

Yuan said, I will be joining the NAC as the Cybersecurity selection this upcoming cycle.

Rob Long. Each of the subcommittees has one hour. The hour will be divided by the number of recommendations within each subcommittee. To begin with, we have four recommendations that we are going to review for the Equity Workgroup, therefore each recommendation will get 15 minutes of time.

NAC CROSS-CUTTING RECOMMENDATIONS AND EQUITY WORKGROUP

Carrie Speranza. We are going to start with the beginning of the report. Brian Strong will give an overview of the two cross-cutting recommendations.

Recommendation 2022-01: Revise the discount rate used in FEMA BCA calculations.

Recommendation 2022-02: Prioritize equity impacts associated with the BCA.

Brian Strong. Thank you. To start, this is on the Benefit-Cost Analysis (BCA) methodology that FEMA has been using through the U.S. Office of Management and Budget (OMB).⁴ I have worked in San Francisco, which has the most vulnerable populations in the U.S., specifically in Chinatown. Individuals in this community do not have access to resources. We have this BCA requirement, which we have not been able to meet. We could not look at or qualify for multiple benefits with earthquakes, extreme heat, air quality, flooding, etc. This BCA recommendation meets several strategic objectives outlined in the FEMA Strategic Plan.⁵ We want to get a program where the state, local, tribal, and territorial (SLTT) entities are encouraged to address these issues.

We are asking to remove the 7% or lower the discount rate. We can make it negative to encourage investments. We also want to reduce the complexity of the program to help tribes and tribal partners understand the application process for BCA.

We want to allow for multiple benefits. There are cascading effects with heat waves and air quality issues which subsequently need the resources. We should have programs and projects that recognize multiple benefits.

We also want to make sure that we are coordinating BCA across the federal government to reduce challenges and complexity among communities. We have two recommendations:

Revise discount rate for BCA. This is a simpler approach in understanding the Stafford Act. The emphasis should be on long term benefits

Prioritize equity impacts. The cost of BCA is huge. Some of the conditions in these vulnerable communities are different and they should be recognized. The factors of these communities should be taken into consideration.

John Grathwol. Brian Strong did a great job of laying out the current challenges of BCA. We need to look at the discount rate due to the present value. The discount rate can come back 25-50 times the original cost and the construction costs can be brought back five times. The long-term benefits are not considered. If you read the OMB circular rate, it was not as high in the 1990s. In the last 20 years, we have been experiencing a high discount rate and it is not updated enough.

⁴ [Office of Management and Budget](https://www.whitehouse.gov/omb/). The White House. <https://www.whitehouse.gov/omb/>.

⁵ [2022–2026 FEMA Strategic Plan](https://www.fema.gov/about/strategic-plan). FEMA. <https://www.fema.gov/about/strategic-plan>.

During the drafting of this report, FEMA released new guidance on calculating the discount rate and that new guidance is in line with this recommendation before it was released. They are applying it to the Building Resilient Infrastructure Communities (BRIC)⁶ program, which provides funding for mitigation in advance of disasters. They are continuing to calculate the BCA at the 7% discount rate. We are asking to lower the discount rate. Additionally, benefits should be allocated for underserved communities. On one of these four, you can use a 3% discount rate, which is the direction we are going in. We wish FEMA released this new method before we drafted the recommendations for this report. This is a great solution, and we are commenting on it in our report.

Anna Lang Ofstad. Brian Strong, does this recommendation go far enough? You mentioned what Europe is doing and that countries in Europe have negative BCA.

Brian Strong. Our recommendations asked for a consideration of an alternative methodology. We are excited about the new FEMA program that John Grathwol mentioned and how it applies to the BRIC program and related funding. I think FEMA should be looking at alternatives. There are situations where the rate should be lower than 3%. Ultimately, we want to encourage long-term investments.

John Grathwol. Flood mitigation and BRIC help prepare for the next disaster. Sections 406 and 404 Stafford Act mitigation programs⁷ help with Individual Assistance (IA)⁸ and Public Assistance (PA)⁹ in mission assignments. This generates a new fund which can go anywhere. We are recommending applying this program to those two programs outlined by Stafford Act sections 404 and 406.¹ This is just another source of generating mitigation funding. There are some countries in Europe that use negative discount rates to fund more mitigation projects. This is a very good step to apply it to other streams of mitigation funding.

Carrie Speranza. The NAC's assessment of the current report does not include an assessment of FEMA's new program. We recognize that this a move in the right direction, but it has not been applied to sections 404 and 406 and the Hazard Mitigation Grant Program (HMGP). We are suggesting making this a separate, and third, recommendation.

Rob Long. The BCA group will have to take that up on October 27.

⁶ [Building Resilient Infrastructure Communities \(BRIC\)](https://www.fema.gov/grants/mitigation/building-resilient-infrastructure-communities). FEMA.

<https://www.fema.gov/grants/mitigation/building-resilient-infrastructure-communities>.

⁷ [Hazard Mitigation Grant Program \(HMGP\)](https://www.fema.gov/grants/mitigation/hazard-mitigation). FEMA. <https://www.fema.gov/grants/mitigation/hazard-mitigation>.

Additionally: [FEMA Hazard Mitigation Grants: 404 and 406](https://www.fema.gov/news-release/20200220/fema-hazard-mitigation-grants-404-and-406). FEMA. <https://www.fema.gov/news-release/20200220/fema-hazard-mitigation-grants-404-and-406>. – “Section 404 funding is used to provide protection to undamaged parts of a facility or to prevent or reduce damages caused by future disasters. Section 406 funding provides discretionary authority to fund mitigation measures in conjunction with the repair of the disaster-damaged facilities, so is limited to declared counties and eligible damaged facilities.”

⁸ [Individual Assistance](https://www.fema.gov/assistance/individual). FEMA. <https://www.fema.gov/assistance/individual>.

⁹ [Assistance for Governments and Private Non-Profits After a Disaster](https://www.fema.gov/assistance/public). FEMA.

<https://www.fema.gov/assistance/public>.

Recommendation 2022-03: The Administrator should advance measurement of equity with a comprehensive review of equity lens, data metrics and weighting.

Recommendation 2022-04: FEMA should consider a distributional equity lens to refocus support on small communities, tribes, territories, and local jurisdictions.

Sue Anne Bell. I am representing the Equity Workgroup which exists to support the corresponding subcommittee. We have two recommendations to discuss. The Equity Workgroup is chaired by Nicolette Louissaint who could not be here today but was heavily involved.

The Administrator should advance measurement of equity with data metrics and weighting. The goal of this is to address issues of equity as a continuous process. We recommend FEMA take into account these advancements in Objectives 1.2 and 1.3 of the Strategic Plan. This recommendation is about identifying and measuring equity and taking into account different forms of equity. FEMA should regularly conduct a comprehensive review to develop a better understanding of communities impacted by disasters.

Donald Bliss. Can you explain what you mean by an Equity lens?

Sue Anne Bell. A worldview or a vision to address different forms of equity such as racial and distributional.

Anna Lang Ofstad. Can you talk about the expected outcome?

Sue Anne Bell. We are recommending a comprehensive review that takes place regularly to incorporate new advancements in how equity is being measured by both outcomes and process. We have talked about the Social Vulnerability Index (SVI) Index¹⁰ and U.S. Health and Human Services (HHS) Environmental Justice Index (EJI)¹¹, which is a new measure about environmental justice functions with equity implications. As new tools of measuring outcomes and metrics, they should be incorporated into future planning.

Carrie Speranza. Does anyone have any comments or questions?

Jeanne Abadie. For recommendation 04, FEMA should consider an equity lens. We are supporting a lot of what they talked about in the BCA. We recognize that vulnerable populations need more support to successfully apply to the BCA. FEMA should look at who needs assistance up front to get resources to prepare, to respond, to recover, and build a more resilient community going forward. We currently institutionalize inequities, and we want to stop that. This recommendation addresses FEMA Strategic Plan Objectives 1.2 and 1.3. We recognize that the state applies for these, and communities do not get the recognition they need.

Brian Strong. Are we seeing any examples in FEMA where they are making progress on these?

¹⁰ [Social Vulnerability Index \(SVI\)](https://www.atsdr.cdc.gov/placeandhealth/svi/index.html). Agency for Toxic Substances and Disease Registry (ATSDR), Centers for Disease Control (CDC), U.S. Health and Human Services (HHS).

<https://www.atsdr.cdc.gov/placeandhealth/svi/index.html>. – “The CDC/ATSDR Social Vulnerability Index (CDC/ATSDR SVI) uses 15 U.S. census variables to help local officials identify communities that may need support before, during, or after disasters.”

¹¹ [Environmental Justice Index \(EJI\)](https://www.atsdr.cdc.gov/placeandhealth/eji/index.html). ATSDR, CDC, HHS.

<https://www.atsdr.cdc.gov/placeandhealth/eji/index.html>. – “The Environmental Justice Index (EJI) is the first national, place-based tool designed to measure the cumulative impacts of environmental burden through the lens of human health and health equity.”

James Waskom. There is an organization called the Saint Bernard Project¹² in Louisiana that focuses on underserved communities and completed an analysis due to the inequity. Their findings will be publicized soon. These communities do not know how to apply, and they do not have the resources to apply. FEMA has made it easier. When you apply, a large percentage get denied and these communities do not understand that you may need to re-apply with more information.

Jeffrey Hansen. FEMA has taken steps and will open some consultation with tribes. The funds require legislative changes which takes a little more time. FEMA is taking steps in the right direction.

Carrie Speranza. FEMA should be offering technical assistance, is this stated in the recommendation? We need to be specific about this language.

Sue Anne Bell. I think the focus of this is about distributional equity and taking that a viewpoint in terms of supporting communities as opposed to a take or thing to do.

Jeanne Abadie. These communities should receive technical assistance if needed in the recommendation. This is in the description, but not in the recommendation.

Brad Richy. We were given a case in Kentucky with a rural and poor community. Going into recovery, there has been an incredible focus placed on that community that we have not seen in the past. In terms of doing better, that is one example.

John Grathwol. When we review the Workforce Subcommittee recommendations, we will touch on what FEMA is doing in terms of equity regarding reducing administrative burden. Anytime you reduce an administrative burden, you are improving equity. An example of this is IA validation of homes in rural communities.

Jiqui Yuan (Virtual). One of the challenges facing these communities is not meeting the BCA discount of 7%. We need to mention about how to start with, for example, technical assistance. In the industry, there are a lot of ideas to incorporate social inequities, and one idea is to provide FEMA support in those areas to help communities.

Rob Long. Historical, procedural, and distributional is a great way to tackle issues in Equity.

Carrie Speranza. I suggest moving the technical assistance language to the first paragraph before October 27.

Anna Lang Ofstad. I agree.

Rob Long. I want to call out Paul Downing again. I believe it was in May of 2019 that Paul made a motion for an ad hoc subcommittee to address rural, tribal, and undeserved communities. That is when the NAC started working in a more focused fashion to address issues of inequity. Administrator Peter Gaynor said that he liked where this focus was going and then the Equity Workgroup was established. Paul Downing's motion became the Equity Subcommittee which was changed into a Workgroup to drive equity in all recommendations across the NAC Subcommittees.

The NAC has been working on equity for over three years now. In 2020, the NAC's Vision for Emergency Management in 2045 declared that, 25 years from now, equity should be the center of and guiding principle for

¹² SBP USA. <https://sbpusa.org>.

emergency management. Of note, the language the NAC produced is reflected in Executive Order 13895.¹³

NAC CLIMATE SUBCOMMITTEE

Recommendation 2022-05: FEMA should strengthen and develop programs that enhance climate literacy of the nation's current and future emergency management workforce.

Ramesh Kolluru. This ties to Objective 2.1. This includes education and training moving forward. The Emergency Management Institute (EMI)¹⁴ has done a great job providing training to emergency managers. However, that body of knowledge has not made it into normalized literacy today. We want the work being done by various federal agencies and universities to transition into the field of emergency management. We seek to look to science and embrace it.

We are asking to establish an Office of Disaster Research to incorporate findings into future recommendations and approaches. We are also asking that EMI partners work in conjunction with research institutions so that there is more base knowledge produced. We are encouraging FEMA to partner with K-12 schools in an effort to tap into the next generation of the emergency management workforce.

Sue Anne Bell. What did you say about a disaster research body? I know there is some legislation about a natural disaster safety board. I wonder if an opportunity exists to work with that legislation.

Ramesh Kolluru. All we are asking is that we go through these cycles of after-action reports and find intentional ways to incorporate that verified knowledge into the agency.

James Waskom. I think there could be an opportunity to work with Ken Graham, who was recently appointed as the Director of the National Weather Service.¹⁵ The NAC may want to reach out to him for collaboration.

Donald Bliss. The bill being introduced that is relevant to this recommendation will probably die at the end of the session.

Recommendation 2022-06: FEMA should work with the American Planning Association to establish a pathway for local emergency managers to be trained and qualified to contribute to long-term planning goals in their communities.

Anna Lang Ofstad. This addresses Objective 2.1 – we are trying to get this down to the local level. The problem is emergency managers are not at the table with planners and local decision makers. The long-term impacts of disasters are not being vocalized. We are recommending that EMI partners with the American Planning

¹³ [Executive Order on the President's Council of Advisors on Science and Technology](https://www.whitehouse.gov/briefing-room/presidential-actions/2021/01/27/executive-order-on-presidents-council-of-advisors-on-science-and-technology/). Executive Order 14007. The White House. January 27, 2021. <https://www.whitehouse.gov/briefing-room/presidential-actions/2021/01/27/executive-order-on-presidents-council-of-advisors-on-science-and-technology/>.

¹⁴ [Emergency Management Institute \(EMI\)](https://training.fema.gov/emi.aspx). FEMA. <https://training.fema.gov/emi.aspx>.

¹⁵ [National Weather Service](https://www.weather.gov/), National Oceanic and Atmospheric Administration (NOAA). <https://www.weather.gov/>.

Association (APA)¹⁶ and for FEMA to sponsor those who engage in this training.

Carrie Speranza. We need to be specific: are we suggesting EMI do this work?

Anna Lang Ofstad. Yes, I am suggesting EMI.

Linda Long. I was wondering if you were talking about EMI specifically, or the National Training and Education Division (NTED)?¹⁷

Ramesh Kolluru. We never say EMI, we just suggest FEMA works with the APA to create training programs.

John Grathwol. Should we put the long-term growth point in the recommendation? It seems like the outcome we want is not stated in the recommendation.

Carrie Speranza. I believe FEMA is responding to the entire narrative, not just the blue text in the title.

Ramesh Kolluru. We will add some of this language into the title.

Brian Strong. I think it is an innovative approach to have people who focus on the immediate response to coordinate with long term planners. This may require skills that are not usual for emergency managers.

Jeffrey Hansen. Emergency managers across the nation are asked to do a lot of things that do not fit the description of emergency management. The vast majority are rural, small, underfunded, one-person shops. It seems to me that we may want to incentivize FEMA to provide training.

Anna Lang Ofstad. That is a great point; I do not want to add to the work emergency managers already do.

Tina Titze. This may not work in those situations that he mentioned. As a starting point, one could look at another position in mitigation in the state office that could help provide local officials with this perspective.

Paul Downing. We must stop thinking we will get a full-time employee as the result of a part-time effort.

Recommendation 2022-07: Require climate change analysis in Hazard Mitigation Plans.

Anna Lang Ofstad. How do we continue to provide accessible, intuitive, access to future climate projects and impacts? How do we get this data in the hands of local emergency managers? Recommendation 07 involves asking FEMA to require Local Hazard Mitigation Plans (LHMPs) address future climate impacts.

Brian Strong. This has really made a big difference in some places as it has become a formal requirement.

Jeanne Abadie. Some of these localities would require technical assistance.

Anna Lang Ofstad. We understand as a subcommittee, there are many climate data portals out there. When you consider impacts, you must account for actual ground conditions.

Tonya Graham (Virtual). I recommend that we adjust the opening of that recommendation as follows to connect the dots between including climate change and providing help to do so:

¹⁶ [American Planning Association \(APA\)](https://www.planning.org/). <https://www.planning.org/>. – “APA exists to elevate and unite a diverse planning profession as it helps communities, their leaders and residents anticipate and meet the needs of a changing world.”

¹⁷ [National Training and Education Division](https://www.fema.gov/emergency-managers/national-preparedness/training). FEMA. <https://www.fema.gov/emergency-managers/national-preparedness/training>.

- **Recommendation 2022-07:** Require climate change analysis in Local Hazard Mitigation Plans (LHMPs) and provide robust support to assist planners in doing so. FEMA should require that all LHMPs integrate data-driven projections of future climate conditions and provide protocols for what adequately addressing changing climate conditions in these plans entails.

Tonya Graham (Virtual). To support addressing climate change in LHMPs, I also recommend that we combine the Battle of Babel section with the first section (hazard mitigation planning at local levels). That will allow it to track better with the recommendations.

Linda Long. Is it possible to add scientists that know as much as you to every group? Is it possible for local people to invite scientists to their work as a resource?

Anna Lang Ofstad. There is not a common language being used.

Ryan Lanclos. I think we need to reword this into making informational products.

Recommendation 2022-08: Develop public education programs and campaigns to communicate risk.

Anna Lang Ofstad. There is a lack of understanding from the public of what will happen to them financially after a disaster, and understanding the role that FEMA and state emergency management have in financial recovery. If left unaddressed, there will be devastating effects on social inequity in the future. We want FEMA to develop an education program to communicate risk and insurance information following disasters.

Tonya Graham. People do not know what FEMA is supposed to do and have nonrealistic expectations.

Paul Downing. The K-12 schools want to help to develop materials to inform the next generation.

Carrie Speranza. Do we want to be more specific and add “partnership language” into the recommendation?

Tonya Graham (Virtual). I recommend that we add this element to the end of the first paragraph: In this process, FEMA should consider partnering with state insurance commissioners, tribes, and others to ensure effective, place-based campaigns. In the past, we have not turned awareness into higher insurance levels after a disaster. I also recommend that we split the outcome bullets between the two recommendations for the final version.

Jim Redick (Virtual). Emergency Managers should partner with their Public Health Districts who have information on vulnerabilities throughout their communities in their Community Health Assessments / Community Health Improvement Plans (CHA/CHIP) - initiatives mandated of public health by the CDC. Doing so helps address basic needs, but also helps to build trust for when it's needed the most.

Recommendation 2022-09: Ensure that risk models consider the disproportionate impacts of climate change on communities of color and other underserved communities.

Ramesh Kolluru. I will walk us through the last recommendations, to empower risk-informed decision making. There is great inequity of climate impacts, such as how we prepare and how we mitigate. We are looking at disproportionate impacts of underserved communities. The other is the speed and scale of climate science innovation is growing rapidly. Ryan Lanclos talked about how we have data, but not tools to operationalize data. The Administrator wants to capture modern science in tools that emergency managers use in their daily work. She visited the Wall of Wind.¹⁸

¹⁸ [Wall of Wind](https://cee.fiu.edu/research/facilities/wall-of-wind). Florida International University (FIU). <https://cee.fiu.edu/research/facilities/wall-of-wind>.

Donald Bliss. There are a lot of risk tools and models out there. If we can suggest some very simple first step tools to be produced, that would be beneficial.

Ramesh Kolluru. As you are seeking to do more complex things, more sophisticated tools will be required.

Donald Bliss. I am suggesting maybe more text to highlight this nuance.

Brian Strong. We want to provide flexibility for FEMA to explore different ways to do this. It can be very expensive to pay a national lab for consulting. Working with FEMA to get this information could be much more useful and accessible.

Jim Redick (Virtual). The idea is that emergency managers work with inequities within their communities. I think there are opportunities to help individuals with their most basic needs.

Jody Ferguson. Many of the terms that we use do not translate into the everyday work of an emergency manager. For us, rather than putting another requirement on emergency managers, let's embrace the framework already in place. We are doing a lot of consequence analysis; how do we translate this into actionable, valuable information? Whatever the hazard is, such as climate change, we need to know the impact on the public, first responders, infrastructure, and the jurisdiction's economy.

Jim Redick (Virtual). Emergency managers should partner with their public health districts, which have information on vulnerabilities throughout their communities in their Community Health Assessments / Community Health Improvement Plans (CHA/CHIP) – public health initiatives mandated by the Center for Disease Control (CDC). Doing so helps address basic needs, but also helps build trust for when it's needed the most.

Recommendation 2022-10: Facilitate the transition of state-of-the-art research into the development of climate science-based tools.

Ramesh Kolluru. We are calling on this last recommendation for an ambitious effort. We are asking for tools that can become licensed and operational, so each jurisdiction does not have to fight to access tools. What we are asking for is that FEMA should consider the use of formal and informal mechanisms to transition the work that is already being done on taxpayer dollars into operational tools and technologies.

Tonya Graham (Virtual). Recommendation 2022-10 is very similar to Recommendation 2022-05 on climate literacy. Can we combine 2022-10 with 2022-05? Except, the last paragraph starting with "Further, FEMA should..." belongs with Recommendation 2022-09. All of the outcomes listed are for Recommendation 2022-09, so they don't need to move if 2022-10 moves to 2022-05.

I do not think there are specific outcomes identified for the recommendation. Could it fit elsewhere in a better structure?

Paul Downing. Recommendation 5 is different than Recommendation 10; I do not agree with that notion.

Tonya Graham (Virtual). I think they are different, just not exactly sure the second one is in the right place.

Carrie Speranza. Ramesh Kolluru and Anna Lang Ofstad will ensure the Climate Subcommittee looks at Recommendation 10 and possibly rearranging structure before October 27.

Recommendation 2022-11: Partner with other federal agencies.

Ramesh Kolluru. In Recommendation 11, we note that FEMA is the lead agency for resilience. There are multiple federal agencies involved in this space, all of which are looking at climate impacts. There are federal agencies looking at various climate impacts such as the Department of Transportation, Health and Human Services and the Department of Commerce. We want FEMA to partner with other federal agencies and lead the development

of a White House interagency level group to coordinate existing climate information from other federal efforts.

Brad Richy. Would coordination also fall under Objective 3.3 – Unify Coordination and Delivery of Federal Assistance? We may want to reference that strategic goal.

Ramesh Kolluru. That is a good point because it is essentially what we are talking about in this program.

Kathy Baughman McLeod. I wanted to highlight the complexity of the coordination. There are other coordinated White House efforts around these pieces already.

John Grathwol. I recommend that the title of the recommendation be more pointed.

James Waskom. There is a model out there: the National Recovery Framework. All these federal agencies come together to look at long term recovery. If we base this unified coordination and delivery of federal assistance on the existing model, it will prove helpful.

Ramesh Kolluru. We will come back to the group with a slight adjustment to the title, Strategic Plan objectives, and suggestion to look at the National Recovery Framework.

Revisiting Recommendations

Carrie Speranza. We will now revisit Recommendations 6, 7, and 9.

Recommendation 2022-06: FEMA should work with the American Planning Association to establish a pathway for local emergency managers to be trained and qualified to contribute to long-term planning goals in their communities.

Brad Richy. Going back to the state of Idaho, these communities have their plans done by a state contractor, which are 50-100 thousand dollars per community. If you look at certain counties in Idaho, there are certain communities that have never applied for any mitigation funds and have never asked for any state assistance. If we mandate these functions, we must be aware who we are mandating.

Brian Strong. That is a part of many recommendations: the BCA discussion, the data. We want to make sure communities are not dependent on consultants. It may be that we need to ensure planners and policy makers are as involved in these plans as emergency managers.

Brad Richy. My point is that when a plan comes through, most of the counties will reach out to a contractor and never be looked at. If we increase the cost of a mitigation plan, they will pass on the proposed plan or funding. Clark County, Idaho has 500 people but is the size of Rhode Island. Do we anticipate those people will go through the hoops of learning climate planning, or will they hire a contractor?

Anna Lang Ofstad. Is there a suggestion that you must make this more achievable?

Brad Richy. At the local level, I do not know how. Tell me when a law enforcement sheriff can do this. The likelihood of 44 counties in Idaho being able to adopt these standards is a huge challenge.

Anna Lang Ofstad. This data should be accessible to the level where the localities do not need to pull up raw data, they should be able to type in their zip codes and have these products intuitively communicated.

Brad Richy. I am not debating the recommendation; I just want to be realistic about impacts. As we increase requirements, the cost for the plan goes up. What benefit does a community that has never had a disaster receive? Let's put this recommendation where it belongs.

Recommendation 2022-07: Require climate change analysis in Hazard Mitigation Plans.

Ramesh Kolluru. This recommendation talks about local mitigation planning. Should we to take a more nuanced approach to this recommendation? Is there a more clear ceiling or threshold we must consider?

Brad Richy. I would say that is has to be there but must be a FEMA policy.

Tonya Graham (Virtual). What if there were different thresholds for how climate change would be integrated in LHMPs based on community size?

Paul Downing. The hazard mitigation toolkit¹⁹ identifies what threat each jurisdiction will focus on. I have always wondered why FEMA does not have a sliding scale of complexity for the size of each jurisdiction. Each jurisdiction does not need a 300-page document.

Brian Strong. I am not a fan of using consultants for LHMPs; that is what we want to move away from, while avoiding the creation of another unfunded mandate.

Jody Ferguson. We need to be specific. Jurisdictions are identifying hazards but are unsure if they fit into climate change.

Tonya Graham (Virtual). I think it was a really important point that we have different levels of complexity for communities. We do need to give some guidance to integrate climate change into smaller communities.

James Waskom. If you see studies, you will realize climate change is a problem that must be mitigated.

Recommendation 09: Ensure that risk models consider the disproportionate impacts of climate change on communities of color and other underserved communities

Ramesh Kolluru. Jody Ferguson – you indicated that everybody uses a set of tools at the local level and climate change is not separated from regular disasters. We need to analyze the climate driven impacts at a local level.

Carrie Speranza. Accessibility to the information is important; jurisdictions need to receive this information.

Brad Richy. Based on historical data, we can see how many times a certain river has flooded. Why don't we develop something like that nationwide?

Anna Lang Ofstad. That sounds a lot like the National Risk Index (NRI).²⁰

Ramesh Kolluru. When we say risk models should communicate climate-based threats, I agree we need to contextualize it better. Having the information be simple and accessible will address this recommendation.

Jody Ferguson. I am trying to think how my team would apply this. I would use the Threat and Hazard Identification and Risk Assessment (THIRA) structure. Having that in a climate context would be invaluable.

Jeffrey Hansen. We need to focus on all jurisdictions and make sure we are being inclusive in this language.

Kathy Baughman McLeod (Virtual). Climate-driven impacts – we need to use this term or similar in this context.

¹⁹ [Climate and Hazard Mitigation Planning \(CHaMP\) Tool](https://toolkit.climate.gov/tool/climate-and-hazard-mitigation-planning-champ-tool). U.S. Climate Resilience Toolkit. <https://toolkit.climate.gov/tool/climate-and-hazard-mitigation-planning-champ-tool>.

²⁰ [National Risk Index \(NRI\)](https://hazards.fema.gov/nri/). FEMA. <https://hazards.fema.gov/nri/>.

NAC READINESS SUBCOMMITTEE

Brad Richy. The Readiness Subcommittee has been busy with our recommendations in the draft report. This year was unique because we looked at several efforts taking place within the year.

The Office of National Assessments and Integration (ONAI) worked on a Local Elected and Appointed Officials Guide, a very thorough product FEMA released in September. Some individual members thought it would be helpful to minimize information to reduce complexity, such as by including a template of a simple checklist in the event of a disaster.

We also looked at a study from RAND on streamlining emergency management. Some individual members discussed that it might make sense to prioritize actions which could be implemented immediately. We looked through the Threat and Hazard Mitigation Risk Assessment, and FEMA's organization structure, to consider where there are duplications of effort. We wanted to provide best practices to all jurisdictions from a historical perspective.

We then started working on our recommendations. We looked at cross-cutting recommendations on FEMA's BCA, and I appreciate the collaboration across all subcommittees. We will now review the four Readiness recommendations put forth in the report.

Recommendation 2022-12: FEMA should conduct a full review of the EHP process and explore metrics for all mitigation projects to be processed more expeditiously.

Paul Brennan. This recommendation aligns with the FEMA Strategic Plan. This recommendation was also touched on in the NAC 2021 report when emergency declarations were mentioned to improve timeliness, enhance coordination, and reduce complexity. We are looking at Environmental Planning and Historic Preservation (EHP)²¹ and the review process. The EHPs are cumbersome and there are inclusions under the National Environmental Policy Act (NEPA).²² There are a lot of governmental authorities involved and the process becomes extremely complex. In wildfires, situations in need of mitigation can involve a full environmental assessment that can take many years. This timeline forces mitigation tasks to be extended for longer.

The recommended solution is for FEMA to conduct a review of the EHP process so projects can be completed more expeditiously, especially for disadvantaged communities. We wanted to develop a Biological Opinion (BO) that is made up of federal regulatory authorities related to wildlife response and recovery. If accomplished, we want to reduce the risk of post-wildfire land debris, landslides, and other impacts on SLTT partners.

Anna Lang Ofstad. Can this recommendation be used outside of the intent? For instance, can authorities overuse or abuse this recommendation to get passed environmental protections and the review process?

Brad Richy. It is difficult to determine how many environmental reviews you need for one project. For instance, it is different if you are conducting five different reviews based on law. I do not know if it is abuse as much as it is a requirement for all those involved.

²¹ [Environmental Planning and Historic Preservation \(EHP\)](https://www.fema.gov/emergency-managers/practitioners/environmental-historic). FEMA. <https://www.fema.gov/emergency-managers/practitioners/environmental-historic>.

²² [National Environmental Policy Act \(NEPA\)](https://www.fema.gov/emergency-managers/practitioners/environmental-historic/laws/nepa). FEMA. <https://www.fema.gov/emergency-managers/practitioners/environmental-historic/laws/nepa>.

John Grathwol. It is extremely burdensome if you have multiple federal agencies in a similar statute with different rules and regulations. The process is not expedited.

Anna Lang Ofstad. Can this be expanded to encourage FEMA to work with all other federal agencies?

Brad Richy. No, the appropriate approach is to bring all agencies together and conduct the review at the same time. The issue is that different agencies have environmental auditors that do this on their own terms. There is also a quick turnaround in staff, and it can take extended periods of time to get an answer. There are projects that have taken over five years to get through the environmental review.

James Waskom. Brad, what about public assistance? It is the same process.

Brad Richy. Although our recommendation calls out wildfire, it is intended to cross all hazards in public assistance.

Brian Strong. Are there any environmental reviews required for the BOs? Do the environmental reviews make up the irregular requirement?

Brad Richy. The environmental reviews are a part of the BOs and make up the irregular requirement.

Recommendation 2022-13: FEMA should reconsider wildfire mitigation interpretations.

Jody Ferguson. This recommendation is very specific and straightforward. However, there is a blurred line between prevention, mitigation, and preparedness. These aspects are all interrelated and our recommendation, in the wildfire context, is that FEMA considers its wildfire interpretations.

In our committees, we are moving into the wildland interface. Communities can expand their capability to store water in areas at risk of wildfire. If a wildfire cannot be tamed by water immediately, it can have detrimental effects. In my county, we have rural areas and a wildfire occurred at the border. This wildfire impacted our residents, buildings, radio communications, and food distribution to the public. The investment from FEMA to store water can buy down risk by saving states, residents, businesses, tribal nations, and much more. We can quantify the difference we are making with mitigation. FEMA should reconsider how the rules are applied by enhancing capacity once we have water stored. The outcomes can be tremendously beneficial for all jurisdictions by having a broader range of eligibility for mitigation funding, especially in a wildfire context.

Anna Lang Ofstad. On expanding this beyond wildfire, it can be a slippery slope with interpreting mitigation aspects that are similar to flooding, earthquakes, and much more. How do you handle this recommendation beyond wildfire into other hazard cases?

Brad Richy. This recommendation is very specific for wildfire because there are major differences with Public Assistance (PA). The purpose of a Fire Mitigation Assistance Grant (FMAG)²³ is to stop a fire from becoming an emergency declaration. Therefore, it is not treated as a major disaster or emergency, and we must reconsider other options. Mitigation was never included in fire assistant grants until 2015. These grants should be used for communities needs to deal with the wildfire interface and population growth across the nation. If we do not emphasize this in our recommendation, it can be considered something different in PA. The issues we raise today should be considered in all disasters, but we can specifically focus on mitigation dollars with wildfires.

Jody Ferguson. We need water storage for other hazards, but that would connect more with preparedness, not

²³ [Fire Management Assistance Grants \(FMAG\)](https://www.fema.gov/assistance/public/fire-management-assistance). FEMA. <https://www.fema.gov/assistance/public/fire-management-assistance>.

mitigation. This is a mitigation project in wildfire, and FEMA has the opportunity to buy down risk through funding investment.

Recommendation 2022-14: FEMA should take a stronger role in wildland fire interagency coordination.

Ryan Lanclos. During our work this year, we heard about the growing complexities surrounding wildfires. We have witnessed how federal agencies are collaborating with data to address wildfire in the nation. However, wildfire is an issue not just facing federal agencies, it requires partnerships with local and tribal leaders facing complex resource and land ownership issues. For instance, millions of dollars are required to suppress a fire and this problem continues to grow, especially in states such as California and Colorado.

Wildfire is not just a land issue, and it is increasing the risk and hazard of communities. FEMA has the opportunity to lead the way forward with the preparedness level. There is a discrepancy in the way we treat wildfire issues. We ask that FEMA, or the newly formed Wildfire Mitigation and Management Commission²⁴, consider hosting a wildfire summit. And we ask FEMA to consider how state, local, tribal, and territorial governments are involved in wildfire response and recovery.

Jeffrey Hansen. I have noticed a theme in your recommendations, and I appreciate the focus on wildfire. Many individuals want your recommendations to address all hazards. I believe the Readiness Subcommittee should include an introduction or conclusion in their section of the report that specifies the application of wildfire issues to other hazards.

Brad Richy. Yes, I would be happy to do that. We should state that we want wildfire issues considered in all hazard mitigations.

Recommendation 2022-15: FEMA should update its FMAG program guidance.

Kelly McKinney. This is a very brief recommendation and I agree with Jody's discussion regarding the blurred line between prevention, response, recovery, and mitigation. Disproportionate funding is a major issue in the Stafford Act and relates to a request for application in wildland fires and the prevention of major disasters. The purpose of this recommendation is for funding to address wildfire risks similarly to floods, tornados, and hurricanes. The PA Program and Policy Guide²⁵ does not include wildfire specific challenges such as debris and the contamination of sources. This recommendation is meant to update FMAG program guidance.

²⁴ [U.S. Fire Administration \(USFA\)](https://www.usfa.fema.gov/wui/wildland-fire-mitigation-management-commission.html). FEMA. <https://www.usfa.fema.gov/wui/wildland-fire-mitigation-management-commission.html>.

²⁵ [FEMA Public Assistance Program and Policy Guide \(PAPPG\)](https://www.fema.gov/sites/default/files/documents/fema_pappg-v4-updated-links_policy_6-1-2020.pdf), Version 4, FP 104-009-2. FEMA. June 1, 2020. https://www.fema.gov/sites/default/files/documents/fema_pappg-v4-updated-links_policy_6-1-2020.pdf. – *Applicable to emergencies and major disasters declared on or after June 1, 2020. Establishes Alternative Procedures as the first option considered for all large permanent work projects, for applicants to drive their own recovery. Standardizes the process for fixed cost estimates.*

communication of that mission like these other institutions have.

Recommendation 2022-18: FEMA develop policies, procedures, training, and research that reduces the potential for critical incident stress and post-traumatic stress disorder for emergency management personnel.

Donald Bliss. There is an incredible need for the development of procedures to reduce potential for critical incident stress and post-traumatic stress for emergency management personnel. Some members of this team have provided great personal experiences on these issues as well.

Recommendation 2022-19: FEMA should establish hazard-specific recovery teams.

John Grathwol. In this recommendation, the landscape has significantly changed with the resources allotted for disaster response. The hazard-specific teams would work with SLTT partners and disadvantaged communities. Every community has different needs; when new responders are deployed, they must be re-educated. Hazard specific teams would ensure this does not happen during long term recovery in a disaster.

Anna Lang Ofstad. This is exceptional, but can we expand this to mitigation?

John Grathwol. If a community has just been hit with a disaster, aside from recovering, officials will want to ensure it does not happen again. This is where post-disaster mitigation grants come in.

Carrie Speranza. What is the difference between this and FEMA's state-level teams that are already doing this?

Anna Lang Ofstad. Those are FEMA Integration Teams (FIT),²⁸ but this would be hazard specific personnel at the state level.

Jeffrey Hansen. In the FIT program, the state designs those teams for their specific purposes.

James Waskom. I believe this strengthens FIT teams and they would be permanently stationed in the state. The PA and mitigation process is extremely difficult. If you have a habitual relationship with this team, it will increase recovery speed compared to temporary teams. Region 6 Regional Administrator (RA), Tony Robinson, sends Incident Management Assistance Teams (IMAT)²⁹ fast too, but the recovery part is inherently challenging.

Jeffrey Hansen. FEMA's model was a regional recovery model years ago. We had an individual from New York visit, and they were greatly uninformed of the area and culture.

John Grathwol. If you are servicing a city, you can get charged with their tax. For instance, ten years after Hurricane Sandy, most of the funds are expended, which could have been 20 teams. The teams working in the local government have been constantly rotating staff on complex projects. It would be efficient to reduce this turnover and eliminate the need to retrain the experts that are here to help.

Paul Downing. The retraining portion is a challenge tribes must deal with every time. The regional familiarity would be very helpful for a responder.

²⁸ [FEMA Launches First FEMA Integration Team in North Carolina](https://www.fema.gov/press-release/20210318/fema-launches-first-fema-integration-team-north-carolina-0). FEMA Press Release. April 17, 2018.

<https://www.fema.gov/press-release/20210318/fema-launches-first-fema-integration-team-north-carolina-0>. – "Established in July 2017 with the goal of embedding FEMA staff with its state, tribal, and territorial partners. Provide technical assistance and coordination in STT emergency management and similar host organizations for a range of program areas."

²⁹ [Incident Management Assistance Teams](https://www.fema.gov/about/offices/field-operations#imat). Field Operations Directorate, FEMA.

<https://www.fema.gov/about/offices/field-operations#imat>.

Day 2 – Wednesday, October 26

Note: Meeting notes are a summary of proceedings, not a transcript. Nothing herein should be construed as representing exact conversations, verbatim quotations, or a formal statement of views, guidance, or policy positions on behalf of participating individuals or organizations.

PARTICIPANTS

NAC Members	Attendance
Nim Kidd, Chair	No
Jeanne Abadie	Yes
Kathy Baughman McLeod	No
Sue Anne Bell	Yes
Donald Bliss	Yes
Paul Brennan	Yes
Paul Downing	Yes
Charles Esteves	Yes
Jody Ferguson	Yes
Timothy Gleason	Yes
James Gore	No
Tonya Graham	No
John Grathwol	Yes
Jeffrey Hansen	Yes
Lisa Jones	No
Ramesh Kolluru	Yes
Ryan Lanclos	Yes
Dr. Anna Lang Ofstad	Yes
Linda Long	Yes
Nicolette Louissaint	No
Kelly McKinney	Yes
Paula Pagniez	No
Jimmy Patronis	No
Brad Richy	Yes
Carol Salas Pagán	Yes
Carrie Speranza	Yes
Brian Strong	Yes
Tina Titze	Yes
James Waskom	Yes
FEMA Participants	
Sara Andresen, FEMA NIC	Yes
Sarah Byrne, Office of the National Advisory Council	Yes
Troy Christensen, FEMA Region 5	Yes
Laura Cirillo, Resilience	Yes, virtual

Michael Coen, Office of the Administrator	Yes
Charles Cook, FEMA Region 6	Yes, virtual
Dominick Del Vecchio, FEMA Region 5	Yes
Joseph Dolinger, Office of the National Advisory Council	Yes
Emily Dunn, Resilience	Yes
Elizabeth Edge, Office of Regional Operations	Yes
Richard Ferrigno, Data Analytics Branch, FEMA Region 3	Yes, virtual
Travis Gaines, Office of Chief Counsel	Yes
Alexandra Gallo, Resilience	Yes
Hannah Gonzales, FEMA Region 6	Yes
Paula Gutierrez, FEMA Region 6	Yes
Antawne Jackson, FEMA Region 6	Yes
Caitlin Justesen, Office of the Administrator	Yes
Maryam Khan, Office of Chief Counsel	Yes, virtual
Kathy Kilcrease, FEMA Region 4	Yes, virtual
Dempsey Kraft, FEMA Region 6	Yes
Benjamin Krakauer, Office of the Administrator	Yes
Holly Latimer, FEMA Region 6	Yes
Lauren Lefebvre, FEMA Region 6	Yes
Rob Long, Office of the National Advisory Council	Yes
Paige Nutter, FEMA Emergency Management Exchange	Yes
Rachel Nutter, FEMA Region 6	Yes
Lindsey Parker, Office of Response and Recovery	Yes, virtual
Mary Reevis, Preparedness Branch, National Emergency Training Center	Yes
Tony Robinson, FEMA Region 6	Yes
Daniel Rojas, FEMA Region 6	Yes
Lydia Sanchez, Office of Regional Operations	Yes
Zerek Schwartz, Office of Regional Operations	Yes
Rhonda Simpson, FEMA Region 6	Yes, virtual
Zachary Smith, Office of Policy and Program Analysis	Yes
Cynthia Spishak,	Yes
Marc Tagliento, Office of External Affairs	Yes
Juanita Thompson, Federal Insurance and Mitigation Administration (FIMA)	Yes, virtual
Rachel Tranchik, Office of Response and Recovery	Yes, virtual
Caroline Tristani, Office of the National Advisory Council	Yes
Robert White, FEMA Region 10	Yes, virtual
Non-FEMA, Non-NAC Participants	Yes
Michael Antoine, Louisiana State University (NAC 2023)	Yes, virtual
Michael Berkowitz, Resilient Cities Catalyst (NAC 2023)	Yes, virtual
Sara Billings, Chickasaw Nation	Yes
Christopher Blanco, New York City Mayor's Office of Management & Budget (NAC 2023)	Yes, virtual
Steve Cash, Chickasaw Nation	Yes
Debbie Dalpoas-Ward, Choctaw Nation of Oklahoma Emergency Management	Yes

Cristina De La Torre, Just Solutions Collective	Yes, virtual
Bridgette Farrell, Choctaw Nation of Oklahoma Emergency Management	Yes
Karl Fippinger, International Code Council (NAC 2023)	Yes, virtual
Amber Gammon, Choctaw Nation of Oklahoma Emergency Management	Yes
Randi Gardner Hardin, Chickasaw Nation	Yes
Patrick Hernandez, Health and Human Services (NAC 2023)	Yes, virtual
Lori Hodges, Office of Emergency Management, Larimer County (NAC 2023)	Yes, virtual
George Caite Jesse, Chickasaw Nation	Yes
Dr. Misti Kill, Columbia Southern University (NAC 2023)	Yes, virtual
Nneoma Kpaduwa, American Psychiatric Association	Yes, virtual
Dr. Lorie Liebrock, New Mexico Cybersecurity Center of Excellence (NAC 2023)	Yes, virtual
Celina Marino, Ernst & Young	Yes, virtual
Tre'cee Merrit, Ponca Tribe Emergency Management	Yes
Cristina Muñoz De La Torre, Just Solutions Collective	Yes, virtual
Mbula Mwendwa, Catholic University of Eastern Africa	Yes, virtual
Jamie Navarette, U.S. Department of Homeland Security	Yes, virtual
Dylan Overton, Choctaw Nation of Oklahoma	Yes
James Redick, City of Norfolk Virginia	Yes, virtual
Carra Sims, the RAND Corporation	Yes, virtual
Emily Smith, Ponca Tribe Emergency Management	Yes
Paden Tranter, Guidehouse	Yes, virtual
Tafaimamao "Tafa" Tua-Tupuola, American Samoa Community College (NAC 2023)	Yes, virtual
Jessica Welton, Chickasaw Nation	Yes
Dr. Jiqiu "JQ" Yuan, National Institute of Building Sciences (NAC 2023)	Yes, virtual
Luke Harrison, Office of the Florida Chief Financial Officer (Jimmy Patronis)	Yes, virtual
Speaker(s)	
J. Michael Chavarria, Governor, Santa Clara Pueblo	Yes
Deanne Criswell, FEMA Administrator	Yes
Quentin Cummings, Lead (Acting), Climate Data Analytics	Yes
Joel Doolin, Director, Office of National Integration and Assessment	Yes
Lindsay Dowell, Staff Attorney, Choctaw Nation	Yes
Kevin Enloe, Emergency Management Director, Pittsburg County, Oklahoma	Yes
Bobby Howard, Emergency Management Director, Muscogee Nation	Yes
Karen Marsh, Chief, Technical Assistance Branch and the Resilience Analysis and Planning Tool	Yes, virtual
Christa Montani, Director, Enterprise Analytics Division	Yes, virtual
Brian Palmer, Assistant Chief, Seminole Nation of Oklahoma	Yes
Tony Robinson, Administrator of FEMA Region 6	Yes
Victoria Salinas, Associate Administrator, Resilience	Yes
Leland Thompson, Fire Chief / Emergency Management Director, Coushatta Tribe of Louisiana	Yes
Tim Zientek, Director of Emergency Management, Citizen Potawatomi Nation	Yes

OPEN MEETING AND ANNOUNCEMENTS

Rob Long. Welcome everyone to the National Advisory Council (NAC) Meeting. I will lead off by saying that we will not have the NAC Chair, Chief Nim Kidd, attending in person or virtual, therefore Jeffrey Hansen will be acting as the NAC Chair which elevates NAC Secretary Carrie Speranza to Vice Chair. Every year, we have a public proceeding with deliberations to vote upon recommendations for the FEMA Administrator. Tomorrow, after some subcommittee complete some adjustments, the NAC will vote upon the final recommendations to be incorporated into this year's report. Today however is all about what the NAC needs to know to inform their knowledge and create better recommendations. For an hour and a half, FEMA will talk about data analytics, how that informs climate and equity work, and the tools available for state, local, tribal, and territorial (SLTT) partners. As we are at the Choctaw Nation of Oklahoma, and the Vice Chair of the NAC – Jeffrey Hansen – is from here, Jeff Hansen will be leading a panel on tribal intergovernmental relations. In diving into this research, the NAC hopes to better understand those relationships to create more informed recommendations.

FEMA ADMINISTRATOR DEANNE CRISWELL

Jeffrey Hansen. Thank you everyone. It has been great to speak with Administrator Criswell. This is a group of volunteers, and it is worth noting that all NAC members have full time jobs. I would love to see a solid work plan as we approach next year's report. Fortunately, we have plenty of time to fine tune the process and solidify recommendations. Last meeting, the NAC had the opportunity to meet in Idaho and focus on the topic of wildfire. The NAC has looked at climate change, how is that changing the nature of disasters, how to best approach readiness, some cross cutting issues, and lastly, we have consistently focused on equity.

Deanne Criswell. It is a great honor to be here, it's an amazing experience. I would like thank Chief Gary Batton and Assistant Chief Austin. I look forward to reading the final report more in depth. This is the first time the NAC has hosted the bi-annual meeting at a tribal nation. This is one important approach to take to strengthen our relationship with the tribes. This year FEMA published our first tribal strategy, so we can see the advancement that will occur as a result of that work. There are 574 federally recognized tribes, which span across 1.1 million acres. I met with some tribal members in Oregon who emphasized how they have been on their lands for generations, and that they know how to defend it. Thank you to the Office of the National Advisory Council (ONAC), for your time, effort, and commitment to the NAC.

Deanne Criswell. It has been more than a decade since the Post-Katrina Emergency Management Reform Act (PKEMRA)³⁰ first established the NAC. Since 2007, the NAC has helped anchor and advance outside perspectives to help FEMA be more successful at fulfilling its mission. Although we still have many ways that we can improve our policies and practices, many of the positive changes FEMA has made have been a result of NAC recommendations. The NAC recommendation to increase funding for disadvantaged communities has gained immense bipartisan support, and it is moving forward into tangible change through the BCA model. This is merely the first step, not the last step FEMA will take. FEMA needs to ensure the agency is doing everything

³⁰ [Post-Katrina Emergency Management Reform Act \(PKEMRA\) of 2006](https://emilms.fema.gov/is_0822/groups/20.html). FEMA.

https://emilms.fema.gov/is_0822/groups/20.html. – “... enhanced FEMA's responsibilities and its authority within DHS and transferred many functions of DHS's former Preparedness Directorate to FEMA.”

possible to assist disadvantaged communities in overcoming these barriers.

Deanne Criswell. The NAC also made a recommendation to cut through the Public Assistance (PA) bureaucracy. The Office of Response and Recovery (ORR) really explored this recommendation heavily in an effort to enact tangible change. As a former customer of FEMA's programs, I do not want to lose that insight as to how the bureaucracy will impact people when trying to obtain PA. I believe that all programs within the agency should be reevaluated periodically.

Deanne Criswell. FEMA has accessed the role and capabilities available through the Consolidated Resource Centers (CRC). CRCs were established about five years ago, and that program has undergone updates and evaluations as to what has been successful. One evaluation finding is that FEMA's model was developed before a notable spike in obligation funding: FEMA has obligated more money in the last four years than it had previously obligated in the last 14 years. So there is a new level of demand for services, which in turn creates a workload and burden on FEMA and stakeholders. FEMA would not have been able to manage and respond to COVID applications without the CRC. We might have fewer requests for information (RFIs) if there were more individuals in the field. The agency has been able to send CRC staff out to the field in order to make advances and have a more tangible presence in states such as Louisiana.

Deanne Criswell. The support of the U.S. Department of Homeland Security Secretary Alejandro Mayorkas has been fantastic. As a result of Secretary's Mayorkas' support, FEMA is adding five NAC members for a total of 40 members on the council. I wanted to add more climate change positions, and an additional three Administrator's selections. Thus, there will be 19 NAC member appointments effective December 1.

Deanne Criswell. One request I had of the ONAC Director Rob Long, is to address the big learning curve new NAC members face when trying to understand FEMA. Therefore, I asked ONAC to create a FEMA 101 orientation for the new NAC members, hosted at EMI, to onboard new members and get the NAC off on the right foot. This first year the orientation will include all NAC members and subsequent years will be just new members. ONAC will continue working with Jeffrey Stern at EMI to plan this orientation, which will take place in January 2023.

Deanne Criswell. I would now like to introduce the new NAC members:

- Mr. Michael Antoine – Director, Public Safety and Emergency Preparedness, Louisiana State University
- Ms. Brenda Bergeron – Deputy Commissioner, Department of Emergency Services and Public Protection, Division of Emergency Management and Homeland Security, State of Connecticut
- Mr. Chad Berginnis – Executive Director, Association of State Floodplain Managers (ASFPM)
- Mr. Michael Berkowitz – Founding Principal, Resilient Cities Catalyst
- Mr. Christopher Blanco – Associate Director, Budget Resources and Recovery Grants Management Division, New York City's Mayor's Office of Management and Budget (NYC OMB)
- Mr. Karl Fippinger – Vice President, Fire and Disaster Mitigation, International Code Council (ICC)
- Mr. Justin Kates – Director, Emergency Management and Communications, City of Somerville, Massachusetts
- Dr. Misti Kill – Vice Provost of Academic Affairs, and Dean of the College of Safety and Emergency Services, Columbia Southern University
- Commissioner John King – Insurance and Safety Fire Commissioner, Georgia Office of Commissioner of Insurance and Safety Fire
- Mr. Patrick Hernandez – Director, Office of Incident Command and Control and Deputy Assistant Secretary for Preparedness and Response, U. S. Department of Health and Human Services (HHS)
- Dr. Laurie Liebrock – Founding Director, New Mexico Cybersecurity Center of Excellence, New Mexico Institute of Mining and Technology

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- Mr. Andrew Phelps – Director, Oregon Department of Emergency Management
 - Mr. James Reddick – Director, Emergency Preparedness and Response, City of Norfolk, Virginia
 - Ms. Tafaimamao “Tafa” Tua-Tupuola – State Director, American Samoa University Center for Excellence in Developmental Disabilities, American Samoa Community College
 - Dr. Jiqiu “JQ” Yuan – Executive Director, Multi-Hazard Mitigation and Building Seismic Safety Council, National Institute of Building Sciences

Deanne Criswell. Moreover, I would like to welcome back three members for reappointment for another term:

- Ms. Carrie Speranza
- Dr. Carol Salas Pagán
- Ms. Lori Hodges

Rob Long. There are various challenges to tackle: while there are so many qualified candidates appointed to the NAC, this is the biggest change in NAC membership since its inception. Your commitment to supporting the NAC in this is greatly appreciated.

Deanne Criswell. I would also like to thank our outgoing NAC members:

- Mr. Paul Brennan, three years of service to the NAC
- Mr. Charles Esteves, three years of service
- Mr. John Grathwol, five years of service

And to those members who are outgoing and attending this meeting virtually:

- Ms. Donna Boston, six years of service
- Ms. Nicolette Louissaint, three years of service
- Mr. Jimmy Patronis, three years of service

Deanne Criswell. We have a special recognition for Chief Nim Kidd, for having served nine years on the NAC, four of which Chief Kidd served as Chair. As Chair, Chief Kidd formalized the recommendations incorporated into the report. I was fortunate enough to work with him previously, and Regional Administrator (RA) Tony Robinson works closely with him as well.

Deanne Criswell. I would also like to announce next year’s leadership roles. Lori Hodges is taking on the role of the NAC Secretary. Carrie Speranza is appointed to serve as the NAC Vice Chair. It is my pleasure to announce that Jeffrey Hansen will be the Chair of the NAC. Jeffrey Hansen will serve as the first tribal NAC Chair. The subcommittee Chairs will be: Donald Bliss, Tina Titze, Brad Richy, James Waskom, Anna Lang Ofstad, and Brian Strong. Lastly, I would like to note that I like the format that we did last year comprised of periodic check ins.

Jeffrey Hansen. As the Choctaw Nation, the NAC will be reviewing issues in tribal nations. Can you walk through some of the steps that FEMA has done to engage with tribes and to improve relations?

Deanne Criswell. FEMA released our first ever National Tribal Strategy.³¹ FEMA would like to stay accountable to our goals. The tribal strategy went through a lot of external engagement. One of the requests called out was the desire to have regular tribal engagement. I have called tribal leaders following disasters, such as a tribe in Montana impacted by flooding. Just having that conversation, not just to governors and states but also to tribal

³¹ [2022-2026 FEMA National Tribal Strategy](https://www.fema.gov/sites/default/files/documents/fema_national-tribal-strategy_08182022.pdf). FEMA.

https://www.fema.gov/sites/default/files/documents/fema_national-tribal-strategy_08182022.pdf.

nation leaders, has made a huge difference in how FEMA relates to the tribes. The FEMA National Tribal Affairs Advocate, Kelbie Kennedy, has been selected as the first politically appointed tribal advisor to FEMA. The issues and solutions will not be clear cut and there are so many unknowns. Thinking first about outcomes, we can see some of the unintended consequences of policies and procedures.

John Grathwol. I want to congratulate FEMA and leadership on all of the changes being made. The speed of recovery following a disaster is becoming less of an administrative burden. For the BCA calculation, I have one question, why is BCA calculation not applied to 404 and 406 mitigation?

Deanne Criswell. FEMA has a lot of ideas on this, there is flexibility, and many items are in negotiation. The Office of Management and Budget (OMB) issues guidance. FEMA is working through financial, social, and environmental considerations. Expanding the discount rate to other programs is in consideration.

John Grathwol. The March memo is allowing sampling to validate. Is this going to be implemented on the ground by the FEMA workforce? I assume there is a challenge in trying to train the entire workforce.

Deanne Criswell. Increasing the small project threshold gives FEMA the opportunity to reduce the burden on our customers. The draft policy is open to public comment. The other thing when we talk about sampling, we try to balance the need for automation and centralizing services in order to keep that personal touch. Training is incredibly important and as FEMA continues to onboard new staff, the agency would like these individuals to be aware and capable of meeting the challenge. FEMA continues to improve our in-person approach.

Paul Downing. The NAC was challenged back in 2008 to have all members complete a tribal nation training course. It was seen as a government-to-government relationship.

Deanne Criswell. I have not restated that as a required course for NAC members. We can certainly support that. I just had my staff complete a training with the Office of the Chief Human Capital Officer (OCHCO). FEMA can take this a step further to understand the personal feelings the tribes have regarding how we understand and engage with them.

Paul Downing. I reach out to and talk to a lot of different tribes. Thank you for your efforts.

James Waskom. I want to reiterate the great work FEMA is doing. This is not really FEMA's traditional role. When the Governor wants something done, for example long term recovery and how it relates to housing, FEMA has stepped in. It is really frustrating when that takes at least 18-24 months, and it puts a lot of stress on FEMA for Transitional Sheltering Assistance (TSA) and Transfer Taxes (TT). What are your thoughts on this, is it worth having a conversation with the U.S. Department of Housing and Urban Development (HUD)?

Deanne Criswell. FEMA has created some flexibilities in our application of non-congregate sheltering (NCS). The state does not have as many hurdles. FEMA has rolled that out in Kentucky and plans to do that in Florida as well. FEMA has a whole group focused on how to reimagine housing. There are some rulemaking procedures and legislative changes in the works, those take time. With both FEMA and HUD programs, part of the challenge is information sharing. As we push new formalized rules forward, I have confidence that we will have significant improvements.

Kelly McKinney. It is a challenge to think of a new way which will effectively help the nation to move forward in the post-COVID world. Emergency management is much more focused on equity and climate change. After the Manhattan blackout, it has been a really amazing tenure for my emergency management career in New York City and now at a national level. FEMA has managed the work in a very bipartisan way, which is essential to our mission. We are here to help the people affected by disaster. Do you have tips on how to navigate that?

Deanne Criswell. Keeping the focus on people is critical. We talk about numbers, but there are people behind

every number. When I talk to political officials, we just need to focus on the people that they are serving. In regard to equity, look at eastern Kentucky, which is one of the poorest communities in the region, and has a lack of access to broadband internet which contributes to a lack of public understanding of their risk. Therefore, FEMA needs to focus on the barriers that we might face. We might have a change in the limit of power allocated by Congress merely by talking about and focusing on the people.

Anna Lang Ofstad. We appreciate your approachability. There needs to be a rethinking of the role of building codes to be recovery based. There are seismic codes,³² but we want to be all hazards and recovery focused for building codes. Some innovation from FEMA would be meaningful.

Deanne Criswell. The National Emergency Management Association (NEMA)³³ brought it up at the meeting, FEMA did not celebrate the impact of the mitigation project. We see destruction after a disaster, but we do not focus on the resilience and the untouched infrastructure post-disaster. If we could at some point switch the story to “here’s what survived and why” – that would be a very powerful message and response. It’s a hard hurdle to overcome because people do not want to talk about what went right. The other part I ask is the connection between academia and operators, FEMA must do a better job of drawing upon those specialties concurrently. There are many informative studies in academia, but how do we start to get those connections to be better and operationalize beyond publications.

Governor J. Michael Chavarría. I heard you talk about cultural education and sensitivity. Our culture and religions vary, and one of our big challenges is the BCA. How do you put a price tag on a cultural landmark? Tribes need to be transparent and accountable and understand where we come from. We approach a landscape holistically, land conservation strategies, watershed, and apply a specific use and site.

It is important to invite the tribal leaders to conversations about emergency management. The U.S. allocates tens of millions of dollars as a subgrantee to New Mexico; however, the question becomes: where do you come up with millions of dollars? Allocating this money is taking away from social services. To the committee councilmembers, it is important to be openminded. As a community, it is not one size fits all. We need to consider climate vulnerability, unique cultural identity, which fits not only the Pueblo but the entire world. Ultimately, multi-tasking is crucial as certain tribal nations face challenges that others may not face.

Jeffrey Hansen. Thank you, I applaud your commitment to your tribe and people.

³² [Seismic Building Codes](https://www.fema.gov/emergency-managers/risk-management/earthquake/seismic-building-codes). FEMA. <https://www.fema.gov/emergency-managers/risk-management/earthquake/seismic-building-codes>.

³³ [National Emergency Management Association \(NEMA\)](https://www.nemaweb.org). <https://www.nemaweb.org>.

FEMA BRIEFINGS: DATA-DRIVEN DECISION-MAKING, CLIMATE ADAPTATION AND EQUITY

Panelists

- (Moderator) Victoria Salinas, Associate Administrator for Resilience
- Karen Marsh, Chief, Technical Assistance Branch
- Quentin Cummings, Lead (Acting), Climate Data Analytics
- Christa Montani, Director, Enterprise Analytics Division
- Joel Doolin, Director, Office of National Integration and Assessment

Rob Long. I would like to recognize Kelbie Kennedy, FEMA’s new National Tribal Affairs Advocate.

Kelbie Kennedy. I’m so excited to be here. My home is two hours north of Durant, and it is an honor to be with you.

Rob Long. I would like to recognize Victoria Salinas. Ms. Salinas is going to be moderating and providing introduction into the remarks. Joel Doolin has been a friend of the NAC and has been to more meetings than any other member of the Senior Executive Service (SES). Quentin Cummings is the Acting Climate Data Analytics Lead and serves as a liaison to the NAC and strong contributor on a daily basis. These folks meet a lot every other week and as program liaisons provide a short feedback loop on what is happening in FEMA. Karen Marsh is the Acting lead for the Resilience Analysis and Planning Tool (RAPT).³⁴ Lastly, this panel includes Christa Montani who has had several roles within FEMA and presented in the NAC.

Victoria Salinas. Thank you for the introductions. Thank you to the Choctaw Nation for hosting us, and to the tribal leadership council for convening to meet with us. Every time we get together, new issues emerge that have yet to be tackled. The NAC brings new perspectives together and is an opportunity to serve us all. We have several different tribes here – thank you for being here and helping to enrich conversations. This meeting marks the first time the NAC meeting has been held on tribal lands. The FEMA Administrator spoke to the importance to tackling systemic inequities. It is a pleasure to meet Ms. Kelbie Kennedy and we look forward to having you as part of the team to help FEMA live up to treaty and trust obligations and prioritize disadvantaged communities.

In May 2019, the NAC held the first equity subcommittee meeting. The work the Equity Workgroup is doing has influenced my own life because the NAC recommendations made me feel like it was the right time to return to FEMA. There are new tools and new science, and that means we have new tools to better equip communities. I hope we can learn about data and can expose vulnerabilities to help inform evacuation, preparedness, who and what areas are most vulnerable. Data is incredibly useful in driving decisions about threat, and why we used data to inform decisions. We will start with Karen Marsh who will demonstrate how RAPT recognizes and promotes outcomes, and how FEMA is trying to tackle data decision making agency wide.

Joel Doolin. Governor J. Michael Chavarria reminded us that people are unique. The FEMA Administrator reminded us of the issues they need to overcome. With RAPT, Ms. Marsh is one of leaders and architects for climate and equity aspects. You can understand the unique aspects of people and the barriers of what they face.

³⁴ [Resilience Analysis and Planning Tool \(RAPT\)](https://www.fema.gov/emergency-managers/practitioners/resilience-analysis-and-planning-tool). FEMA. <https://www.fema.gov/emergency-managers/practitioners/resilience-analysis-and-planning-tool>.

The one community index that has been refreshed – not forgetting building codes. All of this is to provide in a visible way to understand people and the barriers they face.

Karen Marsh. I would like to explain the Community Resilience Indicator Analysis (CRIA) and the RAPT, provide a sneak peek on the Climate Risk and Resilience Portal (ClimRR),³⁵ and then move to the RAPT demo.

The goal of the CRIA, is to provide a landscape of research on community vulnerability and capture all research, ensuring FEMA is using operational and not just academic research. We want to include why a researcher included certain indicators, both at a national and regional view. At local level when you have an index, a figure such as '13.5' does not help; it's a relative value. To communicate what needs to be done to effectively help a community, FEMA wanted and needed access to local indicators. A literature review captured all indices, and we wanted to ensure the methodology and data were public. The literature review covered 14 methodologies that met criteria. A couple international methodologies were being used for developed countries. We then looked at all indicators and selected those used in five or more of the same methodologies, roughly a third. That suggested some consensus about the indicator being important.

22 resilience indicators were commonly used in one or more peer reviewed research methodologies. These are indicators make up RAPT and in the recent update are the top three drivers at the county level. We did a correlation analysis to see relationship between indicators, and we created a geographic information system (GIS) map to give a visual. The CRIA report³⁶ is online, and you can download to look at the appendices. It contains a full list of methodologies and the 22 indicators. You can see on a national average and how many of 14 methodologies use that indicator and rationale for why that's important.

Next, I want to specifically point out that list of 14 some of common indices we've been prepping. This methodology includes BRIC and the CDC Social Vulnerability Index (SVI). When you use SVI, you do not see the individual indicators, and you cannot go deeper into the data points. These indices are not updated annually. We have made a commitment to update annually with Census updates. SVI will update every two years, but they are still using 2014-15 data. A lot of times people using SVI name makes it sounds good. The CDC and ESRI's Living Atlas³⁷ used 3/15 indicators.

Once we did an analysis to put it in a web map to visualize and analyze data. We have data layers preloaded as soon as you open the tool, and you can add your own data layers. Then you can print and download because we're using GIS. 22 indicators and additional data layers are important for equity and emergency managers. The research communities did not include race; we have included it but it's not a part of CRIA.

RAPT cannot tell you what a community has done to address challenges. That doesn't mean a community is not resilient, just that they have greater challenges (darker sections). Three drivers influence CRIA. CRIA is standard deviation, a relative measure; that is how it's produced. It has an infrastructure layer where users can point and

³⁵ [Climate Risk and Resilience Portal \(ClimRR\)](https://www.anl.gov/ccrds/ClimRR). Argonne National Laboratory and U.S. Department of Energy. <https://www.anl.gov/ccrds/ClimRR>.

³⁶ [Community Resilience Indicator Analysis \(CRIA\): Commonly Used Indicators from Peer-Reviewed Research: Updated for Research Published 2003-2021](https://www.fema.gov/sites/default/files/documents/fema_2022-community-resilience-indicator-analysis.pdf). FEMA. https://www.fema.gov/sites/default/files/documents/fema_2022-community-resilience-indicator-analysis.pdf.

³⁷ [ArcGIS Living Atlas of the World](https://livingatlas.arcgis.com/en/home/). ESRI. <https://livingatlas.arcgis.com/en/home/>.

click to see where infrastructure is in communities.

Karen Marsh. All the hazards are in real time, and you can pull all the national weather data, historical and current risk data from fema.gov/rapt. The navigation tool bar has drop down layers and popup boxes. In a recent update, we provided visuals on breakouts, such as 65 and older. You can also see all data in table and download it into a spreadsheet. There are various analysis tools and filters; we are taking partial census track data and you can find infrastructure that lies in area. We have a resource center, and you can link from RAPT. You have use cases and layer combinations that support specific decisions, so you are helping people see how this is useful for decisions. There are lots of layers to see pop count and specific hazards, and you can use an inundation mode with infrastructure. RAPT is accessible to everyone, and you only need to know how to use a mouse to use RAPT. Lots of people are using it for grant applications.

Victoria Salinas. The value of RAPT is that it can be understood by many folks.

Karen Marsh. The target launch date for ClimRR is November 7, 2022. Below are the initial hazards and this is a general overview. This is a simulated climate for planet earth. They have taken three global climate models with boundary conditions of RCP 4.5³⁸ and if we implement Paris agreement and then covers all of North America. It's a hyper-localized 12 kilometer view. It's a notional view but the benefit is looking at climate data, pulling into RAPT and from RAPT to ClimRR, looking at current impacts to people and infrastructure. Lots of places are going to become hotter for infrastructure.

Carrie Speranza. For NAC members for the last four or five years, one thing we bring up is accessibility of information when you have an emergency manager with lots of different jobs.

Brad Richy. When I looked at RAPT, thinking about wildfire, for a Fire Management Assistance Grant (FMAG), we need to look at homes and values. Would this be a good tool to identify homes and values of homes so we could put on an FMAG application?

Karen Marsh. All the infrastructure data is pulled from Homeland Infrastructure Foundation-Level Data (HIFLD)³⁹ and it is open source. We update RAPT whenever HIFLD is updated. RAPT will always have topographic, infrastructure, hazards, and risk data; and anyone, anywhere, can access this.

Cristina Muñoz De La Torre (Virtual). Question: Is the RAPT indicators used with equal weights, and to what extent can communities decide to provide different weights based on their local knowledge of what is more important locally?

Anna Lang Ofstad. Infrastructure does not include individual buildings. It includes public infrastructure, not individual residential structures.

James Waskom. North Carolina has pulled individual residential structure data into their system.

Victoria Salinas. One of things about RAPT is that you can include your own more granular data.

Bobby Howard. Will there be tribal layers? If you don't, we'll have to go county-by-county the Muskogee Nation

³⁸ [Climate Model: Temperature Change \(RCP 4.5\) - 2006 - 2100](https://sos.noaa.gov/catalog/datasets/climate-model-temperature-change-rcp-45-2006-2100/). Science on a Sphere, NOAA and Global Systems Laboratory. <https://sos.noaa.gov/catalog/datasets/climate-model-temperature-change-rcp-45-2006-2100/>.

³⁹ [Homeland Infrastructure Foundation-Level Data \(HIFLD\) Open Data](https://hifld-geoplatform.opendata.arcgis.com/). U.S. Department of Homeland Security (DHS). <https://hifld-geoplatform.opendata.arcgis.com/>.

is the size of Rhode Island.

Karen Marsh. Yes, it has tribal layers and boundaries and all census data.

Quentin Cummings. Thank You for having us here. I appreciate the location and opportunity to share data. I am FEMA's Acting Climate Data Analytics lead. I appreciate that FEMA leadership is moving us in this direction and recognize growing risk with climate environment. We're going to talk through:

- What's FEMA doing with its climate office?
- How can we work across the agency, federal level, SLTT, and private public partnerships?
- Resources that will be hyperlinked also set stage

Goal 1 is a climate data presentation. Goal 2 is to provide resources you can use.

We'll start with climate data on the number and frequency of billion-dollar disasters.

John Grathwol. Do you think it's helpful to separate large from very large disasters?

Quentin Cummings. The National Oceanic and Atmospheric Administration (NOAA) tracks billion-dollar disasters of all types impacting people. The last graph bottom left shows billion dollars in terms of cost. There's a linear line from 1980; imagine how much more money we're going to be spending. Karen Marsh had mentioned Shared Socioeconomic Pathways (SSP) – concentration pathways come from national climate assessments from the United Nations and internationally. This is where we are today, and the blue line is if we reach carbon zero and switch immediately with low population growth. Climate change is a global problem with global impact. If you look at the bottom graph, we will still increase three degrees Celsius by 2050. It's not about heat, as oceans heat up and expand, there is more moisture in air, so there are more hurricanes. What you had previously expected with snowpack in winter, now there is less snowpack in winter and more drought.

We get worse between now and 2050. What are we doing to make it better, and how are we adapting? We have Victoria Salinas with us today and the Climate Office serves on priorities across the agency, and this focuses on Goal 2 of the FEMA Strategic Plan.

The Climate Office stood up an interagency working group the Future Conditions Working Group. What we're doing to support climate adaptation is to gather all of data resources and tie to actions where there are gaps in Emergency Management. We hear all recommendations as to why there are so many websites, and this is what we're looking to address.

Now we're expanding what we're covering across the agency and looking across government. You may be familiar with 211(d) of Executive Order 14008.⁴⁰ We will not have time on each of these right now but grab me during the break and we discuss further.

⁴⁰ [Executive Order on Tackling the Climate Crisis at Home and Abroad](https://www.whitehouse.gov/briefing-room/presidential-actions/2021/01/27/executive-order-on-tackling-the-climate-crisis-at-home-and-abroad/). Executive Order 14008, Sec. 211(d). The White House. January 27, 2021. <https://www.whitehouse.gov/briefing-room/presidential-actions/2021/01/27/executive-order-on-tackling-the-climate-crisis-at-home-and-abroad/>. – Requires “a report on ways to expand and improve climate forecast capabilities and information products for the public” to assist in “preparing for and adapting to the impacts of climate change”.

Quentin Cummings. The Climate Mapping for Resilience and Adaptation (CMRA) Portal⁴¹ was created by the White House and led by NOAA and the Mitigation Framework Leadership Group (MitFLG).⁴² All levels SLTT had impact into how it was developed as a one stop shop for government data for climate change. It helps decision makers understand what's going to happen and make better decisions moving forward. We are expanding what we're covering across the agency and looking across government. You can go to resilience.climate.gov; these are our best resources for understanding the whole of govt climate approach. You can look among hazards and see data updated in real time. At climate.resilience.gov, you can see what's happening on the climate data scene with federal funding opportunities, and find grant opportunities across the government.

Expanding into private public partnership space: The Opportunity Project (TOP).⁴³ Our challenge was to help leadership visualize risk and adapt strategies. Five companies started in the spring, and will work through February, then the U.S. Census Bureau will have virtual conference to demo final product with public.

Next, who here has heard about the Ogallala Aquifer?⁴⁴ Do we know it's drying up? So many people think about hurricanes, but climate exacerbates so much more. Chronic problems like drought are exacerbated by changing climate patterns. The solid line here bifurcates arid east and west, research shows it's moving east. 20 million people sitting in delta as climate patterns shift. This will affect people that need water.

Looking at analysis from partners at ESRI – what you can do with data models. Create future climate models based on changing conditions and 30-year projections. Looking at corn suitability and identifying that that 20% of all corn comes from Iowa, over the next years the center mass 330 miles will shift northeast for optimal corn growing suitability. These are FEMA resources for climate resilience. This allows for jurisdictions to address climate impacts and connect with resource and grants for mitigation planning and grants working through the mitigation planning cycle. The technical aspects of climate change are achievable. The hard part is getting humans onboard.

Victoria Salinas. Thank you. Christa will next show how FEMA is approaching data agency wide. We welcome the NAC's participation.

Christa Montani. I am Director for Enterprise Analytics in the Office of Policy and Procedure Analysis (OPPA) and will be speaking about data strategy and data efforts.

The tools Quentin Cummings and Karen Marsh discuss show how we're working to share data on climate data and number of things. I want to take it up a step higher to show how we're making data more accessible; tools related to housing and recovery to make better decisions, tools helpful in steady state. There is no shortage of

⁴¹ [Climate Mapping for Resilience and Adaptation \(CMRA\) Portal](https://resilience.climate.gov/). Climate.gov. <https://resilience.climate.gov/>.

⁴² [Mitigation Framework Leadership Group \(MitFLG\)](https://www.fema.gov/emergency-managers/national-preparedness/frameworks/mitigation/mitflg). FEMA. <https://www.fema.gov/emergency-managers/national-preparedness/frameworks/mitigation/mitflg>.

⁴³ [The Opportunity Project](https://opportunity.census.gov/). Open Innovation Labs, U.S. Census Bureau. <https://opportunity.census.gov/>.

⁴⁴ [National Climate Assessment: Great Plains' Ogallala Aquifer drying out](https://www.climate.gov/news-features/featured-images/national-climate-assessment-great-plains%E2%80%99-ogallala-aquifer-drying-out). Climate.gov. <https://www.climate.gov/news-features/featured-images/national-climate-assessment-great-plains%E2%80%99-ogallala-aquifer-drying-out>. – *In the Great Plains, "the regional economy depends almost exclusively on agriculture irrigated by Ogallala groundwater. But... producers are extracting water faster than it is being replenished, which means that [it]... should be considered a nonrenewable resource."*

research questions and problems. There is no single model; the answer is to provide better tools to benefit from a broader data analytics community.

I'll talk about building a data strategy and share the vision to get analytics moving forward. Over last year trying to understand barriers and limitation to improve data analytics capability; we completed an agency wide study with FEMA Regions and Headquarters to understand where limitations were. What we drew from that is a number of recommendations.

First are how people organize and manage data; one of things that's really important is making data more accessible – quality data, accurate, reliable and up to date, using common terms and definitions among data sets. We want to make sure we're maintaining data on a regular basis, ensuring they comply with standards, and are useful to all that will benefit. We need to regularly engage and collaborate with each other. What does this look like in terms of a strategy? The vision to make sure guiding principles are well understood to achieve the vision. For FEMA, data is a strategic asset as important as meals and communications vehicle, so we're trying to ensure we're managing it in an appropriately. In terms of vision, couple comments here and what we're trying to achieve. Want to reiterate presentations from Karen Marsh and Clinton Cummings are not the end, but the beginning of data analytics and what we're trying to build.

Ryan Lanclos. Thanks for the presentation. How are you incorporating state and locals? Is this an opportunity to start sharing data? On analytics data, there are great tools like Hazus,⁴⁵ but it's a complex tool when I see stuff like RAPT and CMRA? Can there be lower barriers to access?

Kelly McKinney. How do we take this and provide it to SLTTs to have these discussions?

John Grathwol. If thinking of low resources SLTT and long-term recovery, this is type of information that would be instrumental in an analysis. SLTTs don't have capacity to do this type of analysis and how you build back an efficient organization or resilient infrastructure.

Brad Richy. One of the things I got excited about when I look at BRIC and communication across the state. We had Idaho National Lab do a study. Drought is going to increase wildfires, and this is impacts today and unless you do something to get started. We need to do a storyboard and start telling story, think about what you want to see, what you're going to see, and the impacts on why you need to act now.

Victoria Salinas. I hear two key themes, leveraging local data and building data and then to estimate loss.

Karen Marsh. We are planning to carry out your concerns, and RAPT will save a lot of money. FEMA has and maybe will be on the Homeland Security Information Network (HSIN). We are receiving applications for IA. RAPT could be used for buildings if we get ClimRR layers. Chris Vaughn, the FEMA Geographic Information Officer, is working on community profile template to allow you to easily produce things you're talking about

Victoria Salinas. Another core theme is using data to understand risk and reduce risk.

Quentin Cummings. FEMA is moving in a direction, but there are some personally identifiable information (PII) issues like structure level data. We have a wonderful data set through Chris Vaughn's shop which includes every building 450 feet and higher and we're working on filling in other attributes. By knowing those questions, we can make better decisions. Karen Marsh's work on RAPT is phenomenal. If someone doesn't have GIS resources and

⁴⁵ [Hazus Program](https://www.fema.gov/flood-maps/products-tools/hazus). FEMA. <https://www.fema.gov/flood-maps/products-tools/hazus>. – “FEMA’s Hazus Program provides standardized tools and data for estimating risk from earthquakes, floods, tsunamis, and hurricanes.”

experts, the ability to pull in data and make decisions is great.

Victoria Salinas. We've come a long way with tools and next is helping people deal with capacity challenges and designing projects. We know climate change is here and we need to do something about it. We are going to continue to require partnership, and anytime you need demonstrations, our team is here to support.

PANEL INTRODUCTIONS AND OPENING REMARKS

Deanne Criswell. This is going to be a very special meeting. I am incredibly honored to participate in the cultural activities at Choctaw Nation. I am excited to hear from this tribal panel and it is a great conversation starter for the meeting. I am looking forward to the dialogue.

My first goal is to make sure you all feel empowered to have candid conversation and discussion about barriers that exist and changes that can be made. We want to address the barriers you have been struggling with and identify how we can strengthen relations. My second goal is to focus on identifying regional and federal resources that could be made available to help tribal nations end these barriers.

Thank you all. I will turn it over to my dear friend Ms. Kelbie Kennedy, our first National Tribal Affairs Advocate.

Kelbie Kennedy. Thank you, everyone. I am a citizen of the Choctaw Nation, and I am from the Buffalo Valley of Oklahoma. It has been an honor to be the first ever Tribal Affairs Advocate, and I am excited to be a part of this great administration as President Biden appointed me to this role. I previously worked at the National Congress of American Indians (NCAI)⁴⁶ who advised Congress to make these changes to get resources to communities in need.

Thank you, NAC members. We use your reports to make sure that communities have the resources needed before, during, and after disasters. The more we can support tribal nations and provide resources to tribal communities, the better we are able to withstand natural disasters and become a better advocate. Please hold the agency accountable and make sure that citizens are safe. Administrator Criswell wants to hear your concerns. I will now hand the floor to Tony Robinson, Regional 6 Administrator.

Tony Robinson. I want to thank Jeffrey Hansen and Chief Gary Batton. I also want to thank the NAC members because your dedication to improve the emergency management profession brings in a new perspective and policies that we must implement. I want to begin by highlighting key points.

Governor J. Michael Chavarria said that a one size fits all model does not work. For example, one county in New Mexico is experiencing a significant monsoon season, and a one size fits all policy does not work. We must look out for changing conditions and there is not a singular approach. For instance, filtration systems are a temporary fix to water contamination by recent disasters. Additional challenges facing the agency are consistency and flexibility. We must look at this dynamic and how to build in flexibility but maintain consistency in response.

Anna Lang Ofstad mentioned the significance of building codes and how to implement successful policies. Hurricane Ida impacted the Southeast of the Louisiana coast and homes were destroyed because companies did not abide by the building codes. These codes and standards make a major difference.

How do we influence local and state policy to have communities become more resilient? I want to thank the

⁴⁶ [National Congress of American Indians \(NCAI\)](https://www.ncai.org/). <https://www.ncai.org/>.

Region 6 tribes. We have built tremendous capacity and capability into our framework. I see passion every day in our tribal citizens and the communities around them. We have seen hurricane Harvey be the first disaster to send search and rescue teams out to the nation. Our relationships and consistent communication are key.

I want to ask our tribal liaisons to stand up so we may thank them. They bring that experience and that knowledge. I also want to acknowledge Paige Nutter who is working to build in resilience and equity in surrounding communities. Tim is also a great partner and serves on our regional advisory council.

Bobby Howard was integral in the city of Tulsa and there are two communities in the nation. The Muscogee Nation has done a lot of work to achieve that. The success we can work together and build those relationships.

James Claire and his tribe have invested in youth preparedness and they went to Texas and the tribal youth council for programs. This has started the future of emergency management.

We must recognize tribal declarations with Santa Clara Pueblo, Muscogee Nation, and others. The passion for them to serve their tribal nations is loud and clear when we deliver assistance in a major disaster declaration.

There are ongoing challenges. We must address issues with BCA, cost share impacts, and program delivery and implementation. The dedicated non-disaster funding with the Emergency Management Performance Grant (EMPG)⁴⁷ has allowed us to build capability and capacity.

PANEL 1: WHAT ARE THE EMERGENCY MANAGEMENT ISSUES WITH TRIBAL INTERGOVERNMENTAL RELATIONS?

Panelists

- (Moderator) Jeffrey Hansen, Choctaw Nation of Oklahoma
- J. Michael Chavarria, Governor, Santa Clara Pueblo
- Tony Robinson, Regional Administrator, FEMA Region 6
- Kevin Enloe, Emergency Management Director, Pittsburg County
- Lindsay Dowell, Government Law Attorney, Choctaw Nation of Oklahoma

Jefferey Hansen. Governor Chavarria is the Governor. Lindsey Dowell is the staff attorney and will provide contextual information regarding court decisions that have occurred. Kevin Enloe has been with Pittsburg County for a while, and he is one of the best county emergency managers in the state. Tony Robinson, I am glad to continue our relationship with Region 6; it is the example of how FEMA should operate at the regional level.

We want to have a conversation to look at the interactions and barriers that tribal nations face with local and state governments.

⁴⁷ [Emergency Management Performance Grant \(EMPG\)](https://www.fema.gov/grants/preparedness/emergency-management-performance). FEMA.

<https://www.fema.gov/grants/preparedness/emergency-management-performance>.

Lindsey, can you talk about the McGirt decision?⁴⁸ This case was historical decision in Indian country. Can you provide background on what this case means for jurisdictions?

Lindsey Dowell. The McGirt decision came out in July of 2020. Prior, there was the Murphy decision.⁴⁹ Both cases relate to criminal law. They are defendants who are native people who committed a crime against other native people in Indian country. The federal government can prosecute those cases, but the state cannot. Murphy was convicted on Muscogee Creek reservation and was sentenced to death. In 2017, his case went up to the Circuit Court of Appeals and he argued that since he is an Indian who committed a crime on a reservation, the federal government should have prosecuted, not the state. The court agreed that it falls under the federal jurisdiction since the crime occurred in the Muscogee Creek reservation.

Prior to that decision, in the late 19th century and early 20th century, the Dawes Act⁵⁰ was enacted and provided by treaty. The federal government then decided that each individual should own the property, not the tribe. It was meant to damage the social backbone of Indian Nation so Indians would assimilate into American society. Therefore, when a crime is not committed on land that has been allotted and owned by an Indian person, the state could prosecute even though it was committed by Indian against Indian. The Murphy decision changed this process to show congressional action about reservations and territory around reservations.

The State of Oklahoma was not happy with Murphy and appealed to the U.S. Supreme Court to arrive at the McGirt decision. The McGirt decision stated that clear congressional action is required to change the character of a reservation. Therefore, this reservation is Indian Country, and the federal government should have tried Murphy and McGirt. After that decision, the Oklahoma Court of Criminal Appeals started receiving appeals from Indian people convicted of crimes against other Indian people across the state. This is a radical shift because where the crimes occur is critical to determine who gets to prosecute. We went from having three attorneys on staff to almost thirty people in our prosecution staff. We went from having one hundred cases a year to several thousand.

On the other hand, regulatory civil law context is not as clear. Civil law is different because the Montana Test says that where you are trying to regulate matters, but it is not the single most important thing. Montana stated that tribes do not have the authority to regulate non-Indians on tribal lands. The general rule is that a tribe cannot regulate a non-Indian unless (1) they have entered into a relationship with a tribe or its members, and (2) their conduct threatens the political integrity, economic security, or the health and welfare of the community.

What does that mean in this context? It means that tribes have some authority to regulate non-Indians, but there is minimal case law that has looked at the Montana Test. The important thing to remember is that tribes

⁴⁸ [McGirt v. Oklahoma](https://www.supremecourt.gov/docket/docketfiles/html/public/18-9526.html). No. 18-9526. Supreme Court of the United States. <https://www.supremecourt.gov/docket/docketfiles/html/public/18-9526.html>. – *Regarding state authority to prosecute crimes committed by a tribal member on tribal land.*

⁴⁹ [Sharp v. Murphy](https://www.supremecourt.gov/docket/docketfiles/html/public/17-1107.html). No. 17-1107. Supreme Court of the United States. <https://www.supremecourt.gov/docket/docketfiles/html/public/17-1107.html>. – *Regarding whether Congress disestablished the Muscogee Nation reservation.*

⁵⁰ “[The Dawes Act](https://www.nps.gov/articles/000/dawes-act.htm).” National Park Service, U.S. Department of the Interior. <https://www.nps.gov/articles/000/dawes-act.htm>. – “... allowed the federal government to break up tribal lands... [in an effort] to assimilate Native Americans into mainstream US society by encouraging farming and agriculture, which meant dividing tribal lands into individual plots.”

are sovereigns like states or cities. However, we have the ability to protect our members and regulate our property to some extent. In the emergency management context, there are many incidents that occur that impact everyone in the community. To the extent that we can get clarity, tribal governments can better work with local partners to implement programs.

Jeffrey Hansen. Thank you for providing an overview of this jurisdictional nightmare. When we talk about partnerships, tribes are investing millions in roads and local infrastructure to support their community.

Governor Chavarria, you have gone through multiple disasters. In the middle of these disasters is when the tribal partner guidance was being developed. Can you talk about your experience with disasters and working through the tribal partner guidance?

Governor J. Michael Chavarria. The tribes here in Oklahoma do not pertain to the Pueblo in New Mexico. This is very important because Pueblo law is different from federal law.

For Pueblos, history is critical. We were considered savages because we lived in the central location. We finally got jurisdiction in the 1970s. It was not until 2015-2017 that the FEMA guidance documents were published. In 2011, we did not have any process or procedures for emergencies. We worked with Tony Robinson to help tribal governments. There is so much information, but tribes do not understand the process or how to declare a disaster. The emergency management directors must understand our needs.

It is critical for tribal councils to make decisions in emergencies. There is 10-25% cost share, and Santa Clara is on the hook for millions of dollars. The BCA in FEMA is not conducive to tribal lands such as the Pueblo. Therefore, a one size fits all approach does not work. We are here to amend the law and makes things better. We need to understand our internal capacities and capabilities. However, smaller tribes have one person dealing with many issues. We must work together to fully understand that process.

Jeffrey Hansen. Thank you. We want to see more tribes developing capacity.

Kevin Enloe is an emergency manager and President. Kevin, can you provide us with background on your experience working with us and several other tribes? In your role, what are the experiences of tribes?

Kevin Enloe. Our local relationship is phenomenal. I could not do my job without my relationship with the tribe. However, states and the federal government are missing the boat because we do not have the agreement with the tribes to build those capabilities. In our region, we work very close with all the tribes. For instance, we had a search and rescue team deployed for our tribal nations. On a state level, as the President, tribes have not had a voice in the State of Oklahoma Emergency Management. It would speak volumes for our state leadership. We value our tribal partners and what they bring to the table. As a tribal citizen, I take heart in this. We have to reach out to our tribal partners to build those capabilities and our strategic planning as a region.

Jeffrey Hansen. Governor Chavarria, what funding streams or measures have you taken to build the capacity of your emergency management program? What barriers have you faced?

Governor J. Michael Chavarria. We did not have an emergency management department. Previously, I have never dealt with a disaster such as fires, monsoons, and floods. The National Disaster Recovery Framework (NDRF) was a very valuable tool. Under the Recovery Support Function (RSF), it identified which federal agency and non-governmental organization had authority.

The recovery support functions that came along with tribal communities, infrastructure, community planning and capacity building are complex. One of the challenges is through the Bureau of Indian Affairs (BIA), U.S.

Department of the Interior (DOI), which is contract 638.⁵¹ Once it is given to the Pueblo, it loses its identity. We asked other nations for assistance for various projects. All federal agencies such as the Environmental Protection Agency (EPA), FEMA, and others were instrumental, but they all come with a dollar menu. We need to reach out to different partners to see what resources will be provided to the Pueblo. This was very valuable in how we understand those processes.

Jeffrey Hansen. Maybe we can simplify that process. Kevin Enloe, can you touch on EMPG? It is a cost share grant issued to states and territories. Some states pass it through while some do not. It is not consistent across the board.

Kelly McKinney. It is a foundational grant that local, tribes, and territories used to build their emergency management programs from the bottom-up. It is important to build capacity to respond to disasters.

Kevin Enloe. The EMPG process in Oklahoma is challenging. We are seeing a smaller amount that gets handed back down. I am blessed in my agency because we have enough staff for a local partner. We rely on EMPG money to keep the program funded, but the state wants to only give 40,000 dollars instead of the amount eligible under the guidance.

We have tribal partners who must compete against the state for the same amount of money. The tribe should have their own allocation for EMPG. They should not have to compete against the state or the locals. For the EMPG, we forget the performance component 90% of the time. It is a performance-based grant, and it is supposed to sustain programs. However, the money is not enough. If you lose staff, then you lose capabilities.

Jeffrey Hansen. Tony, you have 68 tribes in your region. What are some of the pain points that tribes come to you with?

Tony Robinson. You have discussed some of the complexities of the program delivery. We must look at a more holistic approach. Governor Chavarria brought up the NDRF. Another point is that there are programs out there in disasters but no navigational maps to connect the dots. We are trying to be an enabler to help tribal nations apply for it and get the funding. The challenge is that those programs come with individual application processes, rules, and regulations. If you are looking at one source for recovery, it will be painful because there are so many funds available at the local, state, and federal levels. It is difficult to navigate that process because of the complexity of available programs.

Jeffrey Hansen. Tribal nations have requested technical assistance. What actions can FEMA do to with these nations and provide better assistance to navigate the process?

Tony Robinson. Tribes are in different phases of maturation and staffing. A tribe that has not been through the federal process may not have an emergency management program. We need to spread the word to different tribal nations.

Administrator Criswell articulated the greater consequences of disasters. It is an educational process and people like you can help. We need individuals who have built emergency management programs in tribal nations that

⁵¹ [Indian Self-Determination and Education Assistance Act, as Amended](https://www.bia.gov/sites/default/files/dup/assets/bia/ots/ots/pdf/Public_Law93-638.pdf). Public Law 93-638. BIA, U.S. DOI; and Indian Health Service (IHS), U.S. HHS. https://www.bia.gov/sites/default/files/dup/assets/bia/ots/ots/pdf/Public_Law93-638.pdf. – “The 1975 Indian Self-Determination and Education Assistance Act, Pub. L. 93-638, gave Indian tribes the authority to contract with the Federal government to operate programs serving their tribal members and other eligible persons.”

sustain resiliency structure. We must get smarter, inform the process, and remove barriers to protect vulnerable populations.

Jeffrey Hansen. Governor Chavarria, what barriers have you faced when addressing Individual Assistance (IA) in your Pueblo?

Governor J. Michael Chavarria. Eric Hooks, FEMA Deputy Administrator, came to visit the Pueblo two months ago. There is a tribal strategy that identified the challenges faced.

The threshold in disaster amounts, sensitivity of tribal resources, and documentation is a major barrier. If you get that information, it forces us to open our confidentiality to the public. It is difficult to protect that information. It is also challenging when tribal members do not qualify for insurance under the tribal insurance program. The Pueblo owns the land, but I do not. Again, a one-size-fits-all approach is not applicable.

The HUD programs do not apply to us. For our communities, you always challenge your children to get a good education. Now, they are over income so they do not qualify for housing and cannot get benefits. These are large roadblocks and challenges we face as individuals.

Jeffrey Hansen. I have one more question for all members. If you had the power and could make one change to improve disaster response and recovery for Indian country and local jurisdiction, what change would you make?

Governor J. Michael Chavarria. I would waive the cost match.

Jeffrey Hansen. I agree. Tribes do not have robust funds to respond to disasters or build capacity.

Tony Robinson. I want to disclaim that this is my opinion. I think you must look at risk-based processes. We put the risk on the survivor and the community that suffers the damages. We must implement common sense. We decide to replace a facility, but do not always look at the calculations and related considerations. We need to look at leeway in the Stafford Act⁵² to move recovery forward and help tribal communities.

Kevin Enloe. I agree. I would change the question and put it back on the citizens whom are affected. We lose focus on getting citizens what they need when government comes in. We are here to help sustain our citizens and sustain commerce. However, policy gets in the way.

Lindsey Dowell. I am not with FEMA, so I encounter different difficulties. The federal government must meet tribes where they are. The sovereign authority of tribes needs to be recognized. We need to be recognized individuals and that varies regionally across the U.S.

Jeffrey Hansen. We will open the floor for questions.

John Grathwol. Thank you all for that great presentation. From a capacity building perspective, what can FEMA do? Most of my experience is in New York City, and we have a lot of capacity. However, it was still hard to work

⁵² “[Stafford Act](https://www.fema.gov/disaster/stafford-act).” FEMA. <https://www.fema.gov/disaster/stafford-act>. – “*This Act constitutes the statutory authority for most Federal disaster response activities especially as they pertain to FEMA and FEMA programs.*”

Also see: [Robert T. Stafford Disaster Relief and Emergency Assistance Act](#), as amended through Public Law 117-263, enacted December 23, 2022. Government Publishing Office.
<https://www.govinfo.gov/content/pkg/COMPS-2977/pdf/COMPS-2977.pdf>.

with FEMA. What capacity building helped? If FEMA had the FEMA Integration Team (FIT) come out to SLTTs, that would be great.

Kevin Enloe. As a local emergency manager, a FIT team would be helpful. Customer service is huge, and FEMA fails at customer service with the locals. FIT teams should be implemented at the local level and not at the state level. We are missing the boat at the local level by not having that customer service focused approach.

Governor J. Michael Chavarria. Education is a key to success. Funding is also important for tribal nations and the Pueblos because they need individual emergency management programs. States have that opportunity to apply, and we are expected to compete for funds. These funds also come with a cost share requirement. It would be helpful to make funding reach the tribes. The workforce requirement is important, as well. If we do not have a financial resource, how do we create that workforce internally? Small tribes need additional support.

Tony Robinson. There is a lot of congressional oversight and mandates that accompany geographically based resources such as FIT. The tribal liaisons are needed in Texas and Oklahoma. If we look to the federal government as the only solution, we will fail. We need to work with technical facilities and educational institutions to drive emergency management grants. We need community college and vocation schools to provide guidance and technical assistance.

Anna Lang Ofstad. Can you help NAC members understand the application process on the FEMA side? The applications need a subjective eye, but it sounds like they are objective.

Tony Robinson. There are different application processes for different grant programs with PA, IA, and hazard mitigation.

Anna Lang Ofstad. Can the tribes apply to regions?

Tony Robinson. Tribes have a choice between three ways of submitting a request for a grant.

Anna Lang Ofstad. I wanted to see if the due process was flexible. On the Individual Assistance side, are there requirements for building to code?

Jeffrey Hansen. There is only one tribe that has ever received an IA grant. It is a high bar for all tribes. We created our own individual assistance internally within the tribe because declarations with FEMA are impossible.

Anna Lang Ofstad. What are the building code requirements for receiving grants?

Jeffrey Hansen. We have our own building codes. If a tribe does not have their own set of codes, it goes to state or local code.

Tony Robinson. There are standards to apply for funding under PA for the most recent code.

Governor J. Michael Chavarria. It is challenging for us to build our homes back to code. We are expected to do an individual assistance request with limited understanding of the damage to surrounding agriculture and lands.

Tafa Tupuola (Virtual). Question for tribal nations – how has rebuilding to meet building code requirements (public or homes) changed traditional knowledge, positively or negatively?

Governor J. Michael Chavarria. The process has not changed. It is a challenge because you must live with our lifestyle and ceremonial churches. How do you deal with a faith-based home that is damaged? We are spread so thin, but we need to jump on national codes that go into HMGP, BRIC, and much more. We need to be recognized as tribal and pueblo nations.

Kelly McKinney. As a local emergency manager, I want to discuss the EMPG concept of programs. A program is a person that engages with a community and meets with people individually to build. The EMPG is essential for

local engagement because there are minimal resources on the state and local side. There are enormous synergies by engaging tribal nations. The benefit of a dollar spent on EMPG makes a difference.

Jeffrey Hansen. For tribal nations, there is a trust and responsibility in the federal government. The tribal nations have given millions of acres and culture. The federal government is missing the boat on meeting the responsibility of tribes by ignoring their sacrifices.

Lori Hodges. In 2021, FEMA had a burdensome and bureaucratic process, and you needed resources to manage the program. You can change those programs to be more feasible and enhance simplicity. Colorado has a new program called the Colorado Strategic Wildfire Action Plan (COSWAP)⁵³ for landscape mitigation. My idea is to break down silos in that bureaucracy and allow projects to move forward.

Governor J. Michael Chavarria. Back in 2018 and 2019, the BRIC program development and consultation emphasized these solutions. I am proud of our strengthened role in engineering nature-based solutions based on ecological knowledge. It is better for us to tell our story than relying on the state to tell our story for us.

It is also important to be truthful about working with different administrations. It has been difficult to work with the previous administration and we are on the hook to pay back FEMA. We were fined \$3 million dollars to pay back for lost data that the state cannot find. The burden is now placed back on our shoulders.

Tony Robinson. As I visited Governor Chavarria, it is very easy for individuals far away to not notice the damage to vegetation. There is ruined drinking water and damaged canyons. These communities are dealing with struggles outside of grant programs and regulations. During COVID, we had regular calls with agencies in the CARES Act⁵⁴ that are not administered by FEMA. There is a significant amount of money needed to bring people together to assist smaller tribes and communities without access to grant writers.

James Waskom. The National Disaster Recovery Framework reminds me of this. I have advocated for individuals to be present all the time and to visit tribes before a disaster. It is critical for tribes to understand the process before encountering an emergency declaration.

Tony Robinson. As an organization, we took a pause on this framework. We are realizing now that community planning and capacity building is important and needs to be revitalized. We need to start this dialogue and re-engage critical stakeholders.

Jeffrey Hansen. Thank you for sharing your stories. When we return, we will hear from four individuals in the emergency management community and the direct impact on them.

⁵³ [Colorado Strategic Wildfire Action Program \(COSWAP\)](https://dnr.colorado.gov/divisions/forestry/co-strategic-wildfire-action-program). Department of Natural Resources, State of Colorado. <https://dnr.colorado.gov/divisions/forestry/co-strategic-wildfire-action-program>. – *“The Colorado Strategic Wildfire Action Program (COSWAP)... move[s] \$17.5 million state stimulus dollars to start on-the-ground work and fuels reduction projects and increase Colorado’s capacity to conduct critical forest restoration and wildfire mitigation work that will increase community resilience and protect life, property, and infrastructure.”*

Also see: [Colorado Senate Bill 21-258](https://leg.colorado.gov/sites/default/files/2021a_258_signed.pdf). Colorado General Assembly. https://leg.colorado.gov/sites/default/files/2021a_258_signed.pdf.

⁵⁴ [Coronavirus Aid, Relief, and Economic Security \(CARES\) Act](https://www.congress.gov/bill/116th-congress/senate-bill/3548/text). S. 3548. U.S. Congress. <https://www.congress.gov/bill/116th-congress/senate-bill/3548/text>. – *“... provides emergency assistance and health care response for individuals, families, and businesses affected by the 2020 coronavirus pandemic.”*

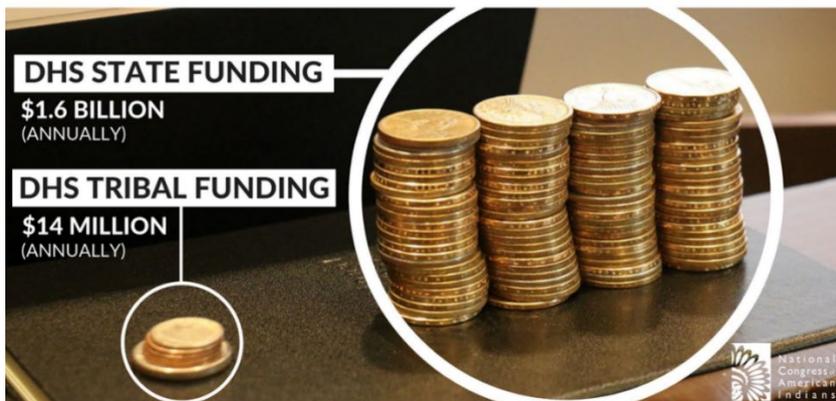
PANEL 2: HOW ARE THESE ISSUES AFFECTING TRIBES?

Panelists

- (Moderator) Paul Downing, Passamaquoddy Tribe at Indian Township
- Brain Palmer, Assistant Chief, Seminole Nation of Oklahoma
- Tim Zientek, Director of Emergency Management, Citizen Potawatomi Nation
- Leland Thompson, Fire Chief / Emergency Management Director, Coushatta Tribe of Louisiana
- Bobby Howard, Emergency Management Director, Muscogee Nation

Paul Downing. We wanted to present this slide to demonstrate the disparity in funding. We are struggling with the 100 dollars represented in gold coins and the 54 cents left for tribes.

DISPARITY IN DHS FUNDING TO TRIBES



Paul Downing. I will now introduce the panelists:

- Mr. Bobby Howard with the Muscogee
- Assistant Chief Palmer with the Seminole Nation
- Mr. Leland Thompson with the Coushatta Tribe of Louisiana
- Mr. Tim Zientek with the Potawatomi Nation

Paul Downing. My first question to Bobby Howard. How long has your tribe had an emergency management program?

Bobby Howard. My tribe has had an emergency management program since 2007.

Paul Downing. What steps have you taken to improve emergency management in your community?

Bobby Howard. We were not utilizing our healthcare service and took steps to approve that with BRIC. We took away our EOC grant and used mitigation money. However, I do not think this is the proper course of action.

The impacts of climate change can be shown in my jurisdiction with 88,000 miles of roads that will be flooded. I can conduct a preliminary damage assessment (PDA) from my desk to illustrate these impacts. With BRIC, there are many tribes competing against each other. For example, there are 50 states and 588 tribes. The state controls EMPG, but I do not believe states have the authority to tell what tribes what they must do with funding.

Once the funding is used, we are forced to use our tribal resources through the Tribal Homeland Security Grant Program (THSGP).⁵⁵ We must find an equitable way to fund tribes without taking resources through out-of-pocket expenses. For tribes to receive money for a disaster declaration, we must work with the county and local communities. We have developed a guidance to ensure that tribes are seen as equal to the states.

Paul Downing. What is your tribe doing to overcome barriers?

Assistant Chief Palmer. My tribe currently does not have an emergency management program since it dissolved over the last couple of years. The smaller tribes on the eastern half of the state do not have the same resources. The larger tribes have grant writers and our tribe cannot compete. can't compete. The application process is a daunting task for many smaller tribes.

Paul Downing. Leland, does your tribe have an emergency management program?

Leland Thompson. We do have an emergency management program, and I have been the director since 2013. I learned about emergency management while working in the fire department. It was a daunting task to learn because they had much greater capacity with 20-30 grants in our tribes. We were able to create a hazard mitigation program in 2015. In terms of recovery, we were ignored when we tried to receive our allocated funding due to slow processes. Since then, we updated our plan with a small team from various departments. Overall, it has been a learning process in using our different resources that we have available.

Paul Downing. You do not have the funding structure to have a full-time emergency management program. With the Sandy Recovery Improvement Act (SRIA),⁵⁶ have you tried to do the direct application?

Tim Zientek. For us, the direct application took about 60 days to complete since there were so many parts of an agreement. Once we turned in the application and everything was approved, we were denied from HMGP funding and were instructed to complete the process again.

I believe we should do a FEMA tribal agreement each year, such as the THIRA. It is difficult when I am trying to manage a disaster with limited resources. However, I want to note that FEMA Region 6 was holding my hand throughout the recovery process. In this regard, they have been phenomenal to work with.

In 2004, we established the emergency management coalition with 39 tribes. The only tribes that were not involved lacked an emergency management program. We had the opportunity to provide assistance to tribes who did have programs or lacked the needed resources. We have built relationships with the region and invite states, locals, and the federal government to join our meetings. Yesterday, there was some discussion about

⁵⁵ [Tribal Homeland Security Grant Program \(THSGP\)](https://www.fema.gov/grants/preparedness/tribal-homeland-security). FEMA. <https://www.fema.gov/grants/preparedness/tribal-homeland-security>.

Also see: [Fiscal Year 2022 Tribal Homeland Security Grant Program \(THSGP\) Fact Sheet](https://www.fema.gov/fact-sheet/fiscal-year-2022-tribal-homeland-security-grant-program-fact-sheet). FEMA. <https://www.fema.gov/fact-sheet/fiscal-year-2022-tribal-homeland-security-grant-program-fact-sheet>.

Also see: [Tribal Funding, Mitigation and Planning Resources](https://www.fema.gov/about/organization/tribes/funding-mitigation-planning-resources). FEMA. <https://www.fema.gov/about/organization/tribes/funding-mitigation-planning-resources>.

⁵⁶ ["Sandy Recovery Improvement Act \(SRIA\) of 2013."](https://www.fema.gov/disaster/sandy-recovery-improvement-act-2013) FEMA. <https://www.fema.gov/disaster/sandy-recovery-improvement-act-2013>. – *"The law authorizes several significant changes to the way FEMA may deliver federal disaster assistance to survivors."*

interagency coordination on the federal level. On October 7th, there was a Memorandum of Agreement (MOA) that was written with 12 different federal agencies in support of our program.

Bobby Howard. On May 2-8, we experienced tornadoes, severe storms, and flooding. We worked with the state to receive a state declaration and provide support for Oklahoma citizens. However, they were unable to meet this threshold. The state then filed for a declaration as a standalone recipient. In our request we wanted to include the local communities, but the state denied this request. After Tony Robinson spoke to the state and defended our request, they made minor changes.

We also wrote a formal letter to the president to get the tribal guidance reviewed. It is not fair for tribes to have the same responsibility as states, but not the same resources. For instance, our tribe was tasked with rebuilding roads throughout the jurisdiction.

If I could change one thing, it is the time tribal members have. There are so many relationships that are required for Indian country. However, tribal citizens do not trust the federal government. We have a good relationship with FEMA Region 6 because of their constant engagement with our communities. How do you write a piece of guidance that does not provide time and resources to tribal citizens?

Paul Downing. There is no one size fits all solution. We must make recommendations that encompass a holistic approach. Since SRIA, how have your tribes navigated the declaration process?

Assistant Chief Palmer. It has been difficult. It should not be a burden on the tribe to review what is being obligates. The federal government must understand how disasters impact our communities. We want to be treated similarly to how the states are with consistency in programs. However, that progress is lost when a stakeholder in our communities retires, and we lose a tremendous amount of opportunity.

Paul Downing. What is one thing you would fix within these issues?

Leland Thompson. We need constant communication with the federal government, states, and the local community.

Tim Zientek. Tribes need the same direct funding as the state level for emergency management resources and disaster response.

Bobby Howard. I believe FEMA is doing well by having Kelbie Kennedy as a political appointee. However, you need a larger tribal presence at all levels. FEMA needs people who have been impacted and managed the disasters in these local communities. Therefore, we need more tribal integration and representation.

Assistant Chief Palmer. I believe that every tribe needs funding. In Oklahoma, there are a million tribal citizens and response has been inequitable due to the lack of resources. It is not fair for tribes to compete for the same resources since larger tribes have more capacity.

Jeanne Abadie. I agree with the panelists. I do not understand why the tribes do not get the same funding as states.

Tim Zientek. Unless I have approval from my leadership, I do not have the authority to engage with any federal agencies or employees. We need to address these barriers and strengthen communication. Additionally, my tribe was forced to shut down casinos and other businesses because we did not have enough funding.

If my tribe is required to come up with 50% of the funding, I cannot start the program. Tribes have a very limited space to collect taxes. Therefore, tribes should be equally granted 100%.

Paul Downing. There are some more mature tribes that have funded themselves to build capacity. If we suggest a pilot project, we can have the same funding mechanism. For example, the Seminole Tribe of Oklahoma has a

program for building capacity. We need to take the government bureaucracy out of it.

Kelly McKinney. I believe in a cost share for the states. However, I think we should remove the cost share for all of the tribes for the reasons mentioned. Since you all know how to effectively build programs, is there a need to partner with emergency managers to get started?

Assistant Chief Palmer. Technical assistance (TA) would be greatly needed in the best interest of the funds.

Bobby Howard. There are some tribal classes at EMI, but there needs to be curriculum development for tribal citizens. When there is a new tribal emergency manager, we must build relationships.

Anna Lang Ofstad. Can someone explain what trust obligations are?

Paul Downing. Some tribes were forced to give up tremendous tracks of land and the federal government signed these treaties. When the U.S. violates treaties, there is no consequence. Why should we do the cost share match?

This is not ancient history. We were not considered citizens and we could not vote. This harm caused to tribes has been perpetuated throughout history. When the state sees a tribal representative, they believe we are asking for a hand-out. However, we are asking for a handshake.

Assistant Chief Palmer. We received \$0 dollars from the homeland and our current reservation is 633 acres. Even in that trust obligation, it covers the whole western region. We would not have sold 200,000 acres if we knew it would be part of a state, not benefitting our tribal people.

Tim Zientek. We were originally 300 tribes, but we were considered one tribe and the Governor in Kansas decided to relocate our people. The federal government purchased our existing reservation due to the failure of the trust responsibility. We were left to fend for ourselves. The government said they would provide our communities with homes and services, but that did not happen.

Leland Thompson. I want to follow-up on Tim's aspect of trust. We had a difficult time when developing our emergency management program because of working with the federal government. Fortunately, Region 6 had a tribal liaison and we started building a relationship based on trust. During COVID, we experienced constant communication from Region 6 to help with preliminary damage assessments. Our relationship with FEMA Region 6 has been a great resource for our tribe down in Louisiana. We want to continue that relationship as a big brother and a big sister to help nurture our community through disasters.

Paul Downing. What do you think about resiliency? Some citizens have lived on their reservation for a lifetime and know the land better than anyone. How do you propose that we weave that into our tribal efforts?

Tim Zientek. One of the proposals that FEMA produced is to eliminate the Homeland Security Grant Program (HSGP)⁵⁷ restrictions. We do not want to compete against the state for resiliency efforts.

Bobby Howard. The regional areas with FEMA staffing need more tribal liaisons. To build resiliency, we need technical experts to provide assistance. We must integrate tribal perspectives into building teams and their hazard mitigation plans. It would help if technical experts were present to assist tribes in developing their plans. The tribes do not know what grant to apply for, and there are over a hundred grants to choose from. Technical experts can help tribes narrow these down to apply for assistance.

⁵⁷ [Homeland Security Grant Program](https://www.fema.gov/grants/preparedness/homeland-security). FEMA. <https://www.fema.gov/grants/preparedness/homeland-security>.

Paul Downing. I believe that we should incorporate the small, rural, and marginalized jurisdictions and tribal nations to create a work group for the NAC. Thank you to all the panelists, your presentations very informative.

PUBLIC COMMENT PERIOD

Rob Long. We have published a Federal Register Notice (FRN) to allow for public comments.

Jeanne Abadie. A public commenter thanked us for the equity recommendations. They supported them full heartedly. It is important that we have some support from the public.

Rob Long. This is perfect and in the spirit with the FACA Act. We want to make sure that the public is involved and making additions to recommendations.

Now is the time to call for any other public comment. It can be up to three minutes per person. I'll ask anyone to raise their hand so we can unmute you during the public comment period.

WRAP-UP AND ANNOUNCEMENTS

Jeffrey Hansen. Thank you to all of our panelists. It is leaders like yourself that are making a difference in Indian country and reducing the disparities that Indians face. At the end of the McGirt decision, there is a line the states at the end of trail of tears is a promise and the nation did not fulfill its promise. We will become an asset to the U.S. and to our communities in working together with SLTT partners.

Lori Hodges. I wanted to thank you for allowing remote participants to listen in. It was very educational, and I appreciate the work that you have been doing. I look forward to working with the tribal governor.

Jeffrey Hansen. I appreciate everyone being here and I hope you took something away today whether it is the culture, ongoing problems, or ideas to address some of those problems. I am happy to experience this and host this conversation and meeting.

Carrie Speranza. Thank you for being here today. You all wear so many hats in emergency management.

Rob Long. Thank you all. The public meeting will start again tomorrow, and the subcommittees will have the opportunity to cross-contaminate ideas and vote. We have an excellent note-taking team that will support us.

End of Public Meeting

Day 3 – Tuesday, October 27

Note: Meeting notes are a summary of proceedings, not a transcript. Nothing herein should be construed as representing exact conversations, verbatim quotations, or a formal statement of views, guidance, or policy positions on behalf of participating individuals or organizations.

PARTICIPANTS

NAC Members	Attendance
Nim Kidd, Chair	No
Jeanne Abadie	Yes
Kathy Baughman McLeod	Yes, virtual
Sue Anne Bell	Yes
Donald Bliss	Yes
Paul Brennan	Yes
Paul Downing	Yes
Charles Esteves	Yes
Jody Ferguson	Yes
Timothy Gleason	Yes
James Gore	No
Tonya Graham	No
John Grathwol	Yes
Jeffrey Hansen	Yes
Lisa Jones	Yes
Ramesh Kolluru	Yes
Ryan Lanclos	Yes
Dr. Anna Lang Ofstad	Yes
Linda Long	Yes
Nicolette Louissaint	No
Kelly McKinney	Yes
Paula Pagniez	No
Jimmy Patronis	No
Brad Richy	Yes
Carol Salas Pagán	Yes
Carrie Speranza	Yes
Brian Strong	Yes
Tina Titze	Yes
James Waskom	Yes
FEMA Participants	
Sara Andresen, Office of Response and Recovery	Yes
Sarah Byrne, Office of the National Advisory Council	Yes
Joseph Dolinger, Office of the National Advisory Council	Yes
Emily Dunn, Resilience	Yes

Elizabeth Edge, Office of Regional Operations	Yes
Travis Gaines, Office of Chief Counsel	Yes
Antawne Jackson, Office of External Affairs, Region 6	Yes
Dempsey Kraft, Regional Tribal Liaison, Region 6	Yes
Benjamin Krakauer, Office of the Administrator	Yes
Lauren Lefebvre, Office of External Affairs, Region 6	Yes
Rob Long, Office of the National Advisory Council	Yes
Rachel Nutter, FEMA Integration Team Tribal Personnel, Region 6	Yes
Lindsey Parker, Office of Response and Recovery	Yes, virtual
Mary Reevis, Preparedness Branch, National Emergency Training Center	Yes
Tony Robinson, Office of the Regional Administrator, Region 6	Yes
Daniel Rojas, Office of External Affairs, Region 6	Yes
Lydia Sanchez, Office of Regional Operations	Yes
Zerek Schwartz, Office of Regional Operations	Yes
Rhonda Simpson, Office of External Affairs, Region 6	Yes, virtual
Zach Smith, Office of Policy and Program Analysis	Yes
Rachel Tranchik, Office of Response and Recovery	Yes, virtual
Caroline Tristani, Office of the National Advisory Council	Yes
Sophia Wynn, Federal Insurance and Mitigation Administration (FIMA)	Yes, virtual
Non-FEMA, Non-NAC Participants	Yes
Sarah Billings, Chickasaw Nation	Yes
Steve Cash, Chickasaw Nation	Yes
Jenny Chamberlain, 4 th District, Sonoma County (James Gore)	Yes, virtual
Randall E. Crossman, Choctaw Nation	Yes
Karl Fippinger, International Code Council (NAC 2023)	Yes, virtual
Randi Gardner Hardin, Chickasaw Nation	Yes
Luke Harrison, Office of the Florida Chief Financial Officer (Jimmy Patronis)	Yes, virtual
Lori Hodges, Office of Emergency Management, Larimer County (NAC 2023)	Yes, virtual
Kristine Huntsman, Chickasaw Nation	Yes
Ca-Te Jesse, Chickasaw Nation	Yes
Carra Sims, RAND Corporation	Yes, virtual
Jessica Welton, Chickasaw Nation	Yes
Speaker(s)	
Not applicable	

FINAL VOTES ON RECOMMENDATIONS FOR THE NAC REPORT 2022

Rob Long. With our current NAC Chair not at the meeting, the person chairing will be Carrie Speranza.

Carrie Speranza. We will start at the beginning of the document; we will allow the leadership for each subcommittee to briefly talk about what you have changed. I need majority rules to adopt, if I do not have that we will move to a 10-minute discussion. After that, the vote is to adopt, table, or decline.

Rob Long. Tabling is what we brought up last year. We did not want to reject recommendations that are

meaningful but not ready for prime time. We can take anything that is tabled and have it voted on in the next public meeting. The point is tabled recommendations do not have to wait a full year.

Cross-Cutting Recommendations

Recommendation 2022-01: Revise the discount rate used in FEMA BCA calculations.

Vote to accept: *Passed by majority.*

Recommendation 2022-02: Prioritize equity impacts associated with the BCA.

Vote to accept: *Passed by majority.*

Equity Recommendations

Recommendation 2022-03: The Administrator should advance measurement of equity with a comprehensive review of equity lens, data metrics and weighting.

Vote to accept: *Passed by majority.*

Recommendation 2022-04: FEMA should consider a distributional equity lens to refocus support on small communities, tribes, territories, and local jurisdictions.

Vote to accept: *Passed by majority.*

Climate Recommendations

Recommendation 2022-05: FEMA should strengthen and develop programs that enhance climate literacy of the nation's current and future emergency management workforce.

Vote to accept: *Passed by majority.*

Recommendation 2022-06: FEMA should work with the American Planning Association to establish a pathway for local emergency managers to be trained and qualified to contribute to long-term planning goals in their communities.

Ramesh Kolluru. We have a few changes based on day 1 inputs. We added the word "incentivized." We also said the APA should work with NEMA (National Emergency Management Association) and IAEM (International Association of Emergency Managers). The third change was that we added some outcomes on what a successful implementation of outcomes would look like.

Vote to accept: *Passed by majority. (Note: Continued discussion and revote below.)*

Tina Titze. I agree with Brad that we brought up our concerns. I would just like to have the vote count. It would be more important to show that I voted no on something than to totally block it going forward. There will be unintended consequences. If there are incentives, people will squat in these positions.

Anna Lang Ofstad. If Tina is outvoted, she will not have a say in the vote. I have a motion that a single vote no can warrant discussion.

Brian Strong. What you are saying is that recommendations need to be unanimous to pass without discussions.

Motion to suspend current voting rules (majority vote passes without discussion); and instate that a single "no"

vote initiates discussion, and final vote is numbered instead of majority.

Vote on motion: *Passed.*

Ramesh Kolluru. So now we will reintroduce 2022-06 and re-review all changes.

Anna Lang Ofstad. One of the key changes we made was for local emergency managers or planners to be trained. Similar in concept to EMPG (Emergency Management Performance Grant), we wanted to provide a way to incentivize this position.

Brian Strong. Is the concern sub-bullet three? The idea was to incentivize emergency managers or planners to be cross trained in mitigation. Is the concern about formalizing salary?

Tina Titze. That would be a main concern because it is employees that FEMA has no control over. It does not matter if the funding source is there but pay structures cannot be altered.

Anna Lang Ofstad. Is there another way we can get to this increased level of knowledge?

Tina Titze. To me, this would be having a full-time emergency manager wearing multiple hats would be best.

Paul Downing. I think when we put incentivize, people always think about money. Would the federal government absorbing more cost for a jurisdiction make more sense?

Brian Strong. To me it is the salary supplementation that is problematic.

Tina Titze. We could make a 50/50 match to help pay for a full-time position.

James Waskom. If you eliminate number 3 it solves the problem at hand.

Motion to remove sub-bullet 3.

Vote on motion: *Passed.*

Anna Lang Ofstad. How do we help pay for it?

Brad Richy. You use free training through EMI.

James Waskom. I think you solve the pay problem when you get the training and can compete. It is an additional qualification to add to your resume.

Anna Lang Ofstad. We will remove all funding aspects of this. What Paul said is correct and it got lost in the debate. We do need to offset the cost.

Brian Strong. I thought tabling meant later this day, not next year.

Rob Long. Tabling is not for a year; it can be until the next public meeting.

Motion to table.

Vote on motion: *Passed; 2022-06 tabled.*

Recommendation 2022-07: [Require climate change analysis in Hazard Mitigation Plans.](#)

Ramesh Kolluru. 2022-07 we had a few items of feedback. We should provide communities with technical assistance. We want to encourage FEMA to extend tools such as CMRA and RAPT. This does not to be overly complex but sliding scale to a community's capabilities.

Changes made: The need for technical assistance was addressed for completing LHMPs and additions were made to note the complexity of jurisdictional capacity and capabilities.

Tina Titze. I have to vote no because it is an unfunded mandate, even with the tools that are out there because it is so new. I am heavily involved with NEMA and have not heard of this. We need time for this information to make its way down to local levels. Because FEMA will not fund this, I will not vote for this one.

Ramesh Kolluru. This recommendation does not require funding, but it provides informational products.

Paul Downing. I had the same thought as Tina. I would make a motion from require to “develop a process.”

Anna Lang Ofstad. Do you remember the presentation yesterday? In 2050, we will have irreversible climate impacts.

Brian Strong. This state is really just asking that HMPs (Hazard Mitigation Plans) just take climate driven impacts into account.

Tina Titze. States are required to have climate, let’s not increase costs to incorporate climate change as an issue.

Ramesh Kolluru. We are not asking for effort that would make a burden. We want to move into this direction but understand local levels have minimal capacity and capabilities.

Kathy Baughman McLeod. I will work through Ramesh and Anna.

Kelly McKinney. This recommendation could be redundant. This is the work of the emergency manager. Any other natural hazard impact should already be included.

Brian Strong. We are requiring that they include climate impacts in their HMP.

Tina Titze. I think a concern is that each region does things differently, so they might not have their mitigation plan approved. I see a lot of bad things coming out of this recommendation.

Brad Richy. I think if you say develop and assist it would be better than require, because require means money.

Anna Lang Ofstad. Yes, that is the outcome, better climate plans. We are trying to get them there.

Tina Titze. You could be in a situation where climate requirements do not allow HMPs to pass.

Donald Bliss. I think we are getting into prescriptive requirements. The recommendation should say FEMA should ensure HMPs at the local level should include these ideas.

Ramesh Kolluru. If FEMA wants to require it, they can fund it.

Kelly McKinney. What we saw yesterday is an incredibly powerful set of tools a local emergency manager can use, which can predict the future in terms of climate driven change. It is a very straightforward process that requires local emergency managers know how these tools work. I do not think you can waive a magic wand and just say we require it.

Motion to amend the sentence: FEMA needs to take the lead to make a requirement.

Vote on motion: Passed; 15 in favor, 5 against.

Paul Downing. We tabled the expedited rules and devolved into a complete stand still.

John Grathwol. I think if we follow the Robert’s rules and just speak when recognized it will work just fine.

Rob Long. We have spent 41 minutes on the last two recommendations, we only have two minutes for each one.

Motion to return to expedited rules.

Vote on motion: Passed; 17 in favor. Members must speak through the Chair.

Motion to approve 2022-07 as modified.

Vote on motion: Passed; 17 in favor, 2 opposed, 1 abstention.

Recommendation 2022-08: Develop public education programs and campaigns to communicate risk.

Ramesh Kolluru. Recommendation 8 is about insurance. To communicate the importance of having insurance prior to disasters. I went back to a previous recommendation about mitigation polices at the state and local level. In context to Hurricane Ian there is more work we need to do. I would like to table this.

Changes made: Added the idea of partnering with locals, communities, private sector, and state insurance commissioners in developing public educational programs. And included insurance language from prior recommendations.

Vote to adopt: Not passed; 6 in favor, 12 against.

Vote to table: Passed; 20 in favor. Recommendation 2022-08 is tabled.

Recommendation 2022-09: Ensure that risk models consider the disproportionate impacts of climate change on communities of color and other underserved communities.

Ramesh Kolluru. 2022-09 we incorporated feedback we received. One size does not fit all. We want to ensure risk models consider impacts of underserved communities.

Changes made: Incorporated Climate Science data & tools Interface with HIRA/THIRA, Consequence Analysis tools & processes to be utilized.

Vote to adopt: Passed unanimously.

Recommendation 2022-10: Facilitate the transition of state-of-the-art research into the development of climate science-based tools.

Ramesh Kolluru. 2022-10 we had discussion about moving 2022-05 and 2022-10 next to each other as we did not want to break the logical flow of the document. There were no content changes.

Vote to adopt: Passed unanimously.

Recommendation 2022-11: Partner with other federal agencies

Ramesh Kolluru. 2022-11 Brad had indicated that the recommendation is in response to Objective 3.3 – Unify Coordination and Delivery of Federal Assistance and it was recommended that we expand the title of the recommendation itself.

Changes made: Expanded the recommendation title to clarify the content, included Strategic Plan Objective 3.3, and referred to the National Recovery Framework as a useful reference model.

Vote to adopt: Passed unanimously.

Readiness Recommendations

Note: Readiness Subcommittee members noted that while their recommendations focus on wildfires, that these concepts should be applied to all hazards.

Recommendation 2022-12: FEMA should conduct a full review of the EHP process and explore metrics for all mitigation projects to be processed more expeditiously.

Brad Richy. 2022-12 This was based on this discussion that ensuring that while we were specific in addressing wildfire that this could apply to all hazards.

Vote to adopt: Passed; unanimous for those in the room.

Recommendation 2022-13: FEMA should reconsider wildfire mitigation interpretations.

Vote to adopt: Passed; 18 in favor.

Recommendation 2022-14: FEMA should take a stronger role in wildland fire interagency coordination.

Vote to adopt: Passed; 19 in favor.

Recommendation 2022-15: FEMA should update its FMAG program guidance.

Brad Richy. We sat down with legal counsel and made additions to utilize PA (Public Assistance) under the Stafford Act and Code of Federal Regulation (CFR) 403. We are asking for FEMA to put a section in the application box to allow for reimbursement for federal support.

Changes made: Language was added to include Stafford Act authorities section 403 and 420.⁵⁸

Vote to adopt: Passed unanimously.

Workforce Recommendations

Recommendation 2022-16: FEMA should reassess and realign its workforce.

Vote to adopt: Passed unanimously.

⁵⁸ [Robert T. Stafford Disaster Relief and Emergency Assistance Act](https://www.govinfo.gov/content/pkg/COMPS-2977/pdf/COMPS-2977.pdf), as amended through Public Law 117-263, enacted December 23, 2022. Government Publishing Office. <https://www.govinfo.gov/content/pkg/COMPS-2977/pdf/COMPS-2977.pdf>. –

Section 403, “Essential Assistance,” states (a) the President may direct Federal agencies to “provide assistance essential to meeting immediate threats to life and property resulting from a major disaster” including (4) “making contributions to... governments... for the purpose of carrying out the provisions of this subsection.”

Section 420, “Fire Management Assistance,” states the President (a) “is authorized to provide assistance... for the mitigation, management, and control of any fire on public or private forest land or grassland that threatens such destruction as would constitute a major disaster”, (b) shall coordinate with State and tribal departments of forestry,” (c) may use Section 403 authority, (d) “may provide hazard mitigation assistance in accordance with section 404 in area affected by a fire for which assistance was provided under this section,” “whether or not a major disaster is declared,” and (e) “shall prescribe such rules and regulations as are necessary to carry out this section.”

Recommendation 2022-17: Nationwide campaign to promote the availability of free, on-line courses delivered by FEMA's Emergency Management Institute (EMI).

Vote to adopt: *Passed unanimously.*

Recommendation 2022-18: FEMA develop policies, procedures, training, and research that reduces the potential for critical incident stress and post-traumatic stress disorder (PTSD) for emergency management personnel.

Vote to adopt: *Passed unanimously.*

Recommendation 2022-19: FEMA should establish hazard-specific recovery teams.

Vote to adopt: *Passed unanimously.*

Recommendation 2022-20: FEMA should strengthen its ability to deliver services in languages other than English.

Vote to adopt: *Passed unanimously.*

Recommendation 2022-21: Streamline Public Assistance (PA) program requirements.

Changes made: Language updated to include SLTT, not just local. Suggestion was added that the distribution of PA across all levels of government should be more equitable than the current state of affairs.

Donald Bliss. We added a future vision statement to the issues examined section. We made some text changes to clean it up. The last bullet also addresses some of the concerns that were made from the FEMA regions on all-career regional administrators. These are just examples of things FEMA could look at. We are not prescribing; these are just suggested items.

Vote to adopt: *Passed unanimously.*

Tabled Recommendation

Recommendation 2022-06: FEMA should work with the American Planning Association to establish a pathway to incentivize local emergency managers or community planners to contribute to long-term planning goals in their communities.

Motion to take 2022-06 off the table and back into discussion.

Vote on motion: *Passed; 17 in favor, 9 against.*

Anna Lang Ofstad. I am moving to amend the recommendation has a no cost to local jurisdiction. Reword this to reflect that FEMA provides financial assistance to execute this recommendation.

John Grathwol. Is the idea for FEMA to pay for it?

Anna Lang Ofstad. Yes. We would create another unfunded mandate, and nothing will get done.

Kathy Baughman McLeod. Am I hearing that even with this language there is skepticism?

James Waskom. I think that is the case. Even if you were to fund it, the state may not be able to implement it because the state is on a pay scale.

Jody Ferguson. The salary schedules are already established. Planning is always important. The incentive comes to the point where we apply for funding at a mitigation measure. I think there is already incentive from FEMA.

Donald Bliss. I get the unfunded mandate issue. I do not see anything that says they have to hire planners. I do not see this as an unfunded mandate.

Jeanne Abadie. I was looking at it exactly as Don looked at it, the burden is on FEMA to make sure it is funded by all jurisdictions to be put into place, if they cannot do it, there is an out.

Kathy Baughman McLeod. The Administrator will take this and figure out how to implement it?

Rob Long. There are layers to this process. There are various levels of acceptance that can occur.

James Waskom. That means a local planner has to be trained, which will cost money.

Carrie Speranza. The words are FEMA should incentivize, there is no requirement or mandate.

Brad Richy. We should strike “to be trained and qualified.”

James Waskom. EMPG is already heavily divided. We do not get very much, I suggest the whole next sentence should be struck out.

Anna Lang Ofstad. Counter-terrorism threat prevention is an under-utilized resource in my understanding.

Tina Titze. It is so inflexible that South Dakota refused to use it.

John Grathwol. I think the intent is to say FEMA is established to encourage pathways and frameworks. You are just saying create some funding to reach a valuable goal.

Paul Downing. The reason why we tabled this because there were issues that needed to be worked through.

Tim Gleason. This is too important to rush through, the next meeting can be sooner than one year too.

Motion to end debate and vote on adopting 2022-06.

Vote on motion: Passed; 19 in favor, 18 against.

Vote to adopt Recommendation 2022-06 as-is: Not passed; 7 in favor, 12 against.

Motion to table Recommendation 2022-06.

Vote on motion: Passed; 20 in favor, 19 against. Recommendation 2022-06 is tabled.

Closing

Rob Long. We are closing out the voting session.

For the record we brought 22 recommendations. We had one more than Tuesday because we have a BCA 2022-03 and an Equity 2022-03.

Two recommendations were tabled: 2022-06 and 2022-08.

20 recommendations were passed and will appear in the 2022 NAC report. Subcommittees have to provide the final touches before it goes to technical editing. We are aiming to produce the report by November 18.

On December 1, as long as no one leaves the NAC, we will have a NAC of 40 people. There may be education that will need to occur at the subcommittee level.

January 23-27 we will have NAC members out to EMI and have liaisons to help train us.

Anna Lang Ofstad. I would like to acknowledge publicly that John Grathwol has been very important to this committee.

John Grathwol. I would like to thank everybody for all of the hard work and kind words.

Jeffrey Hansen. I hope this week was impactful. I am glad you were able to be here. Thank you all.

End of Public Meeting

Appendix: Acronym Reference Guide

Also see [FEMA NAC Acronym Reference Guide](#).

Acronym / Term	Meaning
APA	American Planning Association
BCA	Benefit-Cost Analysis
BIA	Bureau of Indian Affairs
BRIC	Building Resilient Infrastructure Communities
CDC	Centers for Diseases Control
CERT	Community Emergency Response Team
CFR	Code of Federal Regulation
ClimRR	Climate Risk and Resilience Portal
CMRA	Climate Mapping for Resilience and Adaptation
CRC	Consolidated Resource Center
CRIA	Community Resilience Indicator Analysis
CREW Act	Civilian Reservist Emergency Workforce Act
DFO	Designated Federal Officer
EMPG	Emergency Management Performance Grant
FIT	FEMA Integration Team
FLG (“flag”)	Function or Framework Leadership Group
FMAG	Fire Management Assistance Grant
GIS	Geographic Information System
HHS	U.S. Department of Health and Human Services
HIFLD	Homeland Infrastructure Foundation-Level Data
HMP	Hazard Mitigation Plan
HMGP	Hazard Mitigation Grant Program
HSGP	Homeland Security Grant Program
HSIN	Homeland Security Information Network
HUD	Housing and Urban Development
IA	Individual Assistance
IAEM	International Association of Emergency Managers
IMAT	Incident Management Assistance Teams
IT	Information Technology
LHMP	Local Hazard Mitigation Plan
MitFLG	Mitigation Framework Leadership Group
MOA	Memorandum of Agreement
NAC	National Advisory Council
NCS	Non-Congregate Sheltering
NEMA	National Emergency Manager’s Association

NEPA	National Environmental Policy Act
NIC	National Integration Center
NOAA	National Oceanic and Atmospheric Administration
NTED	National Training and Education Division
NYC OMB	New York City Office of Management and Budget
OCHCO	Office of the Chief Human Capital Officer
OMB	Office of Management and Budget
ONAC	Office of the National Advisory Council
OPPA	Office of Policy and Program Analysis
ORR	Office of Response and Recovery
PA	Public Assistance
PDA	Preliminary Damage Assessment
PII	Personally Identifiable Information
PKEMRA	Post Katrina Emergency Management Reform Act
RA	Regional Administrator
RAPT	Resilience Analysis and Planning Tool
RFI	Request for Information
SES	Senior Executive Service
SLTT	State, Local, Tribal, and Territorial
SRIA	Sandy Recovery Improvement Act of 2013
SSP	Shared Socioeconomic Pathways
SVI	Social Vulnerability Index
TA	Technical Assistance
THIRA	Threat and Hazard Identification and Risk Assessment
TOP	The Opportunity Project
TSA	Transitional Sheltering Assistance
TT	Transfer Taxes