

FEMA National Advisory Council NAC Recommendations Deliberations Council Meeting | November 2, 2021



FEMA

Participants

NAC Members	Attendance
Anna Lang	Yes
Carrie Speranza	Yes
Dante Disparte	Yes, virtual
Jimmy Patronis	Yes, virtual
Kevin Staley	Yes, virtual
W. Nim Kidd	Yes, virtual
Patricia Hoffman	Yes, virtual
Paul Brennan	Yes, virtual
Jeff Hansen	Yes, virtual
Nicolette Louissaint	Yes, virtual
Jeanne Abadie	Yes
Rich Baich	Yes
Sue Anne Bell	Yes
Donald Bliss	Yes
Deanna Dahl-Grove	Yes
Charley English	Yes
John Grathwol	Yes
Lori Hodges	Yes
Ramesh Kolluru	Yes
Warren Miller	Yes
Brad Richy	Yes
Carol Salas Pagan	Yes
Tina Titze	Yes
Pam Williams	Yes
Steve Birnbaum	Yes
FEMA Participants	Attendance
Rob Long, Office of the National Advisory Council	Yes
Calvin Jones, (On Detail) Federal Insurance and Mitigation Administration	Yes
Lydia Sanchez, Office of Regional Operations	Yes
Evan Ying, Office of the National Advisory Council	Yes
Elizabeth Edge, Office of Regional Operations	Yes
Tessa Wix, Office of Response and Recovery	Yes
Gina Valentine, Office of Response and Recovery	Yes
Travis Gaines, Office of Chief Counsel	Yes
Grace Diaz, Office of Policy and Program Analysis	Yes, virtual
Jeff Stern, Emergency Management Institute	Yes
Joel Doolin, Office of National Assessments and Integration	Yes
Cynthia Spishak, Office of Policy and Program Analysis	Yes

Teri Caswell, Grant Programs Directorate	Yes, virtual
Irene Hung, Mitigation	Yes, virtual
Rachel Tranchik, Office of Policy and Program Analysis	Yes, virtual
Nathan Cristler, Protection and National Preparedness Division	Yes, virtual
Jo Linda Johnson, Office of Equal Rights	Yes
Leslie Saucedo, External Civil Rights Division	Yes, virtual
Ana Montero, Public Assistance Division	Yes, virtual
Frank Matranga, Public Assistance Division	Yes, virtual
Allen King, Planning Integration Branch	Yes, virtual
Jake Rodriguez-Noble, assistant administrator	Yes, virtual
Paul Judson, Office of Policy and Program Analysis	Yes, virtual
Eli Pushkarewicz, Office of Policy and Program Analysis	Yes, virtual
Lynda Cortes-Avellaneda, Office of Policy and Program Analysis	Yes, virtual
Giovanni Salvatori, Office of Policy and Program Analysis	Yes, virtual
Crystal Felima, NIMS Implementation Branch	Yes, virtual
Mark Millican, Office of National Assessments and Integration	Yes, virtual
Christine Howlett, Office of Response and Recovery, Policy & Doctrine Directorate	Yes, virtual
Non-FEMA Non-NAC Participants	
Yue Elaine Zhang, ONAC Intern candidate	Yes, virtual
Justin Kates, City of Somerville, Massachusetts	Yes, virtual
Trina Sheets, NEMA Executive Director	Yes, virtual
Krista Piferrer, BCFS Health and Human Services	Yes, virtual
Joseph Sollod, International Code Council	Yes, virtual
Jotham Allen, Department of Homeland Security	Yes, virtual
Joey Dolinger, ONAC Intern candidate	Yes, virtual
Brian Strong, NAC member to-be	Yes, virtual
Karl Fippinger, International Code Council	Yes, virtual
Pete Pascone, Hance-Scarborough	Yes, virtual
Keith Roberts, James Gore's office	Yes, virtual
Michael Dobson, Office of the Florida Chief Financial Officer	Yes, virtual
Tom Frank, E&E News	Yes, virtual
Nzinga Dyson, Lewis Burke Associates LLC	Yes, virtual
Victoria Lawson, CUNY Institute for State & Local Government	Yes, virtual
Luke Harrison, Office of the Florida Chief Financial Officer	Yes, virtual
Cassidy Muller, Office of the Florida Chief Financial Officer	
Steve McCabe, National Earthquake Hazards Reduction Program	Yes, virtual
Speakers	
Dr. Jeff Stern, Superintendent, Emergency Management Institute	
Dr. Steve McCabe, Director, National Earthquakes Hazards Reduction Program	

Note on completeness

The Director of the Office of the NAC cautions readers of these notes. For meetings of this nature, we must use volunteer notetakers with different styles and experience-levels; there is no transcription or recorded version to check against. The Director has low confidence that these notes are either a completely full or a completely

accurate rendering of the conversations. While these notes capture elements of the meeting, any required clarifications may be directed to the Office of the NAC (FEMA-NAC@fema.dhs.gov).

Welcome and Introductions

Rob Long. This meeting is called to order. We will begin with introductions. We are scheduled to have three sessions of an hour each to review subcommittee recommendations and vote. Our chairs and selected members of the subcommittees will present the recommendations, then we will vote. The four types of votes will be: vote to accept, accept with changes, table, and decline. We have some members of the public. We will open the floor for public comments.

Nim Kidd. My name is Nim Kidd, and I am the Chief of the Texas Division of Emergency Management. I am excited about the recommendations you are working on and would like to thank you for your time and service to the NAC. Jeff Hansen is the Vice Chair.

Jeff Hansen. To everyone in the room and all of the subcommittee chairs and vice chairs, thank you. I look forward to the dialogue.

Sue Anne Bell. My name is Sue Anne Bell; I am a faculty member at the University of Michigan. I am the vice chair of the Vision subcommittee.

Jeanne Abadie. I am with the Louisiana Department of Health. I am on the Equity subcommittee.

Lisa Jones. I am the former director of Homeland Security and Emergency Management for the city of Phoenix. I am the chair of the Equity subcommittee.

Deanna Dahl-Grove. I am a pediatric emergency medicine physician. I work in the disaster realm with children.

John Grathwol. I worked with the local government in New York City for the mayor's Office of Management and Budget. I am currently working as a consultant for local governments.

Warren Miller. I serve as the vice chair of the Equity subcommittee. I am director of Emergency Management with the National Baptist convention.

Ramesh Kolluru. I am vice president of Research and Development at the University of New Orleans. I am also the chair of the Vision subcommittee.

Carol Salas. I am professor at the University of Puerto Rico within the School of Public Health. I am part of the Equity subcommittee.

Donald Bliss. I serve on the Expedite Disaster Assistance (EDA) subcommittee as vice chair. I am the retired Vice President for field operations for the National Fire Protection Association (NFPA).

Anna Lang. I serve on the Vision subcommittee. I own a business that uses technology and artificial intelligence (AI) to mitigate disasters.

Steve Birnbaum. I am on the EDA subcommittee. I have my own consulting company, Resudox Solutions.

Tina Titze. I am the director for the state of South Dakota. I am the chair of the EDA subcommittee.

Lori Hodges. I am the director of Emergency Management for Larimer County, Colorado. I am on the EDA subcommittee.

Brad Richy. I am the director of the Idaho Office of Emergency Management. I am on the EDA subcommittee.

Charlie English. I am the National Emergency Management Liaison for the American Red Cross. Prior to that, I was the Director of Homeland Security and Emergency Management for the state of Georgia.

Rich Baich. I am currently the Chief Technology Officer (CTO) of American International Group (AIG).

Patricia Hoffman. I am the acting Assistant Secretary for the Department of Energy. I participate on the Vision subcommittee.

Carrie Speranza. I am the Deputy Director for the District of Columbia Homeland Security and Emergency Management Agency.

Kevin Staley. I am a retired deputy director of Mecklenburg EMS Agency. I am on the Equity subcommittee.

Paul Brennan. I am a paramedic EMS chief. I am on the Vision subcommittee.

Dante Disparte. I am the founder and chairman of a company in the risk and security industry, Risk Cooperative.

Jimmy Patronis. I am the Chief Financial Officer (CFO) of the state of Florida.

Nicolette Louissaint. I am the public health representative of the NAC. I serve at the director of Healthcare Ready.

Victoria Lawson. I am a research project director at CUNY Institute for State and Local Governance I am on the equity subcommittee.

Rob Long. We have Tessa Wix and Gina Valentine joining us. They sat with the EDA subcommittee this year and provided expertise on Public Assistance (PA).

Gina Valentine. I work in FEMA under PA.

Tessa Wix. I am the deputy director of the consolidated resource center west (CRC West).

Mark Millican. I work in the office of National Assessment and Integration where I serve as a Senior Advisor.

Christine Howlett. I work in the Office of Response and Recovery, as a policy section chief.

Crystal Felima. I am in the National Integration Center.

Teri Caswell. I am a senior advisor to FEMA Grant Programs Directorate.

Cassidy Muller. I work alongside Michael Dobson.

Travis Gaines. I am the legal counsel for the National Advisory Council.

Justin Kates. I am the director of emergency management (EM) for Somerville, MA. I am a member of FEMA Region 1 Regional Advisory Council (RAC), and we are looking for ways to improve our processes. I am second vice president for the International Association of Emergency Managers (IAEM).

Pete Pascone. I am with Hance-Scarborough in the District of Columbia as a policy analyst. I primarily work with FEMA issues.

Tom Frank. I am a reporter for Environment and Energy (E&E) News.

Luke Harrison. I am a policy analyst with Cassidy in the Florida Chief Financial Office.

Krista Piferrer. I am with Baptist Child and Family Services, BCFS, a FEMA contractor.

Karl Fippinger. I am the vice president at the International Code Council (ICC).

Public comment period

Pete Pascone. It has been some time since we heard a definition for resiliency. We want to know if FEMA will be providing a definition of resiliency anytime soon?

Nim Kidd. I do not know if anyone in the room is ready to answer that for you. We all take your question very seriously, and we have had many discussions about what it means to be resilient.

Anna Lang. The definition according to Obama's Policy Directive No. 8. is the ability to rapidly change is the federal definition of resilience.

Equity subcommittee report

Lisa Jones. Chair of the subcommittee provided introductory remarks. "Those that started with less have fewer resources for their recovery."

[Recommendation 2021-01 reading.]

Anna Lang. What is the definition of equity?

Lisa Jones. It is important to think about how Nicolette Louissaint and Dr. Lawson decided to focus on Individual Assistance (IA) as a starting point from where to launch, and about how to incorporate various communities and perspectives into one or two perspectives. Thus, we decided to make our own lane and address what we could address.

Jeanne Abadie. The Office of Management and Budget (OMB) came out with their recommendation, and we felt that FEMA and the NAC could not come up with that standard on their own. FEMA has its own internal work on an equity standard and that's a better place to have that land.

Anna Lang. But what is the definition of the standard?

Nicolette Louissaint. The reality is, in discussions we recognized that while we could offer refinements on the metrics and approach to equity, it is appropriate for FEMA to have its own definition of equity which they could focus on.

Lisa Jones. Our original charge to create an equity standard was not a task possible for the subcommittee to comprehensively complete. Several of our members, including the Vision subcommittee Chair Ramesh Kolluru, agreed.

Rob Long. The original charge was to look at equity as a standard that could be applied across FEMA programs and a metric that could track equitable distribution of survivor benefits. Then on January 21st, EO 13985 was released, which included an ask of OMB (in Section 4) to do the same thing that the subcommittee was asked to do. After deliberating on our approach, the subcommittee took a step back and let OMB do their work. We worked closely with IA and specifically Chris Smith – the recommendations before you are a result of us redirecting to a new focus while we awaited OMB's Report to the President.

Lisa Jones. I just wanted to add that while we were waiting for OMB report to come out in July, we used our time productively by reviewing reports, receiving several presentations and provide feedback where possible.

Steve Birnbaum. In the desired state you reference the process and outcome metrics, is there any guidance on what those metrics should be? Should we be giving guidance on what those metrics should be?

Deanna Dahl-Grove. Dr. Lawson was an expert in this category, but we found that it is hard to measure equity and we felt that this is a great place to send some homework back to FEMA and ask that they go to their communities.

Victoria Lawson. We wanted to make sure that there are both processes and outcome metrics, to ensure that there are more than just a couple of metrics, but we wanted to make sure that we didn't get more specific until we asked FEMA to define its own core values.

Lisa Jones. One of the things we talked about is that we don't want to do FEMA's job.

Steve Birnbaum. Right, we just wanted to make sure that we were deliberately not defining specific the metrics.

Anna Lang. My only thought on this recommendation is that there is a lack of specificity.

Victoria Lawson (Zoom). Would it help to provide examples?

Lisa Jones. Do you have thoughts on that lack of specificity?

Steve Birnbaum. I am happy to help clarify, however I don't know if we can do this today.

Lisa Jones. I propose a vote on this recommendation with revisions that Steve Birnbaum and Anna Lang will contribute.

[Motion to vote passed, Recommendation 2021-01 is accepted with revisions.]

Lisa Jones. [Recommendation 2021-02 reading.]

Anna Lang. I was thinking that instead of making it part of the FEMA Integration Team (FIT) structure we should make it a more independent structure.

Lori Hodges. Many jurisdictions do not go after funding. Once they get an award they don't go after it because implementation is so challenging. Is that already being done?

Anna Lang. Is this equating or putting on the same level mitigation and recovery?

Brad Richy. When we talk about the FIT team, they can be whatever the state wants them to be. Would this be in addition to what we already have? How do they work with the state to work with locals?

Carrie Speranza. The entire thought process behind this came in the aftermath of Building Resilient Infrastructure and Communities (BRIC) awards in the summer. We realized that there was a lack of proposals submitted by underserved communities. This would help them through the application process knowing that FEMA's technical teams could help with the process. There is a need for hands-on support here. This is just a vision; some contracting details need to be fleshed out.

Tina Titze. Thinking about federally supported, state led, and locally driven. I feel like this leaves out the state office. The FIT team is embedded in the state, and I don't think the federal staff who are also very short staffed have the capacity to be embedded at the local level. Maybe this should be implemented at the state level? At the local level, bringing in employees is tricky.

Carrie Speranza. I think that's a great recommendation and would be happy to make edits.

Lori Hodges. In the Expedite Disaster Assistance (EDA) Subcommittee, Recommendation 2021-14 promotes greater program flexibility; this seems to relate to this point.

Ramesh Kolluru. Regarding Recommendation 2021-16: looking at the larger context of capacity building at the state level, we should look at it within the framework of state field offices.

Lisa Jones. There is a disconnect between states and the locals. But how can the locals still be supported when there is a disconnect between the state and locals? Would we be recommending this with amendments, or acknowledge that 2021-14 and 2021-16 may support this?

Deanne Dahl-Grove. We need to acknowledge that there are tribal constituents that we leave out when we are just thinking about the states.

Brad Richy. There are some 2020 recommendations that incorporate into the 2021 recommendations in this regard.

Lisa Jones. 2021-14 and 2021-16 can stand on their own. We are making sure that there is some recognition that 2021-02 includes navigating through the implementation process.

Tina Titze. I appreciate that we do this. I think that we can mesh 2021-02 with 2021-14 and 2021-16 without taking it out of the equity section.

Rob Long. We accept with revisions, moving forward with stakeholders being Tina Titze and people involved with 2021-14 and 2021-16 – if not tabled. We are about to vote: Accepting this means accepting the wording of the recommendation as revised and the revision can go one of two ways – break up 2021-02 in 2021-14 and 2021-16, or making additions related to implementation process and tribal considerations.

[Motion to vote passed, Recommendation 2021-02 is accepted with revisions.]

Lisa Jones. [Recommendation 2021-03 reading.]

Lori Hodges. I would just ask for clarity, to expand the declaration criteria – are you saying that you want IA to be included in Public Assistance (PA)?

Warren Miller. The thought is with “people first”, while the individual is not considered, mitigation is automatically considered, when there is a federal declaration. If individual assistance is not there, then there are things survivors don’t get consideration of.

Lori Hodges. That happens, we do consider IA immediately after a disaster. You can immediately get approval for it most of the time.

Lisa Jones. The idea is addressing people at the end of the day that need assistance.

Charley. We worked with some FEMA people to write this. The governor may not ask for IA. He may ask for PA. If IA is automatically included, then FEMA could offer assistance.

Lori Hodges. FEMA should declare IA upon any major disaster declaration.

Tina Titze. I first agree completely with Lori Hodges about being clear and spelling things out. In South Dakota we’ve had tribes that did get assistance and communities that did not.

Nim Kidd. We continue to struggle with the definitions of individual assistance, and we need clear definitions of both IA and PA.

Lisa Jones. That was discussed at the subcommittee level. This is a broad issue, and we didn’t want to miss the chance to acknowledge that people are being left out of IA.

Nim Kidd. I think we do need to re-vamp the IA program. The other side of this: is there a financial threshold for the individual families and households? It is possible to get a major disaster declaration for wildfire response.

Brad Richy. Right, but when you do have the disaster declaration there is a process for getting IA as well.

Nicolette Louissaint. I would love for Warren Miller to share with us why this recommendation is so important. We know that where individuals live has a significant impact on their outcomes. The actions of a governor and the actions of the state will have disparate impact on individuals who simply can’t afford to move. I would welcome revisions or reflections that offer something to get to this desired goal. If the decision is up to the governor alone, then in some cases those who need assistance the most are not going to get the help they need.

Warren Miller. I will concur with the recommendation for IA when a disaster is determined. There are communities with repeat disasters and there are prior criteria that would have caused a denial, so they made a

decision to not put forward an application. There are areas that are repeatedly impacted, and we should consider people first.

Lisa Jones. Going back to Lori Hodges's recommendation that IA immediately be considered as part of any major disaster declaration.

Tina Titze. Just thinking about different types of disasters that can be declared. We have a lot of PA disasters declared that has nothing to do with people's or their homes.

Steve Birnbaum. I suggest a tweak to the example to avoid any confusion on that.

Anna Lang. By amending the language to make it just federally declared; does that leave out anyone?

Lisa Jones. Can we move forward with a vote with language to automatically add an IA threshold to any major disaster declaration?

Rob Long. Two sentences would be revised to say, "when there are individual damages, FEMA should automatically add IA for any major disaster declaration".

Brad Richy. Some clarity, individual homes may not be impacted but the communities may be – power and water going to communities may be impacted – this wouldn't be PA or IA.

Rob Long. "When there are individual damages or lifeline disruptions, FEMA should automatically declare IA for any major disaster declaration". Also, the example changed as well.

[Motion to vote passed, Recommendation 2021-03 is accepted with revisions.]

Lisa Jones. [Recommendation 2021-04 reading.] We understand that this is being done on some level, but we thought it would be important that the NAC put it forward.

Warren Miller. During Covid activities, FEMA had to do things differently. There are new things that FEMA should be working on to incorporate into response.

Lori Hodges. I just want to make sure this is clear. Are you asking for the thresholds to be tiered in any way? Or just once you meet the criteria for IA you have a tiered response?

Steve Birnbaum. Would this cover a disaster when the governor didn't declare a disaster?

Lori Hodges. We could start the recommendation with "Upon approval of declaration..."

Rob Long. Vote to accept revision "upon approval of an IA declaration..."?

[Motion to vote passed, Recommendation 2021-04 is accepted with revisions.]

Lisa Jones. [Recommendation 2021-05 reading.]

Anna Lang. This is great. Doesn't the IA Program and Policy Guidance (IAPPG) document expand the list of documentation acceptable to prove ownership? So why do we need this recommendation?

Anna Lang (Zoom). IAPPG amendment of expansion of required documents to prove ownership:
https://www.fema.gov/sites/default/files/documents/fema_iappg-policy-amendments-memo.pdf

Lisa Jones. I think to perfect this recommendation, we need a more permanent solution.

Tina Titze. I would like to table this recommendation, but I heard at NEMA people discussing implementing this.

Nim Kidd. Tina Titze, I appreciate your comments. This gets to the heart of individual assistance; in my state we have families that just cannot prove ownership of the property and it's heartbreaking. Although I believe that FEMA is making steps towards this but from my perspective the recommendation is strong work and I'd love to see it institutionalized.

Jeff Hansen. I agree, the problem we see is that additional documentation still puts them in the category of a renter rather than a homeowner. I think this is a good recommendation and the changes FEMA has made, we need to be looking how to identify people as homeowners.

Jeff Hansen (Zoom). I have experienced this many times with Native American homes. I fully support this.

Steve Birnbaum. My concern with the language is the reference to congressional legislation – we had a similar situation with PA when there was inconsistency of approvals and denials and we pushed for flexibility. I think formalizing something as legislation removes any flexibility. New forms of documentations may come forward, for instance. In a bureaucracy it's easy to say "no".

Lisa Jones. I think flexibility can come at a cost. I think of the former administration and the issue is that administrations can come in and say they have different perspectives.

John Grathwol. I only know about this from the experience of some people sheltering with friends, if one individual from that family could prove ownership the other members of that household were denied because someone in their family had one household per housing unit. Many hurdles with qualification. There's also a recognition that there are multi-generational households and I wanted to add that to the mix.

Tina Titze. As it's written I think that FEMA will gloss over it because they think they have solved the problem.

John Grathwol's point should be added, and we should capture that people should be recognized as homeowner and not as a renter.

Deanna Dahl-Grove. Is there a way to include head of households and to allow for multiple heads of households in the same living situation?

Lisa Jones. I agree with the addition of "multi-generation households".

Kevin Staley. I agree on the importance of not glossing over things. This could be an opportunity to lend strength to the "housing survivors of disasters act" being currently considered by Congress.

Steve Birnbaum. My concern with legislation is that if we go through a political process that establishes what the process is, we are taking a step into the unknown because we don't know what we are asking for. My only concern with an open call for legislation is that the cure may be worse than the disease.

Kevin Staley. We've had flexibility for years and it hasn't served us well.

Nicolette Louissaint. I appreciate Steve Birnbaum's concern, but I think we must determine what is appropriate to codify as legislation.

Jeff Hansen (Zoom). This is also true on tribal side; we need the funding for resources to get there.

Rob Long. This recommendation includes the legislation suggestion in the desired state. Vote called.

[Motion to vote passed, Recommendation 2021-06 is accepted with revisions.]

Lisa Jones. [Recommendation 2021-07 reading.] The Chair is calling for a vote to table 2021-06.

Rob Long. [Motion to vote on tabling passed, Recommendation 2021-01 is tabled.]

EDA subcommittee report

Rob Long. This year, Gina Valentine and Tessa Wix joined with EDA in an experiment that went really well. With the close coordination from these FEMA subject matter experts, I feel like we were able to tackle something very technical challenges, and EDA was able to formulate their recommendations early.

Tina Titze. Our recommendations mostly focused on Public Assistance, with the last two focused on mitigation.

[Recommendation 2021-07 reading.] We want to include example of counting tree stumps, etc. We want to have a high-level policy team that can drill down through specific policy recommendations.

We also did a survey early on and sent it out to federal, state, and local folks and had a sample of 150, incorporated the survey into the report. Wanted to make sure we took the opportunity to get good feedback. Tessa and Gina also helped us look through the survey results.

[Motion to vote passed, Recommendation 2021-07 is accepted as-is.]

Tina Titze. [Recommendation 2021-08 reading.] Helping survivors needs to be at the forefront and the center of all decisions we make. Some states have situations where they might go five or six years between disaster declarations. We're asking that we have more ability to have states do state led approaches, FEMA should survey states and ask them specifically what their obstacles are. We've also bullet-pointed connections to FEMA's values. Any discussion on this recommendation?

Sue Anne Bell. I am wondering about the results of the survey, is this something that the states want from FEMA, examples of specific actions are great but contribute to workload. To me the solution is providing funding or resources to better meet this approach. How would you balance that?

Donald Bliss. I think we'll get to that in some of the later recommendations.

Tina Titze. I'll add that if survey states they would say that they're not in favor of a state led approach without funding for FEMA.

Brad Richy. The only thing going back to the survey, results said that state led disaster was the way to go.

Sue Anne Bell. If we vote yes, it seems like we should blend these recommendations, so we don't end up with unnecessary burdens for state.

Tina Titze. I think both stand alone and this could still be an avenue where changes could be made to funding that ends when there is a disaster. If there could be some incentive for the state to do things. Right now, the problem is that the funding for disaster declarations ends with disaster declarations. The problem is without support from FEMA states can't hold on to their well-trained people.

Rob Long. [Motion to vote passed, Recommendation 2021-08 is accepted as-is.]

Tina Titze. [Recommendation 2021-09 reading.] It seems like a lot of times at the state and local level it seems like FEMA is working towards a no rather than working towards a yes.

John Grathwol. Representing an applicant, we want to maximize eligibility as we recover. This is the possibility we are talking about here.

Tina Titze. We need a culture shift for staff, for whatever reason the audit is at the forefront. We're just asking that we back away a little bit from the stress on the audit part.

Steve Birnbaum. I also want to draw your attention to the tail end of the second paragraph. Tina Titze mentioned the training, we are flipping the script so that the risk is on the denial.

Lori Hodges. Get to yes, that's the idea of where this recommendation is coming from.

Rob Long. [Motion to vote passed, Recommendation 2021-09 is accepted as-is.]

Tina Titze. [Recommendation 2021-10 reading.] we feel that there could be additional training and direction given so there is more consistency and eligibility considerations aligned with the PAPAG and ensure consistency of PA delivery in all ten FEMA regions. We ask that they do so in a consistent manner across FEMA regions, this would clarify the difference between law and policy.

Warren Miller. This has become very visible when we've become decentralized. I'm not sure what caused the local decisions related to empowering regional administrators. Right now, it is difficult because we have ten regions. Philosophy training can offer a lot, but the training is with individuals.

Tina Titze. We talked about a central location where regions, states, and localities can see what was approved in other regions.

Rich Baich. Is there an office within FEMA that can service change management?

John Grathwol. The problem is how to coordinate and minimize EHPs.

Tina Titze. I think the final language should reference that and incorporate that point.

Rob Long. [Motion to vote passed, Recommendation 2021-10 is accepted with revisions.]

Tina Titze. [Recommendation 2021-11 reading.]

Lori Hodges. Regarding change management, that was not one of the PA principles.

Tina Titze. I am wondering if that couldn't be in our openings, we could look at getting to yes or streamlining public assistance. Moving on to the next recommendation, the next two or three are about digital information sharing. In 11 we tie back into equity; communities are often without technology to employ solutions. How can we integrate FEMA and make it much easier and less cumbersome?

Steve Birnbaum. The survey that went out came back with two kinds of response, smaller communities said they hadn't heard about these avenues for data collection while bigger ones were struggling to use them efficiently. In a lot of cases, applicants from the initial onset of the declaration support additional manpower to use these tools.

Lisa Jones. Just a comment, another unintentional consequence is that FEMA has access to more take they use to make decisions, and there is a benefit to FEMA.

Rich Baich. Add the word secure, secure access to data tools.

Rob Long. [Motion to vote passed, Recommendation 2021-11 is accepted with revisions.]

Tina Titze. [Recommendation 2021-12 reading.] Single Platform for Grant Lifecycle and Creation of Open Architecture for Digital Data

Steve Birnbaum. This ensures that data can be collected in advance and staged until needed. Right now, there is a bunch of tools; think of the impact of "KML" (the file standard used by Google Earth). Information on bridges and infrastructure does not really change, we can collect that beforehand.

Sue Anne Bell. I am always thinking about layperson understanding of more complex topics. Is there an existing platform you might model this after?

Lori Hodges. I brought up the whole "I do not speak this language thing" too; good wording is needed.

Warren Miller. When implemented, we have got to be considerate that some people do not have technical assistance.

Carrie Speranza. As a jurisdiction that must complete the Threat and Hazard Identification Assessments (THIRA) and State Preparedness Reports (SPR), any opportunity to combine information we are required to submit helps. Any thoughts on how this can be combined with THIRA and SPR?

Steve Birnbaum. 2021-13 is about a mechanism to submit data to FEMA, including how we can submit information across governments.

Carrie Speranza. What I'm envisioning is storage and provisioning of information.

Tina Titze. THIRA and SPR are not useful at the state level, but if we can get the situation fixed so that tools are easier to use for states and locals – focus has been on PA.

Carrie Speranza. It would be great to see that on paper. Echoing your sentiments about THIRA and SPR process.

Tina Titze. We could add this as a potential anticipated impact or an example in one of the three where we could state this and slide it in.

Nicolette Louissaint. I have two questions: I totally understand and appreciate the goal of a single platform, which includes language to ensure that the feasibility of the platform is included. Why wouldn't we already leverage the OpenFEMA platform? That is an incredible team and if there is a way to include them that would be good.

Steve Birnbaum. We considered efforts that are ongoing with Geospatial Information System (GIS) leads. The OpenFEMA Platform is a start but is not open architecture.

Nicolette Louissaint. If the goal is harmonization across systems, there should be inclusion of language in this recommendation that capabilities across FEMA are leveraged. These efforts are happening across FEMA, so I think there is benefit in calling it out.

Tina Titze. We will add a statement about Chief Technology Officer (CTO) and working with that team under anticipated impacts.

Rob Long. [Motion to vote passed, Recommendation 2021-12 is accepted with revisions.]

Tina Titze. [Recommendation 2021-13 reading.] This is where we get into the *Turbo Tax*-like experience.

Steve Birnbaum. This is complementary to the open architecture. The idea is that when the Internal Revenue Service (IRS) created their Application Programming Interface (API) it created the incentive for creation of *Turbo Tax* and all these other software tools that are available in the private sector that will support and enable the process which then can become available through the grants portal interface. All this rich data can get into FEMA through the dollar threshold and now we can do instantaneous approvals.

Sue Anne Bell. What are your thoughts on adding a legend or a key so readers can understand these recommendations?

Steve Birnbaum. I am happy to look at that; we tried to achieve that by saying *Turbo Tax*-like experience.

Sue Anne Bell. You referenced API, etc. We want FEMA staffers who are going to read this to be able to say wow, what an amazing idea.

Steve Birnbaum. Flow-charts, images, etc. Is that what you mean?

Sue Anne Bell. I was thinking more like definitions in a call-out box.

Tina Titze. We will take that into consideration, our charge is very technical.

Rob Long. So no changes to the actual recommendation, just adding definitions.

Ramesh Kolluru. Perhaps, "add the Administrator should facilitate cross functional application integration through the creation of an online API"?

Deanna Dahl-Grove. You might want to just do it as a footnote too, putting "API" in parenthesis.

Rob Long. [Motion to vote passed, Recommendation 2021-13 is accepted with revisions.]

Tina Titze. [Recommendation 2021-14 reading.]

Tina Titze. FEMA has already begun to recognize issues with BRIC, such as the need for greater flexibility and that building more resilient infrastructure should be a normal process for PA. This methodology crafted in partnership with Housing and Urban Development (HUD) has been helpful for applicants.

John Grathwol. Because of the Benefit-Cost Assessment (BCA) calculation methodology if you allow two streams to combine you get better return on the federal dollars. Allowing partnering with other agencies means you can get more done with these economies of scale and you can do more money that is already out there.

Rob Long. [Motion to vote passed, Recommendation 2021-14 is accepted as-is.]

Tina Titze. [Recommendation 2021-15 reading.] Reduce benefit cost discount rate.

John Grathwol. The only places where the 7% discount rate is useful is when you're in a high-cost, densely built environment.

Rob Long. [Motion to vote passed, Recommendation 2021-15 is accepted as-is.]

Vision subcommittee report

Rob Long. The Vision Subcommittee charge was to layout a detailed roadmap for the vision described in the 2020 NAC Report. We found this required extremely detailed knowledge of how FEMA works across all areas. This turned out to be an impossible ask. The subcommittee therefore completed a mild roadmap identifying each 2020 recommendation as short-term, medium term, long term, or ongoing recommendation.

We then turned to any gaps in the 2020 NAC Report. This effort was distilled in to 3 essential areas.

Ramesh Kolluru. We focused on the guiding principles of FEMA, Equity, Resilience, Efficiency, Professionalism, Accountability, Science-based, Data-driven, and Collective Endeavor. We knew we needed to enhance intergovernmental relationships between state, local, and federal government. This led to the intergovernmental relationships bucket. The next bucket was expanding human capital. The last bucket was adopting a common risk picture.

Pam Williams. In one of our last calls, we talked about being transformational. Our first recommendation here can transform the way this country deals with disasters. The state, local, tribal, and territorial (SLTT) capacity is paramount to building capacity. We have seen FEMA go from a couple thousand to over 15 thousand employees. We have also seen a system that is fraught with cost and decision-making challenges.

Post-disaster, there must be intimate connection between responders and survivors. We are trying to set up a recommendation that establishes state field offices on a full-time permanent basis across the country. It creates a capability at the state level to let them take the helm and manage their own.

[Recommendation 2021-16 reading.] – Establish Permanent FEMA State Field Offices.

Pam Williams. This could be done without the need for additional legislative authority, even though the redistribution of FEMA personnel. The way that FEMA surges personnel can be turned on its head to be more proactive. We should start by prioritizing high risk high impact states that really need help in establishing this capability. This is all about intergovernmental relationships to remove the decision-making gap between the state and the federal government to drive good response, recovery, and mitigation.

Warren Miller. I did a little work with the field offices. We talked about the 10 regions and how they are not harmonized. One of the things the FBI field offices have is that leadership is constantly changing. This recommendation would require training of leadership and staff to understand the local community.

Steve Birnbaum. What HR, resource, and staffing changes will be required to achieve this? The FBI recruits, hires, and trains specifically for the position. I was in Hurricane Maria when there were 6 people and after they surged. Most of the employees surged were administrative staff.

Tina Titze. At the minimum, we need to put in here that this needs to be in consultation with the state. In my state capital, 27-75 personnel would overwhelm my office. We also switched up our JFO model, and we do it virtually, so this recommendation is not solving a problem that we have. We have less than 1 million people in our state. Some of the same issues you identified is why FEMA Integration Teams (FIT) was implemented. We had 4 FIT members in our state, and we sent 2 back.

Deanna Dahl-Grove. I think this is a good idea, but I wonder if we start to think about strengthening our FEMA offices. Disasters do not have boundaries and they go across states, so we should think about strengthening regions. The personnel should be scaled to the population and frequency of disasters. Maybe you do not need 25 people in South Dakota, but you need more than 100 in California.

Nim Kidd. As one of the people who have a lot of disasters and has a JFO in the state, I have a great relationship with my regional administrator (RA), and I would like to see the RA's brought into the conversation.

Nicolette Louissaint. I am trying to understand how the SFOs would complement the JFOs. How would something like this be constructed in a way that would not discourage states from continuing to invest in emergency management. They may see this as an offset that they do not need to include in their budget. Thinking about DHS and HHS APSR that have state offices, what would your role in their offices be?

Pam Williams. We had some great conversations about FIT and RAs. A lot of our conversations were about exactly what you mentioned. Is this going to incentivize or disincentivize state capacity building? States often say they do not have the capacity to identify their risk and apply for big grants. One size certainly does not fit all; this will need to be tailored to individual states' needs. Dealing with this on a statewide basis could bolster state capacity, not taking away the need for state capacity but enhancing it.

Anna Lang. We were trying to develop FEMA into a trusted clearinghouse of risk information. Having folks in the state, not to supplant but to complement, as a vehicle for information to the local level is a way to build capacity.

Nim Kidd. Any offer of federal employees will cut into our state allocation.

Brad Richy. I tried for years to get one additional mitigation planner for the state, but the fact that we would now have 25 federal employees, they would eliminate my mitigation planners and take the free staff. Would there still be regional oversight?

Pam Williams. This would be in coordination with the state field offices. There would be top-down from HQ to regions to the state field offices.

Lori Hodges. There are benefits in talking to staff that understands the states' needs. However, if it is really going to be state led, there should be less bureaucracy; instead, we should work to streamline the programs, so we need fewer federal staff.

Anna Lang. To Nim Kidd's point, you already have a permanent JFO, but we want to change that into a permanent mitigation office. The intent of this is mitigation-focused, not response.

Ramesh Kolluru. The number 25-75 is not prescriptive. It is a number that can be based on consultation with the states. There would be a full time JFO equivalent in bigger high-risk states. There needs to be building of resources and continuity of knowledge at the local level. This recommendation provides continuity of resources/knowledge at the local level upon changing of local leadership. When you bring in external relationships, relationships do not exist. Sustained capacity makes sense to provide continuity of operations.

Jeanne Abadie. How do you see this working in tribes?

Pam Williams. We had a robust conversation about how to meet the needs of tribes. In some states that would look like one or more tribal specialists in the state office. For larger tribes, there would be an opportunity to stand up resources for them. For states where tribes are ignored, this would force them to account for tribes. This can be tailored to the state.

Nicolette Louissaint. I love the intent and the spirit behind this. The focus on populations that do not have the capabilities is great. However, state legislatures would view the federal contribute as disincentive. We should reimagine the regional contribution of this because that may change the way that capacity works out. On the public health side, we have seen a pivot away from the local level, and we have said mitigation and resilience should be happening at the region.

Lori Hodges. I would like to change the recommendation and restate it as a mitigation initiative.

Rob Long. I am making clear the option of tabling this recommendation for readiness subcommittee next year.

Ramesh Kolluru. We would be okay with refocusing on acknowledging population and risk and clarifying roles in emergency management between the regions and SLTTs. I ask for a vote for acceptance with revisions. There should be addition of the phrase “The Administrator should increase support to SLTT governments by establishing permanent State Field Offices in each state and territory...in consultation with the state and territory leaders, with respect to size of deployment and scope of role as it relates to mitigation and resilience related efforts.

[Motion to vote on tabling passed, Recommendation 2021-16 is tabled.]

Pam Williams. [Recommendation 2021-17 reading.] – expand disaster readiness and support funding capabilities

Pam Williams. FEMA would build logistic hubs in each state tailored to each state. This would be a benefit to enhancing EMAC and mutual aid in each state.

Lori Hodges. I like the idea of logistics hubs. The more we can have federal caches/hubs the more capacity we have to meet the needs of the nation.

Steve Birnbaum. What do you mean when you say turned on or off? Is this just the active loading and unloading of supplies?

Pam Williams. The center would remain open. Turning on or off means actively distributing supplies or not.

Tina Titze. The logistic hubs do not need to be per state. They should be more regionally based. Certain regions may need more if disaster risk is high.

Nicolette Louissaint (Zoom). I see this as a potential complement to the Strategic National Stockpile (SNS) and its capabilities but do think this should be stated in the language, especially with the reference to the supply chain disruptions related to COVID-19.

Nicolette Louissaint. There are 5 hubs that do not include SNS capabilities.

Brad Richy. I am concerned, because logistics hubs make me think about strategic national stockpiles that you cannot use until you meet a certain amount of need. I would recommend making state stockpiles that draw on a regional stockpile.

Pam Williams. I wonder if it makes sense to list “in close coordination with states and tribes”, because these should not be established without knowing what the states its serving need.

Nicolette Louissaint. There are some things to be clear on as the language is being refined. The SNS is a federal capacity, but every state does not have its own warehouse/stockpile. There are about 15 states with their own stockpile. This is a complicated and expensive undertaking. If we are building out FEMA logistical capacity, that puts an additional strain on the SNS system.

Pam Williams. I think we have a motion on the floor to amend the recommendation with “FEMA should build additional logistics hubs in each state in coordination with states and tribes”.

Lori Hodges. What I wrote is: With the lessons learned from the supply chain distribution, the FEMA administrator should adequately distribute resources to meet the needs of each region.”

Christine Howlett (Zoom). FEMA distribution centers are in Tracy CA, Atlanta, Ft. Worth, Frederick, MD for the continental United States (CONUS) and Puerto Rico, Guam and HI for outside of the continental United States (OCONUS). We can share a map if you would like?

Rob Long. [Motion to vote passed, Recommendation 2021-17 is accepted with revisions.]

[Recommendation 2021-18 reading.] – expand disaster readiness and support funding capabilities.

Pam Williams. This would look at funding and staff capability. I would recommend this to be tabled for the readiness subcommittee in 2022.

[Motion to vote on tabling passed, Recommendation 2021-18 is tabled.]

Ramesh Kolluru. The next couple recommendations are about developing a common risk framework.

Dante Disparte. One of the big questions that FEMA grapples with is ‘who pays?’. This is enshrined in the recommendation. There are callouts on linking pre-existing work using risk indices to buy down risk, so we have the financial wherewithal to withstand risk.

[Recommendation 2021-19 reading.] – Develop a national risk management framework

Dante Disparte. The first recommendation is to develop a national risk management framework that has FEMA play a more active role in crowding and private risk. The recommendations make FEMA an actor of last resort in risk.

[Motion to vote passed, Recommendation 2021-19 is accepted as-is.]

[Recommendation 2021-20 reading.] – Link the National Risk Index to the proposed National Risk Management Framework

Dante Disparte. The next recommendation is to use the national risk funding model.

[Motion to vote passed, Recommendation 2021-20 is accepted as-is.]

[Recommendation 2021-21 reading.] – Harmonize Risk and Resilience frameworks

Dante Disparte. The next recommendation is about developing a common lexicon and a common framework across the country.

[Motion to vote passed, Recommendation 2021-21 is accepted as-is.]

[Recommendation 2021-22 reading.] – Review and address insurance redlining

Dante Disparte. The last recommendation is about insurance redlining. The private or public insurance offerings are not economically viable, because they choose ‘good’ risk. The recommendation is made for sound offerings to close the protection gap.

[Motion to vote passed, Recommendation 2021-22 is accepted as-is.]

Ramesh Kolluru. The last set of recommendations is on human capital. There has been a need to professional emergency management. We need to increase the pipelines of entering and developing within emergency management.

Anna Lang. FEMA has been in the mode of everyone is an emergency manager, and I do not disparage that framework, but I think it is time to move on. We need to restructure FEMA into one the nation needs, and the employees deserve.

[Recommendation 2021-23 reading.] – Create Professional Pathways within Existing FEMA Workforce

Anna Lang. This is about professionalizing emergency management. The idea is to create clear pathways for professional development within FEMA for employees to become specialists. Examples are to advance through education, trainings and certifications, incident command (IC): advancing within the IC framework for emergency management specialists, and experience.

[Recommendation 2021-24 reading.] – Improve Pipelines for Future Emergency Managers

Anna Lang. The second recommendation is providing a pipeline by using the model used in FEMA as a broader model across K-12 and post-secondary 2-year and 4-year institutions. The pathways would lead to EM careers, increased awareness, normalizing scientific concepts around disasters, and developing soft skills that lead to a successful professional career.

Ramesh Kolluru. There are not enough pathways to emergency management careers. Those are important for those coming into the field.

Sue Anne Bell. We had an emphasis on the equity piece here. We are thinking of professional pathways for those who are traditionally underrepresented.

Lori Hodges. I meet with a lot of students as part of a mentoring program. Tons of students cannot find a job coming out of school. There should be an internship component that builds in the experiences that make students employable.

Deanna Dahl-Grove. I see this as a role for professional institutions to go to universities and create pathways through internships and practical experiences. You cannot create the degree programs without the need, but the need exists, it's just not formalized.

Warren Miller. You also need to create opportunities for mentorship. Just creating school pathways will not fulfill that goal.

Tina Titze. There are quite a few universities with emergency management programs. Have you surveyed the colleges to see how many of them offer Emergency Management (EM) certificates or programs?

Jeff Stern. There is a hiring program at FEMA. There are 327 higher education programs in EM in the US. The Higher Education Program at FEMA keeps relationships with those programs. Other universities do look at the market space to add or subtract programs.

Sue Anne Bell. This recommendation is not about doubling the number of emergency management programs. This is about creating a pipeline for emergency management careers for those who are not able to enter or advance through EM. In 2021-24, we talk about increasing internships and mentorship, especially in underserved communities.

Steve Birnbaum. If there are no internships and opportunities to create the pipelines, there will be no advancement. Even if they finish high school, and get a degree in EM, they cannot find a job.

Anna Lang. A lot of people never knew emergency management was a thing. The intent is to make it an option for those who didn't know it was possible. Not just becoming an emergency manager, but also other jobs within

EM. We want to create the pathways within FEMA and have those serve as a model for underrepresented populations to understand and a career path in EM.

Lori Hodges. The recommendation does not overtly address the underserved populations. I would move that piece upfront. I suggest leading with, "Support existing and emerging programs that seek to improve the pipeline of individuals underrepresented in emergency management, including curricula development, through grant opportunities, mentoring opportunities, internships, fellowships, and sponsorship."

Rich Baich. In cybersecurity, there is an internship program called "CyberCorp" where students are given a scholarship and serve in public service after they graduate.

Jeff Hansen. We are focused on how to build career paths within FEMA, but it can be applied externally as well. We lack the formality of concrete specialist pathways, like those that exist for the military.

Warren Miller. There needs to be intentionality.

[Motion to vote passed, Recommendation 2021-23 is accepted with revisions.]

[Motion to vote passed, Recommendation 2021-24 is accepted with revisions.]

FEMA EMI anywhere.

Jeff Stern. When FEMA was created in 1979, we became the Emergency Management Institute (EMI). The modern period of all hazard emergency management emerged in the 1970s. "EMI Anywhere" is about educating emergency management employees wherever they are. I talked to former FEMA Administrators about what is good or bad about EMI. Doing this assessment of where we have been where we are, and where we need to be, we have developed a 6-point plan

1. Modernize technology and processes for digital delivery. Our tech is behind by a decade. We must build more and better virtual classes.
2. We want to put at least one satellite campuses in each region. There is some opportunity to build out joint Center for Disease Control (CDC) courses. We are beginning to map out potential partnerships to create satellite campuses.
3. Our 316+ course curriculum is unwieldy. I have talked about this with the National Emergency Management Association (NEMA) and the International Association of Emergency Management (IAEM). What we want to do is simplify the catalogue and break it down into career buckets with beginner or intermediate levels classes. We want to use a certificate model. We want to develop curriculum in fields that have knowledge gaps. Equity is a big priority for emergency managers. How do they look at policies and practices to make sure the most vulnerable are not left? Data analytics will tell emergency managers how to identify where to invest money.
4. We have a federal system of emergency management that asks Federal, State, and Local managers to work together without prior training. We worked with Harvard to create a program modelled after the Department of Defense (DoD) Pinnacle Program to expose emergency managers across the enterprise to crisis scenarios and help them understand each other's roles and responsibilities.
5. We need a place where the educators, researchers, and policy makers could come together and debate national strategy. The Navy, for example, has the Naval Academy. I propose EMI build a suite of institutional processes that can be the catalyst of national strategy.

6. To do this, we need to bring back facets of an academic institution. We can't just be training focused. I propose we take on a more college-like model. We shouldn't abandon the training we are doing, we should add on to it.

Lori Hodges. I like the idea of having a college. Center for Homeland Defense and Security (CHDS) is a great model. Are you guys working on the contracting piece for the trainers?

Jeff Stern. It is on my radar. It is something we did in VA. We had training that was spread out by division, and everyone was hiring their own. We had varying levels of success. We are looking how to reassess our instructor model that was inherited. We must make sure they are current and reflective of the emergency management work force. I want to see if we can do remote hiring to hire faculty from across the nation and expand the talent pool. Right now, it is a low bid process. We need to figure out how to make it a high-quality process. We need to build expertise on the campus.

Lori Hodges. We have a great facility in Fort Collins.

Warren Miller. Earlier we were talking about getting people into emergency management. The opportunity is also in grabbing military folks into emergency management.

Jeff Stern. We have long recruited veterans to take advantage of their existing knowledge and expertise.

John Grathwol. How much of the curriculum you have talked about related to financial management, budgeting, and accounting? Emergency management is often spending a huge amount of money over a long period of time.

Jeff Stern. There are a lot of different pathways to success here. We can build out a program in a regional office or we can build off existing colleges' schools. Right now, we don't have the education on how to strategically manage a wide variety of grant streams to build resilience.

Functional Recovery

Steve McCabe. Congress developed the National Earthquake Hazards Reduction Program (NEHRP) that developed into FEMA, the National Institute of Standards and Technology (NIST), the U.S. Geological Survey (USGS), and the National Response Framework (NSF). How large is the earthquake problem? The problem is big but to various degrees. The default system south of St. Louis is bad. The estimates are that large earthquakes in the Western US, when they hit they are particularly expensive and really bad in general. The maps that we have look much different today than they did in 1971. Now it's a much more robust problem and NEHRP works to identify risks and make the built environment perform better. The known problems can be mapped out.

John Grathwol. Your first bullet, significant seismic risk exists in all 50 states, is that what your map shows?

Steve McCabe. Anything with a dark color is progressively more significant. Building codes date back to the 19th century, no official US building code so the model code is the international building code (IBC), developed by an independent consensus organization. SLTTs are largely sovereign. We have the option of improving what's in the costs and then FEMA is the one that manages the code updating process.

John Grathwol. Are most of the changes that local jurisdictions go off the IBC more restrictive or less?

Steve McCabe. They tend to be less but depends on the jurisdiction.

Rich Baich. Do you also cover critical infrastructure, dams, etc.?

Steve McCabe. Specifically, the IBC doesn't do transportation, dams, etc.

John Grathwol. Are very tall buildings beyond what this comprehended?

Steve McCabe. They are using performance-based design; if they design buildings for a specific drift and high winds that's it's not going to be excessive risk, but it all comes down to the building office. San Francisco has the honor of being the center for the development of seismic design codes. If it's a bad earthquake, the building may be severely damaged to the point where it must be demolished.

Christchurch, New Zealand was hit with a bad earthquake and the soil conditions were so bad that a second earthquake essentially destroyed 70% of the city. We can't expand if we must keep rebuilding. People want their communities back and operational quickly.

You need to have buildings that are performance based. Stakeholders do not understand that so much, but buildings need to provide you with enough safety to get out of a building.

Performance-based building design asks the question, how long will it take to be functional? We design buildings to be damaged, we just don't want them to be damaged too much.

Public perception generally provides pushback when it comes to resilient design. Defining resilience, it is a community problem and not an individual build problem. How do you design a cluster of these to withstand strong shaking? Resilience is not necessarily related to sustainability.

Functional recovery looks at all aspects of recovery; all things that go into the community. SPURR has been working on keeping schools functioning so that families and communities don't leave their homes; based on lessons learned from the Katrina disaster. Essentially designing for getting back and recovering – new buildings should be designed for recovery-based directives – and needs for retro-fitting buildings for recovery-based directives.

Lifelines are one of the key problems because there is no single standard that controls dirty water and different systems that come in to serve a building. This becomes a problem for looking at recovery after an earthquake. And they depend on the slice of time you're looking at. We need to provide education and outreach, to convince owners that their buildings are not earthquake proof. This is intended to build better to start with and design an earthquake likely to occur in the next 100 years.

Recommendations for Congress are that we want Congress to encourage leadership and have them invoke some of these concepts on a trial balloon basis, getting local communities excited about local recovery and paying for an educational campaign. We want Congress to say, "we love your report, here's a grant to go do it".

Anna Lang. The biggest point on here is that functional recovery is a bridge to community resilience. The resilience community is making this hazard agnostic. Keep that in mind. For functional recovery provisions to make it into the IBC there is a process for doing that. Anyone can submit a code to the IBC, local provisions are happening. This is very important; California has called for the assembly of a functional working group and went a step beyond by charging the California Building Standard Commission to develop, adopt, approve, and codify building to a functional recovery standard.

Steve McCabe. We have a lot of work to do, it is going to require a combination of efforts from various groups.

Lori Hodges. Codes and standards along with being hazard agnostic, can we also look at terrain? FEMA gets stuck when there aren't provisions for terrain-based features.

Steve McCabe. FEMA is looking at lifelines coming into a building and the whole spectrum of lifelines looking at only three lifeline systems. Trying to get at the recovery time and some of the nitty gritty on this. The whole thing is the system must be at least regionally based. Cannot have a rural mountain community tied.

Brian Strong (Zoom). San Francisco has developed a Lifelines Restoration Performance Report that establishes restoration performance goals and evaluates the current state of performance in a major earthquake for lifeline systems serving San Francisco. See: <https://onesanfrancisco.org/lifelines-program>

Dante Disparte (Zoom). This is one of the major challenges with property insurance - if hazards are fully contemplated - is that insurers will merely make your "whole" to the state prior to a loss, rather than assist in upgrading property to modern, more resilient building codes - e.g., replacement cost valuation.

Lori Hodges. The point there is the people who know how to bid get the bids every time.

NAC 2022 strategy

Rob Long. I touched base with most of the NAC about issues with the NAC. I funneled them into a handful of items and presented them to leadership. Issues Addressed:

1. The only way the NAC has addressed FEMA in the past is through recommendations. The NAC should be able to put forward a NAC 'concern'; which does not require the NAC to forward a solution but would initiate a response from FEMA.
2. Subcommittees have lacked continuity from one year to the next. By aligning to the strategic plan goals, NAC subcommittees from one year to the next can better connect to the previous year's work.
3. It can be difficult for FEMA to handle a large number of recommendations. If we can agree that the Council puts forth the most poignant and impactful recommendations, then FEMA can better address recommendations.

Tomorrow Cynthia Spishak and Paul Judson will address you about the upcoming strategic plan. Afterwards we have panels of FEMA leaders, accountable to the goals of the strategic plan, to hold discussions with you. Thursday, we will self-select for subcommittees to begin discussing.

Closing Comments

Jeff Hansen. We have 21 recommendations moving forward. That is something to be proud of. The work you all have put in the last year is evident. Congratulations. I look forward to seeing where we go from here.

FEMA National Advisory Council

General Sessions

Council Meeting | November 3, 2021



FEMA

Participants

NAC Members	Attendance
W. Nim Kidd, Chair	Yes, virtual
Jeff Hansen, Vice Chair	Yes, virtual
Anna Lang	Yes
Brad Richy	Yes
Carol Salas	Yes
Carrie Speranza	Yes
Charley English	Yes
Deanna Dahl-Grove	Yes
Donald Bliss	Yes
Jeanne Abadie	Yes
John Grathwol	Yes
Lisa Jones	Yes
Lori Hodges	Yes
Pam Williams	Yes
Ramesh Kolluru	Yes
Steve Birnbaum	Yes
Sue Anne Bell	Yes
Tina Titze	Yes
Warren Miller	Yes
Dante Disparte	Yes, virtual
Nicolette Louissaint	Yes, virtual
Patricia Hoffman	Yes, virtual
Paul Brennan	Yes, virtual
FEMA Participants	
Rob Long, Office of the National Advisory Council	Yes
Calvin Jones, (On Detail) Federal Insurance and Mitigation Administration	Yes
Lydia Sanchez, Office of Regional Operations	Yes
Elizabeth Edge, Office of Regional Operations	Yes
Lillian Byrne, Office of the National Advisory Council	Yes
Jeff Stern, Emergency Management Institute	Yes
Joel Doolin, National Assessments & Integration	Yes
Cynthia Spishak, Office of Policy and Program Analysis	Yes
Paul Judson, Office of Policy and Program Analysis	Yes
David Bibo, Office of Response and Recovery	Yes
Justin Knighten, Office of External Affairs	Yes, virtual
Victoria Salinas, Resilience	Yes
Kevin Sligh, Office of the Administrator	Yes
Deanne Criswell, Office of the Administrator	Yes

Nancy Dragani, Office of the Administrator	Yes
Kristin Fontenot, Office of Environmental Planning and Historic Preservation, FIMA	Yes
Vincent Maykovich, FEMA Region 10	Yes
Keith Turi, Recovery Directorate	Yes
Jeff Dorko, Office of Response and Recovery	Yes
Melissa Forbes, Recovery Directorate	Yes
Eric Leckey, Mission Support	Yes, virtual
Grace Diaz, Office of Response and Recovery	Yes, virtual
Tony Robinson, Office of the Regional Administrator, Region 6	Yes, virtual
David Bibo, Office of Response and Recovery	Yes
Justin Knighten, Office of External Affairs	Yes, virtual
Victoria Salinas, Resilience	Yes
Non-FEMA Non-NAC Participants	
Elaine Zhang (ONAC Intern candidate)	Yes, virtual
Justin Kates, Director, Emergency Management, Somerville, Massachusetts	Yes, virtual
Jim Gore (NAC member to-be)	Yes, virtual
Paula Pagniez (NAC member to-be)	Yes, virtual
Tonya Graham (NAC member to-be)	Yes, virtual
Kelly McKinney (NAC member to-be)	Yes, virtual
Speakers	
Cynthia Spishak, Associate Administrator, Office of Policy and Program Analysis	
Paul Judson, Deputy Associate Administrator, Office of Policy and Program Analysis	
David Bibo, Acting Associate Administrator, Office of Response and Recovery	
Justin Knighten, Director, Office of External Affairs	
Victoria Salinas, Associate Administrator, Resilience	
Kevin Sligh, Equity Advisor to the Administrator	
Tony Robinson, Region 6 Administrator	
Deanne Criswell, FEMA Administrator	
Nancy Dragani, Senior Official Performing the Duties of the Deputy Administrator	
Kristin Fontenot, Director, Office of Environmental Planning and Historic Preservation	
Vincent Maykovich, Region 10 Acting Regional Administrator	
Keith Turi, Assistant Administrator, Recovery Directorate	
Joel Doolin, Director, National Assessments & Integration	
Jeff Dorko, Acting Deputy Associate Administrator, Office of Response and Recovery	
Dr. Melissa Forbes, Deputy Assistant Administrator, Recovery Directorate	
Eric Leckey, Deputy Associate Administrator, Mission Support	

Note on completeness

The Director of the Office of the NAC cautions readers of these notes. For meetings of this nature, we must use volunteer notetakers with different styles and experience-levels; there is no transcription or recorded version to check against. The Director has low confidence that these notes are either a completely full or a completely accurate rendering of the conversations. While these notes capture elements of the meeting, any required clarifications may be directed to the Office of the NAC (FEMA-NAC@fema.dhs.gov).

Public Comment

No public comments.

The 2022-2026 FEMA Strategic Plan

Cynthia Spishak. How can we continue to build and support the emergency management workforce, both within and outside of FEMA?

An aggressive campaign, starting with an internal process of discussions with over 700 stakeholders including tribes, private and public entities, groups such as the NAC, educational entities, and more, to shape the language format and outcomes of the developed objectives and goals.

The Learning Agenda was built to ensure evidence-based decision making, with program evaluation and performance measurements approaches. It demonstrates FEMA's commitment to continuous improvement and opportunities for stakeholders' involvement. This will be revisited on annual basis. This is to continue to inform and enable future strategic plans as well as sync budgets and resourcing with strategic direction.

I will offer example of these questions, that test our hypotheses about how our programs work: How do we make it easier for people to access our programs? We will incorporate items in the learning agenda to break down inequitable barriers. To what degree do our programs achieve the desired outcomes? The Learning Agenda is not a place to define what the outcomes should be but rather to evaluate our programs way of being successful. What is the best way to measure/talk about/evaluate our programs and the missions we operate in? Risk refers to preparedness versus mitigation versus response; what degree of disasters severity refers to major vs. emergency vs. catastrophic? What varying levels make it hard to evaluate cross cutting measures effectively? What are the best ways to measure to ensure we achieve the desired outlook?

Regarding equity, we will consider factors such as: "representation" – how we can ensure FEMA's workforce is representative of the communities we serve; "barriers of access"; "equitable outcomes" – how we are ensuring our programs are delivering outcomes for all.

Lori Hodges. Are you getting input from those in your own sphere or from those affected, the actual beneficiaries of the decision? Input should be from the lowest/most local level possible.

Rich Baich. Equity is difficult to define, how are you measuring that? Do you have a way to quantitatively measure that, such as pie charts or distribution matrix?

Paul Brennan. The administration has developed a definition of equity, but there is still work to do in turning that definition into a data set. This may not appear in learning agenda, but there is a requirement for us to do this analysis.

John Grathwol. One thing you hear is "you can't compare disasters," then at the state level, there are so many differences: budgets, varying management of government activities. Is access going to make a difference?

Cynthia Spishak. All good points, most will be incremental improvements over time.

Ramesh Kolluru. Do you have baseline analysis of where things are today?

Paul Brennan. It's not that we have no data around equity, but it needs more work, working towards consistent approach and want to use learning agenda to advance it.

Anna Lang. The approach or metric might be different between pre-disaster and post-disaster – in Houston, for example, city council was looking at applying mitigation funds toward most vulnerable populations, not a hazard-based ranking but vulnerability and inability to recover.

Cynthia Spishak. That is part of how we figure this out, constantly moving and changing information, what factors should we consider as opposed to just one thing. What data do we have and not have? How can we learn from these things to help us establish the baseline?

Regarding climate adaptation, we will explore climate literacy – how we will make sure all of us as emergency managers understand how climate data will impact our communities and impact our production; how we are using our grant programs to invest in communities and addressing climate change; and, how we empower risk informed decision making at state community and local levels.

Pam Williams. Consider the language you use in discussions with certain populations, input and output FEMA has had challenges in the past at adequately portraying this information. Don't use the same language for every population.

Lori Hodges. I think we need to call it what it is. We need to say we have a climate crisis and act upon it as a climate crisis.

Cynthia Spishak. Regarding readiness, readiness and preparedness are not new issues, but in this new context it gives new emphasis and focus on readiness. FEMA must be ready to deliver its mission and as emergency management across the nation we need to be ready to help the American people. We should consider how we will strengthen the workforce of FEMA and non-FEMA groups; how we are posturing FEMA to be ready for current and future threats, ensuring how we properly understand how FEMA is part of the larger answer; how we can unify and coordinate the delivery of Federal assistance; and, what questions we should be asking ourselves or what hypotheses we want to test.

Sue Ann Bell. NAC has consistently argued to decrease the isolation across the federal government. Is there opportunity to work with other agencies already doing this work such as HSS Office of Climate and Health Equity?

Paul Brennan. Is the assistance we are providing achieving the outcome we want?

Deanna Dahl-Grove. [Regional Disaster Health Response System](#) (RDHRS)'s, and other agencies are already established. This is a great chance to have FEMA engaged with these groups.

Rich Baich. How are you defining the success of the strategy? I know we like to keep referring back to the Executive Orders, but they tend to repeat themselves and not really make any forward movement. Define a range to operate in.

James Waskom. State led IA program. Is there something FEMA can do to incentivize that?

Equity Panel – Remarks and Discussion with FEMA Leaders

Victoria Salinas. I was here at FEMA about ten years ago and one of the things I needed to know before joining FEMA again was about equity. What you are doing to advise FEMA truly matters and helps advance equity.

Kevin Sligh. I will frame the discussion with my position. I've been out in the region and hearing about different groups whether it be the Equity Coalition of the Willing and various external and internal players. It has been two hundred days since the Administrator's swearing-in, there are a lot of equity bunnies hopping around FEMA. I recommend that we develop a place mat that revolves around the equity definition and efforts ongoing from the strategic plan and some of the data efforts that are ongoing, also to put an emphasis on the six principles. The major piece is that we put an RFI out to all regions to get a critical snapshot of how we are doing with equity and give the Administrator a high-level overview of what we're doing.

Victoria Salinas. The key pillars of the strategic plan involve equity, resilience, and climate. David, among all the things you are doing, what do you think is more transformational?

David Bibo. The vaccination mission was an opportunity for us to get a running start on equity, and the President asked us to make certain that we reach out to historically marginalized populations. We put language in our PA grants emphasizing the importance of equitable provision of vaccination, particularly as early data emerged about not reaching populations of color sufficiently. We were also setting up federal pilot vaccination centers across the country in communities with high social vulnerability impacts – SVIs give a sense of how vulnerable a community is. We located these community centers in high SVI areas. We have delivered 5.9 million shots across 29 states, and for the majority of time they were open they were beating the national averages of vaccination rates across the country – going by census tract to make a targeted effort to get people into community vaccination centers.

We do automated system checks because of speed – need to balance the need for speed and the ability to meet people where they are. About 75% of people would pass the automated checks and would send a denial. We started sending individuals to people’s homes and expanded the documentation that we would accept to establish ownership – thousands of additional Americans received assistance just in Michigan. We saw no reason why we would not make these challenges nation-wide. We were able to leave this in place for Hurricane Ida.

FEMA Administrator: NAC 2022 Focus Areas and Open Dialogue

Deanne Criswell. So exciting to be here and get to meet everyone face to face after my short tenure on the NAC. Looking forward to the question-and-answer period.

The NAC 2020 report has been cited multiple times in different venues and media - the amount of work and energy you all put into the report produced value for the agency. Responses were ready in April, and I didn’t feel that they were representing my voice. I wanted to take it from my perspective and not the previous administration’s perspective. I’ve been looking through it again and I want to focus on what we did respond to:

Educating leaders for better outcomes – didn’t respond to this but this is a new focus for the emergency management institute. In NYC we did a transition exercise for new Governors, and I wanted to take what we do for presidential transitions and see if there is an ability to educate new emergency managers.

Another area that we didn’t address is embracing data – we have a new position specifically designed to look at data architecture across the agency and how we are using data and technology to better inform the decisions that need to be made. I’d like to synergize that work. I’d like to have this person work on a data summit with a focus on our customers.

Another was focus on coordination – this is one of the goals that is going to come out of our strategic plan. This focus on coordination is going to be expanded.

The last one was resource management and supply chain – there is not a day that goes by when we don’t bring this up and think about the impacts of climate change on the supply chain. We use Defense Production Act (DPA) to make sure we can get priority resources and make sure we can get the resources needed. In this case we used DPA to make resin to produce syringes which led to a shortage of fire hoses – we need to get a better understanding of the cascading impacts of supply chain choices.

Going forward for the next year, instead of giving very specific charges, you were briefed on the strategic plan and I’d like your advice and input on how we can take those goals and objectives forward, so we can ensure that it’s not just a document that’s created with the mindset of Washington DC. With this direction in mind, what has worked best to help you deliver this information to the administration? What do you think of this approach?

Jeanne Abadie. Bringing in speakers from FEMA has been very helpful as a group.

Anna Lang. A general overview is helpful for new members. For our specific subgroups there is so much detail.

Rich Baich. I think what would help the NAC would be whatever the charge or question is, it should be management and result focused.

Ramesh Kolluru. More engagement with leaders at the right level, who provide clear definition of the issues. More often or not, we've found that we're not certain if what we are asking the right question and whether we are aligning with the priorities of the administrator. Staying engaged to make sure that we are on track will help.

Nim Kidd. Out of your ten regional advisory councils (RACs), they're not all staffed the same or organized the same. RACs are similar to mini-NACs at the regional level; and members were drawn from the RACs. What if you had a few years to work at the regional level? Building this organizational hierarchy will give you a lot of people to pull from when you are looking to appoint people.

Deanne Criswell. I think that this is something worth pursuing – we'll take that for action.

Lori Hodges. We had technical assistants from two folks from FEMA who work in PA, and they are excellent on the committee and were able to help us craft recommendations. We were the only committee that had that, and it was useful.

Deanne Criswell. I think that's great. At the same time, we want to make sure that the technical assistance isn't influencing your recommendations – must be the right people.

John Grathwol. We received a briefing on the equity plan; reading it was helpful to me. I'm really interested in engaging with FEMA as an agency based on my experience and understanding of FEMA's ability to serve this country during these troubled times.

Rob Long. The NAC 2022 Strategy is a consensus document sourced from interviews with NAC members, then reviewed by leadership. This contains several recommended actions going forward to hone the NAC's ability to provide timely feedback and more well-crafted recommendations.

Nancy Dragani. Other comments?

Deanne Criswell. We're going to add two new positions to the NAC – two climate science specific positions on the NAC. I want to be able to do education and outreach to experts in the field of climate. I want to make sure that we have that input going forward.

Nancy Dragani. I know you've had a briefing on the strategic plan. For the administrator's benefit, are there thoughts about the three lines of effort in the strategic plan?

Rich Baich. One of the things that the NAC brings is diversity of thought, and one of your biggest challenges is how well you know you are interpreting the strategic plan.

Deanne Criswell. What are the outcomes that would make a difference for the areas you are representing?

Nancy Dragani. One interesting thing is how these priorities influence the broader structure of emergency management including non-profits, private sector, etc. That's one of the significant benefits of this group – that you have emergency managers and other fields represented.

Anna Lang. I don't see us talking enough about building codes and buildings. I'd love to see another position added for building science and lifelines and infrastructure.

Deanne Criswell. That's important; increasing the dialogue increases awareness. The last few days I was touring recovery efforts in Louisiana. Every single one of them said you can see the homes that were built after building codes were adopted and those that were not. How do you share that with other parts of the country?

Ramesh Kolluru. Hurricane Ida reinforced everything you just said. We were talking earlier about climate change refugees – as we address climate change and climate adaptation and look at communities that never get rebuilt, these are important discussions to have. We discussed the three areas and capturing baseline data about where we are on each of those dimensions would be of great value – there was some conversation about equitable outcomes and representation. In each of those areas, doing a baseline assessment of where we are, if that is the direction for us.

Deanne Criswell. I heard about technical assistance, having FEMA engaged, and other things that went well. What are challenges? What things did not go well?

Lisa Jones. (Regarding the Equity Subcommittee) Developing an equity standard is monumental, and we heard lots of great presentations and wrestled with how to come up with a standard that meets every need. But this proved to be an insurmountable task.

Deanne Criswell. Interesting point. We try so hard to create a black and white framework, but this doesn't lend itself to a one-size-fits-all solution. For me, equity is about putting people first, and you're trying to understand people's barriers that leads to inequity.

Lisa Jones. Our recommendations are based on not being so cerebral and taking on the fact that people are being left out.

Tina Titze. (Regarding the Expedite Disaster Assistance Subcommittee) As Lori Hodges mentioned, our biggest take-away was the benefit of having those PA folks. An improvement area is ensuring that new members understand the time commitment of the NAC.

Deanne Criswell. All new members we selected for their expertise, and I appreciate that point.

Rich Baich. Having people that have some management consultant experience would be good – having that diverse skillset among NAC members – time is limited and being able to project manage is important.

Deanne Criswell. What have the challenges been?

Carrie Speranza. As a newer NAC member, I struggled with the desired end-state. What was it that we were trying to solve – the strategic plan will be great but what is the desired end state that you want the NAC to be going towards?

Sue Anne Bell. We had originally produced our report as a power point format. I'm interested in knowing what the best way of increasing uptake of recommendations so that you have the information you need.

Deanne Criswell. We had that same conversation here. Those of you that have worked on both – I've only experienced the report. What are the advantages and disadvantages of both?

Lori Hodges. I've only done the report but feel strongly about this. I think the report is necessary because it includes background. This creates accountability.

Donald Bliss. The PowerPoint was a shot gun approach. This year we tried to bring it back down to tangible recommendations.

Pamela Williams. To build off of what was just said – these are live documents and policy makers continuously reference them. There needs to be background information and breaking down the recommendations to legislative and policy requirements.

Lisa Jones. When I first came on the NAC, the Administrator would respond to each recommendation, and we wonder what happened to that structure. It is helpful to get a response to each recommendation.

Nicolette Louissaint. It would be great to know how NAC recommendations are being used. Understanding that we have a lot of turnover, we need FEMA to keep a record of that. There is interest in how FEMA moves the recommendations forward.

Deanne Criswell. To that point making sure that we are not duplicating recommendations.

I agree with these comments about the report versus the slide deck beyond how usable it is to FEMA.

Deanne Criswell. I am a fan of the report, holds us accountable and it spurs action.

John Grathwol. I would also like to introduce the concept of SLTT financial management, to the degree that we can increase financial management resiliency. I raise this because the programs are sometimes multi-billion-dollar programs.

Warren Miller. Earlier we heard from some Regional Administrators. I've heard and seen that the ten regions do things differently and have different policies, how do we say which policies are most important. Curious about your approach or thought to the regions.

Deanne Criswell. Our ten regions are all so different – we have a real opportunity to look at how regions implemented policies as a result of COVID. Every region has different needs and people have different needs; it is never comparing apples to apples. But COVID is comparing apples to apples, and every region had the same disaster at the same time. We have had an opportunity to look at the thought process of trying to implement things consistently across regions. We know that some things did not apply the same across all regions.

Unattributed. (Question about workforce well-being.)

Deanne Criswell. We have these amazing employee thinking groups – they are chartered groups within the agency. These employee resource groups produce eye-opening programs. Almost all of them help their members navigate career progression. An example of that is the Hispanic-Latino group, they provided input to national preparedness campaigns. They can advise us to help the people they are serving and our employees at all levels. Started at the grassroots level, we are working on how we can incorporate this into performance reviews. We are really focused on employee health and wellness. We are trying to de-stigmatize the mental health component of our work. It's okay to be emotional about that. It can be a struggle with balancing life and work. We've gotten a lot of positive feedback from the younger generation of employees. Good point about making sure that our workforce is not just seen as a resource and how can we improve constantly.

Anna Lang. Regarding communities that are harder to reach – what are some of the challenges of better identifying needs locally?

Deanne Criswell. We must listen to our regions and understand what people need. One other thing from the state / local piece. We used to have details at FEMA, we would fund people to go on detail to a local or regional position, to gain that perspective from the work there. We're bringing that back. Our goal right now is two detailed positions in Resilience and two in Response and Recovery, so we are hearing and understanding their perspective. We're going to send one of our staff to them, and they send one to us, so we can get the state and local perspective and they learn ours. Hoping to roll that out by next summer.

Carrie Speranza. How do you see disabilities and people who have lived experiences related to disabilities?

Deanne Criswell. Goes back to having a workforce that is representative. We want to have a dialogue that is inclusive and must build a workforce that represents everyone.

Climate Adaptation – Remarks and Discussion with FEMA Leaders

How we got here and where we see ourselves going in years to come?

Several Executive Orders' (EOs) have been passed. EO 13985 is charging Federal agencies to advance racial equity and support underserved communities. EO13990 is focused on protecting public health and the environment and restoring science in tackling the climate crisis. And EO 14008 is tackling the climate crisis at home and abroad

The interagency working groups within the task force are looking at specific climate challenges (i.e. drought and wildfire, extreme heat,). Charges get more specific within the EO. Over the last several months, three things came to pass: FEMA has released a climate action plan (available online), a strategic framework for address climate change, and a meeting of component leaders that are helping realize the priorities of the Department of Homeland Security (DHS) across all the components, of which FEMA is one, and Administrator Criswell participates.

The Enterprise Steering Group was stood up in February 2021. A press release was issued and were officially chartered in April 2021. It tasks senior leaders to think about the opportunity to leverage where the agency needs to go, but not to merely create a new program.

We brought people together in variety of ways (workshops, etc.) to see what our principles are, the opportunities, the barriers, the challenges, and how the climate crisis is exacerbating these issues and challenging programs. These principals are to drive equitable outcomes, be proactive, lead collaboration and consistency, and to promote simplicity and accessibility. Themes are to create culture of climate resilience, build climate resilient communities, and to advance sustainability.

Keith Turi. The strategic plan objectives include increasing climate literacy among emergency managers, building climate resilient communities, and empowering risk-informed decisions.

The FEMA Climate Resilience Adaptation Guide is coming out soon. The Long-Term Community Resilience Exercise Resource Guide is coming out soon. This is one example of the way in which we can adapt climate into what we do. It will be a resource for those running exercises and what that means for their planning and priorities.

Vince Maykovich. We are trying to take this information and integrate into what we're already doing versus creating more groups. The question then becomes: what does climate literacy mean to you and the communities you represent?

John Grathwol. Big cities like New York City have done a lot of investing and protecting against storms. What about relocation of communities in evacuation zones? How do you bring it up to a community who lives on coast, because that's where people want to live?

Kristin Fontenot. I am extremely interested in this topic. This is a really difficult issue; it has been discussed in FEMA, but how can FEMA help in those conversations over the next 5 years as part of the strategic plan, not only on the literacy side but on the information availability side. *Realtor.com* just recently started providing flood map of a home you are looking at, for instance, and that feature is very new. Federal agencies and those in academia are speaking with one another and amongst themselves, but conversations are not always getting down to the individuals affected.

Vince Maykovich. People live where there is access to the water. If this happens to be an inundation zone, the population is typically more retired and more likely to need services, etc. There are disincentives to buying and

challenges in trying to sell inundation zone properties; think of what happens with tsunami zone warning sign. How can FEMA support building climate resilient communities? What are the challenges and opportunities to making climate-based risk-informed decisions?

Keith Turi. The strategic plan is cross cutting the whole agency, and the steering group is broad and has variety of representation. This won't be an issue for just the resiliency director, but an issue for all of FEMA.

Brad Richy. How soon are they looking at being able to implement changes versus the NAC one-year long timeframe?

Kristin Fontenot. We're trying to accomplish and incrementally improve at the same time. More regular touch bases will be important.

Lori Hodges. How do you frame climate language? Do you change language based on who you're talking to versus calling it what it is?

Kristin Fontenot. We can't continue to debate this issue and the causes of it. The increased numbers of disasters is real. The usage of the word "climate" is intentional. The data that I can provide shows an increase in disaster costs, in individuals in areas of risk, and the rate of disaster. Pull that data and use it to support those conversations.

Readiness – Remarks and Discussion with FEMA Leaders

Joel Doolin. I had the privilege talking with NAC including this past August. I'm in a different role than last time.

Eric Lecky. I am bringing the mission support perspective, and moreover the perspective of readiness. Human capital is a big piece of procurement. Things as simple as our ability to share data, to share the information we collected, or vice versa. We've seen the criticality of collecting and sharing data the last a couple of years, such as with Health and Human Services (HHS), and other partners.

Jeff Dorko. About a year ago, under the annual planning guidance, Dave Bibb had been driving us hard to achieve outcomes that would make us more ready for what was coming next. When I was in the Office of Response and Recovery (ORR), I was looking at the capabilities-based scenario for what we are ready for next. There are non-Stafford Act demands which required us to go next door to HHS and collaborate. There are a whole spectrum of things to look at and consider.

Joel Doolin. How are you going to measure? What are the risks going to be? We've been successful in improving our approach on both questions. The agency can now measure and report at an average capability score; add up those core capability scores; if you're above 70 that is considered good. We have national level goals to coordinate and will leverage the agreed upon national capability targets; and both are to be achieved within a certain time. There are 33 such national capability targets, which we must consider while contending with wildfires, hurricanes, and other natural disasters. We look at those national capabilities, consider the appropriate composite score, called the national level goal, wherein we look at the national capability targets and help steer our readiness targets. We are trying to identify, through our work, the large gaps in those areas, all based on what is currently happening.

Melissa Forbes. Really would love to know where you see strength and weaknesses on the people side of the house. If your programs are difficult to navigate, we will see individuals fall through the gaps. Interagency federal government roadmaps for different sectors could be helpful to community leaders for identify different programs. To be very candid, what's being done is not enough. The federal government at large is a 1950s construct and primarily paper-based, trying to overcome that in a way that is secure and fast enough to serve the needs of survivors and communities is paramount. We can only achieve improve with technology. It is not an

end in and of itself, but can it help with the customer experience piece? We relied heavily on virtual housing inspection, and we're learning it's not meeting the needs of the survivors. The change could be new IT systems taking better photos or GIS systems. FEMA leadership does really welcome your thoughts on how to better meet the needs of survivors with technological advances.

Jeff Dorko. There is a need to achieve basic information and planning, so we turned to look at national capability targets. We are asking the Defense Logistics Agency to contract for more, and we are going to the private sector. Tools such as Office of Business, Industry, and Infrastructure Integration (OB3I) provide critical capability in the end; if you can't own it, contract for it, get it from the private sector. It is important to mitigate, as much as possible, and use all the resources available, including the capability of the core of engineers, in order to make the denominator smaller. It will be an interesting time here; implementation strategies are coming in a few weeks here where we wrestle with our view of readiness and where we go. Would love to get the NAC's input.

Lori Hodges. Regarding your specific role in readiness, why would you have a goal in putting the fire out, what is FEMA's role and the state's role?

Jeff Dorko. How would Colorado handle that?

Lori Hodges. The FEMA region and county would help. However, emergencies are typically handled at the local level; we don't have the resources to fight the fires in the west.

Nicolette Louissaint. To leverage this work, we often think about contracts, and don't often talk about integration and alignment outside a contractual relationship. OB3I is doing that work, but I would like to talk more on aligning capabilities. We need to understand what parts of the private sector can be leveraged, and if they have appropriate integration with the government. How do we make sure they have what they need to be a partner outside of a contractual relationship?

Jeff Dorko. If you look at how the pandemic panned out and how PPE was distributed, FEMA could order PPE then keep it in a warehouse. FEMA does have access to the "supply chain control tower". This let us see the supply chain for N95 masks for instance, and we got a view of where the need was and could understand the world beyond FEMA warehouses. We succeeded and have grown with OB3I to do all of this. There's planning involved in doing all of this, and I think we're seeing a little bit of that now. Some disciplines are more mature than others, ultimately the agency needs to ensure public and private capabilities are aligned. This agency needs to take the "Hippocratic Oath" – to first commit to do no harm – and then address what harm we have done to business resilience. In short, I look forward to what Rob Glenn (of FEMA OB3I) has planned.

Nicolette Louissaint. As our organization figured out where capabilities existed, COVID showed us how long it took to accelerate that along the way, and the question then became: how do we understand the capacity and capability of OB3I? My biggest concern is we've learned a lot, and yet we are not poised to move all of that into readiness activities.

Brad Richy. Understanding what the private sector can do for us is important. We have worked together as a state with private sector partnership to understand there are certain things they need. It is critically important to explore resources, including engineering, and acknowledge that the federal government isn't the only component. The private sector must be a part of those conversations and work processes.

Jeff Dorko. Absolutely. Starbucks started a collaborative space to determine what routes are open, and to determine what will survive and not survive. They planned, built relationships, and gathered the appropriate data.

Brad Richie. Moreover, there needs to be an understanding what kind of platform to access the information we have. It's important to fully utilize resources such as WebEOC. Ultimately, we don't know what we don't know,

and we are dragged naturally by our blind inclinations. When there are shelters, that will be unless if can't communicate and collaborate with the private sector.

Kelly McKinney. My background is response, recovery, and working currently at the NYU Langston Institute. The key to everything is that whatever you need is in the system; it's a matter of getting the right thing in the right place at the right time. You all have built an incredible capability, and what you can do day to day is astonishing, better next year, incremental. Until we can take that quantum leap – connect across the private sector and state and local, and then fill needs – that's a technology gap in my mind. Is there some pure research initiative going on anywhere? What does it look like in 10 years from now, when we can do that and can leverage technology? When can we get a shared understanding across the system, and fulfill that need through that technical solution?

Jeff Dorko. Are we eating away at the problem by going around the problem periphery each year? It really about the core problem; you make a great point. There does need to be a longer-term focus, emphasizing building the capability, and thinking about being adaptive.

Kelly McKinney. We need that quantum leap: three to five-years ahead, pure research. Moreover, the agency should leverage artificial intelligence and machine learning and all the technology available.

Anna Lang. We have talked about FEMA's strategic plan today, but I am not seeing mitigation. For those passionate about mitigation, what group do I join?

Joel Doolin. You're right, Dr. Lang. The idea behind climate adaptation and resilience as goals, should be a focus around mitigation, specifically a super-funded BRIC. And when we talk readiness, it is important to get the entirety of the federal family ready.

Dr. Forbes. As we have a conversation about mitigation, we raise a philosophical point. One of the things we wrestle with is whether or not we are prioritizing the needs of the individual or of the community. There is a question of, from environmental justice perspective and equity perspective, which one is best to prioritize. There is no one right answer, but it is important to consistently have program delivery. Moreover, I'll echo Anna Lang, maybe the agency should be looking at mitigation to be ready.

Jeff Dorko. It is a continuum. The only way to address the issues is to reduce the denominator, and that means mitigate it. We do have lessons learned, such as what has come out of developing building codes.

Joel Doolin. It is important to share some examples, then to go back to the information and data points that went out this year for all the states on how this all tied into climate change.

Brad Richy. A lot of effort went into BRIC, and into how that's changing this year, plus the additional funding for mitigation. There are states who will never use all of that funding.

John Grathwol. Need to determine, what is the goal for our mitigation investment?

Joel Doolin. We're not going to predict how much we need. We'll know that after more bad things happen; one exception is sea level rise which is occurring in a pattern. I am concerned with the baseline approach, as this is all supposed to be about local incident management.

John Grathwol. We must understand the size of the problem; communicate the need to solve a problem; define the problem; and determine the frequency of the problem. Securing some targets is not going to result in 100% mitigation. However, it might facilitate an easier conversation within the community, leading to less severe consequences later as we develop these understandings.

Melissa Forbes. As a recovering social scientist, I want to discuss how risk reduction gets into serious problems from a policy perspective. Systemic issues with affordable housing make it essential for FEMA to lean forward in

the focus on equity, to shine light on the issues. These include searching for local solutions, from local community efforts and understanding how this impacts our overall resilience.

Joel Doolin. To answer in a different way, I thought what worked well was our involvement with you in your process as FEMA developed our strategic plan. Although we can't promise action on any particular recommendation, we are understanding the motivation behind your recommendations as an agency and are subsequently able to prioritize specific pieces.

Eric Lecky. Thank you for your comments. These allow us to think about aspects of mission support not usually considered in our usual lines of business. As a FEMA leader, I am pleased to be here and hear any thoughts you have. With the strategic plan going forward, it is important for us to act as a whole community and bridge out as much as possible. An example of this is data sharing and transparency, which allows for the richness of expertise in this room and online.

Jeff Dorko. We are looking forward to continued dialogue with you. FEMA leadership wants your spirit and guidance. We want to achieve that NAC vision of where we can be.