



 **School of Public & International Affairs**
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WEDNESDAY'S
News You Can Use

Disaster Recovery

Presented by: Katherine G. Willoughby

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Today's Presenter



Dr. Katherine G. Willoughby

Graduate of Duke University (BS, Psychology),
NC State University (MPA), University of Georgia (PhD)

30+ years as teacher and scholar of public
management, budgeting and finance

Internationally recognized expert of public performance
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Consultant to government officials, managers and
finance professionals from around the globe regarding
public management and budgeting best practices.

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2

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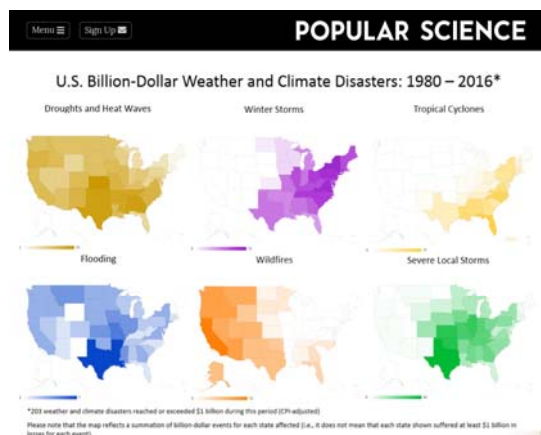
Learning Objectives

At the end of this session, you should be able to:

- ✓ Discuss agile governing components useful for navigating through the pandemic
- ✓ Identify management strategies most amenable to their specific government for addressing fiscal stress
- ✓ Recognize silver linings to celebrate and boost employee success

We know from past disasters...

- ✓ Natural disasters more frequent, severe and costly.
- ✓ Climate change, population growth, infrastructure/hardscapes development, and public policies contribute to problem.
- ✓ Multiple disasters of all sorts hitting communities concurrently and consecutively.



Local Financial Readiness

- ✓ Resiliency/recovery plans
- ✓ Recovery ordinance
- ✓ "Whole of Community" strategy
- ✓ Disaster training/exercises
- ✓ Emergency operations center
- ✓ Offsite information systems
- ✓ Backup data storage
- ✓ Detailed GIS map of community assets
- ✓ Recovery leader/manager
- ✓ Interdepartmental task force
- ✓ Contracts for post-disaster recovery
- ✓ Formal partnership for post-disaster recovery

✓ 46% of responding governments have populations of <10,000

- ✓ Responses represent the nation well regarding
- Geographic divisions
 - Metro status
 - Types of government
 - Forms of government



	Governments surveyed	Governments responding
Total	4,932	901
Population group (2018 est.)		
Over 100,000	9%	10%
50,000-99,999	9%	9%
25,000-49,999	14%	13%
10,000-24,999	25%	21%
5,000-9,999	18%	20%
Under 2,500-4,999	27%	26%
Geographic division		
New England	9%	8%
Mid-Atlantic	11%	7%
East North-Central	18%	15%
West North-Central	14%	13%
South Atlantic	20%	26%
East South-Central	3%	3%
West South-Central	7%	7%
Mountain	7%	7%
Pacific Coast	12%	13%
Metro status		
Metropolitan Statistical Area	71%	68%
Micropolitan Statistical Area	15%	15%
Undesignated	14%	17%
Type of government		
Municipality	86%	85%
County	14%	15%
Form of government		
Mayor-Council	19%	17%
Council-Manager	60%	62%
Commission	1%	0%
Town Meeting	5%	5%
Representative Town Meeting	1%	0%
County Council-Manager/Administrator	13%	15%

- ✓ All regions experience multiple disasters
- ✓ South has experienced most federally-declared disasters in last 5 years
- ✓ Resources for relief and recovery available
 - Departmental funds
 - GF Reserves/Unrestricted funds
 - Insurance
 - Few have no resources
- ✓ High degree of familiarity with protocols to secure relief funds
- ✓ Most conduct
 - Valuation of vulnerable capital
 - Risk analysis of critical assets/features

Survey Results

	All	Northeast	Midwest	South	West
Total (N)	901	136	254	328	183
Types of disasters experienced in the last 5 years					
Hurricane	25.2%	19.9%	0.8%	60.1%	0.5%
Wildfire	12.9	2.2	4.7	9.5	38.3
Flood	49.9	44.1	56.7	52.7	39.9
Tornado	17.8	7.4	22.4	26.2	3.8
Mass slide	4.0	1.5	0.8	2.1	13.7
Winter Storm	55.7	81.6	61.0	40.2	56.8
Drought	16.2	8.8	6.7	19.5	29.0
Industrial or Chemical	4.1	4.4	4.3	3.4	4.9
Other	10.3	11.0	11.8	4.3	18.6
Experienced federally-declared disaster in the last 5 years					
	48.7	45.6	41.7	66.8	28.4
Resources available to support relief and recovery efforts in your jurisdiction					
Departmental Fund	61.4	63.2	59.8	64.0	57.4
General Fund Reserves/Unrestricted Fund	79.0	66.9	76.4	86.0	79.2
Contingency/Emergency Fund	52.1	50.7	43.7	56.4	56.8
Solid Waste Fund	16.0	8.8	13.0	23.5	12.0
Debt/Leasing	39.3	36.8	47.2	38.4	31.7
Insurance	74.0	75.7	73.2	75.9	70.5
No resources identified	3.9	5.1	2.8	2.7	6.6
Other	5.7	2.9	5.5	6.1	7.1
Local government familiar with protocols for securing state and federal disaster relief resources					
	92.3	92.6	89.4	94.8	91.8
Local government has undertaken the following types of assessments					
Financial accounting/valuation of capital assets vulnerable to disaster	57.5	51.5	54.7	59.5	62.3
Estimated financial impact/potential costs of disaster	33.2	26.5	23.6	47.6	25.7
Risk analysis of facilities or critical assets/features of the community most vulnerable to disaster	50.6	52.9	42.9	52.4	56.3
Review of community's recovery capacity (financial, human, capital)	39.8	39.0	39.4	43.0	35.5
Financial staff has been involved in trainings					
	25.9	14.0	22.1	30.8	31.1
Mutual aid agreements exist for:					
Public safety	89.0	85.3	87.8	89.6	92.3
Payroll/financial services	6.9	7.4	5.1	7.0	8.7
Social/human services	25.3	21.3	26.4	23.5	30.1
Public works	54.4	55.9	57.5	50.3	56.3
Planning	18.5	23.5	15.0	18.3	20.2
Animal control	39.6	37.5	29.1	43.6	48.6
GIS	27.7	22.1	31.9	25.6	30.1
IT	27.5	26.5	31.1	25.6	26.3
Public transportation	26.1	25.7	22.4	24.7	33.9



COVID-19 Response


U.S. Federal Government


- Funding multiple bills totaling trillions of \$
- Inconsistent, sometimes inaccurate messaging from President and Administration

State Governments


- Activated Army and Air National Guards
- Implemented Executive Orders
- Established Regional Coalitions
- Fiscal Responses
 - drawing down budget reserves
 - shifting money across agencies
 - securing federal funds



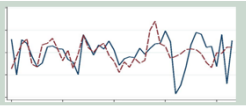
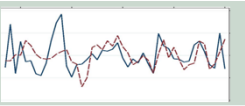






U.S. Disaster Framework





Local governments are first responders. Is this different?


Type of Natural Disaster	Weather-Related	Biological
Time Frame	Beginning & End	Ebb & Flow
Boundaries	Visible	Invisible
Experience & Knowledge	✓	✗
Response	Established Playbook	No Playbook
Economic Impact		

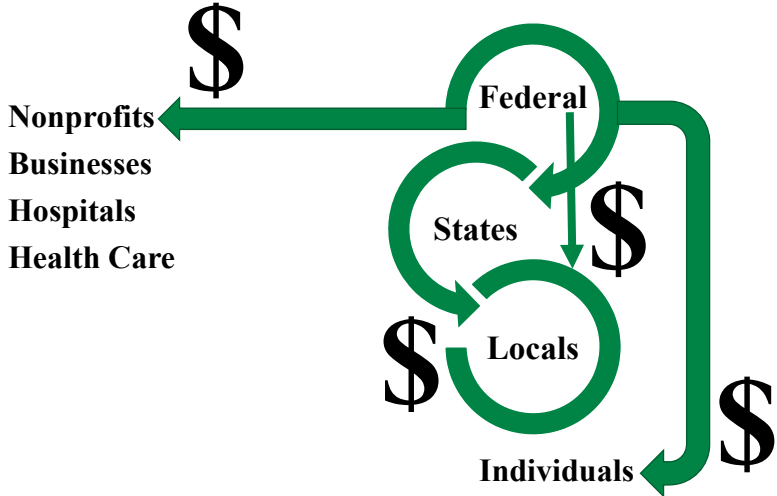
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9


Federal COVID-19 Fund Flow







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    graph TD
      Federal((Federal)) --> States((States))
      States --> Locals((Locals))
      Locals --> Individuals((Individuals))
      States --> Nonprofits[Nonprofits]
      States --> Businesses[Businesses]
      States --> Hospitals[Hospitals]
      States --> HealthCare[Health Care]
      
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10

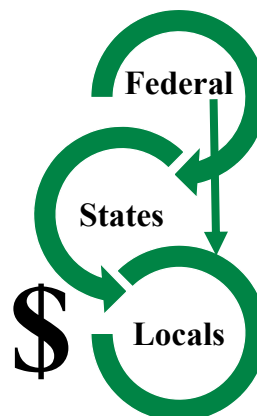
Federal COVID-19 Fund Flow



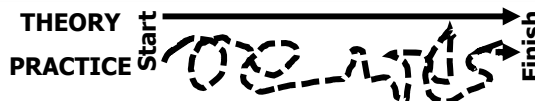
No Strings \$ is Good, Right?

Local reaction to federal \$ differs:

- One DECIDES to fund cornucopia of social needs that have not been high priority in the past—reducing homelessness and food insecurity.
- Another DISMAYED, “you open it up to the political process and it gets noisy”.
- Small governments DISTRESSED, “The smaller you are, the harder it is to get that money. The reality...is no one [is] coming to save us.”



Agile Governing



A Collection of Values

- responsiveness to **people** over process
- **digitized** systems over paper trails
- **collaborative** problem-solving across sectors
- attention to **data** and continual assessment
- **nimble** decision-making
- **learn** what works
- frequent, clear, and strategic **communication**
- **leaders** who listen, consult, and act

Nimble

- Government actions “on steroids”
- Conduct “organizational triage”
- Reorganize, repurpose, reposition, and rebudget “on the fly”
- Rethink core services, reassign employees, restructure building spaces
- Pivot among multiple jobs—produce guidance, secure PPE, apply for and manage funding, communicate internally and externally
- Convert paper systems into electronic ones
- Review local ordinances to balance economic development with health care policies

Responsive

- Placed thousands of homeless, some COVID-19 positive, into hotels to mitigate overflow in shelters **New York City**
- Established diaper delivery service, distributing diapers to 10,000 children **Baltimore, Maryland**
- Established #maskupAlbany to encourage masks before CDC policy **Albany, Georgia**
- Offered soft loans to local businesses and cash assistance to families to stem crisis impacts **Tulsa, Oklahoma** and **Dallas, Texas**
- Tapped tax improvement district and undesignated economic development funds for loan program to small businesses to pay “whatever needed to stay afloat” **Baraboo, Wisconsin**

Collaborative

- "If you are meeting your regional partners or state and federal partners for the first time after disaster strikes, you are too late. Spend time developing relationships and partnerships throughout your region as a matter of regular routine so you are ready when the event strikes."
Huntsville, Alabama
- Established a Pandemic Community Advisory Board
King County, Washington
- Reorganized staff into recovery initiatives, each leveraging public support of projects that cheered community champions, thanked first responders/health care workers, supported restaurants, initiated food delivery and mask making
Lone Tree, Colorado

Communicate

- "Lack of information is just as bad as misinformation."**
- Delivered daily press briefings from different public official with unified message to public about virus
Albany, Georgia
 - Hired "Community Navigators" from different communities to translate all communications into 30 different languages; created a bot; conducted regular webinars, technical assistance, and outreach
King County, Washington
 - "Redirect [employee] passion instead of shutting down ideas" establish deadlines, talk of actions that can be taken, support experimentation, and congratulate adaptability
Lone Tree, Colorado

Communication matters

“I know I should be focused on our strategic goals, but I’m busy getting us through this crisis!”

“In the next two weeks, let’s all review our pages on the website and make edits to make it more user-friendly, informative and engaging.”

“I’m too busy to work on anything else but this crisis.”

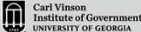


“In the next week, watch at least one webinar on leadership or working from home/virtually.”

“Just keeping working on all the things, let me know if you need anything.”

“Thank you for being adaptable and willing to change how we provide services so quickly.”

Communicating with employees to better support their efforts during COVID-19.

ICMA Presentation International City/County Managers Association (ICMA). 2020. Fiscal and Organizational Strategies during Pandemic. Webinar. May 8, 2020. <https://icma.org/documents/covid-19-resources-fiscal-and-organizational-strategies-during-pandemic>

17




LEADING AND COMMUNICATING

Thomas Reeves, Community and Media Relations Officer of Modesto, California claims City as **“public comforter”**

“Let the media hype the bad news, the City Manager discuss the details of local response, and the Mayor provide hope and encouragement.”

“The lead communicator must be identified and all power in creating, approving and getting the message out is with this lead communicator. If you are not that person, be closely aligned with that person. Be the expert, follow your education and training, trust it and rely on it, and work with passion and strength, make sure you are aligned with the messaging.”

Alliance for Innovation. 2020. Innovator’s Journey: Thomas Reeves and Crisis Communications. April 8, 2020. <https://podcasts.apple.com/us/podcast/afis-innovators-journey/id1503374264>.

18

Silver Linings

Recognize changes from responses to COVID-19 that worked:

- ✓ reduced jail population
- ✓ increased homeless housing and motel occupancy
- ✓ less traffic
- ✓ increased public involvement
- ✓ rapid acceptance of telemedicine
- ✓ normalizing teleworking
- ✓ uptick in online service delivery
- ✓ leaner operations

Resiliency: Local managers must



Apply agile governing actions: lead and motivate, communicate clearly and effectively, collect intelligence, act decisively, keep adapting and innovating

Collaborate for community

benefits: create, maintain, and expand networks and shared learning; strengthen partnerships to advance "whole of community" response and recovery.

Make noise: push for Federal and state fiscal support; small localities of limited capacity are especially vulnerable



QUESTIONS?



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Thank You!



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