

**Association of Administrators in Academic Pediatrics
Regional Meeting
January 2016**

Resiliency in Changing Times

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Cedar Rapids, IA Flood Disaster June 13, 2008

- Cedar Rapids, IA - Flood June 13, 2008
- Cedar River swells 2 miles wide (typical width 600ft)
- 10 square miles and 1,400 city blocks flooded
- 7,749 parcels impacted (5,900 residential)
- 5,900 residential – 50% rental and 60% over age 65
- 1,281 businesses affected – 900 flooded
- 18,000 residents displaced
- Local, state and federal agencies all flood in the downtown
- 423 boat rescues (community evacuations began June 10)
- 0 deaths
- services delivered to unaffected portions of city
- \$7 Billion disaster – total community property valuation \$3.3 Billion

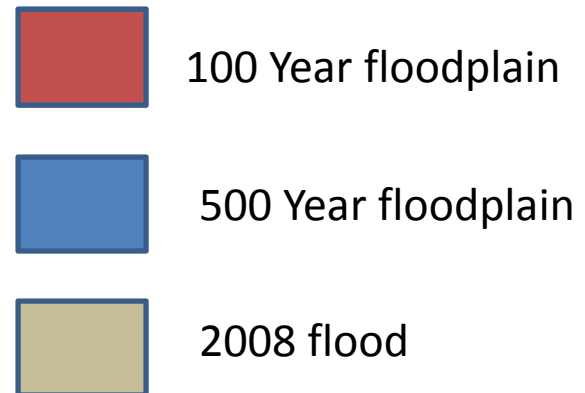


Cedar River Watershed and Flood Reach

June 13, 2008



- Cedar River watershed is 6,500 square miles



Cedar Rapids, IA Flood Disaster

June 13, 2008



Cedar Rapids, IA Flood Disaster June 13, 2008



Cedar Rapids, IA Flood Disaster June 13, 2008



Developing a Recovery Strategy for Community Resiliency

Prepare for Cedar Rapids, IA Community Recovery Discussion and Design:

- 1) Survey other Disasters: Grand Forks, ND; Tulsa, OK; Napa, CA; and various Gulf Coast communities

Add resources to assist with service delivery:

inspections, housing – pop. loss, FEMA PWs, etc...

Monitor and respond to psychological needs of community and staff

Expect political and administrative staff changes

Secure broad public support of the recovery plan

Build short, mid and long term strategy

Move quickly due to pressure to rebuild “what was”

Limited success in acquisition programs that move people out of harms way

Developing a Recovery Strategy for Community Resiliency

Prepare for Cedar Rapids, IA Community Recovery Discussion and Design:

2) Assess Cedar Rapids Strengths and Weaknesses

No history of plan implementation

Department operate in silos

Lack of work force affordable housing

Limited sustainable policies and public discussions

Limited interaction with State officials administering disaster
recovery funds (entitlement community pop.130,000)

Form of government change 2005

Developing a Recovery Strategy for Community Resiliency

Prepare for Cedar Rapids, IA Community Recovery Discussion and Design:

3) Best Practices in Public Leadership

Servant Leadership Principles – listen, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people and build community/relationships

Project Management

Process Improvement – Design (Six Sigma)

Program Evaluation

Face to Face interaction

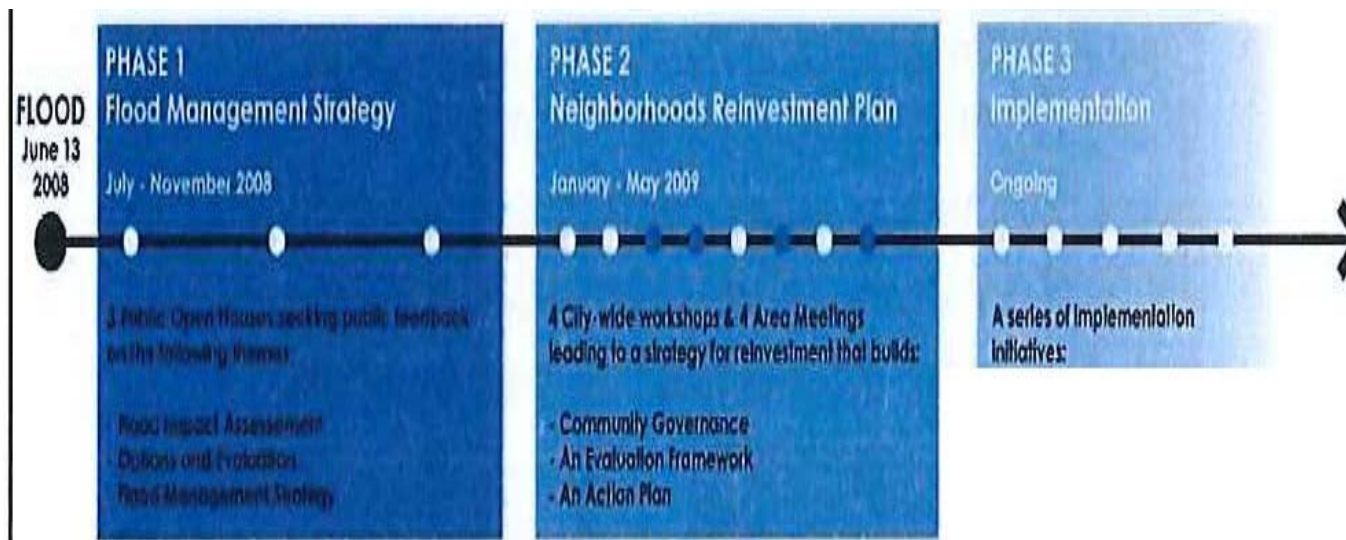
Staff recommends plans, programs and design systems and policies informed by these three sets of data

Developing a Recovery Strategy for Community Resiliency

Great minds discuss ideas; Average minds discuss events; Small minds discuss people.

Eleanor Roosevelt, *US diplomat & reformer (1884-1962)*

Public Engagement Process 2008 - 2009

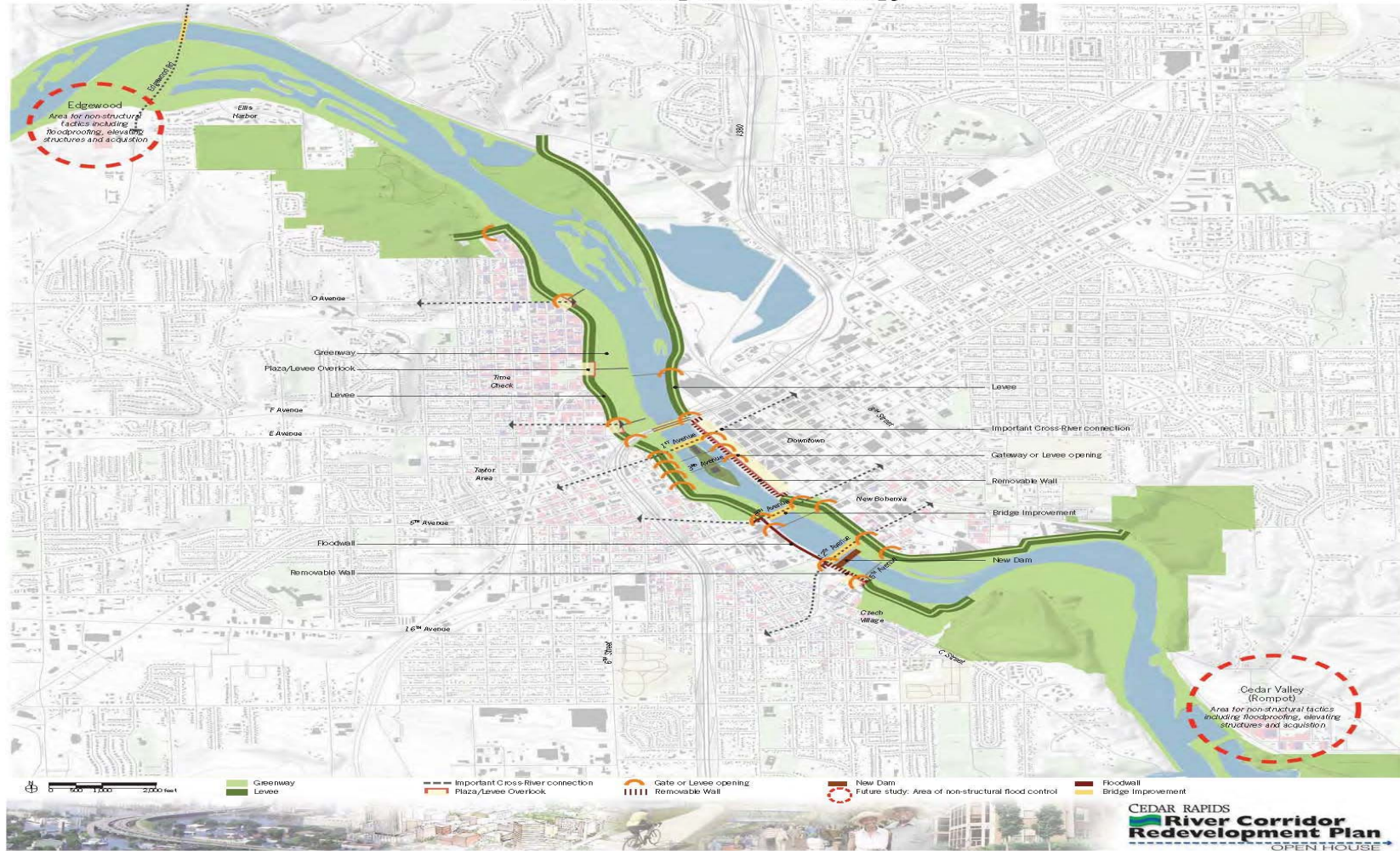


Public Engagement Process: Community Conversation



The Flood Recovery Plan November 2008

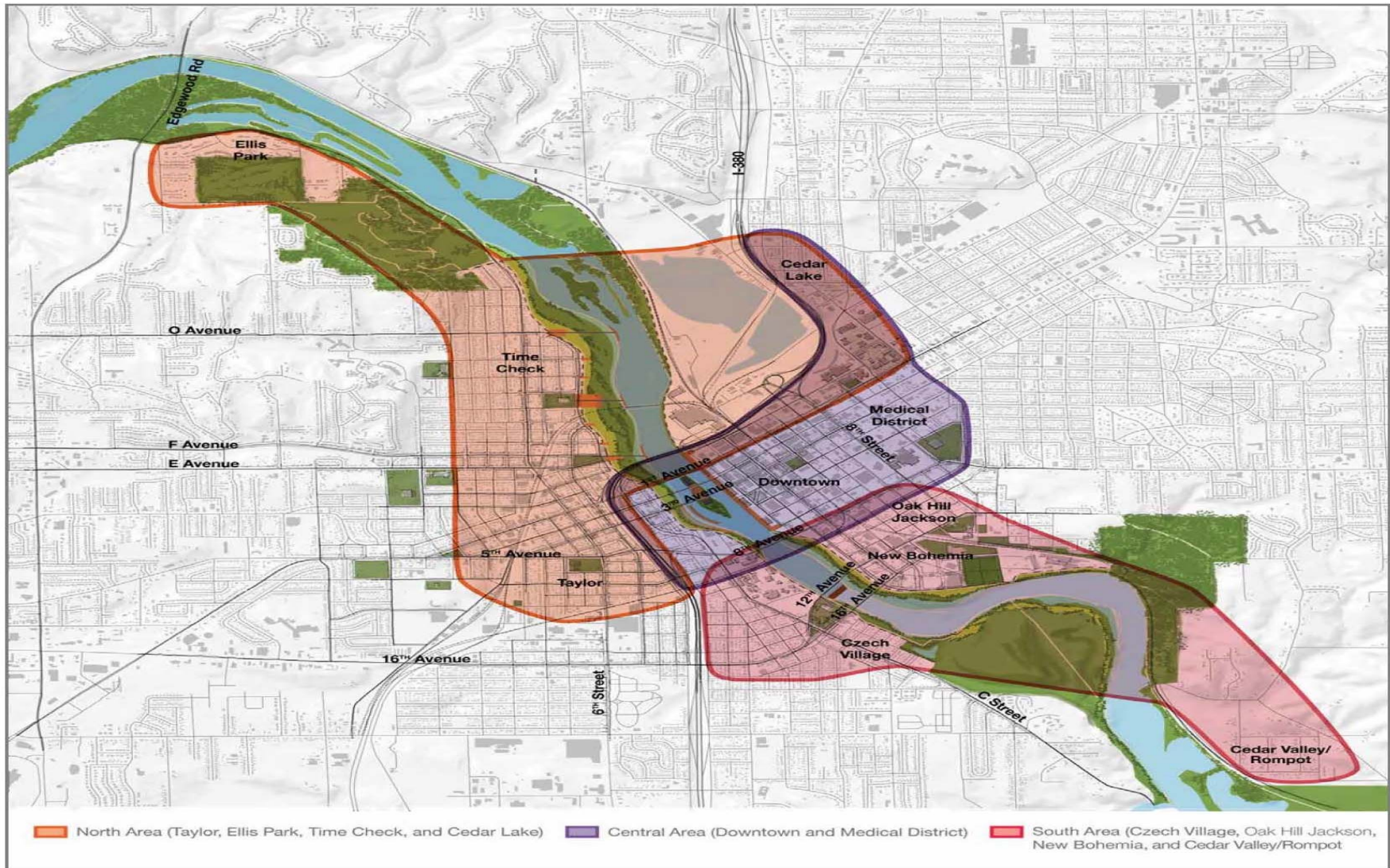
Flood Management Strategy



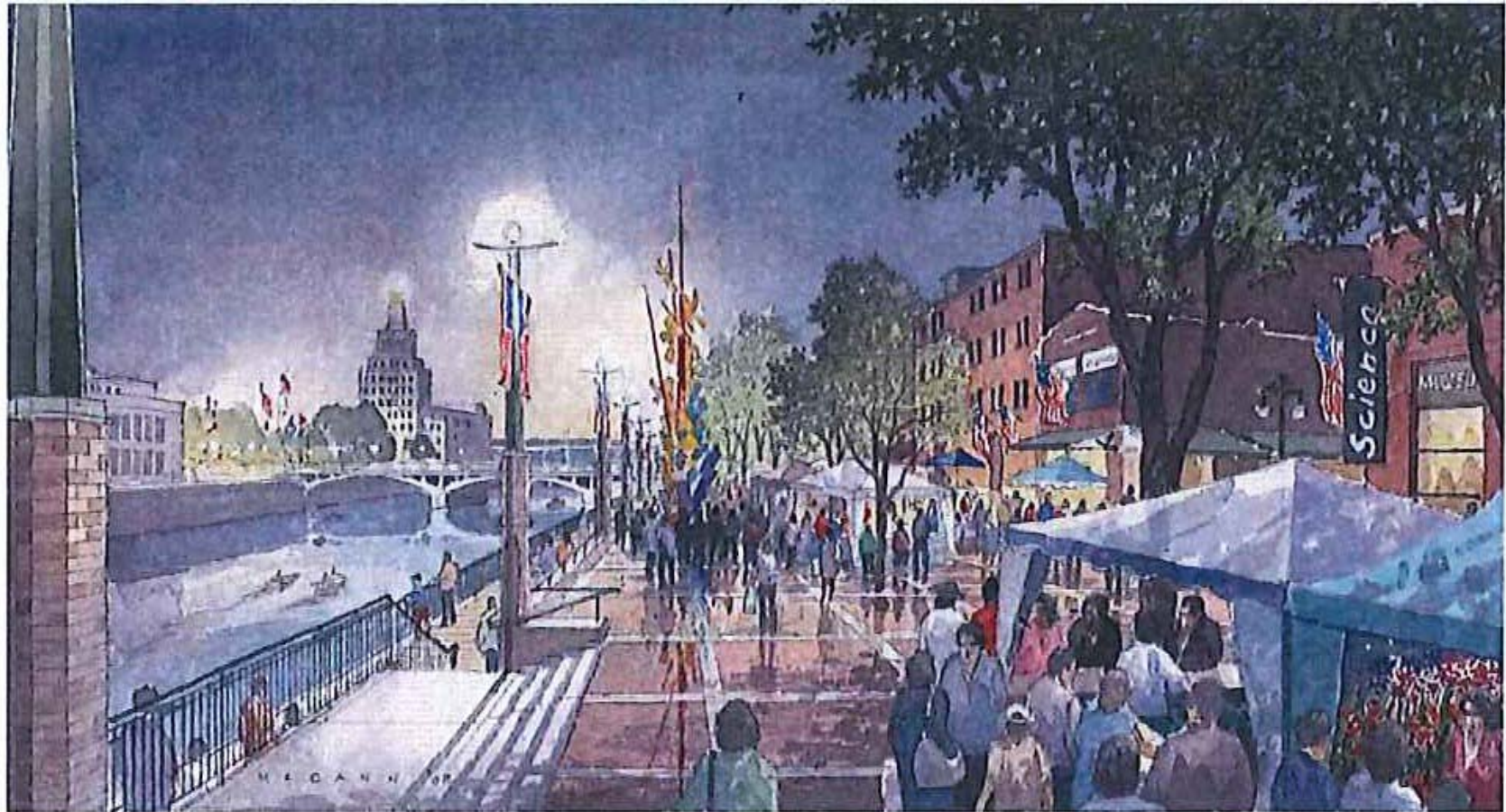
The Flood Recovery Plan



Neighborhood Planning - *Building a greater community for the next generation*



Neighborhood Planning May 2009



Community Resiliency: Vision and Results

Results in Cedar Rapids, IA:

Resiliency policies:

- 1) *Construction Study Area 12/08* – 1,200 parcels acquired
1,000 demolitions (\$168M) and flood protection underway.
- 2) *Vision drive policies* - designed and approved by
interdisciplinary teams through informed consent –
public/private plan advocates. Also, plans created quickly
and 60% implemented to date. Developed new capacities.
- 3) *Residential and Business Programs* (\$350M): create first
business programs with CDBG; and focus on *unique* needs –
create afford hsg, sustainable policies, infill targeted
- 4) *Population Grows* by 4 % 2010 census – 1600 new
dwelling units (down payment assistance must be used in
city limits)

Community Resilience: Vision and Results

Create a Vibrant, Destination Riverfront: Amphitheater



A new 5,000-person amphitheater is located on Western Bank of the Cedar River, orienting to a stage at the River's edge and overlooking May's Island and the Downtown. The amphitheater could be used for informal performances or closed off for concerts that would draw people to Cedar Rapids and generate revenue for the City.



Community Resiliency: Vision and Results

Results in Cedar Rapids, IA:

Resiliency policies:

5) *Community Wellness Addressed*: critical incident debriefings and regular reflective discussions; contracts with social service agencies to triage financial and psychological needs

6) *Financial Plan*: maintained strong bond rating and reserve policy 25% +, and developed financial strategy to secure state and federal funds to reduce flood risk

National Recognitions: American Planning Association, Army Corps of Engineers and FEMA Awards

TIME magazines *Boomtown* 4/12

Forbes *Best Places for Business and Careers* 6/11 and 4/10

CNN and Money magazines *Best Places for Affordable Homes* – 7/10

2014 All American Cities – *Winner*

Community Resiliency

Lessons Learned:

Vision and Strategic Intent:

- 1) Move quickly and own your recovery
- 2) Build a vision/plan with public support
- 3) Build strong relationships inside and outside of the organization
- 4) Build interdisciplinary teams
- 5) Define stakeholders (public and private) roles and responsibilities
- 6) Work where you get the most leverage

Community Resiliency

Lessons Learned:

Opportunity and Hope:

- 1) Lean into it the situation/s and plan to work “outside your comfort zone”
- 2) Seize opportunities – sustainability dialogue, building techniques, design, social equity, etc...
- 3) Build community capacities (and staff)
- 4) Legacy...”you are the right (person) at the right time for this work – how will you improve...”

Community Resiliency

Lessons Learned:

Adapt and Show Empathy:

- 1) Communicate, communicate, communicate
- 2) Be curious: reflect – learn - adapt
- 3) Develop case management or system that provides for one on one interaction with impacted residents or businesses – look people in the eye
- 4) Take care of your people – empathy fatigue/PTSD
- 5) Innovate - construction study area; CDBG programs for businesses; reduce ACOE planning horizon by 3.5 years – 18 months and interdisciplinary teams implement plan; transition to social service agency

Community Resiliency

Lessons Learned:

Strong Implementation and Results:

- 1) Focus on problem solving not blame
- 2) Provide transparent mechanisms for input and feedback to ensure people are heard
- 3) Rebuild the community stronger and more resilient –
Building a greater community for our kids' kids

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