Picking up the Pieces. Disaster Recovery Series: Rebuilding

Tuesday, May 21, 2019 – 3:35 PM to 4:50 PM
Los Angeles, California

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Disaster Recovery For Local Government

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Recovery as part of the Emergency Management Cycle

- Preparation, Planning and Protection
- Incident or Event Response
- Short Term and Long Term Recovery
- Mitigation Programs and Projects
City of Los Angeles Recovery Program

- City of LA Administrative Code Section 8.61 names EMD as the lead agency for recovery and reconstruction
- City Administrative Officer coordinates preparation and processing of Federal and State post disaster grants
- City’s Emergency Operations Plan includes a Recovery Annex
- Post emergency, EMD works with other City departments and agencies to implement the plan and apply it to the specific event
- Can include policy recommendations and legislation subject to the approval of the City’s Emergency Operations Board (EOB), City Council and the Mayor
- Plan implementation must be coordinated with County, State and Federal partners
Recovery Support Functions

- Community Planning and Capacity Building
- Economic
- Health and Social Services
- Housing
- Infrastructure
- Natural and Cultural Resources

LA City Recovery Support Functions match those of FEMA’s National Disaster Recovery Framework
FEMA National Disaster Recovery Framework

- Individual and Family Empowerment
- Leadership and Local Primacy
- Pre-Disaster Recovery Planning
- Engaged Partnerships and Inclusiveness
- Unity of Effort
- Timeliness and Flexibility
- Resilience and Sustainability
- Psychological and Emotional Recovery
Key Partners and Stakeholders

• CAO’s Office, Housing and Community Investment, Building and Safety, Planning, Workforce and Economic Development, Councilmembers, Mayor

• Los Angeles County Office of Emergency Management

• California Governor’s Office of Emergency Services

• FEMA/DHS

• Private Sector
Key Recovery Topics For Local Government

• Mass Care and Shelter
• Long Term Housing
• Business Continuity
• Infrastructure
• Local Assistance Centers/Disaster Recovery Centers
• Proactive Mitigation Measures
• Cost Recovery (Public Assistance and Individual Assistance)
• Community Preparedness and Resilience
Thank You For Attending!

Information Resources

www.readyla.org/
https://emergency.lacity.org/notifyla
https://www.facebook.com/ReadyLA/
https://twitter.com/ReadyLA
https://www.fema.gov/media-library-data/1466014998123-4bec8550930f774269e0c5968b120ba2/National_Disaster_Recovery_Framework2nd.pdf
As one. Together. We lead.

Disaster recovery in Longmont, Colorado, from the 2013 floods, the attributes that led us through it, and the lessons we learned along the way.
Introduction

Peter Gibbons, Flood Recovery Manager for the City of Longmont since 2016

City of Longmont

• 96,000 people
• ~900 City staff
• Located north of Boulder, south of Fort Collins, and has the best view of the Indian Peaks range to Long’s Peak in the state
Introduction
The September 2013 floods in Colorado...

Some details:

• Over $150 million in damages to City infrastructure
• Over $55 million in FEMA-funded recovery projects
• Bridges, roads, trails, communication, power, water storage capacity, and other infrastructure lost

... but we pulled through.
The September 2013 floods in Colorado...
The September 2013 floods in Colorado...
When will a disaster strike your community?

A. You don’t know
B. You’re omniscient and have vacation plans that day
C. That won’t happen to us
D. I’m ready, best of luck to you all
E. Our organization already has recovery and resiliency components built in, we have great relationships established throughout the organization and community; we’re ready
The Unsung Heroes

After the hazard and event subsides, the transition to recovery begins.

Accountants, grant administrators, financial officers, and analysts will continue to sort the details and fund the recovery for years to come.
As one. Together. We lead.

The City led the recovery by embodying the attributes of our organization throughout the process. **integrity,** **accountability,** **creativity,** **teamwork,** and **willingness to learn.**
As one. Together. We lead.

We made it through our recovery with great people in the right places at the right time.

Our outcomes were not yet institutionalized by policies and plans.
Best Practices

• Regard funding agencies as vested partners and their staff as people from the beginning to end

• Transform systems and policies to match the flow of data, grant compliance, and audits

• Learn from mistakes quickly and be willing to adapt to new realities
Lessons Learned

Every disaster has fiscal, community, and infrastructure dimensions – plan around these.

- Community
- Fiscal
- Infrastructure
Lessons Learned

• Even your best plans may fall through – look to your people and know that every one of them will show their value during your event and recovery

• You and your staff are your community’s greatest hope for a successful recovery

• Always learn and master systems before standing and fighting
And some useful things to consider...

New networks of staff may be needed for the best recovery outcome

- Establish a dedicated group to manage your recovery from the start
- Immediately integrate accountant staff with the team managing your recovery
- Integrate purchasing staff with recovery, accountants, designers, and project managers
And some useful things to consider...

• Track all of your financial details with excruciating accuracy...

E.g., FEMA and other recovery grantors want to know how many hours your staff worked – and they will want to know what project area they were in, what equipment they were using, for how many hours, and why.
And some useful things to consider...

• Plan to redesign procurement policies, and other ordinances to maximize eligibility with your funding source
  o Make your procurement policies Federal-grant compliant
  o Adjust policies to match timelines, limits, and other fiscal details that can jeopardize funding
  o Watch contract timelines and data tracking closely
And some useful things to consider...

• Plan for a potentially long recovery period, possibly on the order of decades

• Make sure at least one staff person is fully versed in the eligibility rules of your funding sources

• Disaster recovery is made possible as much by social capital as fiscal capital
And some useful things to consider...

• Keep it simple, and apply a project management philosophy (like Lean or Six Sigma) to recovery process development

*We applied Lean with great results...*
And some useful things to consider...
Finally

If you make positive change a constant in your organization, and make sure your culture is built around integrity and teamwork, disaster recovery is just another project.
Thank You

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Chatham County, GA

Our Story of Disaster Recovery

Amy J. Davis, CPA
Finance Director
OVERVIEW

• Introduction to Chatham County, Georgia

• Activities leading up to Hurricane Matthew

• Financial Responsibilities for Reporting to FEMA and GEMA

• Lessons Learned
• Easternmost County in the State
• Home to the City of Savannah
• Population of nearly 300,000
• Home of the busiest port on the eastern coast
• Largest historic district in the United States
• 14 million tourists annually
• Biggest threat: Hurricanes
Chatham County, Georgia

October 8, 2016
October 2, 2016 – 6 Days before Impact
What was the County doing?

- The emergency operations center (EOC) is fully activated – All employees are expected to implement their assigned roles

- Departments are reviewing their continuity of operations plans (COOP)

- Staff is preparing their families and homes for an extended absence
What was Finance doing?

- Request large amounts of cash for advances and emergency purchases
- Increase credit limits on purchasing cards
- Finalize any payrolls and accounts payable outstanding
- Prepare alternate work sites and test capabilities
- Review existing contracts relative to storm cleanup work and make sure they are valid and that we have priority in case of a disaster
- Contact consultants, vendors and emergency personnel to ensure they will be on hand as soon as possible
October 4
Local Emergency Declaration

HURRICANE MATTHEW SPAGHETTI MODELS
October 6, 2016
Mandatory Evacuation
WHAT WAS THE COUNTY DOING?

- The evacuation center was set up with supplies and volunteers
- Coordinated with local hospitals, schools, homeless shelters, businesses and other agencies to evacuate people
- Contacted all individuals listed on the special needs register to ensure they have transportation out
- Reversal of highway routes
- Moving all critical equipment to the highest ground outside of the immediate impact area
- Coordination of communications: county, cities, state, GEMA, FEMA, hurricane weather center
October 8, 2016
Hurricane Matthew Impacts the Georgia Coast as a Category 3 Hurricane
Hurricane Matthew Debris Summary

- 1,611,941 YD³ Vegetative Debris Collected
- 408,392 YD³ Mulch Haul Out (4:1 Reduction)
- 409 YD³ Construction Waste
- 23,074 Tree Cuts (Hangers And Leaners)
- 158 TRUCK UNITS
- 62,917 Tickets
- 130 Calendar Days
The Real Disaster – Financial Reporting And FEMA

- The significance of the Local Emergency Declaration (LED) – This is the starting point for record keeping of hours and equipment for reimbursement from state EMA’s and FEMA.

  - FEMA will reimburse overtime for hours worked over 40 hours during the LED period according to the compensation plan adopted prior to the emergency event.

  - FEMA will reimburse all hours worked directly on a project and overtime over the cumulative 40 hours in a week directly related to the project during the recovery period.
Chatham County
Emergency Compensation Policy

- Non-exempt (hourly) employees shall receive their regular rate of pay, plus overtime (time and a half) for all hours worked in excess of 40 hours per week when directed to work in support of a declared emergency.

- Exempt (salaried) employees shall receive their normal salary, plus overtime (straight time) for all hours worked in excess of 40 hours per week when directly related to the declared emergency.

- The County Manager/County Commission Chairman may grant up to 40 hours paid administrative leave to prevent financial hardship to employees who are directed not to report to work.
Now The Real Disaster –
Financial Reporting And FEMA

- An expedited new FEMA program – 10% bonus reimbursement for debris collected within 90 days of the event.

- Recording use of equipment – when, where, why and who used the equipment and for what purpose.

- Mutual Aid Agreements
Things We Did Right

• Our contracts were up to date for debris cleanup, monitoring, and consulting.

• We took advantage of the new FEMA process and got reimbursed at the maximum rate.

• We created a database linked to our GIS application to attach photos of specific damages

• Got in close with the FEMA team and the state EMA personnel

• Assign a team lead who will be available for lots of meetings, site visits and is proactive
Things We Did Right

• We had a disaster pay plan.

• We had practiced moving to our alternate location to make sure everything was working as it should.

• We kept a listing of people in the community who needed special assistance.

• We maintained a cohesive community wide group to man the EOC to include utilities, schools, local governments, hospitals, engineers, purchasing and of course, someone who is designated to make the big decisions.

• We worked together as a team! (Go Team Chatham!!!)
Things we learned the hard way.

• We did not have pre-determined roles for employees

• Housing and sleeping arrangements at the EOC were insufficient

• We did not have a plan or processes for evacuation

• The homeless were left to fend for themselves

• There were too many people communicating conflicting information

• The citizens were allowed to re-enter the County before public safety and public works were ready for them

• TAKE THE DISASTER FINANCE CLASS BEFORE A DISASTER!!
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