-lasting results.
- The Iowa Unmet Needs Grant maximum of \$2,500 is not enough to cover the amount of unmet need for the families affected by the flood. For some families, it is a drop in the bucket.

Q5: For the programs listed below, indicate if the program's funding is adequate for the needs.

- I feel that the \$2,500 limit on Unmet Needs is possibly something that needs to be looked at on an individual basis. Some of the impacted residents truly had more than that in unmet needs, with no avenue other than the Iowa Unmet Needs Grant Program to help with these costs.
- Actually, I have no idea how much money has been set aside for these programs or even how much is needed yet.

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

- Many areas of the State did not have the Project Recovery program because no one applied to be the provider. In southwestern Iowa, the Project Recovery staff was very helpful. I believe they were also an important resource in developing a LTRC. We needed more providers in other areas of the State.

Q6: For the programs listed below, indicate if there is adequate internal communication among Federal, State, and/or local entities administering this program.

- I feel that internally the communication is better than when impacted residents try to get information. However, I do feel that there are areas that need work on the sharing of information with case management workers and LTRCs.
- No one wanted to provide recommendation/guidance—wanted it to be a local decision—but we were in the throes of recovery and needed guidance.
- Our executive committee was made up of local people who are busy, some retired, so our meetings were not always well attended. If it had not been for officials from the North Iowa Area Council of Governments (NIACOG), Outreach Program, FEMA it would have been a disaster. Unless a person has an interest in the outcome, it is difficult. We had a meeting every week since October 2008 and have just now started every 2 weeks. It is tiring.
- I live in a rural area; Internet is not the most effective way to communicate. You need to have ways people can get information other than online. I also don't have hours as a volunteer to wander through volumes of small print on Web sites trying to find a needle in a haystack. The information is there, but not always easy to find. If I am volunteering my time, don't ask me to give up sleeping to spend the hours necessary to go through the volumes online before I can find what I really needed.

Q7: For the programs listed below, indicate if there is adequate logistical support and resources provided for this program.

- I do believe that the Rebuild Iowa Office (RIO) and the State of Iowa were very diligent in providing training for case management and to be available to help with concerns as they arose. Again, I feel the biggest problem is that we waited too long to get case management in the works.
- The RIO and FEMA Voluntary Agency Liaison and others are trying their best to provide the support needed, but with the Unmet Needs Grant you keep changing things so much that no one no matter how hard they try can keep up with things.

Q8: For the programs listed below, I feel informed about updates for this program.

- There were times when the updates were overwhelming.
- RIO does an excellent job of informing and helping with updates and rules, etc. Can't say enough about the support they have shown to case management and LTRCs.

Q10: For the programs listed below, the public has a positive perception/response toward this program.

- In general, the public does not know these programs exist so they have no perception.

# Iowa Recovery Analysis Workshop

## Online After-Action Assessment Survey Results

Q11: For the programs listed below, there are adequate resources available to address problems within this program.

- Caseload is excessively high due to advocate turnover.

### Infrastructure, Public Projects, and Long-Term Recovery

Q1: For the programs listed below, please indicate if the program was helpful in meeting a recovery need for an individual/community.

- We have to find a way to build this response from the local level up as the disasters happen at the local level.
- We had extreme difficulties in getting our Hazard Mitigation plans approved through Iowa. FEMA Region reviewed, we made those changes, then were bogged down for months in Iowa.
- We liked having the leeway in deciding what project to use the Community Disaster Grants for. If we could put more funding into that or there were more mitigation project funds available, it would be very helpful.
- My complaint with FEMA Public Assistance (PA) is one-fold—priority. During the disaster period, I lost an entire 9-1-1 system (call-handling equipment). For the sake of time (1 week vs. 8 to 10), we opted to upgrade because our vendor as well as the manufacturer of the equipment recommended it. It was the second lightning strike on the same machine, and since electronics are very sensitive to huge power surges like a lightning strike, we moved forward and entered the 9-1-1 over IP world. The insurance company hired an independent investigator and his opinion was that it could have been repaired for \$23,000. Of all of the people whom I have visited with, he is the only one with that opinion. I've told the same story about the how and why of going to the new system and have provided copious documentation to support our decision. Yet, we continue to wait for FEMA to make up their mind and understand our reasoning. My 9-1-1 system is effectively bankrupt due to the huge expenditure that is still not resolved. Meanwhile, communities are receiving huge amounts of money for less critical things than a 9-1-1 system, such as weightlifting equipment, spare stoplight controls, and a footbridge. Doesn't make a whole lot of sense.
- Initial contact about long-term community recovery was absolutely horrid; second contact was excellent. Current contact is ineffective. The Hazard Mitigation Grant Program (HMGP) is a good program, but internal problems (within the city) are a drawback. It is great though that FEMA has allowed phased projects.
- We are still working on the HMGP. A year after the event, we are still going through a lot of red tape to hopefully get a grant.
- The Iowa Department of Natural Resources (DNR) needs to get together more quickly with other agencies as a partner and not be the roadblock.
- We need people that take into consideration that our small town has quite a few elderly people who can't afford to take out loans. We need more Federal help and better investigative people to estimate the total damages of personal property.

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

- The Federal Highway Administration (FHWA) has a very limited focus—only certain roads and only within the right-of-way. At least expand the scope outside the right of way.

Q2: For the programs listed below, please indicate if the program was easy to understand and explain.

- Natural Resources Conservation Services (NRCS) is unwilling to provide crop damage information.
- Jumpstart is not well coordinated through the Iowa Homeland Security and Emergency Management Division (HSEMD) office. Is emergency management involved in this or not?
- Community Disaster Grants are not well thought out. Even though we appreciated the money and flexibility for usage, it was very confusing and amounts kept changing.
- Long-term community recovery information changed with different FEMA contacts.
- RIO meetings were helpful, but again, not well coordinated with HSEMD.

Q3: For the programs listed below, please indicate if applicants find this program easy to apply for.

- Mitigation planning is difficult.
- We had numerous complaints that the victims did not qualify for the Jumpstart program; many low incomes were denied.

Q4: For the programs listed below, indicate if program funding or services were disbursed in a timely manner.

- We have been fighting with HSEMD to get mitigation planning funding for months. Staff changes seem to change interpretations of the grants, causing more work and major delays.
- We are just now applying for long-term recovery planning with FEMA, so we are not sure how long this process will take.

Q5: For the programs listed below, indicate if the program's funding is adequate for the needs.

- Hours spent on mitigation planning far outweighed the costs. We did it in house, and the review process was very time intensive. Printing costs were also higher than expected due to the size of the plans.
- The Community Disaster Grant was a nice and unexpected start, but we would like to see more project impact like initiatives and funding.
- It's somewhat confusing as to what is eligible.

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

Q6: For the programs listed below, indicate if there is adequate internal communication among Federal, State, and/or local entities administering this program.

- Very poor communications between locals and State and RIO and FEMA. RIO newsletter was helpful, but they did not seem to work with HSEMD closely. Historically, all has run through HSEMD. Confusing at the local levels.

Q8: For the programs listed below, I feel informed about updates for this program.

- I don't think I have received many updates on any of them. I did not attend the recent RIO public meeting, but I am not getting newsletters or info now.

Q9: For the programs listed below, I know whom to contact with questions and my questions are answered in a timely fashion.

- NCRS and Hazard Mitigation plan review questions were very difficult to get answers from. Took a long time and different people would answer the same question with different answers.
- [For some questions,] I have had contact with the Council of Governments (COG), but I don't know people at the State level to contact.

Q10: For the programs listed below, the public has a positive perception/response toward this program.

- The PA Program went very well. Others were new or confusing or both. Mitigation and HSEMD infuriated planners, COGs, and communities.

Q11: For the programs listed below, there are adequate resources available to address problems within this program.

- I'm happy with FEMA's PA Program. I would like to see more with Community Disaster Grant and Mitigation.



# Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

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**Iowa Recovery Analysis Workshop  
Online After-Action Assessment Survey Results**

**APPENDIX E: PROGRAM ASSESSMENT TABLE**

<b>Economic Recovery Programs</b>	<b>Overall Rating</b>
Jumpstart Small Business Administration (SBA) Program	2.8
Disaster Recovery Business Rental Assistance Program	2.4
Emergency Public Jobs Program	2.8
Midwestern Disaster Area Bonds	1.8
Community Economic Betterment Account (CEBA) Program	2.2
High-Quality Jobs Creation (HQJC) Program	2.2
Agriculture: Emergency Conservation Program (ECP)	2.6
Agriculture: Farm Service Agency (FSA) Emergency Loans for Disasters	2.6
Agriculture: Noninsured Crop Disaster Assistance Program	2.5
Agriculture: Rural Development Disaster Assistance	2.5
Agriculture: Emergency Watershed Protection (EWP) Program	2.6
Agriculture: Wetlands Reserve Program (WRP)	2.7
Contractors and Builders: Single-Family Unit Production (New Construction)	2.7
Contractors and Builders: Low-Income Housing Tax Credit Program	2.4
Contractors and Builders: Lead-Based Paint Training and Scholarship Program	2.4
<b>Housing Programs</b>	<b>Overall Rating</b>
Temporary Housing – FEMA Mobile Homes	2.5
Temporary Housing – FEMA Rental Assistance	3.0
Temporary Housing – FEMA Rental Repair Pilot Program	2.5
Jumpstart Housing Program: Down Payment Assistance	2.6
Jumpstart Housing Program: Interim Mortgage Assistance	2.7
Jumpstart Housing Program: Repair/Rehabilitation	2.6
Jumpstart Housing Program: Jumpstart Express (under \$25K)	2.6
Small Rental Rehabilitation Program (from CDBG funds)	2.5
Large Rental Rehabilitation Program (from CDBG funds)	2.4
Small Business Administration (SBA) Loan Program	2.2
Iowa Unmet Needs Disaster Grant Program	2.4
Property Acquisition Program Hazard Mitigation Grant Program (HMGP) (Buyouts)	2.1

## Iowa Recovery Analysis Workshop Online After-Action Assessment Survey Results

<b>Individual Assistance/Case Management Programs</b>	<b>Overall Rating</b>
Iowa Unmet Needs Disaster Grant Program	2.8
Mental Health Assistance: Iowa Concerns Hotline	3.0
Mental Health Assistance: Project Recovery Iowa Crises Counseling	3.1
Mental Health Assistance: Local Providers	2.9
Disaster Unemployment Assistance	3.0
Emergency Public Jobs Program	2.8
Case Management Services (Long-Term Recovery Committees)	3.1
<b>Infrastructure, Public Projects, and Long-Term Recovery Programs</b>	<b>Overall Rating</b>
FEMA Public Assistance (PA)	2.9
Federal Highway Administration (FHWA)	2.5
United States Army Corps of Engineers (USACE): PL 84-99	2.5
Natural Resources Conservation Services (NRCS): Emergency Watershed Program	2.1
Housing and Urban Development (HUD): Community Development Block Grant (CDBG) Funds Administered by Iowa Department of Economic Development (IDED)	2.3
Jumpstart Infrastructure Program	2.2
Community Disaster Loan (CDL) Program	2.3
State Contingency Loan Program	2.2
Economic Development Administration (EDA) Funds	2.4
Community Disaster Grants (CDGs) (State Funds)	2.5
Hazard Mitigation Grant Program (HMGP)	2.7
Iowa Finance Authority (IFA) Public Facilities and Infrastructure Assistance	2.4
FEMA Long-Term Community Recovery (Emergency Support Function [ESF]-14)	2.5
Rebuild Iowa Office (RIO) Community Planning Liaisons	2.4