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CITY FEST

2025 ANNUAL
CONFERENCE

CONNECTING
LEADERS
CELEBRATING
COMMUNITY



JUNE 25-27
DULUTH

DULUTH ENTERTAINMENT
CONVENTION CENTER

LMC.ORG/AC25



DELIVERING
RESULTS &
SOLUTIONS™
Division of Specialty Program Group, LLC

Sourcewell 

Resilience Revelry

Mastering disaster
preparedness and recovery

June 26, 2025

- Headquarters in Staples, MN
- Supports MN Region 5 and Better Health Collective
- One of the largest cooperative purchasing organizations
- Like LMC, Sourcewell staff seek ways to help fellow public servants



Supporting disaster preparedness/recovery

- Plan and prepare for emergency events
- Access critical expertise and response services
- Navigate FEMA-aligned procurement through cooperative purchasing



An aerial photograph of a forest with trees in various shades of green, yellow, and orange, indicating autumn. A paved road with a double yellow line runs diagonally across the lower left. A dirt path or road runs vertically on the right side. A large, solid green polygon is overlaid on the left side of the image, containing the text.

Welcome to
the revelry

What's your disaster personality?

The organizer: “Let's get the spreadsheet and color-coded binder out.”

The communicator: “I'll handle the press release, the mayor, and the mutual aid call.”

The doer: “I've already called in the backup generator.”

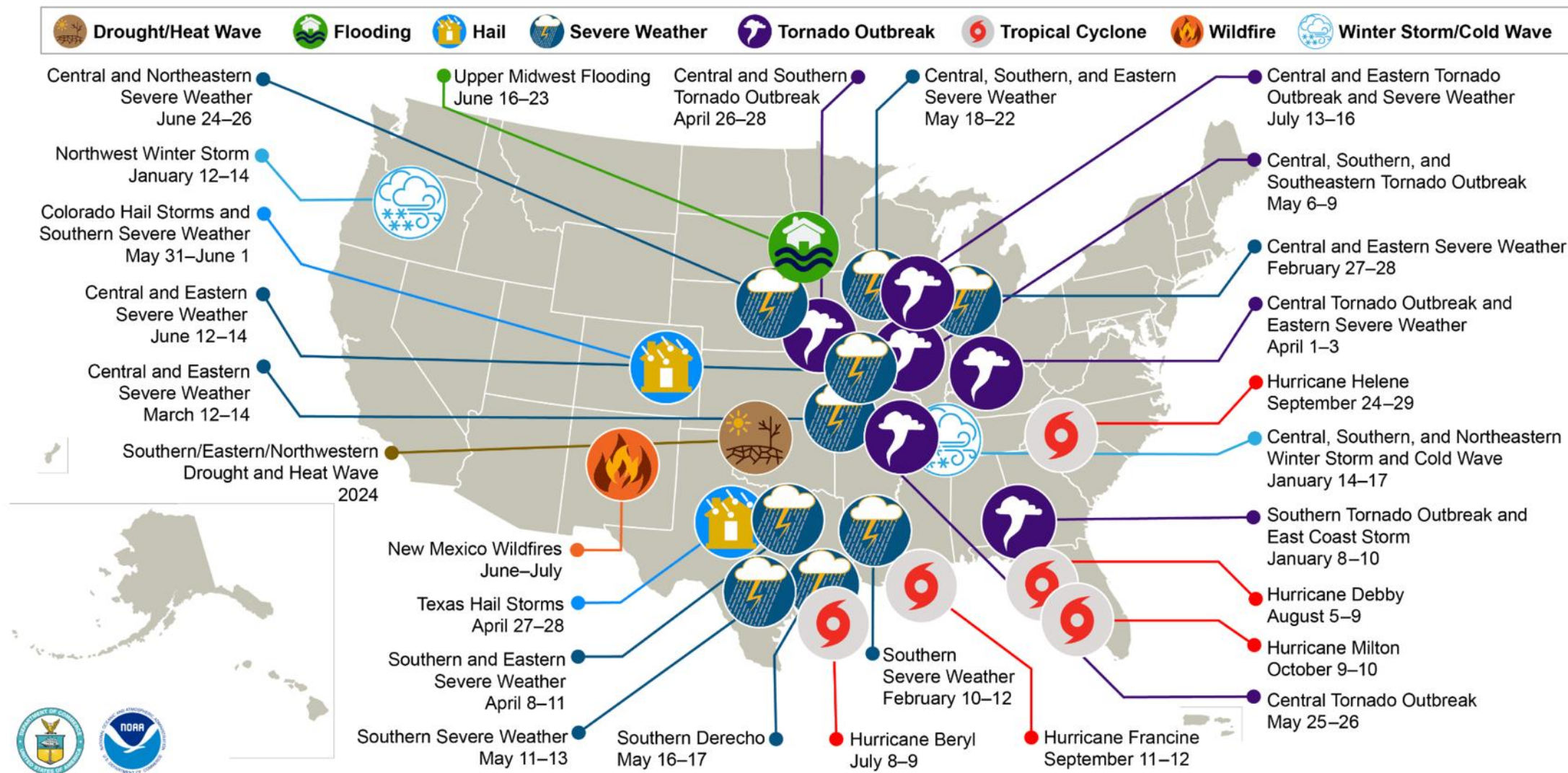
The strategist: “We need to model the downstream risk impacts.”

The overwhelmed optimist: “It's fine. I think. Maybe.”

There's no wrong answer – every personality plays a critical role in resilience!

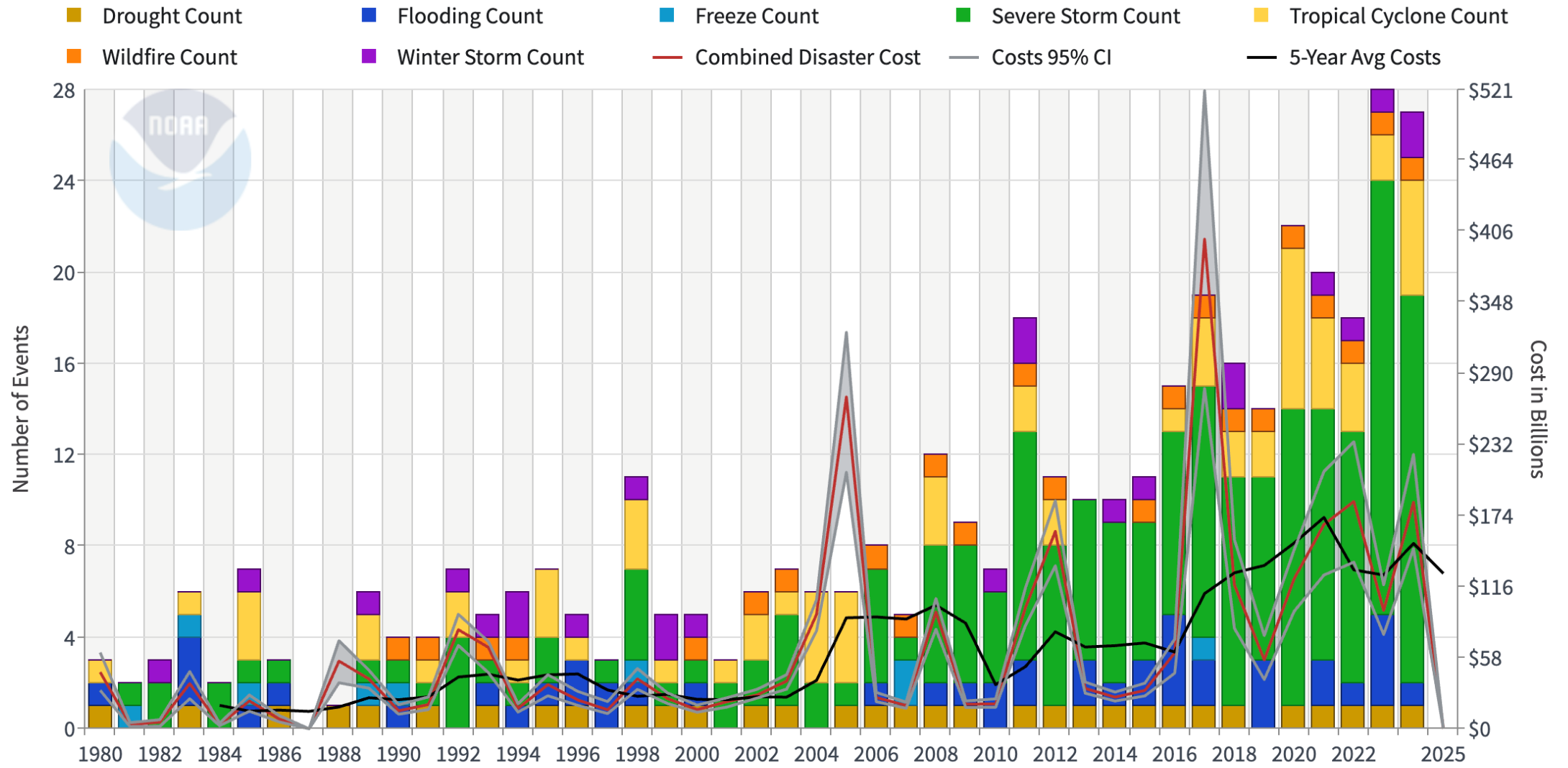
Recovery takes a village. Let's get to work!

U.S. 2024 Billion-Dollar Weather and Climate Disasters



This map denotes the approximate location for each of the 27 separate billion-dollar weather and climate disasters that impacted the United States in 2024.

United States Billion-Dollar Disaster Events 1980-2025 (CPI-Adjusted)



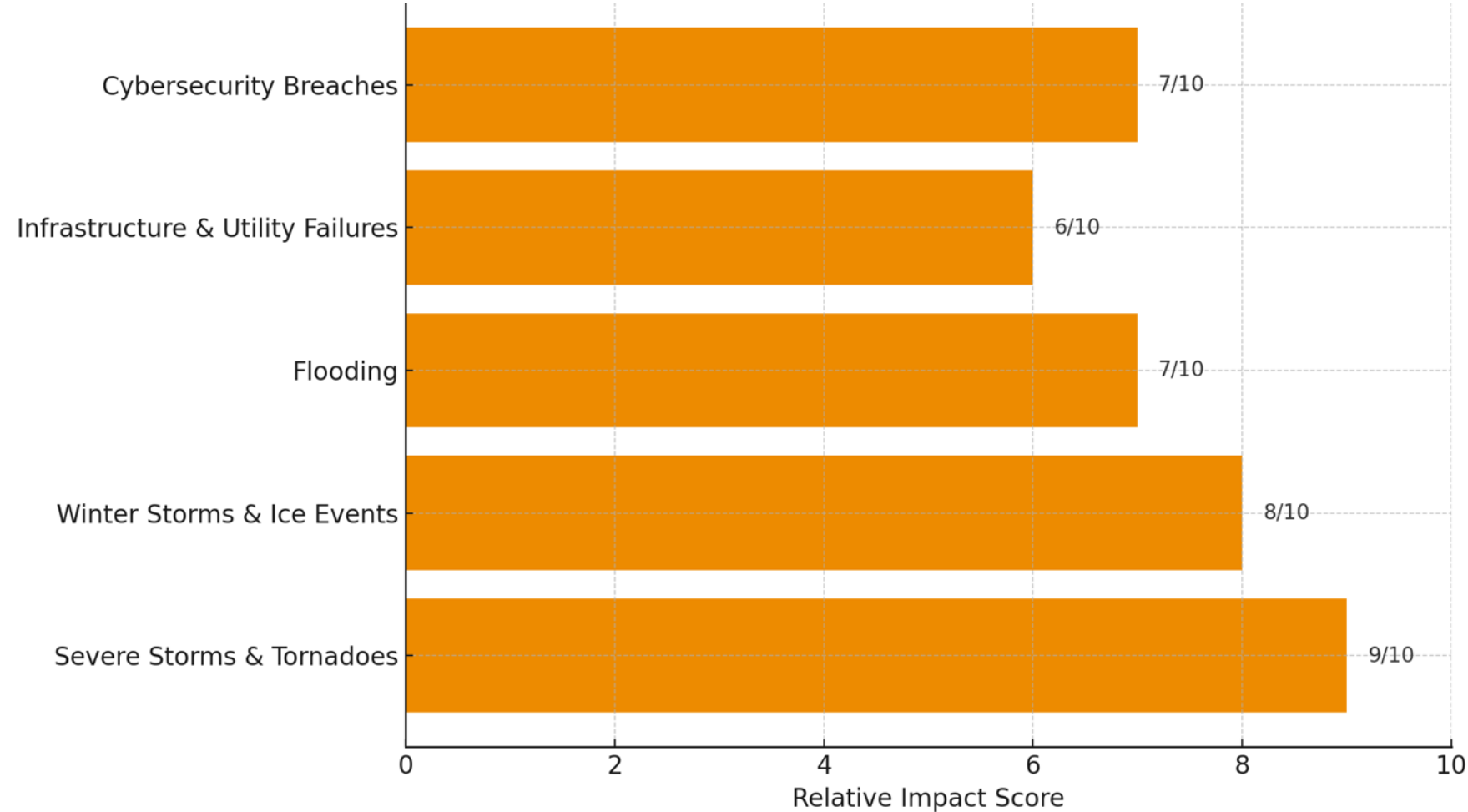
Updated: April 8, 2025

Powered by ZingChart

An aerial photograph of a suburban neighborhood during autumn. The trees are in various shades of yellow, orange, and green. Houses with grey roofs and green lawns are visible. A large, semi-transparent orange shape is overlaid on the left side of the image, containing the text "Disaster reality check".

Disaster reality check









Top risks facing Minnesota cities



Local governments experience **multiple disruptive events each year**, most of which are *not* federally declared disasters.

Relative Impacts are qualitative estimates based on historical frequency, potential for operational disruption, economic & community cost, trends in risk escalation, and preparedness gaps. They are intended to provide a visual aid and are not scientific calculations.

Minnesota's weather-related risks

Data Type	Census Tract 106	St. Louis County	Minnesota	U.S.
Weather and Climate Risk				
 Drought Risk	3.66	9.02	13.88	11.61
 Flooding Risk	11.86	11.40	6.06	9.13
 Freeze Risk	13.96	24.53	19.53	15.72
 Severe Storm Risk	15.74	16.19	15.44	16.99
 Tropical Cyclone Risk	--	--	0.04	4.36
 Wildfire Risk	3.79	13.49	6.02	6.30
 Winter Storm Risk	6.81	13.41	14.99	13.71
 Weather and Climate Combined Risk	9.70	12.39	11.61	13.30

Cost of inaction – real world examples

Missed pre-positioned contracts

- 2022 straight-line wind event in the Midwest
- Small town without emergency vendor contracts waited **13 days** for debris removal
- Nearby city with pre-bid services in place cleared streets in **48 hours**—enabling utility restoration and emergency access far sooner

\$400K+ in added costs & missed full FEMA reimbursement

Documentation delays

- Rural county submitted FEMA claims **8 months late** after spring flooding due to staff turnover and lack of a documentation process.

FEMA deobligated over **\$1.2 million** due to incomplete timekeeping and lack of procurement compliance

Cyber attack mid-disaster response

- **During a blizzard**, a city experienced a ransomware attack that disabled 911 dispatch, payroll, and heating control systems in public buildings.

Emergency coordination was delayed by 24 hours, and recovery costs exceeded **\$500K**, mostly uninsured. Public trust eroded.

An aerial photograph of a suburban neighborhood during autumn. The scene shows several houses with varying roof colors (brown, grey, blue) and green lawns. Trees are in various stages of autumn color, with many showing bright yellow and orange foliage. A large, teal-colored graphic with a pointed right edge is overlaid on the left side of the image, containing the text "Building the resilience blueprint" in white. The overall lighting is bright, suggesting a sunny day.

Building the resilience blueprint

Pre-positioned contracts

Problem: After a disaster, **time = money** and **confusion = cost**.

Solution: Pre-positioned contracts reduce procurement delays and increase eligibility for FEMA reimbursement.

Mutual aid and vendor support

Mutual aid	Pre-positioned vendors
<ul style="list-style-type: none">• Trusted partners	<ul style="list-style-type: none">• Experts in specialized services
<ul style="list-style-type: none">• Free or low cost	<ul style="list-style-type: none">• Paid, but immediate mobilization
<ul style="list-style-type: none">• May lack surge capacity	<ul style="list-style-type: none">• Equipment and labor often ready
<ul style="list-style-type: none">• Good for simple events	<ul style="list-style-type: none">• Critical for debris, IT, or damage repair

Activating disaster support

1

Declare a local emergency

2

Notify vendors

3

Begin real-time documentation immediately

4

Apply to FEMA/State for potential public assistance, if available

Resilience timeline actions

BEFORE	▪ Pre-position contracts	▪ Train key staff
	▪ Conduct vulnerability assessments	▪ Engage with vendors for pre-disaster consultations
	▪ Draft procurement & documentation SOPs	
DURING	▪ Activate vendors	▪ Preserve invoices, timesheets, photos
	▪ Begin incident tracking + daily logs	▪ Notify FEMA/State if applicable
	▪ Engage support for claim reconciliation	▪ Organize documentation for FEMA & insurance
AFTER	▪ Conduct internal after-action review	▪ Update SOPs and procurement tools

Cybersecurity in disaster readiness



Cyber risks facing cities today

Municipal governments increasingly targeted:

- Rely on legacy systems with limited security features
- Often lack full-time IT/cybersecurity staff
- Hold sensitive data: payroll, utility billing, permits, and emergency services

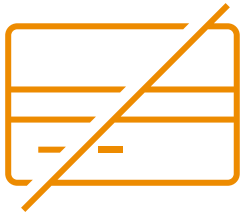


Top cyber threats

- **Ransomware attacks:** encrypt critical systems and demand payment
- **Data breaches:** expose sensitive records and violate compliance laws
- **Business email compromise (BEC):** used to reroute vendor payments or steal funds
- **System lockouts:** disrupt day-to-day operations for days or weeks

Cyber “what if?” scenarios

What if... your city’s billing system is locked for a week?



- Residents can’t pay utilities
- Staff can’t access account records
- Revenue collection is paused indefinitely

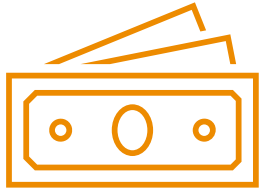
What if... your HR database is breached?



- SSNs, payroll, and benefits info are exposed
- You face legal notification and credit monitoring costs

Cyber “What If?” Scenarios

What if... a staff member wires \$60,000 to a fake vendor?



- You’ve been phished through business email compromise
- Insurance may not cover it—and the funds are gone

What if... your public website goes dark?



- You lose the ability to inform or update the public
- Trust in your city’s leadership is weakened

An aerial photograph of a city skyline, featuring a large, ornate cathedral with a dome in the foreground, surrounded by modern skyscrapers and a multi-lane highway with several cars. A large, semi-transparent orange graphic shape is overlaid on the left side of the image, containing white text.

Grants,
reimbursements,
and funding smarts

FEMA tips: what cities need to know

1. FEMA reimburses *eligible* costs for response and recovery under the **Public Assistance (PA)** program.
2. To qualify, cities must follow **federal procurement rules (2 CFR 200)** and provide detailed **documentation**.
3. You must **register with FEMA**, identify a point of contact, and often attend applicant meetings within days of a declaration.

What to have ready



UEI registration



Insurance policies



Procurement policy



Pre-disaster contracts
and agreements

Common mistakes that lose reimbursement

- **Not following 2CFR200 procurement rules**
 - ✗ Disqualifies disaster-related purchases even if you followed local rules
- **Relying on emergency exception (sole source) contracting**
 - ✗ No competitive process, no cost reasonableness = FEMA ineligible
- **Missing documentation**
 - ✗ No logs, no photos, no receipts = no reimbursement
- **Mixing insurance and FEMA funds**
 - ✗ FEMA only reimburses *what insurance doesn't cover*
- **Late submissions**
 - ✗ Deadlines matter—extensions are not guaranteed

Grant-readiness checklist for cities

- ✓ Registered in [SAM.gov](#) with active UEI
- ✓ Written [procurement policy](#) that aligns with 2 CFR 200
- ✓ Staff trained on [timekeeping and daily activity logs](#)
- ✓ Pre-positioned [supplier contracts](#)
- ✓ Secure [cloud storage](#) or shared drive for disaster documentation
- ✓ Identified [FEMA PA point of contact](#) within your city
- ✓ Template [board/council resolution](#) ready for emergency declarations

The myth of “we’ll deal with it later”

Documentation must be real-time

You can’t recreate timesheets or debris logs weeks later.

FEMA deadlines come fast.

If you wait, you may miss the window for eligibility.

Improper contracts cost you.

FEMA will claw back millions for non-compliant vendors.

Emergency decisions require pre-planning.

You won’t have time to research rules when you’re in triage mode.



Revelry recap

Resilience revelry recap

Procure before you panic

Pre-positioned contracts save time, money, and eligibility.

Document like it is already a FEMA audit

Photos, logs, invoices—organized in real time.

Use mutual aid **AND managed vendors**

Neighbors are great—but scale, speed, and compliance matter.

Cyber is a threat, not a nuisance

A ransomware attack can shut down your whole operation.

Recovery starts now—not after impact

Waiting until disaster strikes is the most expensive decision you'll make.

Questions?



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Thank you!

Resources

Severe Storms & Tornadoes

1. NOAA Storm Prediction Center: <https://www.spc.noaa.gov/climo/>
2. National Centers for Environmental Information (NCEI) Billion-Dollar Disasters Report: <https://www.ncei.noaa.gov/access/billions/>

Winter Storms & Ice Events

1. Minnesota Department of Transportation (MnDOT) Winter Maintenance Report: <https://www.dot.state.mn.us/maintenance/>
2. FEMA Winter Storms Incident Archive: <https://www.fema.gov/disaster/>

Flooding

1. FEMA Declared Disasters for Minnesota: <https://www.fema.gov/api/open/v2/DisasterDeclarationsSummaries>
2. Minnesota Department of Natural Resources (DNR) Floodplain Management: <https://www.dnr.state.mn.us/waters/floodplain/index.html>

Infrastructure & Utility Failures

1. American Society of Civil Engineers (ASCE) Infrastructure Report Card – Minnesota: <https://infrastructurereportcard.org/state-item/minnesota/>
2. MN Pollution Control Agency and MN Rural Water Association: Various reports on municipal systems

Cybersecurity Breaches

1. Minnesota IT Services (MNIT) Cybersecurity Reports: <https://mn.gov/mnit/>
2. Legislative Auditor's Report on Local Government Cybersecurity (2023): <https://www.auditor.leg.state.mn.us/>
3. U.S. Cybersecurity and Infrastructure Security Agency (CISA): <https://www.cisa.gov/>



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