

Long-Term Recovery Planning Summit

Post-Disaster Redevelopment Planning & Beyond Jacksonville, Florida

Meeting Summary

ATTENDEES:

Planning Committee – **Georgia Department of Natural Resources:** Jennifer Kline; Sonny Emmert. **Florida Department of Economic Opportunity:** Julie Dennis; Matt Preston; Liesl Voges. **NOAA Coastal Services Center:** Adam Stein; Heidi Stiller. **South Carolina DHEC-OCRM:** William Salters. **Valente Strategic Advisors:** Mickie Valente. *Absent Members* – **Florida Division of Emergency Management:** Emily Meyer. **NOAA National Weather Service:** Richard Bandy. **North Carolina Division of Coastal Management, GSAA:** Tancred Miller. **South Carolina Sea Grant Consortium:** Rick DeVoe; Kristine Cherry.

Speakers – **Florida Blue:** Brian Strong. **Calcasieu Parish, OHSEP, LA:** Norman Bourdeau. **Calvin, Giordano & Associates:** Helene Wetherington. **EDA:** Josh Barnes. **Ecological Planning Group:** Ed DiTommaso. **FEMA Region IV:** Bruce Kinney; Lynda Lowe. **Florida Interfaith Networking in Disaster:** Jody Hill. **Garden City, Georgia:** Ron Feldner. **Georgia Emergency Management Agency:** Brian Laughlin. **MWR Planning:** Michael Wood. **Polk County Board of County Commissioners:** Curtis Knowles. **Tennessee Emergency Management Agency:** Elgan H. Usrey. **The Planning Collaborative:** Allara Mills Gutcher. **University of North Carolina-Chapel Hill:** Gavin Smith. **Volunteer Florida:** Tom Linley.

Participants – **AECOM:** Dan Deegan. **American Red Cross:** Angie Grajeda. **Chatham Emergency Management Agency, GA:** Clayton S. Scott. **CSA International, Inc.:** Lincoln Walther. **Emergency Management:** Matthew Jarm. **Escambia County, FL:** Brad Hattaway; Larry Newsom. **Florida Department of Economic Opportunity:** Larry Jerome McIntyre. **Florida Division of Emergency Management:** Alison Kearns; Jared Jaworski; John Cherry. **Florida Department of Environmental Protection:** Neil Hornick. **Florida State University:** Emily Suter. **Georgia Department of Natural Resources:** Jill Andrews. **Georgia Emergency Management Agency:** Dan Stowers; Derwent K. Langley; Scott Sherman. **Georgia Sea Grant:** Kelly Spratt. **Horry County, SC:** Vickie Burkett. **Kerr & Associates:** Kelly Ray. **Lafayette County, FL:** Alton Scott. **Lee County Emergency Management, FL:** Molly Sumpter. **North Carolina Sea Grant:** Brian Efland. **Northeast Florida Regional Planning Council:** Ameera Sayeed; Beth Payne; Eric B. Anderson. **PlanWise:** Joyce Levine. **Polk County Emergency Management, FL:** Pete McNally. **Putnam County Emergency Management, FL:** Mike Brown. **PricewaterhouseCoopers Emergency Management:** Carlos J. Castillo. **Researcher:** Phil Wieczynski. **Sapelo Island NERR, GA:** Suzanne VanParreren. **South Carolina Department of Health and Environmental Control-OCRM:** Matt Slagel. **South Carolina Emergency Management Division:** Johnnie P. Pitts; Steven Batson.



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South Carolina Sea Grant: Michael Slattery. **South Florida Water Management District:** Veronica Anderson. **St. Mary's EarthKeepers:** Rick Frey. **Tampa Bay Regional Planning Council:** Betti Johnson. **Treasure Coast Regional Planning Council:** Kathryn E. Boer. **Tybee Island, GA:** Paul Wolff. **URS:** Heather Jones; Lisa Conway. **US Army Corps of Engineers:** Adam Stein; Dave Apple. **Vrana Consulting, Inc.:** Tammy Vrana.

TOTAL NUMBER OF ATTENDEES: 72

OVERVIEW:

This meeting included topics on the National Disaster Recovery Framework, the Florida Statewide Post-Disaster Redevelopment Planning Initiative, a panel on local perspectives on Florida's Post-Disaster Redevelopment Planning, a researcher's perspective on long-term recovery, economic development in long-term recovery through public-private partnerships, lessons learned in Tennessee and Georgia, Non-governmental Organizations (NGOs) involved in disaster recovery, long-term recovery actions in local government, and a panel on the future of holistic long-term recovery. The meeting also included a flipchart activity discussing the future of long-term recovery in the United States and discussions on how to involve the private sector in long-term recovery. After Day 1, participants were encouraged to join a networking gathering at the River City Brewing Company.

PRESENTATION HIGHLIGHTS:

DAY ONE: Tuesday, July 10th

Meeting participants met at Crowne Plaza, Jacksonville Riverfront. Sonny Emmert opened the conference with a welcome on behalf of the Governors' South Atlantic Alliance and a brief explanation on the origin and purpose of the alliance. His introduction was followed by a brief welcome from each of the states: Will Salters from South Carolina, Jennifer Kline from Georgia, and Julie Dennis from Florida. Heidi Stiller followed the states' welcome with a summit overview and introductions of who was in the room. Attendees were asked to identify what sector they worked for, their field of work, current knowledge of long-term recovery planning, and geographical location.

The National Disaster Recovery Framework: Making the Connection between Local, State, and Federal Government Activities during Long-Term Recovery

Bruce Kinney and Lynda Lowe of Federal Emergency Management Agency (FEMA) Region IV gave an overview of the National Disaster Recovery Framework (NDRF), one of the five frameworks required under Presidential Policy Directive-8. They explained that the NDRF is not a plan, but rather a flexible guide to effective recovery. It promotes the establishment of post-disaster organizations to manage recovery and supplies the leadership needed to create well-coordinated support to the Community. For more information visit: <http://www.fema.gov/recoveryframework/>



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The Florida Statewide Post-Disaster Redevelopment Planning Initiative

Julie Dennis of the Florida Department of Economic Opportunity gave an overview on the State of Florida's Post-Disaster Redevelopment Planning (PDRP) Initiative. She provided a brief history on the initiative, which started with National Oceanic and Atmospheric Administration (NOAA) funds through a grant with the Florida Coastal Management Program; additionally funds were secured through the FEMA Hazard Mitigation Program in 2008. The process established a focus group of experts who identified what should be included in a PDRP. This collaboration was closely followed by the designation of pilot communities who used guidelines created by the focus group to create their own PDRPs. Julie then provided an overview of the Florida PDRP guidebook, how communities can create their own PDRP, and how to integrate PDRPs into other state and local plans. Guidebooks are available online at: www.floridajobs.org/PDRP

Florida Post-Disaster Redevelopment Planning: A Local Perspective

Curtis Knowles from the Polk County Board of County Commissioners was the first member of the panel to introduce his experience with post-disaster redevelopment planning. As part of the only in-land community pilot for Florida, Curtis offered a unique perspective. Polk County at the time was not required to adopt a PDRP, as coastal counties were, but they now have a plan of policy and procedures. Polk County has created an action matrix of what they need to do and who needs to do it for each step of the process. The project overview has been completed and they are currently finalizing the details. Curtis stressed that public buy-in is important and Polk County did this by working with the media to create a disaster scenario video and explain what long-term recovery was, which helped to encourage the project moving forward.

Helene Wetherington from Galvin, Giordano & Associates presented on what a PDRP should look like, emphasizing a post-disaster recovery framework. Helene suggested that while developing the PDRP it is helpful to imagine worst-case scenario. This strategy encourages creative thinking on how to recreate in a better way after a disaster, rather than keeping things the same. Encourage stakeholders to think outside the box. Also, Helene stressed the importance of recognizing that the transition from response to recovery involves different key players but they need to know how to work together and when that transition happens after a disaster.

Michael Wood of MWR Planning presented on his experience with Manatee County, tying in the goals of his project with those described by Helene. Manatee County tried to focus on getting the right people to the table for their planning process, including planning for a special meeting to engage the private sector. The County reached out to specific people who had ties to the public sector, but after the collapse of the economy, this effort never fully developed. Michael stressed the importance of this step in the process, that the key is to keep people informed. Michael also noted some weaknesses in



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their plan, including such omissions as no oil spill planning, what to do if primary bridges are lost, how to consolidate government services, and how to respond when there is less revenue in the county.

Allara Mills Gutcher of The Planning Collaborative worked as the Planning Director for the City of Panama City during their pilot planning process. She noted that a primary reason for the success of the plan was having the mayor as a huge champion of the process. Many of the challenges Panama City faced were in working at the county level. The Emergency Manager works for the County, so it was critical to get them engaged in the project, but there was sometimes a power struggle during that process. Allara found that bringing someone to speak to the planning committee who has been through a major disaster helped to keep the group focused and provide context.

Long-Term Recovery: Experience from the Field

Gavin Smith from the Department of City and Regional Planning at University of North Carolina at Chapel Hill discussed the dimensions of the Disaster Recovery Assistance Framework, supplied an overview on the State Disaster Recovery Planning study, argued over the role of planning in disaster recovery planning, and disclosed the promise of the National Disaster Recovery Framework moving forward. Gavin expressed his concern over the disconnect between many of the components involved in disaster recovery planning and the “zone of uncertainty” in which a large number of people involved do not understand their role in recovery. This includes the private sector, media, as well as within the government realm. Gavin discussed case studies and results from his research regarding weaknesses within each sector. He argues that these gaps will remain until we begin to include the missing components.

Economic Development in Long-Term Recovery: Successful Public-Private Partnerships

Mickie Valente of Valente Strategic Advisors introduced the topic of economic development in long-term recovery through successful public-private partnerships. Mickie focused her presentation on how to think about the private sector, to expand from the common understanding to include all areas, such as media. She also included a group termed “quasi-government” which includes those groups that work with the government on a daily basis, for example the Chamber of Commerce. Mickie stressed that each community is different and to think about all the economic drivers in each industry, such as tourism which might include as many as 7 different industry sectors. If your community has a major economic driver, such as the medical center in Galveston, the major goal after a disaster is determining how and when they were going to be able to get back to work. This requires cooperation between public and private entities.

Josh Barnes of the U.S. Economic Development Administration provided an introduction to the National Disaster Recovery Framework (NDRF) and its implications. The NDRF describes and institutionalizes agency-wide approaches to prepare for, plan for, and manage disaster recoveries. Josh explained that the framework seeks to create a higher order of interagency/intergovernmental coordination over a longer span of the recovery



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continuum. It was developed through focus groups and surveys to determine which core principles are important to people after disasters. Josh advocated for a regional focus in planning for disaster recovery, because disasters do not think about borders and it is important to view the recovery effort as a whole, not as separate parts.

Brian Strong from Florida Blue provided a perspective on the private sector's role in community planning. He discussed the three phases of emergency planning: the enterprise operations center, focus on business continuity, and disaster recovery. Brian heavily stressed the importance of communication during the planning phase because communication is one of the first things to break down after a disaster. For that reason, Florida Blue sets one of their primary goals as maintaining communication: where they are, what they are doing, and how they will meet the needs of their customers after a disaster. Florida Blue is committed to planning for their employees, partners, and customers.

Involving the Private Sector in Long-Term Recovery: Café Conversations & Report Out

The group broke into seven smaller groups at round tables to discuss and record responses to two questions: what projects, programs, or collaboration mechanisms already exist where the private sector is doing or involved in disaster planning, response, and/or recovery?; and what else is needed to effectively involve the private sector in planning for and implementing long-term recovery? From these discussions many examples of current programs were listed (full list in *appendix*), focused primarily on large national programs. Some key elements listed to increase successful programs in the future includes: maintaining open discussion, reaching out to small local businesses, getting information out in the public eye, always considering funding and not relying solely on federal funding, and involving the private sector by inviting them into the process.

Long-Term Recovery: Lessons Learned from Tennessee and Georgia

Elgan Usrey from the Tennessee Emergency Management Agency (TEMA) presented on Tennessee's Disaster Recovery process. It is written into Tennessee's Annotated Code that the state must construct a post-disaster response and recovery component. Elgan described how long-term recovery ties into this process, such as through assessing social and economic consequences and avoiding duplication of assistance by developing long-term recovery plans. Elgan also provided case study examples of the recovery plans in action, such as providing individual assistance for Ashland City in Cheatham County and working with the A. O. Smith plant to maintain operations in the city following massive flooding. Elgan then briefly described the recovery support functions and the recovery roles and responsibilities. He concluded his presentation by supplying contacts and resources for those interested in more information.

Brian Laughlin of the Georgia Emergency Management Agency (GEMA) provided an overview of the recovery process in Georgia after the April 27-28, 2011 tornado outbreak which included 15 tornadoes, 15 fatalities, 143 injuries, more than 1,300 structures



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damaged or destroyed, and a total of \$32.5 million in uninsured losses. Brian explained that the recovery process was led by FEMA/GEMA and was broken into individual assistance and public assistance projects. Voluntary Organizations Active in Disaster (VOADs) also coordinated through GEMA and included over 20 different organizations. Georgia also conducted post-disaster hazard mitigation training programs, established a hazard mitigation grant program, and supported local recovery efforts. The local efforts included county-based recovery committees for the counties most impacted by the tornadoes and the Georgia Recovery Project which provided local recovery expos but has since disbanded.

Wrap-Up and Networking Opportunity

Heidi Stiller provided a brief overview on the topics of the day and reminded participants what time the conference would reconvene the following morning. Heidi then invited all participants to join for a networking gathering at the River City Brewing Company.

DAY TWO: Wednesday, July 11th

Heidi Stiller welcomed day two meeting participants, summarized the discussions from day one, and reviewed day two's agenda.

The Non-Governmental Role in Long-Term Recovery: NGPs Active in Disaster Recovery

Emily Meyer of Florida Division of Emergency Management presented via skype and introduced Tom Linley of Volunteer Florida. Tom discussed his involvement with rural communities in long term recovery efforts in Volunteer Florida. He discussed how many VOADs are very active during the response phase after a disaster, but that fewer are involved in the long-term recovery process. Tom explained that VOADs can have a variety of roles during recovery, specifically focusing on the individual and families. Tom also said that there is no perfect recovery plan, that each situation is different and each community has to do what works for them.

Emily Meyer then presented on the importance of keeping volunteer organizations active in all phases after a disaster. She stated that many of the tasks that they are needed for are already part of their mission, so to let the organizations do what they do and to not invent the wheel. Emily said that one of the most beneficial uses of VOADs during recovery deals with housing. VOADs are able to help rebuild houses in better and more resilient ways. She stressed that timeliness is an important element of housing reconstruction in terms of the mental health of the community. Most important is maintaining integration with social services at all levels, to have everyone working together towards one known goal.

Jody Hill of Florida Interfaith Networking in Disaster presented on the idea that “your community will never recover until your low income/poor recover.” As her central message she said that it is often interfaith organizations that come into damaged



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communities and rebuild for the uninsured or underinsured, however there is typically a lack of communication between their efforts and the local government. One of the strengths of faith organization funds is that they are not restricted to certain uses, as FEMA funds usually are. Jody also provided an overview on the different types of long-term recovery committees: Long Term Recovery Organization (LTRO) and Long Term Recovery Committees (LTRCs) as well as Community Organizations Active in Disaster (COADs). Jody closed her discussion by stating the importance of including how to utilize and care for volunteers after a disaster as an important element of the plan.

Long-Term Recovery In-Action: Featuring a Local Government

Ed DiTommaso and Ron Feldner of Garden City, Georgia presented on the long-term recovery efforts and studies being conducted in their city. Garden City is currently in their first year of a new grant allowing them to plan for long-term recovery following a disaster. The study is focused on vulnerability and risk assessment in the town of less than 10,000 people, including many mobile homes that are especially at risk during a disaster. Their primary focus right now is on a GIS program that utilizes a national grid system which is then overlaid with different data sets, including flood zones, impervious areas, day and nighttime population, etc. The city can then determine areas that are most at risk given this data information and by combining elements to determine vulnerability. They also hope to develop a greenhouse gas emissions inventory as part of the grant project.

Norman Bourdeau from Calcasieu Parish Office of Homeland Security Emergency Preparedness (OHSEP) in Louisiana presented on having an inclusive effort in rebuilding and keeping a constant focus on the emotional/mental condition of your community. Based on experience from his own parish, Norman stressed that it takes a community to rebuild a community and that you cannot always depend on outsiders to come in and fix everything. The unmet needs are those that are left for the community to take care of and if they are left unattended, then the mental state of your community will suffer. Calcasieu brought in community groups who held a piece of the puzzle in the community to help manage long-term efforts after disaster. The goal was to not leave anyone behind and to address issues in a timely fashion. Norman stated that the job is never-ending, after the storms and before the next disaster, there are always things going on that we need to be diligent about.

The Future of Long-Term Recovery in the United States: Roving Flipchart Activity

Meeting participants then broke into ten different groups at flipcharts around the room. Each flipchart asked one of five different questions based on long-term recovery in the United States and applied the lessons and insights gained from the conference. Full notes from these charts are located in the *appendix*. Some reoccurring issues include the need to reach the public, both with information on how to plan for recovery and why recovery planning is important. There is also a need for further education at every level in terms of what roles are following a disaster and when to transition from response to recovery. Finally, the importance of bringing all the sectors to the table while planning for long-



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term recovery is a significant element for all government entities to consider during the process.

The Future of Holistic Long-Term Recovery: A Panel Discussion

As the final element of the conference, there was a panel of six long-term recovery experts from various sectors to answer any questions from the floor. The panel included: Curtis Knowles of Polk County, Florida; Brian Laughlin of GEMA; Bruce Kinney of FEMA; Mickie Valente of Valente Strategic Advisors; Jody Hill of Florida Interfaith Networking in Disaster; and Gavin Smith of UNC Chapel Hill. The questions asked the panel about road blocks they had encountered and how they overcame them, any research initiatives that are needed in order for communities to move forward in planning for recovery, if there is a tipping point where a community is past the point of recovery, and the resources different sectors can bring to help Florida establish a statewide recovery plan. Responses can be viewed in the *appendix*.

Adjournment

Heidi Stiller made final comments and asked participants to fill out evaluation forms rating the meeting's quality. William Salters provided a brief summary of the Summit and thanked all attendees for their participation.



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Appendix A Questions and Answers from Presentations

The National Disaster Recovery Framework: Bruce Kinney, Lynda Lowe

- *Planning team question #1: lessons learned and successes coming up on 1 year anniversary of NDRF?*
 - Federal government agencies are talking as a whole and being more proactive and identifying programs that can work in terms of recovery
 - Region 4: set up various sites - pass info on to state partners and regional partners
 - Aspect of transparency in all of this
 - Participation will be one of the greatest tools that comes out of all of this
 - Websites and social media - saving trees as far as getting the current word out there
 - In planning there is a lot of focus on checklists
 - This framework is flexible - will make it really work
 - Can't just be put up on a shelf
 - Think worst case scenario - when that doesn't happen, good, but you're ready for it
- *Fed government has tasked departments with these jobs. Will they share the assigned tasks?*
 - That is being worked on right now. They are writing what they are calling their agenda and agreement as an annex - how are the departments going to mobilize people - there is a list of 35 that have mission steps
 - All involved agencies - interagency operational plan - us working together to develop a way to work together and support local agencies after an event
 - Also working with the other ten agencies - FEMA doesn't necessarily have the best of everything
 - Need expert voices
- *Early in presentation - surveyed regional areas - focus on regional structure but how can you get the people to stay?*
 - We have learned that about 60% of Americans still live within 50 miles of where they were born
 - If the community is destroyed, it is hard to want to stay
 - To counter that, have a plan endorsed by the community
 - They know that if a disaster hits, they know what is going to happen
 - Public information at every stage - coordinated messaging
 - "Here is what is happening" "this is how bad it was" etc
 - Housing and economic development - need those two things (job and home)
 - Housing and Urban Development (HUD), Department of Commerce, and Health and Human Services (HHS) in keeping people in a community
 - Long-term recovery really is long-term - 5/10 years



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- *Connecting of different frameworks - is that being worked on to link the 5 recovery frameworks? Interagency or national? One robust system.*
 - As a region we recognize that the tying together makes sense, but not federally required
 - We want to make sure people are duplicating
 - Community-wide and state worst case - take it from there and tie them together
 - *Summit Participant: In all the Interagency Operational Plans (IOPs), expectation of integration of all the frameworks. The response and recovery is disaster driven - something happens, we have to respond. The other three are steady state, things that will persist over time and have to be integrated into with the disaster ones. As we are recovering we have to be able to tie in the principles from the other ones. (other participant)*
- *Planning Question #2: about timing*
 - It will start once the state or local government has requested
 - Right now the initial time for assessment is about 30 days to get a draft report out
 - If activated, other steps will be taken
 - Could be a phased response as needed
 - *Lisa Conway - URS - when you start working on your framework - we have found that when you start activating, you need someone acting as a liaison in your Emergency Operations Center (EOC) - short-term policies can affect the long-term*
Want to get to that position as early as possible

Florida Statewide Post-Disaster Redevelopment Planning Initiative: Julie Dennis

- *Planning group question: you talked about how important it is to get people involved, how do you do that?*
 - Meet with elected officials. Sometimes the best time to discuss this with an elected official is not in a public setting. Get together on one page, go over the talking points - good way to introduce that information to them. Explain what it is and leave that info with them
- *CSA International speaker: we have people from the different pilots here - you have to tailor the plan to your community. Hillsborough had involvement immediately. In Polk County, one person was the coordinator (Curtis), but things didn't start rolling until the top-down started working. Need to get that political involvement. Not going to happen overnight, need to stay on it. Try to educate at least one elected official. If you can get that one commitment, then hopefully they will begin to explain it to others. Don't ever give up.*



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Florida Post-Disaster Redevelopment Planning: A Local Perspective

- *Brad: you started to hit on the housing side of it. Curious if some of the locals have had more discussion on the Stafford Act and how it feeds in. Such as housing, we don't put temporary housing out. The issue is when the Stafford Act hits a brick wall - is there a limit? The housing is the easiest one to talk about in terms of the locals - we are now going to have to figure out how to spend our own money because FEMA can't do it. If we had a housing issue that came under it, certainly BP was a very forward organization as far as making sure people are taken care of but others may not be in the future. There may be a huge gap in terms of money - have you had these discussions?*
 - Michael - once into the longer term time frame, we were on our own. There would be limited resources. Probably about a year into it. We would need to know how much was needed and how much we were generating. Accepted the idea that in about a year money is not lined up and have to figure it out ourselves.
 - Helene - in the first couple meetings, take money out of the equation. All the conversations about being sustainable and smart in regrowth were stopped when including money talk. During innovative thinking stages, bring money out. Back in reality where money is an issue, we spend time looking at the local budgets. Come up with thinking tools - which would increase, decrease, remain stable? We might not have good answers but we can look at these money locations and figure out where the money might be and re-prioritized if possible.
 - Julie - long-term recovery from the oil spill was not something that was thought about. Largely economic based so difficult to plan for, based primarily on perception, not physical damage. Long-term recovery effects were the perception of other communities of how those communities looked. We are still in that process of figuring it out. Money will likely be coming from the Restore Act.
 - Curtis: line item that we would create a housing plan. Economic Development Council - have a good idea of hotels, motels, rentals, etc. Could offer as temporary housing. Need to deal with population coming inland and our own population.
- *Lincoln: Arcadia wanted to be a pilot - FEMA came in, lots of people leaving Homestead and going to Arcadia and FEMA made the decision of where to put temporary homes. Arcadia wanted a plan so they could have control of their own land use.*
 - *Another point - 80% of the housing would be damaged in Polk County if a category 4 hurricane came through. That's huge. Major issue.*
- *Carlos: address and comment on Helene's presentation. People don't understand recovery. You prepare for the response. Or at least get your resources available for response. Recovery starts as early as response - it's part of the response phase but it*



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continues much longer (forever and ever). The way the EOC is set up, multi-agency coordination system. Information on resources and the situation. Key to maintain those two functions into recovery. Need to know what you have and need to do and how much progress you are making on it.

- Curtis: they put in a position in EOC on recovery - start to put an idea on what's going on, what we need to do going forward. When is the transition happening? New roles and responsibilities. Moving forward there will be that recovery person.
- Michael: Manatee County. County established an Emergency Support Function (ESF) for recovery. Give scenarios for them to figure out what they need to get back up and running.
- *Lisa Conway: Started working with disaster planning with Hurricane Opal. 18 years working on this but there is always something that wasn't accounted for. Each community is different but there are some commonalities. Need emergency managers and planners to speak together in a similar language. Nassau and Alachua counties plan to make compliant. Wanted a strong leader and a strong continuity from response to recovery. Need common ground for emergency planners to communicate with one another. Incident command post - for localized event but the multi-agency brings together many different disciplines. All the plans met needs for various local governments.*

Experience from the Field: Gavin Smith

- *Planning team question: need to advocate for investment. How do you make that case?*
 - Try to find money - corporate sponsors. Policy as a resource. Recraft our policy.
- *Planning in general is under attack in Florida. Belief that we need less of it. Your presentation says we need more. Can you talk about what you see as a bigger picture?*
 - We need more and better planning. Quality of the state and local hazard mitigation plans are not good enough. We need good planning. We don't do a good job collectively at clearly articulating the benefits. Social, community, etc. The idea of anti-science and anti-planning is a hard nut to crack. Need to talk about the true value but also demonstrate the value. Think about the future. Just look at students, they are fascinated by Sea Level Rise (SLR) adaptation but people in elected office.
- *Matt Slagel: Lessons learned from Charlotte and North Carolina right now (government v. science)*
 - In Charlotte, they are very pro-growth community. They were arguing over a year about this issue. Eventually they brought in people who could step back and through ongoing dialogue, it really made a difference. Find common ground. What are the difference stances, what are the different interests?
- *Well coordinated recovery plan?*



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- We ought to regulate it. Hold states and counties more accountable. We need to invest in pre-disaster timeframe. Right now we invest in emergency management in post-disaster timeframe. If we took a small percentage and put it into capacity building, it would make a big difference. It is a lengthy process, need to invest in it.

Economic Development in Long-Term Recovery: Successful Public-Private Partnerships

- *Larry McIntyre: Florida Department of Economic Opportunity (DEO) and Division of Emergency Management (DEM) - integration to help the workforce and private sector specifically. Florida Chamber of Commerce is now going to get involved. Three levels: trying to improve information sharing, get info to businesses and private sectors, also have a team that serves as liaisons with others (look at various missions and opportunities that are coming in, how can we include businesses in the process). Looking at opportunities to capitalize and improve on the process. Centered on organization and identify resources in advance that share those resources and make them a part of the recovery.*
- *Rick Fry: what stimulates Economic Development Administration's (EDA's) involvement in an area? Does it have to be designated, etc? How does the community access you?*
 - We have to be invited in. There is no barrier to EDA working with you now. Designed to work with communities that have economic distress. It can be disaster related or not disaster related.
- *Brian, you provide loans for employees who were affected by disaster, do you provide loans to mitigate houses?*
 - No. We do not. We do an expo once a year and provide information on mitigation for homes. We give them the information and resources. No, we have not thought about providing loans or grants to employees protecting their homes. Doesn't mean it can't happen, just not yet considered.
- *Economic development strategy:*
 - Socio-Economic Developments (SEDs). We are looking at asking them to look into resiliency planning as a part of that. Policy changes. Looking at encouraging that kind of thought process. Already being worked on in many regions.
- *EDA has funding for infrastructure enhancements. Any examples? Economic development strategic goals enhancements, would that be included? Things that might enhance that vision. Can they be tied to economic development goals? Or more general?*
 - When looking at EDA funding, it has to be tied to a disaster, disaster related recovery. Has to have a disaster angle. How will it make the community more resilient? Integrate resiliency into it. Has to be part of a broader disaster recovery strategy. Example: 2-lane bridge is no longer adequate after being damaged in a disaster, need more lanes for evacuation.



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Lessons Learned from Tennessee and Georgia

- *Elgan Usrey*
 - *How did you feel that the state was able to have the capacity to mirror those federal roles?*

We can do pretty well in matching them. In a lot of parts we are the federal organization and we receive a lot of money through those streams so it is a fairly good match
 - *Did you have local governments to fill those 6 goals?*

Depends on the size of the local govt. A big place like Nashville could, but smaller couldn't. Also depends on their needs. Working with the state, if they don't have the capabilities to do one of those functions they can maybe ask the state function to help them out with that.
- *Brian Laughlin: GEMA*
 - *What are 2 acquisition grants?*

Properties in floodplain areas. Needed to be acquired to ensure their safety and protection.

DAY TWO

The Non-Governmental Role in Long-Term Recovery: NGOs Active in Disaster Recovery

- *Dan Stowers: you talked about case management, how have you cracked the nut of doing comprehensive case management? Everything from crisis counseling, to housing, etc?*
 - *Emily - in Florida we do it as a variety of provider orgs. They do it regardless of any kind of funding source. All about the training that you give them and the time commitment that you are trying to provide. It isn't a seamless process but having one point of contact will help. Needs good knowledge about the different programs.*
 - *Tom - Florida this past year has gone through a very laborious process with Volunteer Organizations Active in Disaster (VOADs)- planning for case management. Debby was the first test of this plan but the planning process has been very healthy for us as a state. Asks great questions, sometimes clear answers and sometimes having to work through the answer.*
 - *Lynda Lowe - disaster case management grant that is available after disaster. Ryan Logan - point of contact that FEMA is currently offering. You can start planning now and he will help you figure out how to do that. What state agency is going to manage that grant? So if you start planning now and get ready you will be able to pull it off the shelf and know how you are going to move forward.*



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- *Helene - Palm Beach County put together a case management plan. State funds to mitigate housing structures. Who managed that and how did they come up with the match?*
 - Jody - all through Rebuild Northwest Florida - they managed it fiscally. They came up with a great software to track all of this. Go to website and visit them. Few million they got originally. Hazard Mitigation Grant Program (HMGP) - money is distributed and the further you get into it, those counties realize that they don't have the match for the big projects so it goes to the states and they have decided that up to 40 million was to house harden individual houses. The match is coming from the individuals whose houses are being hardened. Originally from volunteer hours and donations. State money was also allowed to be used.
Rebuild Northwest Florida - <http://www.rebuildnwf.org/>
- *Have you explored working with FEMA or other groups to do national training?*
 - Jody has pretty much stayed in Florida and is trying to retire. So the answer is no... no formal training.

Feature a Local Government

- *Ron Fender & Ed DiTommaso:*
 - *I really am interested in the GIS tool. Impervious areas were especially interesting. Will your model be available for others? Also, sea level rise, have you done any work with that using that model?*

It is something we are going to incorporate in. There is a lot of stuff that we are going to put there that we haven't yet (or didn't show). They are working on getting SLR dataset from someone. He is developing an easier way to get it to other people. Trying to model it a little better.
 - Michael Godbold who was not here developed the matrix of "E Plan". The most important plan you can have is a Continuity of Operations Plan. One of the things Mike did is take all the job descriptions and listed item-by-item the duties each person had. Checklist. Great idea. If in a large area, it can be broken way down to a workable level.
- *Norman:*
 - *It sounds like to avoid double-dipping, everyone has a system to say what client they are working with, etc. How do you make sure that people coming in, the feds, use the same system?*

They don't. This is mostly after the fact. Meeting unmet needs. Usually it is for people who went through the normal systems and they have or have not received any help. They have to include their FEMA number. It was really an internal group so they would know what was going on with all of the members.
 - *Jody: Out of 2004, the American Red Cross, United Way, and a third org came up with the coordinated assistance network, the original intent was for*



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people to share info, not case management. But as they moved forward they saw that it worked for case management. Another by Lutherans that has coordinated efforts and created Coordinated Assistance Network (CAN). Learn how to use it. Industry approved.

- *American Red Cross: I came in after Katrina, but recently went to Joplin and saw their long-term recovery process and it is encouraging to see the lessons learned. CAN is one of those things. It is a computer program, so it is only as good as the people using it. The more you plan before a disaster, the better.*
- *Planning Group: you have transitioned to a co-ad. Have you documented so you have a plan for the next event?*

Yes and every member of the co-ad is responsible for their own plan. That is a stipulated requirement.

Panel Discussion

- *Planning team question: How have you used collaboration among many of the different organizations and what is needed to improve collaboration? Road blocks you have encountered and how to overcome?*
 - Don't make the decisions after the disaster, do it ahead of time.
 - Know your political leaderships, different groups, orgs. Make those harder decisions up front. Want to have the discussion early on - not when emotions are running high.
 - Get regulations changed early on.
 - How many of you are members of an org that is not part of your specialty? Learn how they think. Trust is a big inhibitor so you need to work on developing that trust.
 - Helps you to integrate yourself into that group - step out of normal comfort zone.
 - In the aftermath of a disaster you end up with a lot of movie stars - people who want to be in leadership positions.
 - We need team players. No one wanted to be the elephant in the theater.
 - Value of pre-disaster recovery planning - Florida is great but other states need to jump on the bandwagon. Emergency managers compact. VOADs - mostly focused on emergency response. Also community emergency response teams. Land use planners need to be included.
 - Get the right people talking in the conversation.
 - What is risk? More than just a threat or hazard, all vulnerability approach. Vulnerability mitigation. These are the challenges that we need to fix. Need to understand the reality of what this really is. The burden needs to be shared. Private sector needs to partake in it too. Change the business and how they are operating.
- *Planning team question: research or initiatives that might be needed to move forward on how to prepare our communities in recovery?*



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- Of all of the phases of emergency management - mitigation and response are well researched but long-term recovery lags behind. After Katrina it has stepped up. Couple issues still out there - the value and importance of pre- vs. post-recovery planning. Quantitative, qualitative, funding options, how resources can/were used in case studies. Develop quantitative measures of recovery. How do you know who has recovered and by whom. Reformulation of social networks, social capital, etc. A lot of work is starting to be done here. How do we do a better job of doing research that is not being done in a vacuum? Needs to involve researchers and practitioners. Researchers might be asking the wrong questions - how do we develop meaningful and scientifically robust research questions? Work with others to know what questions even exist.
- There has been some research and opening of doors since 2001 that has to do with emotional care. Before we weren't able to apply these concepts to ourselves. Now responders are able to deal with these things as well. Huge piece of the recovery process. Eric Gentry - presentation that has to do with stress – post- traumatic stress.
<http://www.traumaprofessional.net/Courses.aspx>
- Economic recovery piece of all of this. How do we try to predict what could happen in these communities but how do we actually make that relevant to the community before and after the event? Where is the case management system for businesses - they don't get a lot of assistance after an event. Lots of resources in the private sector.
- One thing is that we are trained to link all plans together for consistency. Could also link financially. What financial opportunities are out there? Branch out. Even small dollar amounts are important.
- *Adam: no one said anything about funding in regards to collaboration. Has it been a challenge?*
 - If you don't get a CNN disaster - money is hard to come by. Has to be big enough for people to know about it.
 - Needs to be a designated event - usually Stafford Act.
 - Changing the rules of the game requires political power.
- *At what point in time or are there triggers to know if a community should be rebuilt? Is there a point where a community is so broken that it shouldn't be rebuilt? Should we be looking at a different location, especially considering sea level rise? Areas that were already on a significant decline before the pre-disaster.*
 - Asking a community to determine if they can sustain themselves is a big question. We need to hold states and local governments more accountable. We can't just do that and mandate certain behaviors. We have to invest a lot of time and money into it. We also have to give them the tools and resources to make more informed decisions.
 - Look at planning capabilities in your area - bring things back to pre-existing condition where it makes sense. Or to improve upon them.



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- *Julie - Florida statewide efforts - PDRP on local levels. Missing link - state has done a lot of recovery planning but we don't have a plan. From the different perspectives - what kind of resources can you bring to the table to assist in the development of a state recovery plan?*
 - Disaster resilience element. Put that knowledge into the plan. Way to incentivize the creation of those plans.
 - FEMA grants - opening them up for greater use - HMGP - think creatively about how to find funding. Increasing number of faculty are interested in recovery. Students are interested too. Consider the universities in your state and which ones you want to work with and which ones you don't. Even involve students in your plan.
 - Target specific groups or people and get the message to them



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Appendix B Roving Flipchart Activity Response and Café Conversation Responses

ROVING FLIPCHART ACTIVITY

#1 & #6: What can states do to advance long-term recovery planning? Think about both efforts to help local communities and ways to take advantage of the NDRF.

- Develop/explain Emergency Support Function (ESF) 18/Business Emergency Operations Center (BEOC) Public-Private Partnership (PPP)
- Provide training & exercises for Long-Term Recovery (LTR) and NDRF
- Educate on collaborative nature of LTR (not phases)
- Engage between state orgs, all government, public sector, non-profit, etc
- Other state agencies (not Emergency Management) organize to align with NDRF
 - Engage with fed counterparts
- Develop local pilots to demo NDRF
- Request governor recognize NDRF
- Create “to do” checklist
- LTR planning is required
 - Is mitigation strategy & hazard mitigation plan
- Local comp plans include LTR
- Council of Governments/Regional Planning Councils give funding & technical assistance to promote LTR
- State service community (Volunteer Florida) be engaged and align with Recovery Support Function (RSF) and state volunteer orgs
- Consider linking post-disaster funding to RSF (post-reg)
- Request FEMA create state Demo project NDRF
- Train statewide orgs in NDRF
- Provide \$ to local plans
- Request FEMA to assist with training
- Identify and engage volunteer orgs in LTR planning
- Incorporate LTR planning into existing structures – Department of Transportation (DOT), etc
- Expedite process, reduce red tape associated with permit
- Request funding for LTR coordinator/planner
- Develop comm strategy to share info on NDRF
- Create a framework at state level that mirrors the NDRF and apply this at the local level
- Make sure all VOADs are systematic and working together efficiently
- Engage long-term recovery planning during the response phase and create synergy early on in the recovery process



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- Make non emergency management officials aware of NDRF
- Provide educational opportunities at the local level in order to bring awareness to the benefits of long-term recovery and obtain buy-in
- State should stress long-term recovery to local officials - sell it to **everyone** from the top down
- State should come up with cost effective ways to apply long-term recovery planning and NDRF at local level
- States should develop recovery plans
- States should provide more assistance to local governments in developing **pre-**disaster recovery plans
- States should encourage local governments to apply for the new FEMA consolidated grant program
- States should encourage local land use planners to become more involved in long-term recovery planning
- States should advocate for their own recovery plans that goes beyond state agency involvement
- Forge/emphasize partnerships to look at/find a way for state and federal officials to coordinate in order to avoid duplicative efforts
- Have a federal cadre to work with state and local officials to understand their needs - make sure this is implementable
- State DOTs should identify vulnerable infrastructure - how they can be rebuilt - especially roads and bridges
- Encourage - possibly mandate local communities to establish LTR planning before the disaster strikes
- Include long-term recovery planning in the Community Rating System – incentivize
- Address/identify state long-term recovery resources and provide guidance/technical assistance at the local level - keep them from reinventing the wheel
- Keep training up to date for LTR
- Have someone at state level serve as the liaison between feds and local governments

#2 & #7: Climate change is predicted to exacerbate disaster impacts due to factors such as sea level rise, more extreme precipitation events and higher temperatures. How can long-term recovery planning efforts consider or incorporate climate change? What kind of climate information is needed?

- Better educate providers of LTR (non-profit/EM) on what impacts to their jobs and needs - different types of disasters
- Incorporate sea level rise (SLR) risk into current models in use (Sea, Lake, Overland, Surge from Hurricanes (SLOSH) & Flood Insurance Rate Maps (FIRMs))
- Incorporate Climate Change (CC) into mitigation planning
- Find accurate information on CC



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- Mapping mass migration that might result from long-term climate change impacts
- Making information easily available and understandable to layperson
- Avoid inflammatory language and extreme opinions
- Need to better connect information to importance with different job positions
- Use public agencies that are incorporating CC into planning and development as an example of good behavior/model for other agencies and organizations
- Integrate into GIS modeling such as Hazards-U.S. (HAZUS) - loss estimation
- Use long-term trends to demonstrate change and assist in future predictions
- Use storm surge as an education tool for impacts of SLR
- Education on inland/river SLR impacts
- Need to incorporate SLR project impacts into codes and ordinances
- Need update factual information (SLR inundation maps, etc)
- Education on public health impacts (heat exhaustion) and assistance that is available (heat shelters, a/c)
- Connection to weatherization program (heat)
- Mitigation for SLR in general
- Accurate - verifiable information
 - Is it true and what is the impact?
 - Define science v. opinion v. myth
- Temperature trends, history, basic geography, geology in order to analyze changes or extreme temperature events
- Need more coastal geology and hydrology information on what happens to inland communities? Stormwater infrastructure and groundwater impacts
- Forward thinking land acquisition to adapt to long-term SLR impacts
- Consider impacts to inland river systems
- Conservation adaption of native species and how it impacts SLR
- Need for sustainable building practices and incorporate into LTR Plan
- Take advantage of window of opportunity after a disaster to show vulnerability and incorporate adaptation into actions
- Regulations of SLR & ordinances
- Determine highest risk areas vulnerable to SLR in a community
- Show facts & visuals of SLR impacts to the entire community (business, elected officials, staff, etc)
- Identify mitigation strategies
- More consistent data from researchers
- Long-Term Resource Planning (LTRP): include ins. agencies in planning
- Diversify players at table (less political)
- More education!!!
- Better new and redevelopment based on SLR rates
- Heat island effect issues? Demographics info
- Need to get CC adaptation groups & disaster management groups to get them to understand that their efforts are complimentary



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- Apply lessons of natural hazard/risk communication to CC impacts
- Educate the general public
- Need for consistent data
- Need to engage both communities that believe/don't believe in CC in dialogue
- Update flooding maps based on SLR and incorporate into land use planning (future) siting of critical facilities and use in the vulnerability assessments for the local hazard mitigation plan
- Use for other plans and leverage for other grant funding. Use for capital improvements
- Include health and human services into LTRP when discussing CC (health department mosquitoes)
- Visual tools for the general public bad business
- Include natural & coastal resource managers when planning
- Identify environmentally sensitive areas & structure archeological & historic/cultural areas
- Coordinate government agencies and NGOs to protect and mitigate CC impacts
- Where is the 100 and 500 year floodplain?
- Melting of icecaps (predictions)
- Freshwater inflow
- Demographic changes
- Long-Term Planning (LTP)
- Use info from needs into LTP
- Needs:
 - Trade information
 - SLR data and routes for coastal communities
 - Outreach to business who are vulnerable to CC and determine their vulnerability then incorporate that into LTRP
 - When conducting your LTRP, include all stakeholders when discussing CC
 - Understand human response to CC
 - Understand how drought will be an impact driving a disaster
 - Understand what environmental stressors already exist for a community
 - Education of CC
 - Understanding how CC can play into mitigation

#3&8: What needs do local governments/communities have in order to do long-term recovery planning and to participate effectively in recovery efforts?

- Include long-term recovery agencies in preparedness/response and general planning efforts
- Accurate data/baselines
- Stay current with technology
- Buy-in (community and political) - commitment



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- Communication
- How can fed help on long-term?
- Awareness
- Ensure Hazard Mitigation Plan (HMP) includes long-term recovery w/**specific actions**
- Benefits \$ -> Community Rating System (CRS)
- COAD
- Training & who? Emergency Management Institute (EMI), who else?
- Grants - RSFs
- Community must own their vision - what do people want?
- Tapping academia, the community itself
- Innovation - integrating for solutions
 - Peer-to-peer (exchange ideas)
 - Staying current on available technology
- Dedicated responsibilities for each department hear - matrix
 - Defined orgs chart and transitions b/w response and recovery phases
- Coordination w/local, state, and federal agencies in both planning and recovery -> **platform needed** - particularly recovery
 - Partnerships or coalition
- Funding - build up reserve fund
- GIS and other technical capabilities
- Centralized website and reverse 911
- Intergovernmental agreements and counties and surrounding jurisdictions
- Change process... collaboration instead of chain of command
- People - hands and expertise
- Know your community - population size
- Vulnerability assessment
- Current hazard mitigation plan
- Link to mitigation strategy
- Good multi-partner relationships - put external issues aside
- Educated public - buy-in
- Routine engagement of recovery team
 - Inc state level, too
- ID expertise within existing staff
- Detailed coop
- Bring whole community into planning
 - Citizens, NGOs, government, private sector
- Understand vulnerability and threats
- Need a healthy recovery plan
 - Exercise and modify plan regularly
- Know your existing resources and capabilities
- Create a “sister-community” relationship



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- Permitting “foresight” - permits, Memorandums of understanding (MOUs) before
- Plan on how you relax permitting
 - Process & costs
 - Expedite
 - Multiple locations
- Share resources across government entities
- Cross-training
- Local governments all need to be part of plan
 - Don’t leave it to EM
- Keep local businesses informed
 - Town hall meetings
- Clearly define timelines for community/private
 - What to expect and when based on type of disaster
 - If folks go away, when/how can they come back
- Assistance from top government levels to “sell” long-term planning to highest level of local governments
- Give long-term recovery a public image
 - Advertising
- ID codes/ordinances that could prevent long-term recovery; potential changes
- Make information connect with public on a personal level - how will this disaster impact me?
- Review (on routine basis) and update plan
- Community needs to ask for it -> to encourage planning effort
- Get land-use planners involved
- Peer to peer exchange - bring in experienced communication
 - Emergency Management Assistance Compact (EMAC)
 - Pre- and post-event capacity buildings
- Capacity building
- Use existing regional planning councils
- Elected official training (on-going)
- Communicate importance of planning to skeptical audiences (e.g. - elected off, local and state)
- Use similar folks to convey message

#4 & #9: Effective long-term recovery planning requires collaboration across local, state, and federal government and across government, non-profits/community groups, and the private sector. What are specific mechanisms or tools for doing this collaboration? Everyone is busy, so how do we build this into existing planning processes?

- Develop an area recovery council - brings together groups and goals and strategies from organizations/plans



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- Talk to elected officials - to bring in appropriate federal reps.
- Combine efforts of ongoing recovery
- PDRP plan
- Local mitigation strategies - quarterly updates
- Long-term adaption plan - incorporate into other plans
- PS (private sector) alert - web portal showing disaster related events and impacts
- Include recovery in response exercises
- Local government facilitation on NGO/non-profit collaboration
- Build into existing meetings/planning that is occurring
- Demonstrating need and importance of recovery planning
- Identify existing organizations
- Look at regional
- Take advantage of existing efforts and capitalize on efforts
 - EMAC
 - Emergency Management Accreditation Program (EMAP) - incorporate recovery into accreditation
 - CERT - community emergency response team
 - Incorporate VOADs and COADs into long-term planning
- Looking at existing plans in a different light -> hazard mitigation
 - Comp plans
 - Comprehensive Emergency Management Plan (CEMP)
 - Hazard mitigation plan
 - Long range transportation plans
- When looking at updates to plans -> review other plans and take into consideration recovery
- Communication
- Cost-effective for best practices (limited funds)
- Focus on reaching those groups that are not currently active in the and make more involved (more involvement)
- Recruit other members and agencies (those maybe not normally involved)
- Meetings and other forms of communication need to be feasible
- Focus long-term in training and exercises
 - Leveraging existing meetings
 - Who is the facilitator?
 - Local integration of facilitators

Find a balance between state oversight and local assistance
- Statewide position to do all LTRP (become repository of projects and plans - for local and feds)
 - Education components at local level
 - Website/blog for central info
- Go to townhall meetings - spread info
- Social media (maybe an app!)
- Understanding the planning processes locally



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- Plan integration starts at local level!
- Network with key stakeholders!
- Conference calls - video - regular intervals
- Meetings
- Webinars
- Homeland security information network
- Emails
- Community participation in PDRP (**whole** community approach)
- Grassroots approach! (ground up)
- Lateral sharing not vertical
- Training opportunities (exercises, etc)
- Increase travel budgets
- Attendance of professional meetings (that allow exchange of info)
- Creation of subgroups (states, local, fed) then coming together
- Building chain of command
- Skype - net viewer
- Google doc/drives
- Web Emergency Operations Centers (EOC)
- Recovery conference
- Annex in state plans (potentially consistent between states) - how to build into existing plans
- Plan an increase in training and scenario exercises (3 year effort)
- Business industry - ESF18
- Create an inclusive process (more intentional)
- Specific designation liaison (recovery)
- Monthly assessment meetings - with person from each
- Agreement or coordination
- Familiar with other plan to realize overlap, etc
 - Involvement in each others' creation of plans
- Database tool with query capacity (req's \$ and people and time)
- Technology for collaboration (skype, etc)
 - No travel budgets
- Cross plans integration

#5 & #10: What sorts of communication or other activities need to happen to prepare State and local, NGO, and private sector partners to understand and work effectively with components of the NDRF when a disaster happens?

- Social media! - great potential; need to figure out how to take advantage of
- Peer-to-peer (community-to-community)
 - Learning from others with experience



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- Training
- Food as an incentive (especially homemade)
- Getting the right people to meetings is important
 - Communicate what's in it for them
- Frame the message - provide proper information
- Information sources are used differently by different age groups (newspaper v. Websites v. Social media)
- Wideners! - save \$, get more people together, travel budgets, etc
 - More interactive too - Q&A
- Trainings on NDRF
 - Education
- One website/portal to go to
 - Authoritative
- Do exercises w/all sectors beforehand
 - Start with those providing services, then involve general public later - maybe scare general public would know who to go to in case of real disaster
- Make sure roles/responsibilities are known
- Local long-term recovery planning efforts help to develop understanding of NDRF
- Interactive, simple data viewers (NOAA SLR viewer for example)
- Printed maps, identifying vulnerabilities
- Reverse all systems (for citizens) - computerized calls - what the event is and what stages to take
- Update phone listings for government staff/key players
- Sat. phones for essential staff
- Work with businesses to develop recovery plans
- Build intergovernmental communications network before disaster
- Simulated exercises/response and recovery
 - Involve whole group of stakeholders
- Invest more resources in preventative capacity building
 - Training
 - Education
 - Outreach/networking
- ID leadership for capacity building
- Do better job involving media in pre-event planning and then info sharing
- Do better job engaging non-traditional stakeholders
 - Nonprofits
 - Private sector (including Chambers of Commerce, disability community, and multi-cultural)
 - Environmental
 - Social justice groups
 - Professional associations
 - Civic associations
- Involve planners and emergency managers



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- Recovery exercises/drills - including general public
 - Peer-to-peer training
 - Those that have been through it before
- Trainings - what is NDRF?
 - How does it affect
- ID key players - where do they fit in NDRF?
- Look at post-disasters - lessons learned? Consolidated resources from big events (Katrina, etc)
 - Pre-planning as it related to past disasters
- Outreach to get buy-in before disasters
 - Public meetings to get buy-in
- Standard operating procedures (SOPs) at local level
- Roles/responsibilities at all levels
 - Specifies that each brings to table
- Regular meetings - at least once a year in person
 - Pre-hurricane season/April or May
 - Facilitated discussions, exercises, role play (e.g. Simulated exercise/response)
- Hands-on training
 - Invite locals
 - State level
- Test runs
 - Make sure everyone gets message
- Share experiences across states from actual implementation during disaster
- Local TV training - use local media
- Make sure local framework matches NDRF
- Alert notifications: emails, text, phone, social media
- Coordinate to start chain of contact
- Educate the public on framework
 - Know your trusted source and how to respond
- The citizens are often left out
 - Could be ignorance
- Central info station
- Reach all media - consistent message
 - Pre- and post- disaster
- Night plan v. Day plan
 - Night = sirens
- Planning and meeting prior to event
- Preset email chain list - one consistent message to send out
- Exercises communication plan - tabletop
- Establish hierarchy - interoperability
 - Telephone, cell, webinar, land line, text, satellite
- Training - everyone!



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- Better socializations of NDRF pre-disaster
- Feds support state develop own State Disaster Recovery Framework and RSF system
- Develop clear communication, collaboration, coordinate
- Better coordination between state and feds
- Improve data sharing
- Get information out to state level then from state to constituents
 - Top-down
- Bring Bruce & Lynda (FEMA) out to groups to talk
- Bring other RSFs out to the local level
 - Working on that now
- Need to make the group inclusive. Get everyone to the table to discuss and build relationships
- Use social media
- Connect across states
- Consistent message
- State ops and mitigation plans - provide continuity
- Some way to get the message out on the local level - importance
 - Involve civic groups
 - Editorial board communication/presentations
- Connect private businesses with VOAD (and government)
 - Small businesses need representation
 - Always ask who is missing from the conversation
 - Identify leaders in groups
- Outreach to elected officials - send message through them



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CAFE CONVERSATIONS

What projects, programs, or collaboration mechanisms already exist where the private sector is doing or involved in disaster planning, response, and/or recovery?

- Business EOC mechanism (NOLA, IL, FL)
- Business involvement: Local Mitigation Strategy (LMS), PDRP
 - Universities, schools, other major employers – planning – Hazard Mitigation (HM)
- Rebuild Northwest Florida; leadership engaged in resilient reconstruction
 - HM: hardened structures, used \$40 mil HMPG
- PP partnerships: ACP, SBDC, mentoring/SFL resiliency, office depot-workshop, Daytona & Palm Beach <-> AmeriCorps, college
- Private sector preparedness program - FEMA - in process
 - Opportunity to share and adapt to small and medium business (National Fire Protection Association)
- Private sector coordinator
- “project impact” – Pre-Disaster Mitigation (PDM)/Disaster Mitigation Act (DMA) 2k
- Energy assurance planning, response, and recovery
 - Fuel production, shipping, and distribution
- Georgia association of conv store
 - Broadcasters
 - Groc stores
- North Carolina - SBTDC (small business technology development council)
- CPAC - contingency planners of the Carolinas
- Home improvement retailers
- ESF8 -
 - Hospitals
 - Pharmacies
 - EMS providers
 - LTCH
- Nuclear industry
- BENS – Business Executives for National Security
- Commercial fishing sea grant training program
- ESF-18 = business and industry
- VOADS/recovery task force
- Business co. planning outreach
- Business sustainability planning efforts - Wells Fargo, Verizon
- ESF-15 = public info = social media
- Silver Jackets (fed, state, local, tribal)
- SAME (society of American engineers)
- TISP (the infrastructure security partnership)
- Private Sector EOCs



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- Local and regional economic development councils - region and long-term business recovery - business continuity plans
- Enterprise Florida/workforce Florida - coordination off need across all businesses = use local people
- Business EOC in place around country. Florida has discussed it (vertical or in person)
- Response:
 - Public, home depot (fully understand)
 - TECO/Progress
- Lowe's and Home Depot - community outreach & mitigation training - response/recovery
- Public - public education campaigns "know your zone"
- FedEx (in Memphis) - contact with emergency ops
- Wal-Mart - partnership to get back to area
- UPS - partnership with area for drivers
- "ready when the time comes" – American Red Cross (ARC)
- Cell phone providers - towers
- Tide
- Bridgestone
- Local Emergency Planning Committee (LEPC) - hazard materials
- Virtual Business Emergency Operations Center (BEOC)
- ESF 18 - chambers - use of existing communication networks
- RSS Feeds – Geospatial Assessment Tool for Operations and Response (GATOR)
- Donations and volunteers
- County chamber relationship
- Media offices within Emergency Management Offices
- Disaster preparedness private-public sector summit
 - Activities from FDEM
 - External affairs (all private sector)
- State Hazard Mitigation Plan Advisory Team (SHMPAT) quarterly meeting
- Public Sector (PS) Alert (under development)
 - Activities from FDEM
- Existing business/recovery plans
- Community college (higher ed) cooperation
- Federal government including private sector in reservist cadre
- LMS meetings
- Regional workforce boards - largely PS
- Focus groups on planning initiatives
 - Development of guidelines
- Professional orgs/associations
- Facilitation of great proposals, etc
 - Project development without funding
- Political capital



Long-Term Recovery Planning Summit

- Help out up front may result in a paying gig later
- Engage universities/schools for projects
 - Help a masters student
 - Communication gets useable projects
- Disaster recovery center
 - Private sector provides goods and services
- Engage in functional exercises
 - Demonstrate their role in the process
 - Exercise plans

What else is needed to effectively involve the private sector in planning for and implementing long-term recovery?

- Foster awareness and value of above, tools to sell concepts, incentives, benefits
 - Risk management
 - Biz continuity and recovery planning
- Do post-disaster planning pre-disaster based on hazard vulnerability assessment
- Include biz in focus of recovery mission: rebuild
 - Govt. Private. NGO.
 - Need receipt mechanism, role, organizational/coordination, \$ (private), application, private donations for biz recovery
- Identify private sector hazard mitigation and recovery projects pre-disaster based on risk (hazard and operational)
- Increased volunteer - assist biz with safeguarding structures (drywall, carpet removal)
- Incorporate and invite private sector into RSF-2
- Invite private sector to help in review of development of the state plan
- Education and outreach: their role
- Good relationship with chambers & economic development and all private sectors (small and large)
- Demonstrate economic benefit of participating
- Use of private sector tools to measure benefits
- Clarify the roles of private sector in recovery and link these activities into recovery planning process
 - Reconstruct, debris management, grant development and writing
 - Finance, contractors, developers, etc
- Media is private sector information sharing organization
- GIS – access – Offer training/education
- Small business
- Social media
- Return on investment - understand benefits
- Educational extension message
- Incentives



Long-Term Recovery Planning Summit

- Providing realistic expectations
- Benefits to bottom line
- Tangible benefits
- Invite private sector representatives to county/state/city PDRP planning meetings
- Knowledge of the capabilities and working with them to help them help us
- Information sharing on re-entry - who can and how and when
- Invite private sector to table to help develop plans i.e. LMS
- Recognition to their business for their pre-planning
 - Advertising at events as community partner
- Expedited permits if involve builders, architects, engineers.
- Incident Command System (ICS) training - where they fit in puzzle
 - Key stakeholders
 - Encourage cooperation plan into recovery phase (especially large local businesses) - communication : Presentations to businesses!
- Fuel distribution?!
- Exercise with private sector
- Mitigation forums
- Mitigation - conversations at community levels
- Non-governmental face
- Incentives to engage small/med businesses
- Invite them - develop relationships
- Demonstrate the incentive/provide incentives
- Demonstrate the risk
- Customer oriented tools for their planning (use at own convenience)
- Removing excessive regulations
- Mapping/engaging them in their role
- Connecting business with recovery
- Resource directories
- Engage the trade associations
- Upfront coordination to work to when in crisis mode
- MOUs in advance/pre-disaster
- Demonstrate benefits to private sector
 - Charlotte example
 - Give them an opportunity to “take care of community”
 - Branding/marketing incentive
- Explain recovery as a community-wide effort
- Public sector: ask, invite, and provide info to private sector
 - Consideration from them as planning efforts
- Provide access/re-entry process
- Statewide credentialing program to re-enter and expedite recovery - carrot to remaining engaged in long-term process
- Professional associations - continuity – Association of Contingency Planners (ACP)



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