

CML Conference

LESSONS LEARNED FROM THE 2013 DISASTERS

Preparedness- Plans

HMPG, EOP, Resource Mob Plan, Damage Assessment Plan, Recovery Plan, Debris Plan, Emergency Plans, COOP, EOC Operations Plan

- ▶ Have a shelter list, work with Red Cross and Salvation Army but also have a local shelter plan.
- ▶ Disaster assistance center plan.
- ▶ Make sure the EOP is understood by all agencies.
- ▶ Difference between wildfire and all other risks.
- ▶ Funding and reimbursement is influenced by SOPs.
- ▶ Request for Public Assistance
- ▶ You will be off script pretty quickly
- ▶ Plan management process
 - ▶ Right people need to know the right plans
- ▶ The EOP and its Annexes are important documents.
- ▶ Understand how you bring all of your capabilities to bear.
- ▶ Consider how you and other jurisdictions will work together in a disaster.
- ▶ Ensure that your plans and procedures stand up under disaster conditions!
 - ▶ Do they do what you need them to do?
 - ▶ **Develop your planning team now.**

Preparedness- Community Resiliency

- ▶ Pre-event education
 - ▶ Include pre-event management of expectations in messages.
 - ▶ Specific education is better.
- ▶ There is more than CERT- Informal/casual assistance
- ▶ Flood Insurance Program & the Community Rating System.
 - ▶ Resilience under threat.
- ▶ Mitigation is important
 - ▶ Mitigated areas did experience less impacts or expected impacts.
- ▶ Building codes
 - ▶ Codes and ordinances friend or foe?
- ▶ Community planning
 - ▶ Not where, who, what and how.
- ▶ The human factor is huge!
- ▶ Local government will be impacted and limited.
- ▶ Do more resiliency planning

State of Colorado

- ▶ Understand and communicate that things do happen.
- ▶ Help communities understand their risks.
- ▶ Educate people on what they should expect and what they will have to do in an emergency.

Preparedness- Policy

- ▶ The disaster needs a face
 - ▶ Identify needs prior to the event
- ▶ Review existing policies for disaster application
 - ▶ Procurement
 - ▶ Cost tracking & accounting
 - ▶ Personnel and staffing requirements.
- ▶ Job Descriptions
 - ▶ Incorporate disaster responsibilities in job descriptions.
 - ▶ Make sure new policies are designed with a disaster in mind.
- ▶ Set up review timelines for policies.
- ▶ What are there are disasters when you have post-disaster. If you design it for a disaster it also must be used before a disaster.
- ▶ Know PA guide book, 1000 series guidance rules and C.F. R. 44.
- ▶ Relationships between first responders and policy group important.

State of Colorado

- ▶ Do your policies support operations under emergency conditions?
 - ▶ Purchasing
 - ▶ Overtime
- ▶ Do your policies allow you to act quickly?
 - ▶ Reallocate resources
 - ▶ Emergency funding

Response- Comprehensive Emergency Management Programs

Local Perspective

- ▶ Social media and call center capability
 - ▶ Evacuation and re-entry considerations
- ▶ Staff Agency Coordination/Reaction time build a MAC group, which is the strength of a disaster system.
- ▶ EOC Operations, What if a stand up time and core capability time how long?
- ▶ Community education & public messaging.
- ▶ EOCOP and Emergency Plans, process more important than plan.
- ▶ Training and Exercise program
- ▶ Response capabilities must be all regional state wide.
- ▶ Public warning, post-disaster, pre-scripted messages, outdoor warning systems, used for disaster
- ▶ Incident Management Coordination- Isolation and embedded positions.
- ▶ Recovery and Damage Assessment
- ▶ Community Engagement

- ▶ How does your entire organization function during a disaster?
- ▶ You have many capabilities. How do they work together?
- ▶ Your EM Program must be able to synchronize and effectively apply all your capabilities in a disaster.
- ▶ **If it takes a team!**

Response- EOC Operations

- ▶ Scalable processes in executing the EOC mission critical to our success
 - ▶ Coordinate communications
 - ▶ Resource mobilization
 - ▶ Information management
 - ▶ Situational Awareness
 - ▶ Policy group facilitation
- ▶ Is the local EOC ever open for 24 hours a day for 4 days and 20 hour days (8)
- ▶ EOC Operations is a Disaster Declaration Agreement not a Memorandum of Understanding.
- ▶ There are a lot ways to organize and the mission grows or changes in the disaster.
- ▶ Be involved in the creation of the delegation or disaster agreement.
- ▶ Just in time staffing and training works well.
- ▶ Wild fire has funding programs and all hazards gets funding through Executive Order.

- ▶ To effectively and efficiently synchronize your capabilities they need a place to come together.
- ▶ To collect information from multiple sources and produce one picture of the disaster, you need a place for it to come together.
- ▶ Staff need to be trained on how they will work together in a disaster – it doesn't just happen.

Response- Integrating with FEMA

Local Perspective

- ▶ Once FEMA gets on the ground they will run their game plan
- ▶ Once you get to know folks they rotate
- ▶ Make decisions on what to do not will FEMA pay for it.
- ▶ Operations versus recovery
- ▶ Not a time to be boastful, step into the tray and work to manage expectations, boundaries and build it.
 - ▶ *This will be communicating with your citizens - make sure you understand their message*
- ▶ Be ready for changes and work hard to secure pre-notation written agreements.
- ▶ Document all meetings, conversations and make agreements for public, or private.
- ▶ Make sure to clearly define emergency protective actions for reimbursement under category A & B.
- ▶ Take FEMA out and show them the "universe".
- ▶ FEMA is one organization which supports 50 States that all have a different way of doing things.
- ▶ It will take some time for FEMA to understand how your jurisdiction works.
 - ▶ Take time to explain how you want them to work with your organization
- ▶ The State will help set their rules of engagement.
- ▶ They are a part of our team.

Resource Mobilization

Name	Location	Status	Equipment	Unit	Available	Assigned	Requested	Released
...



Response- Resource Mobilization

Local Perspective

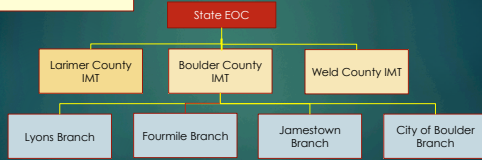
- ▶ If you have a local capability you can have ordering / purchasing authorization.
- ▶ Integration with State and Federal System based on WILMEX model, everything was different.
- ▶ EOC diverse staff for Logistics all affected.
- ▶ Leaders also affected: City of Boulder County and Metro Area all affected.
- ▶ They get equipment not a plan, culture, team to battle, trained to not have the technology or comforts of today.
- ▶ Under all, Incident Federal zone dispatching centers are not trained to perform primary resource mobilization.
- ▶ Get figured out early who orders, who authorizes, who will pay, who tracks, and who determines demobilization or turn back standards.
- ▶ Resource Management process is more important than technology.

State of Colorado

- ▶ Effective resource management will save lives and save you money.
- ▶ Do you have a resource management plan?
- ▶ Can you find resources quickly in a disaster?
- ▶ How do you order, track and account for resources?
- ▶ How are you going to pay for them?

Command Structure

Other Communities
Longmont, Erie, Louisville,
Superior & Lafayette



Response- ICS

- ▶ IMT
 - ▶ Federal type 2 Teams are wildland based and bring a huge pre-order and have a 24 day campaign mind-set.
 - ▶ Federal type 1 Teams are equipped to deploy due to experience, meet with them early to discuss deployment.
 - ▶ IMT liaison is critical.
- ▶ FEMA IST
 - ▶ These teams are support teams designed to bring in federal assets, integrate more than command.
- ▶ IMT's work for the State and County. Together we provide them their scope of work.
- ▶ They are scalable and should staff to meet the incident need.
- ▶ They understand large incident management.
- ▶ IST's typically manage unique capabilities such as USAR teams.

Response

- ▶ Have strong contingency plans
- ▶ Plan early during the response phase for recovery
- ▶ Check in, staging and logistics support
- ▶ Coordinated response
- ▶ Use all public warning systems
- ▶ Access and Site control
- ▶ Enhanced EOP and Resource Mobilization plans to carry financial and reimbursement procedure for first responders, differentiating disaster types
- ▶ All resources had to be deployed with 24 hour reliance.
- ▶ Develop a strong relationship between field and EOC personnel
- ▶ What is your plan to work with the county or other municipalities in a large scale event?
 - ▶ Don't forget special districts!
- ▶ Have you ever trained as a team for a large response?
- ▶ Who is on the team in your jurisdiction?
 - ▶ Do they know their roles?
- ▶ Understand the process to coordinate with the State and request support.

Response

- ▶ Not a typical event, demobilization was in phases and over a long period of time also counter intuitive at times.
- ▶ Review fire, ambulance & law enforcement times based on topography and necessity.
- ▶ Allowing affected employees to go home and address personal issues.
- ▶ Important to get commissioners out and meet with local officials and educate them about the process.
- ▶ Operational VOAD base camp, resource, mission assignment, ICS interface and coordination.
- ▶ Law enforcement resource needs increase not decrease as the event comes to a close.
- ▶ Reinforced need to culturally train ICS down further into the rank and file and use everyday.
- ▶ Your incident management organization needs to be able to expand.
 - ▶ As the incident grows your management needs will grow too.
 - ▶ You will need to receive resources and integrate them into the response.

Response- Damage Assessment Teams

Local Perspective

- ▶ Assemble teams and set mission priorities, equipment, team structure and communications plan before deployment.
- ▶ Multi-discipline teams not always the best thing due to tempo.
- ▶ Have a plan, exercise often, we did not.
- ▶ Start early with coordination of IMT, secure permission for law enforcement on site entry record all of it.
- ▶ Multi layered and tiered reporting.
- ▶ If you do this early and for unmet needs and Operational purposes these costs are eligible for reimbursement.
- ▶ Initial damage assessment must be timely

State of Colorado

- ▶ In a large event it is important to quickly get an initial estimate of damage
- ▶ Have a field team to observe – tie it back to a GIS capability – combine with your Assessor's data – determine an approximate value
- ▶ This can be key in getting you included in a Presidential declaration
- ▶ Follow up with a detailed assessment with the State and FEMA

Sheltering

- ▶ Standing up shelters big issue- access or in flood plan.
 - ▶ Have more Red Cross Partner Shelters. Local shelters with Red Cross training not well.
 - ▶ Knowing who to call when options are done.
 - ▶ Prior agreements specifically stating emergency sheltering for animals.
 - ▶ Safety and security initially.
 - ▶ Odd challenges – medical marijuana, trained shelter staff, sanitation collocating with animals, numbers of evacuees.
 - ▶ Develop surge teams, be flexible.
 - ▶ Consolidating shelters after initial surge.
 - ▶ Efficiency versus stressors
- ▶ Sheltering is a local responsibility
 - ▶ The Red Cross and other agencies can and will come in and assist as and when they are able.
 - ▶ Must consider animals too.
 - ▶ Do you have a sheltering plan?
 - ▶ What resources will it require?
 - ▶ Have you exercised it?

Important Benchmarks

- ▶ Pay attention to the incident end date.
 - ▶ Emergency Category B work must be done in 6 months.
 - ▶ PA work must be completed in 18 months.
 - ▶ Dab's reimbursement % tied to month
 - ▶ Pilot program
 - ▶ HMPG has reporting requirements and timelines- intent application & project worksheet and application.
- ▶ Deadlines exist for all FEMA programs.
 - ▶ Have a means to track by program area the deadlines for your jurisdiction.
 - ▶ Deadlines also exist for appeals!
 - ▶ The State can extend some, but not all, deadlines.

Recovery- Budget and Finance

- ▶ Get finance departments together quickly to define levels of reporting, policy alignment, lead agency designation based on cost recovery.
 - ▶ Determine where gaps are in documentation start searching for sources.
 - ▶ Get budget allocations determined early in order to align mission with ability to fund.
 - ▶ Connect with PAC
- ▶ Finance has a heavy lift throughout the process
 - ▶ Good procurement policies and practices will help immensely.
 - ▶ Sunny day procurement vs bad day procurement.
 - ▶ Everyone has skin in the game.

Community Engagement


- ▶ Do it early with social media
- ▶ Pre-assessment of codes and ordinances for disaster.
- ▶ People want reliable contact processes.
- ▶ Strong information sources
- ▶ Less is more
- ▶ Not a one and done thing
- ▶ Do not over promise.
- ▶ Manage expectations early.
- ▶ Who is hurting now is not the universe, it expands and changes.
- ▶ Six months most attitude change in the community.
- ▶ Long term recovery group critical for unmet needs- do not merge control or relief process facilitation.
- ▶ Engage the United Way for donations and volunteer management capacity.
- ▶ This is going to be with us for 5-8 years before close out so what if the local and organizational influence to sustain.

▶ Citizen involvement is important.

▶ The community will look different after a large incident. Expectation management will be key.

Recovery Planning

- **Stabilization**
- Short, Medium, and Long Term Recovery
- Unmet Needs
- FEMA: Individual Assistance
- FEMA: Public Assistance



Recovery

- ▶ Establish recovery group include policy group, coordination group, operational / tactical groups.
- ▶ Situational awareness dashboard critical
- ▶ Stabilization of unmet needs critical before other recovery phases can addressed.
- ▶ Bring in FEMA knowledgeable recovery consultants early.
- ▶ Assess staffing needs- hire, reassign, outsourcing tasks and suspend or transfer services
- ▶ Local stakeholder involvement

- ▶ Do you have a recovery plan?
- ▶ Form the planning team now.
 - ▶ Who is on it?
- ▶ What is your continuity of operations plan?
 - ▶ Key tasks
 - ▶ Key personnel
 - ▶ Locations
 - ▶ Systems

Recovery Issues

- ▶ Mass Care/Sheltering
 - ▶ Debris management
 - ▶ Business / Economic
 - ▶ Behavioral Health
 - ▶ Public Health environmental
 - ▶ Mitigation of High Hazards
 - ▶ Emergency Access
 - ▶ Ditches
 - ▶ Temporary roads
 - ▶ Permitting
 - ▶ Stream and creek restoration
- ▶ There are many disaster programs and many requirements.
 - ▶ IA, PA, Crisis Counseling, Disaster Case Management, Hazard Mitigation, Direct Federal Assistance, EWP to name a few
 - ▶ State and Federal agencies will work with you on these.
 - ▶ Who in your jurisdiction will address these?

Recovery

- ▶ Conduct and continue to hold coordination meetings.
 - ▶ Early on every day
 - ▶ Shift two twice a week as things stabilize.
 - ▶ Meet weekly only if there is strong project management and situational awareness and status reporting.
 - ▶ You have to learn the process as you go along to get out CFR 44, Stafford Act, 9500 guidance, PPDR, Corps processing on 96-07 permitting
- ▶ DHSEM added personnel to serve as recovery liaisons. They will assist in helping you organize and manage recovery operations.
 - ▶ Governor appointed Recovery Officer.


Disaster Assistance Centers



Recovery

- ▶ FEMA will establish FEMA Corps to get IA done make sure to tie in with the coordinator.
- ▶ IA Coordinator is critical and get access to their data base for human services case management locally.
- ▶ There will be an external affairs group that you will need to constantly keep connected to because this is FEMA specific to dignitaries, press releases, community meetings, and field visits.
- ▶ The Department of Local Affairs will assist in establishing Disaster Assistance Centers.
- ▶ From the flood disaster the State has passed legislation to create an Individual Assistance program at the State level.
- ▶ FEMA will send teams out to register people impacted by the event.
 - ▶ When, where and how do you want them to interact with people?

Recovery



- ▶ Get ready for the applicant briefing by having an internal process to define the universe, scope and damage in \$.
- ▶ Tie in with your State agencies and the JFO
 - ▶ Know your FCO demand to meet early.
 - ▶ Know your region PA director do not wait to establish the relationship.
- ▶ FEMA is going to bring a lot of resources into the community so be ready to wrangle.
- ▶ The Regional Field Manager from State OEM will assist in the integration of State and Federal agencies.
- ▶ Colorado has gained a great deal of experience from the disasters in 2013.
- ▶ The State brought on many new personnel to assist.
 - ▶ Recovery Liaisons
 - ▶ Voluntary Agency Liaison
 - ▶ Mitigation Specialists
 - ▶ Disaster Case Management Personnel

Recovery

Boulder

- ▶ Individual Assistance
 - ▶ Expedited Preliminary Damage Assessments (EPDA)
 - ▶ NGA
 - ▶ Disaster Recovery Centers (DRC)/ Disaster Assistance Centers (DAC)
 - ▶ Registration
- ▶ Public Assistance (PA)
 - ▶ Eligibility Categories
 - ▶ PDAs
 - ▶ Short term recovery
 - ▶ Long term recovery

Long-Term State Recovery Plan

- Hiring six local recovery coordinators
- Mitigation Specialist
- Voluntary Agency Liaison
- Governor's Recovery Office
- Federal Disaster Recovery Coordination (FDRC)
- Governor's Recovery Office



Florida Department of Homeland Security & Emergency Management

Recovery

- ▶ Coordinate with all levels of government in your community to gain collaboration for Federal programs such as HMPG and CDBG grants, Disaster Assistance Centers, Housing assistance grants, and Debris removal.

Debris



Right of Entry (ROE) Form

- Boulder County and its agents may need to access your property to work on hazard mitigation projects.
- A map is available to show whether Boulder County needs access to your

RIGHT OF ENTRY/ROE WAIVER AGREEMENT/DUPLICATION OF BENEFITS
 Right of Entry/ROE Waiver Agreement/Duplication of Benefits. This form is to be completed by the property owner/tenant and submitted to the Boulder County Office of Emergency Management, 200 S. Broadway, Suite 1000, Boulder, CO 80502. This form is valid for 12 months from the date of completion. If you have a right of entry/ROE waiver agreement, you may be able to avoid the need for a right of entry/ROE form. For more information, please contact the Boulder County Office of Emergency Management at (303) 441-3388 or visit our website at www.bouldercounty.org.

OWNER/PROPERTY OWNER/PROPERTY TENANT
 Printed Name: _____ Printed Name: _____
 Signature: _____ Signature: _____
 Date: _____ Telephone No: _____

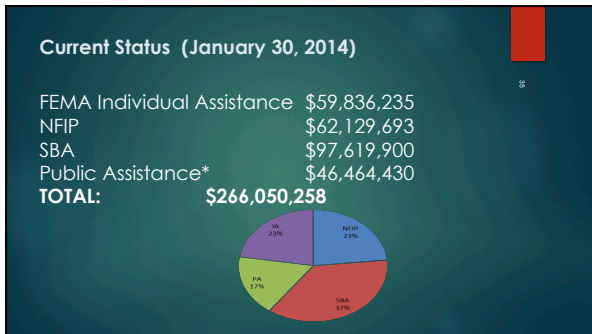
Please contact our emergency relief team at 303.441.3388 or email emergency@bouldercounty.org for more information.





Cost of Recovery- Boulder

Summary by Major Category	Planned Spending	Appropriated	Actual Spending
Buildings and Equipment	2,526,632	1,894,104	1,091,533
Debris Management	31,059,591	15,046,788	2,442,542
High Hazard Projects HMPG	95,768,829		
Housing	116,000		43,666
Other	6,158,097	5,1424,320	2,032,256
Parks and Trails	8,802,107	482,556	374,787
Public Safety	2,040,876	1,903,357	4,081,195
Rebuilding & Permits	1,158,344	678,072	143,276
Roads and Bridges	128,357,406	23,193,346	11,518,337
Unmet Needs	2,115,906	589,355	157,810
Waterways	51,974,765	8,263,115	459,185
total			22,344,819



The Last Lesson Learned

- ▶ Do we have another one in us?
- ▶ The answer is of course we do! We have to there is not another choice.
- ▶ So reload the system quickly and restore capability to prepare, respond and recovery for another disaster.

"It is not the strongest or smartest but
the most adaptive that will survive".

Charles Darwin
