Partner Strategy Session

TRANSCRIPT OF PROCEEDINGS

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Kickoff

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ALEX AMPARO All right. Folks, can you start to find your seats, we're going to get started. How is everybody doing this morning? All right! We have to start off the day well. Start the day off getting ready to participate, to give us all the input, to engage with each other. I think if this morning is indicative of what will happen the rest of the day, we'll be very successful. As I sat here and watched all of you network with each other. Really this is where the strength of emergency management is. Those that have been in the business understand that emergency management is about partnerships. It's about who you know. It's about what the needs are and how you're working to be collaboratively to meet the needs of those who have been impacted. So Good morning my name is Alex Amparo, I am The Acting Director of External Affairs. It's really great to see all of you today. My job is here to thank you first of all for your participation, for giving up your time to us and engaging with us on a Strategic Plan, which you'll hear more about. In it the Strategic Plan that's not focused just on us as an agency, but how we as a nation move forward. So throughout the day, we want you to think about, provide us input, absolutely on what we can do as an agency. But also think about what does this mean to you? What do these goals mean to you? How can you, within your sphere of influence, move the needle forward in one of these areas? Because if we're going to move forward as a nation, we have to evolve together, we've got to ensure that we're all moving in the same direction. That's what today is about. So thank you and it also gives me my second job, its two jobs that I have. One was to thank you. Second was to introduce from Hickory, North Carolina fighting if are the Crimson Tide! Our administrator Mr. Brock Long. (Applause)
ADMINISTRATOR LONG All right, guys. This is a process that's very important to me. And it's something that when I came in, it's an old trick that I learned at the Naval Postgraduate School and something that I implemented in the private sector when I spent six years there to build collaborations Strategic Planning going forward it's called Discovery Change. And while we were going through the worst disaster year that the agency has seen, just to put that into context, if you just simply take the numbers of the number of people that we registered in the last six months, it's basically half as many of the people that we've registered over the last decade. So half of the people that we've dealt with in the last six months, over 10 million people were registered over the last decade and half of them were registered in the last six months. It's just been unreal. It's been an unreal effort from not just FEMA, but the whole community. And I think if this year is something that we have got to continue moving forward as a result of this year in a unified manner in all levels of government. We need to build a brotherhood in emergency management MOT just the layers of government, the private sector partners, the NGO partners that bide us unbelievable support going forward.

As Alex said the Strategic Plan that put forward we went through a series of Discovery Change processes, this meeting the one we held yesterday with the private sector was postponed because of Harvey, Maria and the California wildfire, but we ultimately going through this process not only with the stakeholders but internal to the staff, and I believe that our staff, many of them have been here many years have not been provided a voice to be able to get up to the Administration to say here's what we should be doing. We've got 2300 comments back, ran a trend analysis, we came up with three simple goals. Three simple goals. Creating a true, ready the nation for catastrophic disasters. Culture of preparedness, reducing complexity is already in place. The Strategic Plan is fit on one page. And the bottom line is we're simplifying our Mission Statement I'm not going to go to Congress and try to change in Congress and try to change in Congress. But we've got our congressional mission statement which nobody with remember, it's way too complex and long. You have to put it on a card if you got asked to recite it. It's simply helping people before, during and after disasters. We should all be striving, not just my guys but all be striving for a more prepared resilient America that's what we're striving more. I'm asking you guys to adopt the Strategic Plan that we're moving forward on, embrace it, figure out how it fits into your culture, the state, local, tribal, NGO level, how we fit together and collectively move forward. In DC what I've seen, you know quite honestly I'm ready for hurricane season, hurricanes are what I understand. I don't understand DC. (Laughter) It's probably easier to manage major hurricanes than it is the day to day efforts of running an agency like FEMA inside the political
environment that currently exists. But the bottom line is that, what I've seen personally is fragmented ask of the Hill.

And therefore, meaningful changes are not being made. Each one of us goes up with our special interests. We're asking this Senator, those congressmen, here's what I specifically need to make my life easier. And there's not a collective ask that goes up to the Hill. And so what I'm trying to do is not only build a unifying Strategic Plan that I'm asking you to adopt the best way you can, but also I'm asking you for your input so that you have buy-in to this plan to what FEMA looks like as long as I'm here. So that we can collectively go to the Hill and say these are the changes that need to be done. FEMA did not fail in 2017. You know, considering what we faced, the challenges in Puerto Rico, where there challenges in Puerto Rico? Yeah, each one of these disasters are incredibly different. You're not comparing apples to apples, if you're trying to compare what happens in Puerto Rico to what happens in Texas or Florida what we saw inner ma. The California wildfire is one of the most disturbing events that I've seen in my career that nobody talks about. Each one of these things is so different. I don't think that people understand it. But what are the collective changes that we can make to make an ultimate difference, and we have to clearly articulate that going forward.

We did not fail in 2017. And while every time I think I've testified eight times before Congress, I have two more testimonies coming up. It's a political... it's a political effort. But the bottom line is that, I go up there with an ask, every time I go up there. I make sure they hear loud and clear, this is what we believe the emergency management community needs to change. Their listening. We are making a difference. But the time frame to capitalize on 2017 is coming to a close particularly after the mid-term election in November. So we've got to move very quickly in a unified effort to make sure that we fine tune what those asks, what you want this agency to look like. To some degree they're already listening, okay. What I mean by that is, if you look at the FAA authorization bill that's coming up, there is earth changing legislation attached to the FAA authorization bill and the DHS authorization bill to basically do things such as really double down on pre disaster mitigation. So right now, on the authorization bill, 6%, if it was passed today, 6% of all the PA funding we spend public assistance funding we spend in a year would be mandatorily be upfront for pre disaster mitigation. Know what that would translate to next year, $2.5 billion. Not the Measly $300 million that gets zeroed out by every President that's gone before the last three or four Presidents it's all zeroed out. It's not enough to make a difference.
Our job is to get the money up front. Our job is to get the money up front you have to figure out how to spend it. When we get the funding how we get forward new strategies and not do one-off mitigation activities like build a safe room here, elevate a building here. What is the biggest bang for the buck when we enter into community mitigation to do the greatest good in resilience? The other thing that's in there is guys we have to graduate past just asking for EMPG. All right. That's one tool in the toolbox. How do we inform Congress to put more tools in the toolbox? Inside the FAA authorization bill for example, there is a movement to move management cost from 3.34% to 12% that, is a massive, massive amount of money that gives you the opportunity to hire your own staff, hire a consulting firm, to augment your staff, and the bottom line is that you can pass that, like West the state of Florida, Jimmy you can pass that funding down to the local governments to help them bolster their own capabilities. The other thing that we're doing is rolling out FEMA Integration Teams. Honestly I think, I've been to narrow -- too narrow in the term of FEMA Integration Teams, it should be federal Integration Teams. My job is to coordinate, tie it down to the governor to help you at the tribal level or local level, wherever it may be.

So why should out just be FEMA out in the field? Why are we not including HUD, HHS, in some cases I've already got a commitment from HHS to potentially provide 30 people out in the field to do more integrated pre-day planning with all of you in some degree? Problem is, my operational budget does not grow with the number of events that we take on. We assumed -- a new event every three days last year. Every three days something else got put on our plate from the declaration to a major disaster declaration to a wildfire, my operational a capacity does not grow. That's a vulnerability to the nation if you're looking to FEMA to do more. We've got to build capability in the state and local level. So I approach it, I'm asking you, what are the tools you need in the toolbox that takes a congressional change, or a pen stroke from me to be able to help you do your job, to become more self-sufficient and build that capability? Right now, the problem with where I see the agency, the biggest problem facing the agency is in the staffing of disasters. 80% of the disasters that we face right now cost less than $41 million. 80%. How do we set $41 million as a target? Not leave you to your own devices and allow you to fail? I'm not saying that I wouldn't fund a disaster under $41 million, if I fund it, can you change it? Because right now, we are over extended. We're putting people out to 35 communities or 35 states and tribal territories island territories that were impacted this year. I still have several thousand people deployed to numerous locations across this country. I've five weeks away from hurricane season. I the don't have anybody left. So how do we collectively. How do you help me? How do I help you? With we to start setting forgets or I can reintroduce the PA deductible concept, that will be painful on everybody. How do we get to this target? And I'm asking
for tangible ideas. How do we bolster your capability to manage the $41 million PA-only disaster, if I give you the money? How do we do that? How do we strive for that? So when American needs FEMA on its worst day like the rapid succession of Harvey, Maria, Irma and California wildfires I can respond to that, I'm not having to rob Peter to pay Paul, pull people out of that JFO send them to that JFO, it kills the consistency in the field, frustrating you.

My budget operationally is not growing. My staffing pattern is not the growing. Okay. It's not growing with the number of events. And I believe it's within – I'm not doing my due diligence if I the don't speak with you honestly on what the problem is from the business case. There isn't new money that's coming down the way in the form of grants and different things. It just not reality in today's American budget. When it comes down to reduce the complexity, the third goal, or the simple 50-meter targets, what are the simple 50-meter targets what are the things that FEMA can create that doesn't require a legislative change that we can implement immediately to relieve you of pain and frustration or the make things more efficient. For me that's twofold. How do I clean up and reduce the complexity through my agency the make FEMA a great place to work? Or how do I reduce the complexity to the disaster survivor and to the grantee and sub grantee? So some initiatives are already underway and we've been only to seed funding for like grants modernization. So if we hand out ten different disaster grants we require you to use 10 different software tools to manage it.

We're going to get it to one, okay. So there's things that we're trying to do to get better. But more importantly what's been amazing to me is that, if you if Renee was uninsured you had no insurance, you lost your home, you're a worst case scenario, you might get 14 or 15, 16 knocks on your from the federal government, state government, knocks on your door, who else comes to your door to represent assistance to you it's frustrating, it's time consuming, and we're already looking at ways of how do reduce the burden of the knocks on the door. How do we go to one inspection that cuts across the entire needs of the federal government? How do we streamline when we touch and the disaster survivor that's out there? Touch and help the disaster survivor that's out there? It's frustrating. There are other fundamental issues -- I no he have to shut up because these guys are running on a schedule here. There's a lot of fundamental issues. I don't believe our recovery plans are remotely realistic has to what happens in the field. Let me give you an example. Disaster cost recovery should be RSF-1 in the NDRF, if you finance office doesn't know how to ham billions or hundreds of billions of dollars there's a problem. And we've got to go to outcome-driven recovery. You'll see me force Section 428 of the Stafford Act that's the way Americans do business every day in this country which says, Rocky, give you $100,000 I need you to do XYZ with it. You would execute
those XYZ goals but against that budget. That's exactly what 428 is doing in the Stafford Act. It's saying we'll sit down do a collective estimate. Here's a billion dollars to fix the power grid or the roadway infrastructure. If you manage it well, you can keep what's left over and use it for pre-disaster mitigation, there's incentives that are built into that. That's the direction FEMA is moving.

We are not outcome-driven at the beginning of recovery in this country. What we do is we walk into Katrina, we write project worksheet after project worksheet after project worksheet, reversioned, guess what, we're still working Katrina 20-years after the fact. So how do we start going into – how do we rewrite the recovery framework to understand governor, mayor, what are your outcome-driven goals? Here's what you're entitled to from 17 different federal government agencies that provide funding down. And here's how you have to execute those goals based on cash flow management. HUD can come into your community and say, congratulations, Jimmy, you've got $100 million come in, use HUD funding if you are housing. Here's what happens next. You make that announcement, then they go through a six-month period to write the Federal Register. You get another three months on top of that to write your action plan. Then there's another 30-60 days to approve your plan. A year goes by before that money can actually be put to work. Does your governor know that? Does your mayor know that? You can't just start executing the goals you have established with HUD funding and expect to get them done immediately after the announcement, it inflicts pain and comes back to the housing missions running slow, FEMA's at fault.

So we have some fundamental issues to start pushing forward there. We have to be innovative. We have to be innovative as well. I'm not so sure that we are very friendly to the private sector community. We're going to be looking at portals with the private sector to make sure we understand what's out there and how to gravitate to it. You know, there's just so much. There's a lot. But we don't have all the answers. I think they're inside your heads. And that's why you're here today. All right. One final thing, I'll give you another thing, when it comes back to the culture of preparedness, we are woefully missing the Mark on how we ask people to be prepared. The single greatest thing in my opinion standing in the way of people being prepared is a lack of money management. It's asset poverty, 70% of your citizens live paycheck to paycheck, 60% of them can't put their hands on $500 but we tell them to go be ready for 3 days buy all the supplies they can't afford. It's not meeting the Mark. How do we -- develop low to no-cost ways to get them prepared to the optimal ways? How do we address the financial asset poverty issues because, we saw it in California, where senior citizens are struggling in retirement they pay off their mortgage let the fire insurance lapse they have a couple of extra hundred bucks in their paycheck, when that happens who's problem does it become
in emergency management's problems. What are the root causes that inflict pain on us in the back end because I don't think we're addressing it? All right. So you're empowered. Be bold. Be courageous. We look forward to realistic things we can do, I need tangible things that FEMA can implement or we can collect, to collectively put forward as a whole community to make changes in the way we go forward. Thanks guys. I look forward to hearing what you come up with. Appreciate it. (Applause).

COLT HAGMAIER** Thank you. He's the boss. Colt Hagmaier I'm here for you. On the behalf of the team that put all this together I would like to thank you for coming, welcome you to FEMA. I don't know if this is your first time or you've been here many times, either way we're very happy to have you and look for to talking with you today. A few administrative notes. About the facility. If you need to use the restroom it is directly behind me on this hallway, you can go right of left, there's men's and women's on both sides. You have hopefully a security badge that you got when you came in. Please hold onto that the entire time you're here today. You don't have to turn it in if you go outside briefly or go to lunch. Hang onto it, turn it in at the end of the day, or they'll keep your ID or whatever it was. Hold onto that, please try not to lose it. Goal one of the new Strategic Plan is culture of preparedness, we would like to practice what we preach. So we'll start today with a preparedness briefing from our Occupant Safety Manager who will talk about the facility a little bit what we do if there's an emergency.

FEMA STAFF MEMBER** Good morning. Only it's a little warm today with the room being so fully occupied. If you have any issue about feeling faint let someone know, we'll get you out get some fresh air, we want to make sure we get you taken care of. If there's a fire alarm we know what that music need means we need to evacuate. The exit point is the grassy area across the street, a grass did I down the staircases down this way, down the hallway the end of this day. There are two stairways that go all the way down, walk out to the 4th street the road right here, across the road, you'll find mentors and hosts and they'll take accountability and all of that. These are the signs we have up. The map is changed because of the Eisenhower memorial is being built. So we moved the assembly area over here. The other thing you have to worry about is shelter in place, I don't think today given the nice day it is, but, on the off chance it does happen, the shelter in place is down this hallway from about the bathrooms onto the staircase down that way. Obviously the staircases are also a shelter in place location. The PA announcement will do that or through your host through FEMA. Again, if you are feeling faint, medical emergency, contact one of the FEMA people, we'll get
the guards up here, a nurse up here. We have a nurse up here and we'll address whatever issue it is. Any questions? Okay. Thank you.

CLOTT HAGMAIER: All right. Thank you, [name redacted]. So with that, we'll sort of transition and talk a little bit about what we're going to do today. The objective today is to run you through all three goals of the Strategic Plan and hear from you about ways that we can develop new partnerships and new opportunities to come together to achieve those objectives the Administrator talked about. And so, to do that, we've divided you into three different groups. This group over here, you are the Blue Group. If you look at your name badge your table tent. Everyone on this side is the Blue Group. Everybody on this side is the Orange Group this is orange room and the blue room. Everybody in the middle is the green team. With have a special room just down the hall. (Laughter) We will field trip together, we'll meet out in the hallway when we get done here, we'll show you where your special room is. At the end of the day, we'll all come back together and really do a brief-out of sort of what you come up with and have a joint dialogue. And that will be led by many David Bibo in the back who is our associate Administrator for Policy and Program Analysis National Affairs in the room you'll have a number of people. In each room there will be someone taking transcription, it will be on the walls just like you see here. That does two things. One some people just are more visual learners, and that's a good opportunity to follow along in the conversation. Also, if you miss something, or you couldn't hear someone who was speaking you can take a look there. That will be going on throughout the day. Also, we develop a transcription from it. We want to make sure that we don't miss anything that is said here today. We're actually capturing everything. The one nuance of that is, we're taking out all names. So, you introduce yourself, we'll go back and take out your name, even though it will show it up there so people in the room can see who you are, none of that will be recorded. So it's a non-attribution environment. We want it to be a frank and open dialogue, we're not interested in who said it, much more interested in what's being said. And we'll make those transcripts available to you as well. And then we'll be using them in our implementation teams to make sure we're getting the right idea to the right people to capture. Any questions about that piece? Okay. Other people that will be in the rooms we'll have our Learning Team. That's a group from any shop that is going to be taking notes, sort of quickly summarizing what's going on, helping the facilitators capture things if necessary. And then we'll have a number of observers. These observers are either accountable executive whose are responsible for leading the goals and objectives in the Strategic Plan, or, senior folks from their Implementation Teams. They're there to answer questions if you have them. But mostly just to listen. And so, they will not be actively participating in the conversation. But of course if you have a detailed question they'll be happy to
talk with you. I would like to introduce a few of the senior executives that may be in as well. I'll go around the room. The first try not to -- is Dr. Daniel Kaniewski what's your Deputy Administrator. Eric Hightberger chief of staff. I saw Katie -- Mr. Carlos Castillo who's the Senior Adviser. Jeff Dorko, Logistic, Bob Farmer who's a -- oh, boy, deputy assistant Administrator for Response. Sorry about that.

PARTICIPANT**  Just reduce complexity. (Laughing)

COLT HAGMAIER** [Name redacted] who is the Director of our Disaster Emergency Communications Division and Response. [Name redacted] who is our Assistant Administrator for Continuity. Alex Amparo you met earlier Director of External Affairs. I think you met Administrator Long. The Assistant Administrator for Recovery, and, [name redacted] who is the Director of the National Preparedness Assessment Division. Did I miss any of our senior executives? That's a really bad career move. (Laughing). All right. You met Mr. Bibo who will be facilitating this afternoon who's the associate administrator for policy program analysis and national affairs. So that's who will be in the room. All the folks who work for FEMA have blue name tags. So if you need anything throughout the day don't hesitate to pull one of us aside. I'm here all day long to help you as well. So anything you need, please let us know. And with that I'll just pause to see if anyone has any questions before we break. All right. Well I just thank you again. So now we'll take about a 10-15 minute break, there's coffee in each room. If you're in the green team come out in the hall with us, we'll show you where your room is. We'll get started. Thanks very much.

(END OF SESSION)

Goal 1: Break-out Discussions

Session 1

FACILITATOR**  Are we ready for goal 1? My name is [name redacted]. I'm your facilitator for goal 1, you've already seen the process, the facilitators are the ones that move around. You're staying in one place getting to know one another. Hopefully you're sharing best practices and great ideas if you haven't worked with each over before, you'll at let's become familiar with the best practices amongst
yourselves during these conversations too. Does anybody have any questions about our process what we're doing? You've gone through it once. You've already done the introductions. I'll explain the goal you're working on. You have probably seen it already in the Strategic Plan, I'll go through the goal briefly with you. You'll have some time to generate your ideas. And then we'll do the brief out. We'll select the idea that we would like to focus on this afternoon. And we'll build that one out. And we'll do that until 12:45 we'll take a break from 12:45-1:45 for hundred. When you come back for lunch you do it one more time -- three -- okay. Well, whatever -- you had two. So then you'll do three after lunch. Then we break at 3:15 we'll go into a plenary session where we'll brief out the single idea for every goal out of every room. And we'll brief those out until about 5:00. Anybody have any questions on those?

Okay. We ready for Goal 1 be. Administrator Brock talked about it this morning talking about the culture of preparedness. How are we going to do that? The objective 1.1 is to incentivize investments -- incentivize investments. 1.2 is closing the insurance gap. 1.3 is to help people prepare for disasters 1.4 is learn, improve innovate. If you think about building a culture of preparedness of preparedness, it's really how do you build a you cultural norm of preparedness? I know that some of you remember stop, drop and roll as part of your preparedness in school. Some of you may or may not be old enough to remember duck and cover. But those were preparedness drills so that, we went through them in schools. If you think about even going farther out not thinking about preparedness, but you think about how research is done, I was talking to someone else who was in this -- not this group in particular, but working with us today. And she was talking to me about the fact that she had just explained to her daughter this morning about how she used to do research. And that she would go to a library when she needed to do research. That her daughter has never had that experience of going to do research at the library. Her daughter does it on the computer, or on the phone. And that's the norm now. That is the social norm for research. And so our challenge today is really to look at preparedness and how do we infuse it in our culture so we make a social norm? And then thinking about what can be done at all levels to create this social norm. So it's not just what can FEMA do? But it's what throughout all the layers of government, through the NGOs, the private sector, what is it that can be done so we're all participating in preparedness as a social 234078 norm. This morning Mr. Bibo was saying to a couple of facilitators, at the end of the day I want them to tell me what activities do they need out of FEMA, what actions, what tools? What do they want me to do next? So tell me, what do I need to do, or what do I need to get for you? Or what do you need FEMA to support? Or where does FEMA need to get out of your way? So when we're thinking about this conversation, if you would think about those kinds of specific questions.
You've already been through your Idea Sheets. Do you have any more left? I can get some for you. I will get some more Idea Sheets for you. But you have your Idea Sheets, you've already been through them once, if it's a tool that works for you, that's great. If there's a different process that you have for generating ideas, that's great too. But when we report out, if you could give me that one sentence of what your idea is, so that we can go through and get everybody's ideas. Think about the idea, think about the details, think about the partners and the partnerships you have to form in order to execute your idea. Then also the measure of success. We'll work on those, it takes usually about 15 minutes. Does anyone have any questions on the goal? On the process? Nothing? Okay. Great. Are you ready to work on your ideas then? Let me go get some more Idea Sheets.

**FEMA STAFF MEMBER** [Name redacted] I asked for you, they'll be bringing some to you. I just ask them for some more Idea Sheets.

**FACILITATOR** I found some at the facilitator desk. You can just pass those down and across too. Thank you. Thank you though, I appreciate it. We'll give it just a couple more minutes. We'll take just a couple more seconds to wrap up. Okay. Who would like to go first? Give us their idea in one sentence, if you can for goal one?

**PARTICIPANT** Develop nationwide slogan brand and marketing campaign.

**PARTICIPANT** Similar to that, a very simple idea create legislation or executive action a national holiday or a state holiday like, you know, Vermont there's Green Up day. It's all about being environmentally friendly and if there was a preparedness day or week or something, it does go a long way to motivate people culturally and engage in community in that way.

**PARTICIPANT** Can I add-on to that? Can we make it a tax free shopping day (Laughter) I'm serious, for disaster preparedness stuff. Yeah.

**PARTICIPANT** Add it to that.

**PARTICIPANT** Yeah. We do that for schools, why not do it for that?

**PARTICIPANT** Along those lines, and this might already be out there, but I know there's a list of
like what to have in an emergency. But is there like a FEMA kit that you can pre-buy, everything in it, from Walmart, Home Depot, or some of the retailers that has already put in there so you're not piecemealing an emergency kit that individuals can go out there and get.

**FACILITATOR** It's pre-buy and pre-packed. Okay.

**PARTICIPANT** My idea was create like a FEMA certified process like develop brand management tool kits based on collaborative decision making with FEMA and locals, then incentivize like say, hey, you guys go through this brand management tool kit managing or whatever. Something like that where -- give us the guidance to do it, but get out of our way. And then give us the at a boy when we get it done. Maybe use that as an open door to say get this done, you're open to certain grants or something. To keep local governments fresh on this. I know the biggest partners would be public health and education. Saying if you complete this it opens up opportunities for specific grants that could lead towards other things, whether it's the training from what we talked about earlier or...

**FACILITATOR** So incentive for implementation. Okay.

**PARTICIPANT** Mine is specifically to flood insurance, but officially change the message in regard to flood insurance from in and out of the floodplain to true flood risk.

**FACILITATOR** Specifically change the message.

**PARTICIPANT** We're doing it in our state. Three floods will do it to you. We were doing it before but it highlighted the need.

**PARTICIPANT** The way we are using cell phones now is so popular. So, I know FEMA already has a app for preparedness can we expand it not only working with FEMA, but the communication company, developing a generic, message whenever it's a disaster, before, during and after, know where, when, how to report. So somehow, become more user-friendly, turn-key package to reach out to the community.

**PARTICIPANT** Request I add to that. That's interesting, I think it's important. This was something was requested of us. We're currently building a website and a tool, maybe an app. But to have it where it would be -- the app would notify, if you drive into an area that has a flood warning,
that app would be able to then notify you. Because if you're from out of town, something like that – or if you're traveling, say you're traveling on vacation, the app would notify you that there's a flood warning or something is actively going on, an active disaster, something like that in that area.

PARTICIPANT** Can I expand it more. Now airlines the aviation is doing aviation, FEMA is doing FEMA, state is doing state, city the doing city, county is doing county. But in general public when a disaster come, all they want is "tell me where to go" so how to do that.

PARTICIPANT** It can be very specifically done by location.

FACILITATOR** So it's all hazard, but it's all...–

PARTICIPANT** I think to become FEMA or whoever become a reliable source that people can go to.

FACILITATOR** It's all hazards all sources. I'm going to turn this way this time. (Laughter).

PARTICIPANT** I'd like to see FEMA work with Congress to create federal tax incentives for individual savings accounts similar to what the education did with 529.

PARTICIPANT** HSA for disaster preparedness.

PARTICIPANT** Charity day, and then after so many year, there's no personality for withdrawal.

PARTICIPANT** 529s or 429s?

PARTICIPANT** It's 529s.

PARTICIPANT** Create a tiered system criteria for readiness that they can be based on your geographical area that you could be rewarded based on your insurance rate. So, bronze, silver and gold, but if you take certain steps, whether it be for your home, or from just general preparedness that you can get incentives for it.

FACILITATOR** Did I capture that? Okay. Others?
PARTICIPANT  »  Incentivize mitigation planning in community development efforts.

FACILITATOR  »  Another one?

PARTICIPANT  »  Set specific reduction percentages for states to reduce the number of severe repetitive loss of properties. Give them a time frame. And off the book, actually of course. (Laughter). O, I can look over there, she's telling me.

PARTICIPANT  »  Can I ask what happens when that percentage is not met by a locality?

PARTICIPANT  »  We'd have to obviously work through that, but I would see that as a condition of something, say like for EMPG, at a cost-share percentage, I'll reduce your cost share if you reduce the number of SRL properties by this.

PARTICIPANT  »  It more of carrot and a stick.

PARTICIPANT  »  Provide encouraging the acquisition rather than the typical floodplain management, so we as a collective nation are not dumping money into these SRL properties. Definitely for of a carrot.

PARTICIPANT  »  Really it's got to be geographically specific or something, because I always get the question, if you've got an EF5 that comes through, there's nothing you're doing to save anything above ground.

PARTICIPANT  »  No, absolutely. This would have to be geographic-specific; and repetitive claims against the National Flood Insurance Program.

PARTICIPANT  »  So for us we've had zones they've been hit multiple times that there's nothing you can do. Unfortunately.

PARTICIPANT  »  It's probably more from our state why you've got repetitive flooding occurring, they're getting claims paid, they're allowed to rebuild because the current SRL language is not being enforced.
PARTICIPANT » Or sorry don't want to derail you. They're going off, not getting above the substantially damaged threshold that they would -- so a multitude of small claims as opposed to the catastrophic. Because you're right. Otherwise, you would be buying out the entire city of New Orleans. We need all your folks to move.

PARTICIPANT » Just absorbing all this information, my idea has morphed into like a jumble of bullet points now. I'm looking at the culture of preparedness, and empowering the layperson. Making what we do more relatable to their needs, right. What I'm hearing are great ideas, being you they're not relatable to the person that doesn't do this day in and day out. So we need to solicit their buy-in. Solicit it the buy-in of the constituents with he serves, whether it's within our municipalities or faculty staff in higher education. We have to addition play the ROI to them. What's their return on investment? From a lot of the data, we see more social and vulnerable populations affected with a lot of these catastrophic events. We opened up our last session with asking what do we define catastrophe as? And then the second question was, how do we define ready? And we're to be the subject matter experts in the room to provide that information to the constituents that we serve. So if we're not making it relatable to us, how are we going to resonate that message to the constituents that we serve, no matter what preparedness tools that we pre-package and deliver, they're just not going to be accepted and then operationalized by boots on the ground. I speak from experience. It was difficult engaging various audiences until we solicited their buy-in whether it's the functional needs, public health community, policemen, health practitioners in conjunction with collaboration and coordination with emergency management subject experts. The caveat, what you're saying is really led though by local, right. This wouldn't be something that FEMA –

PARTICIPANT » No the empowering message has to come from above. The message is supported by the feds, managed by the state, executed at the local level. So if my message is different from my colleague in New Jersey, there's going to be a disconnect when that population decides to relocate and we're reeducating them in a new campaign. What I jotted down here is "outreach, engagement metrics, performance indicators to see whether or not we're delivering on message that we say we need to deliver". We need to get that culture we want to induce back in the population, that's pretty difficult to jot down in like a –
PARTICIPANT: I'm glad you said that. I think I had the same-ish take on it. And I think a way that that can be tangible for FEMA is investing in research around behavior. So the branding, slogan, marketing campaign is based on the behaviors of the layperson.

PARTICIPANT: Yes, that's what the idea that I had was, because I thought about people watch the Super Bowl ads. I can tell you -- I can tell you a word I hear all the tee, tee shirts are made of it Budweiser came up with the Dilly, Dilly ad, I can't go anywhere without someone saying Dilly, Dilly, if preparedness can be branded it has a catchy that makes you feel good about what you're doing to be prepared, such as take your basement and make it be a shelter, shelter in place, which used to do in the old days but not done now. Because that's not something that people know to do. So the issue is how can we brand it so that it makes it nationwide where people know, that's for being prepared for a disaster.

PARTICIPANT: The Dilly, Dilly campaign is focus grouped. That's what we need to do.

PARTICIPANT: That's what we need to induce into our structure here is, sounds great to us, does it resonate with functional needs? Those that speak different languages and hospital sector 15 standards HIPPA mandated languages that they have to have translators on staff for, right. Does our message resonate with that non-English speaking demographics.

PARTICIPANT: Okay. I have to ask a clarifying question, are you suggesting that you want to add your idea to this idea? Should we couple them together?

PARTICIPANT: The very first idea just you know -- I don't think I can make that call but --

PARTICIPANT: With the branding -- with the branding campaign, wasn't this your idea? Would you say that we should couple those two ideas together? So is everybody cool with making them one? Okay.

PARTICIPANT: I think what I'm hearing on this campaign stuff is what you said before. The feds develop it, state --

PARTICIPANT: If you're developing it --
PARTICIPANT** I can't take ownership that's Administrator Long's talking point. (Laughter).

PARTICIPANT** The locals execute it. Where FEMA did a survey, local citizens said they don't want to hear from the federal government or the state government what their risk level is, they want to hear it from the people they go to church with, the person in the grocery store. Think want to hear it from the local. They don't want to hear it from any of us sitting in this room, maybe some of our local people. They really want to hear it from the person who's supposed to be -- hear it from the person who's supposed to be the expert in their community. I have a question, he brings up a good point. Today say from New Jersey you can go on the Ready to Jersey ready. Gov you may get complimentary by different there's reasons for that. If you go out and talk to folks after a disaster, the administrator talked about folks under insured can't get out of properties can't do this. Go out before, we did that before, they don't want to hear that. If we change the message to, if you're in a dangerous area, I'm willing to buy your house at a market value, set by the federal government that's more than you can sell it in your local market, would you take advantage of that? I think it's important to have that communication aspect. So I just want to buttress your point, it's important both on the campaign side at Ready and on the programmatic side when you're dealing with folks before and after that disaster..

FACILITATOR** Just want to clarify, because I think there are two aspects to this conversation then. I heard some conversation then about the empowering message has to come from above which would go with the FEMA certified brand management tool kit. Is that --

PARTICIPANT** The message doesn't come from above, the message comes from the communities being served, right. But it's supported by those that are above. Then managed a the state and level, executed a the local level. Did you want to make a recommendation on the ability to buy a house -- like in a flood zone was that --

PARTICIPANT** That's covered. My point was just, [name redacted] point again, when the message comes down, it has to be coordinated like the feds have to say we're making this a priority to either reduce the risk, or to do the block grant piece. That has to be coordinated then help insure that the local people who are delivering that message for lack of a better term are all "speaking of the same terms." So it's important both for the policy and the programmatic piece. Then the general, Be Ready generally.
PARTICIPANT: Can somebody from FEMA or whatever evaluate the existing -- September is already National Preparation Month. Do we have anyone looking ability the data what, is the only could you tell? How many people use it? Which area we need to improve in from the federal level, state level, city, county level.

FACILITATOR: What's the data though?

PARTICIPANT: You have the campaign, how many people use it? How many people support it?

FACILITATOR: So once you have a campaign in place --

PARTICIPANT: It's already in place. They already have a campaign, September is National Preparedness Month what. Wondering the data they collect. What is the outcome. You have to know what's happening with the existing program, how is the program going? That's something we can look into. Right?

PARTICIPANT: It doesn't populate -- if I pull up my phone on the app, and an ad that pops up like on the internet, it's not there. You don't see it. It's not visible. That's what I was talking about. There's nothing -- visibility is very important to the public.

PARTICIPANT: It's not the just national preparedness month, there's the Ready Campaign there's the marathon -- there's a lot -- there's a lot that's already out there.

PARTICIPANT: Yes.

PARTICIPANT: But it's not --

PARTICIPANT: Awareness week, a flood awareness week.

PARTICIPANT: So my question is, based on what we already have so much information, at the state level how many people know this? How to use it? The federal level, state level, city, county, then how can we expect the buy-in from the local community. Who are the people really to support it?
Our campaigns need to be relatable. That's why the entire mission has been revisited to now stating, helping people before, during and after. Before it was too convoluted, wasn't resonating with the audience outside of the EM community. So we need to induce a new culture, that culture is a collective responsibility. Those individuals need to take ownership of these action items. So in order to do so, it has to be relatable to their everyday life.

I think we've kind of shot ourselves in the foot. Because the way it's been FEMA will come in and save me. That's not the whole goal.

We don't do the approach like it happens in like pre-K or kindergarten or lower grades elementary where, the firemen comes in with the fire truck, and they get to go to the fire station. They're talked about from a fire standard point. But we don't have people -- they may go in, but it's not the message – the message is not resonating. Those young kids go home and say, oh! We have to do this to make sure we're protected. Well, if there's a flood coming tomorrow, or high winds tomorrow, the kids don't know what that means, they're scared they want to know where do I have.

Do you have a one sentence idea around mitigating that.

I think you can also work with your private businesses, retailers to develop that campaign. Because local businesses have a lot of investment in making sure their communities are prepared.

Your idea of, one of the things we did like I said, we've changed our message. We have utensils as simple as that, it gets passed out to the schools, teachers that have our logo on them, our message, but then they say, know your true flood risk. The kids go home and actually – they get a little speech. But they go home and talk to their parents about it. They'll bring it up to their parents. So you're right. It's the approach.

I think it's even building off of that last point, more than even just local businesses, making sure that with all that we're talking about, that we're identifying our target audience as not just disaster response. That's where the cultural change happens is when you get people thinking about disaster preparedness who are not in the field.
PARTICIPANT: There was one about education that I haven't caught yet. So there was a conversation about the elementary schools and training in — did I catch that right? So what's our — take preparedness into school, all hazard preparedness?

PARTICIPANT: I think it goes back to her comments about targeted marketing. Primary, secondary, postsecondary institutions, it should be inclusive of the entire community. It's not only selective to education. Target marketing. Target marketing. Just target marketing.

PARTICIPANT: It goes with that, it goes with that one.

FACILITATOR: Is everybody happen if that includes education, schools.

PARTICIPANT: Can I share every one of you when you talk about emergency preparation kits, we go to Kmart, Walmart, everything you buy the package. But a lot of time people don't know how to use the package inside of the materials. Is it possible, the slogan the campaign is how to prepare a package that you are using when a disaster comes? Rather than say here's the package, buy one and put it out in the closet. When a disaster come, they take it out, they don't know how to use it. The snack bars and food bars —

FACILITATOR: Do we want to add anything to this one. Or is that a different idea.

PARTICIPANT: I think you can include it in that catch-all, do you think it can be included with the -

PARTICIPANT: Or prepare your own kits rather than buy — just buy them.

PARTICIPANT: Put instructions in the kit.

PARTICIPANT: That is on a bigger scale, that's a bigger problem is, I think that in preparedness there's a lot of organizations practitioners, families that have preparedness plan, but they don't know how to use it. So when it actually comes to practice, there's a gap. If you're creating a preparedness plan because you're checking a box somewhere and then a disaster happens — we just see that a lot. There's a large population that just doesn't actually know how to use the information that they've been given.
PARTICIPANT »» That's related. Okay.

PARTICIPANT »» We're still generating a bunch of ideas?

PARTICIPANT »» We're still generating ideas. We have to the a time check, with he have just less than a half hour. And so in that half hour, we'll finish generating ideas and then we'll take our idea dots, our focus dots and just figure our out which one you want to focus on, put your dots where you'd like to focus the rest of your time. We'll build that one out. We'll pick someone to brief it later on. So yes, has everybody who has gotten the ideas out had written down. Has everyone gotten a chance to speak.

PARTICIPANT »» I have one more.

FACILITATOR »» That's okay, I just want to be sure everyone was included.

PARTICIPANT »» I would like FEMA to encourage and help states transfer their risk to the capital markets, and this through a technical assistance. This go to a discussion we had earlier about data which is really important so as FEMA's doing their risk transfer through capital markets if the states can do that, they need data and technical assistance help. Okay. Does everybody understand that one? Okay.

PARTICIPANT »» One challenge that local government officials have, they're elected. So sometimes you have you know, mayors and council members transition. And they don't always have the information when a new one comes in. So the training program needs to be continues you. Training local officials on what to do during a disaster, how to get their communities prepared.

FACILITATOR »» Okay. Have we picked up everyone's ideas? Are we good for now? Okay. Then go ahead and take your dots as you know you can put 3 on one idea, 2 on one, 1 on another, or 1 on three. However it is that you would like to do that. If you'd like to take a quick break that's fine. When we come back we will work out the one idea. Thank you.

PARTICIPANT »» Can we cluster them.

PARTICIPANT »» That's what I was suggesting a little bit when I was saying is this idea kind of part of this idea. So let's figure out how to cluster. What I'll do is take the – I didn't use the brown marker
because my hand wasn't big enough to hold the markers. I will take the brown marker you tell me what you all would like the cluster. What's the topic? Let's pick a topic first that you'd like to cluster.

**PARTICIPANT**

The public messaging would be one, right?

**PARTICIPANT**

Outreach.

**PARTICIPANT**

The two blue here. Because – I just don't think we can talk about a campaign

**PARTICIPANT**

Wouldn't target audiences to disasters, wouldn't that be the same?

**PARTICIPANT**

Yeah.

**FACILITATOR**

You're comfortable with that, this is also that part of A.

**PARTICIPANT**

Or the green one. The tool. And even the cell phones would be –

**FACILITATOR**

The cell phone one. Everybody's part of the tool kit.

**PARTICIPANT**

Wouldn't you need the FEMA share the outcome before you do your –

**PARTICIPANT**

Officially change – would that be one?

**PARTICIPANT**

The.

**PARTICIPANT**

I think what we're – we're coming up again is – that's a specific one, just like the cell phone thing can be specific. But they're part of the outreach, the messaging. That's the way we've done it is change the message – it's part of an outreach campaign.

**PARTICIPANT**

Also the training part.

**PARTICIPANT**

This is part of legislative change.
PARTICIPANT » I'm talking about the message of flood risk, versus – so you're not having to do legislative changeful stop talking about are you in and out of the floodplain, but you're true level of flood risk.

PARTICIPANT » Are we good with that? It's a component.

PARTICIPANT » I see.

PARTICIPANT » Work with local businesses shouldn't that be under A as well?

PARTICIPANT » I think we have a lot with A.

PARTICIPANT » But it's good, because these are the component.

FACILITATOR » Are we all good with that? Putting it in A? Any others that should go with A? Are we good now – if you vote for an a.

PARTICIPANT » I could actually – let's start with the first a, just to make it – what color are you dots? Could you put it on the – is everybody agreed if you're going to vote for a, put it on the pink one here. Okay.

PARTICIPANT » I think you can add create by executive action, I mean that's part -- a national holiday.

PARTICIPANT » A national holiday.

FACILITATOR » Does everybody agree with that?

PARTICIPANT » I would hesitate slightly.

PARTICIPANT » That is more executive-level, a poly oversight rather than -- outreach, engagement.

PARTICIPANT » You put the pre-packaged kit with that?
PARTICIPANT: That's A.

PARTICIPANT: Is pre-packaged FEMA kit part of a campaign?

PARTICIPANT: Yes. I would say.

PARTICIPANT: Yes. The cell phones are. Yes.

PARTICIPANT: Okay.

PARTICIPANT: I think you can cluster those three --

PARTICIPANT: Yeah, you can.

PARTICIPANT: They're on the forth one over.

FACILITATOR: This one, --

PARTICIPANT: That would be B.

PARTICIPANT: Those top three would be B.

PARTICIPANT: You can include the national holiday one maybe under that as the legislative.

FACILITATOR: Can you all say that one more time? Which ideas do you think go together?

PARTICIPANT: I think all four. All four of these. You think they all go together?

PARTICIPANT: Because they all require legislative change, right.

FACILITATOR: Do they all do the same thing?

PARTICIPANT: They're all on the same --
PARTICIPANT » Incentivized system.

FACILITATOR » Is everybody good with this?

PARTICIPANT » Yes. Yes.

FACILITATOR » So this one --

PARTICIPANT » They're not going to be helpful -- because they do very different things, very different functions.

PARTICIPANT » They're all incentives though. They're just types of incentives. They're all incentives coming from the government is a pretty --

PARTICIPANT » I think in general, the thing is incentives coming from the government to get people to change their behavior. Do we have to pick one incentive?

FACILITATOR » We can use them all as an example create an incentive-based structure.

PARTICIPANT » All those plus the holiday.

PARTICIPANT » Now we have to pick --

PARTICIPANT » You're doing this so now we can do all the ideas. (Laughter).

FACILITATOR » This one's a B. Okay. And B is create incentives.

PARTICIPANT » Are we good there. A is a campaign.

FACILITATOR » Okay, time to vote.

PARTICIPANT » We have the FEMA – that's incentives for the state to do that. That's a B. Do you agree? That's yours? That's not so much a individual --

FACILITATOR » Are you okay with that?
PARTICIPANT: It can be, my only concern is if we mark the action as incentive, I just want to avoid restating the objective that's in the Strategic Plan of incentivize, I won't want to say we'll incentivize.

PARTICIPANT: It does close a gap between preparedness.

PARTICIPANT: It's a incentivize, but I don't want to restate incentivizing as incentives.

FACILITATOR: That's a very good point. Do we want to expand B back out and pick an incentive that we might be interested in?

PARTICIPANT: I think for the purposes of voting if are our needs I think we can classify it as that. I wouldn't classify ours as campaign, campaign is already you know – used a number of times, its more empowerment out, education, inclusiveness. Just for our voting purposes.

FACILITATOR: Are we uncollapsing the Bs then?

PARTICIPANT: No.

FACILITATOR: We've got them collapsed.

PARTICIPANT: We're collapsed now but compartmentalize if we explain I.

FACILITATOR: Are we ready to vote then? Thank you. If you would take a few minutes to vote. And we've only got ability 15--

PARTICIPANT: Where do we put our Bs?

FACILITATOR: Oh, good point. Right here. B's go here, there are a couple of in between, don't lose the fact that there are a few that are in between.

FACILITATOR: I have 16 over here.
PARTICIPANT » I think we have 16 over there.

FACILITATOR » Oh, no. (Laughter).

PARTICIPANT » Incentives have to be created through a system.

PARTICIPANT » One is a financial model.

PARTICIPANT » We can do the outreach to incentivize action through messaging, to government, and to Congress for change. Very, very, high.

FACILITATOR » Okay, we have about 14 minute, apologize, we have 14 minutes to come up our one big idea. We have a tie. Some people were talking about how to either include them both, tore break the tie. So if we could focus on that, because we don’t have a lot of time.

PARTICIPANT » Include them both.

FACILITATOR » And that’s fair.

PARTICIPANT » We shouldn’t be dismissive with these great ideas, collectively we can unify them both.

FACILITATOR » Yesterday when people reported out, there was one group for one report out, had actually two people reported out together. And so, you’re allowed to do it if you decide to do it that way. And when they went through, they were asking people if there was anything else that stood out. So I think it would be okay if we went ahead and break the two ideas. So if we could just get succinct sentence for A and for b, I would really appreciate it. Just a statement about the idea, we won’t go into the partners and the measurements right now just in the interest of time. I mean if the partners are part of the idea, absolutely, add them. But we won’t go into an extra iteration on those right now. Anybody have a succinct sentence that combines all of the campaign --

PARTICIPANT » Empower the local community and practitioners with tools.

FACILITATOR » We list the different tools that we think? Is that fair? Is everybody --
PARTICIPANT »» Can we say using research, empowering -- research --

FACILITATOR »» That's part of it. So we're going to say, empower local communities -- with preparedness tools.

PARTICIPANT »» Evidence-based research.

PARTICIPANT »» Something like that. Use awe does that cover the --

PARTICIPANT »» We didn't say anything about --

PARTICIPANT »» Localized --

PARTICIPANT »» Brand development?

PARTICIPANT »» Make it specific.

FACILITATOR »» Is there anything else in the macro sense. Evidence-based research. That was behavioral in particular, right? Behavioral research, nationwide brand development and awareness campaigning that are customized locally. Anything else we want to -- do we want to say anything about for example, prepackaged kits and cell phone apps.

PARTICIPANT »» I think it's all a bunch of great ideas, I just want to make sure they all get translated over.

PARTICIPANT »» They need to be translated.

FACILITATOR »» FEMA is going to keep -- they're beginning to collect all of these. We're collecting your Idea Sheets, if you choose to turn them in. So they will see all of this. Plus the transcription -- so there's not an idea that's not going to go forward. As far as our briefing out this afternoon, whoever briefs it out can say, for example, these are some of the other things. --
PARTICIPANT** Just to add to that, as one of the executives from preparedness I haven't been able to be here for all of the discussion, but certainly, things like evidence-based research, and behavioral change that sort of thing, absolutely, things that we're sort of looking into, but haven't really mastered that. Oh so definitely looking forward to engaging further in the dialogue, seeing how we can push yourself, for things like – particularly for risking capability assessments how we can use that at an organizational and an individual level as we're looking at the states to change and that sort of thing.

PARTICIPANT** Just because I don't remember, we're adding it all together. The next part is the -- incentivization.

PARTICIPANT** We'll have two ideas the A and the B.

FACILITATOR** Local preparedness apps and pre-packed preparedness kits. Okay. Is that good for idea A? We're good? Okay. What's my one sentence for idea B?

PARTICIPANT** Do we want to go general like develop incentive programs that involve tax breaks, holidays, I don't know -- whatever. Then add for... and say businesses, state or local governments and individuals, something like that.

PARTICIPANT** Yeah, we could develop incentive programs to help motivate change. Then they look go together.

PARTICIPANT** To motivate change.

FACILITATOR** We had things like the 529 for preparedness.

PARTICIPANT** Tax holidays.

FACILITATOR** Do we want to say preparedness day or preparedness holiday. Day?

PARTICIPANT** Kids get a day off of school. (Laughter).

PARTICIPANT** You guys pay for the day care. (Laughter).
PARTICIPANT »» I think the FEMA certified... 529, tax holiday and like some kind of certification process, or grants -- I think it like a grant opportunities like if you complete something, you're incentive is to complete something, you have the opportunity to apply for a grant.

PARTICIPANT »» Oh, yeah, specific reduction percentage, the carrot.

PARTICIPANT »» We're all starting to fizzle out.

PARTICIPANT »» We're mumbling towards the end. (Laughter).

FACILITATOR »» And you mentioned you wanted to talk about who would be affected? So homeowners and businesses I can't remember anything you said. Anybody else please add.

PARTICIPANT »» Homeowners, schools, public health, healthcare.

PARTICIPANT »» I really like the individual savings accounts, too.

FACILITATOR »» The 529s? Yeah. Was there another one at savings?

PARTICIPANT »» Then the only other one is a tiered system for readiness incentives.

FACILITATOR »» Do we want to add that specifically or do we want somebody to... I can fit it in.

PARTICIPANT »» I think wasn't it kind of implied because we had the specifics?

FACILITATOR »» Okay. Who would like to brief this out? Who or the group of whoms would like to brief this out? Do we have a volunteer?

PARTICIPANT »» I'll do it.

PARTICIPANT »» You'll do part? And you'll do part? Is everybody agreed with that? Anybody else want to get in on it? I will leave this for you over here. So when it comes time to do the Orange Room for Goal 1. Are we the blue room? I did it in orange. I picked out orange on purpose too.
Sorry guys. Now it looks like UVA, those UVA colors. Okay. Is everyone happy with this? Thank you for being such a great group. Great conversation here. So we really appreciate your time. Thank you. Oh, yes, if I can collect your sheets. I'd like to turn them in. And you have until 1:45 before we start again.

Session 2

FACILITATOR»» The wifi password is being printed and will be brought in. Are you okay to get started while we wait for wifi? All right. Good morning and thank you for being here. My name is [name redacted] I am one of your facilitators today we are going to be talking about goal 1. I talk about only goal 1 today. The facilitators will be rotating you will see all three of us someone is assigned goal 2 and someone else goal 3. I hope you had a chance to read the strategic plan it was E mailed to you there is a copy in front of you along with your packet of information. We printed out information about goal 1 and put it across the table too if you need just a reminder of what goal 1 is in particular. Let me go through just a couple of administrative details. You know where the men's ladies' rooms are snacks up here we are about to get the wi fi password. That should take care of those things. You understand about the transcription does anybody have any comments or questions about the transcription? Everyone is comfortable? Great. And here is our

FEMA STAFF MEMBER»» Wireless password.

FACILITATOR»» Thank you very much.

FEMA STAFF MEMBER»» You are welcome.

FACILITATOR»» Also on the table you are going to see sticky notes and dots. And some "idea" sheets this is to help us when we go through the conversation to do the idea generation. These sheets ask you to state your idea in one sentence. And then put a few details about your idea, think about the partnerships that you would need to help implement your idea. So, it's all across all across the government, the NGOs, the private public sector engagement but also in the private sector I should say and what does success look like. If the sheets work for you great. If you have another method of working through our process, that's fine too.

Also, when people are actually going through and giving us their ideas, if you use the sticky notes to write down comments, and questions that you might have, so that we can get through everybody in the course of the conversation. And then the dots are so once we have everybody’s ideas up on the wall, we are actually going to go through and put a dot or two or three you can use them however you
want you can put all three on one idea two on one, one on another or one on each of three. But those are just to indicate what you would like to focus on for the rest of the time that we have together for goal 1. Then we will build out one of the ideas to be presented later on today. We will go back to the plenary session about 3:15 today. And so that's kind of the administrative what is on the table right now. Rules of engagement, I know we have rules of engagement written up here on the board I know you have been in sessions like this. Mostly it's one conversation at a time. So that we can clearly hear what someone is saying. The other thing is to limit your cell phone and computer use but we all understand that you do have jobs, and that people need to get in touch with you. So, if you need to use them please go ahead. The other thing is my favorite which is ELMO, enough, let's move on. Anyone can call ELMO if we talked enough about a particular subject so we can move on. Does anyone have any questions about rules of engagement for the conversation?

PARTICIPANT»» That's ELMO, not, "Hell no."

FACILITATOR»» Yes, it's ELMO.

(LAUGHTER)

FACILITATOR»» We would like everyone go around the room, state your name, organization and your role within our organization, and then how your organization helps people before, during and after disasters. You heard Administrator Long say that his FEMA mission now is to help people before during and after disasters. So we wanted to hear the same kind of things from you.

PARTICIPANT»» Director, Homeland Security in Minnesota, large urban county. I am the vice chair of National Association of counties, emergency management subcommittee. How does my organization help people before, during and after? We are a classic emergency management organization, we do the four and out five. We have a role in Homeland Security. We do a lot of the counter terror planning, cyber planning, things like that. And worked to coordinate the organizations that do the actual responses.

FACILITATOR»» Thank you.

PARTICIPANT»» Hi, I am the emergency management director [city redacted]. And just like he said, we do all of the planning for the city, leading up to response and recovery operations. We teach emergency preparedness to all of our residents and have a large training around that during and after we run operations for response and of course going into recovery recording all of that as well.

FACILITATOR»» Thank you.
PARTICIPANT: National Association of flood and management agencies, and we represent primarily flood control districts urban flood agencies. And I guess before it's probably more our area of expertise in how we work with FEMA, we share information from FEMA. We do mentoring workshops with an agreement with FEMA where our we have a lot of large agencies with a lot of expertise at the regional level. We do mentoring to other communities in the area and share their background and expertise and then we also do communications and outreach awards flood risk management and share those campaigns free of charge on DVDs or flash drives for folks.

FACILITATOR: Thank you.

PARTICIPANT: I am tribal police department. We are one of the 573 federally recognized tribes. [State redacted] has several sovereign nations, I am part of the water people. [State redacted], two of the tribes were the initial grant recipients, because the island, they have a power plant in the back yard. My role at tribal emergency manager for the tribe is to support and provide information to our unified command, which is your tribal emergency response committee by the Executive Order allowing them to do emergency management, we don't do C flop, we have a TERC, those who I write information to directors or appointees by the executive or tribal chair our director is similar to the federal, our chief executive is equal to President of the United States, government to government responsibility is there. They are the ones who unify command during and after because our tribal members to look our commissioners as the ones who will bring their staff and resources to an incident that is being reported on the commander on scene to myself. We have been we are one of the few tribes that have active TERC and there from the very beginning from the grant process back in 2000.

PARTICIPANT: Assistant general manager of the [city redacted] river authority in [State redacted] representing I am on the (inaudible) board in [State redacted]. All of the rivers have river authorities that are delegated authorities from the state that work with all of the counties and cities and jurisdictions. My river authority has done quite a bit of work in flood control water quality we are the local sponsor of the Corps of Engineers in our area. We are LOMAR delegate, we do a lot of mapping, close relationship with EPA and others. We engage more before and after disasters we are not first responders but recently we have been now engaged in doing flood predictions flood alert system, working with the National Weather Service. We host that to our POC in the county.

FACILITATOR: Thank you.

PARTICIPANT: Hi, I am with the [organization redacted] in [city redacted]. I essentially work in disaster philanthropy. I wear another hat, I am the founder of the center for disaster philanthropy,
which is here in DC, 7 years old basically what we do is educate funders on how to give strategically through disasters through throughout the life cycle of the disaster through preparedness mitigation and all the way through long term recovery. I have worked I do work with FEMA in very innovative ways already. I am working with the USDI as the first philanthropic agent to kind of go out with the FEMA team down there, which has been wonderful. And they have worked in Louisiana with us on Louisiana disaster recovery authority as well. So, we have worked together and learned how to mix philanthropy with FEMA and so we have some great ideas hopefully to bring to the table and can’t wait to hear yours. Thank you.

FACILITATOR»» Thank you.

PARTICIPANT»» Hi, I am the manager of hazard planning center, we represent 40,000 members or local planners, State planners, and we have a division hazard mitigation disaster recovery division which has 7,800 members who are very interested in the field. We believe that there is a natural place for urban planners who deal with land use zoning and site plan reviews at the table with regard to pre and post disaster recovery. And so that's what we are advocating for. We also have a cooperating technical partners project with FEMA as well. We have this partnership that's gone back many years we have produced quite a bit of resources for planners. And through the American planning association there is a whole new field of mitigation planning a whole new field. And I was brought in to this field because of a Katrina from Louisiana. Here representing the APA.

FACILITATOR»» Thank you.

PARTICIPANT»» Hi, I am with the center for community investment at the Lincoln Institute of land policy. We work with different communities to attract investment to meet a lot of their priorities including resiliency planning. And focusing particularly on capital investments to make their cities prepared.

PARTICIPANT»» I am the director for risk reduction and strategy at the [State and Agency redacted], to get it straight. My director includes mitigation recovery external affairs, strategy and UASI when I talk to emergency managers they are this is the weirdest collaboration of units in emergency management. But the reason we have done that at [agency redacted] is at exactly why the question: How does your organization help people before during and after disasters. All of those units I argue are the ones that directly help human beings at this very stage outreach and external affairs for preparedness efforts before disaster. Recovery, bear with me but I think during disaster recovery is actually key to start immediately, and will be the thing that affects communities and helps
communities during and immediately after disasters most. Hazard mitigation, which I would argue after disaster if you are going to a cycle people are used to the preparedness cycle. But we use for my director the Brazilian cycle after disaster after driving pre-disaster preparedness for the next one. That's my spiel about where I sit.

**ADMINISTRATOR LONG** I would argue mitigation right now because of the way the money is set up is totally a recovery program. You got to get the mitigation funding that's the fundamental problem.

**PARTICIPANT** That is the problem.

**PARTICIPANT** That's the problem.

**ADMINISTRATOR LONG** Trying to solve it, I think we are that close. I think we are that close

**PARTICIPANT** We agree with your ideas.

**ADMINISTRATOR LONG** Your senators know who support the FAA authorization bill.

**PARTICIPANT** Thank you.

**PARTICIPANT** Hi I am (inaudible), I am with the [university redacted] medical school. So I will talk about I am wearing two hats here. I will talk about what I do at the medical school and also AUCD the Association of Universities Centers on Disabilities, which exists in every state.

So, I am on the faculty on [university redacted] . I am a project director. My projects relate to training, research, community service related to populations with access and functional needs. And it's really bringing research to practice kind of thing. So, that's what we do before. During emergency, our state has an access and functional needs group. So, all of the members of the group which consists of people from all kinds of nonprofits, state agencies, are university. We can be called on for advice during the emergency, also after the emergency as well. The association consists of 67 universities, so there is one in each state, at least one in each state and territory.

I would say all of them could be called on in an emergency. Several of them including ours have people who specialize in preparedness for people with disabilities, chronic and mental health conditions. And AUCD has memorandum of understanding with FEMA. And if I could just say something on a personal level. I didn't understand all of the acronyms so if anyone

**FACILITATOR** Very good point.

**PARTICIPANT** If you have an acronym, would you mind explaining for us not in the know.

**FACILITATOR** Thank you. Great remainder
ADMINISTRATOR LONG: Access functional needs, real quick. So, I was able to hire (inaudible).

PARTICIPANT: I have not met her yet.

ADMINISTRATOR LONG: You will get a chance. She is apparently the Paralympic Gold Medalist, also the lawyer to the Paralympics committee international Paralympic committee. Her focus we talked about is we have done the emergency management community the awareness of the issues and functional access needs are raised how do we start utilizing the funding that we have access to. We have to start teaching emergency managing and elected officials, it's greater than the how to utilize the funding in the recovery realm to increase functional and access needs at a higher level within the community. Later today, for example, we have a call with the Federal Coordinating Officers from California, Texas, Florida and Puerto Rico and the Virgin Islands as they walk through the 428, section 428 of outcome and recovery how is that baked into that goal if we are going to put $50 billion into Puerto Rico, how do we bake that in to every estimate that goes in while we rebuild the infrastructure so it's so it's there. Then on the preparedness side even through reimbursed category B emergency expenses, if you can turn a high school gym into a voting or polling place how do you educate shelter managers that FEMA will reimburse you for the equipment that you purchase to achieve a higher standard of functional need compliance when the shelter is activated. We never empower you shall do it's the law I get it. But we got to change the narrative on that to say, here is how.

PARTICIPANT: Um hmm.

ADMINISTRATOR LONG: In my opinion.

PARTICIPANT: So, I agree with you totally. Our work and I think the folks in Michigan who do the same work certainly the folks in Texas focus a lot on the local community and what they can do. And what accommodations are needed by law but also why it's a good idea to do that. Specifically about Puerto Rico, because I have talked to the UCED director in Puerto Rico they would love to be part of that conversation.

ADMINISTRATOR LONG: Yep.

PARTICIPANT: That I know.

ADMINISTRATOR LONG: Okay.

PARTICIPANT: Thank you.
PARTICIPANT** I am the state EM director for the [State redacted]. So I am responsible for the whole life cycle as these two individuals over here preparedness all the way through the response recovery mitigation as well as Homeland Security. You know my role is to manage the local execution as they go about responding to their disaster plans. I execute when it's beyond their capability to do so. I coordinate with the administrator on my own short falls and gaps as we see them arise. The you would think that I was thinking about it last night I was going through kind of what we have dealt with in [state redacted] over the past year and a half right? If you look at what hit us we have hurricane, tornados, mass shootings, environmental concerns, no notice events, winter storms, wild fires, infrastructure failure, mass migration, protests, state launches nuclear exercises, presidential inauguration, national champion, republican national...

ADMINISTRATOR LONG** I think he is complaining.

(LAUGHTER)

PARTICIPANT** What I am suggesting here you would think in the [state redacted], right, the ability to ready for a catastrophic disaster is inherent we know we are going to get hit all the time the ability to reduce the complexity the programs we participate in is paramount to do it effectively when you pull the local manager out as a disaster survivor and say you are now responsible for you know hundreds of millions of dollars in grant programs. Can you execute it while you rebuild your home and make sure your family is being okay. More importantly you think the people in the state are just inherently prepared for these types of disasters. But they are not. In Irma hit us 50% of our population didn't live back in 405 which is the bad season we had. We are growing like crazy. Fighting the fight every single year to make sure we are educated the 400,000 plus people moving in from other parts of the country of all of the scenarios we face is important it's a constant battle.

ADMINISTRATOR LONG** I have gotten to know him quite a bit, he is the youngest state director ever appointed and prior to him I was.

(LAUGHTER)

PARTICIPANT** Wow.

PARTICIPANT** Records were made to be broken.

(LAUGHTER)

ADMINISTRATOR LONG** Yes. He got a tough job. And you know, here again, like the magnitude this year 2.3 million Americans Floridians were registered for Irma you haven't heard that out of all of the disasters he had the largest population that we have been dealing with that have
ultimately registered to kick start recovery. I never get a phone call on Florida period because everybody is too worried about Puerto Rico. So, it's but that's they are doing a great job. The bottom line is that he has got a governor that believes in the state and local communities should have real skin in the game. So, I also have deep respect for the governor, what he is doing, because they are not dependent on FEMA to come in and do everything for them. That's a model that we got to get to. When it comes to the recovery, you are going to be dealing with over a billion dollars probably $2 billion event somewhere around there how do we get rid of the E in FEMA, stop focusing on ICS and NIMS and teach people to be professional managers to manage hundreds of millions of dollars, which is the longest phase that we deal with.

**PARTICIPANT** Just to piggyback on that real quick. I was encouraged to hear you all say that you deal with a lot of the recovery and mitigation aspects, I was in Florida, we have gotten away from that, local emergency managers, they want to be the responder. It becomes a Public Works county administrator that works on the mitigation, because we don't have the same levels of communication, same coordination we deal with. When you respond you lose that integration. And so we are part of

**PARTICIPANT** Part of the problem. Michigan, you are talking about project management and organizational management. I teach at Idaho State in their emergency management program. I lecture at other programs across the country. There are virtually none that teach organizational theory, management theory as part of the curriculum. We are taking former first responders and saying, now that you have been at emergencies and managed, you could be an emergency manager. When I...

**ADMINISTRATOR LONG** We are moving in that direction for culture preparedness. My staff is going to embody the culture of preparedness. A couple of things internally we had financial disaster readiness courses working with a nonprofit group: Operation Hope. When the government shuts down, I have got a large portion of that staff that is going to figure out they are living paycheck to paycheck. We are having honest conversations. If we preach this, we have to embody it. We have had tremendous success with we had over 2,000 employees join training on the thrift savings plan, and an additional over a thousand employees attend a financial readiness class. We are also doing CPR, one in four of us is going to do CPR. They do it on the way home on the Metro all the time. I mean, I am always told of where we are our citizens are the true first responders, not police and fire. When it's assault and target stuff, bottom line all, of the active shooter events, 60% begin and end before police is on the scene. How are we embodying creating a culture of preparedness within the citizenry and giving them tangible skills going back to what you talk about, focus on
professional management skills rather than incident command to make my people more well-rounded because that's what we should be doing. Building collaborative unified efforts going forward not being seen and I make my staff more valuable, giving them a project management professional certification not only to me, but to the private sector, that's the direction that we are going to try to move internally as well how do we offer that up. That's what we do.

**PARTICIPANT**

It's challenging if you look at the Indian country we are small tribes, a lot of times this is an all-encompassing project when you have TERC preservation sacred sites cultural elders have to be advised and you have a small physical department of one or two people.

**ADMINISTRATOR LONG**

Sure. That's where the tools come in. What I am talking about is, the management calls when you get hit, the ability to be able to hire or have pre event contracts. You know, you guys, state directors that are involved in V map, I am sorry if we don't have pre event contracts, you don't have a way to deal with commodities, take the plaque off the wall, it's a plaque that says, you are accredited emergency management. It's time for 2.0 and operationalize everything that we are talking about. I don't have 573 people to deploy right now I just don't have it. I don't have it. So, how do I? We are going to put out next pre event contract tool kits to say, here is the things that we think you should have in place, and here is how to ask for them. I understand sometimes the procurement laws get in the way of being able to do it. But if you don't have these things in place, but yet you have 70 plans that says you can do all of this stuff, I am going to call a spade a spade and say I disagree.

**PARTICIPANT**

I know tribal leaders, tribal responsibility under the treaties is, will you provide to us people to do that. Chief executive tribal chair people are going to go federal country responsibility for all federal agencies, you supply us the team to go to the island or the village to support that tribal financial office to do this for project management because of

**ADMINISTRATOR LONG**

Starts with training. We have to start I don't think the recovery plans we write are remotely indicative of the process that you are going to go through to spend $2 billion. If you look at the recovery plan does it align with anyone you have done.

**PARTICIPANT**

Half of the response plan isn't either.

**ADMINISTRATOR LONG**

So, anyway. I will shut up. I am going to ruin everything.

(LAUGHTER)

**FACILITATOR**

We have one more.
PARTICIPANT: I work for the [agency redacted]. Specifically I run a division there called the regulatory services division I also run the center for insurance policy and research which is the think tank where the researchers are. We help state insurance regulators we are particularly interested in you know pre disaster mitigation keeping people insured it's the best way to recover. Rather than relying on government assistance. And we know there is a huge gap depending on what kind of peril you are looking at earthquake and flood in particular are ones that this country has huge issues with. So, we help state insurance regulators do a lot of coordination for them. We have got model disaster prepare operation plans business continuity plans we do a lot of financial data collection for the insurance sector. And we assist in disaster coordination. So, let's say you have insurance department that devastated Hurricane Katrina we were actually running the Mississippi insurance department's consumer assistance out of our offices in Kansas City. And we have redundant back up information for the electronic elements of the insurance departments. We have also work a lot with the NFIP the national flood insurance program part of FEMA on flood insurance huge advocates of renewal well in advance because it has such a devastating impact on people who can't close on loans. We also think that there probably ought to be mandatory flood requirements beyond just the 1% special hazard flood zones.

PARTICIPANT: Flood insurance should be part of every homeowner policy across the country, forget the maps, any house can flood. But I think that for the affordability one congress has to fix the NFIP before July 31 or we are in trouble. How do we look at para met particular insurance where the city of Boston can buy a policy

ADMINISTRATOR LONG: That's a good way to fill out the gap.

PARTICIPANT: Rather than saying FEMA is running a broken program. I know it's broken, fix it.

PARTICIPANT: We encourage data share, that's one area I think that we can work on. There is some interest nowadays from the private sector writing flood insurance could reduce the burden on the federal government. We need to encourage that and work together to get that kind of

PARTICIPANT: That came out yesterday we did 2.5 million home inspections this year we physically went in 2.5 million home, how do I get that data to the insurance industry. We talked about the sharing with private sector particularly with the industry that's there. Why does he have to buy ala carte for fire earthquake flood or whatever why can't he buy all hazards based insurance and attach the NFIP to every policy in the country or go to parametric where cities go into catastrophe bonds but go into the areas where affordability is the greatest issue.
I think the answer is both. There is a role for parametric insurance on the high end of things. And it would be much better for the public if they included all of the disaster perils into one policy. Then you can spread the risk around better. The guy in the top of the hill is going to pay this much for flood the guy near the river is going to pay a lot but at least you get contributions from the guy on the top of the hill, right now it’s those next to the water are the ones buying it and the others just go I don't need it.

PARTICIPANT

Exactly.

Can't afford it.

A bunch of them do need it there is affordability issues too.

Yes, that's the way, we can't peddle the old bicycle faster called the NFIP, I need a new dang bike.

(LAUGHTER)

Fix it. See you guys.

(LAUGHTER)

Okay. You are all going to fix it here today. Have any of you worked together before across the table? But it sounds like there are going to be opportunities to share best practices and carry new ideas to take back which is one of the outcomes we would like to have. That's terrific, thank you for being here. We are going to have to adjust time a little bit I think what Administrator Long is more important than what I have to say. I will try to speed things up here for a minute. We have done the welcome and introductions our agenda for today is that I will introduce the goal that we are working on. And then you will take some individual time it takes about 15 minutes, some people are done in 10 most people are done in 15 just take you through the idea is and what partnerships they have to have in order to take it to make it happen and measurements of success. We will do that for about 10 minutes and then we will go out and if you could try to be succinct especially since we have just about an hour left. Should be enough time. I'm sorry do you have a question.

Yes. You said something - can you explain the exercise a little bit clearer?

Sure. I am going to explain the goals to you that we are working on in this session. The facilitators are going to rotate. I am talking goal 1 today. [Names redacted] will come in later on. We will work here until 11:25. We will take a quick break then someone will come
in until 12:45. From 12:45 to 1:45 lunch break. We have one more session in the afternoon 1:45 to 3:15. And then at 3:15 we go back into the plenary session and share the ideas that we have come up with. So, every room will have one for goal one, one for goal two and three. You will pick a representative or two yesterday we had one where two people actually shared the presented out the goal at the end of the day. Yesterday Administrator Long had to leave for a while there is a national exercise going on. He did come back for the plenary session. I can't promise you I don't know his schedule today. The representatives from the FEMA higher executives will be back in the afternoon. So, I know that yesterday I think some people left thinking they were done and if you really want to hear what the other groups have to say and what the executives what their questions are for you the clarification it's really beneficial to actually stay through the end of the day which ends at 5. All right? Did I answer your question?

PARTICIPANT** Yes. So we are generating ideas by ourselves or collectively

FACILITATOR** You are generating ideas for yourselves for the first 10 or 15 minutes. And then the idea sheet is here to help you think through them. But use it if it helps you. But if you have some other process that helps you think through ideas go ahead and use our own process. If you write something on these idea sheets we would love to collect them because of the fact that we are briefing out one idea per room, per goal, we are not collecting. We are not briefing out all of the ideas so we would like to collect those. We collect them in the transcription and flip charts if you are willing to give your idea sheets to us also FEMA would like to keep those and go over those too. Every idea is a good idea. They want to be sure they have collected everything. You have spent your time coming in today.

PARTICIPANT** The idea is based on the goal.

FACILITATOR** It's based on the goal, yes.

FACILITATOR** Does anybody have any questions then on the process? All right. Goal 1 today is building a culture of preparedness. And objective 1.1 you probably already have seen in your strategic plan, to incentivize investments to reduce risk and disaster costs. Number 1.2 is to close insurance gaps. 1.3 is to help people prepare for disasters. And 1.4 is learn improve and innovate. And it's all part of building a culture of preparedness. So, if you think about what does it take to build a culture of preparedness. This is the way that FEMA is looking at it. So it would be helpful if we keep it in the context but if you think about the fact that we want to build a culture of preparedness, think about the cultural norms that we have in our society. Some of them shift over time. Some of the people in the room might for preparedness in particular might remember stop
drop roll some of us actually remember duck and cover went through those drills so there are some norms for preparedness that I don't know if they are doing those in the schools these days or not. But earlier today, Beverly and I were talking about the fact, she was saying that when she needs to look something up she used to go to the library and she now has had to explain to her daughter we used to use the library.

(LAUGHTER)

**FACILITATOR**

But you can find out so much information on your laptop and even on your phone and to the generation that's coming up that's the cultural norm. That's what they do. And so, how is it that we infuse preparedness as a cultural norm then? And what can be done at all levels. So not just what can FEMA do but what can be done at all levels including the private sector. When you are thinking about your partnerships think about partnering with each other with all levels of government with NGOs with the private sector. And then today Mr. Bibo was talking to a few of us in the back of the room he said to us what we want at the end of the day is specific actions for FEMA. What are the tools what are the activities that you are recommending from FEMA that FEMA do. He said what can FEMA do or get. What can FEMA support or should FEMA get out of the way. Tell us where FEMA should get out of the way. So, if you think about those things, that would be really helpful. As you go through your idea planning, if you would think about the specific activities or specific tools that you would like FEMA to do in order to help facilitate including getting out of the way

**FEMA STAFF MEMBER**

Hi. So, just to expand a little bit on the accountability executive for 1.4. So before you guys get started I just wanted to turn that into more of the typical emergency management language. This is basically how we have rechristened our after action program. And rebranded it continuous improvement. Trying to capture innovations part of what we are doing here is to look for innovative ideas how to approach that she said bringing research into practice that's really the purpose of 1.4 here. It's not to just look FEMA internally but being across the country what are some of the best practices what are ways to make plans for relevant in operations and capture what it is that we do instead of just running all of the time but actually stop to learn from past disasters and to bring innovative solutions in so thank you.

**FACILITATOR**

Does anyone have any questions have any questions on that, questions on the goal, questions on the process. Take a break when you need one. We will take a break at some point in the session. But if you would also just help yourselves if you need to get up. So, if you would take the next it's really going to take you 15 minutes, I think. Until about 20 of right
now 25 after. So until 20 of I will check in 10 minutes to see how people are doing in case if you have more than one idea please go ahead we are willing to hear ideas. Thank you.

(Working independently)

**FACILITATOR** Close to wrapping up ready to present ideas. Who would like to go first. In one sentence if you could describe your idea. If you have questions about the idea put them on the sticky notes don't lose the concept but we need to get through all of the ideas. All right?

**PARTICIPANT** I will be the brave one in someone sentence: Expand the definition of mitigation beyond physical infrastructure to include social infrastructure.

**PARTICIPANT** To include social.

**PARTICIPANT** Social infrastructure.

**PARTICIPANT** Beyond building extra.

**PARTICIPANT** Expand the mitigation beyond physical infrastructure to include social infrastructure.

**FACILITATOR** You will get it if I leave it that way. Did I capture it right?

**PARTICIPANT** Yes.

**FACILITATOR** Do you have an idea.

**PARTICIPANT** It might follow it a little bit I was staying in my lane. To educate community and private funders to fund mitigation cost share.

**FACILITATOR** To fund mitigation cost share.

**PARTICIPANT** Okay. Yes

**PARTICIPANT** Mine is more of a personal level, kind of work with mortgage bankers possibly to lower interest rates for homeowners based on preparedness of property and look at tax credits options similar to energy efficiency options.

**FACILITATOR** Start at the beginning.

**PARTICIPANT** Work with mortgage bankers to lower interest rates, let's say for prepared properties.

**FACILITATOR** For prepared properties.
PARTICIPANT: Something I am trying to make it shorter for you.

FACILITATOR: Thank you.

PARTICIPANT: And create tax credits for individual home owner preparedness. Similar to energy efficiency.

FACILITATOR: Got it yes.

PARTICIPANT: I got three, but I will start with one.

FACILITATOR: Start with one.

PARTICIPANT: Create a database for sharing flood insurance information to encourage involvement of the private sector and closing the insurance gap.

PARTICIPANT: Create a database, for sharing flood insurance information, to encourage involvement on the private sector closing the insurance gap.

FACILITATOR: All right. There was someone in the back.

PARTICIPANT: I have got two, expand the coordinating technical partner programs CTP.

FACILITATOR: The technical coordinating program.

PARTICIPANT: Partner program. It's known as CTP.

FACILITATOR: The technical coordinating program coordinating technical partner program.

PARTICIPANT: Cooperating.

FACILITATOR: Oh, I'm sorry, expand.

PARTICIPANT: The cooperating technical partner program, I'm sorry I said

FACILITATOR: Partner program.

PARTICIPANT: To include disaster preparedness and response.

FACILITATOR: Then the second one I have: Expand the community rating system. There is an acronym CRS.

PARTICIPANT: Right.

PARTICIPANT: To expand CRS to include more than just insurance rate reduction but grant and funding. Just say grants and funding.
FACILITATOR»» Okay. Yes.

PARTICIPANT»» So, I am thinking about this from the perspective of what is the one thing we could do to make the rest of the stuff relevant I am going to call it up front early and often. And more specifically as it relates to education and mitigation. Right? We got to get back to educating people from a very early age stop drop and roll whatever else on risks and protective measures maybe that develops as you get older to things like insurance financial management. Tangible skills light skills. And then on the mitigation side if you move mitigation to the front of the life cycle people have to become very community aware. They have to think about what are my gaps, what are my issues, how do I want to attack it. As they do that they can respond and recover better.

FACILITATOR»» Did I capture that well enough?

PARTICIPANT»» Yes, ma'am.

FACILITATOR»» Okay. Thank you.

PARTICIPANT»» Mine would be the honoring tribal sovereignty by meeting the federal trust responsibilities of the 573 federally recognized tribes in funding with no match and grant programs based on cultural needs not governmental needs.

FACILITATOR»» Okay. Back to the top (reading).

PARTICIPANT»» Meeting the federal trust responsibility. After that "of the" there you go.

FACILITATOR»» Thank you. All right.

PARTICIPANT»» Education starting at an early age as well throughout.

FACILITATOR»» Do you want to add

PARTICIPANT»» Basically captures the same thing. But the other one that I had created new innovative ways to capture and share lessons learned.

FACILITATOR»» Capture what?

PARTICIPANT»» Lessons learned. From the disasters that we are going through. It's great that we produced these after action reports that are a hundred pages with many of these occurring as it's hard to stay on top of what's going on when and what we should be focusing on.

PARTICIPANT»» (inaudible)

PARTICIPANT»» Right. Honestly. Right.

PARTICIPANT»» They don't want to get sued.
PARTICIPANT »» Closing the gap theme between the disaster and the planning for, it's the gap issue that keeps coming up.

PARTICIPANT »» The sharing thing not only talks about after action also as it relates to education. There is no reason for me to pay hundreds of thousands to develop a new children's thing when you have digital materials we could all be sharing if we pull the database together there would be an endless amount

PARTICIPANT »» Probably five or six databases that don't talk to each other two of which are funded by FEMA.

PARTICIPANT »» Best practices.

PARTICIPANT »» We stopped doing printed materials, we put our stuff up digitally so everybody can take it.

PARTICIPANT »» So, I added to the education and life skills. Life skills was older than the elementary school or whatever K 12 to include best practices in indict at that sharing everybody comfortable with that how I amended that one.

PARTICIPANT »» You might add financial literacy.

PARTICIPANT »» That's part of life, yeah.

PARTICIPANT »» Whether it be he talked about talked about administrator talked about CPR those things you know what I mean?

PARTICIPANT »» Yes.

FACILITATOR »» I went from the end upward.

PARTICIPANT »» Okay. And I just kind of reread where it talks we talk about pre disaster mitigation we have programs that discourage post disaster mitigation to remove the threat of de-obligation and the requirement to re build or as was is what I put in currently after PA thing we build the exact same thing in the same place. The next time it floods I come back with the PA requirement to rebuild the exact same thing.

PARTICIPANT »» That's the beauty of 428 you rebuild it differently, but with 404.

PARTICIPANT »» Not everyone knows what 404 is.

PARTICIPANT »» So, the okay. Remove the threat of de-obligation and the requirement to rebuild as was.
PARTICIPANT: Your typical public assistance program when you get recovery are there after the fact, you fix the bridge or school, you put it back to the exact same way.

PARTICIPANT: Yes

PARTICIPANT: That's one of the mitigations.

PARTICIPANT: Unless you happen to qualify and get mitigation funds where you can make some changes but if you get innovative they come back five years after the grant closes and takes the money back. So, you know you rebuild a beach that's eroded and ten years later it's de-obligated for 3 or 4 million, you already spent and approved to spent, admittedly it's a problem.

FACILITATOR: Who haven't we heard from?

PARTICIPANT: My idea is to implement risk reduction councils that are coordinated by emergency management but that focus on projects, policies and programs outside of traditional disaster realm that still have profound effect on populations during disasters social programs infrastructure programs include emergency management and in the overall planning process for communities and jurisdictions.

FACILITATOR: Can you start that one from the top again.

PARTICIPANT: I sure can.

FACILITATOR: (LAUGHTER)

PARTICIPANT: Implement risk reduction councils coordinated by emergency management.

PARTICIPANT: Yes, with the focus on projects that are traditionally thought of outside of emergency management but that still have profound effect on populations during disasters.

PARTICIPANT: We almost had agreement here today.

FACILITATOR: Okay. Give me just a second to get some more paper and we will keep going. May I cover up the wireless, everybody have that?

PARTICIPANT: I don't have it.

PARTICIPANT: I will get it later.

PARTICIPANT: Put it over the blue where the plug in.

FACILITATOR: That's better.
FACILITATOR** I will do that at the break. Somebody else we haven't heard from? Anybody?

PARTICIPANT** Mine was similar to her, leveraging public funds through partnerships with the private sector and philanthropy.

PARTICIPANT** It's already there.

PARTICIPANT** That's all there.

FACILITATOR** All right. Are we agreed those are the same? All right? Okay. I think that yes.

PARTICIPANT** I have a different individual for some reason the affordability gap interested me. One thing that I have never heard talked about is trying to set up an escrow account or something like the health sharing the health savings plan, only if you did it for disaster it encompassed a broader range of disasters. Something like that. If they pulled it maybe tax at a lower rate. Set up emergency escrow account in some way. It could be linked with a 401(k) or linked with your mortgage but something

PARTICIPANT** Or even your employer your employer could carry for employees there was a program similar to HR departments to look at protecting their response personnel and it gave you a couple of hints about mental health for the well-being checking the family, checking the kids, make sure while they are out in the field we know family is being taken care of employer sent somebody to your home dog and cat is fed and knowing that your employee is caring about you to send somebody to the home let you know your family is save pets are save home is destroyed at least you know you can focus on life and safety of the community not worrying about at home there was a program signed by the feds to do that.

PARTICIPANT** Is that something to record or that was in place

PARTICIPANT** That was put up three years ago. (inaudible) HR departments for

FACILITATOR** Do we want to record that as

PARTICIPANT** If you want to put it on there.

PARTICIPANT** I think employers preparedness wise for employees that's the link I am talking about showing as an employer we care about employees who look at that or an account for when (inaudible)

PARTICIPANT** (inaudible).
PARTICIPANT » Yes, that's the employee hardship fund.

PARTICIPANT » That's a bad word. It sounds like it's a poverty program. You want like a

PARTICIPANT » (inaudible)

PARTICIPANT » Or they have like a community assistance fund, whatever you want to call it
but that, that's what you are talking about is what they call employee hardship fund that protects
families at community foundations and others (inaudible).

PARTICIPANT » I just want to add to that, maybe include the escrow into your flood
insurance payment if there was a way to get credit or get flood insurance.

PARTICIPANT » So, it's an escrow account it could include a couple of different things.

PARTICIPANT » It could it could be tax deferred. So I think some of that might make it more
attractive.

PARTICIPANT » It's currently not fixed. if you are in the special hazard flood plain you have
to get flood insurance if your lender is a national bank. But you could expand that out to require
everybody to do it.

PARTICIPANT » Right. If we did it this way people who didn't have a mortgage might be
paying into that before and have it later if something happens. When they are not required.

PARTICIPANT » I have one more unique one.

FACILITATOR » I want to do a time check. We are getting close to 11 o'clock. We will go
to 11:15, I will take a couple more of these ideas, okay? And then we are going to have to vote really
quickly.

PARTICIPANT » FEMA could help or fund for local emergency managers a fleet of drones
equipped to provide wifi services when communication towers are destroyed. Communication that's
something you could do in advance communication is really important.

PARTICIPANT » But that's established by the cell providers have elephants to do that you
already do that they call with big Verizon AT&T. Jamboree they brought the big things in there you
covered for the national Jamboree for kids.

PARTICIPANT » Taking it off.

PARTICIPANT » I think he said we already have got it I have to figure it out to people let
them know it's there.
FACILITATOR: I will put "communicate."

PARTICIPANT: I think it could be adjusted to rather than FEMA building the capability partnering with the private sector to leverage the capability that's already there.

PARTICIPANT: That's right.

PARTICIPANT: So, yeah, I think that that's kind of puts it on the innovative.

PARTICIPANT: The private sector it captures what

PARTICIPANT: I'm sorry, go ahead.

PARTICIPANT: I haven't

PARTICIPANT: You haven't shared definitely. Go.

PARTICIPANT: This is strategic goal objective 1.1, they say disaster resilience starts with building codes it really is more than that. I just want to mention land use. Resilience includes land use, subdivision codes, guidelines plan, making all of these things that are really missing for the whole strategic plan.

PARTICIPANT: How many times is there an emergency manager for a community involved in the comprehensive plan for the community. Almost never.

PARTICIPANT: They should be hazard mitigation plan.

PARTICIPANT: We write hazard mitigation plans that reference existence of a comprehensive plan that already exists.

PARTICIPANT: Right. So disaster resilience includes land use planning, I would put dash subdivision codes, zoning regulations, public investments, land making.

FACILITATOR: You had one other in there subdivision code public investment and there was one other

PARTICIPANT: Just put zoning

FACILITATOR: Oh, zoning. Okay. Has everyone been able

PARTICIPANT: Plan making.

FACILITATOR: Plan making.

PARTICIPANT: That's it.
I think that fits well with the community rating system comment but I think that's part of what [name redacted] was saying is community rating system needs to be expanded beyond just the NFIP use to include all of these. To include multi hazards or planning, all of those types of things. Right. And we could be that's for flood we could be multi hazards would be better. CRS, but there is a lot of this that rolls under the relevance to expand the programs encompasses a lot of stuff.

We are leaving the two ideas separate then, correct? Separate but they are definitely related. This is all hazards. Yes, thank you.

Okay. Do we have everyone ideas any questions on any of the ideas ready to take our three dots and then just go up and decide which ones you would like to vote on it?

I have a quick question for you, you are referring to the social capital type of development things like that is that. Yes, that's what I am talking about. So, for example, our state has a special service that's informational for people who are seniors who are who have disabilities so we have a if we go down that resource is lost, it's not physical infrastructure.

Okay. Thank you. Great. Enthusiastic round. Thank you. If you would take your three dots and go ahead and whichever one it's what we want to focus on for the rest of our time here what we want to brief out at the end of the day every idea is a good idea this is what we want to focus on this afternoon. Got it.

If we would like, can we make a note on that or something related to that idea like I was thinking the mortgage home owner insurance too. To lower interest rates. A related idea is something with homeowners insurance. So, that if you are prepared property you get a break on that, et cetera. So it's
PARTICIPANT: To lower interest rates for prepared properties and create tax credits.

PARTICIPANT: It's related, reduced insurance rates.

PARTICIPANT: Yes.

PARTICIPANT: I saw it as related to that.

FACILITATOR: What is your idea then.

PARTICIPANT: To add insurance rates.

PARTICIPANT: Work with insurers and insurance rates and interest rates.

PARTICIPANT: Right.

PARTICIPANT: Not changing it at all.

FACILITATOR: Are we agreed to add insurance rates.

PARTICIPANT: Sure. We are going to elect one and work on the one to build in more.

PARTICIPANT: We are going to work on the one together.

FACILITATOR: Up front early and often education life skills and mitigation up front. We have got 5 minutes. But I am sure they can give us more if we need it. I will transfer this over here (indicating), that's the idea. And then we want to think about what partnerships we need and what our measure of success would look like be thinking about that while I transfer this.

PARTICIPANT: You want me to read it out loud.

PARTICIPANT: Up front, early and often, education at early age risk and protective measure life skills financial literacy move mitigation to fronted of life cycle include best practices.

FACILITATOR: What do we want from FEMA, starting with partners, what activities or tools do you need from FEMA to support this when we brief out this afternoon they want to see specific activities and tools that FEMA can say that makes sense to me.

PARTICIPANT: I will say leadership but not a negative way leadership in terms of supporting the database, the central hub where all this best management practices and data is kept. Kind of the central repository of all of the information.
PARTICIPANT  »»  Much like all of the comments that they got put together in the strategic analysis, right? They should be doing training analysis this stuff that continues to go into the database is what we are seeing.

PARTICIPANT  »»  We are probably doing a lot of this all of us. And we are repeating it and we don't realize the best use of that.

FACILITATOR  »»  Does that include you said database sharing database is that include best practices since we coupled them together earlier.

PARTICIPANT  »»  Best practices, educational materials, I mean everything that we are all in a fractured way investing dollars on and learning individually how do we

PARTICIPANT  »»  FEMA owns a training site and university between the – at Naval postgraduate school and EMI can craft some of those database repository.

PARTICIPANT  »»  Okay. The National Library of Medicine has the disaster I wonder if they should combine with the Naval I know exactly what you are talking about. Homeland Security. Yes. Database. But they should be a partner and ASPR, TRACIE may have some info to share about indexing and you know how you manage that information.

PARTICIPANT  »»  Working with FEMA would be nice.

PARTICIPANT  »»  That should have been your idea.

PARTICIPANT  »»  It has to be achievable.

PARTICIPANT  »»  Well, my colleague at ASPR.

PARTICIPANT  »»  For the early education component I imagine securing the U.S. Department of Education’s buy in, in order to add that to curricula across the country would be a pretty big get for FEMA.

PARTICIPANT  »»  The as I am sure all of the FEMA employees in here know, right, it ends up somehow everything become you all job to recreate the wheel but we have to start like with housing HUD should be doing that. Education DOE should be doing that.

PARTICIPANT  »»  It would be better if they were.

PARTICIPANT  »»  Partners I completely agree. The national organizations should be HUD, HHS, but I also believe we have to bring this down a notch, specifically at the top talking about up front and early education down locally to like first the funders that work with the NGOs that are
working with the people that are actually going to receiving this information. And the information then needs to be socially competent to the actual state or places that it refers to.

**PARTICIPANT**
There is an organization in the insurance sector called VERISK, and they have a disaster database that maintains all insurance related database it’s above 25 million

**PARTICIPANT**
Basically, it's the back end of the insurance world.

**FACILITATOR**
Okay. Just a couple of more comments we need to pick somebody to brief this, this afternoon also. Yes, you had a comment?

**PARTICIPANT**
No.

**FACILITATOR**
Okay. I thought we had a couple more comments. Does anybody then have a comment on you also are going to be able to comment when we are actually in the plenary session whoever briefs it can brief from this some people yesterday took pictures of them and just briefed from their phones. Some people just briefed it from memory. So, if no one else has comments could we pick a briefer anybody volunteer to brief it out.

**PARTICIPANT**
I am happy to do it.

**PARTICIPANT**
It was your idea.

**PARTICIPANT**
But I

**PARTICIPANT**
Emergency manager.

**PARTICIPANT**
But, really, if I am going to do it I would like to talk about the general concept if you have some toss in specific databases and talk about anything else that you guys know of.

**FACILITATOR**
I just looked at the time. We are supposed to be done at 11:25 I pushed you guys I apologize for that I pushed you to 11:15. Is there any other discussion?

**PARTICIPANT**
Only thing I would say when you present this, I believe you heard it from Administrator Long they can't do it all the expertise frankly exists at the local level the NGOs and push that down and so, think having partnerships where you know people locally the FEMA equation the FEMA logo. But they are ready to go and implement everything is done in a kosher way so federal funds flow rapidly where they need to go certain groups are trained in education and response. That's what the CTP program is train people ahead of time they become close best friends with FEMA, they can quickly have these partnerships when the disaster occurs they mobilize at the local level they know how FEMA wants them to react.
PARTICIPANT»» I wrote on here, what does success look like. On the education piece what I wrote was, that you know success would be a more well-rounded, resilient, individual, capable of responding as a neighbor. They don't have to be, you know.

PARTICIPANT»» Local response informed by FEMA requirements.

PARTICIPANT»» Right. The first thing they ever taught me in emergency management right disasters are inherently local we have gotten away from that too much, they need to get back to inherently local.

PARTICIPANT»» Are you sure you are a state director?

PARTICIPANT»» Seriously though, it's my problem and their problem.

PARTICIPANT»» How communities build not just the response part but how communities build in the future, what mitigation measures and actions they take after disaster to reduce future risk so that response is much reduced.

PARTICIPANT»» FEMA they had given us best practices they can give us a framework and boundaries but don't over regulate it.

PARTICIPANT»» You know your community better than your state director knows the community I guarantee that.

PARTICIPANT»» Create the coordinating partnerships ahead of time allow the folks to do what they are good at.

PARTICIPANT»» I completely agree.

PARTICIPANT»» We have that in Louisiana. We created that for that very first purpose because the consumer is so far away from FEMA it's really hard for FEMA to see that from you know 30,000 feet. But once we start to work with FEMA, it's then becomes a really wonderful relationship where we start to understand what everyone's role is and becomes less intimidating it does have to be people at FEMA that had actually contact people right on the ground

PARTICIPANT»» I have communities where I take the emergency management and Homeland logos off the materials. We cover them with white stickers because we are the bad guys. And you know, A, it's the government, B, FEMA is the bad guys and they are part of DHS, which is the worst. I have whole communities I am not talking about like a city, I am talking about large neighborhoods full of people coming from countries where the government is bad, they are being deported left and right.
But the local school teacher can

If it comes from DOE where there is no Homeland, FEMA or something, that's a huge win.

The Corps of Engineers equivalent is called local sponsors, they deal with the local financing local regulations the local real estate. And then the corps is able to do what they do best. They have local sponsors throughout the U.S. the same concept.

One of the big issues the capacity of local governments to do all of this stuff we are talking about. I mean, that's a real problem as we have seen. So, I think

A couple of

Something to think about.

a couple of things on that the Administrator talked about, federally supported state managed- the feds should be supporting providing resources at our fingertips leveraging the information state wide and creating the administrators costs from 3 to 12, if all of the local agencies got a 4X on the amount of money they were getting they would be able to make determinations on additional staff to support stuff like this. You know, from the state perspective, I should be able to leverage my resources to support my local communities to be able to

Administrator Long said no additional staff. Think about the virtual staff here, our entities could respond quickly in support of FEMA if we had a closer partnership.

There are states where it doesn't. Florida is good, Minnesota great at it, Louisiana is terrible at it.

We are the worst.

(LAUGHTER)

No offense taken

No.

That's why we had

There is no standardization of what to expect. If the I love the idea of increasing to 12% but if it's 12% that stays at the state office it's not going to help in [city redacted]

Exactly.

It's not going to help in [county redacted].
> **PARTICIPANT** Where it's needed.

**PARTICIPANT** I don't mean it's not needed at state also, I acknowledge the state does some good things, you know? They really do but

**FACILITATOR** I just

**PARTICIPANT** There is those two different things and there isn't enough money but what money there has to be somehow pushed down.

**FACILITATOR** I just got the word the others are breaking now. You can continue the conversation, another facilitator will come in. If you would like to turn in idea sheets, I am happy to collect them too. I am going to move on to a different room.

**PARTICIPANT** Did we give you enough to chew on?

**FACILITATOR** Plenty. And we will all engage in this conversation at the plenary, or whatever they are calling it. Thank you.

**Session 3**

**FACILITATOR** We'll get back into our chairs and we'll have the session where each one of the groups is going to go. Does anyone have any questions on that? All right. So this afternoon session is our Goal 1 and we'll go through the same process that you've been through before. That we'll just discuss the Goal, then you'll work in your individual work sheets. If they work for you great if they don't, they don't. You'll have 10 to 15 minutes to go through your ideas. And then we can talk about these collectively as a group. Then we'll go through and decide which one you want to focus on and go back for the afternoon. We'll do that. We'll pick a presenter and we'll be good to break at 3:15. Then let's review Goal 1. It's building a culture of preparedness. 1.1 is incentivize – 1.2 is close the insurance gap. 1.3 is help people prepare for disasters and 1.4 is learn improve and innovate. The question is how do we make preparedness a culture? Some of you may have been in school when you were taught stop drop and roll. Those are things that we were drilled into for preparedness when we were in school. I had a conversation with someone who was talking about the fact that she used to do research in the library and she was explaining to her daughter that we used to go to libraries. We didn't have all this information on our computer and is on our cell phones, but now you can walk down the street and that is the social norm now. Her daughter didn't know that you used to go to libraries to get information. So the social norm has changed.
And our question for us today is how is that we can change the social norm around preparedness so that it's more of a social norm than something else.

And then we need to think about what can be done through levels. In the communities for homeowners, for businesses, for all levels, what we do to create the social norm.

I also wanted point out that Mr. Bibo was telling the Administrators that at the end of the day, he would like you to tell him what do you need from him. And Mr. Bibo said, what can FEMA do, or get for you, what can FEMA support for you, or do you need FEMA to get out of the way? And he needs to hear all those things so what we'll driver to is some specificity that also includes FEMA.

On your idea sheet, you've been through them twice already. Come up with the idea in a single statement.

Then you think out a few more details in your idea. Think about your partnerships and measures for success, so when we build out a single idea this afternoon, we'll talk about the specific actions for FEMA in particular.

Does anybody have any questions on that on, Goal 1? Does anybody need an idea sheet? If you want to work on them way that's great. Again, if you want to work on a process, that's great.

We'll do this for about 15 minutes so. About 6 or 7 minutes after the hour, we'll see where we are, and then if everybody's done then we'll start discussing it. Thank you.

(Brief break.)

FACILITATOR: Are you about ready to get started? Everyone looks like they're close to done. Who would like to start us off?

PARTICIPANT: I got one way out there. I think FEMA would help with others to account for disasters.

FACILITATOR: Help me with the rest of this.

PARTICIPANT: To improve disaster mitigation. I changed my words. Most of the disasters I did was Indiana.

FACILITATOR: Thank you another else? For preparedness I did -- asked if FEMA encouraged grantees to use their grant funds. I was encouraged but also allowed so most grants that come down are all based 9-11 act which was all against terrorism.
Okay thank you. I'm going to get this to stop oscillating. Thank you. Someone else? Yes.

**PARTICIPANT** Was it Building Safety Month, I guess? And what I don't see was, like with the private sectors, and I was thinking along the lines of Home Depot and Lowes, that they should be doing something for building safety, you know.

**PARTICIPANT** You can tie to that with the NGOs. Sometimes NGOs [inaudible] which is major – it would be the same thing.

**FACILITATOR** Same thing as this one?

**PARTICIPANT** No it would be this one.

**FACILITATOR** I didn't get the whole concept.

**PARTICIPANT** And I have the same idea, this is taken further, is public partnerships like the mini workshop, Home Depots and Lowe's. You have to do preparedness, like what do you buy that would be very helpful, because everyone goes to the home improvement stores, whether you shop at Target, Lowe's, and Home Depot.

**FACILITATOR** I want to be sure I got the concept there.

**PARTICIPANT** The workshop for preparedness

**FACILITATOR** Okay great thank you. I think we need to go. Someone else said stop smoking. May I add that to your idea?

**PARTICIPANT** So I will mention that the [university name removed] developed a program called my tie for youth and it's being taught in certain states for people to come in. My PI.

**PARTICIPANT** For a lot of us, and I think the ideas of these seminars and workshops is broadly as possible, in communities, in getting people to understand, is those of us at the elected official level need to have an understanding of what's going on in support. So if there's not a ground level education, you know, those would say that, you know, a democracy only operates on a well-educated constituency, and if they don't understand why we're spending time and money to put this together, we're going to have trouble getting the funding at any level to do it.

So I would further expand any and all workshop education by preparing K through 12, and learning in every subject matter of what the importance of planning for emergencies and disasters, and knowing where you live, and going on in those is so important for people collaborating together.
FACILITATOR »» And do we all agree that this just expands that idea? Yes.

PARTICIPANT »» Simplify mitigation process. Right now the process is somewhat cumbersome. There doesn't seem to be a whole lot of help from FEMA on the thing that is cost less money. But yet those things will cost less money if they're not yet mitigated and end up costing more costly and serious issues.

FACILITATOR »» Okay.

PARTICIPANT »» Use pretax dollars to pay my flood insurance.

PARTICIPANT »» Raise the bar for the NFIP participation 2 ways. Better minimum standards and kicking out communities that aren't doing their job.

PARTICIPANT »» Could you do something about mitigation or what [inaudible].

PARTICIPANT »» But have you --

FACILITATOR »» Is there an idea in there?

PARTICIPANT »» The answer is yes.

FACILITATOR »» Let's take you and then we'll figure it out, thank you.

PARTICIPANT »» I saw a lot of this as education and not just about the AD with you engaged in school about application, and we found that education stuff from kids they can bring this back to their parents to awareness, and also they brought with this awareness.

So in the long-term they -- you know, this is important of course, the material work is different and also get an understanding, and they can bring back to their parents.

PARTICIPANT »» And they learn much more.

PARTICIPANT »» Exactly.

PARTICIPANT »» There needs to be, think before you start writing, a rebranding or remarketing. Use the staggering statistic is like 80 percent of our residents live below a certain level. It didn't say -- but they live paycheck to paycheck, and we market, bill your kid, prepare your kid, so I'm saying in your about the supplies you have there's a no-cost solution you have.

So I don't know if again that's a remarking, rebranding, or re-whatever the word it is I'm looking for.
PARTICIPANT: "I'll admit we do it every year. We go to Home Depot or Lowe's and we say these are the things need for your kit and all of a sudden it's $50 right off the shelf."

FACILITATOR: "Is that other than --"

PARTICIPANT: "I think it's different."

FACILITATOR: "Okay. So is mitigation credit could it be for a community?"

PARTICIPANT: "For a community."

FACILITATOR: "Are we talking about with the government?"

PARTICIPANT: "My friend's from [state redacted] here but I was actually chief of staff in [city redacted] but we did not get hit Harvey, we got hit with Irma, but the landfall was such that it was very similar to Texas storm. Texas had something like a billion dollars storm we were in the 700 million range and they came back and said that was, in regards to the mitigation, that was dope. So can that be an incentive to incentivize, hey you guys basically have the statement tomorrow. You guys feel a whole lot better because of what you did in the past. I don't know if that's exactly what you're talking about or maybe that's the right train track just on the right train, I don't know."

PARTICIPANT: "You can satisfy the process where you can do this this and this and get 85 to 90 percent."

PARTICIPANT: "Right."

PARTICIPANT: "Again, you know like he was saying, we all -- most of us government agencies are self-assured -- at least, so again those incentives that could be in place."

FACILITATOR: "Do we want to say incentives?"

PARTICIPANT: "I'd put credits or incentives, maybe, I don't know."

PARTICIPANT: "Or even thinking like in the past you guys did -- if you're a school or a business and you build -- you get a credit for that, you know, and I encourage people to, you know..."

FACILITATOR: "So does this cover that concept too, that example?"

PARTICIPANT: "Yeah, I would say think so."

FACILITATOR: "Right. Yes."
PARTICIPANT» I actually -- in the, a different way, I'm going to say, would that be doing it the wrong way? In [state redacted], we're trying to get their counties to come up with their 25 percent up front so that we don't have to give them as much. So we don't -- if we do get funds, we're talking about, we're going to have them work with the county governments. It's accessible money to do that.

PARTICIPANT» Throughout any credit or incentive that you put on the table towards preparedness or engagement should reduce the ultimate cost of the government in response side of the house and recovery that really should happen. So again, it's going back to the basic is that, you know, we're all putting our money on response side of what we send but nothing on the prevention or the defensive side of what we talked about, and that's what we're trying to, you know, find balance or get somebody to, there's a capability there to educate people.

PARTICIPANT» Let me add to that that it doesn't necessarily have to be a credit -- I'm agreeing with that. But FEMA can show what the other incentives are for having a plan, you're less susceptible, your people get back to work quicker. Those things can be pointed out as part of the incentive, too.

PARTICIPANT» I think that goes back to your rating schedule. Those communities that have a good rating should maybe get an insurance for what meets their needs at a cheaper rate I mean, you got to reward good behavior.

PARTICIPANT» If there's levees and people aren't maintaining them -- on the other end you know those that go out and spend money, and you know maintain them, that's where they want to be. This is the example. You could also do that theory of -- maybe you only get 75 percent. Maybe it's like a deductible. Maybe you have like 65 or 50 percent, I don't know. That's the only way you get people to understand is that people who are on the risk, out on the table they need to care a little bit. Those who don't care aren't going to get anything at all. My thing is -- mobile homes, once they pay them off, money they don't have to spend, so they don't insure them anymore. I don't care if it's fire, flood... in the event they just don't, and they're one of the most vulnerable that we have.

FACILITATOR» Other ideas?

PARTICIPANT» I just got a scenario. If you're thinking about how we respond and prepare for, in my municipality, a disaster, a lot of it has to do with weather patterns and what happens in the watersheds. So what's happening in the water sheds, we can't do anything about. The best place to possibly begin to mitigate flow of rivers is where the waterfalls. What's happening is, they get the
water off the ground quickly as possible. They take away all the buffers because they're driven by run-on investment this year and they don't want to take a few acres out of production.

And so all this stuff comes down, and yet we're sitting here trying to measure the flows at our level as it got to us, and we're supposed to do something about it like maybe raise our levees, use pump stations where in my opinion you should be working with the people upstream who are causing a great deal of problem to accelerate the flow of all these rivers and streams and creeks that exacerbates a whole lot of things, and the water and the agricultural land. And here's an example of how if we bring all these departments together, we could get to understand that they not only have a piece of flowing the water in this case, is capturing it for future use. If we can't bring everybody in together to look at this, I'm going to keep building higher wall, and is that's not, I think, the least expensive way to go about it.

**PARTICIPANT** In my mind, that fits with the land use manager over here, the first one. Not the same, he's taking a little bit different way, but it's related.

**PARTICIPANT** Let me back up a little bit. It's both on one side because both as to, we rely upon for our shed and everything else. Creates a lot of problems for everybody else, and it doesn't matter where you're at, however it follows, it could be reflected by somebody else's issues that they have no control over. Again, that's our realization of how we look at everything and why we again look at it collectively, as well as our corporate and our citizens, to manage what we do have and the resources that are there.

**PARTICIPANT** I got one that may not even be politically correct and I'll use the name: I think we should bring back Project Impact. It was a Clinton program and we don't have the Project Impact, but when we look at the principles of Project Impact and help communities do that, so there actually was a –

**FACILITATOR** If we decide to brief this one out, we can make it – we'll describe it. Yeah.

**PARTICIPANT** There was a Project Impact and I forget what the damage was, but recovered extremely quickly.

**FACILITATOR** How about somebody we haven't heard from? Does anyone else have any good ideas? Anyone? Well, let's keep going then, if everybody's their first idea let's keep going. Yes.

**PARTICIPANT** I think we need to help – and there's assets out there to do this. I think we need to help communities measure their disaster recovery capacity.
FACILITATOR: You mean socialize those findings?

PARTICIPANT: Yeah.

FACILITATOR: And you said, help communities measure, what did you say?

PARTICIPANT: Their capacity to deal with disasters. Let's say it that way. It would also involve measuring your local assets and what you need to do to -- the national drop mitigation center actually has some tools on this as well.

PARTICIPANT: And I think to give people in communities some sense of BCA, and what the return on their dollars spent mean, [inaudible]. I played the 6 for 1 card with her. Well -- I mean it worked.

FACILITATOR: I didn't capture exactly what you said.

PARTICIPANT: The benefit costs for the return on investment.

FACILITATOR: Other ideas? Calls for preparedness making it a cultural norm, talking about insurance about lessons learned, about incentives, we talked about incentives, we talked a little bit about incentives. We talked about how people prepare. Are we good?

PARTICIPANT: I think that each insurance case is a mediation issue with how to go forward [inaudible] actual y'all rights and a lot of people have flood insurance, so they're either going to have to decide -- I think that's going to be a big issue.

PARTICIPANT: You probably need to put the primary insurance up there too, now.

PARTICIPANT: So part of getting into the government, I think that most of us don't want government in our lives although we want to use it as a hammer to do things, but if, you know, again, I think if people make a decision, you know, not to have insurance so they tend not to do anything maybe they have to come back -- maybe -- but ultimately we all pick it up and, again, I think, you know, well, our legislatures have to be a process by which you need to get people to get insurance. In [state redacted] we -- the state has to, you know, get its own insurance for some of the things we do because we have an insurance company and, you know, I think those other areas continue to take a look at, for some of what we do.

You know, it's hard to pen allies somebody who doesn't have anything but . . .

FACILITATOR: Did I capture your idea here? Is there more to it?
Yeah, and it's really not for people, but it's our legislatures that we come to work with. It's an education process, you know, about, everything we do in this room is education, you know, now and for those who come behind, it's all an adjustment.

I would just add to that, from a perspective of state legislature, you know, legislative is a big part of this resource. They do public appearances. They go out into their districts. They meet with constituents all the time send out newsletters and...

Especially if they want get reelected.

Right. If you've got an educated legislature and they can go back into the communities and be hands on with their constituents and do stuff.

We had a program with DSL where we send legislators into the [inaudible] and they educate people here's what it means to be an elected official. So it's kind of inherent in their job responsibilities, and they're a great resource. So...

You don't see that anymore, so people don't know how it's going to work.

So in the plan of Objective 1.3 is about helping people prepare for disasters. And there's a lot to that. For one of the things that we tend to overlook is helping people understand what -- we talked about hurricane damage.

Now in Georgia and parts of Florida, this IRMA, and Matthew, you know, the end result was a tropical storm from the hurricane. We were impacted by Hurricane Matthew and Hurricane IRMA but the actual result of what hit was a tropical storm, and so now people are saying you can evacuate. And you hid you know -- we've all been told you hide in the National Hurricane Center is putting more emphasis on storm surge because of the devastating effect it had. We need to continually educate the public about the --

I think we need to be transparent because of the causes of natural disasters. We need to be able to talk about -- see local ride and care, but there is a correlation in the type of magnitude in the disasters that we've seen, period.

I'm sorry I'm still writing the other one.

Climate change/weather.

Future conditions.
PARTICIPANT**: Okay, do the weather.

PARTICIPANT**: One of the things that FEMA doesn't have is kind of a researching development, you know. Your science agencies have it, but I think FEMA could benefit from an R&D function, and specifically to this Goal, and kind of sociologic research, a gentleman commented, I think, on the concept of repeating just as example, there need to be new methods of people to evacuate, and I heard a lot of stories where, well, you know, we were told to evacuate one time and nothing happened so then I smacked by Sandy and I almost lost my mind. So it's just one example where I think an active R&D program, as opposed to, adjust with contractors and having in-house capability I think they need to expand on that.

FACILITATOR**: All right others?

Going once, going twice. We're a little ahead of schedule, but that's fine. If you would please review these and we'll -- does anybody have any questions on any of it? Any need on any clarification before we decide on which one we'd like to focus on? Yes.

PARTICIPANT**: The green one on the bottom, the second to the last one, when we see weather change are we talking about climate change?

FACILITATOR**: Yes, we adjusted the word.

PARTICIPANT**: And those communities started thinking about that now and there would be surviving thrive communities 20 years from now. I'm talking about in today's world, I think adaptation is a keyword.

FACILITATOR**: Should I add for the purpose of adaptation to --

PARTICIPANT**: Education on adaptation.

PARTICIPANT**: I think -- take out weather change. Adaptation to all hazards.

FACILITATOR**: I'm sorry go ahead.

PARTICIPANT**: Adaptation to all hazards. I think that probably – democrat, republican – this room we would hear a lot of support for weather change, whatever you want to call it. Regardless of what is behind our name, in parentheses we'll tell you there's something going on in the weather. There are patterns that are changing.

FACILITATOR**: Whoever had the weather change? Are you good with that?
PARTICIPANT »» Yeah, and we have to adapt and overcome whatever is given to us.

PARTICIPANT »» And are we keeping the future conditions then?

FACILITATOR »» Yes. So it's education to adaptation to all hazards and future conditions?

Any other questions or comments on any of the other ones?

All right. Any questions on voting. You can put three dots on one, you can put two on another.

PARTICIPANT »» Well, at the end of the day are you going to pull out one?

FACILITATOR »» Yes we'll pull out one to brief this afternoon based on your process.

PARTICIPANT »» I just want to make sure you take all the data because this is some really important stuff.

FACILITATOR »» Yes. Let me just clarify.

PARTICIPANT »» Do we have time? Can we consolidate like the very first one over there, are both number one, not priority but --

FACILITATOR »» To answer your question, all of the information will be saved, and so they're actually collecting these charts, and there is a FEMA employee who will take a look at them. We're also collecting idea sheets that people would like to turn in, and there will be somebody who would go through those, and we have the transcription, so not only on the flip charts, but what you actually said is being taken down so that people who – the FEMA observers who couldn't be here today will also be able to see your ideas and the way you presented them so is that --

PARTICIPANT »» So, somebody's going to be able to do that?

FACILITATOR »» Yes.

PARTICIPANT »» So, my question is as we are planning and we feel like we all participated, who am I going to hold accountable you know, 5 years from now or whatever in making improvement in FEMA that I can measure based upon actions taken.

FACILITATOR »» He's the answer to that question. So we have – the way we have it laid out in our strategic plan is, we have 3 Goals, each Goal has a direct report to the Administrator who's responsible for that Goal. So Goal 1 it is Daniel Kaniewski, and Goal 3 is David Bibo, each one of those Goals has one or more of those Objectives, but ultimately the Administrator is responsible for implementing the entire strategic plan. I am responsible for taking everything you're said today in getting these to them.
So have you introduced yourself [name redacted]. [Name redacted] is from our learning team, she's been taking notes the whole time and we have the transcript, so it's a multi-layered approach. You can send us all of your very candid feedback as well as send additional ideas that we didn't get to today.

**PARTICIPANT** I would just ask -- I think I understand the mayor's point here. Think the learning team and then whoever else who works for you reaches out to us. Because I turned in about 20 of those already and I hope that somebody, if they just don't get that they call us and reach out to us, because there's a lot of things that are in those sheets that they didn't necessarily -- are really fantastic.

**PARTICIPANT** Absolutely, and that's why we tried to build so many layers. If you don't put your name on this sheet I'm not going to be able to do that because we are not keeping names transcript just so you know.

**PARTICIPANT** Is he going to take these 3 things and -- legislatures --

**FACILITATOR** So it's his strategic plan, so it's asking the Congress as well as states, local, everybody else, to raise concepts. Now there are certainly strategies for create a strategic plan that require -- but he was talking about earlier. That's an appropriate issue. And it's going to have to work with Congress to get solved and we don't have the ability to influence that.

So, yes, so.

**PARTICIPANT** So, when you take the information that we have at hand here, again it's not just the FEMA's responsibility, it's our own agencies, our own associations. It's just the stakeholders that need to move. FEMA is limited, how much they can do on the Hill, with the white house. Again, the reason why we're here is because we're stakeholders and we're part of the system, so retake what's here, good or bad, and push those parts we want with our representatives at the local, state, federal level to get to that next point, how's that?

**FEMA STAFF MEMBER** Yeah, I'm the director of strategic planning and policy right now, so I'm happy to chat with anybody. Or connect you to the account executive. Hopefully that answers the question.

**FACILITATOR** All right. There was a suggestion to combine a couple of them. Would you let me know what that looks like?
PARTICIPANT:** The very first one, and the coordinated approach for water flow management, I think if you just call both of them A, instead of putting a sticker on one of them just put a sticker on both.

FACILITATOR:** And the water flow management can be combined? The water flow management is an example of this one.

PARTICIPANT:** The land management or reclamation – if you're a land – interior land management is –

FACILITATOR** And others, we're got others here. So can we agree that we can do that? So we'll make this A. And we'll make this one is also then part of A.

PARTICIPANT** For discussion, I think the top two on the second and third groups, it's about educating young people.

FACILITATOR** Does everyone agree on that? We'll make that one.

PARTICIPANT** What about the bottom green one here?

FACILITATOR** Are we agreed that's also B?

PARTICIPANT** Before you do that, do we think that the hazards that – I almost see that more as a strategic level executive level education, versus as in the school education.

PARTICIPANT** And again, education you know, can almost I think for republic and the kids and everything like that is kind of like one area. We could almost lump the education there.

Education to our elected officials that hold the information.

PARTICIPANT** And part of it's identifying the hazards and the future conditions which to me is science, history, instill education in my – and even though it's somewhat –

FACILITATOR** Is everybody good combining those things.

PARTICIPANT** Yeah, because the details all have to be worked out.

PARTICIPANT** Help people understand the risks and disasters. That's also part of education.

FACILITATOR** Any others that need to be combined?
You're ready to vote in, okay. If you vote for A, if you'd do me the favor of voting over here, and B vote over here. Are you ready to vote?

**PARTICIPANT**
Sure.

**FACILITATOR**
Okay, please do.

And we can take a quick break here, too, and then we'll build out the one idea. Thank you.

First of all, we've had 10 votes, so B was the winner in engaging in education. We just had a request, though, to add this one to B which is help communities measure their capacity to deal with disasters et cetera.

Do we agree that that's part of education or is that really something separate? That's a metric of education.

**PARTICIPANT**
Don't you need to measure the capacity to educate –

**PARTICIPANT**
You would use that. But I don't think we're measuring the information.

**PARTICIPANT**
We need to.

**FACILITATOR**
Results?

**PARTICIPANT**
Well I'm not sure that's a true statement, because this does have a tool kit that they're using, and I'm looking to see how that would deal with that. It's been out for 2 years.

**FACILITATOR**
So, is this make part of the education?

**PARTICIPANT**
If there's a tool kit or something it's getting people to use it.

**PARTICIPANT**
I agree.

**FACILITATOR**
Technical assistance, are we good with leaving it with where it is then?

**PARTICIPANT**
Maybe it goes over with the research though.

**FACILITATOR**
And if it does move it still gets 6 votes so our big idea is education, is that right, is everybody on board with that? Okay.

What is our one statement that then collects all of the –

**PARTICIPANT**
The big idea is B, but I thought that it is all about education, but maybe I didn't get that right, so tell me what that one sentence idea for B is. Education, outreach. We're
doing B. This is not education, outreach. B is what, one and so we're doing B. And what is our -- is education outreach, then what income -- is this all B?

Okay. Let's make sure -- so we've got this one. Do we want to say it so kids will bring it back to their parents?

It's a broad spectrum. We're assuming legislators are...

**PARTICIPANT** And our object is to get people into the social norm of just like my PI? What else do we want to say about this idea? Is there anything else that we need to grab? Do we want to say something about people understanding the risks associated with disasters? Speak to me that's part of the education but that's me.

**PARTICIPANT** Okay. Do we want to add adaptations to all future initiatives?

**PARTICIPANT** Yeah.

**PARTICIPANT** Thank you.

**FACILITATOR** And is there anything else in particular that we wanted to say about this one, B? Do we want to say anything about, for example, how do we -- yes.

**PARTICIPANT** I was going to say, like the how to's, like our region has a floodplain tank that we go out to malls and stuff and show water, and what it does, you know, so is there kind of like a toolkit for that on, you know, like the lesson plan for this type of outreach, you know, is there a better venues to do it in different places? What are the outreach successes?

**PARTICIPANT** You know, last year at our state fair, we were going to do a play, and we decided at the last minute to do it on zombie preparedness. 90,000 visitors and got millions of visitors because if you're prepared for a zombie attack, you're prepared for a tornado.

**FACILITATOR** Who would like to brief this out for the group at the end of the day? No one's jumping out of their seats, anyone? Do we have a volunteer to brief this out? So we're going to tell the Administrator that there's nobody available to brief it out? Oh, you are. Is there anyone else who would like to brief this out?

**PARTICIPANT** I'll jump up.

**FACILITATOR** You will? Speak, okay. Oh, actually are they back there? Is that one of the ones that -- I'll leave this back there then. Does anyone have any comments, something that they would like to share with the group? Hanging in there for the whole day.
PARTICIPANT»» I feel for you, you have to do it 3 times.

PARTICIPANT»» So what did the other 2 look like?

FACILITATOR»» It was the private sector oh the other 2 today? What was the first -- I can't remember the first one.

What did the first group come up with? I think theirs was much more on incentives the second group was much more on messages and you've got messaging but you go further into education than -- so you go all the way into the zombie.

PARTICIPANT»» What did the private sector do?

FACILITATOR»» For the private sector, no the government did not pay for it. They came here on their own. They did and we did 1.1, .2 and .3, and I facilitated 2, and there were people from the insurance industry and insurance agents in every one of the groups, and then there were people who were simply consumers of insurance, and so we had a really good balance about insurance and investments, so it was a much deeper dive than today from experts.

Thank you very much. It's been great to work with you today you'll have a break down until 3:30 and they need to wait and then we'll have a primary session.

Goal 2: Break-out Discussions

Session 1

FACILITATOR»» Good morning, I'm your facilitator, please call me, [name redacted]. And if you don't mind, I'm going to take my jacket off. Because it gets warm walking around. Does anybody mind? Okay. I will roll my sleeves up as we go along. My job as you all fully realize is to help you generate a conversation, keep the discussion going, lead you in certain directions and to make you, it may sound a little strange, but to make us an experience of comfort. Why I say that at the outset is the way we have organized this is you are now in the room you're going to stay in all day long. So, get settled. Take a chance to see each other, because you'll be them, other than breaks and lunch. The idea is the facilitators are going to move. So this discussion is going to be about goal Number 2 ready the nation for catastrophic disasters. We will discuss that for an hour and a half. And then I
will move. And somebody else will come in to discuss another goal. And so by the end of the day, you will have had a chance to talk about three goals.

You won't have to move at all. Get to know each other. In addition, we're going to take a little extra time at the outset to introduce everybody, to introduce the topics, to go through the process. We know that that takes time, you all know that it takes time. But in this organization, we only have to do it once. Because you're with everybody all day long. So we only have to go through the introductions one time and the process one time. And once you have it down, we will then skip this whole first 20 minutes each time. So it will feel faster as we go through. And we will go right to substance. By the third time you do this, we're going to pretty much walk in, shoot the gun, show back up, wave the end of the race flag and it will be over. Okay, what is it that we're going to do? Your job and there's no choice, your job is to have a good discussion. My job is to keep it moving. But a good discussion around the goal, we'll talk about that in a second.

And then combine your personal individual thoughts with ideas from everyone else in the room, to come up with an idea, a big idea, however you define “big idea”. You will build it out as a group and then you'll present it to the plenary. And there will be a Discussion. Mr. Administrator could row you like to say something?

ADMINISTRATOR LONG**: No, you go ahead, I'm not here. (Laugh) just takes notes on who says what. (Laughter)

FACILITATOR**: That's too bad, the first big idea was about the administrator. (Laughter) We're just going to do a process as we get there. So basically we're going to introduce the subject and the day, go through introductions of you which we will do at the outset. But we will do it shortly. So we ask the name of the organization and to answer the question what, is your relationship? How do you as an organization help people before, during and after disasters? What does that sound like? We've taken the mission statement of FEMA, made a question, and your answer situates or defines the community. So by the end of just five, ten minutes from now, with he will have defined, characterized, described and emergency management community and your relationship to the goal that FEMA has set out. Okay. That puts you in the game. That's what this whole meeting is about, not the to quote the Administrator, but the whole idea is a Strategic Plan that belongs as much to FEMA as it does to you. That's what we're shooting for at the end of the meeting. Where do you fit? You'll see a couple of smiley faces. I didn't ask my kids to prepare this, so that's not what it reflects, it's also not a weather forecast. This is a way, I hope to remind you of why you're here, which is
you've been invited to do something that most people don't get a chance to do, which is to contribute your ideas to the direction of an organization in a field, a community. If you're like me, I'm happy when I get invited to certain places. So this is just to remind you that you're here by invitation. But there's an expectation on the invitation that you're going to contribute. In addition, it comes back to the comfort level. We want you to make this really interesting for yourselves. So much so that think about it this way, we're asking you to generate ideas. Try out that idea that you always wanted to say to somebody in your office or one of your constituents, but really it wasn't safe enough territory to say it. You didn't know what the answer might be. So you haven't really pursued it. This is a chance to do that. Try it out. Try something new. Surprise yourself. Look around the room. Who do you not know that you could once you know who they are? Reach over and say let's partner on something, on this set of ideas and this build something that does not now exist. And what would that be? What is the tangible idea that the Administrator was asking you for that would result from working with somebody that you've not yet worked with? Ask yourself, what can I do together that I can't do alone? If you can answer that question, we've established the partnerships, the basis of the partnership. And if you actually make that connection, we can all go home because we're successful. Okay. Our goal is, as I've said before to ready the nation for catastrophic disasters. What do you all think of that? Does that sound like to you? What does that sound like to you? Just off the bat?

**PARTICIPANT** How do you define catastrophe?

**FACILITATOR** Okay. How do you define catastrophe? You don't have to answer it. But you're defining a boundary, right. What goes in that category catastrophic disasters?

**PARTICIPANT** It changes lives forever.

**FACILITATOR** It changes lives forever. So it's long-term. It's sudden, but it long-term, in its realization. Fair enough.

**PARTICIPANT** What do you mean by "ready".

**FACILITATOR** Okay. What would you mean by ready?

**PARTICIPANT** Individual ready, community ready? Ready for one week? One week, one month? Six months or one year?
FACILITATOR: Great questions. What else? What comes to mind? Okay. You'll have a chance to explore that in more detail. We will come back and ask you personally on a sheet of paper to write down ideas on what you can do as an organization as a community to become ready, to help make others ready, to respond to the long-term difficulties that people have. What's your best idea? That's what this is about. And so, our process is just to get you there. Our task is to generate an idea or a set of ideas that will help you join in to this national endeavor of the Strategic Plan activities. It's a joining process. You're joining a community. What would you like to know? What do you hope the community does? What would you like FEMA to do to reciprocate or to be involved? Okay. So that's our task. We're going to discuss, we're going to build the Idea Sheet. Before we move on that though, let's assess the community as it is right now. For those of you in the inner boxes. Look around the room. How many of you know already more than 5 people? (Laughter). Okay. One. Anybody else?

PARTICIPANT: I have four, so I'm close. (Laughter).

FACILITATOR: You're close. That counts. So you have to get over the threshold by the end of today. In fact by the end of this -- we'll count it. How many of you don't know anybody else in the room? Two, three. Okay. What does that say about the emergency management community as it's represented just in this little small cross-section?

PARTICIPANT: Disconnected.

FACILITATOR: It's disconnected. Do you all agree with that? Is that what it sounds like? Is that reflective of the way you understand your emergency community out there not just in this room. Because it's artificial. Do you feel disconnected?

PARTICIPANT: Yes and no. If you look at the local level, we feel very connected leaning on local resource, tangible partner, public sector, private sector, higher education. But when you expand it out forward it's a more organizational governing strategy where it's at the FEMA region throughout the state, or nationally. So there maybe a little more disconnect as you expand your geography. But I had think there's still valuable opportunity to bridge that gap.

PARTICIPANT: I will say it different, we're the only First Class city in the state that can make you feel alone.
**FACILITATOR**

Geographical. Think about why you're disconnected if you feel that way. If this was the goal of culture of preparedness, we would then take this and say something like... well we all know social capital, the connection, the connectivity’s, the networks that exist in the emergency management community are vital to success. Fair enough? What happens transferring to this goal when things fall apart? Who do you turn to? You're not connected anyhow.

**PARTICIPANT**

The sense of place is completely lost. Back sense of place.

**PARTICIPANT**

Sense of community grows through.

**FACILITATOR**

Anybody else? When things fall apart. That's what goal 2 is about. Getting ready for the moment of catastrophic disaster and its longer term in recovery when things fall apart. What do we need to do that we're not doing now? Who do we need to work with that we're not working with now? Those are all ideas to reflect on as we put things on paper.

**PARTICIPANT**

So building on [name redacted] is that right, what he said. So locally, I think we are connected and to me, it's that federal government's transitional for us. And so if we're talking about catastrophic, obviously that's raising it to a whole other level. When we get to that level, the support and the connection there, that's when I really see it as transitional people are in those places that make it more difficult. So for us in our local, states, counties, city, we have that connectivity. We understand that. But that takes to it a different level.

**FACILITATOR**

Okay. Anybody else want to add? One of the things that happens when you're talking about culture of preparedness and community, you get this picture of... horizontal, right. Community is at the same level, who do we know? Who's going to help us et cetera? People are shaking their heads. If you disagree, shake your head the other way. When things fall apart, aren't the most important relationships suddenly transformed in addition to horizontally to vertical? So what relationships do you have to higher levels of government or lower levels of government? How would you describe those? Are they as isolated or fragmented?

**PARTICIPANT**

I would say, no.

**FACILITATOR**

They're tighter?

**PARTICIPANT**

Yeah.

**FACILITATOR**

Okay. In New Jersey, is it –
PARTICIPANT**: I don't think their fragmented but I do think they're isolated. They're isolated by discipline.

FACILITATOR**: Stove-piped.

PARTICIPANT**: I hesitate to use that word, but differently isolated.

FACILITATOR**: Okay. Is there a reason for that?

PARTICIPANT**: I think in the security public safety, emergency management disciplines, it can tend to stovepipe itself. So --

FACILITATOR**: The disciplines contribute to separation, fragmentation.

PARTICIPANT**: Yes, so good relationships within, but those constant practices tend to separate out from others.

FACILITATOR**: If you're taking notes to yourself, et cetera, when we ask you to put down some of your thoughts in your notes, knowing why you think that happens, but better yet what could you do to fix it, who could you work with somewhere else in this table, or somewhere else in this meeting that by tomorrow, you've got 40 people, but form you could already breakthrough some of those fragments and silos, whatever. It's tangible. Your group could easily report that back out. Here's what we should do to breakdown. Because we know or we think strongly that the relationships both horizontal and vertical are essential to success. You could walk away tomorrow. Walk away from this meeting already overcoming. Okay. Now before we move on, and you're going to introduce yourselves in a second, I need to do an obligatory logistics. So just bear with me. It will be quick. You have multiple resources at your disposal in this room. First of all you heard, but you can see everything you say, everything I say is being transcribed. And they're quite good, I must say. Extremely good. So you'll have that. So if you don't take a single note, and pay attention to the conversation, you're still contributing to the documentation, the record that will be made of this meeting. Okay. That's a liberating thing, right. Another smile! A liberating activity. In addition you will see, or you should see that there are Idea Sheets. By the time we get there they'll be passed out. It's in your folder. The Idea Sheets is where you're going the write down -- it's in a folder. You're going to write down what your idea or ideas are. You're going to describe it. You're going to talk about partners. We're going to collect them after you discuss them. So that's another resource for contributing to the conversation. Also, if you look at that sheet of paper, the Idea Sheet, that's the
structure of the group's report out to the plenary. So that's where we're headed, some sort of structured statement that follows that. What's the idea? What's the one-liner? What's the details, the components of the idea? Who do you need to help implement it? And then what does success look like? Whoever ends up, I'm sure you all will volunteer, but whoever ending up being the spokesperson will follow that script to report out. So that's the resource, the structure. Okay.

You also, as was explained to you, there will be people in the room if you have questions. If you have a personal and I know all of you have deep experience, if you have something personal to your office or disaster that is incredibly important but that would derail a collective discussion, they're the folks I'm go into point you to.

They'll be – he's smiling – they'll be appropriate recipients of that kind of detail and FEMA will deal with it however is appropriate to them. Okay. Doesn't mean you need to censor yourself here. I'm sure you won't. But just to keep the flow. Fair enough? And if I have to interrupt you, apologize, I'm not a bad guy, apologize in advance for doing that. The idea is to keep it moving. Okay. Rules of engagement, you are all experts in meetings. So you know what this meeting is. But just to remind you, here they are over here if you want to take a glance at them while we go through or if you think there's an issue. We want to be an acronym-free environment. Some of you – it's impossible, or actually counterproductive to be acronym-free, SLTT, if you say that each time, plus non-governmental services, that's the whole session, you say it three times, it's a half hour. So abbreviate it, particularly when you're talking about programs try not to go on. There's a couple of additions. We've learned from doing this already when we have power groups like you, with your experience, your knowledge, that sidebar conversations are easily created. We want you to talk to each other. Sidebar conversations please, share with the group. Make them visible to everybody. You can talk in the hall, et cetera. But then again, it's just distracting.

The conversations, don't get frustrated if you're losing touch with the flow of the conversation. You want to say something, you want to say something, the conversation moves past you and suddenly we're on a different topic and I'm not seeing you getting frustrated. At that point, if you turn your name card on the side, I will see that. I'll come back to you. So don't get frustrated. Don't get angry. Don't think you're being excluded from the conversation. If any of that starts to happen, just turn the name card and signal me to come back to you. Fair enough? Who are you all? This is the introduction part. We want your name, your organization and how does your organization help people before, during and after disasters? We're going to go around the room. We know this part takes a while. But that's okay. You won't have to do it again. That's the beauty of being with each
other the whole time. If fact you'll learn more about each other as you go along. Listen as people introduce themselves. Think about what partnership can I form with them. What would be interesting for me to pursue? Okay. Who wants to begin? Shall we start [city redacted]?

**PARTICIPANT**

I'm official title is the emergency communications and policy director for the [city redacted] working in partnership with the Office of Emergency management, I'm getting handed a lot of that stuff because our director is retiring. We're the only First Class city in the state of Wisconsin, so preparedness is really about continuity of government in our role, and then partnering with the county and state too. I don't know if you want more.

**PARTICIPANT**

Okay. That's fine. I'm with the [university redacted]. We have rival baseball teams that we already discussed the Cubs and the Brewers, the assistant vice chancellor for administrative services at the university as well as clinical faculty of the School of Public Health, the emergency operations, compliance, every mandate from DHS Department of Ed, DoJ, and everything that's broke in higher education comes through my office. We have 7 campuses throughout the state of Illinois. Student population of [city redacted] about 30,000, you look at the system. It's 80,000. So we're never sitting ideal. We're hamming all emergency operations. But what we've been – handling emergency operations. What we've been focused on is that culture of preparedness that collective responsibility having the faculty, students and staff alike taking ownership of these action items that we're working on within our various planning cells to ensure that when we need to operationalize our frameworks whether it's our incident command structure, policy group our partners at the local, state or federal level, everyone knows what their role is, and what they need to do, whether it's an active shooter, or it's a cataclysmic Martian attack, everybody knows their roles.

**FACILITATOR**

Lots of people have interests in what universities are doing. When things fall apart what actually happens. So, fabulous.

**PARTICIPANT**

[Organization redacted] Washington DC office. I'm the liaison between the state and local government, primarily delegation, but also the administration, that sort of thing. As far as, in emergency really our work is a lot of times afterwards, make sure the delegation's aware of what's going on, talking to FEMA, that sort of thing, particularly with the fidelity issue.

**PARTICIPANT**

I work for the [organization redacted] on these issues, emergency management but also law, criminal justice it's a bred umbrella. So [organization redacted] represents state legislators on the federal level, in conversations like this. And certainly, to the
question of how does our organization and our membership get involved before, during and after, really the legislative process is just that, it’s a process. So the during part is probably there's less of a presence. But before, you know with mitigation legislation, and after with appropriations, and doing things from the state-level, that's sort of like where our membership probably gets involved. But I will defer to [name redacted] over here for his expertise. (Laughter).

FACILITATOR:** We're not going to let deference if you don't mind.

PARTICIPANT** I'm serving the Senate, the tip of the sphere for the state with regard to a lot of these issues is. I serve on the Secure Commonwealth Panel as well as many other panels that have to do – paneling that have to do with the state of the commonwealth. I work with the 33 military smooth, move and communicate – shoot, move and communicate whatever's happening. I was on the task force from [city redacted] and the task force there, [city redacted], if you want to ask questions there I can help you. I'm there to give very specific input from [name redacted] or BDM operational guy that handles all the [agency redacted]. So, I'm here to take back stuff to the governor as well.

FACILITATOR** You'll have the whole trance script to share.

PARTICIPANT** I have to watch what I say.

FACILITATOR** It doesn't get censored. We didn't say that before. Names are taken out.

PARTICIPANT** Everything gets out at some point. I'm kidding.

FACILITATOR** Let me ask the two of you questions then going back to the earlier discussion. How would you characterize the cohesiveness of the emergency management community that you know of?

PARTICIPANT** I think a lot depends upon memorandums of understanding with other states, how you can put those sources. I think there needs to be a different logistic system set up so a standardized throughout not trying to pull pieces from different places. . I think one of our challenges is, quite frankly our National Guard plays such a major role in some natural disasters, now with at least our Guard and their ability to have to deploy in the wartime mission or the federal mission, means they're not available, how do we backfill.
FACILITATOR** Fabulous, fabulous entree to question on the national incident workforce that we’ll be talking about and asking you for ideas. So.

PARTICIPANT** I’m here really to listen to hear what other states are doing, and other localities are doing so I can steal it and take the back.

FACILITATOR** Let me be even more pointed the administrator said that emergency management community is asking in a fragmented way things of the Hill. Did he say that? Everybody agrees he said that? Is that your sense? That the "ask" is fragmented across the community?

PARTICIPANT** Yeah. I mean like from -- we’re all sort of working from our different perspectives. So I’ll give the example of the Prepared Act rolled into the DRRA before it passed the house. The Disaster Recovery Reform Act that was the major piece of legislation in Congress having to do with funding, mitigation planning, what have you to sort of revamp the disaster recovery process. Parts oh of that passed as folks I’m sure many folks here are aware. Parts of it passed within the omnibus to increase funding for mitigation efforts. But like $250 million. But a chunk of it, a significant chunk of it passed recently last Friday in the House under FAA reauthorization. So that’s what I’m referring to. But you know, we were focused, partially, the Administrator talked about the increase in the percentage of state management cost reimbursements, the four-fold increase, that would be included in that bill. That’s important from our perspective, from the legislature’s perspective. Increased funding in that regard is really key, because when – someone’s got to pay for these things. If state legislators have to think about the constituents what’s most important this them.

FACILITATOR** It’s a competition for resources.

PARTICIPANT** Exactly. You have to think about where do I put that money, where do we put that money.

FACILITATOR** Thank you for that. I didn’t mean to put you on the spot.

FACILITATOR** Introduce yourself first.

PARTICIPANT** I’m with [organization redacted]. Back become already we have the cities and the states immediately.
PARTICIPANT  I work on public safety and crime prevention issues public safety and crime prevention from [organization redacted] representing the mayor, council members, the cities, we have 49 state leagues that work with the states and work with the federal government. Majors and elected officials I’m responsible for law enforcement, before, during and after a disaster, they play a major role. I guess one of the concerns I would say is when we talk about preparing the nation for catastrophic disasters, cities and towns are at different levels, different capabilities, different needs and when cities and towns are going up to the Hill ask for resources, those resources are very different.

PARTICIPANT  Okay. Keep that in your mind and all of it because when we get to discussing the goal and some of the objectives specifically, we talk about the FEMA integration, what is it Now Federal Integration Team the question is what does the federal team need? And what does a state, local, town need? And how do you coordinate in advance and how they unfold. They need to know how do you do that that’s what the question about this goal two is. How do you organize that ahead of time, train people up, get the information, integration of relationships. You’re exactly on the spot for this goal.

PARTICIPANT  Yeah, so you have state, city and I'm county.

FACILITATOR  Almost like he we planned that.

PARTICIPANT  I am a County commissioner in [location redacted] . Everybody knows we’re the closest government to the people. And so when we talk about organization, helping people before, during and after, we are the boots on ground. We're the people that are actually doing the tasks whether it be before mitigation, resiliency, during we're the first responders from law enforcement to our emergency managers to our road and work, if they don't do their job, nobody else can get to them, and then we’re the ones that afterwards implement the grants, whatever it is. L day to day, probably our biggest frustration is everybody above us seems to know what's best for us, but we're the ones there.

FACILITATOR  We’re all pulling for you that the line of thunderstorms keep right ongoing.

PARTICIPANT  Yeah, because actually where I'm at [county redacted] if you remember, 2012/2013 we had more tornadoes does that was us.

PARTICIPANT  – tornados that was us.
PARTICIPANT

I am, I can say I'm representing two things because my name tag saying something different than what my official invitation was more. My non-paying job is I am chair of the association of state -- (Low Audio) I'm the current chair. So, we are heavily into working with states and locals before, during and after dealing with trying to provide training information and resources even after disasters, trying to help coordinate where they can get information from.

We work heavily on the Hill trying to promote good policy in regards to floodplain management.

My paying day job is I happen to work for the [state redacted] Department of Natural Resources, I am the director of the flood mitigation program, I'm in charge of the National Flood Insurance Program for [state redacted], along with the property and technical partners the mapping program. We run the flood Mitigation Assistance Program out of my office. So before, during and after we're of course doing all kinds of training, identifying flood hazards, we are helping people protect themselves, mitigate from the next flood. During we have a very special role during that's not unique, but it's something that's unique to us after the 2016 flood or after the '15 and during the '16 we started providing information directly to game wardens, they're in charge of search and rescue. We were giving them detailed information about where to go, who to rescue, when the water would get there, what would inundate, we were doing things along those lines. Of course at the same time we're deploying out to assist communities in dealing with the floodplain management aspect of what responding during and after a major flood event or even my your flood event, what that means to them making sure assessments are done, things are done, and that they're able to enforce their ordinance.

FACILITATOR

When we get to the discussion of the national incident workforce, who does what, and how do you train people, certify, that sounds like its right in your bailiwick.

PARTICIPANT

I'm a director and I develop and manager for [organization redacted] we provide numerous services a non-profit entity throughout the country one of them is natural disaster management services in which we pretty much are program managers, we're actually adding value for before, during and after disasters. I'll give an example of some of the programs. We're currently involved in the disaster survivor housing working with FEMA for the temporary transportable housing units that were used with Hurricane Harvey and Irma. And we've done -- and Irma we've done that in past disasters. We're very involved in the, CDBG-DR disaster recovery housing CDBG-DR, making sure the state and local governments get the funding they need and the planning that's necessary
we then administrator the programs for those. We also are the first-ever, in this country, put together the sub recipient program for the state of North Carolina. We're handling that right now.

**FACILITATOR**

You I'll stop you there, because that's clearly an idea. If you're first-ever we want that on paper.

**PARTICIPANT**

That's it.

**PARTICIPANT**

I'm from a foundation, I'm a faith-based organization. Pretty much I'm handing on. I'm the grass-roots organization. So before the disasters, we try to get trained with the Red Cross, FEMA, EOC, OEM, we try to pick up everything. Our volunteers get trained and during the disaster, we become a facilitator, a broker to tell the communities, especially faith-based organizations what's happened, where to go, how to interpret the terminology and vocabulary of EOC and OEM. And after that, we try to learn from the experience and to develop some tools to be more prepared. So we develop the innovation idea for portable baths, or prepare rice, or the environmental blankets.

**FACILITATOR**

I'm stopping you there as well. Because those are all examples that we want recorded on paper and other people to respond. Sorry for --

**PARTICIPANT**

No problem.

**FACILITATOR**

Okay.

**PARTICIPANT**

I'm with [organization redacted] headquarters, we have a disaster reaction and response team. We're small, but lean and we believe we have a lot of work to do in the U.S. specifically with over 1300 affiliates across the country. We're a federated model. So the work I do is really just to empower our local affiliates to prepare and respond to disasters. I oversee the U.S., Canada. We work before with the continuity of operations planning, emergency operations planning which is the non-structural mitigation side. We also have a construction team that's working on the structural mitigation side, so building better home to better withstand disasters. That's what my team wants all of our affiliates to be doing all across the country. That's a big narrative of ours. And during and after making sure that our affiliates understand their role as a potential leader in the reconstruction of their community at the county and community-level.

**FACILITATOR**

Fabulous.
PARTICIPANT

Good morning. I'm from [state redacted] Office of Homeland Security and Preparedness. I'm director of policy and planning. I oversee all preparedness planning in the prevention, protection space, training exercises, interoperable communications. Before our day-to-day tempo really is identifying capabilities throughout the state, working across the state and vertically with our local governments to build the capabilities that are needed in any incident all hazards response. But focus specifically on the cyber security, counter-terrorism, general resiliency. During we take a very concerted effort to engage with the private sector. It's something we recognize as shortcoming in the [state redacted]. So while the OEM section takes on the response of managing the emergency support functions, we tend to focus on the private sector. And then afterwards we try to look back and see what we got wrong, and start the whole capability building process again.

FACILITATOR

Did we miss anybody? I don't think so? Okay. Now we're going towards your work. Right. What we want to do is we want you to be able to take some time and focus in on one or two of the bigger best ideas that you are all starting to get at, for yourself, if are your own agency first. That's the reason for the Idea Sheet. We're going the give you some time. Let me point out a couple of questions. We just finished this. Usually I do a couple of minutes on background and why this goal developed according to the FEMA experts, et cetera. But just heard from the administrator unless there's a question, I think we'll pass that because we want to get to the wonderful ideas I'm hearing around the table and be able to talk about it. Just for your consideration, these are not ones that you need to address. But some of you have already started. Some of you are suggested in the plan or the FEMA experts. So what is it in readying for a disaster that your agencies can actually contribute? Not necessarily what you do, what can you contribute to the goalpost. Second, how would you support or could you support a national incident workforce that's proposed in the Strategic Plan? What do you see your relationship to that idea? And particularly, when it's for sustained response and recovery. Who's going to do that in your world? What would you do? Do you know much about the idea? Do we need to educate, et cetera? From where does this incident workforce come? Is this supposed to be Fed? Is it supposed to be NGO, if your view supposed to be fed, is it supposed to be NGO, from your view what do you think about this? What would work? Do you have – is it always the National Guard? How would they be trained, they're your folks. How would you train them? How would you qualify them? Are you willing to say that they all need to be qualified and credentialed nationally? Is that something you think about and insist on. How would you improve intergovernmental coordination? Some of you started down that path, particularly with The FEMA Integration Teams. Different levels that you're all working with. How
do you get the training to interact with the group that's showing up? Are you duplicating the training in preparation? The assets, how do you work together? How do you envision working together with the federal but also your partners so that you're de-conflicting contracts? So you have some discipline to resource deployment asset deployments, how does that work in your mind? What idea is it if are your locally. Do you even consider and how do you think about the need for continuity planning in advance of a disaster? A catastrophic disaster? And in particular how are you going to sustain communication? Not just technologically, substantive, meaningful. How do you think about that from your point of view? What are you doing? Do you have resources? Skill, direction, whatever to bring to the table? Only ideas, some questions. Make up your own question. What is important to you when we start to say, we're going to mobilize as an entire emergency management community to be ready for catastrophic disasters all the way down to what comes to mind what keeps you up at night. The Idea Sheet. We're going to give you 10 minutes to look at the Idea Sheets and think of that one or two ideas for you, your agency, that makes the most sense, that is the most innovative, biggest bang for the buck. Whatever your criteria is, write it down, put some descriptive bullets to it if you will. And who do you need to help you make it work? Fair enough? Ten minute, please. (Idea Sheet Activity).

**FACILITATOR** If we could just turn to process for a second. Could you check in front of you to make sure you have dots. These are your selection or not necessarily voting, because we're not asking you for a collective single judgment. That would be asking you for something that the government's not allowed to ask you. So this is for your collective ideas not for a vote. So this is selection. You're going to use all three, each of you should have three dots. Threes use all three. You can distribute them across the ideas the way you see fit. That is put all three on one idea, one each on three ideas. Whatever you decide. We're going to now list very briefly, I'm going to ask you to announce or pitch your particular idea. We'll put you it and see who else has a similar idea or different. We'll just rough it out and we'll come back and ask clarification questions so that everybody knows what they're voting on. We'll vote and we'll get down to one idea which we will then build out and the presentation model looks like this. Halfway through here, I'm going to say who's volunteering to be the spokesperson. So as you listen to the ideas, and how people respond to them, that might be an indication of who would be good to step forward. Somewhere during the day, likely you're going to be part of that report-out team. Who want to go first? What's your idea?
PARTICIPANT: So incentivize the implementation of the federal or FEMA Integration Teams. I'm figuring a path to success would, if they could incentivize state and local governments to have a professional development with their staff so while sending FEMA staff, FEMA Integration Teams into those agencies, make it available to those agencies or to those governments, the ability to send their staff with some potential financial incentivize, to the FEMA region or FEMA headquarters. As you approach that recovery timeline, you've now exponentially grown your practitioners in that government.

FACILITATOR: Incentivize the Integration Team with training?

PARTICIPANT: Incentivize the Integration Teams by allowing the state and local government to integrate with the FEMA headquarters or FEMA regions.

FACILITATOR: Another idea.

PARTICIPANT: Mine is similar. Yeah. So my idea was to create a robust and comprehensive stakeholder engagement structure in every state. So sometimes we don't even know who all the players are in this landscape. Legislators may not know about floodplain managers, or what the emergency managers are doing, nor our Senator here, of course. But or state hazard mitigation officer, there's Fire Chiefs involved. There's a whole host of stakeholders. The first thing before we can execute any of these Strategic Plan components whatever objective you're talking about really, you need that baseline of people another the table. And there's actually if you want to look for an example of this, I won't get on a soapbox here, but The Every Student Succeeds Act education is not our issue right now. But right now, they're implementing stakeholder sort of systems, that I have a stakeholder engagement template.

FACILITATOR: Can you write that down on your form?

PARTICIPANT: I already wrote it down.

FACILITATOR: Fabulous. Wonderful. Another idea?

PARTICIPANT: Mine is very specific to flood, of course. But I don't think we're utilizing floodplain managers very well and training most from local and state-level. Oklahoma has a great system all right. But having a national cadre of pre-trained already ready to go floodplain managers that can help with that floodplain management aspect that vital portion that can help with all of the duties that are required prior, like most people know about EMAC, that system's kind of broken
because floodplain managers won't get paid for under PA, so this would be a system. That is one of the issues. But a system where they're pre-trained and can be deployed. For example my state got hit three years in a row. I can get someone from Oklahoma to come help me, a system like that that utilizes that making recovery better. Issues like that.

**FACILITATOR**

Good.

**PARTICIPANT**

I'm in a similar realm. I talked about interactive training modules, train the trainer in partnership with integrated teams. Basically under the same realm, streamline and simplify online training opportunities, then using that network to connect. So how many people have taken this training in this area? This quadrant? Who's the Integration Team. Provide a platform for people to connect.

**FACILITATOR**

Okay. Someone else?

**PARTICIPANT**

Mine is pretty close to that as well. I really think we need to develop a baseline in order to train the trainer, so that everybody has some place that they know they're starting from. We as government officials, are very familiar with the NIMS, I think it's lost on some of its traction nationally. But really we need to make sure everybody's working from the same baseline on non-government organizations to faith-based, I mean, really we're missing that.

**FACILITATOR**

So you all have used we've got five ideas up here.

You've all used the phrase "these are similar." So does someone have a different idea? These are similar, what's different?

**PARTICIPANT**

Mine is to develop a technical assistance interface program at the federal, state and local level to augment workforce and service delivery for resilient disaster response and recovery plan.

**PARTICIPANT**

Predictive modeling using data analytics to identify potential disasters before they happen. The California fires, what occurred after the fires and the mudslides. There are predictive analytics out there that can help communities identify what disasters they might be facing, what weaknesses they have, and how to mitigate those weaknesses to respond to them.

**FACILITATOR**

Can I jump ahead, we'll come back to all of you for this one. But this is a good example. Who would partner with that? This is an activity, not necessarily a "who" right.
PARTICIPANT: Yeah, I mean -- I think as I said, there are companies that do some of this.

FACILITATOR: This is private sector.

PARTICIPANT: There is private sector, but I think this is something that federal assistance can help out quite a bit for providing that technical assistance, and providing that data analytics.

FACILITATOR: Am I putting words in your mouth to say public-private partnership? Or is that too...

PARTICIPANT: No, it's got to be a part of public-private partnership, because businesses have to get involved in it. Backing thinking outside the box as much as you can. Who's a partner that should be in something like that that you wouldn't normally think of?

PARTICIPANT: Faith-based and community-based organizations.

PARTICIPANT: In the data analytics?

PARTICIPANT: Yes, because they are the ones people go to and always report to what kind of needs they have.

FACILITATOR: It's an interesting question. Does that faith-based community-based currently contribute data? Or are they coming in --

PARTICIPANT: They have data, but nobody asks for them to submit it.

PARTICIPANT: That's true.

FACILITATOR: Okay.

PARTICIPANT: My idea is on the other side of this. The predictive data analytics. On the other side talking about damage and Needs Assessment data, to have that be streamlined and have the systems publicly available so that if anyone's been on long material recovery meetings or VOAD meetings, everyone's drawing data from all different sources.

FACILITATOR: So it's availability, don't let me put words -- I'm trying to stretch it out. It's availability, contributing data, get the right kind of data. Who's analyzing it?

PARTICIPANT: Right. Well it's damage and Needs Assessment.
FACILITATOR »» Do you see this as a federal activity?

PARTICIPANT »» I think that it's an opportunity. I think that is a gap, and if the federal community could pull together the private public partnership, I think its NGOs as well as academia. I think a lot of this stuff could be streamlined and innovative in being publicly sourced and there's just lots of opportunities.

FACILITATOR »» Trying to address the way the administrator put it because, when you all report out, you're going to get this question, I'm pretty sure. Talk to me tangibly, right. Are you saying you want – you're proposing the federal government sponsor, stimulate pooling public private partners together to do this?

PARTICIPANT »» Yeah.

FACILITATOR »» Is that what I heard?

PARTICIPANT »» Yeah. I didn't see where the fed came into this.

PARTICIPANT »» Well, I guess I'm not --

FACILITATOR »» Is that going to be a room down the hall and the federal government's going to do it?

PARTICIPANT »» I didn't think of this as leading with the solution of actually tangibly how, but that absolutely could be an option. We don't have a clearinghouse for this information.

PARTICIPANT »» Yes.

FACILITATOR »» Okay, several of you have your hands up. Are you going to clarify questions or are you going to add a whole new thing?

PARTICIPANT »» Can we follow up with her suggestion. As a matter of fact, Santa Rosa, Northern California wildfire this situation, the federal would like to step in, but they have to respect the city and county and state's information. So all the data collection is not compiled, in a timely manner. So now the major crises we have is the federal steps in, and people are waiting. Then where's the money. So people complain. So how are we going to collect the data in a more timely manner, that's the critical point.
PARTICIPANT

I'm not advertising any companies or whatever, but there's a company called One Concern who does the data analytics, they're working with a number of cities, LA, and others to do predictive analytics. But there are companies that can do it, we need to get them further out there and also we need to get these resources available.

FACILITATOR

Does your idea – I'm trying to find similarity.

PARTICIPANT

Technical assistance, does that sort of fall?

PARTICIPANT

When you're looking at technical assistance, it's not just government, it also is the P3 approach and trying to address what actually the overarching needs are for being a more prepared nation.

FACILITATOR

So, data analytical capacity collection analysis, et cetera, would be essential to a Needs Assessment?

PARTICIPANT

Yes.

PARTICIPANT

It would be essential to be able to provide the technical assistance.

FACILITATOR

Are you comfortable in taking this down into this cluster?

PARTICIPANT

Yes. And also, it would fall into other clusters too.

FACILITATOR

Do we have a totally different idea?

PARTICIPANT

So, I'm going the take the 30,000 foot view and tell you from a legislator point of view I would like block grants. Give them to localities so they know – because when push comes to shove if we have three Katrina's we can't respond. It's a forest to think you're going to save four days of food and think the federal government's going to come bail you how, that's why you have the Cajun Navy and citizens helping citizens. The government can only do so much. There are states in here that suck up more resources than other state, some states don't have the same amount of natural disasters. The reality is I don't want to get into the allocation of how the money goes, if they block grant down do the state, because it's very complex, there's a lot of administrative overhead with what FEMA does as far as requirements for those monies and those sort of thing, as long as you hit that major points, then give it to the states, let us do it.
FACILITATOR** Any other financial point that we could -- might build a financial cluster here or not?

PARTICIPANT** We're always trying to shore up from the side of government, when you get down to individuals, it's the individuals who are suffering trying to get the process through FEMA. So somewhere in there, we've got to simplify that system. So when the governor makes a Ask to the President, he has to paint this whole woe is me, the world is falling apart. Then they start sending stuff down to the government. But those aren't the people that need the money. The people that need the money are the ones filing that process through FEMA. That's where a lot of the challenges come from is, it's a very onerous task to do that.

FACILITATOR** Okay. Streamline and accelerate -- are you okay with that language --

PARTICIPANT** Very concise, yes.

FACILITATOR** Okay. Let me ask you again, a different idea, or maybe not, but when we focus on this national incident workforce concept, how are you going to help that? Is that part of the training that you were all talks about interactive training would be one? So hopefully on your pages, who does that in your mind, in your agencies? How would that actually work? Or is that a capability type of issue? We want this workforce perhaps to be more analytically oriented? Deploy the Coast Guard deploys analysts sometimes to actually do real-time data crunching on what the trend is and where their resources are going, et cetera. Is that what you have in mind? Who pays in your mind for the state and local piece of participating in a national incident workforce? Is that a piece of this? You're going to block grant and then say... we need 25 people --

PARTICIPANT** That's part of the challenge now. We have 70% less in block grants than we had ten years ago. So we have $65 million to $17 million yet we still have to sustain operational readiness that we were from 9/11 and Katrina. Again, what's the priority? Is it healthcare for 450,000 Virginians? Is it education? Is it higher education? Those are the challenges that we have. Because nobody thinks about a natural disaster until it hits. Then everybody's up in arms and it goes away. So how to set priorities for the state knowing you have to be able to still respond, whether that be an Anthrax, I'm not trying to monopolize time. Virginia we're in a different quandary here, because we have the Pentagon, with he have all these things. So you ask what keeps me up at night? How do I get 5,000 people from Northern Virginia if there's a chemical attack, clean out of here with the road structures that we have? Back become as a member of the Northern Virginia community, I hope you figure that one out as well.
FACILITATOR** I'm hearing a rather -- we'll come to you two in a second. I just heard you say that sort of as part of this, "getting ready" maybe with he have agreement on priorities. Is that a fair statement? Some of you are shaking your heads? First of all that implies we don't have a priority. Second of all a strategic plan is a mechanism for coming up with a priority. They are proposing, FEMA, that a national incident workforce and Implementation Teams are priorities. Is that a fair statement, [name redacted]? Is that where you would go with the priority setting issue? That's the kind of thing we're going to have to -- or could decide on in the next couple of minutes to come up with a final statement. Two of you had hands. Right here. Sorry.

PARTICIPANT** Just for mine funding wise since you asked about funding, currently the way the system works for training, you have each individual state has a state coordinator for the National Flood Insurance Program. A funding source of the community assistance program, state support services elements known as CAPSS, we are the ones that are required to train when there's a funding source for that currently. Increasing that funding source would be what you would need to have more to get more people along with -- there's been some issue with you want to take it nationally like ASPM would be able the get funding directly either from the CAP funding oh are if it came from FEMA in another way to make sure that everyone's trained and ready to go. And then how do you pay to deploy people, because as everyone knows, everybody's budget is small. So when you start asking, for example, [state redacted] has already asked me would I pre-do an agreement to deploy if their snow melts creates flooding in [state redacted]. So, how am I going to -- how is my state going to get reimbursed if are that? Or be it [state redacted] pay, be it FEMA pays whatever.

PARTICIPANT** Well, I'm not sure -- I'm just doing like a brainstorming session, we're not trying to conclude these ideas necessarily? I just --

FACILITATOR** The next step is -- the next step is to say which of these you want to pursue further.

PARTICIPANT** So you've mentioned a question about where do you see the focus of the teams. My concern data analytics is local government, this is something we would really like to do, but it's very expensive, all of our systems are patched to work together. Then this whole duplication of effort, I know that in other departments like DOT, doing like a database for stolen car, that's a third base we have to enter, it never gets entered. The federal priorities in terms of data analytics always gets pushed to the side because we have all these other ones we have to deal with. So -- how do you
streamline and make it useful understanding those challenges, just the logistical challenges of putting that all together. I just wanted to add that.

**FACILITATOR**

Fabulous. This might be – integration, logistics. Okay. It looks to me like there's four clusters, to me. The question is does it look like it to you. This is the first round that people said that there were similar ideas. It's all about training, pre-training, interactive training systems, educational systems, having a baseline to train to. Second one is the data analytical cluster not just the data analysis are the capability or processes, technologies, and people.

**PARTICIPANT**

Well the other thing too in the technical assistance that I mentioned I was talking about boots on the ground – it goes back to augments you are workforce and your service delivery for response and recovery. Back okay.

**PARTICIPANT**

Mine as well. Pre-training to be able to deploy.

**FACILITATOR**

Can I add deployability? Fair enough?

**PARTICIPANT**

Which then ties into the block grants, because if the funding stream is given on the states, this deployability if are the technical assistance in working out all the details, which would be quite... you know, because we don't have those block grants now to get them back –

**FACILITATOR**

We'll come back to how these may or may not intersect. The financial cluster is that okay? Then to me this sounds like an overarching issue, not – that could capture everything that we need to set priorities. Is that fair? It might ride over top of the whole idea, the whole statement before you do any of these. You view to set priorities. In a sense that's what we're about to do when we vote on this. You all are going to say what would be our priorities faced with these kinds of ideas and choices. Fair enough? No ground swell for that idea. So think ant how to incorporate priorities, priority setting into the process. Okay. So now what I want you to do is we have four clusters, this one, this one, this one, marked by those lines. This one, financial one and then the priority. You're going to come up and you're going to put your dots on, 1, 2, 3 or 4. And then we'll see where we are.

**PARTICIPANT**

Doesn't the fourth one like – interweave with all of them though.

**FACILITATOR**

Once we see where people's would put their first preference try to find the first preference, then we'll go back and say is there a bigger idea or an ecosystem that we could put together in order to have a program or a strategy. Okay.
PARTICIPANT: Can I take my dot away from one of them and put it on priorities, or take it away from priorities and put it on a different one, that doesn't mean --

FACILITATOR: We'll have a discussion after you vote. This isn't set in stone.

PARTICIPANT: All right.

PARTICIPANT: Just one dot.

FACILITATOR: You have three dots. Please use all three dots. And you're not voting for the best idea, because all these ideas are good. You're voting for the one that you think you would like to hear more discussion of, that sounds interesting, there's a preference for that. Okay. No one is saying that who's ever idea is losing somehow --

PARTICIPANT: Just to confirm that idea is going to be still shaped?

FACILITATOR: Yes.

PARTICIPANT: But -- he depends how the votes go. If all the votes go on one place, it's pretty clear that people want to talk about that.

PARTICIPANT: But data is just such a small piece of technological eke could he system.

FACILITATOR: Yes, absolutely. Let's put your dots on for preferences. This is the parking lot where you decide -- you see whose strategic votes. Try to use all three. You can put all three on one. So this is all one cluster, so one of the things I do is I do poll observing, and contentious countries during their elections. I sometimes get things wrong. Keep me honest when I count. We're taking this as a cluster the whole thing. (Counting) 18. Anybody disagree? No hanging chads. Okay. Four here. Okay. Okay. So let's now what you're all asking, can we put these together? Majority of you are interested in this training piece. Most of -- that got most of the votes. This is paying for it, fair enough? If this is the idea, preferred idea, how are you going to pay for it? It seems like where you're going is, give us the money, we'll figure it out. But we need a streamline it so the training gets done. And there's some existing programs that are good at this, let's not confuse things, let's expand, put more money into it. If you're going to train, if you're building up a training capacity, a capability, a knowledge capability, data and data analysis could be part of that training, in fact it could be a core to training. If you think your deployable workforce should have advanced analytical capabilities, you would want to train them ahead of time, integrate them on the ground,
and pay for it. That's the circle. Big idea is you want to have – you pick the way to phrase this. You want to have a strategy or your idea is to incentivize the integration through a series of training and engagement activities, stakeholders and others, so you use interactive training systems, paid for by using a mechanism that allows the greatest flexibility for local and state to determine, that it's not mandated by the federal government, strictly is the way you would put it in the negative. And that a key training goal is data analytical capabilities that would be used to assess damages, to collect data, to respond to needs, to figure out what the deployable and where to deploy them, and you need everybody participating in that data collection. Is that what – does that sound like what you guys decided? Or not? You won't offend me in you do it totally different. That would look something like this. Incentivize training engagement through a variety of interactive with a focus on local and state needs and interests. How do you pay for it? And then priority of data by analysis to be used for deployability and Needs Assessment.

**PARTICIPANT**

I think it's important on the top to incentivize training, I think add streamlining or simplifying.

**PARTICIPANT**

Yeah, streamline the process.

**PARTICIPANT**

Incentivize training you have little bullets, part of it is to streamline, simplify the process.

**FACILITATOR**

Streamline the training process?

**PARTICIPANT**

The whole thing, not just the training.

**PARTICIPANT**

No. No. The block grants, when it was mentioned was for the full program to be ready for state and localities in a specific state to ready themselves if are the nation for catastrophic disasters and that of those funds to be utilized to address the issues to streamline and accelerate processes that now take so long to do. And – I mean Senator is that correct?

**PARTICIPANT**

Yes. So I think it wasn't just.

**PARTICIPANT**

I think it we're pulling it because we put training, incentivizing training and engagement to integrate everything, but technically, the funding mechanism actually is a different process for the whole disaster process.
FACILITATOR: Let me ask that, we're closing in on the end. So the proposal here is that the idea is that there's a funding mechanism, looks like a block grant, could be others that serves to streamline and accelerate a variety of things that are needed, one of them being training? And a priority of that training is data analytics.

PARTICIPANT: I'm more with her, I don't see -- I mean, you're going to have to have the funding there to do the training, but that funding covers so much more that we're going to have to do at the state and local level to be prepared. And part of that is the data analytics. But that's not what we're saying, we're training the people to, I don't necessarily see. I think there's a -- taking all of that, but specifically a baseline of what we're going to train everybody to be prepared for. That could include, but there's a need for the data analytics, and the block grants are going to cover much more than just those things.

PARTICIPANT: Overall. Back become that includes the data and training. But you want it to be much broader.

PARTICIPANT: Yes.

FACILITATOR: That's what shorthand for "wide." So the idea is new funding mechanism for state and local integrated readiness that can be used in a variety of ways. Two that you're particularly -- this group is particularly interested in or points out is the training and data analytical capabilities. Does that work? Somebody volunteer to be the spokesperson. You don't have to say much more than what I just said. But you'll be asked questions and -- so the specific idea is a new funding mechanism looks like a block grant, walks like a block grant. And that block grant would allow state and local to fund a variety of programs.

PARTICIPANT: Can I ask a clarifying question. Is this funding mechanism for before and during or not after? Is this completely --

PARTICIPANT: Well, there's certain portions of funding that you get that helps sustain where we are currently. And then there's a certain portion of the funds that after a natural disaster hits the President declares it they're going to come in and start backfilling. All those plans have to be approved based on the priorities, the mutual understanding of what those priorities are to get that money. So there's always a caveat tied to the money to make sure FEMA approves it or you don't get it. So, it's a two-part process. There's standard operating budget that you have to have in ordered to be prepared to go. And then it's oh, we went to war, now here's the aftermath, how do we fix it.
FACILITATOR*: Can I suggest that we ask these two to team on this, describe your idea? And then as details.

PARTICIPANT*: I want to clarify, it sounded to me like the funding was -- the data was integrated into the block grant system somehow -- I'm not sure that that's what we're talking about here so correct me if I'm wrong. The data is what informs the programs and the services that we provide. So it's not part of it.

PARTICIPANT*: Can I continue reframing that, because I'm still -- confused. How about providing the tools and techniques and capital that's tailored at the local level to conduct all our planning. Because when we're speaking of data, data is just one component of the larger technological ecosystem that we can integrate within our operations pre and post.

PARTICIPANT*: I have a clarification question too. Do you want a state block grant? There's other funding sources. Or just --

PARTICIPANT*: New funding mechanisms. Not necessarily pigeonholing to one.

FACILITATOR*: This is what happens, we're going to have the presenter presenters describe the idea, some of the components, the group will be asked you're having any other comments, that's a moment where you can say, there's different ways to do this. Fair enough? Okay. Thank you. It's a very interesting, very concrete. So we'll write this out. And take a 5 minute break. When you come back, there will be a different facilitator. And a different goal.

Session 2

FACILITATOR*: We will start in 30 seconds or so. You still hanging in there? It's not me.

(LAUGHTER)

PARTICIPANT*: Is it me?

PARTICIPANT*: Hanging in just fine sir how are you?

FACILITATOR*: Doing fine. What is it it's now how you start it's how you end.

PARTICIPANT*: Right.
FACILITATOR» Everybody okay? Let me just do a materials check. Everybody has their idea sheets there is enough sitting around? There are some in the middle. If you don't have it mine wasn't picked up.

FACILITATOR» Hand it in with the other group, we will sort it out.

FACILITATOR» Okay. They all go to the same place.

PARTICIPANT» Okay.

FACILITATOR» And the dots I see them around the room.

PARTICIPANT» Wait. Have we started? I am having I had a liquid lunch. I am kidding

FACILITATOR» You didn't share? What is this? Okay. My name is [name redacted], facilitator now several times into the process, so you know how to do this, we don't have to go back through it or go back and introduce ourselves. This is the return on the investment of spending that time in the morning. Okay? So we will move quickly to the substance, I have been looking forward to the group, I must admit I know half of you. I think. And I know your caliber, I may stand back and let you take over. You are that good, right?

PARTICIPANT» They are.

(LAUGHTER)

FACILITATOR» Okay. Good. So, the process is the same. We are going to play it forward a little bit, we are going just describe the goal, go through it to make sure this is the goal you think it is, and you understand it. Then we are going to move to the 10 minute write your personal idea and then use those up front to stimulate a conversation about with each other. Okay? Rather than me trying to do background and posing questions. I am told, correct me if I am wrong, I am told almost all of you read the plan in some detail so you know it. That's a fabulous assumption, so we are going with it. Okay. This is of course ready the nation for catastrophic disaster. Organize best scalable capable workforce enhance intergovernmental cooperation, coordination, provide life-saving commodities assets for the organization and improve continuity. Anything raise any questions for you, I am looking for clarity.
What exactly is intergovernmental coordination integration teams? Who are those?

What do you think.

HHS, HUD.

I think the administrator is getting people out of headquarters and getting them into the state, he says, look, why do I need a thousand people sitting up here the first day. I am hearing about gaps and needs, I could have staff integrated with your communities with you instead that I am paying for that would on a daily basis know your needs and gaps. Does that make sense?

Is it FEMA or other?

It's goals.

It's across the way.

HHS maybe providing 30 people he wants to be able to put together teams of operational folks recovery folks logistics folks HHS in all of the different regions?

Yes, put them into the actual state offices.

Not just the region not just the regions but the state? Okay.

The FEMA folks in the back is that an accurate description of.

Very much so.

Yes.

Thank you. That's accurate as far as we have been told in [state redacted] as well.

They are doing it in North Carolina, they started this year, but will roll out other states as they get funding to do it.
PARTICIPANT** How many people have been visited or part of the process now?

PARTICIPANT** I think only North Carolina.

PARTICIPANT** You don't have imbedded yet in [state redacted] next year

FEMA STAFF MEMBER** Virginia is advertising now.

FACILITATOR** Okay. Great. It's unfolding. So, possibilities for looking different ways but that's right. Another question just on clarification? Scalable incident workforce? People understand that? Okay. Let's since you seem to have a grasp of this and you have views why don't you take the 10 minutes and the idea sheet write down the most important, what is useful, how do you think how do you think you might use it. What would trouble you questions that you would ask and give us your best ideas. Also stretch a little bit in the sense of if you have a favorite question or favorite idea that you have not had the opportunity to develop and express, this is your chance. And try to think about partnerships as well. As the basis of your idea. What would you do what could you do better by partners with somebody that you could not do by yourself. Okay? Take 5, 10 minutes you know the process write it down do it on a sticky pad if that's easier for you. Everything will be transcribed so you can also vocalize it at some point, okay?

(Working independently)

FACILITATOR** If you want to look up here is the description of the goal and the objectives (indicating) this is some points of background that follows the way the Administrator introduced the goal. And here are example questions that you might ask. These are only examples though, I am not trying to lead you in a particular direction.

(Working independently.)

FACILITATOR** if you have more than one idea feel free ... It started with what color should I use blue and orange

PARTICIPANT** It's the green room, you should probably use green.

FACILITATOR** You are right. Okay. Everybody, who wants to go first?

PARTICIPANT** I don't know if you guys noticed something that resonates with me in all three groups there is more local engagement NGO even here it rings out in my head. I think there is
an ability for FEMA to better collaborate with those folks on the ground both local government and nongovernmental tribal. And just try to scrape together what I might say it's going to be redundant with the two themes with this group. Don't write it just yet expand the best workforce concept that best (indicating) for search capacity force idea to include local governments and NGOs as partners not customers in delivering especially the last services. That touches a lot of the objectives

FACILITATOR** Great phrasing, everybody agree there is across the three groups, three goals.

PARTICIPANT** I think this group we talked about local.

FACILITATOR** Is that a fair sentiment to be able to record?

PARTICIPANT** Yes, I think so.

FACILITATOR** Okay. That's a nice trend that's all right. Do you want to phrase that now or you want to wait?

PARTICIPANT** I mean, it ends up being a long sentence basically integrate local government NGOs into the best surge capacity ideas that FEMA has.

FACILITATOR** I like the corollary.

PARTICIPANT** To deliver the last mile services which is really what we are all after here.

PARTICIPANT** Okay. Little abbreviation there but you understand. We have a corollary

PARTICIPANT** My suggestion is that you involve insurance regulators and insurers because many of them actually have disaster response vehicles and stage people they have the expertise to exist the first responders without getting in the way.

FACILITATOR** Is that related to the delivering the last mile or should that be in broader

PARTICIPANT** The way I word it is involved insurance regulators and insurers planning the planning process to enhance coordination with first responders.

PARTICIPANT** Insurance you are using two words

PARTICIPANT** Insurance regulators and insurance companies.
PARTICIPANT» In working with?

PARTICIPANT» In working with first responders

FACILITATOR» Okay.

PARTICIPANT» Using their available disaster response equipment.

FACILITATOR» Okay.

FACILITATOR» Any question about this?

PARTICIPANT» Primarily adjusters you are talking about

PARTICIPANT» Many of the big companies have $300,000 vehicles that are equipped with wifi, they can help with the claims, they usually arrive after the event. Though they can be involved in the staging and could be assisting and giving out you know food, water.

FACILITATOR» Damage assessment.

PARTICIPANT» Damage assessment. They can be helpful of that they are probably underused they are viewed okay first responders do their thing the insurance companies come in dealing with claimants. If you had them earlier in the process and coordinated in advance that would be an extra resource available to them.

PARTICIPANT» Okay.

PARTICIPANT» So, I would like to piggyback off of what you should and take a look more broadly. This is where you got to leverage your private sector and citizens right? Citizens goes to the local level side of the house. I can't imagine how much money FEMA paid this past year for surge staff capacity related to all of the other federal agencies that you brought in just in time training what the mall hires, to bring on just in time to figure out how to do that. With if we could invest all of that money into actually better training locals to provide this, invest it into you know, that's a capability I maintain.

PARTICIPANT» The second tier bench of people virtual friends and
Yes, we have many practices out there, already like the CERT and other programs where you training these people to be kind of life safety versus first responder, tough. We never use them. They sit there and complain because they are not being deployed. I need people to work DRCs and do damage assessments and I need people can we leverage programs under-utilized reinvest the dollars that are going into just in time training at DHS staffer coming up here not providing local capability for me could we instead funnel some of that money to a functionality I can keep or maintain at local level that goes back to what you are saying.

The best example is military. You have got the Navy, Army, you have the reservists, you have National and State Guard. So, you know, normally you go to the reserve the let alone the National Guard they are there trained up and they get repurposed equipment. A lot of the same training and in the military you see a structure of reserve and you have the same structure in disaster response.

They do have that, right

Yes, but I feel like we haven't hit the mark yet, what we are looking for in the reservist program.

Let me record these two thoughts, one is to leverage existing programs that are underutilized. Does that go to the issue of FEMA search?

It goes right into the local and NGOs and all of this stuff.

Right now, that surge, it's all federal. Federal people supporting federal agencies this is going down to another level and bringing in the, you know, local NGOs, tribal, into that reserve.

How do you want to express, if you do want to express it, how do you want to express the reservist notion? You proposed the idea, we are using it and then the modification will result. still don't have it right on target.

I think if you identify or if you actually hit number one you are hitting the reservist concept.

Okay. So it's just a parentheses?
PARTICIPANT: Yes.

FACILITATOR: All right. Someone else had their hand up?

PARTICIPANT: This kind of gets to the goal itself. Regarding catastrophic disasters. And the performance measures kind of have to do with the cadres and FEMA employees, and so I think one important thing. Again, I am thinking about post disaster case, is training people who interact with government officials on how to deal with people who have had catastrophic loss and trauma in their lives. In other words, mayor's home may have been destroyed by disaster. I think sometimes a lot of FEMA people go in and really talk about the regulations and don't really have an understanding of, you know, what these people are going through. I think that's really important training that is needed. Because I think a lot of times there is a lot of conflict that I have seen has arisen where the cadre isn't very good at dealing with people.

FACILITATOR: Post event trauma.

PARTICIPANT: Yes.

FACILITATOR: Trauma is the word you are looking for?

PARTICIPANT: Trauma.

FACILITATOR: Who does it now?

PARTICIPANT: Who does what?

FACILITATOR: Who does the posttraumatic counseling and involvement.

PARTICIPANT: I wouldn't say counseling, I am really talking about officials. Like FEMA interacting with pretty much anyone. I know there are individual assistance that's maybe a different story the case manager something there. I am talking about innate FEMA employee going to this knowing how to deal with people who are going through a catastrophic disaster.
PARTICIPANT«» I think the hard part on this right is a lot of the folks that even people in my staff see, as FEMA staffer, that probably did just in time training in JFO as local hire, how do we incorporate that into

PARTICIPANT«» I was someone who worked as reservist for years and years and years. You know second nature to them. They are spewing all of the rules they may not have been through a disaster themselves, I think that kind of changes things for people. Just having awareness you know, bedside manner basically. To kind of really, you know, thinking about these people are in the communities that are devastated catastrophic disaster the community is devastated they may work in the community, and it's important to think about that.

PARTICIPANT«» It's important to also keep in mind that FEMA can't coming to most catastrophes, they are come to national catastrophes, hurricanes, all of that, FEMA doesn't come something that doesn't raise to a particular level. A lot of this has to be done but at the local level and state level as well. We have to look at not just fixing FEMA

PARTICIPANT«» That's what this particular goal is.

PARTICIPANT«» Actually that is part of my problem with the strategy is that, well, if the analysis of the strategy is that if you look at the strategy is what does FEMA do for FEMA that's one thing. Maybe I have been mistaken I looked at this as what do we do to operationalize the strategy so FEMA works better to deal with readying the nation

PARTICIPANT«» The document is FEMA-centric

PARTICIPANT«» It does infer

PARTICIPANT«» It should be, it's their document. It's obvious when you read it the connection to others is secondary. I don't mean to be critical. It's just it's clear it's FEMA-centric

PARTICIPANT«» I think it's contingent upon us, it's what we have done in [state redacted]. Yeah, it has their logo and says nation, I have the same document. We adopted the state level, it says ready in the state I expect locals ready in the community. We are trying to streamline this thing where we are talking the same language. The problem that I have with this is that some of this stuff is going to be centered around what you need to do right for your level in the tier. And then it talks about how you interact with others the interesting thing I find in a lot of different areas talking about local execution, local execution federal supported. But then this one goal seems to be more about
how FEMA is going to execute or FEMA is going to staff and respond to catastrophic disasters when you think about an event I don't want it to get lost that the reason that we are having to go through the strategy document and the reason we are having to have something like a goal number 2, is because in reality it can be so bad or so little notice and no notice event that inherently the people that are going to be dealing with that catastrophic disaster are the locals before anybody can get there. The communications are going to be down and the locals are on their own to know what to do to figure it out. We are looking at workforces and put resources into training DHS staff and other staff to help search and staff these disasters they are not going to be there they are in the going to be there when that school shooting goes down. When they support me they leave with the knowledge it's not something imbedded in the community.

PARTICIPANT»« That's one of the things. The idea I came up with based on that is in looking through early on in 2.1 they talk about the FQSs and NQSs we have these two standards we need to make sure they are not just coordinated by integrated. We have people working in emergency management departments who don't have to be and are not emergency managers. You know, I mean, the GIS professional or the HR professional. And we have people who might get pressed into going out to the scene and doing emergency management work. If you are going to be emergency manager we need help from FEMA to define what it is. I think that would be a good thing. Integrate those

PARTICIPANT»« What do you mean help?

PARTICIPANT»« What is an emergency manager, you don't have to answer it, think about it, I will be willing to bet six people who will have six different answers and three of us who will have three different answers even though we have it in our official title now.

PARTICIPANT»« That's a good point because emergency manager is mentioned in here over and over again you don't see planner or flood plain manager or mayor you only see emergency managers. And I think that multiple you know, not just emergency managers that deal with managers at the local level. I think that is something that I noted here that there is only mention of emergency managers.

PARTICIPANT»« If we have two different sets you are exactly right. I need my flood plain managers to do my plans. I have somebody in my office who have gone through certification he doesn't do flood plain manager. He talks to flood plain manager. It may not be an emergency manager they have different expertise. If we have multiple QS
PARTICIPANT»» Multi-disciplinary is that where you going

PARTICIPANT»» No, if we have multiple qualification systems they are going to diverge they won't be the same. Having one if you are going to work in emergency management agency as a person who does emergency management as defined, you define that there should be a set of qualifications we should have people to work towards. I think that should be also in the educational component, not just the training. If we have the NQS for everybody who doesn't work for FEMA, what if Florida sets up FLQS and Minnesota a different group. Minnesota set up Minnesota incident management. Why? I have no idea but that's what your governor wanted we had a bridge go down guess what we had to go back to the NIMS why don't we answer the questions FEMA could go a long way if you get EMPG funding you should have at least one emergency manager on the staff the manager needs to be able to do X, Y and Z. Some of my counterparts across the country are part time multi-hatted unable to do all of the training tomorrow. So I think we have to recognize that I am assuming it's a similar story. We rely on that for the local, disaster to have some guy who is also the clerk of the jail in one of my counties in Minnesota is also the emergency manager in the other duties assigned. When the tornado comes through the small community, guess what? Which job, clerk of the jail job, emergency manager job

PARTICIPANT»» This might be part of the FEMA empowerment is training, I know on the CTP side of things they actually will bring you to DC, give you training, there are resources to help. Maybe on the flip side here, you mentioned you might have limited resource for training or maybe this FEMA helps us standardize and train people so we are all talking the same language or gaining skills at the local level that they expect

PARTICIPANT»» What I would suggest is that you know if you look at the strategy across the board, a lot of this in my opinion rightfully so is FEMA and then what I am doing at the state forcing the execution and knowledge and understanding and the expertise down to the local level. I would suggest to our FEMA counterparts before you go then investing a whole bunch of money and time into investing in your scalable workforce understand just like with the sort of the 41 million dollar managed disasters whatever. The more I can do at the local level the less you guys have to do if that was tailored more towards looking at those scalable capable workforces at a local level, then I may not need yours at all.

PARTICIPANT»» There is a fiduciary responsibility you can't pile the money on local governments who may not manage it well. There is a better balance we are at now. The word I keep
thinking is subsidiary. As much as possible push the work down to locals if they are responsible
meet criteria they have the capability to manage

PARTICIPANT** To a large extent that happens now. I take exception to one of the things
Administrator Long said we have work to get the locals having skin in the game. We do have skin in
the game it's the skin of people making up your incident management teams search and rescue
team I hire them and keep them going I make sure they are available to go. We sent IMT to Florida.
He was only able to go the counties they weren't state employees all locals those local agencies
put enough of an emergency management program in place for the safety of their residents when
the skilled people went down Minnesota wasn't left unprotected it works. If we do it that way the
IMTs have a set of requirements and trainings and educational and capabilities. Emergency
management offices across the country don't so much. And maybe it's time to figure out what those
are. And you know, instead of having 56 different definitions let's have one what is an emergency
manager I am not sure what the definition is.

PARTICIPANT** I actually have a question for the two of you. Do the IAEM or other
professional organizations put out such a list of qualifications?

PARTICIPANT** (Nods head up and down.) IAEM has a certification program but it's very
basic. So, it's a good I mean, I am president of region of IAEM. It's an important organization, it
didn't answer all of the questions. A lot of our membership aren't professional emergency managers
day to day, they are people working in the emergency management field, it's a big tent model. That's
a good thing because that integration happens. The certification of emergency manager happens
after your emergency manager a couple of years. In order to become a CEM, you have to have been
an emergency manager. You don't become a CEM and then get hired as emergency manager

FACILITATOR** Okay. We have a good conversation going on here about the quality of the
workforce. Standardization, the definition, et cetera. Is there anything idea?

PARTICIPANT** He is calling ELMO.

PARTICIPANT** Yes, I would like to touch again on the fact that you got to leverage private
sector. It focuses on enhancing intergovernmental coordination I want to make sure we need it
FEMA gets stuck with the bag for a lot of federal agencies, you can't miss out on the fact there is
nongovernmental agencies that you have to enhance the coordination. In Florida the most powerful
support function is the our most powerful emergency support function is ESF 18. Which is our
business and industry support function. And if we have a new type of problem popping up or complex thing, we are dealing with, I almost always force my staff to work through 18 to try to partner first to have a private sector solution before I let us take on a new role. Because they have got inherently more capabilities, assets, money, time, expertise, and if I can get the government out of something, so they can do it, I would much rather do that to focus on the very few things government is somewhat good at.

PARTICIPANT**: Great to take off of that appreciate, what you said I totally agree. I keep talking about philanthropy that's my lane. I saw that in the first bullet point with industry private industry when I first read this, but I don't see it here. But I was excited when I saw philanthropy in the first bullet point of this new strategic plan. One of the ways that FEMA executed that which I think has been very important, I have already stated this example, but I will go into it a little further is right now they have asked as the head of a private philanthropic organization I am the team region 2 down in USDI, I am essentially coaching all of the foundation and the US all across the territories, to be better operationally throughout the disaster, how to leverage money that comes in privately. And that by team the folks on the FEMA side are helping me understand what FEMA funding how they fund it so that I am smart about helping other funders fund what we need to fund when we need to fund it throughout the life cycle of the disaster. So I think it's a very smart play. And the other piece that I wanted to mention that even though Louisiana has screwed up quite a bit of stuff they work really well in Florida and Minnesota we talked about how you connect regionally with your region. Our private philanthropy and private sector has monthly meetings with region 6. I know your FDRC and FCO you know I had to learn all of the acronyms and helps us make grants to nonprofits on the ground at that FEMA is not ready to or adaptable enough to make the grant dollars at this time. We are all working together in Louisiana to make that happen. And that's a new alliance. It's several different states have asked us to come and including Texas and North Carolina and hopefully Florida does as well to come and actually replicate that in other states

FACILITATOR**: Was there a secret? Not necessarily a secret. Was there something special that allowed you to be successful in the Virgin Islands and other places.

PARTICIPANT**: You know what it is, there is a secret, she's here, I hope it goes on here. She is in your IA department I hope I don't get her fired she made up an started becoming philanthropy advisor she is my philanthropy advisor basically during the flood with no name in Louisiana when they came down she came down and she was a Godsend to me. And the FEMA folks at region 6 came down and helped me when I was running a philanthropy. And I was like I need help.
And I also run the [organization redacted]. So, in DC we had so much going on if it wasn't for her. So, from that we created this model. But she has had this model here where she has reached out and taken care of philanthropic actors for several years now behind in the back and she's done a great job she helps us how to navigate coming up here

**FACILITATOR**: Does it need to be behind the

**PARTICIPANT**: No, no, that's why I want to tell you today.

**FACILITATOR**: It's on the thing here.

**PARTICIPANT**: No, no, she doesn't. She is legit.

**FACILITATOR**: Let's put it positively, sounds wonderful how to make it visible enlarge it make it part of a

**PARTICIPANT**: She happens to be IA I said before I think that this needs to be a function in FEMA where you have a philanthropic advisor I said last time counselor or philanthropic advisory sector which works specifically with funders out in the community with the philanthropic sector. Because while we are small we are mighty. And we are adaptable and we are getting more and more funding into disaster philanthropy because we all believe we are disaster funders now.

**PARTICIPANT**: Not only that the solutions inherently become more localized.

**PARTICIPANT**: Right. We know our nonprofits.

**PARTICIPANT**: In addition, every time I split something off to philanthropy or private sector complexity of FEMA is not a worry because I am not dealing with it. So, when the private sector and philanthropy pull together in West Virginia to build a thousand homes and to repair the bridges guess what? They raised all of the money spent it they didn't have to do PA or IA program.

**PARTICIPANT**: That's what is supposed to happen.

**PARTICIPANT**: Correct.

**PARTICIPANT**: That's how it's supposed to be.
PARTICIPANT: We work so we collaborate together that's what FEMA started to figure out.

PARTICIPANT: The whole community concept. It's mentioned it was in the I think the last strategic plan whole community it's mentioned in here. There is a really good publication FEMA publication on whole community I just think continuing to evolve whole community is really important.

FACILITATOR: Let me go back to the philanthropy.

PARTICIPANT: Will you write it down?

FACILITATOR: I will.

PARTICIPANT: I love going back to the philanthropy.

PARTICIPANT: I didn't want to

PARTICIPANT: Sure.

FACILITATOR: I didn't want to lose the connection. Philanthropy sometimes is questioned on the ground that they are not a predictable sustainable force. They walk to their own tune basically.

PARTICIPANT: That's true.

FACILITATOR: They are not accountable to publicly elected officials it creates potential tension within a response activity. So, you feel that at all

PARTICIPANT: It's still on option though.

FACILITATOR: But that's what makes it great. You like that option because they are adoptable flexible do things that you can't do because of that so I will spin that positively that they can do things that you may not be able to do.

PARTICIPANT: Same thing could be said about the private sector.

PARTICIPANT: It's all the way you set it up. If you look under the NDR of structure the way they set it up in Louisiana it was a very accountable system I know the governor and other
people were engaged in helping organize this they got big time donations to come in and do stuff in Florida we have the ESF 15 by which is volunteer donations the VOADs they work as a function of the EOC to employ the nations and resources in an organized fashion there is accountable if you do it if you set it up and organize it correctly. They bring a lot to bear. Now, on the staffing side, right, you know, we all I assume in some way we have all dealt with the fact that the American Red Cross isn't staffing shelters that's because volunteers are down they over promised over extended whatever. I don't while they may not be able to staff everything it doesn't mean that they have the benefit to provide in terms of educating locals to staff or raising donations provide other things. I think it's about how you use it.

FACILITATOR* Just to keep this organized as we go along or try to. Are these points you are raising philanthropy whole community, around the workforce idea? Or the intergovernmental?

PARTICIPANT** I think intergovernmental and also the improving continuity and just the communication piece. I think they are pretty much 2 and 4?

FACILITATOR* Yes, that's 2 and 4.

PARTICIPANT** Yes, that's what I am thinking

FACILITATOR* I can read it to you.

PARTICIPANT** No, I am thinking if someone else has another thought.

FACILITATOR* I think it fits there to.

PARTICIPANT** That's where they belong.

FACILITATOR* 2 and 4, okay.

PARTICIPANT** It does sort of fit into this new strategy concept of we are not all going to be say well we don't have to do a thing FEMA is coming in on the White House A it's not happening B if we plan for it not to happen maybe it's not a hundred percent reliable I will get X dollars from this group if I work if philanthropic and NGO groups out there I can accomplish it in some way particularly for those emergencies and disasters that aren't presidential in nature.
FACILITATOR*: Let me because I want to move back to the work. Let me pose a counter to the enthusiasm about philanthropy is great don't get me wrong, I worked for the Rockefeller Foundation.

PARTICIPANT**: That's okay.

FACILITATOR*: We responded to problems a whole lot we never get close to disaster. We couldn't get the board to agree on something quickly. If you want a long term investment to resurrect New Orleans long term you give us a year to think through that and come up with our own ideas consistent with the principles of the foundation, Rockefeller put $200 million into the recovery of New Orleans. So, there is in terms of the sustainability as a response to the disaster, there is something.

PARTICIPANT**: That's Rockefeller.

FACILITATOR*: It was the big foundation.

PARTICIPANT**: Those are institutional, the institutional foundations tend to function a little bit more like the governmental function foundations it's more the adaptable family foundations, community foundations that actually have money and will direct usually giving money out within the first 8 weeks of a disaster so the idea that we have created now, the center for disaster philanthropy there is now a center focused just on philanthropy and disasters is giving long term over and over again, and understand they are in this because disasters impact everything that we do everything that we fund every day.

FACILITATOR**: It goes back to his point, that it helps direct it locally. The smaller family foundation

PARTICIPANT**: Yes, community and foundations and all of the disasters are local.

PARTICIPANT**: What I would suggest is when everybody does planning assumptions and goes out and makes plans and partnerships they should be based out of planning for a non-Stafford event. When you have a Stafford event it's a bonus. But, one, I would much rather plan as though I am not getting help from you guys that may mean I have to work with as said before maybe a less accountable group but if they are not community partner let's figure out how to make it work, right? In addition, more and more non-Stafford events will happen, where it's not at least in the way the
Stafford event is being used lately it's not going to be terrorist events. You have to plan you get a no notice event and you have to figure out the partnerships organically and everything moves on.

**PARTICIPANT**

A great part the [organization redacted] has a huge fund for the non-Stafford event.

**FACILITATOR**

So we have institutional frame with different members in the institutional frame that provide a predictable sustainable work for workforces for investment strategy for commodities some of them have been able to invest and accumulate equipment and other things. San Diego fire, for example, got money from San Diego foundation. They buy equipment almost routinely every year as part of the planning. What about the integration teams? What is your sense of this? You are locally driven locally focused. What is this integration team mean for you. Is it going to help? What are they going to do first of all?

**PARTICIPANT**

I am not expecting it they want to come by and help me out I have projects it's not going to happen. They work with the state that will make the state to FEMA relationship a little bit smoother hopefully I get it meat meet them the local FEMA, as you said, earlier there are a lot of times where we could save a lot of hassle if we could talk to FEMA folks directly the way things are structured that's difficult in most cases impossible in others.

**PARTICIPANT**

Yes, tribes. Enhanced coordination for tribes is we have two unique bodies doing our goal we talked outside with the tribal liaison is find a way where one call activates both at the same time. Bring certain aspects they have a tribal assistance coordination group umbrellas all agencies and FEMA has theirs, we don’t want to duplicate phone calls get one services there and also we can also directly make a federal request for non-Stafford Act, we can go through that also, but in the same aspect we want to be good neighbors there are times when tribes have been able to go right to FEMA for a request and benefit the county neighbors like we dealt with that got funding in there I think federal folks on site with one phone call benefitted the tribe and the county because the county had to go through rigmarole the on-site we have FEMA here let's work together it worked great he said we could never have done that you are a sovereign nation you got them on site it benefitted both of us. They are the county we are neighbors.

**PARTICIPANT**

I would like to see the integration teams serve like EMAC like program but for pre disaster. So, during disaster if you need response or personnel you go to the pre disaster you don't have that same benefit. So a local muni or state agency let's say that you lose your state you need to draw in expertise immediately I would like to tee the integration teams do that that's a
personnel based request. Maybe a tangible something different would be Eastern Shore of Maryland, we had an issue we had to plan for highly pathogenic Avian flu. You had it way worse than us. We had to plan for that, what if we could rapidly, EMAC people in where planners maybe from USDA or another organization that can come up with the subject matter expertise in a rapid non disaster situation where we can bring it in. What we will ask FEMA to do when they place one individual in the state agency is find one coordinator all the time who can reach back pre disaster to bring in the subject matter expertise that are locals or state may need.

**PARTICIPANT** That's a great idea. IGR helped put together a thing with FEMA attorneys to talk to us about the federal requirements the super circular. So, we were able to get 15 or 20 of the counties in Minnesota trained up in advance on how to do those advanced contracts that he was talking about, so we didn't accidentally by using our funds which is not allowed doing federal purposing requirements which is allowed it works out well if the team is available to us. Catalogs so we know who they are is huge.

**PARTICIPANT** Could I have a comment on there don't treat your insurance regulators and insurers they can provide you advice in advance and willing and able to do that.

**PARTICIPANT** Before further integration team what is FEMA's image of the integration team.

**PARTICIPANT** Thanks.

**PARTICIPANT** You told me about it in the hall.

**PARTICIPANT** It may not even be a team. It is a team it's a series of people I know that some of the other groups we have had conversation and the mind starts to wrap around a team being a group of people that are trying to do something and they get ready to deploy we are going to use this team for. It's almost a cell within the state EEOC one of the big things that we would like to see out of them from a federal perspective, is get a handle on all of the feds in the state. Who is your Corps of Engineers person who is the HHS person in the state. Have those relationships be before a disaster have us all on the same sheet of music pre disaster instead of series of stove pipes that at time of incident we have to corral all of that's one of the big things.

**FACILITATOR** What does that sound like to you?
I think that's a piece of it absolutely not just who is in the state what the state and localities actually need acutely therefore if you have the shred across the federal family to reach out to bring those type of people to integrate with the local EMs and even outside of government as well.

I don't think these are meant to be cookie cutter.

Yeah.

These things are really meant to be what you need. So, for example, when they were talking to me about what I want. I said, the department is paper pushing retroactive, I want future plans. Send me somebody to teach my people better catastrophic planning, outside of the box stuff, with people from recovery come down to help us close down 30 years-worth of disasters, leaving everybody open to de-obligation. Help us. If I need to hold a forum with the locals and talk to them, how to do it, they are there. I want somebody imbedded in ops. I don't need anybody in mitigation, I have program administration to states, I am good.

My local governments are great with mitigation planning, we don't need that. But if I could, there is going to be a team lead, one of the four people or five people that they may give me is going to be responsible for the whole team when they coordinate back to headquarters, if I say, hey, you know, I do need to hold a mitigation forum or something, they call back and get the person down here, hold it for a day and fly back.

That was my question. How do you determine who was in the integration teams, are they like do they move there.

Directly with the states.

Do they move there.

They work in my office.

Is the intent to support Michigan, New Mexico, who don't get disasters very often as well?

It's all 50 states.
PARTICIPANT »» Outstanding. I like it.

FACILITATOR »» Does that help? I put him on the spot but thank you for that. Was that helpful raised any more questions about this? Let's do this. Instead of unless you want to go into a voting process. Look at what is on the board reflect on what you have been saying and see in your own sense if there is a couple of categories or couple ideas that jump out that you can articulate as a big idea that has a tangible action as a consequence. Philanthropy. I heard one in philanthropy. That it's part of the infrastructure or should be treated as part of the infrastructure. The option people can leverage it it's long time possibilities. Why isn't there a bigger office or whatever for nonprofits and things. That's just what I heard.

PARTICIPANT »» I think the common thread through all of them is that before you all start going through the process of looking to train enhance bring in many practices whatever it may be from a national level to other parts of the country is so many ways the local philanthropy or the local community people you can invest in keep the resources and knowledge keeps that understanding in our back yard, and so, any way that you leverage programs already available or invest in programs they are in the back yard that would be would be the number one focus.

FACILITATOR »» Did I just hear first steps should be leverage, what's already on the ground, what is already working.

PARTICIPANT »» Whole community.

PARTICIPANT »» Whether working or not, make sure the stuff in your back yard already works, let's maximize that.

FACILITATOR »» Does that sound like something that you all want to express? You want a sentence? Give me a sentence.

PARTICIPANT »» Maximize your back yard before you look for other places. That cuts to philanthropy, localize staffing.

PARTICIPANT »» Private sector.

PARTICIPANT »» Insurance.

PARTICIPANT »» Local government.
PARTICIPANT»»  What already works.

PARTICIPANT»»  St. Charles parish (inaudible) they got Dow to build their (inaudible).

PARTICIPANT»»  That would be maximize back yard before you move anything else that includes whole community private sector others that you want to add.

PARTICIPANT»»  The most reliable staffing solution I can think of are the people I know in my back yard, there is no guarantee you can get to me there is no guarantee that

PARTICIPANT»»  Optimize integrate local resource because it's true, Florida has many strong local resources. As opposed to Louisiana, does not necessarily, or Texas has many strong

PARTICIPANT»»  What I was suggest if they train a whole bunch of people just in time training to bring people around that's money in your community and you have them.

PARTICIPANT»»  We are cooperative agreements all the time. I am going to send my crews to Houston taking generators there, Austin comes, we have the cooperative agreements within the state. So, we have already got our own, that's usually for the non-Stafford type events. There is a framework set up if you go down to the state and lovely government.

FACILITATOR»»  Okay. So you got a sentiment across all three groups that there is a more to be done at local levels. You are explicitly saying before you move to do other things maximize your own back yard optimize the integration between your own back yard and federal. All right? So you are pushing forward. What else do you want to add?

PARTICIPANT»»  Tribes, we are the opposite. We prefer that the federal integrate with the state so they understand federal responsibility so we don't duplicate and coordinate with the federal entities coming to sovereign land, based on that request.

PARTICIPANT»»  So, just repeat back from you from other tribal point of view resource is true.

PARTICIPANT»»  Federal work with the state to understand the responsibility and their role and when state comes in they are on the same playing field.
PARTICIPANT » From the state perspective the fed should always work with the state regardless of the situation the state needs to be a good partner to their local communities and facilitate the needs and conversations.

PARTICIPANT » Okay.

PARTICIPANT » I would say, for example, I don't need to be in the dark with FEMA talking to my locals all the time. I need to know what is going on, so I am capable to respond when FEMA says we are not going to respond, it's not beyond state's capability, you have been talking to the locals all the time. I didn't know there was a problem here whatever else. Going back to your point. There should not be situations where the feds are talking to locals in a vacuum so the state doesn't know what's going on, it sets everybody up for failure and really vice versa.

PARTICIPANT » Is there any difference in what you are saying as sentiment and strategy between you know, disaster, catastrophic disasters when things break fundamental does something else has to happen.

PARTICIPANT » You need people on the ground when they break to be the most capable. Until the feds can get there to assist. I mean, everybody is going to be overwhelmed. But when it hits and 7 states are catastrophically in rubble wiped out whatever you need neighbors helping neighbors it's going to take a while for the feds to figure out what is going on.

PARTICIPANT » How does sort of what the objective of incident national incident work. Which has image at least of there is a national workforce for the major disasters being deployed.

PARTICIPANT » I think that FEMA is always going to need to look how are they able to staff disasters if they are going to be spread too thin on you know having 80% of their workforce deployed before Harvey Irma and Maria hit. Right? They are going to look how to continue to staff their needs in the field. But I think that, again, they are going to have less needs in the field as we move through all of these types of situations where we are expecting the states and locals to do more which I think is the right thing they have less needs if we did a Hell of a job ahead of time making sure the locals and your neighbors are able to help a neighbor you have people with skills in the field and on and on.

PARTICIPANT » Okay.
PARTICIPANT** Definition, catastrophic incidents have to include the inability of the federal government to render assistance in a timely fashion. We all want that to happen we work really hard but you know hurricane season is coming the (inaudible) go at the same time and there are wild fires in California, at some point there is a place not getting federal help right away. So, there needs to be something on the ground to just hold the fort until assistance can arrive.

PARTICIPANT** Not it's right or wrong just is this goes back to the statement that the goal is written maybe it should be it's written from a FEMA centric point of view they are even raising this standardized work national workforce? Because you are saying what I hear you are saying is first make us really good help us be really, really good. You may not even need incident workforce.

PARTICIPANT** Any perspective it's okay, I am saying readying the state for catastrophic disasters, what scalable workforce can I bring. The locals need to look at it from readying their community for catastrophic disaster they need to consider the scalable workforce in my community do I have can I reach in finance or HR department to get them to help me Public Works could be responding too. I think the concept is good, I just think if FEMA is going to invest dollars they should look at how can we help you get that ready workforce. Because it's really him that's going to be deployed first.

FACILITATOR** Is that your idea? The big idea of the group? First of all, very tangible. Before you go down this route, help us be our maximum efficient optimal partner. You are telling

PARTICIPANT** Yeah, I think it's a little bit different way of saying it if disasters truly are inherently local, then I would suggest that just because something is catastrophic doesn't mean it's now a national problem. It is a national problem right I am suggesting it doesn't mean the inverse is true. Now it's catastrophic it's not local.

PARTICIPANT** It's implementation coordination.

PARTICIPANT** That's right.

PARTICIPANT** Bringing in one more layer now because of the level of the capacity.

PARTICIPANT** The question is how much of the third tier the state to the feds.

PARTICIPANT** Just on the local.
PARTICIPANT: How much do you need based off of how catastrophic it is my idea is the more you invest in local capability local preparedness the less you are going to need on that third tier.

PARTICIPANT: Which is building local resilience and ties into the social capital issues and all of those other things that tie in.

FACILITATOR: Let's go back the statement of the goal is to prepare the nation for catastrophic disaster. What you are saying your idea is, in that preparation of the nation, it needs to be preparing locally improving maximizing which reduces the amount

PARTICIPANT: Rather than pay staff that is going to be FEMA staff maybe we should look at ensuring that local communities are training preparing a whole bunch of folks to respond and assist them from zero hour, right? Because then really in theory cuts down on the need for all of this national workforce there is still going to be a need again it's disasters are inherently local

PARTICIPANT: Wasn't that part of the CERT team?

PARTICIPANT: There are programs out there we are not leveraging.

PARTICIPANT: We are facing the era of a generation who does not want to volunteer. Does not want to go on CERT teams, they don't believe in volunteering or do anything they have to do other than themselves and that community, that's the hardest part. Oh, yeah, volunteer EMTs, where?

PARTICIPANT: I would suggest they, that that same generation is either the people that the locals are going to have a relationship with or FEMA going to have a relationship with. If somebody is going to build a workforce FEMA has to convince the people or local communities, my suggestion would be its inherently better if the local communities had the partnerships and relationships at their level.

PARTICIPANT: It's still going to be hard.

PARTICIPANT: Yes, I know (inaudible). How can a family living paycheck to paycheck get three days-worth of supplies. He was speaking it comes down to the financial thing but training the community locally if you have senior citizens I need medication how the Hell you want me to get
PARTICIPANT**  We can get the rest of the community to get three days of food and water I can render aid to people who can't care for themselves. Instead of caring for everybody it lessens the overall demand it never eliminates it

PARTICIPANT**  I have 700 shelters open for Irma. Right? State wide. Enormous shelters 350,000 folks. I didn't have enough staffing to be able to do that FEMA couldn't provide it we had to call National Guard you said when you are mom is able to go to the neighbor's house right outside the flood plain pack four of their friends for the night that takes a huge load that solves many more problems working from the top down.

PARTICIPANT**  My mother in law in assisted living that I told you about, and that goes back to the local. I think what we are saying is that all of the community in the United States are prepared, then United States is prepared. What I have been sitting here trying to think of that I just can't is I feel like we should bring all of ideas together under the local banner you about I don't have the one or two sentences that can say all of that. But I think that's been our team theme of today it's all about local level.

PARTICIPANT**  That's why he says maximize the back yard.

PARTICIPANT**  Maybe that says everything.

FACILITATOR**  That's your tag line. That's the brand, if you will.

PARTICIPANT**  I thought there was one prepare today for tomorrow's disaster that is one we used or get ready.gov.

PARTICIPANT**  This is specifically in the goal of preparing for national preparedness. We don't want to go back to - there is new issues that that goal is raising. Having a sustainable workforce trained qualifications all of those things that they have practical issues now if you want to make sure the locals are trained first, the capacity is first, that's what you are saying. Because that will then reduce

PARTICIPANT**  Look at the tag line federally supported state managed locally executed I want my locals to be trained to execute before I look for the feds to be trained to execute. Does that make sense?
FACILITATOR: That's very nice you want to add to that? It's the opening line that's the idea.

PARTICIPANT: You just got to present the second time.

(LAUGHTER)

FACILITATOR: We are all on the same page. You got it.

PARTICIPANT: Coordinating maybe not (inaudible) they are communicating and coordinating with the local community in an ongoing way that I don't know that the feds got that goal to do.

FACILITATOR: Okay. It's a two sentence tag line, if you will. The mantra and then it leads to you want to maximize the local if that's where it's going to be implemented. Fair enough? Is that what you that's a nice tag line whoever delivered it. Then going into a little more detail what about the training and standards that you talked about.

PARTICIPANT: The Administrator said before he is looking at treating EMI moving forward almost like Quantico right? Where he wants to really professionalize and standardize and try and make sure that we are training emergency managers and anybody community partners or whatever who wants to receive the training with a more rounded education base you know rather than just teach you how to ride the fire truck in it becomes somebody else's problem. So I think that that goes it's all in line.

FACILITATOR: It goes where?

PARTICIPANT: I think that's all in line. He wants to be able to provide training opportunities for local partners and other folks to be more well-rounded on how to do this.

PARTICIPANT: This is all again to point out local training, local is the theme you establish that you maximize the back yard you are going to optimize integrate the activities, you are going to ensure there are good relations to assist the national level. They are prepared to do that. Are standards local.

PARTICIPANT: There is a single national emergency management standard and I personally think it should be standard NECO think it should be NEMA is going to bring it up as the
standard in all honesty, I am on the commission for the standard FEMA has stopped coming to any of the meetings we don't have FEMA input anymore. Brock made a comment needing EMAP 2.0 we need them at the table.

**FACILITATOR**
Do you want to express this as a tangible thing that could be done?

**PARTICIPANT**
I actually wrote it down.

**FACILITATOR**
Sure.

**FACILITATOR**
Okay. How would you express it we are trying to put together a melding statement about.

**PARTICIPANT**
The emergency management standard for programs around the country.

**PARTICIPANT**
If we are going to focus on training and educating our local communities to build a workforce what are you going to teach them it's going to be some sort of standard and education base in theory can't just be made off the cuff by whoever wants to make it right? There has to be some sort of standard what you are suggesting is that people are working on it we just need FEMA and other people.

**PARTICIPANT**
It's an ANSI approved process it goes through an in depth process of doing it. We if there is a concern that comes up it gets addressed every single year we need to do that.

**FACILITATOR**
FEMA needs to participate or is that too strong.

**PARTICIPANT**
Well, as a commissioner I would say needs to participate.

**FACILITATOR**
Anybody have problems with that?

**PARTICIPANT**
You could substitute "must":

**PARTICIPANT**
I'd underline that personally, but that's just me.

**FACILITATOR**
I will put need you can defend it.

(LAUGHTER)
Okay. That's a very tangible thing that might catch some attention.

Okay. This is training education tribal issue is on coordination right

Coordination also the training also because we feel that when EMI Indian country what we want to -- we don't want to come to Emmetsburg. If I go to Emmetsburg I am with DENAI or the village Seminoles I will not be called to them to ever respond to incidents with them. The training should be inter regional trainings for the tribes in the region. Tribal leaders will call upon the fellows in their own region because they are similar in culture and similar in their beliefs and they come on to Seminoles. They have a sense of who they are. We would rather pay to go to somebody else's tribe in our region then go to EMI with a tribe they respond to.

Whether going to the state's version of EMI training is acceptable alternative, I don't know.

Yeah. I think from us we need to tell the FEMA folks that EMI and CDP is good we rather have it inter regional when we have floods again they call up the tribes in the region for assistance than anybody else. We have to be trained together for EMI class because we filled in Region 5 we are calling upon each other to serve on each other.

In theory if the training was as we have been discussing looking at maximizing your back yard the theory needs to be culturally sensitive.

Because we are woods and water people, Seminoles are swamp people, what am I going to do coming down to your area, they have snakes and, culturally, I don't know what Seminoles spiritual belief is, so rather just be with (inaudible).

How do we get whole community in there as a local point and or as intergovernmental strategy activity, and therefore philanthropy. Trying to get those in there specifically. You have a nice twist on the reversal tribal issues standards you got age here that FEMA needs to participate. And then this is your main theme. What you have been saying sense I walked in the room. That you want to drive home this is your chance to do. Whole community is separate or is this a way to further diversify intergovernmental? It's not governmental. It was your idea.

Say that again.

How do you want to express at this level, how do you want to express inclusion of whole community into the point of this goal.
PARTICIPANT: Mature whole community concept. I don’t know if that is sort of clear.

PARTICIPANT: As part of this goal. As part of the responses here (indicating). We should be looking to use and mature the whole

PARTICIPANT: It has really has to do with the back yard because whole community concept is it’s really sort of looking at what already exists in the community that works.

FACILITATOR: I am just.

PARTICIPANT: Yeah, yeah, yeah

FACILITATOR: I am making sure you are okay.

PARTICIPANT: It’s implied.

PARTICIPANT: Since partners are all over this we could have a long list.

FACILITATOR: What would success look like? If you were able to get that kind of concentrated focus on maximizing your back yard, training educating standards across?

PARTICIPANT: It’s production. Risk production. Not community safe from disasters. That’s a very long term whole

PARTICIPANT: More resilience

PARTICIPANT: Read to us the measures that are in the goal 2.

FACILITATOR: Related to which part?

PARTICIPANT: Goal 2.

FACILITATOR: Okay.

PARTICIPANT: At the end measures.

PARTICIPANT: Has to do with

PARTICIPANT: Performance measures increase the percent of states territories with comprehensive continuity plans and programs for state agencies and emergency operation centers
that align with continuity guidance circular increase the percent of critical communication nodes of
operation coordination identified in the (inaudible) catastrophic plans and update Allstate and
territory communication plans to address continuity communication and resilience.

PARTICIPANT** We don't have time to do it how do you draw lines between your clear emphasis and those performances? Obviously continuity plans can be at the local level. And you could clearly demonstrate that that works. The communication plans, could be strong at the local level.

PARTICIPANT** Just my level as a tribe, success would be if federal agencies would meet their federal responsibilities to the tribe during incident they fulfill all of the responsibilities to us sheltering, food, financial, land management, everything with that, and that would be for us as a tribe would be a success story to say, yes, they responded to our requests, and according to the state coordinated with that would show our tribal members that for treaties the government did fulfill their trust duties to us as a sovereign nation.

FACILITATOR** Okay. Non tribal? Performance measures just at the community driven level. I mean, communication sustainable communication networks strategies but capable at a local level.

PARTICIPANT** Yes, I mean yeah.

FACILITATOR** Okay. Anything else? Who is going to be spokesperson.

(LAUGHTER)

FACILITATOR** How about the two of you do it?

PARTICIPANT** Sure.

FACILITATOR** Fair enough. Local versions of performance measures. Fair enough? You think you are going to get the theme across? When I walked in that was the thing that you were ready to put the banner up and make sure everybody got. Does this get it across?

PARTICIPANT** Hopefully.
PARTICIPANT** I think FEMA not to play devil's advocate will say they are already doing that to be honest if I was FEMA staff they will say that's why we created the EMPG program filters down I am not saying it's fully accomplished I think they might argue that.

PARTICIPANT** I have the argument before I would love to have it again.

FACILITATOR** Okay. I am just checking everybody okay? Good two people presenting the theme is clear you put it up or not. Whatever helps you talk through it.

FACILITATOR** All right. Thank you very much. We are done.

FACILITATOR** I think we are reassembling 3:30.

FACILITATOR** Now we are moving to where you were at the beginning of the day in plenary. So you all will be sitting in your chairs, once they move the divider there will be chairs there for you and could you pass your idea sheets up, please.

Session 3

FACILITATOR** Okay folks, I'm giving you the 2-minute warning before we start. Okay, let's get settled. Okay, good afternoon, it's not afternoon yet. Good morning. I'm the facilitator for your second session.

This is the second because this is Goal Number 2, right, so you'll have Goal Number 3, and then we'll be done. After lunch you'll have a new facilitator.

Everybody understand how we're doing this?

We now get the benefit from the strategy. You all know each other, you don't have to introduce. You don't have to hear again all the logistics rules and everything else. You don't have to hear the set-up. You're now an expert on the process. This is the return on the investment, but I do want to do one thing as we start and that is, how many of you know more than 5 people before you walked in?

PARTICIPANT** This room?

FACILITATOR** In this circle, more than 5? How many of you didn't know anyone? So half of you didn't know anyone that you see now. You've seen him on TV does that count? Is that reflective of your emergency management team, where live?
PARTICIPANT**: 2 of you sitting there yes.

PARTICIPANT**: I'll tell you, I make it my job to note and establish my relationships at the local level and even at the state level, so I know my 67 county managers and my local people in my region.

PARTICIPANT**: That's where I want to get. You said it's your job. Okay? Does everybody have that job? Is that in their job description?

PARTICIPANT**: Unspoken one but yeah that's my job.

FACILITATOR**: For those of you don't know people here but you know people local, we're now trying to broaden conversation of the emergency management community at large is going to engage people bracing the strategic plan.

Is it too fragmented to believe that that's actually going to happen, or is something else being done to bring these clusters of close relationships together in a way that you're going to cooperate?

PARTICIPANT**: It depends on what you're – I'm the national director of [company name removed]. But if somebody – if he's in [city name removed] he needs to know primarily Florida okay so I think that's –

PARTICIPANT**: I know your guys.

PARTICIPANT**: Do you need to know [state redacted]?

PARTICIPANT**: I do want to know [county redacted] because he's right across the bridge.

PARTICIPANT**: That's a huge motivation, that's very good. Okay. Yeah?

PARTICIPANT**: What you're describing is why we've been trying to develop community organizations disaster so everyone at the local level knows everybody. Too many people think, oh disaster that's the fire company's job, it's his or her job, and that's what we're trying to do.

FACILITATOR**: If we were talking about Goal number 1, culture of preparedness, and you describe tight clusters but gaps between clusters, right, would you think that as a national emergency management group you could come together and be effective, or is there too much fragmentation?

PARTICIPANT**: My last thing, we're already into Goal 1 in the last session.
PARTICIPANT** We should be in Goal 1 all the time.

PARTICIPANT** Yeah but the education is – I mean what I heard from the last session was, our nation is fragmented on what they and believe FEMA is and does, it's all over the chart. But if I'm a local, [city redacted] local, but if he tripped police and his state emergency manager that he's got to work with us.

PARTICIPANT** I think it's practically impossible for me to have – I think I know where you're going. We need to have those relationships. You know, I'm a county – assistant county administrator, and I should know my partners, and I think that's just a daunting task, to get to know everybody well. I think it's more about expectations, and an expectation level as a local county administrator and emergency manager, my job is to know my local people and up to my state. I have an expectation of my state partners to have that connection to the next level. They have up and down. I don't think it's practical for me to be able to go all the way to the top and have – you know I'd love to have a relationship with them. But you know, I think that bigger – you know, I'd love to know the California emergency manager, but I just don't think that's practical, and I don't think the expectations are for me to do that.

FACILITATOR** What do you understand then, when FEMA, what I think FEMA says, to be clear, says that the strategic plan is not only for FEMA but for the emergency management committee as a whole; what does that practically, tangibly mean?

PARTICIPANT** So since that's what I do, when I hear, a federally supported, state managed, locally driven, or tactically driven, that is my job and that is my job to buy into what is mine to hold, and mine to hold is a tactically driven emergency management organization agency at the local level that I manage, funded if you will, that state support – state management program that I have to carry at the tactical level getting that done.

FACILITATOR** What about some of the others, does that sound right to you?

PARTICIPANT** I think one that we haven't heard is integration. Your strategy might be great for FEMA but the state has a strategy and the local has their strategy and they all need to enter relate.

FACILITATOR** What do you then think – like I said, we're jumping all over the other stuff. What do you think of the federal integration?
PARTICIPANT**: I think it’s a great idea. I don’t think it went far enough though. In 2 years and you have a couple pilot states.

FACILITATOR**: Some of the federal FEMA folks have that number?

PARTICIPANT**: So any ways they’re actually looking at embedding FEMA folks in with the states. At the choosing of the directors to say, this is where I’d like to have someone there for this mission, is that’s how it’s been described to me.

But that may not be well of each and every state so – but it may not be practical.

PARTICIPANT**: So I think it’s a missed opportunity if with those teams we don’t include those tribes, because it’s mainly in the working group and being responsible – one of the few the people responsible to reach out to 573 tribes, it’s impossible, it’s impossible to reach out in 245 tribes in Region 10.

Speak peek, and integration you know, it’s different for different folks. I mean for [city redacted] you know we have FEMA Region 6 is my backyard so we talk to them. They come to our EOC. We have a state liaison we have a state coordinator. So integration happens on a daily basis so where he don’t need you know, FIT team to come in.

PARTICIPANT**: You don’t need a team because –

PARTICIPANT**: Yeah, they’re co-located, they’re there. It would be for other jurisdictions. It might be different but for us in [state redacted], it operates a little differently, we’re a strong state. And there are teams throughout the state.

FACILITATOR**: Does that help or hinder the idea that going to have an emergency management community join in, buy-in to support priority come down to strategic planning?

PARTICIPANT**: I think it’ll work. There is a good dialogue about what integration means, not coming from the top, and saying, this is how we want to do that because we have our own ideas on how we want FEMA to be integrated into our daily operations.

FACILITATOR**: What do you consider a current process, if you’re comfortable?

PARTICIPANT**: It’s very informal. There’s no formal process. I pick up the phone and call.

PARTICIPANT**: You know, the last conversation about that culture, again, we’re trying to develop a culture that is not – and we have more work together, train together, integration process
will work better. And again, it's harder to be adversarial with one another when you have to share a space and work together.

PARTICIPANT» Yes, sir.

PARTICIPANT» I think you said a couple things. If you pass it into the local level, it is not the same everywhere, so try to always keep that in mind and then if we focus this solely with the emergency managers, we're not really building that capacity and that team approach, so you got to expand it beyond just that individual or individuals that work in that office.

PARTICIPANT» Okay.

PARTICIPANT» So I think one of the first things that we need to be able to do is give it federal and just make them integration teams because the mere word integration means that you're integrating across spectrums. I am – and I will say this, we're employed with the feds to any disaster. I've got the authority to say that.

PARTICIPANT» And it's now written down in stone.

PARTICIPANT» Yes and it's written in stone.

PARTICIPANT» So he had almost a plea out there this morning that said, we're tapped out. Well – and I just shared with the mayor in the morning here, I've got teams. I've got a 42-person team that's appointed tomorrow to assist on a disaster and the more that I know the more they know what FEMA needs makes me stronger. The more that the state needs makes me stronger.

And so on. And I think to the point of somebody behind me mentioned integration. Integration means not a federal integrated team. It means an emergency integrated team. It is just an integrated team, and what does that mean by definition?

PARTICIPANT» So, you just 2 hours 3 hours we've gone from a FEMA integration team, federal integration team, to now non-descriptive integration team?

PARTICIPANT» That's true and a good example of a best practice is southern Oregon this past year they rotated Oregon authority tribal – reach across to the tribes. There was no description for that. There was no definition for that. It was just integration described.

PARTICIPANT: We respond from our organization all of the United States. [Inaudible.] We work very closely with emergency management and I know that when Matthew – or Sandy, New York, all the guys up there, and they did the same thing with Matthew, Irma, and so again, the integration of the
state emergency managers being willing to go in is really good and again some get more practice than others. [Name redacted] was just in there a little bit ago and he said about 23 states don't even have funds.

Some of us have on a regular basis them. So you know I think that's –

PARTICIPANT» So how is that organized? Is that mutual aid.

PARTICIPANT» No, it's because of state and emergency managers and again, with the nongovernment organizations, it's also in those relationships, and I try to build with people all across the country. That's why I'm valuing everything here because we have churches in all 50 states and teams in all 50 states, so I need to know what the going on. Everybody in this room knew me.

PARTICIPANT» So, the meeting is successful?

PARTICIPANT» Absolutely.

PARTICIPANT» If we don't have a culture integration in a state or a region now, I don't know that an integration team is going to be very effective if we can't communicate on a regular basis.

PARTICIPANT» Right, and I brag on my state but [state name removed] is very well integrated. They have 7 emergency management teams prepared in response management, and we get sent throughout the state. My gray sky is at the state, if there is a disaster, as I deploy up to 90 days an assistant administrator to be the chief of staff [inaudible].

PARTICIPANT» Thank you.

PARTICIPANT» I think maybe you're confusing with an incident management team.

FACILITATOR» Disentangle that.

PARTICIPANT» I think the purpose for the integration teams is for FEMA to pass into the state so that there's always a present there. The incident management teams were designed so that if an event – it helps with an event.

PARTICIPANT» But that creates an environment atmosphere cooperation across the board.
PARTICIPANT»» Right, and I completely agree. But what we've done in [state redacted] is it's not a response team. It's a response recovery, mitigation, and preparedness. Our team goes out and helps the state teach the classes, you know, we were completely integrated.

But we have taken on incident management teams, we're all 4 of the major issues were then emergency management.

FACILITATOR»» Are FEMA folks – no, go ahead, getting new voices.

PARTICIPANT»» Whether it's integration team or incident response team, in section 2 of the plan FEMA's success is use at the readiness of its own incident workforce, and that couldn't be truer from our perspective in what we've done. So when FEMA comes and responds to an incident, and we ask one person, well I don't know. You ask another person. So it takes sometimes a couple weeks for FEMA to be organized and to gather to be able to respond.

When we're in the recovery mode we can't made a couple of weeks so I think it's really important for FEMA given whether it's whatever situation it is, for them to be – for everybody to know their role for it to be well organized, and so when've they're there assisting the state or responding to a disaster, that when they hit the ground, they're ready to go to support local and state government.

PARTICIPANT»» Just --

PARTICIPANT»» I'd like to comment.

PARTICIPANT»» What page was that on?

PARTICIPANT»» 22.

PARTICIPANT»» We're talking about a catastrophic event. We don't have many of these in Indiana but any event that we've had FEMA's been there immediately.

So the money may not be there yet and that's probably the more issue that we're talking about. So --

FACILITATOR»» I've heard a couple of things now, there's different notions on what integration might mean. I think I just heard that it may not even be needed, at least in your area and that there's other ways to do – like, there's a variety of ways to do the work of the integration or the activities. So.

PARTICIPANT»» Most of us aren't taking care of the catastrophic event. We're taking care of the day-to-day activities of anywhere that we need to go. So again, it's a catastrophic in one area
may not be in another in an emergency. So I think of, again, we build on a basic strong foundation and a foundation that builds from for success in whatever we do.

**PARTICIPANT**

This Goal – and I'm not arguing with anybody – and its originals, correct me if you – is intended for catastrophic events. This is continuity of essential services is at risk.

**PARTICIPANT**

I disagree because we only plan for the catastrophic, if you don't have them you're not going to make them and that's our bottom line of, well you got to build that strong foundation from – and again, integrate folks, train folks to working together and have a working relationship, otherwise you're waiting just for a disaster and catastrophic, and you'll never get to that point. You got to build it from our everyday operations and relationships.

**PARTICIPANT**

We're going to rate the nation with catastrophic – [inaudible]. About folks not wanting to build on that line, and you know part of the initiative is do you call people – we got to be transparent, we can't say there's climate change. We have to be transparent around catastrophic events.

**PARTICIPANT**

So, is the idea –

**PARTICIPANT**

So, you build a team. They all had to basic team play the game and then when it was game day, they all stepped all and they all worked and tried to do the best they could you know everything that's said here has got to be built from the ground up.

**PARTICIPANT**

How does that happen?

**PARTICIPANT**

By understanding the -s and understanding – understanding.

**PARTICIPANT**

The, so the objective is to organize the best scale-able of incident workforce for disasters. Catastrophic when does that happen?

**PARTICIPANT**

Well.

**PARTICIPANT**

All the while we're building.

**PARTICIPANT**

I know FEMA has trained lots of people the last 7 months. I've had some friends come in and I just wait.

**FACILITATOR**

How many of you have had that encounter, no? So it's still new?
PARTICIPANT» I keep going back to page 23, it says that by working alongside our partners through these teams, we can assist in navigating our policies to deliver quicker, more tailored assistance directly where it is needed, and that's key.

FACILITATOR» What do you think?

PARTICIPANT» I think there's a variety of risks wherefore we are around this county and I think you know we certainly have to build a team that can respond, and prepare, and mitigate, and recover, but it's different than [state redacted]. My risks are different. I mean I think that we discussed earlier education. We have to believe in the science of what's going on. We have to work with NASA we have to -- so people understand what's going on out there.

And what are regional risks are, but we also, I think, certainly the working together – I mean you've got to have a team that's ready to spring into action under any and all circumstances.

FACILITATOR» So how does that transfer into the asset portion of this, that is actually pairing commodities, logistics, ahead of time to be able, to be available push forward have responders – what does that mean?

PARTICIPANT» Again, I think that you know, some counties just have more capability. Some counties have more capability than other. So I don't think it's going to be a one size fits all distribution. I only had to deal with one FEMA – or I should say 2. And I will tell you that those 2 individuals, they are – they're – and [inaudible] – they are not capable.

They just do not know the in’s and out’s.

But they are not capable of disasters, and because we set the system up for failure, when we send them out to where we're sending them out to, they've trained and said, it's coming, and my people know because recovered from 5, 6, 7 disasters.

FACILITATOR» Let's pause there because you come up against a good question. What's the “they” that you're referring to? I mean you're saying they are not prepared.

PARTICIPANT» So they is my – my person that's assigned to me –

FACILITATOR» want to come back to, how do you make sure this workforce gets -- hold on.

PARTICIPANT» You're speaking of – I think part of it like, so many other parts FEMA, goes back to education and to help communities understand that there are private contractors out
there who never spend a dime until you need them, but they're ready and able to bring you, and
many times you know, if you're in contract with them you see that coming, like a hurricane they will
pre-stage so they'll be ready and able.

A lot of communities aren't aware if they have local contracts. After the fact it's too late.

So help communities understand what resources are out there to the private community or avenues,
I think, would be beneficial. Places like Georgia who got hit with the tornado – 2 devastating
tornados last year they're not on the coast they're not thinking about pre-contracts. They're not
thinking about that.

**FACILITATOR** When you get a chance to write this down would you because we're all
nodding our heads like we need to focus on that? Yes, sir.

**PARTICIPANT** When it comes to personnel you can't hire enough people to take care of
catastrophic so that's where I come in. The nonprofits and agencies. My job is to try to build an
army, Team RUBICON is building an army of retired Army guys. Red Cross, Latter Day Saints, and
citizens who are passionate.

They rescue thousands, and then the same thing happened in Houston, so if you create an
environment, going right back down to the grass roots and say, our nation is every living human
being is the citizen to be ready for when a disaster comes to your community, be ready to respond
and then some people – if they're ready, there's people in this room that's strong enough to know
how to do it.

**PARTICIPANT** I understand it a little different than that, if I may. Not in conflict at all.
But to me it reads that the grassroots organization, spontaneous volunteers that's involved and we
relied on them. What 2017 demonstrated was the urgent need for a professional response group
that is – works on behalf of the – that is it's one level up in institutionalization formality. It's
representative and it's there – then that brings the questions, okay, how do we collectively organize
that group, prepare that group, train that group, deploy them? Embed them, whatever you want to
do.

**PARTICIPANT** Even once we build that infrastructure to prepare for catastrophics, still
let the citizens know this infrastructure is there and we need your help to build the bullet until we're
done.
PARTICIPANT**: Just keep with the second Goal, is trying to distinguish because something happened in 2017.

PARTICIPANT**: Yes, it did.

PARTICIPANT**: That may have been – maybe transformation.

PARTICIPANT**: I uh….

PARTICIPANT**: And we want all those citizens coming forward. Let's have more, but there's something now that we need, a provisionalized workforce, and we need predictability that people will show up. And we want –

PARTICIPANT**: That's why I think there's a crucial beginning point here that we didn't go into. The crisis with continuity and other continuity and central services like we haven't seen in a long time a crisis whether it's to money capability or whatever something broke. People didn't make mistakes. Something literally broke.

And this is one way to try to fix it all the way forward, and that's what the emergency community is, stepping up to embrace this, so the question is, how can we collectively formalize this?

Have it trained, have it paid for? Yes.

PARTICIPANT**: Going back to education and what you just mentioned about continuity with helping overlook the governors understand that assistance needs to be in the cloud so if their office gets taken out they can reach the assistance like that.

PARTICIPANT**: Okay, yes.

PARTICIPANT**: Yes, how do we organize that? [Inaudible.]

FACILITATOR**: That's a question – we already have it? Is there something needed something new? Is it adequate?

PARTICIPANT**: To the point of that question is, you know, we as a community requested FEMA to change from a national response plan to a national response framework, so it was a little more flexible with planning because planning means it's kind of – and at the same time, I get what [name removed] is saying, is the framework is kind of using a Florida term loosely and is – exactly. It's not even – it's mud and it doesn't really get anywhere. Everything in there is framework. It's the answer is for FEMA to develop a plan.
I mean, I completely as a local emergency manager – I think -- pardon me -- I think that's why most of us are here is because we do buy into it.

**FACILITATOR** So one of the pieces of this incident, of the workforce, is they have to come from somewhere. If you need to be ready for them to be able to come, and they need to be educated and trained to a certain level. Do we have agreement? How wide does the agreement have to be in what the qualifications are? Let me get some other people.

**PARTICIPANT** Again, it depends on what we're trying to get people ready for. For [city name removed] let's say, we have a program where we train all our 13,000 employees if needed, to come and assist and we did that in several locations. But we still have to run the city. So I need expand that.

**PARTICIPANT** People in Oklahoma need to learn how to behave use their skills like Texas?

**PARTICIPANT** We have a large search team metro wide. Those are all the people that need to be interested and the ones that can help not like the, you know, spontaneous citizens coming in and getting trained but having a trained workforce that can help.

**PARTICIPANT** Up to a point.

**PARTICIPANT** Yes.

**FACILITATOR** When you put your ideas down, I'd ask you to include that distinction because I think it would be different than the way other people are thinking about that, a national incident. No idea is right or wrong, a lot of people have a lot of different ideas. Put that on the table yes, sir.

**PARTICIPANT** I think the thing we kind of fall back on is so different in every county, you know, so in getting that consistently is very difficult and we've got a county in [state name removed] where the commander is a part-time guy and [inaudible] so he's not going to have the time to do that or even make that a priority. So I think, you know, it's still all over the place, all over the board across our country, but you know how do we take what's being said and push that back out is a challenge.

**FACILITATOR** I think all of you have identified some really important questions and variations. And variations on what these Goal directions might be. So let's go ahead and pause for 10 minutes and initiate and, you know, ask what are the questions you want to ask of this going
forward in Goal 2? Particularly, national incident workforce. How would you build one and sustain it, from your point of view? How do you get the cooperation of your division your emergency manager, your national? How do you have people showing up that are equally trained to the same level, and what does that mean? Those kinds of questions.

PARTICIPANT

I get where you're going but, you know, as I look at the 4 points here the governmental, the workforce capable of responding to my incident in the one [state name removed] is going to be different than it is in California where they're at the moment working on fires. And Florida they have had hurricanes, and Houston as well, so my workforce has to be capable of responding to something my local needs.

What is FEMA going to do, because they're going to have to be able to swallow all of this and so how do you – I mean there may be an incident where we have an absolutely total loss because of earthquake and part of California falls in the ocean. How do you respond to that, and are you capable of recovering to that?

FACILITATOR

I love that question. Ask that of yourself and write down what you think is right.

PARTICIPANT

Let me say an example of what we may be talking about. The first month and a half of Puerto Rico, I was down there several times and I saw major cities with a lot of Puerto Rican people there in the United States.

Now, New York, Boston, Miami – I didn't see -- but there was a lot of cities that sent with Puerto Rican blood in their veins going back to the states. I've seen a lot of building inspectors, but the cities that had those, they didn't FEMA for it they just sent them. But to me that was best practices that I saw happen this past year.

FACILITATOR

On a piece of paper, how could you take that to say that – for example, is it always going to be ethnically organized? Or is there a way to take it to a scale that makes it a nationalized?

PARTICIPANT

Well, I know the same thing happened in Houston people from all over came from Houston and I think it's that US citizens want to help each other, but again those were trained professionals. He has 13,000. I mean –

PARTICIPANT

And so it took New York City and the other cities to not only pay for them but to let them off their job and to just say, go. Right, so is there to be a mechanism where the
incident workforce is deployed immediately because the city hasn't entered -- has it set ahead of
time?

You can have the folks if you need them or does the mayor get to say at this time?

**PARTICIPANT**

I mean we've had people from New York City call up because they thought -- they wanted to go with us. I said whoever gets here first wins.

**FACILITATOR**

There you go. So you know how this works you've done it before. Take 10 minutes, come up with a suggestion, an idea on how this building and capacity would be ready for a catastrophie disaster it could be a workforce issue, an integration issue how to organize assets which is one of the objectives ahead of time so that it's a reliable, professional plan and response. And is under public scrutiny. All right, I'll give 10 minutes.

(Brief break.)

**FACILITATOR**

Okay, take another minute or 2 and wrap it up. You know the process. We'll pose some ideas try to see if there's differences, talk about them. Okay, who wants to go fist? Good ideas. The idea that you're never able to ask or put forward. Now's your chance to do it. Try to put together an idea. Interesting mixes. Yes, sir.

**PARTICIPANT**

Same one, I mentioned before about educating local communities on the benefit of having a contract in place.

**FACILITATOR**

Okay, contracts in place fair enough?

**PARTICIPANT**

Yes.

**PARTICIPANT**

Consider developing a menu of the workforce capabilities, capacities in both the federal state local level for emergent or non-emergent across the –

**PARTICIPANT**

So, it's across capabilities and across levels of government?

**PARTICIPANT**

Right. So, a menu of the workforce to pull together.

**FACILITATOR**

Okay. Emphasis here then is on the menu. Yes, sir, then we'll go here.

**PARTICIPANT**

I mentioned earlier local emergency programs, and implement all the ideas that we're actually putting up there for this agency. We got to have a good, strong working program before we can implement that.

**FACILITATOR**

Yes, sir.
PARTICIPANT: This may be part of a narrower piece of this, but something 2017 really brought into focus, and one of the areas our capacity got totally exceeded, was to do the building permitting. So the idea is just to increase our national capacity to do so. That by building capability within professional organization, and represent those areas speak permitting?

PARTICIPANT: Permitting and inspection, yes.

FACILITATOR: And wanted it organized at the association level?

PARTICIPANT: Working with the association. That helps those individuals to build kind of a capacity bench to somewhere of the –

FACILITATOR: Can I steal your phrase?

PARTICIPANT: Yep.

FACILITATOR: Capacity bench. Okay. Yes.

PARTICIPANT: All right. So, use science, technology, and history to determine risks locally, regionally, nationally, and identify the assets and skills needed to respond in some detail, and where those resources exist, and a strategy to implement.

FACILITATOR: Can I – everybody understand what I think we're saying? Can I phrase it just so it's –

PARTICIPANT: You can do whatever you want.

PARTICIPANT: It's a customization. You just gave us methodology for customizing how you might respond. History, science, figure out the risks.

PARTICIPANT: If we're ready as a nation, we need to understand the risks where they exist and to be ready, we have to know what the assets are, what the resources are that we need. Where they exist.

PARTICIPANT: So you can send the right people to the right places.

PARTICIPANT: Thank you, and a strategy to make that happen.

FACILITATOR: Okay. Okay. So the emphasis is on your strategy you want the strategy.
PARTICIPANT**  Some of the tools that we already have, we all do SPRs. How do you nationwide do an assessment, and how do we use those SPRs to understand the capabilities we have that they need, look at where the gaps are, the teams built can focus on those.

PARTICIPANT**  I think we can add to that to cover those gaps if you're not going to build catastrophic disaster.

FACILITATOR**  Can you phrase that in terms of...

PARTICIPANT**  Public messages, just threats.

FACILITATOR**  Public messaging of – what you can't do; is that fair or what you're not going to do?

PARTICIPANT**  What you can't.

PARTICIPANT**  I think it's more of risk management. I can't prepare for everyone. There's a certain amount of risks that I can't accept.

FACILITATOR**  So the point was – public message was the idea, right? Take some honest open conversation. Good analysis.

PARTICIPANT**  Just along this, patient training I think it also covers specific for – they all have different needs. Just make sure we cover general information assessment type.

FACILITATOR**  General and specific topics lunchtime. All right. Anybody have a substantially different idea?

PARTICIPANT**  But it comes from my level. I really look at what's going to benefit [inaudible] – I would love to work personnel send my people to JFO to listen and see if 60 percent of our stub is being de-obligated. Then I'd love to have my person sitting with the [inaudible].

FACILITATOR**  What did you call it?

PARTICIPANT**  Work-alongs.

FACILITATOR**  Yep. Any other?

PARTICIPANT**  I apologize for maybe offering this, but it's very difficult than those. Those disaster assessments, specifically to right-size and right-skill the workforce for the next disaster or for that technology.
PARTICIPANT**: Okay. I don't know what our process is for actually deploying a thousand, 2,000 people to a disaster. I would say dare to say, it's not informed by good data.

PARTICIPANT**: I absolutely agree with that. I don't know. There's a -- there's a -- we had a local incident. We incorporated our local university of [locality redacted] to try and come and understand the science in how they understand what we did, and we let them do what we didn't know it would be very interesting for them, to be -- that's a very -- I just had an epiphany of getting more educational component somebody studying the way we respond and say, that is really screwed up, and telling us that through --

PARTICIPANT**: Well anecdotally when I was the state mitigation officer -- and again this is just a discussion point that we had -- you know, we get the FEMA troops come into town and what I mean by this is we had 20 times is public information type mitigate and we needed 20 more. And we don't link -- I don't know how we take those decisions.

I suspect it's based on kind of less, but I think that needs to be some good analytics of disasters for different disaster types.

PARTICIPANT**: There's a ton of PhD students there.

PARTICIPANT**: I mean, not implementers, so I'm not really sure -- this is all lovely. I think it's great to have integration teams in every state.

PARTICIPANT**: Who pays for this?

FACILITATOR**: That's a good question. I don't know.

PARTICIPANT**: Your folks that would ask that question?

PARTICIPANT**: Right. Again, we had a former discussion where we talked about and conveying this to my members, so, you know, I think there needs to be a culture ship for my -- some legislators may look at this, you know, why are we doing this? And others may say, yeah I kind of get it but -- so when it comes down to funding it's always very tricky and I think eliminating silos between agency and legislature is our first step.

PARTICIPANT**: You said creating a culture.

FACILITATOR**: Go ahead.

PARTICIPANT**: Back to you know, sort of what I said earlier, I think that education and the use of science and technology and history to look at things. I will also tell you that from a
legislative standpoint, we use an awful lot of resources [university name removed] looks at all kinds of risks and things and through the center and --

PARTICIPANT Who pays for them?

PARTICIPANT And the flood center at the [university name removed] the [state name removed] legislature has come up with an epiphany, and they're going to -- and we need to educate those legislatures on what those risks are to get rid of the information and the gathering of it by bodies that understand it, and educate them to understand the importance of it, to protect the future of our country, and our I know we've got too many rivers.

FACILITATOR Let me move this on, if you don't mind, so we have a basic cluster around; fair enough? We have a strategy and analytical capabilities, and then fill them back down to risk management, basically right. Work alongs, would you be comfortable putting that in education?

PARTICIPANT It's definitely education.

FACILITATOR So we end up with an education cluster and a strategy and assessment analysis cluster, all specific ideas in it.

PARTICIPANT Put assessment up there.

FACILITATOR We can -- by a show of hands, which one catches you the most?

PARTICIPANT I'm on strategy and assessment but then you have to get the education because as soon as we understand the assessment and strategy, we need to let everybody know what's going on.

FACILITATOR Everybody comfortable with that? That's why we might be searching for these specific things, we don't know what it is that we're trying to actually fill and solve. We need to do that and witness you do that, you need educate workforce local emergency management; is that what you're saying?

PARTICIPANT Let me ask a question. And I am certain most of the time in which 6 [inaudible] they get a lot of practice. But again, I mean, as the state director for the volunteer organization, I have a very important relationship with FEMA in [state name removed] which is to me is a great thing. FEMA is -- what would be the difference of what we're trying to say, put people in. That I had be in [city name removed] or they would be in [city name removed]?
PARTICIPANT** No one suggested that. They didn't have a chance to put down that. And [inaudible].

PARTICIPANT** They still work at that region but they would be living in Oklahoma City living every day with -- is that the idea is?

PARTICIPANT** Live in the state.

PARTICIPANT** If you put them in where they're working every day. . .

PARTICIPANT** Question for FEMA folks, is there a mechanism for monitoring the capacity capability of other federal agencies that have made changes?

PARTICIPANT** Okay, so on the planning side, I think there's an awareness of that. Is it being integrated? Is that going to help us today or tomorrow? Probably not. And if we react at a particular time...

PARTICIPANT** Or, to clarify, is a real-time readiness assessment.

FACILITATOR** Okay we need a spokesman. You're the one that kept coming back with education. And he was talking about the strategy. Can we double team? Want to do that?

PARTICIPANT** Okay.

PARTICIPANT** Yes.

PARTICIPANT** What you got up there, I got a question what – and it's about managing the public's expectations – what level of failure are we going accept? A catastrophic event, there's always going to be failure, and if the public thinks we're going to do so everything a hundred percent perfectly then we have a problem.

FACILITATOR** You all comfortable with this, that we'll have 2 speakers? They both develop -- they'll be able to write it down in a second but then all you need to jump in when asked, and could I ask you raise the [inaudible].

PARTICIPANT** Maybe.

PARTICIPANT** That's up to you.

PARTICIPANT** Okay.
But it's an important thing. You have people – you have people closing great ideas. And that's a level of of knowledge. Fair enough? It's your choice. Okay. Well, thank you very much. Breaking for lunch? 1:45 you're back in this room for the last Goal that you have in mind.

Goal 3: Break-out Discussions

Session 1

I’m just going to let a few more minutes pass, let people trickle back in, no need to sit down or stop your conversation, I just want to give people a few more minutes. I think we’re just waiting for a couple more people to come back from lunch. Then we’ll get started. Does that sound good? Hello everybody. Welcome back. We’ve got a few more people that are still coming back in. But we’re going to get started. My name is [name redacted], I am here to facilitate the last session with you guys. Are you guys ready? I love it. I’m an audio girl, I appreciate all your comments. We’ve got some lunch, hopefully you got some good energy, some coffee flowing. How were the last two sessions? How have they gone for you? How are you feeling about the conversations? Nods, nods, yeah? Pretty good. You feeling good at them? Fantastic.

So this will run exactly the same as the last two sessions that you did. What we’ll do is talk about a particular goal. This time our focus today is going to be – this afternoon is going to be on Goal 3 I’ll give you a little bit about Goal 3. But I know you mentioned this was the one you’ve been waiting for. So I’ll give you some time individual time to kind of jot down some ideas about Goal 3. We’ll share the ideas. We’ll have an opportunity to kind of build where our information is, build out an idea to report back to the large group and we’ll need a spokesperson. Sound familiar? Okay. Fantastic.

So for our time today if are the next 70-75 minutes that we spend today on this afternoon, we want to talk about Goal 3. Goal 3 is about reducing the complexity of FEMA. I think that many of you in your organizations can say, there’s things in any organization that can be improved, more efficient, how do we help our employees? How do we help disaster survivors, our grantees? What are those things that we can do to be more efficiently, more effective, innovative, use technology better? That is what this goal is. Yeah, there’s some pieces of paper if you wanted to take a look on your tables. But that's what this goal is. And the ultimate goal for FEMA is to be adaptable and flexible to the
community, to the individuals, so that they can deliver their mission. I think you heard Administrator Long this morning talking about, we don’t want 16 knocks on the door. What do we have to do to kind of end that type of experience, not only for the disaster survivor, but for the folks that are trying to get information too. You don’t want a door slammed in on you either. So that's what this goal is about. How ask we reduce that complexity? There are several objectives underneath it.

Streamlining disaster and survivor and grantee experience. As partners, I suspect some of you have had some experience helping disaster survivors or grantees. Another objective is maturing the National Disaster Recovery Framework. This third objective develop innovative systems and process that help better deliver on mission. This one is about can we use technology, use data a little bit differently internally. And the fourth one is strength the grants management cycle, and how grants management gets disseminated increase transparency and improve data analytics. There's a lot in this goal. There's a lot in the Strategic Plan.

It's have are meaty. And it's very ambitious. So just to help you guys focus, this is not meant to limit you. But it can help you focus. I wrote down a few questions just to kind of think about. So to reduce complexity from your experiences where you've worked or intersected with FEMA, have you had some experience that you say you know what I think this can go better? Working with disaster survivors, or maybe you've been on a working committee, there are opportunities to streamline. You also might have some other ideas. Or do you have any best practices from your organizations ha you think FEMA could adopt, or frameworks, policies doctrines you've looked at from FEMA, around you say as I execute these, here's where kind of I do this execution, maybe a little bit more streamlined? So that wasn't really grade English, but hopefully you understood what I was saying there. Questions on Goal 3? You guys ready to dive in and jot down some of your ideas? Okay. There's still – I put some more Idea Sheets on your tables. If you need some more, let me know. You know, take about 10-15 minutes. Jot down some ideas and then we'll hear your thoughts collectively. Everybody good? You guys know this drill. You guys could be up here doing it, right? Okay. (Idea Sheet activity).

It looks like most folks are ready. My name is [name redacted], here to help facilitate our afternoon together. So welcome back from lunch. Who wants to start? Some top-level ideas I'll capture the top-level idea, then we'll go from there. Anybody want to start with an idea. Reducing complexity.

**PARTICIPANT** I'm jump in from the boots on the ground level. The biggest thing would be consistency. You talked about how they want to be flexible, but I think for a lot of us, we're rules-
oriented. Once we inside, we learn the process, and we know what it means, and we want to stick with that. And a lot of it is left up to interpretation of individuals. And so, as you're personnel through FEMA rotates through, the interpretation of the rules rotates with them. And so, really for us, it's a set of rules that's not autonomous to each and every person that's representing FEMA that's there.

**FACILITATOR**

It's consistent interpretation of rules and processes so that with each person it's not new for you each time. Is that an accurate –

**PARTICIPANT**

Right. So when you say "reduce the complexity." I don't know that I would have seen it as much complexity as it is the interpretation of what's already there. Government entities can learn a process. We do process every day. In then that process changes, it makes it difficult for us. And then the other thing I put down was really understanding the overreaching consequences of directives or rules before implementation. So an example for us is debris removal. So they really incentivized after Katrina the immediacy of debris removal and for us, as elected officials when somebody has a tornado, you don't give them time to go through the healing process they need before you're trying to take their stuff away –

**FACILITATOR**

Say that first bit, I was on the last point.

**PARTICIPANT**

Understanding the consequences of the directives or the rule, ultimately. So taking time to work it out before jumping in.

**FACILITATOR**

That is for example the debris removal.

**PARTICIPANT**

On the first one when you said partnerships on this Idea Sheet, I think that really needs to be even beyond FEMA to all federal entities. So you may get different directives or interpretations of the same thing depending on which federal agency you have.

**PARTICIPANT**

I want to add to the first one. It's very difficult, and I'm going to tie this to grants and disaster work. It's very difficult to build your state capacity and your local capacity when the message changes depending on who it is. Also there's huge inconsistencies from region to region about how things are interpreted. I live in Region IV where the law is the law, it's very
hardcore which is a little easier to enforce sometimes. But it's hard for me to help someone out of another region, when they might interpret differently.

**FACILITATOR** Can I ask you this, I've heard that before, and I've also heard on the flipside of that. That we need to be able to interpret things to meet our specific community needs. So is there - - is there a level that need to change.

**PARTICIPANT** Okay, like. Oklahoma is going to have tornadoes more likely, I'm going have hurricanes. You need that flexibility. But what you don't need is on actual rules and guidance for the message to be changed from region to region, or to go oh, that's not important, that's just guidance. That's where I think it fruit rate frustrates a lot of people. Oh are they go, well, we might accept this, we might accept that. There needs to be a little more -- everybody's going to have something that it needs to be flexible about. But still on like the basic level, you've got to have a consistent message that can be morphed when you have a specific situation. But it's very difficult as a state that your state my name NFIP person from the region changes, and mysteriously something else is more important. Mysteriously something else is more important. Hue thank you for letting me ask that clarifying question. Because I've heard a little bit of both sides. So that's good to know.

**PARTICIPANT** I as wrote down more carrot, less stick. So truly it's always hanging over your head, well what about when we come back and audit. I wrote down more of the "Chick-Fil-A" mindset, my pleasure to serve.

**FACILITATOR** When you say more carrot less stick, but what do you mean by that? I think that's a term that people use we've gotten lost on what it means?

**PARTICIPANT** What I hear now make sure you understand that we're going to come back and review this, a year from now we're going to audit you, you have a chance of losing all of the funding or whatever we've given you at that point. Listen, we're trying to do it by the rule and follow exactly what you've outlined. So if we're doing something wrong, you're here on the ground with us. Tell us what it is and let's get the right. We don't want to be worried as a government entity that a year from now, we're going to have to come up with this funding because we have somebody different in our region.

**PARTICIPANT** It's all about --
FACILITATOR** Consistency.

PARTICIPANT** Just to build, we have cities in Florida a number of other places that are going through de-obligation processes that once FEMA has approved those funds and money has been spent. Now, they're coming back with new rules, or auditing, and that money's being taken away years after the event has occurred.

FACILITATOR** We said it was going to be -- here's how we do it this one way, a couple of years later, then something gets changed then you've got to go back out and re-message that are-- okay. Thank you.

PARTICIPANT** Like streamlining a process where I think for the region to get a consistent answer out of headquarters, so the answer is always the same.

PARTICIPANT** I'm going to go further on the streamlines issue. I would like to see the entire Disaster Assistance Program completely changed as to how the funds are released to be more like you would an actual grant program like USDA handles where you get the -- USDA hams that you get the money, or you submit monthly based on a local or state government is doing. all the assistance is under one umbrella. And that the state and localities have more authority with regard to that as long as they're following the requirements. Yes, there would have to be a audit. But if they are really meeting the requirements and get audited, they won't have to give the funds back. There's been too many times in working with FEMA over the years public assistance and individual assistance cases that unfortunately, the people got money and used the money. And then had to pay it back. And it wasn't because of fraud or not meeting the requirements. It's because somebody as we said, the consistency side, but from a local government standpoint, many local governments have had to actually make a case, hire attorneys to actually make sure that they can keep the money that was provided to them. So that's costing the taxpayers money. The whole process is costing the taxpayers more money than what it actually needs to. We need to look at it from that -- what are we -- the service-deliver assessment process. What are we getting for the funds that we're spending? Not just at the federal level but at the state and local level.

PARTICIPANT** I guess my follow up is, we want to do it right. There is no question, we want to do what's supposed to be done. But to think that we're trying to do that and it's de-obligated --
PARTICIPANT: It's a moving target a lot of timing. It's hard for those of us that want to do it right to get it when it's a moving target and to keep your funding.

PARTICIPANT: If it's okay with you can I just add one word to your service-delivery and include "optimization" of service delivery, to resolve the information gaps as well as the redundancy of effort, the broader resources for FEMA and all of the federal agencies, they're in a non-uniform system of platform. There's systemic barriers, whether it's the political jurisdictions, everyone's looking behind me, I thought somebody walked in.

PARTICIPANT: It's the director. (Laughter).

PARTICIPANT: Hover above me. (Laughter) Yeah. So optimization of service delivery to resolve information gaps and redundancy of effort.

PARTICIPANT: The specific thing, there is no reason why there can't be some database collection tool given out that when someone goes out they can collect everything in one trip. I'm not saying everything -- everything that FEMA needs in one trip. The community may still need go out and do some assessments that are specifically for them. But there's no reason why FEMA can't -- I mean, we did it. We were out doing substantial damage assessments and we were using a map. We had to create it. But we were able to do it. We were tracking where we had been, so if somebody said how many did you do today? We did 185, whatever it was. They were on a map. So there's no reason why we can't come up with something that, very similar that says you have to collect this data before you can move forward. Or you have to put something in there as a note to why the homeowner wasn't home, so that you can go back to that. But that goes into trying to limit the number of times you have to go. But it's predetermined, everything that's got to be collected. Then nobody's guessing.

PARTICIPANT: If FEMA could actually, what I was thinking about on those same lines is providing those cohesive tools so that everyone's using the same standards for damage assessments. I don't know if it's possible, but even something like a train-the-trainer so you can be certified and share that information. It can all feed into the same system. If there could be -- I'm just thinking at how to tie the construction folks to take the training and be certified by FEMA to do damage assessments. After a disaster it benefits everybody.
PARTICIPANT: For us we use the National Guard ironically to help with the substantial damage assessments just making the staffing bigger. Substantial damage for the NFIP is a very specific thing that has to occur. You might not collect enough information on the initial assessment for that. So it maybe something that somebody literally has to go back, the community that is required to go back, not FEMA going back for another – because it's adopted at the local level. So it's a local-level requirement. It can be very contentious so locals need to have that buy-in too. There's no reason, we developed a tool for that.

PARTICIPANT: Back here.

PARTICIPANT: So more broadly, so Goal 3 more than any other goal addresses the needs for states and locals to independently, from FEMA, develop their own capabilities for disaster response and management. So more than any other goal, like it's clear, it says "impacted state and local governments must have greater ability to drive their own recovery." There are two things I wanted to say about it. One is more of a comment it can't – increase leadership and involvement in disaster recovery, mitigation, what have you. Can't just be FEMA's euphemism for stepping out of the picture and saying with he don't have the capabilities to deal with this stuff. That's the first thing I would say. And just to understand off of that, the state legislators have competing priorities. Then when they put together the state budgets that I need to think about other things like education, what have you. The second thing which is more of an idea than a comment. That was more than a comment. It doesn't offer a lot of solutions. But the second is one that I mentioned earlier today which is that, if the idea for FEMA is to step out of being a savior figure all the time and having like just a lot of involvement maybe more than we can handle, what really need to happen is on the state and local level we need to create a robust stakeholder framework where you can really identify who are the players? What are they already doing? Like, how does that play into things like state legislature or state budgets. And again, like I said this morning, there's already a frame in a different issue area happening that sort of reflects that with the Every Student Succeeds Act but as someone who used to cover that, they in the statute they say, these are all the people that you have to talk to. You have! You're statutorily required to talk to all these people. You also have to show how you change the state plan that you're offering for this education, in this case it maybe emergency preparedness or resilience. Say how you change that plan depending on what those stakeholders said. Because there's way more people involved than people realize. It's a question of the left hand knowing what the right hand's doing.
PARTICIPANT** FEMA used to – they still might, they have put together Regional Emergency Communication Working Groups particular concept. These groups bring together the business, bring together the emergency, communication, a variety of players to resolve communications issues.

FACILITATOR** Like a integrative team, a working group integrative team. You're talking specifically about communication.

PARTICIPANT** But you can broaden it, expand it its role.

PARTICIPANT** I've got the stakeholder template for SF if anyone wants to look at that. It specifically lists all these things.

PARTICIPANT** If I could add a comment then maybe we can frame it into a point. From what I see, reducing the complexity, we have to create a more intuitive user friendly experience. Make it culturally relevant to the constituents as well as to the fellow practitioners in the field. So with the technology community uses offer is the UX, user experience. It incorporates to monitor with the FEMA UX, the FEMA user experience for the practitioner, all the way down to the citizen being served. Through that we can solicit the buy-in from the partners we encourage coordination, strength mutual trust, mutual support and foster trust. So create and adopt a user experience model.

FACILITATOR** Anymore ideas about how that works?

PARTICIPANT** Every time a app is developed, has it been beta tested, piloted with the end users not the emergency management practitioner, right, the constituents in the field. Number one it talks about streamlining disaster survivor and grantee experience. I think that's 3.1 because lessons learned has been that it's very complex. It's not streamlined. I don't know how everyone is defining "streamlined" it's just not intuitive. Everyone uses Facebook and Twitter, it's very user friendly. Right. May God rest her soul my grandma was using Facebook, right. And there was a generation gap there. So are we adapting to the new target market, whether it's the millennials all the way to the baby boomers, right. Engaging them in the dialogue to foster their trust, and build a mutual support amongst the communities from the practitioner all the way to the constituents.
FACILITATOR: Yeah, and I do know that there are a couple of places just to chime in, in FEMA that are doing dealing with customer experience, they are reaching out to customers from a mitigation standpoint looking at the whole customer service model, and then figuring out exactly what you're talking about, where are there holes? Where are there gaps? Where are things -- so I know that there are some places in FEMA that are doing some of that. But as a whole too... looking at that customer experience, the survivor experience, what does that look like? Where are the pain points?

PARTICIPANT: Just to close us off, building off of that comment we should have a track in our various conferences or workshops. We see it in the technology community the various segmented presentations based off of the user experience, right. So I think there's a lot of lessons to be learned from fellow colleagues and practitioners in the field.

FACILITATOR: Other thoughts over here?

PARTICIPANT: Mine is pretty simple I would FEMA to eliminate the snow policy.

FACILITATOR: Say more.

PARTICIPANT: At the risk of my fellow state colleagues.

PARTICIPANT: That's a big one.

PARTICIPANT: So currently under the Stafford Act for any disaster that a state faces to build on your point about building -- driving our own abilities and capabilities of disaster recovery, no matter what the manifested through I threat that calls it a disaster we go under review of the Stafford Act unless it's snow. Snow brings in a whole new layer of factors like historical snowfall, doesn't account for ice storms that okay la ha ma gets. I have found myself in the past spending weeks gathering historic snowfall data, ice accumulations, and arguing why all of that needs to fit into a emergency declaration because majors won't be -- so the whole snow policy has been so contorted over the last 12 years -- I'd like to see them just get rid of it, adjudicate severity and magnitude on damage, and that would say that some of us in the states have to take on the 24-hour employing operations without federal assistance. But I think if we knew that up front, we could better work with our state legislators to prepare for that. Say there isn't -- the federal government's not coming in to
pay for our snow employee guy, because if we lose electricity, supply chain interruptions, it's all the same damages that come with a hurricane or a man-made incident.

FACILITATOR** Okay. Just so – where are you from?

PARTICIPANT** [State redacted]. (Laughter). Okay. I'm an upstate [state redacted], I know, know very well. Other thought, ideas? . Use.

PARTICIPANT** More of a comment. Hearing all of this, honestly the priority has to be this focus on the end user, right. Where – because we're emergency management, when you're in an emergency, you're just trying to fix the damage. How do you carve out so this special project that doesn't get impacted by the flavor of the day.

FACILITATOR** That's more of a comment, but I don't want to lose it. We need to prioritize that end user.

PARTICIPANT** One more while I'm on my soapbox. So I'd like to see FEMA post the reason for denials of Stafford Act – in the Federal Register they will post what was granted, we all shy away from the threshold question, all of our states have specific thresholds, right. But it's very difficult to get the rationale for denial.

PARTICIPANT** How would that help you?

FACILITATOR** How would that help you?

PARTICIPANT** So, right now we just get the form letter that says, it's not of such variety and magnitude. So then, really it's more of an administrative back and forth to figure out is it – did I not include – you had the right data? Or do you really think – include the right data or do you really think we should have had state coffers and capabilities? I would like to engage in that. Because if it's an administrative issue of data I can solve that.

FACILITATOR** Is it posting or just going back to better communication too?
PARTICIPANT  More about transparency. When I say "post" it's only because they post the granting in the Federal Register.

PARTICIPANT  And that goes beyond that. That's one for if you're dealing with grants and like the state sends up a grant like, we do flood mitigation assistance grants, you're going to get told certain ones didn't get moved forward, but you're sometimes never told why. So you don't know was something missing in the application? What you can fix for the next funding cycle? The community could apply again. Or was it something – was it more than that? Did they not calculate something differently.

FACILITATOR  Does that go back to training or consistency on who's kind of going through some things? Or maybe both.

PARTICIPANT  I think it's both. It goes back to you ask a question, you go, how did you determine if something was a severe repetitive loss? There are two definitions, that's one thing that's annoying. There are two definitions for severe repetitive loss and two definitions of repetitive loss, you can be an insurance one and a HMA one is completely different. In doing that there's your inconsistency. One definition for anything would be nice. But also, in doing that, did you not – they can't even tell you how they calculated it. It's not transparent, how do they calculate it, whether or not you're – insurance wise it's very clear. Because it pops up on Bureaunet tells you it's a severe repetitive loss, you can pull that data. But it doesn't make on the grants side that they qualify to get that different funding. You're talking about for a citizen, this is a huge difference. A regular NFIP policyholder 75/25 with the map. Rep loss, 90/10, severe repetitive loss you can get up to 100%. So it's a big deal for a community and their citizens that are applying.

FACILITATOR  Other thoughts or ideas before we go into where you want to focus a little bit more energy. Anything else to now up there.

PARTICIPANT  One more, so on the preparedness side right now, in the 19 educates there's – budgets there are 17 different non-disaster grants detail to sit on the preparedness Homeland Security program. I'd like to see them all come into one. I know 3.4 focuses on the technology to administrator the grants. But all the technology is great even if they're all one system. But they're still anywhere – any given authorization, 13-17 separate non-disaster grant.
FACILITATOR**: So you're saying to consolidate all non-disaster grants.

PARTICIPANT**: I would like to see a parking lot center ship with the executive branch -- a partnership with the executive branch of government to consolidate what they can.

PARTICIPANT**: Unfortunately -- I'm on the opposite side. We will oppose consolidation. NLC does.

FACILITATOR**: It's still an idea we want to gather, right. But I get it. So consolidate what can be. I mean that streamlines and simplifies in some respects and there's another side to that.

PARTICIPANT**: Because that's also when you consolidate you reduce the levels of funding. Funding -- because Congress will say, well you've consolidated, you don't need as much. And you start losing money. And we start losing specific programs and resources.

FACILITATOR**: Probable not one you're going to vote for right here. (Laughter).

PARTICIPANT**: No.

PARTICIPANT**: This is all related to government agency getting funding directly from FEMA. Is there any way that we can work with the government agencies like, community-based or PPP give them the funding to change the dynamic to do the follow-up recovery. The reason I brought it up is this time Harvey and Maria, through the national VOAD we actually had four agencies got the funding to take care of some long-term recovery project. So we haves? Why are those four? Why are the criteria that those four received the funding? That information, can that be transparent so other members can be aware of that? If we want to go into the localization for disasters or recovery response, how those localized agencies can participate, can be part of the stakeholders to utilize those funds.

FACILITATOR**: I'm just adding this to more transparency, I'm adding other programs as well. You know, IE, the VOADs and, I'm going to say distributing money. Is that okay? So there's a theme here on more transparency you've talked about a couple of actions around more transparency.
PARTICIPANT» Just to go back on consolidate, maybe not consolidate the programs, but consolidate the application process. So that you're not having – you can do one application for multiple grants. And one of the other issues that come up is, if you receive one grant, and you can get grants from another, you can't use the two funds together because of limitations. But by combining that you could do a lot more. Those limitations really hinder us.

PARTICIPANT» When they begin this focus on mitigation, which is apparently going to be much more, really at the end-user – really have the end-user at the table and in mind. Many of my colleagues are partners in the state level would do this, but our states sometimes don't know or understand what they need at the local level. It just goes directly to the state, it's very difficult for those of us that are putting it into action to deal with the decisions that they make.

FACILITATOR» We were talking about that in the last group, having people who are experienced at the local level within FEMA as well.

PARTICIPANT» For example we got a sizeable CDBG-DR grant that it went through our Department of Commerce on the state level. And they had absolutely no idea how to manage the grantor run it to do anything. And it's been very difficult as a process for us to not only try to educate them from the bottom-up, but to have to live with the repercussions oh of what they do.

PARTICIPANT» On that point, just lessening the restriction of how that money comes through to the states to be used. Because I think it needs to be acknowledged as unacceptable for CDBG-DR funding can take years sometimes to come through those disaster funds...

PARTICIPANT» People move on with their lives. So we have people who are already put in storm shelters, have already put in storm shelters and done those things at those location and the monies come from.

PARTICIPANT» State and local level or were you saying more local level?

PARTICIPANT» Well really how they come through to the state level also.

FACILITATOR» Okay, just want to make sure I captured it right.
PARTICIPANT** Yeah, the 18-24 months after a disaster before the funds even get to a state. So that's a long time.

PARTICIPANT** Yeah, when they get there it's so many restrictions that it's just --

FACILITATOR** We have generated a good list. How are you guys feeling at this list of ideas.

PARTICIPANT** I'd like to add one thing that is really minute about the damage assessments. To my knowledge, I might be incorrect about this, but I believe that the FEMA damage assessment terminology only applies to official structures. So it doesn't actually account for when we're talking about streamlining services to survivor, it doesn't actually account for people who are living in non--- what FEMA would consider not a "official structure".

PARTICIPANT** Yeah.

FACILITATOR** Hue broaden the idea of assessment to include --

PARTICIPANT** Just it just eliminates those survivors all together from receiving the assistance they need.

PARTICIPANT** The most recent disasters, what's occurred in the most recent disasters is the majority of the individuals were not property owners so they didn't equal qualify for individual assistance and had to either shelter in place, or actually -- a lot of them are still housed in hotels in the states or throughout the country. So that's an issue when you have volatile populations or asset financial populations that are actual not owners of property, which we’re going to see more and more in the future that they'll be less and less on the individual assistance sides that actually own property. That's an issue to be addressed. When it comes to streamlines --

FACILITATOR** Right, the trend is to not own. All right. Good discussion. Now what I want you to do, you guys know this drill is take your voting dots, so we've got -- these two are together, sorry it's the same color, I put another -- the same thought. We’ve got, 1, 2, 34, a couple of different pieces of paper. Take your voting dots vote on where you want to focus -- some of it can be kind of boiled up together, or combined. But go ahead, just take a minute to vote on where your focus is. How did everybody have an opportunity to vote? Let's take two., it seems like a lot of folks had to take a little
break, let's take 2 or 3 minutes. It seems we'll focus in on consistency when we come back, why
don't you take a couple, two, three minutes, just take a quick break, we'll start up on what this looks
like, how you all from organizations can kind of support FEMA in this. I will need a spokesperson for
this. So if you report out from each group. Administrator Long sat in, he asked some questions. I
think he's on slate to show up today as well. Sometimes he gets pulled. But there will be some
others. Bibo from OPPA will come in, you get to hear some different ideas, that may spark something
else for you too. They're going to send out the transcription. I don't know about the idea I'll ask you
for a implementation plan. Can you jump in?

**FEMA STAFF MEMBER**

I'm [name redacted] I'm part of the contractor team who's supporting
SP&A. We're capturing all of your ideas in a couple of different levels. There's some very high-level
report outs that will go to FEMA executives. The only thing that you as participants will get is the full
transcript, we didn't want there to be any lenses of interpretations between your raw ideas. All of
those transcripts will also be shared, or stored inside FEMA for access by people working on the
Strategic Plan and implementation, we're doing a detailed report out detail like "no idea left behind"
like a massive info sheet of pretty much every point from the very big overarching comments to very
granular, if you're going to attempt to categorize those, organize them and direct them to people at
FEMA working in those areas so they can enhance them all. That's what I know. I hope it's helpful.
There were nine ideas yesterday. But they start to integrate. You start to hear some of the same
things. So hopefully it's not as lay laborious as it sounds. Let's build this out. I do think about the
spokesperson for this. And I'll drop some things down. Consistent interpretation of rules, processes,
I put consistent messages of those rules and guidance underneath that. What else? What do we
want to put in here as we report out. What does this look like? What actions need to be taken?

**PARTICIPANT**

Can we add consistent messaging and transparency.

**FACILITATOR**

Yeah, sure.

**PARTICIPANT**

It will cover a number of things. I can add in. Because this is an interpretation.

**FACILITATOR**

I can add in that piece on transparency – we talked about denials, distribution
of funds right. Okay.

**PARTICIPANT**

Also on de-obligation of funds.
FACILITATOR**: Let me ask, what is transparency like, is it the posting up on different forms – I'm sorry I don't know all the sites that get posted on. Is that the transparency you're looking? More of that? I'm thinking at like more transparency from a like denial letter, but that's given to you personally? The entity personally? What does transparency look like?

PARTICIPANT**: An explanation of the rationale.

FACILITATOR**: That's kind of the one-on-one, there's also some other things posted. So it a combination of things.

PARTICIPANT**: I think the process. Just like sometimes it's a process. Like we get notified when you don't -- a grant does -- an application doesn't get moved forward. So you just get told, well you can submit but we're only going to answer five for the entire state. You're like, well what five do you pick? Just if there's a process, I don't care if I have to log into a system and it tells many he what

PARTICIPANT**: I know this DOJ used to have this crime prevention site that you could go on, all the funding that they -- all the grants they would fund you go on and look at each grant and see what they did, what the -- was it evidence-based? Did they have success? At least out always informed us as a city to say okay, what did other cities do similar. It was one centralized platform that you could go to, it had a great grid that you could look through. It had subject matter experts you could call. Something like that, I would -- so it's not just trying to -- it's an overall feeling, an overall mission of transparency, not just trying to pick which one.

FACILITATOR**: Yeah, what does that mean to you. So -- using this as an example used to have a site. But also could --

PARTICIPANT**: NIH and NSF have very dynamic databases. You can go in, look a look at a lot of the researchers, principle investigators are submitting for funding.

FACILITATOR**: Who is that?

PARTICIPANT**: National Institute of Health. And National Science Foundation. DOJ had one. I don't know if it been maintained.
PARTICIPANT: It as a property of Project Safety.

PARTICIPANT: It sounds like a best practice that we may want the look at. From a transparency, that's helpful. What does transparency mean.

PARTICIPANT: I think we're trying to address it. Looking at the back door on transparency, the fact is if we were consistent with the application of the rules and the guidance, that wouldn't be as big of an issue because, I think what we're not saying is that it depends on whether you're red or blue sometimes, about that's not what it should depend on. It should be whether or not you meet the guidelines and how there are rules are consistently applied. How do we get that? How do we get that consistency across the board? Is it training?

PARTICIPANT: I was going to ask the same similar question to my colleagues here. How do we get to a consistent interpretation? Is apparent optimization of the service delivery model which drives consistent interpretation or rules, process, transparency justification as to why grants were denied? So, it's more at the 30,000 foot level of the service. Right service delivery. Where it strategically boots on the ground – boots on the ground on recovery or administratively.

PARTICIPANT: I think I with what you said the transparency being the back end to that front end. If you add to that, if you force transparency at times that will lead to inconsistency because they need to be. Right. So – it's secondary.

PARTICIPANT: Should we have to.

PARTICIPANT: I think that's what you can argue, the realm of the perfect versus reality. Should we have to? No, but does that transparency in the real world.

PARTICIPANT: Some of these other organizations it does, that you can model that off of.

PARTICIPANT: True.

FACILITATOR: So when you talk about – thank you, when you talk about getting to consistency by optimization of –
PARTICIPANT »» Services.

FACILITATOR »» Talk the me a little bit like when you optimize a service.

PARTICIPANT »» How do we make the services more effective, messaging, interpretation of rule, transparency of legislation, funding streams, grant management portals, like DOJ, NIH, NSF. So what are all those. Those are services provided to the user base. How do you have any specific from your experience with FEMA, like are there specific things -- again just trying to drill down, are there specific things that you would like to see from a service standpoint? Like, I know we are talking a lot about the grants process. But is there anything else from a optimization stand point.

PARTICIPANT »» I don't want to be subjective, I want to keep this objective. It seems like I'm the lone voice of academia in these little powwows. But to optimize efficiency we spoke of this at length earlier, is inclusion and buy-in of the right stakeholders. Are they sitting around the proverbial table? We have EMAs in the room. We have faith-based in the room, NGOs, collective academia. But academia is not only a resource provider -- resource requester, but also a resource provider as well the vulnerable populations that are being affected.

PARTICIPANT »» I would say to -- I agree. I think both of them are correct in that. So if we can make the processes more efficient and consistent in the regions, so if states deal with that, sometimes very specific requests go into a black box. To be fair, the regions will come back and say, we need a little bit more than this. They'll work with us. It goes into a black box, the administrator makes a recommendation, it's released in -- in the regions, we're not given insight. Nor do I know that if region two or three are they adjusted the same way in Region VI or X. If I knew what the protocols were, I know the processes go up to a point of discretion, and I'm comfortable with that, I would like to know if it was exercising discretion that was the denial. I'm okay with the answer. I just want to know what the answer is. Because we can't ignore what you said, some are red, some are blue. And that's the way the federal government runs as well. And we understand that principles change over the course of administrations. So some believe it should be more state capability, some believe it should be federal. I would just like to know when it's an exercise of discretion, or when it's been data, or --

PARTICIPANT »» Something specific.
PARTICIPANT »» Something other than you did meet your threshold but you're denied. Whoever meetings the threshold is approved.

PARTICIPANT »» More focus on the-end of the rules -- front-end of the rules and process and less on de-obligation of let's get it right the first time so we don't have to worry about it on the backend.

PARTICIPANT »» They go hand in hand. A lot of failures is because the infrastructure isn't there on the back end. Whether it's that one unified central repository, or administrative process policy oversight, those are back end processes that drive the front end tactical response and recovery efforts. So I think they go hand in hand. There are a lot of interdependencies upstream and downstream of those two components.

PARTICIPANT »» I think I may be talking a year, two-year back end. Because it goes to the recovery process. So if we're going -- we're going to do the recovery process, let's get it right so we're not concerned two years from now whether or not we're going to be de-obligated. So, if these are the -- this is your idea, right. Kind of consistent interpretation, messaging, the transparency, optimization of services, what are some partner actions? What are some things that you guys in this room or in your organizations can do to help with this that would help FEMA move this forward?

PARTICIPANT »» He mentioned several reports. It's really focus -- several others, the stakeholders who are the end-users being at the table.

FACILITATOR »» Can you help us do all of those?

PARTICIPANT »» Absolutely.

FACILITATOR »» Identify and gather stakeholders.

PARTICIPANT »» When we're talking about this right, you're literally saying we'll bring up people who have been through this process and ask them how they feel? Like. What is the purpose of gathering the stakeholders before or after?
**PARTICIPANT** That's before. You want to bring them in and say what are the problems that you've experienced from this, let's fix it? Again, don't mean this rude to our state stakeholders, but they're not the ones doing it. We're the ones doing it. And so if they're the ones speaking on our behalf, they don't know what the issues are.

**PARTICIPANT** Right. FEMA can do it too. That's the other thing. It's like what I was mentioning before. With ESA the Federal Education Department is the one that creates this framework. And sort of delegates it to the state education agency that then brings the stakeholders together and are accountable to say how they incorporated feedback, the fact that they actually reached out to them. So it's like, it's a planning process. In that context it's looking forward how do we make sure we plan how these things play out to solve problems we face in the past. But we're hearing from everybody, that's the whole point.

**PARTICIPANT** To his point. It depends on what state you're in and what program it specifically is. Because for example, my program, we are actively involved in talking to our individual communities that are the ones implementing stuff on the ground, constantly communicating and getting feedback, but I won't speak to any other program. But it doesn't mean every state does it that way. It may depend on the approach from that particular state.

**PARTICIPANT** Some of the accountability should be like – I just throw out an idea it could be on FEMA's end to sort of like message that responsibility. But like then you really want this to play out on the state and local level because, risk profiles look different to different states. And there are different groups that are involved in different ways in emergency preparedness response specific to each state. That's why it's so important to have a robust stakeholder framework from which you can springboard all sorts of these things.

**FACILITATOR** Is there a framework? There's the National Disaster Recovery Framework. There are some frameworks I'm throwing that one out there as it's an objective.

**PARTICIPANT** That hasn't worked.

**FACILITATOR** Are there things that you can jump off of that help with messaging rules and responsibilities.
PARTICIPANT»» Yeah, the NDRF is a good example. That's one in the plan too that FEMA wants to make relevant again, sort of. So that would be a great jumping off point. But there again, you can't just go at the problem in the same way and expect different results. So, like it would be maybe inspiration from that, but like really putting more resources into it, or for effort.

FACILITATOR»» But there's something to jump off of.

PARTICIPANT»» Yeah, right.

PARTICIPANT»» Sorry.

PARTICIPANT»» On partner actions I would say federal partners need to be on the same page and working consistently together. So whether it be the IG's office, HUD, FEMA, whoever it is that we consistent messaging and information from all of those, and they're often competing.

PARTICIPANT»» Right. I would just throw out folks are aware again the FAA bill that just passed with DRA in it has part of it, because of this amendment that what rolled in a Interagency Council framework that's supposed to bring together the federal stakeholders and also reach down to state and locals and engage them to. If anyone's interested in that or interested in convincing the Senate to take it up, then you know, that's in there.

PARTICIPANT»» I think that's good, not just get on the same page, but help us document that protocol. Right. Whatever that same page looks like, they're right. As the information flows down – as the information flows down it becomes thinner and thinner. The states are dealing directly with FEMA. We don't know what the interpretation was for the denial, there's no protocol to point to. We just have to say like, sorry we didn't get it. And your HMGP project got denied. I think it was because you were only doing elevations. I'm speculating. To be fair to FEMA they do provide some feedback. But that documented protocol so we can say, here's the logical algorithm, not arithmetic algorithm, but a algorithm that folks can go through.

PARTICIPANT»» You speak of more like specific evaluation criteria.

PARTICIPANT»» Yeah. So it's very – yes.
PARTICIPANT: The same standard. Not subjective.

PARTICIPANT: Same standard.

PARTICIPANT: Same standard, same process but a standard process across the country. So what open space in perpetuity means in New Jersey is probably a little butt different in okay la ha ma or Illinois – Oklahoma or Illinois, not to speak to a specific example, it’s difficult to work through those. Whereas if we knew up front across the country – there are many disaster assistance policies that say, we consider this open spaces, we don’t can are this one. But if we understood the rationale – even if that depends what lawyers it get to here who might determine that. That’s okay too if we knew it was going to be a legal thing we’ll go that route. But it’s difficult for the state to interpret and take proper actions, advocate on behalf of our municipalities. To his point. It more difficult to communicate that. So we have a shortcoming of advocating for something, and then difficulty communicating back to our municipalities.

PARTICIPANT: With standard requirements and definitions across.

PARTICIPANT: Much more eloquently done.

FACILITATOR: No, no. Laugh I truncated a lot I don’t want to lose it. Other things other partner actions. What are some things you can think of from your organizations or folks that you work with that could help with this?

PARTICIPANT: Take the discovery sessions back to the regions to the localities.

PARTICIPANT: Not during hurricane season.

(Laughter)

PARTICIPANT: Some of the things that we do NLC’s best practices and solutions, NLC’s best practices and solutions providing them with high-level executive understanding of what are some of the requirements.

FACILITATOR: Writing down.
PARTICIPANT » The city officials guide.

FACILITATOR » Summarizing -- I'm sorry, is that saying a partner action or more of something that could be done -- did we say that somewhere already? Just kind of like a distillation of things to make it easier?

PARTICIPANT » I think that's partner action. What we can do is take your message back out to our members.

PARTICIPANT » Using national associations, not just -- what other national associations can be supportive.

FACILITATOR » Thank you, thank you.

PARTICIPANT » You can start with just like chronicling who are all the players, the task forces, the non-profit groups, the government offices whatever. Identify them all. .

FACILITATOR » I left that identified to stakeholder, but you're right, there's a lot that falls in there. Absolutely.

PARTICIPANT » The next thing you can then is using public notices, a series of meetings to bring those people together.

FACILITATOR » Anything else? I mean I feel like we've had a great discussion. (Laughter) I don't want to keep just -- we can break. But I do need a spokesperson. Who's willing to discuss this idea with the larger group? It was my original one but I don't know that I can be as diplomatic as some of the others.

FACILITATOR » Do you want to give it a true?

PARTICIPANT » Sure.

FACILITATOR » We can course correct you if needed.
PARTICIPANT

Call them official stakeholders. You call in official stakeholders.

PARTICIPANT

My perspective on looking at this is that FEMA really need to take a 180 in the way they've been approaching these things, if you're talking about making it about the end user. If you're going to change your approach it's something that could be piloted and discussed with that community the test subjects. So I just want to – that's important to highlight. I think something like this where you try to roll it out completely would not be as you sustainable.

PARTICIPANT

Just so you know, in that example that I gave earlier about looking at customers experiences, they did just that. They piloted it first. The other thing, they're also trying to do some more targeted stuff. Because every customer is a little bit different. You want to standardize, but we need to flexibility and adoptability that you can adjust to pilot.

You know it's the end of the day. How are you feeling? You went through three different goal, better discussion, better understanding of what's in that strategic plan, ways you can jump in or help? Yes. I threw out a lot there. (Laughter). I'm curious what's the result or outcome of these sessions, if we'll see any kind of tangible – if we'll be informed of the tangible results.

FACILITATOR

I think that was part of your question as well. And as [name redacted] and I were talking about earlier, what we know at this point is that, all this information, all this stuff that's on the charts, we're getting sent to the folks that are accountable for implementing each goal. And your Idea Sheets we're taking as well. And you know, I hope that folks if there's an idea that really can be moved forward, reach out. They reach out to you guys and be like, hey what was this idea. Let's figure out how to move this forward together. I hope that's my thought. I've heard that around. But again I'm not a part of that. We can ask the people in the room. Hey what comes from all of this too because there's a lot of great ideas. Not everything can be implemented now. Some things are short-term. Some things are low-hanging fruit, some things are longer term. Are d longer term. It would be nice to say, hey, after we went through all of this here's the four things that we're going to start implementing now. And I hope that that is something but I don't know specifically. I can't speak for them. But we can ask, too. No, it's okay. It's good. You're good the break. What's going to happen now, I guess the other rooms have another five minutes. Then this will get opened back up again, we'll be back right in here like we were this morning.

Session 2
Hello everyone. Did you have a good first discussion?

We solved a lot of problems.

They had to shut us down.

All right. Understood. Well, let me introduce myself. I know you have done introductions earlier. I am [name redacted], I am here to facilitate the next breakout session with you today. I am a contractor with FEMA. I have been working with FEMA in a variety of capacities over ten years mostly with Office of Policy and Program Analysis which is in charge of the strategic plan. So, I have been around a little while. And really happy to be here with you guys today as you share your ideas on partnerships and share ideas on how to reduce the complexity of FEMA which is the Goal 3 which is what we will be focusing in on for the next 75 to 80 minutes or so. So, I will probably be looking at your name tags to get your names from here or there because I didn't hear your introductions so bear with me if I don't call you by name I hope you will forgive me for that. Is everyone good with how things ran, the agenda of the break out group, before I dive into goal 3 and what are thoughts on there? Again, the same thing, give you some time, generate ideas, we are going to hear ideas, we are going to focus in on one to build out and go from there. Did Administrator Long come in a your room and have an opportunity to talk with him? What did he say to you guys, any

Something about how this was the best group of the three.

He kept agreeing with all of our ideas.

When he left us with: Do good, don't do bad.

We can all go to lunch right now and have extended lunch. Let's go. Fantastic. Good. I don't get to hear him speak so much, I am always appreciative when he comes in the room, and talks, and he said something in the next room I thought was real good: Don't mistake my passion for anger. I am passionate about this stuff, that makes for a strong leader. I love that he said that, don't mistake this. I want to know what your ideas are in the partnership.
PARTICIPANT »» He dresses normally.

(LAUGHTER)

FACILITATOR »» He does.

PARTICIPANT »» Like a normal guy.

PARTICIPANT »» He does dress like a normal guy.

FACILITATOR »» Very cool. He seems very down to earth and practical. Are you ready to dive in and shift your focus from you guys just did goal 1, to goal 3? Everybody good? Let me give you a little bit of a brief overview. You might have to turn around a little bit. Wall space goal 3 is about reducing complexity of FEMA. That is pretty broad. Right? As you can think about it. The essence of this goal is really, I think you guys an organization across the span of your professional and personal life there is probably opportunities you have thought in your organizations or elsewhere opportunities to improve right? Opportunities for efficiencies. How do we help our staff how do we help disaster survivors, grantees, are there avenues that we can stream line. Are there ways that we can be for efficient? I think that you heard Administrator Long talk early this morning he gave an example there are 16 knocks on somebody's door let's do something about that. That's really that essence of the goal. The goal is about how do we as FEMA stay flexible and adaptable to meet the needs of individuals in the community and to really deliver on the mission. There are four objectives underneath this goal stream line disaster survivor and grantee experience. To mature the natural disaster recovery framework. Develop innovative processes internal to deliver on the mission and strengthen the grant management increase transparency and improve data analytics there is a lot in there. So, as a way to focus our time today in the next 75 minutes, kind of think about a couple of questions. These are not meant to limit you but meant to focus you just because that goal is so large. I put a couple of things out there for you guys to look at as well. Obviously in the strategic plan if you wanted to take a look. As you think about your ideas you are going to give you about obviously 10, 15 minutes to jot down ideas. Think about from your experiences where are your opportunities for FEMA to improve? You know, you guys may have worked with grantees you may have worked with disaster survivors, in your own organization you may have had an experience with FEMA that you no he gosh how can we make this policy a little bit more stream lined you know to execute. Again I am throwing examples out. I feel you have experiences that you thought we could do this better not just FEMA but some things that you can think of from your end that we could help
support as well. And or do you have best practices from your organizations. Maybe you have taken policy legislation or a process that has been given to you as you stream lined it for your communities for your constituent for your stakeholders that has, you know, again, in the lines of the policy or the framework but you streamlined it to become a little bit better, if you have a best practice you want to share. Again, these are not meant to limit you but help you focus because the goal is so big, if that is helpful. Are there questions on goal 3? Okay. Idea sheets, anybody need anymore? We have more I will give you some more.

PARTICIPANT**  Used all of them.

PARTICIPANT**  This is the best group.

(LAUGHTER)

FACILITATOR**  Would you mine passing them down this way? Thank you so much. Everybody good, I will give you good 10, 15 minutes to collect your thoughts, okay?

(Working independently)

FACILITATOR**  Everybody good? All right.

PARTICIPANT**  Thank you

FACILITATOR**  You are welcome. They are tricky sometimes. Again, in your last breakout session we want to hear your ideas. I will capture the main point of it, so if you want to give high level and then we will dig into detail around one that we really want to build out a little bit. Let's have a good discussion about some of your ideas. Again, just as a reminder the rules of engagement be open minded. Allow everyone to participate. I know too as a facilitator I will move us along if I feel we are getting too down in the we understand I am not trying to get in the weeds, I am not trying to be rude. We want to make sure we get to everyone's point and get down to one main idea. I am an audio girl

PARTICIPANT**  ELMO.

PARTICIPANT**  The ELMO thing?

FACILITATOR**  Enough. Let's move on. Yes, I know.
PARTICIPANT » I like that.

FACILITATOR » You can shout out ELMO if you need to, not just at me.

(LAUGHTER)

FACILITATOR » All right. Anybody can start anyone have an idea that they want to present about reducing complexity?

PARTICIPANT » Yes. My idea is to combine disaster grant management costs for state and local governments into one bucket so instead of little pieces, across lots of grants, make it into one bucket and then use those funds to enact a more case work model for disaster survivors and affected community organizations just like in social services if you have a case worker you go to them with all of your problems they connect you to the right people instead of doing piecemeal.

FACILITATOR » Let me make sure I captured that right.

PARTICIPANT » Yes, generally is.

FACILITATOR » What did I miss.

PARTICIPANT » We are good. Everyone else will add and make it a good one.

FACILITATOR » Two hands up, one here first.

PARTICIPANT » Hire people who have local government experience.

FACILITATOR » Who hire FEMA?

PARTICIPANT » FEMA sure hire people with local government experience to do especially in recovery. Especially headquarters.

PARTICIPANT » What did we do to make you mad at us?

PARTICIPANT » No, I mean just I worked at FEMA headquarters I used to work for FEMA.

PARTICIPANT » We are sorry
PARTICIPANT » It was good. I just think it's hard for people who haven't worked at the local level to know what that's like out there.

PARTICIPANT » I am glad she went first this speaks to this too you already have this here, but it's not a real department. But to create a philanthropy thighs reprogram that is available for to advise funders on the ground about the federal monies versus funder money. Speaking a language that we all understand.

FACILITATOR » Philanthropy advisory council to advise who did you say?

PARTICIPANT » Funders on the ground.

FACILITATOR » Funders on the ground, thank you. I can only keep a few things in my head at once, thank you.

PARTICIPANT » How FEMA works and all of the different nuances to FEMA. And speak into in our language. Turn it into our language.

PARTICIPANT » Layman's language

PARTICIPANT » Human speak.

PARTICIPANT » I think we probably have to work together to come to a happy medium.

FACILITATOR » Complicity. I mean, again, I spelled that wrong but

PARTICIPANT » You missed something on mine, I'm sorry.

FACILITATOR » Sure.

PARTICIPANT » With local government experience.

FACILITATOR » Thank you.

PARTICIPANT » Yes.

PARTICIPANT » I think I had create opportunities for better collaboration with FEMA regional offices and the locals.
PARTICIPANT» Yes.

PARTICIPANT» It doesn't happen we have to go through our states. It creates huge issues when you get into disaster

FACILITATOR» Create opportunities for

PARTICIPANT» Better collaboration or coordination.

FACILITATOR» For coordination across, did you say regions?

PARTICIPANT» The FEMA region offices and local.

FACILITATOR» Between.

PARTICIPANT» Between, sorry, between.

FACILITATOR» Also the roles too people get really confused by what FEMA's role is.

PARTICIPANT» I think if we worked together better we would understand we would be able to answer a lot of questions that

FACILITATOR» Create opportunities for that is better coordination regionally with FEMA, right?

PARTICIPANT» With the regional offices, I think we have a great we deal well with headquarters we don't deal well with others.

FACILITATOR» Great. Thank you.

PARTICIPANT» I will continue to build off of that. Stabilize FEMA's doctrine and guidance across basically grants and assessments and partnerships so that we can understand what it is we are being asked from year to year. We are being asked to measure stuff, but the measurement changes every year we are being asked you know, on an assessment it will change based on which region you are in and which person that you are working with. So my worry with the new strategy of state managed, is that will now change in 56 states and territories so that if my IMT comes out to to Florida to assist but bureau personalities are so different, they interpret the doctrine differently, can we really help you? I don't know. Stabilization of guidance and doctrine.
FACILITATOR » I started to write down working with you were kind of getting into specifics.

PARTICIPANT » Stabilize guidance and doctrine across grants the assessments the partnerships and assistance.

FACILITATOR » Thank you.

PARTICIPANT » That was the one line. Then I just started chatting because I do that.

FACILITATOR » Grants assessments and what was the last thing?

PARTICIPANT » Partnerships assistance.

FACILITATOR » Assessments.

PARTICIPANT » Thank you.

PARTICIPANT » Mine is two aspects for the one to to fully fund, a dedicated full time tribal liaison in every FEMA district, the sole purpose is to work with tribes only. And second to fully fund a tribal EM position for all 570 federally recognized tribes take the burden off federal governments most of us they don't pay for the full time EM.

FACILITATOR » Fully funded tribal EM is how you said it personnel.

PARTICIPANT » For all 573 federally recognized tribes would want funding to do that.

PARTICIPANT » The biggest thing is dedicated FEMA tribal liaison in every FEMA region. The sole purpose is to work with the tribes in the region only and no other duties.

FACILITATOR » They don't have that.

PARTICIPANT » They do most of them tribal duties maybe one quarter of the hat we complain saying we need a dedicated Region 5 we have 34 tribes. Billed NIMSI and our biggest complaint about this we want one face regionally they will be the one stop shop for anyone in FEMA they call whoever talk whatever language and report back to my tribal chair.

FACILITATOR » Great. Other thoughts?
PARTICIPANT » Develop a catastrophe insurance database.

PARTICIPANT » yes. To collect by peril information.

FACILITATOR » I spelled that wrong. On who has coverage. And what disaster perils are included.

PARTICIPANT » Okay.

PARTICIPANT » To streamline coverage verification

FACILITATOR » That's good. I need the high level. We will get into more detail if we want to. Sorry. I was thinking bipartisan that's what I was starting to write. I didn't mean to shut you off you have good detail let's keep it high level right now.

PARTICIPANT » A couple of things I want. Think about how much time we are going through putting in an entire national strategy on one page, could we get to a position where we are looking at putting and understanding recovery disaster recovery on just a couple of pages. You are asking a disaster survivor to go from rubble to a Fortune 500 CEO overnight.

PARTICIPANT » And the people working with are disaster survivors too.

PARTICIPANT » The next thing is: If you truly empower an FCO or FCRC you can cut through a lot of complexity very, very quickly. So FCO is the person that comes down from FEMA they help you to respond to the disaster and run the disaster management afterwards and recovery. CDRC is the liaison from the federal government supposed to bring all of the federal support to bear for you. They were the ones that says we get you these grant or that grant program that from HUD whatever else. We all know if you got Mike Burn as your FCO there are no rules he can make whatever programs it's great you cut through complexity by truly having an empowered CFO and CDRC. That makes a lot of problems go away one thing. FEMA do something overnight to interpret 705's of the Stafford Act correctly.

PARTICIPANT » The statute of limitations on de-obligations. It's when the purpose of the grant has been accomplished, then there is basically, a three year period of statute of limitation where they can take your money back. The problem is they interpret purpose of the grant to be accomplished not when you actually if you get a PW to rebuild a bridge you complete the bridge
that's not when the purpose of the grant is accomplished when you complete all of your PWs and all of the other applicants finish there's you push through the FEMA process all appeals and close out the whole disaster. You close out the whole disaster.

**PARTICIPANT**» Ten years down the line.

**PARTICIPANT**» He is stuck without a piece of documentation to close out his portion, all of the rest of us are still open to de-obligation even though we built the bridge 20 years ago. And maybe you procured your thing in the wrong way but built the bridge fixed the school let's get past this, the Administrator wants to be accountable but trusting the disaster survivors a little bit more. It's a very easy way to do it overnight. Save our communities a lot of debt. And then the final thing is let's get he is already rolling out some block grant type programs let the governor ins and mayors be the ones to execute the stuff and accountable.

**PARTICIPANT**» And tribal leaders.

**PARTICIPANT**» Yes, sir.

**PARTICIPANT**» And be the ones actually accountable for whether they do a good job at it or not.

**FACILITATOR**» It's block grant like a block? At the local and city level? What level?

**PARTICIPANT**» Tribal too because I think for us, one thing that my grants department doesn't want to go through, because complexity of it, they rather go for C tosh grant, it's for bang for the buck, the FEMA grant it's piddly money, takes too much damn time. I know I told our regional lead specific grant training for fiscal departments tribal specific. It reduces complexity, it promotes what they are there for. And so, bring forward grant opportunity, they are not going to round file it because of one bad experience. You have the right person coming down and doing the human speak with this and be able to have inform the complexity of it, say this is a valuable grant, now we know how to do it, we won't be scared when it comes our way, won't sit and deny it.

**PARTICIPANT**» You can't have something called a block grant, but the same strings still attached if we are going to move towards block grants make tribal leaders, governors, mayors be accountable to do a good job. Their constituent will let them know.
PARTICIPANT» You got to put human speak to them. Because some of these folks, they are in a small town, mayor or village chair up in Alaska, they don't speak the FEMA language, they barely speak language. They can see the benefit, how does it, in human speak, to say how will it benefit their parish or village or pueblo.

PARTICIPANT» The problem with the block grant you come into the block and chop concept if it's $20 million in the block we cut 10 million out of it now it, it starts to be more politicized within the state that's the only problem that our organization we are a little, resistant maybe too strong a word, worried about the block grant concept because of the within state intrastate politics that go on there. You got a governor who represents this part of the state more that's where the power base is than this part of the state, doesn't have the power base. Next time you have a governor power base is down here, it becomes a little more so, block grants come with peril. Sorry to steal your word. We need -that's why I was talking about doctrine if we spell out the doctrine and guidance, then you know looking at how to simplify the strings, because a great idea.

PARTICIPANT» Yes. Streamline sharing of post disaster data with nongovernmental organizations or others. So there is certain after disaster there is certain information that FEMA gathers that is helpful to organizations that can provide support and if we could get that data, for example, the American Planning Association. It helps us with the local chapters we have more information about disasters. So what data.

PARTICIPANT» Sharing is a key word you are missing.

FACILITATOR» Streamline and share.

PARTICIPANT» I want to piggyback, if this administration is really cutting through, they have given us expedited public assistance declarations, they allowed us to send up social media posts to show damage to try to get the declarations to help people. The problem, as FEMA reduces complexity, a lot of the stuff that we were formally required to do for FEMA that data, the damage assessments all of that stuff we are what were used HUD grant programs and others. The one thing I want to caution, as FEMA reduces complexity, the partners need to do the same. If I don't have to do damage assessment because we can use technology then I don't have the data to give to HUD to get affordable housing dollar, that's a problem.

PARTICIPANT» What does it mean? You know, what does this number mean?
PARTICIPANT» We talked about that in the last group, not to pull it in under using the same format and the same data collecting the same data it is easily shared across the board. I know a couple of years ago we have similar challenges taking into the data and integrating from HUD or another agency because they called something one thing we called it another thing. So, it's kind of having that commonality to be able to streamline and share.

PARTICIPANT» I would also put present the data. Because sometimes it might not be presented in the right way. A database. You know, what does this mean? Maybe how they share it or how it's presented. Maybe

PARTICIPANT» Taking from data to intelligence.

PARTICIPANT» Right. Make it actionable. What does it mean

PARTICIPANT» What doesn't it mean. That's actually really important because sometimes you are not getting everything.

PARTICIPANT» As an association American Planning Association we support state chapters we want to say, okay, this is the you know, this is this data this is what it means. So, this is it what we can do to support you, you know, local governments.

FACILITATOR» Folks who might not have an idea shared do you have anything that you want to share? Who haven't spoken yet.

PARTICIPANT» I have another one. Kind of looking at that, the last one that you have a best practice to share. So in talking about all of these in person inspections having to go back. We have gone through that. When we have damage assessments especially with wind and heavy rain we know it's not just one agency that's involved. So, we create teams. And they go out. So that if a tree has to be cut, the parks department are there, moved out of the roadway, the works department. Power line down, utility company is there to start working.

PARTICIPANT» You created like recovery teams that are integrated across services.

PARTICIPANT» Depending on the issue, you decide who needs to be there. And then you create these teams and you get the lists of where we have to go as they complete one they move on.
PARTICIPANT » Because we will do that states will do that the federal will send 47 separate people on 47 separate trips, it's true.

PARTICIPANT » There has to be a better way to do that.

FACILITATOR » Any folks want to share?

PARTICIPANT » I am not quite sure how to word this, but grants should include a performance measure, language from my area, about ADA compliance even though there should be ADA compliance. I can think of many situations in which there is none. And I would add to whatever databases are being created, the databases are accessible, meaning ADA compliant.

PARTICIPANT » That ties into goal 1, which you, you just talked about preparing everybody, right? So, I include ADA compliance and performance measure as well as in database, right?

PARTICIPANT » In grant requirements, databases, et cetera.

FACILITATOR » Sorry, I am getting a little low here. I hope you guys will see that. Okay. I am going to move this up. Other thoughts, couple more ideas?

PARTICIPANT » Somebody said it in passing, I don't have it as a well-developed idea. But reducing the complexity of FEMA has to be accompanied by reducing the complexity of the other federal agencies that end up I don't know how to solve that they are under different secretaries and directorates and all of that. But even different oversight committees in the house and senate but it would be great to be able to do one damage assessment and use that whatever that data is and have ASPR's city readiness initiative match up to the UASI or SHEP. Sorry, they have various grants from different federal agencies have all of the stuff match up. I don't know if that's possible. It may be a unicorn.

FACILITATOR » For tribes we have the unique thing, the DHS FEMA we also have the Bureau of Indian Affairs and emergency grants there. They have a tribal group handling what he said handling a one stop shop, you get one person to call he has the federal umbrella under him. But I know (inaudible), said it's a two prong approach having coordination to make sure Brock understanding so they can coordinate similar to say you have the FEMA and BIA we have to tag team when we come to you each has a unique skill set.
PARTICIPANT: Yes, I was thinking about having this integrated team, I mean, not just for recovery. But just like that point of contact that you were talking about too. Having integrated team for federal point of contact understanding too. Okay.

PARTICIPANT: I think it's not just integrated team, it's integrated if I can use the word interoperable paperwork that people are talking about.

PARTICIPANT: Great.

FACILITATOR: Other thoughts? We will move on to focus energy I want to make sure everybody had a chance to present an idea that maybe haven't already you have something to share? It's up there already? Up there fantastic. Anything else before we move forward? Good lists. Okay. What we will do now again you have your voting dots.

PARTICIPANT: I only have two dots.

FACILITATOR: We will get you a third.

FACILITATOR: Take your three dots, they are here, here, here and over here. Sorry, I spread them out a little bit. But again, think about we have another 20 minutes together. How do we want to focus our energy and filled out one of the ideas to present back to the larger group that's what the voting dots are for. All of ideas are good we are not evaluating the ideas we are just voting on where we want to spend the rest of your time together discussing. Make sense?

PARTICIPANT: Is there one underneath?

PARTICIPANT: Was that the instructions they are right here 1, 2, 3, 4 (indicating).

FACILITATOR: So it looks like actually from your voting, you wanted to spend more time on talking about and putting ideas from actions for FEMA to hire folks with local government experience especially in recovery. That's where your votes landed how do you feel about that.

PARTICIPANT: Great.

FACILITATOR: Was who the person who

PARTICIPANT: It was me.
FACILITATOR» You want to say a little bit more? I think you said it, let's say it again to FEMA hire people with local experience. Tell me about the impact.

PARTICIPANT» What do you mean impact?

PARTICIPANT» I mean, let me give an example. We had in our tribe two federal disasters. The first FEMA, JFO did everything by the book, even though my tribal commissioner tried to explain to her, this is an area where we gather medicine, we need to brush, clear it off for the cultural purposes. She looked in her book, it's not covered, I am not cleaning it off. And it upsets my folks. So they made a call to Chicago and requested somebody else. The second person we had who was a retired Alaskan surveyor, worked with the tribes, understood tribal government, he said to us, that I am here till this is finished. He said, I understand that you run programs, equal to what states do as a sovereign nation. And if I don't sign off on this, somebody else comes in they are going to deny half the claims because they didn't have the local experience.

PARTICIPANT» Better community understanding, right? I mean, you have got that experience.

PARTICIPANT» Yes. This strategic plan is really about, you know, FEMA government operations generally. So, I am sort of you know, brought it up in terms of people are hired by FEMA in the post disaster, local hires, reservists who may not have the qualifications they might be qualified FEMA has FQS, it's called they might not have professional background in disasters or in my case urban planning.

PARTICIPANT» No they don't because I know when we had interns come they are all retired professors great you don't have

PARTICIPANT» FEMA, in the field, when people were hired, the people hire them I don't know how the knowledge okay maybe I shouldn't say that. Okay the right people aren't hired especially after the disaster when the qualified FEMA headquarters people kind of leave and they are kind of left with where the real work begins it's a lot of local hires who may not even have the experience that's needed.

PARTICIPANT» What does FEMA have to do to get these folks what are some places that we need to look and all of that?
Well, I think we just really this is a real time and experience that's happening. I am getting a lot of calls from the different disaster sites right now whether it's Puerto Rico Hurricane Harvey, about the monies that are coming down through FEMA into local state and local governments and they are not having the experience to be able to allocate those funds in the appropriate way and fast, we have seen over time we can't allocate that being from Louisiana being able to allocate hurricane Isaac money last year. it happens before Hurricane Sandy as you know. We haven't been able to. They call me in the philanthropy world could you help us do coaching of the actual people that are already in the positions that have now had a huge responsibility to give out this money that has now come.

They don't have the capacity.

Don't have the capacity never thought to give owl millions and millions of dollars. So, they say could you provide coaching. I think what you are saying is even too even more interesting is like their point was there is no line item from FEMA within those grants that are coming down it's hiring extra people or qualified people to actually give out those funds those funds are critical to be given out well, timely, so the disaster for that community to recover.

One of the base doctrines, I'm sorry.

That's okay. We are good about staging equipment materials ahead of time. We are good, all of that generators working with food banks on the people side of things there is no prequalification, no, hey you have been working with FEMA in ways when a disaster happens, you know what needs to occur, this blends into what we talked about in the last item. So, again

People just understanding

Prequalified local governments, tribes, whoever, there is an understanding if a disaster happens, this person would sort of be on loan and represent FEMA interests but also local interests. They have gone through whatever coaching or training, but they know the local situation and they so they are staged and ready to go just like equipment is.

She brought up a really good point.

Hold your thought. He has been trying to get in. Thank you so much.
PARTICIPANT>> I was going to say one of the doctrines that is repeated over and over again in emergency management is that all disasters are local. Yet all FEMA personnel aren't. There are 3096 counties and parishes, 96,000 cities, incorporated townships, that's where you find the people.

FACILITATOR>> How do we do this? If folks are local they want to stay local how does FEMA, how does FEMA take local people and move them up to the fed maybe, what are the ideas you have?

PARTICIPANT>> It has to do with the office OMB what is it called?

PARTICIPANT>> Management and budget?

PARTICIPANT>> Yes, hire OMB. Hiring, you know, making sure that people who are qualified are hired, and I think for people who have local experience first of all, there are people who work for FEMA as reservists, who have really good experience who may have worked and hired they worked in local government. They have been out in the field a lot not all of them. When they applied for a FEMA job, they do not get any preferential points. They apply as if they are a U.S. Citizen. As if they are it's as if they don't work for FEMA at all. People who are qualified for these jobs are not getting them because of the system there.

PARTICIPANT>> Change the job description. Put in there, give points for having been a local if you are doing it in a

FACILITATOR>> Are there other groups? I want to put down who we should look at.

PARTICIPANT>> CORES and local hires.

FACILITATOR>> What do you mean?

PARTICIPANT>> Local hires, people at disaster site after FEMA goes away, they are temporary. Those you need to hire those people way right away. I think FEMA tries to do that people who know the culture and know the people and how to pronounce the towns.

PARTICIPANT>> Or tribes.

PARTICIPANT>> Or tribes, thank you.
PARTICIPANT » To your point change of job to include those points?

PARTICIPANT » Preference for instance for military service. Right? And we should. But if we are also hiring for an emergency management position, that's going to be doing bridge inspections, you are going to want somebody who has local experience as the engineer for a county or city something like that you could give extra points there, I do it all the time when I hire new employees, we add a required qualification or desired qualification.

PARTICIPANT » I know Region 5 we talked about an intertribal EMAC for the 34 tribes where we can call upon each other for exactly this purpose. We are all of the same cultural style, we know historic preservation sacred site, if it flooded out again, we could go as intertribal EMAC and they see that we are just one of them. And they would be welcoming.

FACILITATOR » You had a point?

PARTICIPANT » Under the green text, I would add, "cultural competence." And then on the left side, someone else said this, I can't remember who, they said something like pre-positioned these people should be pre-positioned. And that would go under the partnership actions on the left. The phrase "pre-positions."

FACILITATOR » The coaching.

PARTICIPANT » Thank you.

PARTICIPANT » That earlier there are certain I am definitely thinking post disaster I am not sure that's exactly what it is that's when FEMA is on the ground. There are certain gaps in local capability. For example, you mentioned you were saying coaching for something. Also, how to write a FEMA grant. How to do RFP there are things that come up that need help with. And people have can help with its justifying who they are. So, that would speed up recovery and so it's kind of like just recovery gaps. And

FACILITATOR » Provide coaching grants financial recovery anything related to that?

PARTICIPANT » Grants they are going to be giving away money

PARTICIPANT » Grant making.
FACILITATOR» Grant making?

PARTICIPANT» Getting money out the door I don't know if everyone has experience with that.

PARTICIPANT» That's really good. Puerto Rico is going to get a big ton of money soon.

FACILITATOR» What do we do?

PARTICIPANT» How are you going to spend it not wisely how are you going to spend it wisely to reduce risk. There is something missing there. So, that has to do with preparedness, putting these things in advance, so that there is not this big long gap but by the time someone receives them I don't know how to spend it it's so complex.

FACILITATOR» Is it just the philanthropic community too right? There are other folks who can help as well.

PARTICIPANT» That's what we are doing now helping the communities to figure out what types of people they need to be able to handle the money that's coming down and to be able to spend it in a way that's smart.

FACILITATOR» You have your hand up. You are patient.

PARTICIPANT» These are good ideas for training individuals, but what you really need is a certification program where cities, counties, Tribal Governments, local NGOs who raise their hand and volunteer and say, look, we are willing to go that extra mile to learn the FEMA process to translate it to local implementation. We will go and get the Goldstar certification not every community will want to go through that. Especially if you go 10, 15 years without disaster. There are communities who will raise their hand and say we are willing to be certified and we at the local level could help in the selection of people. But we would have the leadership and training to in a disaster there is a quick start. And that certification program is not unique. There are other federal agencies that have close relationships, we are a volunteer government say we want to be heavily engaged we want to learn your federal process.

PARTICIPANT» There is currently a process to be certified as an emergency manager in the United States a professional certification. Adding in you are qualified to work at FEMA certification. I can tell you as a local, that's going to become more difficult just simply because my taxpayers won't
pay for me to do that in general. But if I have all of this basic local experience abdomen I am certified and FEMA hired me to do a job I could do the job and bring my local experience with me. And therefore when I go in and deal with a local community, the same way the Native American comes in and works with your tribal community I speak their language. I can walk into 3,000 counties and talk county

PARTICIPANT» You have the trust and credibility a little bit more immediately.

PARTICIPANT» Right.

PARTICIPANT» Okay.

PARTICIPANT» Yes.

PARTICIPANT» It sounds like there might be a need to understand what all of the functions are and the positions to fill them. Maybe people are mismatched in their role and have a better understanding what have the capabilities and what the capabilities are in a different situation.

PARTICIPANT» Having a clear understanding of roles and responsibilities?

FACILITATOR» Yes. Let me ask: Do the frameworks like the national recovery framework, those type of things help with that?

PARTICIPANT» Those are really concepts.

FACILITATOR» Concepts?

PARTICIPANT» The disaster recovery framework when it's operational it's called National Disaster Recovery Support. That's how it functions. That's the operations of it.

PARTICIPANT» Okay.

FACILITATOR» And it

FACILITATOR» Are those helpful?

FACILITATOR» I think they are.
FACILITATOR » I mean, I am looking at one of these, you know, mature these.

PARTICIPANT » It definitely needs the severity. I think it's very important just for I work for national disaster recovery support. I worked in this field. And when I worked for FEMA an disasters I worked previously in local government. So, I think it talks in here about defining the roles. I think people are very confused about what are the state's role what is FEMA's role I hear all the time in meetings FEMA will be there. So it's kind of identifying the roles and I think there is a lot of confusion within FEMA about what is a disaster recovery framework. What does it do. It's process paced as opposed to being based on tactics

PARTICIPANT » The framework is not a plan it outlines what the federal government is going to do.

PARTICIPANT » They have to produce reports in the field that are used to decide how to allocate resources for recovery in the states or tribes or wherever they are. They do, do things. They do have reports. So, the thing is that, I lost my train of thought.

PARTICIPANT » I judge the most important point any of this is funding if you are township city or county or tribe, those elected officials have to understand this is our incident from beginning to end no matter where FEMA comes into play here they have the understanding our citizens it's us. Not FEMA. Not the state. To manage this from beginning from beginning to end with support from whoever is going to come up. But they want to see their tribal official city mayors whoever on the TV on the radio. And when they see the FEMA trucks or the state trucks they are told they are in a support role supporting our local government whether tribe city or county because we know this is our incident until we finish it up.

FACILITATOR » I think you have heard Administrator Long say FEMA supported locally executed. That would help with the locally executed understanding.

PARTICIPANT » That has to be defined in order to do it what does that actually mean? I read this document I have got it outlined in Orange all over I am still trying to figure out what is state managed and locally executed. What does that really mean to me as the local emergency manager?

PARTICIPANT » Right.
PARTICIPANT: Because when shore view [state redacted] is wiped on the state of the earth the entire city is gone I won't qualify for presidential disaster there is not public property to qualify and I am the one getting fired not Brock Long if it doesn't go well that's what is going to happen. I just want to know I need to have those terms defined when the FEMA folks come to help us out 9 of the 10 times they come to help us out I need that to be somebody who understands what is going on at the local level that's not always the case.

FACILITATOR: I am going to add to this clear understanding of roles and responsibilities, terms defined you know, what it means those three things I just don't want to lose it I am going to put it here is that okay? Great. We are just about time I wanted to see if we have a volunteer to help to report this out when we after

PARTICIPANT: I will do it. Unless anyone can jump in if they want to all right?

FACILITATOR: Perfect. Thank you. That was easy. I had to pull teeth on my other one.

PARTICIPANT: Is that your idea?

PARTICIPANT: I want people to chime in, if I miss something but I will be fair about it.

FACILITATOR: Great. You are feeling comfortable with this. Good discussion. Thank you guys very much. I will leave these two sheets, partnership actions too, I will just leave them over there for you when we move to the large group grab them I won't be in the room

PARTICIPANT: Sure.

FACILITATOR: Thank you. Thank you. Yes, I will take your idea sheets. And it's lunch. So, we are going to break for lunch. We are asking to be in the room go out get sunshine. In your seats at 1:45. We will start the third and final session that you guys will be working on goal 2, I think is what is left. So, if you guys come back. Make sure you have your badges with you that will help you obviously get in and out Federal building. Thank you guys so much.

Session 3
FACILITATOR» We're going to get started. Welcome. Welcome everybody. Welcome. Thank you very much for being here today. My name is [name redacted] and I am here to help facilitate our time together.

Before I kind of jump into what today looks like, I just want to thank you all for being here as you heard Administrator long this morning emergency management is your responsibility and your incites are going to help you with partnership, new ideas. It's really important and essential and we're happy that you've taken sometime out of your day to be here.

We are going to go through today all 3 goals. You've heard it this morning. We are going to have 3 breakout sessions so that you will focus on 1 goal in session, so you'll have to be flipping your mind from breakout group to breakout group and I'll go through what – kind of have a rundown of what each break – again you'll focus on 1 goal at a time. So you guys will stay here for the day but your facilitator will rotate

As administrator long mentioned there's a couple other people in the room. We've got Faye who is your CART reporter and she is taking our transcript today. Again, things will be non-attributed and sent that out to everybody hopefully there will be some ideas going back and forth as you back to your organization. We've got [name redacted] do either 1 of you want to say anything about where you're from or...

FEMA STAFF MEMBER» If there's anything I can clarify for you I'm happy to do that.

FEMA STAFF MEMBER» I'm representing the financial office of the chief financial officer.

FACILITATOR» Thank you. And there will be some other people coming going throughout the day as well. Bathrooms outside. Feel free to take some breaks. We've got about 90 minutes together. At the end I'll give you some time but if during this time together you need to step out we certainly understand. When you walk in this room if you need to take a call or anything please step out. I left the door open for right now because there's a breeze coming is that okay everyone? I felt like the temperature is better with that open everybody good with that? Thumbs up? Okay. Well wonderful.
Before I get into how we're going to go through the breakout sessions, what I wanted to do is spend a little bit of time introducing yourselves. Letting you guys know who's in the room. You guys will be spending the day together. The facilitators will change but you guys will be spending the time today so if you all won't mind saying your name and organization and then how does your organization help before during and after a disaster. Just pick 1 to give folks around the room a sense of the organization. Anyone can start. You can start anywhere. You're ready.

Fantastic.

Speak I'm also in the fire chief's association as well so we do home management and homelands security and we do everything from preparedness from response to recovery and all the things in between to go with it. From an international fire chief's standpoint we're usually the people on the ground. And we're very concerned about how we manage and move resources much like my own organization from start to finish we're 1 of the most integral parts of the community. Structuring government that's still standing that people still come to for help.

**PARTICIPANT**

Executive director of the [organization redacted]. We're a national nonprofit organization with 18,000 members and 36 chapters in 41 states. Primarily our roles exist before and after the disasters I even explain to my own family [organization redacted] isn't our responders, we are focused on building codes mitigation. Thank you.

**PARTICIPANT**

We are international headquartered in tie and I belong to DC if he rent check's and many service and help after we collect a list disaster people families and then we provide emergency relief such as — and also we provide emotional support to help in a disaster and even after we try to invite them to our event and help others so it's not just we help them, we also increase them forward support to other people thanks.

**PARTICIPANT**

Good morning. I'm the county manager for [location redacted]. I'm also here representing [organization redacted]. Those of you who may be familiar with [county redacted] is on 995 we're a coastal community we are a full service government and we are
responsible for pre-disaster planning, pre-storm preparation, post storm recovery and -- so that's who we are.

PARTICIPANT » I'm the state mitigation officer. My invite was through the international association and we have a road map to recovery. And a lot of resources for workers that have gone through stresses and we have a network for people who have gone through a catastrophic event.

PARTICIPANT » And there's no relation between us even though names are the same.

PARTICIPANT » Good morning. I'm here as the representative of [organization redacted] my day job is I'm a local county director.

PARTICIPANT » Thank you. I'm county mayor. We help people prepare mitigate respond recover and we in all departments try to plan our city to meet the needs of our citizens and for the future so hopefully -- this is my second go round for 1 of these and we did 1 in like 10 or 12 after some flood issues in Iowa and so we'll see what comes out of this.

PARTICIPANT » Good morning. I'm the director of emergency management in [state redacted] it's a new program. So we really have tried to implement with an emphasis on resilience because of the fact it is an American. We also have the additional responsibility of being stewards of the natural resources that encompasses about an 800-square mile territory.

It's important that we integrate with our local partners to reach out, be here today.

So I just look forward to some participation.

PARTICIPANT » Good morning everyone. I'm the assistant county administrator for [county redacted]. So I am the urban sprawl of [city redacted]. My county has gone through 250 to 600,000 in the last 15 years so we have seen tremendous growth there. I am also an ICMA member an IAU member I'm the on 1 that carries that title in the state of [state...
redacted] . I am the emergency manager of gray skies and then I have emergency manager by title of blue skies.

I will tell you that works out very well for me in [state redacted] because I have the ability to commit certain monies and things in my level that my emergency director manager -- I'm here by happenstance I believe. I was here 2 weeks ago representing the [organization redacted] and we came up to talk about 2 parties, public infrastructure funding and then the emergency management reimbursements and what not so I was the only 1 in the room representing FEMA and said all the programs are not broken. I believe I have built my emergency management programs in the past and that system is not broken. It is 100 percent on. I think we can do a lot of recovery program and some things that are already in place. I'm excited to be here and all of a sudden I got invited to this so I'm excited to be here.

PARTICIPANT»» This is my uniform and I've responded disasters and people say the tall guy as part of the [organization redacted] and we reach out before during and after disaster we need community development work. So we do a lot in all these areas to try to help people recover. Right now in [state redacted] I'm part of the state team. We got $1.7 billion surplus I don't know if we're going to be successful. We're asking them for 10 million up front and we will use that as a state fund to date we've got 13 disasters in 2013.

FACILITATOR»» Thank you.

PARTICIPANT»» Good morning. I'm the director of homelands security and emergency management and the homelands security advisor for the state of [state redacted] . I've been the state coordinator in the 12 years that I've been there. We oversee the public assistance and individual assistance programs and stuff.

FACILITATOR»» Thank you.

PARTICIPANT»» Good morning. I'm the director of emergency management for the [city redacted] and we do both before and after work and we coordinate services beginning and. We helped with hurricane Harvey. We are part of the fourth largest MSA, 6.8 million people.
Thank you.

Good morning. I'm the director of emergency management for the [city redacted] I'm the national director of disaster relief we represent all the states in the country. We're providing the 42 state -- There's Oregon and Washington are together. And we're mostly response driven. I'm just helping coordinate all those 42 different state directors. And we're all over the map. We do -- we have a national agreement with Red Cross and Salvation Army. We prepare for them they provide the food we provide the manpower and equipment. We just have an agreement which is kind of looking what we're to do here so I love the concept and then we do chain saw teams. So kiss my wife and tell her I'm going to Washington, D.C. today. We do a lot of flood relief that has become a big thing for us in the past several years because obviously as everyone knows... I've been to Iowa many times. And I personally feel like I'm really trying to help people before and you know I'll discuss that later but I really think through a lot of our faith based areas that's the place we need to go because you got about 400,000 churches across the United States. All of them, that's the local thing just on a local emergency managers we need to do things locally.

Thank you.

I am senior federal affairs counsel for the [organization redacted]. We are a bipartisan organization representing the legislators of all 50 states in those territories.

So with respect to how we are involved in those disasters. On down to the localities as to what you can and cannot do and we also appropriate the money that comes from the states to help deal with these issues. My purpose here today is to learn from all of you as much as I can. I think 1 of the issues facing state legislators is that most legislators are part-time bodies and they come and go as the sessions convene and they may not be experts in the things that you all do and they need to learn how to help you do what you do more effectively whether it be through increased funding or looking at innovative ways to look at less funding. State budgets are influx most of the time.

I will say that in terms of disaster issues, 1 of the hardest things -- it's been challenging for my members to get their heads around if you will is why should we allocate money or
funding for a disaster that may or may not happen for 5, 10, 15 years when we can fix potholes and fund our schools and put that money toward more immediate use. So I think there is a culture shift that needs to occur at least in the state legislative bodies.

People come and go from the legislature and any cycle and you kind of have to start all over again so if we can – if I can help build a culture of continuity for them so that there are goals in place that they can take forward from term to term and from session to session, I hope to learn from the expertise here in the room.

**FACILITATOR** Thank you.

**PARTICIPANT** I'm not sure if a full-time legislator is any better than a part-time.

**PARTICIPANT** We have different ideas across state local tribal governmental so this is going to be a good group. Have any of your organizations worked together in the past?

**PARTICIPANT** We worked with [organization redacted] a lot.

**PARTICIPANT** They're a great help in our region.

**PARTICIPANT** When bad things happen, he and I show up together.

**PARTICIPANT** Oh no. Okay.

**PARTICIPANT** The state and local government group work together. We work with the governors, live together in the same town.

**FACILITATOR** We're here to understand your perspectives and incites from your perspective angles but I love the idea that you work together so you understand the different angle of it too so thank you for taking the time to introduce you guys.

Hopefully there will be some more discussions.

So let me talk about what the breakout sessions and the agendas for the breakout sessions look like. So in each we'll have 3 breakout sessions today and each 1 I already mentioned, will focus on a different goal. What we'll do, though, is pretty much the same in each
session. We just did some welcome introductions we won't do that every time you guys have already introduced yourself but we will give you some individual working time to generate ideas. Today is about idea generation. You heard about people talking about what actions can we take.

What are some ideas you have for actions for FEMA to help support you all for FEMA to step out of the way if possible if needed. What are those things that you guys can think of.

What are those ideas that will help us move forward with emergency management and goals. We're going to share ideas with the group so collectively we'll here kind of high level ideas and then vote. And it's just where your energy is. Where it is on what you want to build out a little bit more to present back when we get back together this afternoon to the larger group. So I will need a spokesperson so think about that as we go through the day. Each group will use spokesperson to speak to the larger group. So after we voted on the idea we'll build out collectively and that's how each 1 of your breakouts are going to run on your topic. What questions might you have about breakout sessions? Does that sound okay to everyone? Any questions on just the process? I'll an audio girl. Okay fantastic. You guys ready then?

Ready.

So for our time and session today, we want to focus in on goal 3. And goal 3 at a high level is reducing the complexity of FEMA. I think you heard Mr. Long talk about this and any of us in all of our organizations we can think about are there ways to streamline? Are there ways that we can be more effective and efficient? Are there things that we can do for our employees, customers, survivors, grantees that could be more efficient and effective. You've heard ambassador long talk about when there is a survivor they've got 15 knocks on their door. This goal is about be more adaptable and flexible to meet the needs of the community and individuals.

That's the essence of this goal. I don't know [names redacted] do you want anything more on this goal just on an essence standpoint?
FEMA STAFF MEMBER: No I think you got it. Pretty straight forward you know. So it's a broad scope and where ever you want to go.

FACILITATOR: Thank you. Does it in general make sense? Okay there are 4 specific objectives underneath this. 1 is to mature the national disaster recovery framework. Another 1 is to develop innovative systems and processes to deliver the mission and the fourth 1 is to strengthen the grant manager and improve data analytics and I'm really trying to truncating that. You've got some pieces of paper that might help you. If you want to read a little bit more detail on this but this is the goal that we want to look at and focus today. Again it's broad so what I wanted to do is give you a couple of questions but hopefully if you need some focus thinking about a focusing thing to think about when you're generating your ideas. As you think about reducing the complexity of FEMA from your experiences it sounds like everyone's had some experience we're doing FEMA working with grantees working with survivors where are there opportunities for FEMA to improve? Where are there opportunities to maybe support you in actions again are there maybe somethings that we need to get out of the way? So think about from your experiences, if you're 1 of those people who gets 16 * knocks on the door if you're 1 those people who are somethings for simplifying that and do you have any best practices to share?

Have you adapted certain policies staying within those legal guidelines but are there things that you adopted that you think might be beneficial to FEMA? Again these are just questions to help focus you not to limit you so if you have other thoughts that don't necessarily pertain to those questions please feel free.

You have idea sheets in those packets and I also have more. What I want to do now is spend about 10, 15 minutes with you guys on generating your own ideas. What are some ideas that you have to help us move this particular goal forward? We will collect your ideas you know so that everything gets captured.

If you want to put your name on the top fine. This is just a tool for you guys to write down your idea.
PARTICIPANT: I think before we get started, when you look at this as a streamline of the disasters are you asking us to focus on IA or PA because I know that 1 has more money and gets obligated to it because I see that as 2 separate solutions and so I ask the facilitator and the administrators what are you -- what are we looking for? Because I believe -- I think both have some streamlining that can be done but they are both 2 different things.

FEMA STAFF MEMBER: The answer is both. We are tackling not just IA and PA. So the goal of that -- that's why I say it's very broad. We're trying to figure out what are those things that are tangible.

FACILITATOR: Thank you for that question. Are there any other clarifying questions? You know what, I took your packet. I did. I will get you 1 and then we'll get started. Everybody okay? Understanding that next 10-15 minutes work individually. Any other questions?

I'll get you a packet. Write your thoughts down individually and then you'll discuss as a group but I wanted to give you some time to jot your notes down first. Thank you for asking. Take a more minutes to jot down some thoughts and then we'll come back together as a large group.

It looks like most people are ready I want to get your ideas. And I want to do these rules of engagement as you guys are airing your ideas to each other be open minded and respectful of each other. Also throughout let's focus on 1 person at a time. 1 person will eliminate some side bar conversations.

Allow everyone who wants to participate, participate. I don't see that there will be some -- I think.

I'm ready for some good ideas. If we can keep acronyms and jargon to a minimum I think most of them will understand them. And I am going facilitate our time together. I also offer that to you too if you think we've kind of spend a little too much time on something you guys can also say hey I think it's time to move on.
Does that feel good to everybody? Why don't you enjoy the day too. Enjoy the day with your colleagues that you don't usually get to spend some time with. So hopefully this is an enjoyable opportunity for you and to share ideas across.

Everybody ready? So who would like to go first, share their idea on how to reduce the complexity at FEMA. Hand up and I should say this, sorry, before you start, I just need a headline and then we'll flush out some details a little bit later but I will just kind of capture the headline so if you can give me a high-level headline I'll collect that.

PARTICIPANT: Use the system we already have and this is for PA. I shouldn't say system. Systems we already have. So my first sentence was there improve the PA reimbursement system.

My details there was –

FACILITATOR: I don't need your details right now so – sorry just want to make sure we get everybody. I just want to make sure utilize systems is already in place. You said something at the end.

PARTICIPANT: Improve the public systems program and specifically what the administrator mentioned this morning specifically we are the only county in [state redacted] that's actually doing 428.

FACILITATOR: Okay so utilize the system already in place and just give me like 2 details you think what are some of the ideas to improve that?

PARTICIPANT: That's complicated. You don't have to write this down. Like the mitigation program we have a system. We can't use systems that will drive the 428. So they are programs that FEMA has but they're attached to nothing and I don't know if I need explanation at this point but I'll let you facilitate for now.

FACILITATOR: Does anything have a question or something similar along that line?
PARTICIPANT» For IA seems like a single point for data point information that can be shared amongst multiple organizations. That information could be collected and then shared across. And so the Red Cross.

FACILITATOR» And again we'll build these out when we want to hear a little bit more from each 1 we'll go into a little bit more detail.

PARTICIPANT» Again this really comes down to 1-stop shop leveraging our technology.

FACILITATOR» And this goes for you know both of these right leveraging the technology to share the technology more effectively?

PARTICIPANT» Pretty much.

PARTICIPANT» Technology -- how about simply just check in with the local -- check in with the procedure that's already in place.

FACILITATOR» All right we'll get down to some of those details. We'll start going around the room this way yeah.

PARTICIPANT» Improving JOF hazardous support. It's -- and again kind of on objective 3.1 focusing on the grantee experience and it still feels like mitigation is kind of a step child a little bit when it comes to JOF.

FACILITATOR» So improve JOF operations and sorry I missed the last part.

PARTICIPANT» JO mitigation.

FACILITATOR» Yes if it's connected. Is it connected to us?

PARTICIPANT» Yes. So I've got this down to 3.3. So my example would be to look at the national weather service and how they redefine some of their core partnerships so who they serve and how they serve them. It's a little frightening first.

FACILITATOR» And you can tell me if I captioned anything wrong again I'm trying to pull some big ticket items.
I'm not sure if this is going to that but I think more for 3.1 along with a cup -- I think it's a format data. Example of that typically FEMA Red Cross protect the center of you know information I'm not sure whether they are sent. And this is important to make sure we understand the same language and the terminology or assessment term you know so that what help us to send data.

Which could be part of -- if you're doing a single point of entry you want to make sure the data -- so like cells or reading like cells if that's the right term.

This is between FEMA and --

Okay so this can be a part of you know we need to make sure a good detail -- if we're sharing the information make sure we're collecting the information to be shared okay fantastic.

I think it goes beyond the information sharing but it's the whole process that survivors get into. They understand it, that process that not only do you have to follow register you have to fill out forms and submit them. So if we can simplify that whole process so it's a 1 step process instead of all these processes then I think you can go a long way to -- and you know that's just 1 piece of this whole thing so it ties into some broad reforms.

And again we -- you know, we can build some of these out a little bit more and I should saying doesn't count.

We should have a 1 stop shop for survivors and grantees. Most people are going to come in and have 1 place that you can have for federal state county MGOs also have insurance people there to where they can come in and it would be like a multiagency resource centers but a lot of people I've seen in these 20 years they come in and they're like a deer in the headlights they don't know where to go.

And we've had guys, just people walking through because I mean if they're traumatized they don't know where to go they don't have any questions we need a 1 stop shop where they can feel comfortable. And a guided person, a live person you know you get ministers from all the faith based people in town or other agencies that understand that but again just to take
them by the hand and walk them through and what do you think they need so they can go out to all these people, to me that would be a great 1.

**PARTICIPANT** It works when you have a DRC disaster recovery center. People are left out in the water they don't have any documentation and that's you know hard. They need shelter and how do you get people to get documentation that's needed and then another big point is you know when federal inspections that needs to be a 1 stop too. Create teams that are cross trained so they go together and do 1 inspection. The other thing was you know people were 400 miles from their homes and they come to Dallas and they couldn't be there in person and somebody needed to be at home for the inspectors to come and do that.

There's no way they could do it. They were stuck there for 30 days. That means their homes were not inspected that means they were not getting any assistance prior to getting that work completed so there has to be a better work in place speak integration and technology.

**PARTICIPANT** To that point, technology – on that same vein as you're writing I think everybody will agree here that a 1 stop shop is something that will rise to the top. I have 7 federal entities with 7 different types of federal monies pushing on my account.

We have a federal officer and a federal recovery officer. The finance person in the back of the room I would love to see as a local county emergency manager a federal county coordinator that brings all that money into 1 spout and as we talk about that 1 stop shop, what program works better and that money that is coming into 1 spout and then we can help people get to the right place.

I had 6 until this morning. $320 million and 50 percent of my county is citrus so now I'm having –

**PARTICIPANT** Let's hear from a couple of other folks.

**PARTICIPANT** Are we talking about all 4 bullet points?

**PARTICIPANT** It's a giant budget -- or giant goal. Do you have something to add or was that just a question?
PARTICIPANT » I got some points to add. Not just financial it's also other assets such as advisory and that kind of thing. And kind of related to that, in the NDRF 2012, USD forced the federal agency to implement that and we came up with 205 resources from the federal government 12 different federal departments. We put that into a matrix which is impossible to use and if I had had that matrix it would have been tough so USDA put money into doing a disaster database and you just type in I've got this problem and it goes in and searches this matrix. At the start of doing that, as the drought went away people just walk away from it so USDA does have a database.

PARTICIPANT » What's included in that database? Can you think of a few things that are included in the database? What are some items in it.

PARTICIPANT » Everything from – I think USD has 50 disaster resources and it's everything from money, financial assistance to ways to change your farm operation so that you're more ground resistant so that's kind of mitigation but there's also other agencies -- department of interior has other stuff. It's just that other federal units don't have that in there. I could be able to help get more federal resources into our state.

PARTICIPANT » The database issue continues to be a recurring thing and from our perspective with FEMA could have a central database for local governments to input our data and then for FEMA to pull our information from that because what we found is that we have to submit information to multiple places at FEMA and it's just not efficient for the local government.

FACILITATOR » Did you have something?

PARTICIPANT » Yeah the thing that really gets me going is you know the local does theirs county does theirs FEMA comes in and does a joint. We took it on as a PA thing what data points do you need? Why can't we do that 1 time? Speak it comes back to technology.

PARTICIPANT » So potentially FEMA – FEMA potentially still [inaudible]. So if we can do a better job, a consultation and then on the back end, leverage executive order to fix the 1 off problems by waiving the waiver wand then I think that would help folks.
FACILITATOR» Can you give me that code again? So consultation and then you said.

PARTICIPANT» Consultation and then on the back end you know 1317.

FACILITATOR» Other thoughts? Yeah we'll go here.

PARTICIPANT» So another thought of what we've experienced is that several FEMA staff show up at different times. We have to spend our informing each 1 about what's going on. So if we could have 1 field staff that we could inform 1 time and then I think that would help us move forward with the direction to go through recovery.

FACILITATOR» I heard Brock say there will -- cross trained for people to do several things.

PARTICIPANT» Right speak I'd like state training. A lot of times when we have our disasters there's different people come in with different ideas and if we can do some state training but not from the agencies in the state but from the organizations in the state as well we could all come to a disaster better prepared for what it looks like.

PARTICIPANT» And following up on that engage the local PAs to come and do some of that so that in disasters if your community is not impacted the locals, you have the opportunity to do some of that stuff okay. Is not going to be impacted. Give us the tools to get our members trained so they can be ready for the local disaster and have a better understanding of the local needs that are there they can do a better job getting people from out of.

FACILITATOR» Great. Did you want to say a few words?

FEMA STAFF MEMBER» No keep going.

PARTICIPANT» I think on the legislative side we can do a little bit better. Our region has -- we need to include the state and locals in the training because it can really magnify and really work for you.

FACILITATOR» So legislation that includes state and local?
PARTICIPANT »» Yeah.

PARTICIPANT »» So going back to my theory is the better we work together more closely and train at the local levels state and private the better off we all are and so if we can go through the training together and do it as part of our culture it's not a we or then it's us and we're thrown together we have to work together there's no other option and the public doesn't want to hear our pettiness. We're delivering a service. So again if we take our people and they first come into our organizations and we work them through everything from going NIMS training to all the others to getting us through the policies and laws and regulations the better we have at assisting each other in that culture. Again we've got regulations we've got ways to work them and something we can't change that's how we do. We got to work together.

Be housed together and the better off we are in the long run because –

PARTICIPANT »» I'm glad you brought that up because it is about you know what are the things that you all can do obviously across the board too to help that seem less – to grantees they want this thing and they don't care what's happening in the background. They care how they're moving through the system so thank you for that.

PARTICIPANT »» And on that point you don't hear anything about California, Texas and Florida do you? The officials that are elected are the ones who know the at least about how to take care of their citizens and probably met their emergency manager right after the event.

PARTICIPANT »» That's exactly right.

PARTICIPANT »» And when I go into these meetings, I try to set up year after year with the Congress and the representatives in the field saying if we are fragmented in the media you will lose confidence and support. So you've never seen Governor Brown in California you never seen Governor Adam in Texas and Scott in Florida come out and start bashing people the governor in the Virgin Islands and they got hit just as hard.
PARTICIPANT>> So let me make a suggestion to the group we all like to focus on your governors we're the policy branch we're the state legislatures folks we are the forgotten branch of government and you know I hear from my members when a disaster occurs I'm hearing from my constituents who do I talk to? They do not know -- I don't know how many of my members have met you all. I could maybe count on 2 hands the number of states that have good consistent relationship with folks that work in the field in their state.

PARTICIPANT>> Part of is based on how the staff works and I have congressmen call me from the Hill all the time. So a lot of it is driven down through the Stafford act to where the operating executive for this disaster -- now here's the thing about emergency management I feel like when I go out to emergency management I'm only speaking to the -- I choosing to go to the mu in this government we are choosing to go out there and tell our story.

In 2017 when I was spending $300 million a day at the height of everything. When I was director of Alabama emergency management agency --

I spend the general funds budget in an hour maybe 2 so when it comes to 2017 what are state legislators doing to give their local managers and their states the proper staffing and funding of their budgets rather than just saying FEMA's got to do more because where it's going now is a small community it's a 2 or $3 million tornado but the state doesn't make the threshold and at what point do you even have a state or local emergency management? And I think that it's -- you're going to see me put pressure and calls on state legislators to step up and own -- that's what we're trying to do and I appreciate you being here to hear from me directly. You got to go back and deliver that message.

FACILITATOR>> I completely understand.

PARTICIPANT>> State legislators would make -- with all due respect it's -- inaudible.

FACILITATOR>> Did you want to respond?

PARTICIPANT>> Yeah I agree with you I do. I think fundamental lack of understanding on the importance of this particular issue. I mean, I have members convene at my meetings where we have to kind of do you know the disasters 101 what is the disaster?
Like they just do not know so I appreciate you wanting to come out and speak to my members specifically. I think it's important. I think also the way that the legislature in any given state is constructed there may not be a committee committed this it's usually a sub-committee or a homelands committee in a state. It's just not its own entity and I think that in large part it is due to this fragmented way that we approach these issues in a reactive sense and so that's why we need to bridge that gap.

PARTICIPANT»» That to me immediately should take away the emergency management accreditation that that state has because it tells me that this state has nothing -- no capacity help their citizens without the federal government and the problem with that is we are trying to reward a moral habit and we've got to -- you know, I'm going to start being very vocal on that too and you know I feel like the state legislators have got to give the nor the ability to deal with the emergency managers.

And amazed at the number of states that don't have the mechanism to deal with a tornado.

FACILITATOR»» There's a couple other people.

PARTICIPANT»» So I'm the local guy that responds. So we start seeing a disaster coming and day 1 we start mobilizing our city. We've got 2,000 employees. So it's hands on deck. What are we going to do? We start reaching out to the various agencies.

If it looks bad enough then I declare a local disaster. Then after a while I start calling the governor and saying I need to have a state disaster. Yeah and so in our particular case it's usually floods or tornados or something like that. We've got a lot of them so we've got pretty good at responding to floods and so people come to us saying how'd you do this and that but case in point we ask the national guard assistance we need somebody to come in here and assess these levees really quickly because we're thinking it's going to come here and they come in and say you got to raise this thing 2 feet so we all of a sudden -- I use local resources and by the way, I got 5,000 local volunteers filling sands bags we raised it 2 feet then the whole levee blows out. Now it's a huge disaster and so the governor responds, the president responds FEMA comes in so I'm trying to figure out as we have our own local strategy what do we do when things go bad? Things are going to get ugly and so we've got
things that we do and we're there at the moment when it happens. When does FEMA come
in and how do they start taking over and helping us? Because usually my experience has
been slightly different than what happened in Florida because we have a real total disaster
we've just got a localized disaster going on and we've got a note taker we have a person in
there taking notes and it took us 16 months to --

PARTICIPANT  » Here's the problem FEMA has in that. I'm not a first responder nor
should I be. Our job is to fairly support state governor's response.

PARTICIPANT  » Not the mayor's right?

PARTICIPANT  » No and his or her job is to support the local mayor's but when it comes
to actually impacting the future I don't hold the key to resilience you do. So did you run on
your platform by saying – I don't control that. I'm never going to be able to throw enough
money I think that that's part of the conversation too is resiliency – the key to resiliency is
held at the local levels. How do we get you elected on that to say I have this brilliant
decision but when it comes down to Puerto Rico we should have never been put in that
situation and I get frustrated.

I got to rebuild it you know to the point where power generation in the north is so bad and
the power plant's dead they pump all their water out of the south and I'm manually drop --
it's not the federal – FEMA you're the end of the line dam it fix it. We shouldn't even be put
in that position.

PARTICIPANT  » Locals are responsible for that emergency. State government is
responsible to help you prepare and hopefully make sure you don't fail and the federal
government is in the same boat as we are. They're responsible to help prepare and to help
make sure the states don't fail. That's why they're helping make sure the locals don't fail.
None of us want a failure. What we don't do is we don't put enough money on the front end
and our insurance policy to take care of all of our emergencies because all of us locally
know where the problem is. What are we doing?
PARTICIPANT: Now here's the other issue, the most expensive expenditure FEMA has in recovery for large disasters is what? Uninsured public facilities and contents. We have spent $16 billion fixing public buildings and contents -- replacing contents because cities are quote self-insured which means nothing or they have no insurance.

If I could change the law tomorrow I would get rid of category E and no longer pay for that and force the private insurance industry to come in and pick it up or I'm going to make it so expensive that you're going to want insurance and stop reimbursing and paying taxpayer dollars to rebuild this. I mean $16 billion since 1992 is how much we spent if I canning uninsured private facilities when the government can pick it up and that right there creates heart ache on FEMA because we're not moving fast enough to rebuild a public facility when it should have been rebuild and insured.

I mean I got to draw a hard line in the sand at some point.

PARTICIPANT: Most of us are involved in the government here in the 90s my business our place gets flooded. We get 135 businesses that don't get paid out of 139 if my little area and by their insurance companies so the insurance companies as they look down the -- they refused payment.

PARTICIPANT: Right and that's a regulation issue too. How much longer do we keep this cycle and I mean how long do I got to keep paying for this?

FACILITATOR: There's a couple people who have trying to have been getting in.

PARTICIPANT: I want to reinforce the point. On the audience that we got to be interpretational with and 1 of the problems is that your own people can't proactively talk to state legislators and so it falls to charities but I've never seen intentional program -- we've seen a steady decline. I really do think it's this perception of the federal resources and how they take care of it.

I absolutely have seen and agreed things like term limits and things you have lots of new people all the time and it's just -- I think they're an out sized influential group.
ADMINISTRATOR LONG: Guys don't confuse my passion for anything.

PARTICIPANT: No, no, no.

ADMINISTRATOR LONG: My definition of passion is -- I get hit 15 times a day by someone.

PARTICIPANT: And for the state legislators, I wish they would walk a few years in my boots before they go up there and start making a law and say we don't need a --

PARTICIPANT: I wish they would spend a day in my job. I couldn't do it.

ADMINISTRATOR LONG: See you guys.

FACILITATOR: A couple more comments and then we'll move.

PARTICIPANT: I did. So my comment is I appreciate his recognition of the need to expand the message from emergency managers to elected officials. I'll give you an example I'm talking about the local officials, and I appreciate this but on the coast of [state redacted] our county we have a $30 million set aside I had 1 county commissioner tell me you don't need that. FEMA will reimburse you within a month. And I'm not hearing any laughter but we all know that's not true.

And so our ability to respond and pay our bills has been because of our -- but the local elected officials oftentimes don't listen to their own staff. But they will listen to FEMA and other federal and state agencies.

So you know I think it's really important to broaden the message of the things that we try to tell those who we serve if that message can involve others as well it will help.

PARTICIPANT: I need to move us forward. And I'm glad Administrator Long stepped in and that was really helpful. Some of you folks didn't get all of your that you think in there but what I want to do to move forward we did collect a lot of ideas and had a good discussion. What 1 of these ideas or maybe there's another idea that's popped into your head do we want to just build out and move forward for the larger audience and build out a
little more? You've got some voting dots on your tables so I want you to come up and just vote on where your energy is which is just about 20, 25 my opinions where you want to build out kind of have more of a discussion and some of them can be combined to kind of move towards 1 topic but take your time.

Come up. Voted on where your energy is, what topic do you want to build out a little more larger audience?

**PARTICIPANT** Can we add city and county manager for the state agency?

**FACILITATOR** Yeah, absolutely.

**PARTICIPANT** I really meant local elected officials the mayors and county commissioners.

**PARTICIPANT** Yes, yes, yes, yes.

**PARTICIPANT** Congressmen [name redacted] comes to my ICS 402 * class every January and he sports me at the local level talking to state representatives and Senators and other congressmen and he unifies me to do that at that level and I have no FEMA no state FDA or no local issues in my county.

**FACILITATOR** Thank you so are we clear on getting up voting where your energy is to build out? We'll build out 1 of these and have little bit more discussion on this so everybody get up feel free to mover around.

**PARTICIPANT** I don't think we're going to have any discussion on voting.

**FACILITATOR** Okay thank you.

**FACILITATOR** Again this is just where your energy wants to go to all these ideas and we'll go back to appropriate folks just for focusing the next 20 minutes of our energy where we want to focus.
Everyone good? Has everyone voted? Everyone's good? Okay. Okay my quick matter. So it sounds like where we want to spend some more time is expanding those messages from emergency management to the local legislator and I may have captured that a little wrong and we can refine that.

Does that feel good to folks for the next 15 minutes or so?

**PARTICIPANT**

There's a couple here that -- 1 stop shop and you know of the data I think there's a couple that will fit real nicely into 1 another.

**PARTICIPANT**

Okay great let's do that. Let me take not to cover up all that but just so you guys can see so again we'll need spokesperson for larger group. Including city county managers --

**PARTICIPANT**

Just to point on that last 1 I know state was at least part of that it got crossed out.

**PARTICIPANT**

SLTT.

**PARTICIPANT**

Yeah and hopefully some of legislators came from the local government.

**PARTICIPANT**

If you don't include all elected officials because if – and I hate to say this, but the federal congressmen they represent the people who live in our jurisdiction the state representative represents citizen who lives in our local jurisdiction so it's got to be a blend of city county state and federal. Again I said it before. It's not to be a --

**PARTICIPANT**

What are some actions?

**FACILITATOR**

Yes thank you for being patient.

**PARTICIPANT**

Well I mean I sit here and listen to you know what state legislator doing or not doing and it seems like there's – there's just a fusion of they do.
It can in the trumpet again uncertain sound how should it -- and you know when the alarm goes off or the -- the soldiers get up because they've been trained.

Now the reason I say that is, there needs to be a clear sound to what FEMA does, what it is and how it functions through the state emergency managers. I mean as an NGO faith based guy I have tried to train and I worked very closely with them and great friend and I have tried to let them know that the state emergency manager is the state side of FEMA and it goes through the county.

But the common guy on the ground that's been traumatized by disaster doesn't know what to do that's why we want to walk them through but some of the state officials that are elected don't know what to do so again if they are communicated to keep complexity down, even to go there to the legislative office.

**PARTICIPANT** So I know you know there's the national disaster recovery framework there's frame works and there's things out there are there things out there that can help this?

**PARTICIPANT** Yes but it needs to be on single piece of paper.

**PARTICIPANT** And I think the simple message is at a local level go to local emergency

**PARTICIPANT** Yeah if my team leaders, if they're meeting the emergency manager in their area for the first time after a tornado goes through they're --

**FACILITATOR** Yes what's another piece that we can add to this?

**PARTICIPANT** To me it goes back to building on a strategic room number 1 the point is helping the elected officials understand and this is -- it says people who are prepared will be able to act quickly in the faith of disasters minimizing loss of problems and allowing for more -- ask that's what we need to help the elected officials understand and what the success is like. And the previous disaster plans all those of things let the elected officials understand that from the state and from FEMA then they can say, oh, yes what my emergency manager and local officials are telling me I understand I did it.
PARTICIPANT: So that boils down to 1 word, education.

PARTICIPANT: that's exactly right.

PARTICIPANT: So I captured it supported officials legislation.

PARTICIPANT: All right so a couple other details around here we might want to add? What are some things that you can think of?

PARTICIPANT: Well, I just think that we need to -- you know as an NGO, we have things for example for local elected officials, but something that is specific to state elected and is still important -- so just having some targeted messages you know I just kind of -- 1 of the difference and I've also worked local government -- I could talk to my -- a lot of times at the local sometimes your executive is also a legislative in the counties especially but even if you have a counsel, it's more than likely you can at least talk to them and educate them and again you just have very high walls of the state which means the executive and the agencies sometimes versus the legislators and I also want to reinforce I was also thinking the same thing even though this can help simplify I think the impacts and reduce the complexity of the legislation this does have a strong tie to strategic 1 which is the emergency preparedness.

PARTICIPANT: So let me ask you guys this, what are some things think from your organizations from your perspective what are some actions you know from a partnership standpoint that might help this along?

PARTICIPANT: Successes -- if you have a success for instance I told my commission, I'm going to bring $6 million in mitigation money in the next 2 years when I brought in 8 they started listening.

PARTICIPANT: I'm not coming up with the right word but messages learned?

PARTICIPANT: Just advantage of the success speak how do you do that.

PARTICIPANT: If you deliver on what you're going to say you're going to deliver then all of a sudden the state legislators start to listen. If this guy says he's going to get mitigation money and he gets it then they start to listen. At the local and state level there's not a trust,
respect, whatever it might be. But they just -- once you can great some success and credibility they will start to listen.

PARTICIPANT You talking partnerships even the group I've represented has been totally unutilized. We put together a strengthening community, and we thought everyone from the dogcatcher to the city managers together to learn how -- we can be doing the same thing.

PARTICIPANT So connecting educators, connecting local city officials, you know...

PARTICIPANT They're already connected. They know each other very well what we need is tools in their hands to help them get that message to those people.

PARTICIPANT And what we're doing here is going back to 1. So, really, it's a full circle deal.

PARTICIPANT Just to add to that taking advantages of the success and also the time. For instance the iron is hot right now.

PARTICIPANT Yeah. Did I get [organization redacted]?

PARTICIPANT Yes.

PARTICIPANT What we do is a national organization representing all of its legislators is at least for the rest of 2018 is to convene a more specialized group of high level legislative staff of these bills that go before the legislator and they're also responsible for -- and bring together folks like you all in the room talk to my guys and ladies to perform that task of education. I think that the more attention we can bring to the national association you know that trickles back down. I'm always surprised and amazed by how many things come out of our invitational conferences that I end up seeing during the next session as a bill that's introduced or you know a policy paper that's put before any -- so you know organizations like the national association of counties national league of cities, ICMA all those groups that represent state and government officials is perform a very important role to at least begin the conversation so that's what we hope to do.
FACILITATOR** So state legislators and helping them form a policy. We talked about a lot and I hope you feel good about this to present.

Can I get a volunteer to present back again this is later this afternoon we will talk about -- this is what we discussed in this group and the idea that we wanted to present to the group.

Can I get a spokesperson? No, everyone's quiet.

PARTICIPANT** I don't mind doing it I just want to make sure I get everybody's perspective.

PARTICIPANT** I will leave these 2 pieces of paper towards the back of the room for you to grab later and then you can get everyone perspective. The next facilitator that's going to talk to you is going to be goal 2 so we'll be focusing on goal 2 but the breakout session will be very similar. Thank you guys that was great. I'm sorry I know a few of you were trying to get in there but I was trying to get everyone but you also will be able to hear administrator long point too. There's a little cafe with water and stuff like that so thank you thank you I will leave these right back here. Okay? I'll collect your idea sheets.

Pitch and Close-Out

DAVE BIBO** I'm going to let you know how I'm going to facilitate through the portion, the reason I want to do that is because, well, we think we've built enough time when we did this yesterday we did get squeezed at the end so I want each group to go through each Goal, the one you feel most strongly about, as a team so we can get through those ones on time, okay?

Okay, good afternoon everybody. Just to reintroduce, my name is Dave. I'm one of the Executive Administrators here at FEMA. And also I'm responsible for leading implementation of 3. I want to highlight who has been happening all day.
Keith is here. Keith is the Assistant Administrator for Recovery. Keith is responsible for leading 2 Objective and 3 to streamlining recovery and strengthening national disaster recovery. I'm happy to have Keith here.

But on that point, I think there are probably questions about what – okay, we spend a day here. Maybe you traveled the day on each side. What happens with all the time you invested? So our intent with this was really twofold. The part is for you all to be here and hear a little bit from us, and the Administrator in particular, about what was behind the plan and where we were trying to go, and also to hear from him our desires that this isn't just FEMA's agency that you had planned.

And to try to get everybody to come together. And part of that is getting what you see about leading, where you are, and trying to driver the types of changes you like to see and from your perspective. We had a great conversation from the private sector.

The second outcome in – what we were driving at today was hearing from you since we were going to be shaping an influence by you about how we implement these Objectives, and so your feedback is throughout the course of the day as well as what you're about to brief out here is the ideas – is going to have an influence on the decision making about how we do these Objectives.

It will -- I will say that several of us were across the street 5 minutes, across the street for 2 hours this afternoon on our first in progress review on Goal 1. So there are specific quick wins that have been developed as well as longer-term Objectives, and we had our first quarterly review today.

Things that were being discussed here were carried into that discussion across the way already today, both from – from this room in preparedness context as well as from yesterday in preparedness context, because we had a very in-depth discussion about closing the insurance gap yesterday, so you're already influencing the folks who are driving progress to the agency, and that is going to continue to happen based on what you briefed on today and based on throughout the course of the day.
Questions about that? So, as I said we're starting to come back together. What I'd like to do is have each of the groups choose what Goal they want to talk about first and we'll invite you up to speak and then we'll take some questions and have some interaction from the rest of the in the room and we'll go from there. So we'll start on this side of the room.

If you could just introduce yourself as you kick off.

**PARTICIPANT**

I'm from the [company redacted]. My colleague here is from [state redacted] so we're going to tackle the first strategic priority the culture of preparedness. So basically our action that we discussed, ultimately agreed on, was providing our empowering the local community basically making the message relatable to the general audience. User friendly, something that they can understand. And culturally, relate tailoring the needs to the community as a whole.

And providing a uniformed message, a brand, an identity to the campaign. Following suit with Administrator Long's comments earlier: federally supported, state managed, locally executed, but getting it in front of the constituents, and that leads us into incentivizing the community. I'm going to turn it over to my colleague.

**PARTICIPANT**

So specifically how do we do that? The ideas our group came up with first incentivizing individual preparedness. 529s for children's education. There's some financial incentives we could encourage FEMA onto help individuals with a savings account with some interesting characteristics and maturity dates and longevity savings accounts.

With that we've looked at some unique things, tax holidays. On a larger policy scale, we looked at encouraging, or how can we help encourage production of things like severe repetitive loss, incentivizing mitigation planning, and ultimately how can FEMA help states and localities transfer their overall risk to the capital markets? We see what FEMA's doing with the national flood insurance program. It's something that states and localities can do through simple capital bonding. There's just someday that and tech assistance that we benefit from. So those are some suggestions that we have on how to specific enact those and how to get people drive to us.
PARTICIPANT: These are great because I heard several things as far as what we can do, and what you all can do. One of the things that we talked about in Goal 1 is that it sounds like the commonwealth is exploring – which is a really great and FEMA is trying to figure out how it is, and create some sort of reward for state action whether it's something related to cost-share perhaps, disaster assistance, or some type of additional match. Those are things that we're trying to figure out how we can create –

PARTICIPANT: One thing I would say is, awareness is obviously important. In my 20 years in doing this -- with the incentives tax credits putting it in people's pocket books. Yes, we have good awareness.

DAVE BIBO: Any other questions or thoughts?

Okay.

(Applause.)

DAVE BIBO: Okay. Orange. Or green you're in the center.

PARTICIPANT: Okay, so basically this is Goal 3. We're used to complexity of FEMA and essentially there's 6 or 7 ideas and everyone kind of landed on this one, and essentially that FEMA should hire people with local government experience:

So -- and that was a lot of what we talked about today on the local to local experience.

So the team talked about that they can provide better – people with local experience – we professional backgrounds, and we had a discussion about how FEMA employees may develop some better people savvy, and in terms of dealing with local governments and other governments, kind of have a couple of confidence towards them. They have clearer understanding of goals and responsibilities especially in the post-disaster world and there was a discussion about changing job descriptions to include preference points for people who have, like FEMA, course often they have to apply as a regular – so oftentimes we kind of discuss that unqualified people are hired to do jobs just because of you know, a lot of different reasons.
So, maybe to give some points to people who actually work at, who have their permit.

Let's see. We kind of talked about what does it mean to be locally executed, and we talked about sort of partnership actions, we talked about providing coaching for local governments, if needed and maybe FEMA could apply those in certain areas.

We talked about looking at office of management, budget hiring practices, for employees to ensure that the job descriptions people hire are qualified, and there is a discussion about building out a certification program.

**PARTICIPANT**

Did I cover the description?

**DAVE BIBO**

Okay.

**PARTICIPANT**

So is there a particular area that you all focused on for this or it broad?

**PARTICIPANT**

All disasters -- you guys get -- so we've got a lot of infrastructure, knowledge and human resource -- trained -- it's kind of like a pyramid.

We also mentioned FEMA hires local hires and maybe to get those people to a post disaster environment. That's something else we talked about speak thoughts or comments on this one all right let's move onto orange.

**PARTICIPANT**

So for the orange team, we also chose -- we spent a lot of time talking about some of the things. But we ended up with just technical report out so we wanted to focus on the expanded message from the state and local officials and that is you know like one of the things we like -- I actually just finished reading this and that's exactly what we need to have is a team of teams. And went we try to work as I -- when I point to my state director and the state director points to FEMA that does not fix anything.

So that's what we were talking about.

So a clear understanding rules and responsibilities for FEMA, state, et cetera, you know, another thing we just talked about in our last group is there is no civics talks.
Our topics was about education. So make sure that people understand there's a – what those responsibilities and expectations are.

Supported elected officials in activities and education. Again all of this is necessarily considered FEMA. This is a collaborative approach from top up to bottom down from having individuals involved.

Specifically, this one I brought up a concept that which is, how do we get everybody involved in the education process? There is a class that FEMA has. If you don't know what that class is you probably should. It's ICS elected official.

I partnered with Congressman [name redacted] and he speaks from a federal level. We have state representatives and the other one that was just here. They came to our class so everybody knows who has responsibility and who can and can't do what in the process.

The other thing they do is all point me back to the – target messages for states. I'm going to have to ask my team for help because I cannot remember what we discussed regarding this particular message.

And this is very first session we had today so probably none of us remember it. So yeah.

**PARTICIPANT** I think one thing that we said was that every locality around this country has different circumstances, and your emergency situation may be different. The one in Iowa for instance we're seeing tornados and floods and that sort of thing.

With our speaker here is from [state redacted] he's seen a number of different things than we have, but we have to bring all of our expertise together and know how to put our specific circumstances in there, shared best practices, and try to work as we say as a collaborative group to put together a plan that fits for our regions and our place where disaster may take place, and coordinate from what you say the top down and bottom up.

**PARTICIPANT** Some of the actions of partnerships that we talked about, we got to take advantages of successes. We are -- all of us, whether it's federal state or local are constantly the news for the negative but I can't recall a positive story from Maria and Harvey,
none of them stand out in my mind, so we have to take better advantages of the successes and build that trust level.

Connecting educators with the tools and to reach out to local officials. This was -- he brought this up. Do you want to talk briefly about that particular point?

PARTICIPANT Meeting people, at the county level know all the people we want to get together already and so the few tools they can deliver at the local level to get a more consistent process.

PARTICIPANT Okay, and then the last thing we had -- and again, I've already talked about this a little bit -- but bringing together the stakeholders for education for legislature, helping a formal policy. Again, we had a person from the legislation here today that many of the people that are making the decisions regarding what we do have no clue what we do and that I making the decisions of what we do, so we have to bring together those stakeholders to inform them of the environment, that they can understand and know what their responsibilities and expectations are from us to them, and them to us.

DAVE BIBO Okay, questions? Thoughts? A couple of observations from me, as I listen I think, again, it's great because there's a lot of things that they were able to do.

Probably a lot of you can do these things already. Much of what was described was allowable or supported by some sort of program.

When I worked in Boston, I worked for the democratic national convention and it was a great experience great exposure.

So good stuff there. And I know -- I think part of what I also saw with the team's briefly is that it's sometimes difficult to reach different constituencies who are in control of funding or making trade-off decision and fire EMS, our Administrator has been going out of his way to answer questions, to talk about the importance of the state legislators, governors, and local city council, and elected officials. Aware of their obligations their risks.

So I think we can expect him to try and -- so I appreciate that.
Any additional comments from folks about this?

Okay, we're back to blue.

**PARTICIPANT** They're actually going to help me keep this constructive so we are going to talk about – first and foremost what we thought that was the consistency, and that is consistencies, and the rules, the process. Really there's an issue with how it chains from person to person as people go in and out of our region from FEMA we realize part of that is just due to the judicial nature of your workforce but the interpretation of the rules as that happens makes a big difference thereafter.

So -- and we can make that much more a consistent policy, and the rules will help us. Consistent messages transparency, we talked about this for quite some time. Distribution of funds and the obligation of funds, so basically what we hear is that we meet the threshold or it was not accepted for us it's very affordable. Why? So that next time we're able to constructively do something different and fix the problem. Obviously I shouldn't be based on whether or not we're a red or blue state. There should be very specific reasons as to why we didn't meet that threshold and we need to get that information back that's important.

2 years ago, later – some of you have already gone through the steps. I don't think there isn't a person in here who doesn't want to do it correctly from the very beginning, but if we're getting consistent guidance and help in doing that, we should never have to worry 2 years later about whether or not it's going to be – standard requirements and definitions across the country and sometimes definitions depends on whether it's a rural or urban area, make a huge difference and particularly disasters and pilot programs, first make sure that you run them through from the beginning and make sure how it's going to affect those people, and we gave several examples of that as to what its intended use was, and then how it actually turned out to be 2 different things.

And then we went to parker actions. We identified stakeholders, with the end user in mind, so as bringing those people together we came up with policies and procedures.
Number 2 is the federal partners are on same. So whether that's HUD, FEMA, that everybody is working on the same playbook and so there's some other federal agencies out there that have the ability to put together a framework, and everybody knows what each other is doing right and left happened so that's really important for us and taking message back on a local level.

Questions? All right.

**PARTICIPANT**

So from our -- there's definitely a lot there. You know, I don't know we're on the same page.

**PARTICIPANT**

But that's a big issue for us.

**DAVE BIBO**

You either don't have guidance or didn't follow-up. Usually when we have a policy in place -- that's not always the case but usually that's the case.

So you do, you deserve consistency from us and you deserve help, and we know that we have ways to go with that. One of the things that we have been reviewing internally is, over the course of the 2017, is we had upwards of 60 policy waivers. Which raises the question, do you have to waive policies that many times, do you have the right policy? Do you have policies that are scaling for types of disasters that you know are going to hit you?

And that is something that Keith and his team were talking about. And they're really pushing that, and hopefully we'll be giving some guidance on those issues.

**PARTICIPANT**

Some of that we discussed.

**DAVE BIBO**

Got it, all right, thank you sir.

**PARTICIPANT**

We were talking about Goal 2, so we really honed in on a piece of this Goal as related to building a workforce all right.

And we thought that it was as it focused on building kind of a nationwide workforce or even as it related eventually to sort of a feeble reserve workforce.
We were actually pushing things further down to the local level so what we wanted to focus on was a federally supported state managed -- let's make sure that we're investing the training that the workforce development in our backyard before we had another crisis.

This is not something that was related to the EMS or county employees or private sectors.

We talked about the fact that you know we can't imagine what FEMA has spent on certain spending.

So making sure that we maximize those things.

**PARTICIPANT**

So one way of trying to build that capability up is by having this standard in place so if FEMA needs personnel they're defined as personnel it's kind of hard to know who is capable of what. Everybody should be able to meet the NQS. FEMA can do additional things over top of that.

It's a bigger problem with this -- you have somebody you believe is emergency manager.

Secondarily, to help build the resilience at home so the communities and states are more able to weather whatever this storm is.

FEMA helped to develop the national emergency standard and no longer participates in those meetings.

Administrator Long mentioned meeting at 2.0 so that some changes could be made. I agree whole heartedly, and then we need FEMA to join with [organization redacted] and saying, you know, that there is a standard for emergency management programs, this is what your goal should be. It becomes measurable, achievable, and it stays after the fact so that when the disaster happens or we're planning for the disaster, you know that we have groups out there who are capable of doing these maximum skills.

And we don't have to come to FEMA quite as often.

**PARTICIPANT**

There was a concern that was brought up. Not a concern -- but a lack of volunteers, things like that. So one of the concerns was is if FEMA is going to go out there
convince people to sign up and help disasters we're really [inaudible] we need to make sure that those resources are available.

We need to plan for a non-staff event make sure those things are there.

PARTICIPANT** [Inaudible].

PARTICIPANT** I think that there was a discussion about the fact that if we are going to be focusing on developing that we need to make sure to consider some of the cultural differences as well while states may often say.

PARTICIPANT** We've been doing all that but it's not working. So we're doing something that will help to maximize what's already in place.

PARTICIPANT** There are other programs that you know we are underutilizing.

DAVE BIBO** [Inaudible]. Feedback? Thoughts on this? So how many of you have sent your folks out on e-mac machines? Okay so the idea of this particular issue -- so how do they come back to you just out of curiosity how do they come back to you?

PARTICIPANT** I said to them, I have 42 people in the region. I've got 9. What comes back from that is they know better how to do things than our disasters they get practice.

We often complain about the new generation of emergency manager coming straight out of college and having no experience, well then ladies and gentlemen, it's our job to get them experience.

Get them some experience, let them interact FEMA state and locals, and that should go from the top down. Let me get my people to help solve those. So it's invaluable at the local level having to help out at the state level. It's a matter of response recovery mitigation or preparedness.

DAVE BIBO** Comment?

PARTICIPANT** That's what we're trying to get to.
PARTICIPANT»» We're blessed we have staff some people only have one person controlling it at one time. So we can figure out ways how to maximize that.

PARTICIPANT»» And I think we were talking about is rather than – [inaudible].

PARTICIPANT»» I know that prior FEMA administration has beat up conversely about our local county personnel changing every 3 months or every -- in some cases every 2 weeks, and I'll, it will, you this if I know that I'm getting somebody from Iowa that's done this for a living and you're telling me to do this 2 weeks at a time, I'd rather have someone who knows what they're doing 2 weeks at a time then the same person like I've had, you know – my local county assigned FEMA representative just graduated college last year and came straight to doing – and she has no clue what that is. She got 24 training, whatever that was and she's learning as she goes.

PARTICIPANT»» [Inaudible].

DAVE BIBO»» To the point if Jeff [FEMA Staff] was here he'd probably talk about he has experience during Sandy going from the team from Alabama where they had this – a big difference between getting Jeff and getting somebody who's – and then –

PARTICIPANT»» And I'm not saying – and don't get me wrong – but somebody from the local or state agency, she would be a better asset for you and for us if she trained with someone.

PARTICIPANT»» I haven't seen mitigation and recovery would, I said, one to another state I probably wouldn't send a junior or a senior officer. As an officer they're going to get their money’s worth what they're examining -- what I'm sending and what they're receiving and we talked about this at the HNA conference, is do with we have that mitigation and recovery, and if I do get somebody from... you had mentioned Iowa what kind of certification do they have? They might have the state CEM or something but I'm familiar with that.

You don't want to send somebody green into that type of stressful environment, that if you have somebody that can shadow -- like fire services does it all the time and we can do it very easily.
PARTICIPANT: You know, I'll share this with you, is that I think we're all struggling. I don't care who you are, you either got trained people or green people, and then the other side of the house is some of us in the room, hey I want to send somebody but I can't afford somebody to send. I need to send somebody to get trained. We do this all day at each other but at the end of the day, we've got to step up to make things happen. You've got an asset, you have to try to make it available to assist one another, and I don't know another way to do it, but I'll tell you this, is that our workforce is changing.

I used to come to work got on the engine when they told you to get off it was time to get off. Today hey you know, both people have got incomes, they have to take care of the kids and if not, they're part of that new generation that, you know, what I made enough money this month I'm going to go spend what I want on my time off. So I think as we're struggling we've got to find a better way to make things work, and I'll share this with you, they recognized it years back and they changed all the job requirements of what was required. And when they apply, it's one of those things and it's funny because I look at the states locals and some of the other partners that I deal with.

Again, we've got to be able to share and give to make this thing work.

And you know, again, my own state and you know, we've got our own internal problems that we have to make day in and day out, and be careful where you throw the stone because we all have them we all got our problems. It's how we adapt and overcome, and we need to work on this addition to the workforce, to adjust and some of those people send them out -- hell they don't even want to come home.

DAVE BIBO: Okay. Any feedback? There's a lot there for us and also lots for you to consider where you're at so let's go over to orange.

PARTICIPANT: Is this the last one?

PARTICIPANT: How are you for time?

PARTICIPANT: Okay this is Goal 1. Culture and preparedness, 1.3 help people prepare for disasters we were looking for outreach and we do think that there is value there. Actually
using our training – actually educate the kids in the elementary school. A lot of the fire safety stuff has been going through the kids. Don't drown stuff and they recollect – how many of you are aware that FEMA actually has a floodplain display? Have you seen that? I've had more parents come over because the kids were engaged and they were asking me questions. But the kids, boy, did they really – you know, they were able to pull in, you know, the parents and it was like in the mall during the winter and they had nowhere else to go.

So, start there. Also, we need to educate the -- our legislators on homeowners, renters, and we talked about Home Depot and Lowe's, you know, they have those little seminars that they put on. We can do the same thing at places like that and really get the word out.

People understand the risks associated with disasters you know. We all understand it but do the communities understand, it you know.

Adaptation to all hazards and future conditions. Adaptation, whatever you want to say, whatever, we still need to plan for it and get mitigation for these future conditions but we need to actually communicate that we will.

And then if you are going out on any of these outreaches we already have a PA program in [state redacted]. The state has – you know, try to work with our external affairs to get the material that FEMA has that's free, to get that out there but is there – even on that display I was telling you about, I went out with Region 3 and even floodplain folks, they each do a different spiel.

DAVE BIBO

Questions?

PARTICIPANT

We talked about FEMA leadership for best practices, resources. There's a lot of duplication. A lot of technology transfer we could do. Best practices are shared and resources are shared.

PARTICIPANT

We thought there was a need to get people in early education and in local communities [inaudible].
DAVE BIBO

So one of the things we heard yesterday from the private sector, especially the insurance folks, they were where not everybody has to have their products so there's a choice.

Homeowner's insurance, everyone has to have it, but things like life insurance, for instance, there's no requirement that you have that, so they have to have a requirement where people think that they need it and that's part of educating -- we talked about it yesterday -- I think part of educating people so they understand their risks.

So, people don't think to -- I need this.

Any other feedback on those 2 presentations?

PARTICIPANT

The only thing I'd add to it is that we at the local government level, and I'm sure other levels at the state or federal, we need to educate in addition to make cases for our own funding, because often then in tight budget situations, people are like, why are you doing that, why are you spending money over there we haven't had a flood in 10 years, and so you're just wasting our money. They have to understand and we have to educate everybody from that K through 12, lifelong learning, every aspect of it in commercial area private sector insurance companies, our particular city is inundated with insurance companies and it's -- we need to share information. We have to let people know what we're doing, why we're doing it and make a case where, as you pointed out, otherwise it'll get pushed to the side and it'll only get addressed in the face of a very specific happening that's happening right now today, and we won't be prepared.

PARTICIPANT

Several people have mentioned a gap between the – [inaudible].

PARTICIPANT

We also need to teach personal risk management skills and personal responsibility skills as part of that financial lending.

DAVE BIBO

Yeah, the seatbelt sign came up earlier today as we are discussing.

Okay. Blue let's have you brief through your last and then we'll come over to orange, green, orange green.
Of course I'm going to start out and say everybody smiling because we're getting towards the end of the day. I'm the program director and manager for building technology safety.

I also have a background in emergency management and local government management as well as an elected official.

Our team, our blue team, we started out with trying to figure out what looking at Goal Number 2 for catastrophic disasters and what is catastrophic, what does it. So we addressed that.

Including the people that are working the disaster, when they come to respond and the recovery mode and changes.

Then what does ready mean? So we talked about that and we came up with kinds of ideas some of which were coming up with a new funding mechanism for the purposes of able to be ready for a catastrophic disaster.

And that new funding mechanism would be able to provide funding to the state and local areas where we would actually have approved and appropriated to work with FEMA to provide a variety of programs utilizing how to develop tools techniques and capital and that capital could be not just funding capital but also for improvements, projects, to conduct planning that is necessary to be prepared.

We identified some gaps in that. A gap analysis that we identified is that there's a gap in data collection and analysis from each that is not available. There's gap as far as what training is needed.

We addressed that to be able to engage people and also to deploy workforce, deploying people at time of disasters is very important but they need to have the knowledge base and information available based on data analytics.

So we prioritize the data collection analysis to be used for deployment and needs assessments.
As part of the recovery one of the things we discussed there's a need to have an assessment of what happened with recovery response and recovery of that disaster.

Even if it's ongoing in recovery, are there issues with regards to training? Are there issues with how deployment was handled that needs to be addressed?

So our partners and everybody in this room along with the private sector, the communities that we all would actually interface with, and also our legislative and elective leaders that are out there, that often don't understand what it really takes to respond and recover from a disaster.

I was just in -- just to give you an example, in LA last week, a presentation was made by an elected official at the American Planning Association and it was based on a disaster recovery from a due in 2016.

When the gentleman said that, just got to let you know, we did not use our emergency plan when disaster came it basically was thrown out the window. We did the best we could under the circumstances at that time.

But then at the end of his presentation he said we really need to have recovery plans in place and use them. I just want to share with you if there is a new funding mechanism in which we can develop the tools techniques and capital to planning, we all will be better off because we will show that we truly are a partnership.

**DAVE BIBO**

Questions? [Inaudible.]

**PARTICIPANT**

So is this a gap in -- is this closing a gap with an existing authority grant programs or is that about going off some funding stream that typically gets optimized in favor of other things that are –

**PARTICIPANT**

[Inaudible.]

**DAVE BIBO**

Addressing the actual readiness, and also being able to address recovery issues are they in fact – from a person's standpoint they may look like they are, but when
they start doing the real assessment then they may not be. Any questions or comments on that? Yes

**PARTICIPANT** [Inaudible.]

**DAVE BIBO** And one of the things the private sector said yesterday was -- we don't think ahead about the infrastructure that may be eligible that day for 406 funding. Don't do that sort of planning, and the other thing that we're focused on in Puerto Rico is sort of a different approach than we've taken, look at all the funding streams that are available and figure out who can get them.

Okay, final presentation and then we're going to move to close out with our Deputy Administrator.

**PARTICIPANT** Good afternoon. I serve as the county manager for [County redacted]. And our last item was on Goal Number 2 for catastrophic disasters and I think that there was one thing that involved -- was education. Education for governors, education for elected officials, education for citizens.

So our focal point with this particular Goal was educating our citizens, but not just doing it without sound data. So many of the citizens they left for one event and then they come back [inaudible].

So there's, you know, what is the sociology behind that?

So, we first assess that the data for citizens and whether they had to go and educate them in order to evacuate.

So, as to help our, you know, and then when we really think about you know what this is all about, it's all about serving our citizens and helping them to protect them and to recover.

So how much of our time is spent on helping our citizens and why? So if we can better educate our citizens in how they can know to help themselves, then more efficient FEMA is, more efficient state and government is.
DAVE BIBO


So a lot of great ideas today. I think the other things that we can be doing to facilitating repository messaging, and also several ideas, and how we can get under the wind but more importantly a lot of the opportunities that you all have to carry forward. So, I appreciate your involvement and I'll turn it over to you to our Deputy Administrator Dr. Daniel Kaniewski

DR. DANIEL KANIEWSKI

Thanks, Dave, and how is everybody doing? You made it through the whole day. Man. It's a little warm in here. I still noticed and everybody is still awake. Impressive.

Well, one, thank you for your time. Thanks for your input. Rest assured we're going to take this to heart. I got to tell you even though I wasn't here all day the Administrator and I were getting real-time updates all day long because in every meeting we were in today the senior executives, as they cycled in and they would come in and they would say, guess what came up in the meetings, you got to hear this.

So, it was great to get real-time feedback. Also thanks to Dave and his team, you ought to give them a round of applause.

(Applause.)

And as the Administrator mentioned earlier today, it's our intent, and it's going to be Dave's job, to make sure that he holds our feet to the fire, so, make sure we incorporate what we learned today. We also hope today that you take back what you learned to your communities.

And we also hope that you take forward our message, if you would. Our strategic plan isn't just a FEMA strategic plan. I hope that there are portions of those 3 Goals that resonate with you. Align it to your specific needs and communities, and you guys can take all the credit. As was mentioned, we had a previous meeting, is that this thing is the Bible. I said, hallelujah.
So this is just the beginning of the implementation of our strategic plan. It was published 6 weeks ago and we have several years to implement it and the Administrator is anxious to implement it. In fact we talked about Goal 1, culture of preparedness. Tell us what you've already done and what you plan to do for this hurricane season.

And that really made it real for all of us. When you think about those of you in hurricane states or whatever risk you might face you say how can we take action today or how can we take action the next several weeks and months to make sure we're more prepared?

Now, there will be a transcript as you've seen all day. A transcript following and you'll have an opportunity to provide additional input. Beginning of the dialogue, not the end.

And again, thank you so much. Thank you for being here all day for, during the heat or during the time, and allowing us to share the day with you, so thank you and safe travels home.

(Appause.)