



SOUTHEAST DISASTER RECOVERY PARTNERSHIP

Southeast Disaster Recovery Partnership (SDRP) Annual Meeting 2018
Resilient Disaster Recovery: Building Back Better in the Public and Private Sectors
June 19-20, 2018, St. Petersburg, Florida

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MEETING REPORT

INTRO

On June 19-20, 2018, the Southeast Disaster Recovery Partnership convened leaders from the public and private sectors to discuss resilient disaster recovery at the SDRP Annual Meeting. The theme of this meeting was *Resilient Disaster Recovery: Building Back Better in the Public and Private Sectors*. SDRP's mission is to bring together partners to strengthen the ability of the Southeast's coastal economy and environment to recover from the next coastal storm.

MEETING GOALS

1. Provide learning opportunities for partners and all attendees, such as examples of success stories from other places that are tailorable
2. Provide opportunities for partners and all attendees to generate connections across sectors and states
3. Agree upon implementable strategies to solidify network in Year 3 and carry forth the work under a variety of funding contexts

KEYNOTE

Alana Kuhn, FEMA Federal Disaster Recovery Coordinator.

In this session, Alana Kuhn discussed the federally coordinated long-term recovery efforts in Florida related to Hurricane Irma. During the Hurricane Irma recovery, the federal government activated all six Recovery Support Functions of the National Disaster Recovery Framework, a first for Florida. The federal Irma recovery prioritized localized approaches because past experiences have shown that *locally-driven recovery efforts have an advantage for implementation, given local knowledge of political environments*. To achieve the goal of localization, FEMA used Coordinated Place Based Recovery Support Teams in several counties. FEMA also organized four task forces to address complex issues prioritized by the state, including coastal resilience, water management in the Everglades, emergency power for nursing homes and assisted living, and resiliency in Everglades City. FEMA developed a 400-page recovery support strategy for Florida, and the Agency is using a tool called MaxTrax to help with implementation of the individual strategies across the six recovery support functions. Alana highlighted several individual issues that are being addressed in the recovery, including supporting small businesses through recovery workshops, medical sheltering and loss of medical records, the pre-storm lack of affordable housing, people living in non-traditional housing like boats, and housing displaced survivors from Hurricane Maria in Puerto Rico.

RESILIENT REDEVELOPMENT IN THE PUBLIC AND PRIVATE SECTORS

This session featured insights on resilience and recovery from public, private, and non-profit organizations. Moderator: Jennifer Kline, Georgia Dept. Natural Resources

Ruperto "Chapa" Chaparro, from **Sea Grant Puerto Rico**, shared the extreme impact of Hurricane Maria on Puerto Rico. Life without electricity creates major burdens for society, but life without running water is an even greater threat to life and safety. Chapa explained that he lived for five weeks without running water and for two months without telephones or Internet. Families who live in different parts of Puerto Rico or on the

mainland United States were desperate to check in with one another, but communication was extremely limited. Under these conditions, *resiliency depends on your neighbors*. For example, during and after the storm, neighbors checked on one another and shared food stocks. Currently, the official death toll is quite low, and it excludes those who died in nursing homes from heat stroke or lack of oxygen. Poor Puerto Ricans have suffered the most after disasters like Maria.

Puerto Rico's recovery must use a holistic approach that engages the economic and political context of the island. Due to economic conditions, the electricity grid was not well maintained in recent decades, which contributed to the massive impact of the storm. Politics plays big and small roles in the resilience of the island, as every time one of the three political parties comes to power, administrative staff has to retire and new staff constantly come on, which makes it difficult to maintain support for resilience investments. Finally, Chapa explained that the Maria recovery must maintain awareness for the possibility of people who will exploit the disaster recovery as a chance to make easy money.

Ashby Worley with **The Nature Conservancy (TNC)** presented about the value of nature-based solutions to vulnerability on the coast. Increases in coastal population, development at the coast and coastal hazards drive the rise in ecosystem and human vulnerability. Preserving *natural infrastructure* can be a cost-effective way to reduce impacts of coastal hazards. Natural infrastructure includes everything from barrier islands, beaches, marshes to oyster reefs and open space in floodplains. TNC is developing communication and planning strategies based on this foundation in Camden County on the Georgia coast. TNC's work in Camden County is part of a network of pilot projects across the Southeast, including similar efforts in Currituck County in North Carolina, the North Coast in South Carolina, and Southeast Florida. The organization is using a variety of strategies, including webinar trainings, live workshops, leadership development, decision-support tool trainings, and lots of in-person engagement. In addition, TNC is working with local government to acquire funds to implement natural solutions for coastal resilience.

Scott Cave of **Atlantic Business Continuity Services** shared insights on private sector continuity and public-private collaboration on economic disaster recovery. First, he shared that communications liaisons are critical to business resilience because the private sector needs access to information quickly after disaster. Second, centers of private sector influence, like chambers of commerce and major industries or businesses, can amplify efforts to build business continuity. Third, we need to elevate a *culture of resilience* that overcomes complacency through continual grassroots efforts to reach businesses. Scott has donated his time to the Southeast Disaster Recovery Partnership as a business continuity trainer, and from his career in business continuity, he shared the following best practices: integration of local and state operating condition standards (OPCONs), standard post-evacuation re-entry procedures, proactive communications by public and private sector organizations, and well-trained and redundant staff. He also answered numerous questions from the audience, particularly about incentivizing business continuity planning. Scott shared that large businesses can take a lead by asking their supply-chain to adopt continuity plans. Smaller businesses tend to come to workshops where a respected industry leader is present, where the date and time are scheduled to maximize business availability, and when food is offered.

BREAKOUT DISCUSSIONS BY GEOGRAPHY

LESSONS LEARNED FROM RECENT DISASTER RECOVERY EXPERIENCE

The group broke into groups based on geography to get to know one another, reflect on the previous panel, and share lessons learned from previous disaster recovery experiences.

WORKSHOP ON PUBLIC PRIVATE PARTNERSHIPS

This year's meeting featured a workshop on public private partnerships (P3s), a collaboration between regional Sea Grants, the Southeast Disaster Recovery Partnership, and NOAA's Southeast and Caribbean Regional Collaboration Team.

Engaging the Private Sector

The workshop opened with insights about engaging the private sector. **Amanda Martin** of the **Southeast Disaster Recovery Partnership** shared the findings from SDRP's white paper on *P3s for disaster recovery*. P3s tend to work on one or more of three types of activities: (1) reconstruction and redevelopment, (2) information sharing, and (3) policy planning and recovery. Based on six case studies, the white paper found that some P3s started with a specific disaster recovery need, while others have a broader mission like building resilience. P3s can contribute to local disasters where federal resources will not be available. Those who are interested in implementing P3s should ensure that there is a clear value-add for the businesses, such as increased visibility, networking, support during and after disaster, or value for the business' mission. Sustainability requires multiple personnel connections within firms and it is helpful for partners to act as two-way liaisons, not just representatives of their business. Regular communication and engagement like volunteer events, trainings, and regular meetings also helps sustain partnerships. All the partnerships examined in the white paper are pursuing some kind of public interest outcomes, but it's important to be aware that predatory relationships can emerge out of disaster recovery scenarios where private interests take advantage of disaster survivors or the limited capacity of the public sector during and after disasters. Amanda discussed that recovering communities benefit from partnerships, but examples for the white paper were difficult to find, which suggests that either there are not a lot of P3 active in long-term recovery or their existence is not well documented.

Jennifer Kline of the **Georgia Department of Natural Resources** shared insights from her experience engaging businesses in the *economic recovery support function* during the development of recovery plans on the Georgia coast. Jennifer recommends reaching out to businesses and industries that are important local economic drivers to learn more about their role in the community's recovery and what their specific recovery needs might be. Jennifer's team sent out a survey to small businesses and learned the top eight things that would be important to their recovery. Local disaster recovery and redevelopment plans are incorporating these critical points in their strategies. Finally, Jennifer noted that housing recovery affects economic recovery through the workforce. Georgia has sought to get businesses to show up for meetings on the economic recovery support function but also to the housing recovery support function meetings and other recovery areas that affect business operation.

Panel: Public-private partnerships for disaster recovery and resilience

This panel featured a variety of partnerships that strive to cross traditional boundaries between government, businesses, nonprofits, and universities.

Moderator: Rick DeVoe, SC Sea Grant

Dan Burger

SC Department of Health and Environmental Control

The **Charleston Resilience Network** (CRN) addresses the vulnerability and resilience of Charleston, particularly in the context of its growth in visibility as a historic city with high quality of life. Charleston knows from a tabletop exercise on chronic interruption that there are a number of climate hazards facing the city including rising heat, unanticipated rain events, sunny day flooding, and increased coastal flooding. CRN has undertaken a variety of initiatives to build adaptive capacity. With funding from NOAA's Regional Coastal Resilience Grant Program, CRN undertook a parcel-level flood vulnerability analysis. CRN then took the maps into the communities and *talked with people to validate the maps with their experience* (e.g. "Is this consistent with what you have seen on the ground?"). CRN also provided assessment and outreach support for the DHS National Infrastructure Protection Plan and conducted a social vulnerability study with the National Academy of Sciences and Z. Zurich Foundation. The Network supports knowledge exchange with other places vulnerable to sea level rise and provides technical assistance to local government through the network's experts.

Steve Detwiler

Miami-Dade County Private Partnership Program and Preparedness

Miami-Dade County Emergency Management prioritizes relationships with the private sector through its Emergency Support Function 18 (Business and Industry), Economic Recovery Support Function (RSF), and Alliance for Response-South Florida. The County makes *two kinds of private sector partners: individual companies with locations in the county, and networking organizations that represent different sectors of the business community*. The ESF-18 includes a Business Continuity Information Network, which is a website that provides a common operating picture for the County and official private sector partners. When activated, ESF-18 also does a daily conference with major grocery chains and pharmacies, which have access to an online EOC where they can share update information about their stores. The Economic RSF activated after Hurricane Irma. During this activation, the RSF assessed economic impact on the county, shared information about state and federal business recovery loan resources, and answered questions from the business community about the type of available assistance. Finally, the Alliance for Response (AFR) – South Florida supports a relationship between emergency management stakeholders and the arts and cultural community in the county, a business community that has not been the focus of resilience efforts in the past.

Margo Moehring

Northeast Florida Regional Council

The Northeast Florida Regional Council (NEFRC) has been engaging the private sector for many years. Located in a conservative part of the country, *NEFRC knows that business leaders have a significant impact on local government*. To help educate those business leaders likely to influence local decisionmaking, NEFRC established a regional leadership academy to train up leaders to share information about the region in the early 2000s. Graduates of the academy become members of the Regional Community Institute of Northeast Florida, a nonprofit charged with policy work. RCI has led visioning in a variety of arenas that inform the regional planning of NEFRC. Starting in 2012, RCI led the call for analyzing climate change impacts and deciding what to do about those impacts through a regional action plan. Recognizing the need for a specific effort on

climate adaptation, RCI established the Public/Private Regional Resiliency initiative (P2R2), which has advanced resilience work by analyzing private real estate investment vulnerability, identifying resilient business practices, adopting an infrastructure checklist and adaptation cost-benefit approach piloted in California, identifying more resilient areas in the region to target development, and recommending that lenders educate potential homebuyers about resiliency. P2R2 is active in public outreach, penning op-eds and building the business case for resilience as well as hosting public-facing events. R2R2 continues to evolve and respond to the needs and priorities of the region as they arise.

Gavin Smith

University of North Carolina at Chapel Hill

Dr. Gavin Smith presented on the **Hurricane Matthew Disaster Recovery and Resilience Initiative (HMDRRI)**, a multi-year effort to bring academic and professional expertise to the disaster recovery effort led by the State of North Carolina. HMDRRI began after Hurricane Matthew, when North Carolina Emergency Management and the Governor's Office approached Gavin about bringing his leadership and experience to the recovery. HMDRRI has three main objectives: engaging communities to identify and plan for recovery issues and unmet needs, provide policy recommendations to state and local government, and generate educational opportunities for university students. The focus of HMDRRI is to *pick up where federal Stafford Act recovery resources end*, and to work with communities that have small staff where needs could far outstrip capacity. A variety of funding sources have contributed to HMDRRI's work, including UNC-Chapel Hill, the North Carolina Legislature, North Carolina Emergency Management, the U.S. Department of Homeland Security, and the North Carolina Community Foundation. Some of the activities of HMDRRI include: an assessment of the relocation needs for residents interested in buyouts, a land suitability analysis to find appropriate relocation sites, a housing pattern book that recommends architectural and landscape styles that are consistent with local practices and affordable to construct, an assessment of the feasibility of retrofitting entire town centers, greenway design for impacted communities, a community design workshop, and a variety of other technical assistance projects.

Perspectives from business and NGO communities

Ernie Foster, Hatteras Island Fishermen and Community Leader
Scott Cave, Atlantic Business Continuity Services

Ernie Foster shared his observations about his experience recovering from Hurricane Matthew and other major hurricanes on Hatteras Island, North Carolina. He described the challenge of engaging with communities like his which may be hesitant to work with state or federal government because they don't trust the government and the community has been self-sufficient in the past. Fishing communities are very in touch with one another, however. Any conversation that takes place among watermen can quickly spread up and down the coast, so it important to work with this group to expand messages and support that is needed for recovery. SDRP and all of our partners have *a lot to learn from local leaders* like Ernie who know their community extremely well, and understand what will work.

Scott Cave of Atlantic Business Continuity Services shared a few of his *innovative ideas about reaching businesses*. He suggested using youth education and contests, which has been successful for other messages

(e.g. Smoky the Bear, “Give a hoot, don’t pollute). He pointed out that Fire Marshals go in and out of businesses every day. They could connect with folks and elevate planning for hazards and organizational preparedness. Another option is to use the business licensing process. Every county has business licenses and counties rely on business revenue to be continuous after a disaster. Could you provide an incentive for those with plans in place to get a return on investment through the licensing process?

Audience members also offered some thoughts to this discussion:

- Short-term services for cleanup, are there workforce development opportunities (e.g., can landscapers be trained to be in debris removal for 2-3 months), or can fishermen help people relocate docks to help with the recovery and then are tied into a network in advance of the event?
- How can we use our technical schools to help train people to handle these challenges? We can’t keep up with the demand for buildings, carpentry, etc.
- Link up with existing agreements within EM communities. Community Emergency Response Teams and adding into debris cleanup, mutual aid agreements.
- Resiliency needs to start with our greatest vulnerabilities. We know who is going to get flooded, we know who is going to get out of their homes, which buildings are going to fall down, but people are going to stay there. If we know these things are going to fail, how do we deal with that?

Breakout discussion on implementation of P3s

Participants shared lessons learned and identified a suite of best management practices for implementing disaster recovery planning for businesses through P3s. Notes from this discussion were summarized by Liz McQuain of South Carolina Sea Grant, and they are attached as an appendix.

DAY TWO

REACHING RESILIENCE: SCALABLE SOLUTIONS TO A COMPLEX PROBLEM

April Geruso, Hagerty Consulting

SDRP SPOTLIGHT

Each of the co-PIs presented their subaward project and provided an update to the audience and asked for feedback, if the presenter wished.

Moderator: Amanda Martin, SDRP

Jennifer Kline, Georgia Dept. Natural Resources

Georgia DNR's project with SDRP is part of a larger effort to make every coastal county in the state more resilient by implementing the National Disaster Recovery Framework. During earlier phases of the state's efforts, Georgia DNR developed Disaster Recovery and Redevelopment Plans for a diverse variety of coastal counties and a guide to post-disaster recovery and redevelopment planning. With SDRP's support, Georgia facilitated the development of a DRRP for Brunswick, Glynn County, and Jekyll Island. This effort included a climate resilience adaptation report for the Brunswick-Glynn County Joint Water & Sewer Commission. Because their initial project was completed early and under budget, the state has also facilitated the development of a DRRP in Charlton County, which experienced large forest fires in 2017, and the development of a private sector recovery and redevelopment resource. Jennifer stressed the *very hard work required to fund and develop DRRPs* for all coastal counties, which will be completed by 2020. This effort has been supported over numerous program and competitive grants by NOAA (\$2.1 million) and state and local match funds (\$455,000). An audience member suggested that Georgia DNR might *try to quantify the benefit* of this investment by NOAA to communicate the value of resilience planning.

Steve Detwiler, Miami-Dade Emergency Management

Miami-Dade Emergency Management, including Steve Detwiler, **Charles Cyrille**, and **Cathie Perkins**, is leading a multi-part review and engagement effort based on their recovery plan. Their project got underway midway through the Southeast Disaster Recovery Partnership's initial grant period, and Miami-Dade has already undertaken a literature review and gap analysis of existing plans. Next will be two-hour facilitated sessions with each of the twelve recovery support functions and their respective technical advisory committees. The gap analysis and facilitated sessions will identify areas for improvement in the existing plans and processes as well as lessons learned from Hurricane Irma. Based on these findings, the Miami-Dade team will develop an implementation strategy, update their plans and complete a table top exercise.

Sarah Pickhardt, South Carolina Emergency Management Division

Sarah Pickhardt started the South Carolina update with a statement of South Carolina Emergency Management Division's mission, which is to "lead the state emergency management program by supporting local authorities to minimize the loss of life and property from all-hazard events." South Carolina's project honors this mission through its work to improve economic recovery. The primary engagement effort has been a *replicable workshop on business continuity* that South Carolina has hosted in three coastal counties with significant in-kind support from Scott Cave of Atlantic Business Continuity Services. The state connects with local partners to host the event and conduct outreach. At the workshop, the participants walk through a tabletop exercise that simulates a hurricane and includes pre-hurricane, during hurricane, and re-entry scenarios. The workshop has provided a great venue for businesses to share best practices with one another, as well.

Jessica Southwell, North Carolina Emergency Management

Jessica Southwell and **Joe Stanton** of North Carolina Emergency Management are leading an effort under the SDRP to conduct an evaluation of the Hurricane Matthew recovery to *capture best practices and lessons learned*. The evaluation is structured in two parts. First, NCEM will lead a program evaluation, including a timeline of activities and milestones for the recovery, a logic model for each recovery program, and analysis of data as available and relevant. Second, NCEM will conduct a process evaluation, which will include implementation and integration of plans and coordination and communication. The NCEM project will include interviews with partners including local, state, federal and tribal officials, non-profits and faith-based groups, and elected officials and the media. Jessica concluded her presentation by asking the audience how an evaluation like theirs could be useful to others' work.

LEVERAGING SDRP PROGRESS FOR FUTURE OPPORTUNITIES, PART 1

This presentation set the stage for regional partnership panel and next steps discussion

Possible activities

Instead of already putting together a project and then applying for a federal grant proposal, SDRP could consider securing funding and then asking for partners to share proposals or priority projects to focus efforts through a competitive subaward process. Additional activities could include webinars, research, networking, regional get-togethers, website and online resources and trainings. Audience members suggested that it would be important to hear each other's needs before determining how best to move forward.

Possible structure and resources

There are a number of ways SDRP can be structured. Currently we have involvement from our subaward co-PIs, SECOORA, NOAA, CSSF, our resilient business leaders, and an advisory committee. Each of their roles has been flexible so far, but some stability could be helpful moving forward. Resources could include an upcoming Economic Development Administration (EDA) supplemental funding for places that experienced a presidentially declared disasters in 2017. This program does require a match from awardees (CDBG-DR funds could be used as match), this program also focuses on economic development work and job creation. We have heard that the ideas that are best suited are those that would increase jobs or have increased salaries due to this grant.

Another potential resource is the NOAA Coastal Resilience Grant Program. NOAA received an additional \$15 million on top of the \$15 million received in the last fiscal year for a total of \$30 million. A fund established in 2014 aims to provide a number of services through the National Fish and Wildlife Foundation (NFWF), which worked after an investment made in Sandy to establish a program that addresses the NOAA Coastal Resilience Program's intent, but does so through this fund. NOAA will be working with NFWF who will be releasing the RFP for the \$30 million. There are a wide range of types of activities in the Oceans and Coastal Resilience Act. A challenge NOAA has is working with members on the Hill on where they want the RFP to focus (to be released ~ mid-July).

Other ideas include a role for corporate sponsorship, membership models, and foundation support. FEMA was appropriated an amount for pre-disaster mitigation. One of FEMA's moonshots is to increase pre-disaster

mitigation funding by 400% by 2022. This is the first time that Congress has provided the money at the Administrator's request (\$520 million in pre-disaster mitigation funds). This could be a really good potential funding source, but details are not yet known. NOAA and other agencies are coordinating with FEMA to share their coastal resilience work as they develop the scope for these funds.

PANEL: REGIONAL RESILIENCE PARTNERSHIPS

The Regional Resilience Partnerships Panel provided a variety of perspectives and experiences from partnerships whose goals and geographies bear some resemblance to those of the Southeast Disaster Recovery Partnership.

Moderator: Lindy Betzhold, NOAA.

Sarah Watson, S.C. Sea Grant, CISA / Southeast & Caribbean Climate Community of Practice (SECCCOP)

The SECCCOP is a network of government, nonprofit, and business representatives who are working together to build coastal adaptation capacity for the Southeast and Caribbean. Sarah shared some insights from the SECCCOP's past several years of experience. She emphasized that it is *critical to have specific people dedicated to "feeding the goals of the organization."* Meetings have offered both networking opportunities to share ideas and lessons learned as well as learning opportunities provided from experts in various levels of government and other sectors. During the SECCCOP's first workshop, the group identified the top tools and resources for climate change adaptation practice. The results from this meeting were fact sheets that are provided via a web portal which also hosts resources available from a variety of sources. The SECCCOP coordinator used the website, an existing regional organization, and media to push messaging and coordinate activities. The second workshop focused on integrating climate change into community planning, identifying the needs of local communities and discussing how partners could address those issues and the long-term goals for community practice. The group identified a number of needs, including communication, cost-benefit analysis and quantifying the costs of inaction and action.

Dennis Reid, CBCP, Elliot Consulting / Greater Tampa Bay Association of Continuity Professionals (ACP)

The Association of Business Continuity Professionals is a global community of resilience practitioners with 36 local chapters in North America. The Greater Tampa Bay chapter has a variety of public and private sector members for whom networking and information-sharing has generated value. The chapter currently occupies the ESF-18 seat in the City of Tampa EOC. From this perspective, Dennis discussed the operational barriers to improving disaster outcomes for businesses. There is no formal framework or procedures to support two-way communications between government and the private sector, especially with small- and medium-sized businesses. Recognizing this problem, public and private partners are collaborating through a new group called the Tampa Business Emergency Council which will develop these procedures and improve operations at the EOC. Some of the proposed changes include setting aside two seats for ESF-18 which will be staffed around the clock – one seat for small or medium sized businesses and one for large enterprises. Dennis suggested that as SDRP discusses the needs of small businesses, the most critical need is mitigation, not recovery. For the small and medium-sized businesses, there are a lot of good COOP templates, but what we have seen that *it works better is to approach a small business by thinking like a small business*. For example, ask: *How do you keep your books? Are you saving it? Do you have a copy of that, where do you keep it? Who is your insurer and do you have a copy? What are you going to do with your staff? Do you know where they live?*

What about supply chain disruption? Looking at having a large expo focused on SMBs, with LE providing mentorship and guidance.

Heidi Stiller, NOAA / Gulf of Mexico Alliance (GOMA) / Gulf of Mexico Climate & Resilience Community of Practice

GOMA is a regional partnership whose objective is enhanced collaboration to support ecological and economic health of the Gulf of Mexico. GOMA includes over 1,000 members, including states, federal agencies, academic institutions, businesses, and nonprofits. It has a formal structure and six priority issue teams. GOMA has developed three “Governors’ Action Plans” over the course of its history since 2004. These plans guide GOMA’s work. GOMA *implements its work through workshops, webinars, team meetings, conference calls, an annual in-person meeting, and other specialized partnerships*. GOMA touts several benefits to getting involved, including networking, collaboration and information exchange, opportunities to communicate your projects to “key regional players,” and partnership and project development opportunities.

Heidi also shared her insights from experience with the **Gulf of Mexico Climate & Resilience Community of Practice**. She started with explaining what a community of practice does, such as providing a shared context for people to discuss ideas, capturing and disseminating existing knowledge, and improving practice through discussing and overcoming common obstacles. This Community of Practice (CoP) has 300 members on its email list and its funded through NOAA and a grant from the National Academy of Sciences. The CoP achieves its mission through annual meetings, a website, working groups, small grants, a webinar series, StormSmart Connect (an online professional network) and a monthly *tools bulletin*. Heidi identified some *best practices used by the CoP, including a logic model framework, small grant opportunities, a Spirit of Community Award, a needs survey, partnering with communities, making meetings accessible to local government, and providing opportunities for professional sharing*. Their challenges have included operation without a centralized location for finances, maintaining leadership, keeping members engaged, and taking advantage of the organic nature of the network to preserve past historical knowledge of the group.

Between both partnerships, Heidi provided some insights: Pay close attention to timing so that the group can take advantage of the need for particular knowledge or expertise, availability of political will or funding. Partnerships require work, and *coordination is not free*. It takes time and funding for travel. Successful partnership evolve and adapt based on funding, politics and needs, and partnerships can lead to more than just knowledge exchange. They can lead to collaborative projects, new grants, and collective empowerment.

Susan Gibson, U.S. Army / Southeast Regional Partnership for Planning and Sustainability (SERPPAS)

SERPPAS is a regional collaboration to advance land use protections around military bases for both conservation and military-community reasons. Partners include all branches of the armed services, state and federal natural resource agencies, private industry and NGOs. SERPPAS works by *solving problems in ways that provide mutual and multiple benefits to partners*. Their primary activity is GIS mapping. Lessons learned include creating a strategic plan, hiring a partnership coordinator, holding an annual meeting for principals and multiple working meetings for the Steering Committee, focusing on topical areas for some meetings and using work groups organized on those topical areas. Susan described SERPPAS as a “partnership of the willing,” in which passionate and collaborative personalities play a big part in getting their work done.

Discussion

Panelists shared answers to cross-cutting issues that SDRP is working on or considering.

Engaging small businesses

- For small businesses, focus on preparedness and mitigation rather than recovery
- Use workshops to engage them
- Partner with small business development centers. (SBDCs may not have experience with preparation and mitigation.)
- Important to serve both large and small businesses since needs differ

Funding and interest

- Identify your niche and find a sustainable funding source
- Strike a balance between formal (helps with funding) and informal (helps with getting people engaged). You will survive if there is a need for the work that you do.

Sustaining work after initial infusion of funding

- Our partners saw the power of getting together to advocate and work collectively
- Each issue-specific group wanted to continue to exchange information, and the local needs for their work sustained interest. For example, community-level interest in resilience outreach. Water resources team working on harmful algal blooms/dead zones.

Engaging elected officials

- SERPPAS: Engaging state elected officials has made a big difference
- GOMA: Taking baby steps. We meet with governors' offices.
- ACP: No, we engage with emergency management groups.

NEXT STEPS DISCUSSION

The objective of this discussion was to generate a variety of specific ideas for SDRP, hear from the audience about the direction the Partnership should move, and refine ideas and settle on one or more “next steps” for SDRP.

The group split into three groups to brainstorm strategies for three different scenarios.

1. *Lean* scenario, in which SDRP tries to minimize its costs and move forward with the least funding possible
2. *Current platform* scenario, in which the group moves forward much in that way that it has operated for the past 2.5 years
3. *Additional directions* scenario, in which SDRP expands its work or moves in new directions to pursue different projects or objectives.

The notes from those discussions are summarized in Table 1.

	Lean	Current Platform	Additional Directions
Activities	<ul style="list-style-type: none">- Website for communication- Webinar (invite others, describe SDRP)- Develop fact sheets and handouts, deliver to civic groups/LG, businesses	<ul style="list-style-type: none">- Develop goals/strategy/focus; Maintaining focus, core value and strategic goals.- Cross-training of disciplines- Define value statement for the private sector (what's the value?)	<ul style="list-style-type: none">- Research on how to define best practices for success, developing hypothesis and testing- More corporate partners in addition to BCPs

	<ul style="list-style-type: none"> - Grant writing - Continue engagement/business community, \$ to have them continue to be advocates - Become a 501c3 - SDRP development café next meeting (organize people who have experience with fundraising) 	<p>Why should I get involved?) and define target audience.</p> <ul style="list-style-type: none"> - Explore how organized we want to make the SDRP (bylaws, officers, dues) - Get input from FEMA and economic development agencies/engage other federal agencies 	<ul style="list-style-type: none"> - Coordinate with existing networks that makes sense - Reach out and include PR and VI to learn from and support their needs - Focus on challenges across poorer communities; look at underrepresented businesses; reaching out to HBCUs to include their research and networks and check on issues for social vulnerability - Housing designs/tie into architectural community (modular, moveable prior to or after storms) - Microgrids on Outer Banks. - Analyze recovery plans pre-storm and defining metrics and success (how well have they worked; amount of damage not had; \$\$ brought in) - Activities, resources and structure will largely decide on what we decide to do. What are the needs, what are the resources/people? Once these are defined, we'll know the activities, resources and structure - Organize an ad hoc planning committee - Videos to help get the stories out - Funding to do logic model work
Resources	<ul style="list-style-type: none"> - Conference registration fee for next meeting, Primo model - Intern/fellow-coordinator (grad student) - Membership fee - Private sponsors - Grants - End of year picket \$ from partners 	<ul style="list-style-type: none"> - Resource repository - Explore alternative funding sources - Identify the do-ers - Capturing the stories and lessons learned/case studies/knowledge base - Tool for engagement (2-way communication flow) - Micro-grants 	<ul style="list-style-type: none"> - Support for a coordinator - Champions outside the partnership (United Way, make connections with the VOADS, SBDCs, online presence (FB, Linked In) - End users: e.g., clean and resilient reef programs, port authority groups, CERTs, Networks (EDEN)
Structure	<ul style="list-style-type: none"> - CoP (Community of Practice) have each group take turns being the leader \$0 - Part-time coordinator 	<ul style="list-style-type: none"> - Coordinator role - Formalize relationships with business COOP/BC - Reaffirm existing commitments for advisory committee (change if they do not have the energy) - Ad hoc structure; identify alternative leaders - Once roles and expectations are utilized, use them as a resource - Identify different tiers for partnership (membership) 	<ul style="list-style-type: none"> - Does the business community care how well organized we are, or do they want a single point of contact? - Flexible and nimble. - Cool logo - What is the role of the media? How do we tell stories? Who is our audience? Tailor information to meet their needs. - We should start then expand - Objectives and resources drive structure.

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- Consider ad hoc working groups to go deeper on topics (COOP, planning, resiliency, recovery)
 - Work with the State Chamber of Commerce and FDA (interest in businesses post disaster) and other business-focused agencies/economic development agencies.
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Lean and Current Platform Scenarios

Participants expressed interest in moving forward with the relationship-building and in-person meeting elements of the partnership, at a minimum. The current platform group highlighted some specifics in the need to take what we have and chart the path forward (see Table 1). For example, we need to determine how structured we want to be, and how actively we want to self-task and find resources to move forward. We need to determine our long-term objectives, who we want to reach, why we want to reach them, and why they will want to be involved. We should ensure that the return on investment is greater than the input. Several audience members suggested creating a 501(c)(3).

Funding

One of the challenges identified by the group was the tension between operating funds and project-based work. Even the lean group identified the need to minimally fund a coordinator, even if that person was an intern or a grad student. Most grant funding opportunities are for project work, but chasing project grants can lead partnerships out of their core interest and activities in response to the latest objectives from funders. Several people in the group agreed that it would be wiser to figure out how to fund the group's general continuity, and when project-based grants become available, apply for them if there is a good fit. This is a lesson learned from the challenge of the Governor's South Atlantic Alliance, the organizational predecessor to the SDRP. However, SDRP must still find funds for general operation, which probably includes the work of a part-time coordinator and an in-person meeting, at the minimum. SECOORA is interested in continuing to provide an administrative home. We could use private sector funds to support overhead expenses. The SECCOOP charges a registration fee for the annual meeting which funds the next year's meeting; we could adopt this approach while being mindful that local government staff might need the fee waived, providing scholarships for travel on a competitive basis.

There were a few other funding ideas put forward. FEMA is pushing funding into pre-disaster mitigation, and might be interested in funding a community approach to disasters. FEMA funds technical assistance contracts; for example, the American Society of Floodplain Managers is now a technical assistance contractor; this is a way that FEMA funds "cool work" outside its regular funding streams. Another idea is to ask organizational or institutional members to fund the Partnership through a membership fee, which would grow the ownership over its activities beyond the coordinator or the current advisory committee.

Activities

The group discussed focusing on the public-private partnerships work as a unique niche for SDRP. Several of the business representatives in the room were excited about a proposal to develop a model or white paper more specifically focused on public-private partnerships between businesses and emergency management, such as in effective EOCs. It would help challenge states and municipalities to move the needle on engagement with the private sector. This could be a valuable output that focuses our past work into future work. There was also interest in continuing workshops engaging small businesses, such as the ones developed in South Carolina. This approach would encompass not just recovery but preparedness, mitigation, recovery and particularly, *resiliency*. The DRJ meeting, which is heavy on private sector involvement, could be a good place for SDRP to do some outreach and raise visibility.

In addition, participants suggested housing resources that our project partners have developed as well as related resources, like the Florida post-disaster recovery and redevelopment plans. One participant suggested looking into the Digital Coast model.

Partners

We need to formalize what it means to be a partner. Some people in the audience are not sure where they fit in; they may have been involved in some calls but what to understand the long-term benefit to being involved. We need to offer something that keeps them interested in coming back again and again.

Next Steps

Next steps from the meeting include sending out meeting notes and a participant list, formalizing a group to develop a mission statement, affirming and revising the advisory structures, exploring annual meetings as a way to raise funds, pursuing corporate funding opportunities, and envisioning future activities. In addition, Sea Grants in the region will be building on the public-private partnership workshop by developing a workshop report and initiative conversations about building P3s or introducing resilience work with existing P3s.

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Southeast Disaster Recovery Partnership (SDRP) Annual Meeting 2018
Resilient Disaster Recovery: Building Back Better in the Public and Private Sectors
June 19-20, 2018, St. Petersburg, Florida

AGENDA

MEETING GOALS

1. Provide learning opportunities for partners and all attendees, such as examples of success stories from other places that are tailorable
2. Provide opportunities for partners and all attendees to generate connections across sectors and states
3. Agree upon implementable strategies to solidify network in Year 3 and carry forth the work in a variety of funding contexts

Day 1: June 19, 2018

8:00am	Coffee and registration
8:30 am	Welcome <i>Objective:</i> Welcome current partners and new friends, introduce SDRP and concepts of disaster recovery, share goals for the meeting, provide logistical info
9:00 am	Keynote Alana Kuhn, FEMA Federal Disaster Recovery Coordinator <i>Objective:</i> Gain an understanding of the structure and progress of the federal- and state-coordinated disaster recovery after Hurricane Irma in Florida
9:30 am	Panel: Resilient redevelopment in public and private sectors Ruperto Chaparro Serrano, PR Sea Grant Ashby Worley, CFM, The Nature Conservancy Scott Cave, Atlantic Business Continuity Moderator: Jennifer Kline, Georgia Dept. Natural Resources <i>Objective:</i> Gain an understanding of work in diverse sectors in disaster recovery and resilience
10:30 am	Break
10:45 am	Breakout discussion by geography: Lessons learned from recent disaster recovery experience <i>Objective:</i> Meet people from similar geographic areas who work in different sectors. Build a shared understanding of specific successes and challenges from recent disaster recoveries or from general resilience efforts
11:30 am	Engaging the private sector Amanda Martin, Southeast Disaster Recovery Partnership Rick DeVoe, South Carolina Sea Grant Jennifer Kline, Georgia Dept. Natural Resources <i>Objective:</i> Share the results of SDRP research on public-private partnerships, orient meeting participants to afternoon activities, learn from a practitioner about engaging businesses using the National Disaster Recovery Framework
12:00 pm	Lunch

- Afternoon sessions** **Workshop on public-private partnerships**
Objective: Foster exchange of ideas between the public and private sectors related to resilience, and to work together to improve collaboration and advance resilience
- 1:00 pm** **Panel: Public-private partnerships for disaster recovery and resilience**
 Dan Burger, S.C. Dept. Health & Environmental Control / Charleston Resilience Network
 Steve Detwiler, Miami Dade County Emergency Mgmt
 Margo Moehring, NE Florida Regional Planning Council / P2R2
 Gavin Smith, UNC-Chapel Hill / Hurricane Matthew Disaster Recovery/Resilience Initiative
 Moderator: Rick DeVoe, SC Sea Grant
Objective: Gain an understanding of the origins, goals, and work of a variety of public-private partnerships.
- Perspectives from business and NGO communities**
Objective: Solicit perspectives on public-private partnerships from business/organizational representatives
- 2:30 pm** **Break**
- 2:45 pm** **Breakout discussion (assigned tables) on implementation of PPPs**
Objective: Share lessons learned and identify a suite of best management practices for implementing disaster recovery planning for businesses through public-private partnerships
- 3:45 pm** **Report out and discussion**
- 5:00 pm** **Social hour**
Objective: Have fun!

Dinner for active SDRP partners, sponsored by Strategic BCP – by separate invite

Day 2: June 20, 2018

- 8:00 am** Coffee and registration
- 8:30 am** **Reaching resilience: Scalable solutions to a complex problem**
April Geruso, Hagerty Consulting
- 9:15 am** **SDRP spotlight**
Jennifer Kline, Georgia Dept. Natural Resources
Steve Detwiler, Miami-Dade Emergency Management
Sarah Pickhardt, South Carolina Emergency Management
Jessica Southwell, North Carolina Emergency Management
Objective: Catch up on the SDRP subawards, give our Co-PIs an opportunity to share their work in depth, provide feedback for Co-PIs if they have questions for the audience
- 10:15 am** **Leveraging SDRP progress for future opportunities, part 1**
Objective: Set the stage for regional partnership panel and next steps discussion, learn about current and future funding opportunities
- 10:45 am** Break
- 11:00 am** **Panel: Regional resilience partnerships**
Sarah Watson, S.C. Sea Grant, CISA / Southeast & Caribbean Climate Community of Practice (SECCCOP)
Dennis Reid, Elliot Consulting / Greater Tampa Bay Association of Continuity Professionals (ACP)
Heidi Stiller, NOAA / Gulf of Mexico Alliance (GOMA)
Susan Gibson, U.S. Army / Southeast Regional Partnership for Planning and Sustainability (SERPPAS)
Moderator: Lindy Betzhold
Objective: Learn from examples of regional associations or communities of practice and build understanding of options for what the SDRP could look like in the future
- 12:15 pm** Lunch
- 1:15 pm** **Leveraging SDRP progress for future opportunities, part 2**
Objectives: Generate a variety of specific ideas for SDRP, hear from the audience about the direction the Partnership should move, refine ideas and settle on one or more “next steps” for SDRP. Using Poll Everywhere and facilitated discussion
- 2:45 pm** **Next steps, closeout**

SDRP Mini-Workshop for Sea Grant Regional Visioning of P3s

Priority Characteristics, Challenges and Opportunities

June 19, 2018

St. Petersburg, FL

Summary – Flip Chart Notes

Overview: Rick DeVoe

Facilitators: Susan Lovelace, Sarah Watson, Rick DeVoe, Liz McQuain

Compilation of Notes and Discussion Points: Liz McQuain

Common Characteristics of a successful P3

1. Local community leadership
2. Builds on existing capacity - knowledge capacity and communications resources
3. Utilizes established partnerships that fulfill needs for the entire disaster recovery process
4. Shared mission
5. Strong leadership that is effective for the goals
6. Trusted resource in community
7. Identifies champions in both public and private sectors
8. Possesses defined role, goals
9. Public and Private needs, opportunities and challenges inform each other throughout.... continuous dialog

There are commonalities in the characteristics of a successful Private-Public Partnership. They include leadership outside of the P3 with local champions and community involvement. In their shared mission and defined goals, the public and private sectors along with the community can build on the existing knowledge capacity to build trust with their constituents. Strong communication throughout the partnership ensures that the needs of each entity are met in order to create and sustain resilience. These common themes of a successful P3 are not a clear-cut process of “how-to” for every P3 but there are lessons learned that can be applied to each unique, individual community and their needs.

Challenges

1. Continuity as part of the culture in partner organizations
2. Sustaining relationships during the calm
3. Identifying and engaging businesses and associations of businesses at appropriate scales
4. Limited time to engage private sector, make it worth their while
5. Identifying mutually beneficial roles
6. High turnover of business
7. Lack of examples
8. How does media fit into the partnership?
9. Developing and using a standardized vocabulary
10. Incentives to participate (mission, funding and network)

The most common challenge that faces the formation and implementation of a successful Private-Public Partnership is identifying the appropriate components for its foundation. Each community, town or city is unique in their business make up, the disasters they experience and the composition of their residents; therefore, it is crucial, yet challenging to select the best fit. Knowing the suitable language to use when foraging a new partnership can instill confidence into the P3, as there are multiple phrases or words used to meaning similar ideas. Choosing and maintaining relationships that will create a culture of continuity and resilience within the area is integral to creating an effective P3. With high turnover in both the private and public sector, continued and open communication is an obstacle many partnerships face as new people are in and out of positions, making it difficult to sustain relationships and awareness of the P3. Incentives are a challenge and an opportunity, as they create the chance to partner with unlikely businesses but often times it is difficult to curate an incentive that would be effective in attracting partners.

Opportunities

1. Utilize local agencies and existing networks
2. Create incentives for resilience planning
3. Lead in resiliency planning coming from private sector
4. Banks could become partner/player in business resilience planning
5. Tell stories about how the private sector is already integrated into partnerships
6. Contact and reach out to potential champions
7. Engage where people live and problems occur
8. Use success stories to ID solutions

In many communities there are opportunities present that can create strong building blocks for a successful Private-Public Partnership or that can enhance current P3s. Recognizing and utilizing existing networks, local agencies and champions is the greatest opportunity that is often being missed. When appealing to potential partners such as banks, corporations and/or small businesses, telling success stories including unrecognized P3s already involved in disaster recovery as well as creating incentives to partnership, are ways to broaden partnerships. There is opportunity to engage the local community by way of holding conversations within the areas where disasters occur, rather than relying on communities to ask for assistance.