

## **2014 (December 8) NASAAEP Summit FEMA Director Craig Fugate**

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- Craig Fugate 00:51 Hello, Good Morning.  
There's actually some interesting dynamics between North Carolina and Florida. We exchange people. Prisoners. On a frequent basis.
- 1:03 [audience laughter]
- 1:06 It goes all the way back to after Hurricane Andrew, Governor Charles was looking around to reinvent Florida emergency management. He looked up here to North Carolina and recruited Joe Meyers who at that time was the director here and brought him down to Florida. Joe hired me. So, I moved up the ranks and it's gone back and forth so y'all might come down to Florida and there's a lot of Carolina stuff blended in to that.
- 1:32 But I wanted to come, my guys they get all the invites and, you know, I get emails and some of you I know in the room but, you know they go through and go "ah this isn't for you; this isn't something the administrator would be interested in" and I get ahold of it and say yeah I want to do this event. And they go huh. Yea, I'll do this one. And they're like well, you don't do a lot of these things. Yeah but I want to do this.
- 1:51 Why? Because I've been busy talking about a lot of things and I need to get back to this one. When you're dealing with disaster response and you start talking about animals, whether they're companion animals, whether they are agriculture, whether they are exhibit animals, show animals, zoos and other things. Whether they're wildlife, endangered species, or in Florida, the exotics. We have it all. And the tendency that a lot of people have is there is people and then there is animals. And from my experiences the most trouble I'm ever gotten in as a county emergency manager was with animals.
- 2:29 [audience laughter]
- 2:31 I'm going to give you an example of what really hit me and set the whole tone of why I started realizing that animals are people issues. They're not separate. We had a chemical spill in my county. Some meth ethyl death got loose from this place and is spreading across the highway and they began sheltering in place and evacuating. Now you got to understand this is cloud, of, you can't see through it crossing the road. And they're evacuating this area
- 3:00 And then we got about 12000, 15000 people down wither sheltering in place. I'm getting force back from the sheriff's office where they're trying to stop traffic and people are driving past them into the cloud. And I'm like what in

Earth are they doing? They're going home to get their animals. Now this is like we got sirens going off, flashing lights, people with HAZMAT suits, you know the moon suits, and people are literally driving through that cloud because their animals are on the other side.

3:31 The other thing that happened was, later that evening we finally got to the point where we gave the all-clear and I started getting calls and my county commissioners started getting calls on why I never addressed the animals. I never told people to bring their animals in when we did the shelter in place. And I just assumed people would figure if we tell you to go inside because there is something bad outside they would bring your animals in. They were mad because we did not specifically tell people because they were worried people wouldn't remember to bring their pets in. And this is chemical spill, again, that you're focused on people and plant damages. This is a huge event. Yet almost everything that came out about that had to do with people behaving in ways that a lot of people wouldn't think rational, unless you're a pet owner.

4:25 [audience laughter]

4:27 And then the complaints about the failure to communicate what people needed to with their animals when people were like trying to focus on we got to keep people safe and alive. It's like, I don't think they get it, they consider pets a part of the family. So when I moved up to the state of Florida, I got to know some great folks in back, in Florida Department of Agriculture and Consumer Services and one of the lessons that came out in Florida in Hurricane Andrew was because the companion animal issue was such a severe strain on the system we actually created one of the first emergency support functions just on agriculture animals.

4:59 It started out just pets. But we started having a series of wild fires and floods and, you know, when you've got cattle standing on the only field around and you've got thousands upon thousands of chicken houses that flood and then we figure out what we're going to do with all the carcasses in the middle of summer. It started more from, it was no longer just pets, there was a whole segment of the agriculture industry that was just as heavily impacted.

5:27 One of your presentations later today is going to be around the emergency management systems combat. Do you know what the most common and most frequent evaq request form it has anytime a hurricane is threatening the state and we've got big evacuations? We've put an evac request in the state of Georgia for the fairgrounds. Because everybody's got their trailers, going to be loading up their horses and heading north. And so we started seeing that it was expanding just beyond the companion animals, it was moving into the agricultural and it was moving in a way where we came back and reevaluated our DSM 17

- 6:02 It was under the leadership of the state veterinarian. But it was bringing together a lot of diverse groups. Now people talk about diversity, I'm telling you this was an interesting crowd. We had vegans and the [inaudible] association.
- 6:17 [audience laughter]
- 6:19 You'd go to the conferences in Florida... you had vegetarians entrees and you had meat. And they would be sitting at the same tables discussing common issues. A lot of times it was about their respect and love for animals. Even though they came from different viewpoints, different philosophies, they saw that they could work together in a disaster. And so as Mike was talking about with his team and as the Commissioner talked about, the Florida Emergency Management DSM-17 was not about Emergency Management telling the animal industry how to run business. It was about bringing people together who have a lot of resources and expertise.
- 6:55 And essentially, yes it got back to Florida, and basically when it came to animals they're like "they're here, what do you need?" And that need ran the gamut. I can remember getting requests, we would bring in a lot of generators, getting ready for a storm we did. Our primary target audience we thought were going be hospitals, nursing homes. Turns out its dairies. Because if you're down in Florida [inaudible], we got mega dairies. Like 10,000 per head down there. And if they're not milking, we got problems.
- 7:27 And so, we were bringing those generators in, but we were trying to figure out well how do we get the generators turned over to the private sector if we're using state funds to get those. And we worked it out. The dairies would agree to lease the generators we would give them. And as we'd prioritize and we'd so all that stuff, and so, we'd be working those issues. At the same time we'd be worried about how much rain we got because the newer [inaudible] could possibly over top and break. So we had to deal with that.
- 7:51 It migrated from animals to agriculture and so our DSM-17 now was for animal agricultural issues. We dealt with a whole lot of stuff. And we dealt with some interesting things that you just wouldn't think of. When West Nile first broke out in our state, Florida was one of the first states to get hit, turned out the best indicator for West Nile was the vets. Horses were actually getting sick before the first people were getting sick. But it then became important because our state, actually, Consumer Services, supports a lot of the funds and stuff that we have for emergency mosquito spray programs. And so then we would have to start making decision about when we're going to start spraying for mosquitos. And that was kind of an interesting debate, bringing in the state vets who had one half of this disease outbreak and the state public health officers who had the other half and then see what value veterinarians added to that. And so we were having kind of... I got this phone call that says, "you need to referee a meeting".
- 8:48 [audience laughter]

- 8:50 I'm like, "excuse me". Yeah, I get a call from the deputy chief staff of the governor's office that says we need you on a call between health and AG. And we were seen as neutral players so we got together and we kind of worked through that and we got through that.
- 9:03 Also, something else I thought was fascinating because I read about it in history books. We had a polo pony come in from South America initially diagnosed with screwworm. And, of course, Commissioner [inaudible], Commissioner of Agriculture, man they all knew that now. And I get a call from the governor's office and says, "why is AG all spun up about this pony that has maggots?"
- 9:27 [audience laughter]
- 9:29 I said because if it's got maggots it's not a big deal, if it's got screwworms... why do you think we got so many little super fund sites all over the state. You know, people forget, Florida is a big cow calf producer and up until twenty we were a free range state. We didn't have fences. And the way we used to deal with screwworms before they did the sterilization program was we used to have dead tanks all over the state full of all kinds of arsenic and other bad stuff and you'd periodically drive the cattle through there so they'd decode it. Especially during calving season, and stuff, so you'd keep down screwworms.
- 9:58 But, I said well, let's put it this way. We're going to get shut down, quarantined, no cattle.. no animals are going to move out of our state, and this is going to cost us a small fortune. And they go, oh this is a big deal. Cattle is probably, and people still don't think of this, Florida is still a fairly significant cow producer but it's going to be the horses that got their attention. Because all of the race horses and all the forums, all that gets shut down. All the polo ponies that move across the nation would have been shut down. And, you know, Palm Beach would have been ground zero for that.
- 10:33 So, I got the, besides the part of a bunch of hurricanes, getting the first I ever saw a VMAT, a Veterinary Medical Assistance Team, deployed to the middle of Charlotte county after Charles to deal with all the animals that were all cut up. To dealing with a couple of interesting outbreaks that turned out to be contained. To really building capability then as we started to talk about this, I said you know, what we need to do is start exercising animal disease outbreaks.
- 11:02 That was not something Emergency Management had ever done. And so we got with our partners with USDA APHIS and we did a couple, disease operands. Because if you look at Florida and you look at where diseases are in the Caribbean, we're basically one boat, one plane away from something breaking out. And we started seeing a lot of plant diseases between citrus canker, citrus cranny, and other things. That if you had something like a hoof and mouth disease crossover.

- 11:31 If you had something like, you know, [inaudible], you might come across... If you get one of these. Like right now, Canada has two cases of bird flu. We saw what the exotic New Castle California, you know what the [inaudible] from exotic New Castle California?
- 11:55 Basically cock fighting. It's an illegal trade. And they bring these birds across and nobody sees them, they never stop at any of the quarantine. And you have birds that routinely go back and forth between the west coast and the east coast twice. So, we said this is a big vulnerability. And, I don't know about your state, but our state veterinarians have not seen a plus up in staffing or funding in years. If anything they've always been reduced, reduced, reduced. And in the first exercise, we found our state veterinarians trying to handle everything because that's the way it was set up.
- 12:28 They were using the emergency management system but they were trying to handle communication, they were trying to handle logistics. And we said, wait a minute guys, how many veterinarians do we have in Florida anymore. Not that many. Well is there a way we can do things for them so that they can focus on the epidemiology, the treatment, and the eradication of disease? And... I think it was interesting that the state got trust. We didn't trust ourselves to give up our responsibilities to somebody else to be successful. Until we did a couple exercises. And we did one where we had this outbreak down in South Florida and they needed to shut down I-95 and stop all the movement of animals north of there.
- 13:06 And AG is trying to figure out well how do we do that. And I said that's not how it works. You see that group over there of law enforcement guys. We just go over there. I said here's what we need done. And they go grab the folks from Department of Transportation. And when they did the exercise well they basically said you tell us where you want them to stop, we'll stop them. We'll go put some light rock down, we'll pull pads, we'll pull the trailers off and turn them around.
- 13:30 All we need from you is someone to tell us who goes and who stays. And they said that's it. And they said yeah, that's basically it. You tell us what you want done, we'll do it. You tell us who goes and who doesn't, we'll handle everything else. Whether its communication, whether it's basically, you know, how many you have in different organizations... everyone has their own emergency operations center. We basically have our state of emergency operations center. Didn't matter what the disaster was, we would always pivot to the agency who had jurisdiction. So if we had a animal disease outbreak, the incident commander of the state of Florida... it's going to be the state veterinarian.
- 14:08 Everybody is working for them. My job, as the government, is to make sure we're all supportive. Whether it's bring out the guard, whether it's activating different resources. People would say well how do ya'll pay for that without FEMA. Well.. I work for the governor, back then Governor Bush, back then his position was if it was something that had to be done, the state would do it. And

if FEMA was going to reimburse, fine, but if it wasn't a FEMA disaster, figure it out.

14:33 But we weren't going to build something that said we're only going to use it if somebody else pays. We're going to build it and use it if we need it. So that was my background. And when I got to FEMA, I thought, well, we're opening up a national response framework for reroute, I thought well this would be a good time to add a function for animals. I was not agreed with.

14:54 [audience laughter]

14:55 But I did elevate at least the understanding. Particularly grant funding and messaging that this term 'whole community', started coming out of an observation... and it was right after I got there, I was meeting with Mark [inaudible], and it was about children issues and they wanted me to write in the index about children and disasters. I said, wait a minute, let me think about this right now. I said, I think that's a bad idea. He says, why you don't like children? No I love children. I think writing in the annex about children is the wrong thing to do. Because it suddenly dawned on me, and this is idea of whole community comes from, it's not just about the community that responds, it's about the community served. Have you ever seen your local emergency management plan? You ever read the annexes? You ever notice we always put the hard to do in the annex?

15:42 [audience laughter]

15:44 Think about it. You write a basic plan to respond to community disaster. And anything that's hard goes in an annex. So all those areas are in the annex. Got a disability, you're in the annex. You got kids? They're about to be in the annex. You got animals? They're about to be in the annex. I said wait a minute, last time I checked they were half the population has someone depending on them, right? Let's see... depending on which county you're in in Florida you're either from 17-20% to 90% over the age of 65.

16:19 [audience laughter]

16:21 A third or more people identify with one or more types of disabilities. Umm, a lot people have kids. And I'm going, wait a minute, we're running a plan for the easy. We're writing a plan for the people that fit our plan and if anybody doesn't fit out plan, we're writing annexes. This doesn't make any sense. So I said, we're going to change something. We're going to go back to our basic plan guide and all the stuff we put in the annex, we got to change that, and so part of whole community people don't talk about a lot is this idea that you plan for the communities you live in. Not what fits your plan.

17:01 And it was really this idea, that, if you're not dealing with animals on the front end, you can't bolt it all to the end. It doesn't add up. And so, if you change this approach and say look animals are not an annex. They're there. You better have

a plan for them. And there was a lot of things that I ran into that we had gone through in Florida. Well, what about pets in evacuations? I said you take them with you. I mean I can remember, I started really when the message used to be evacuate or you will die. And in the same breath, but leave plenty of food and water for your pets.

17:40 [audience laughter]

17:42 Remember those messages? And it was kind of like, okay, lets see. Either it's the last meal or it ain't that bad.

17:50 [audience laughter]

17:52 But we're telling you, you're going to die if you don't evacuate. But don't take your pets with you, leave them plenty of food and water. This isn't working. And, so this plan to an effect, is look, people got animals. You got to plan they're going to evacuate, they need to take their pets. No more should you ever hear evacuate and leave your animals behind. You got a plan for it. And if you go through our preparedness information, you're going to find, we made that a big deal. You got pets, they're in the family plan. If you evacuate, take your pets with you. Now the big question is, when I'm going somewhere, who's going to let me bring my pets? Who was involved in the Joplin response?

18:34 Coolest thing I ever saw, was everything everybody has told me you couldn't do in a shelter was going on in Joplin. I mean, we cannot have people with disabilities in a shelter. We cannot have people that require ongoing medical treatment in a shelter. We cannot have people that have animals in a shelter.

19:01 Yet in Joplin they were all there. And remember, this wasn't like a hurricane you could see coming. This was a bad day that starts out with one of the worst tornados we've ever seen. And by the next day this shelter is up and running. It's a Red Cross shelter. But it's got a lot of different organizations in that shelter doing different things. And so I get there, there was no special needs shelter. They had nurses there giving medications.

19:33 They were from the health department. And they said, oh, do you want to see where the animal are? I'm like, you guys have animals here? Oh yeah, they're downstairs, away from everybody but anybody that's coming with animals, we've got them down here and you got two options. You can stay with your pet. They actually had it set up, they had individual rooms, so if you wanted to, now they had this great college campus, you could actually stay with your pets. Or, if that wasn't an option, you have other family members, you can come down to see your pets. But they had everybody matched and tagged. Nobody was taking animals. It was all controlled. You had physical separation. All the issues about allergies and fleas and everything, they somehow worked through all that. And they did in less than 24 hours from the time the most devastating tornado hits on a Sunday to it was up and running. They had actually done something before that. They brought everybody together, the Red Cross did this at the local, they

brought everybody together and says we have to operate a shelter, who do we need? What are the challenges? What are the issues? And they were getting ready to write the plan, they hadn't even written the plan, but they had had that first meeting so they knew each other. And so when the call came out, who could take care of pets. They already knew who the local societies were that could do that.

20:43 And so, we continue to build upon this idea that when we talk about planning for communities, you plan for the community you live in, not what the future plans. And if you're agriculture and you have agriculture issues, you got to have that in your plan. If you've got pets, and everybody does, you got to remember to plan ahead. And oh, by the way, they are not all just cats and dogs.

21:07 [audience laughter]

21:09 If Florida, we got it all.

21:11 [audience laughter]

21:12 We got the big cats, we got the potbelly pigs, we got every type of constrictor, spider, critter that bites, claws, snaps, you name it; we've got it. You know, our act codes, this is actually pretty funny. They're evacuated dolphins because of all the marinas and stuff we have around there, we had Sea World have to.. not Sea World but the little place outside of St Augustine, Marine Land. They were about to get wiped out in the storm, had to move dolphins, and we're all looking around the room going, who does that?

21:45 [audience laughter]

21:47 We found boats and they... But it's really great because the reason I think it's so good to have that kind of setup is you bring me problems I had no idea what do with. Dolphins? That's an animal. I look over to the seventeens and say y'all figure it out, tell me what you need. And then we'll make contact, get the right folks together.

22:04 There wasn't a resource necessarily for them but they were able to reach out, get the resources, get them moved. Dolphins were fine. Marine Land wasn't in such good shape afterwards. But that's really when I came to FEMA where I was. I wasn't successful in getting ESF-17 or whatever we're going to call it but I have gotten more interest on animals are a part of the plan and should be part of the base plan. They're what you're going to face and you need to deal with it up front. And the other thing I've not been as successful but we've been doing more exercises and getting more attention on is what the response would be on the federal government side to a disease outbreak that requires a lot of resources very quickly.

22:49 One of the roles FEMA has outside of administrating the Stafford Act in response to the governors is supporting other federal agencies. And that's



probably a role people aren't as familiar with but under our authorities we're actually a principal resource for all federal agencies disaster response. In my time with FEMA we have gone to Haiti and supported the USAID, we're not an international organization but we've been to Haiti. We were supporting customs and borders and health and human services with the unaccompanied children mass care this past summer. So we look at not that we take charge, in fact, if anybody ever tells you FEMA is in charge, they don't what they're talking about.

- 23:31 We're a supporting team. We have supported the Department of Agriculture in drought response. One of the things we administer is the national disaster recovery framework but because of the agricultural disaster most of the programs are going to be USDA programs. They came to us and said we would like you to implement your structure. We'll staff it, we'll run it but we want to use your framework to be able to implement our program throughout the drought response area.
- 23:59 So when it comes to animal diseases and within the USDA you have APHIS which would be your vets and your primary response is there but you also have a homeland security that's a little bit higher up that does a lot of coordination across the board. We work with both. We've had some table talks and some exercises about animal disease outbreaks and I think with this latest round of bird flu I think there's starting to be more interest because, again, agriculture is both a huge economic engine in this country and, two, if we don't get it right it can be just as devastating to the credibility of the government.
- 24:34 That's what we saw happen in Britain when they had their response and they got behind. We're not the ones that are going to lead that response but we do understand the complexity of that response and our willingness to support the lead agencies and this is going to become kind of a challenge as we get into this because we've had some fairly significant outbreaks but they've been ones that have been managed through federal response, through the state resources. We have not had too many that have gotten bigger than that.
- 25:08 But if that happens, I don't want that to be the first time anybody at the National Security Council has thought about it. So we've been trying to elevate that to that level, to talk about it, and that this is not some idle threat. It will be a national security response at that level, once it occurs and they need to understand who the lead agencies are and what the other members of the team can bring to the table because to me it's not a question of if it's going to happen, it's just when.
- 25:36 And whether it's going to be bird flu, whether it's going to be hoof and mouth, it's going to be one of the other exotics. It's going to get here. It's just not possible to keep it out. We saw how good we were at keeping a ball out. So one of these diseases will get through, it will cause a greater response so we're looking at this from the spectrum of basic community planning when disaster happens and animals are there and they are part of that plan to a disease outbreak that exceeds the capabilities of the lead federal agencies and state

agencies and require additional federal resources and the role we can play by the federal national response framework supporting those lead agencies.

26:14 I didn't get an ESF but I did elevate the discussions. So again, appreciate your work, again, if anybody ever tells you I know we're not across the country where we need to be but as a basic rule in most disasters we should never tell people not to evacuate with their pets. As we saw in Colorado, the military did accept the fact that people weren't going to leave without their pets and made accommodations so we didn't have the issue of leaving people's pets behind and them refusing to evacuate. When people do get where they're going, if they're going to shelter, they should be accepted with their pets and not turned away. And we should be building this into the basic part of the plan. Not as some annex.

26:59 So again, that's from where we're at. And what we're doing and continue to work on is looking at this from the standpoint of whole community. Are we including and incorporating what we need to do to make sure that, you know, the animals are people issues. No two ways about it. But then you also have the agricultural and other issues. We've had interesting discussions in our rebuilding phase, when you're dealing with endangered species. So, if you've ever been down to Florida and seen the gear, they all have big collars on them... they look like dogs running around with big yellow tracking tag on them.

27:37 [audience laughter]

27:39 There are a lot of things you can't do down there to disturb those little critters. Friendliest [inaudible], you're not supposed to feed them. That's probably why they're getting bigger these days.

27:46 [audience laughter]

27:50 Anyway, I don't really think I have much else. Wanted to leave some time for questions and then, hopefully get back to business [inaudible]. Any questions?

Man 28:07 Good to see you again. You mentioned other diseases. From a state level and as we plan, there needs to be a better coordination between USDA and homeland security so that at a state level we understand clearly funding, funding support, and things of that nature. It's really a dark hole right now and there is, you know from Florida, we're going to do it. And hope it gets paid. Not every state can or has that attitude and that really needs to be resolved.

Craig Fugate 28:45 Well, the problem is going to be, unless you can turn an animal disease into a terrorist threat that is, again, I think the easy ones are those that are going to be zoonotic and affect people. But even that, look at Ebola. We did not trigger any federal decorations involving Stafford Act so almost all the funds, again, were either going to be those that were being paid by the insurance providers or the hospitals eat the costs.

29:13 CDC got some additional resources that maybe you'll find out is mainly now dealing with African equipment stuff so there's not really been, recently, any type of funding stream for an animal disease outbreak. We're going to pay for response costs. I'm not saying it cannot happen but it would be a challenge to even qualify under the Stafford Act. Particularly for a major disaster declaration.

29:40 If it was a zoonotic or prosaic we make a nexus on public health because of the animal's disposal. Possibly for emergency declaration. But who pays for it is probably the one area I have the least resolution on but the part I do have a good resolution on it does not require a Stafford Act declaration to trigger National Response framework.

30:04 So with those authorities and resources, whether or not under the Stafford Act, if we get request we can support, we can support it. But who's going to pay that response cost locally? That's still a bit challenging. To begin, those of you who are familiar with some of the USDA programs, there are some programs in there that will pay for, if you have to go in there and depopulate livestock but a lot of these programs are authorized without a lot of funding so the other trick would be if we got a big enough impact, how are we going to pay for that? Would that require supplemental funding?

30:33 But whether or not the disaster relief fund the Stafford Act issues, we've actually kind of worked that out and that's about as close as I can get is possibly funded emergency declaration if we can demonstrate certain types of things that the states got requests for. And here's probably the trigger, the first trigger, states got a request form for federal resources not funding that another agency does not have the authority to provide.

31:01 So if USDA has the authority but does not have the capability I don't think I could necessarily oversee that. Now they could request us to provide the resources but it wouldn't generate, there's already somebody in Congress authorized to do the work. That we ran into something that wasn't there, that would be the trigger. The other trigger would be the public health impact that exceeds the state's capabilities. But, again, I have to come back and go, "is there another federal agency that's authorized to do this, whether they got money or not is not the issue. Is there something that is not authorized the state is needing that national funds trying to do. And that would be the first trigger.

31:35 So we've been through this and it's not clean. Because you do have both the CDC and within APHIS and USDA and a lot of programs authorized to deal with this even though they're not always funded to the level that we require.

Man 31:52 We're stuck out there, responsible.

Craig Fugate 31:57 Yep. Well that's why you're state.

32:00 [audience laughter]

32:02 I thought the whole thing about the division of federal and state was you guys want to run things and be in charge of them.

32:07 [audience laughter]

32:10 It's always kind of interesting. You never want to be in charge of it when you want me to pay.

32:14 [audience laughter]

32:16 Yes ma'am

Woman 32:18 Well I just wanted to commend FEMA on coming out with the newest active Ebola response related to emergent disease. The way it's worded, Ms. Zimmerman signed off on it. The way it's worded, is that it has to follow CDC guidance. So really, it put the owners back on us to update our plans. Now, still how the funding rolls out or plays out in the backhand, I think, what we need to take away is if we need to readdress our plans. Make sure that it does speak to whatever, well, it specifically speaks to CDC guidance and...

Craig Fugate 32:59 Yeah, that almost, that really came out when we were dealing with this when we first came in to office, 2009 was, age one, and so we did a lot of contingency planning around pandemic involving the flu. Then when Ebola started and they were all like going back to ground zero, I suggested perhaps we should stop writing disease specific and just write in general that it's not just the flu that can cause this.

33:27 And so, the Ebola scare. So what we did was we went back and really tried to write something that wasn't disease specific but said if you reach certain thresholds that CDC established then that would be the grounds for triggering the request because we didn't want to get into, well what we've run into is, we've got to tie the response not to just something bad happened and somebody wants us to pay.

33:58 We have to tie it back to who as Congress authorized to have a beat for that, what are the triggers, and then use our programs to support state response when that's succeeded, based upon that guidance. Otherwise what we end up doing is we could potentially find ourselves reimbursing a program that the IG says another program should have and ask for all the money back. Since the other things are [inaudible], they want to make sure we don't duplicate other program funding so it was a first step to step back from going instead of just talking about flu, let's talk about disease in general. CDC guidance, we are nowhere near anything like that for an animal disease under USDAs authorities.

34:37 But it's something we constantly try to look at. What would be the triggers?

Man 34:45 Yeah, you talked about the challenges of the different agencies and their responsibilities and trying to work through that. I know that region seven, I

think, came out with a food, AG, and veterinary annex and I'm just curious about, one if it was a region that came out with that and how that might work its way back up to nationally. Because it does talk about some of the assumptions and clarifies, it's a good outline that staff actually will not be declared, most likely, for example, [inaudible] something I think needs to be out there to help people better improve their plan. So this questions really about the possibility something like that gets accepted nationally.

Craig Fugate 35:25 Yeah, The thing about regions, the justification for having the ten regions was each region has unique focuses. So seven is probably our largest agricultural region and so that I really I think drives that and what happens is some of the stuff comes and we go this doesn't really make a lot of sense for region two but it makes more sense maybe to add region eight, region six, maybe region four to that. So we do look at these things coming up. And we'll take a note, get back, send to staff, and go to our response post and go, hey given this where are we at in the other regions in our response framework.

Man 36:03 A couple years ago under NASAAEP Summit there was a FEMA staffer who spoke about community based plans. And, even though I work for the USDA at a federal level, at the same time I'm really involved in our community. So often I see a huge disconnect between the community level and the federal. I was distressed with the question of, do you have any specific on outreaches from the federal level as far as community base as far as specific examples of what you've seen to reach out to the community, at the community level, in response to [inaudible].

Craig Fugate 36:50 Yeah, it's less, it's not specific to animals. We work mainly through our state park for a lot of this. But we do a couple of things that do reach down to the community. One is a lot of our training and plan guides that people take. But we also work in a lot of different organizations. The best example I can give you is we've done two pilots. We did one in Miami and we did one just recently in LA where we went into communities and we said there's a lot of faith-based organizations that are very strongly disaster but there's a lot of other groups that aren't affiliated. So when you're talking about the faith-based community you may have a lot of groups down there that you're not connected to, there's no, I can't go to the Southern Baptist, Methodist, Catholic charities. Reach a lot of groups.

37:32 And so, we went in and we worked with the state and local, we actually went into the coalition building to bring these folks in because a lot of times the local emergency managers had no idea they had no way to reach out to them. So what we truly do with this is, if you do it properly, don't bypass out state department. But we'll come in and say there's a constituency group that we think is not at the table. Is there some vehicle or some route that can advocate? And what we really try to do is build that between those groups and the local emergency manager. We're really trying to get to the local emergency manager.

- 38:03 I think they're getting better, this is where I came from, is moving away from just what I call government-centric problem solving. And going... when you talk about animals, this is the first thing they say to me, who's going to pay for this? Where's the money going to come from? This is kind of an embarrassing thing in Elijah county, we went to Bill [inaudible], I finally got everyone on board, we're going to do it. We're going to co-locate the best shelters and people shelters, our animal control director, Tom Stratshire, said we're going to do this.
- 38:32 And so they went out to various sites and asked for volunteers. We decided we were going to use the Red Cross shelter management training course as the basis for that, because it would do the registration and everything like that. We actually had more people in Elijah county Red Cross trained emergency certified shelter managers for the pets than we did for the people. So we tried to get across the emergency manager, not by ourselves, and there's usually some kind contingency or group out there that if you would just let them sit at the table, can bring resources.
- 38:59 So instead of, like, criticizing everything you're doing, they can actually be a resource. But, it's something where we often times find if we find groups that are not represented we can build tools to bring them in. But you don't usually get somebody from FEMA just showing up [inaudible], just show up and go "I'm going to do community organization". We try to work with our state partners, try to identify some needs. And we'll try to do some pilots, and if the pilots work out, then we'll try to hand that back off to the states as some examples of some things we tried to make work, bring more groups in that have not been at the table.
- 39:32 But we're really trying to get people away from this idea that government-centric planning and problem solving works very well in small disasters. It breaks down horribly in the big complex disasters. And there's a lot of folks out there that traditionally have not been involved in this process. And, we say they're spontaneous. They weren't spontaneous, they were there before it ever happened. You just never identified them and gave them a chance to participate.