

NEMA Annual Forum Response and Recovery Committee Briefing

October 2022



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Agenda

➤ Public Assistance

- Delivery Model Assessment
- Steering Committee
- Resilience Initiatives



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PA Delivery Model Assessment

Public Assistance (PA) Assessment Process

- Since March, this effort has been guided by the **PA Assessment Task Force**
 - Led by Ana Montero, the PA Division Director, MaryAnn Tierney, Region 3 Administrator, and members of our Federal Coordinating Officer Cadre and Consolidated Resource Centers.
- The assessment process has included:
 - Contractor supported independent assessment
 - Internal and external stakeholder engagement from more than 560 observations
 - Survey to FEMA field staff, with more than 1,200 responses
- The PA Assessment Task Force reviewed assessment findings and stakeholder feedback to develop recommendations



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PA Assessment Baseline

- In the past 4 years, the PA program obligated as much as it did in the previous 18 years (through mid-2021)
- Neither the Old PA Delivery Model nor the New PA Delivery Model as currently executed would be sustainable given recent trends
- Changes are required to address volume and complexity of PA policies and processes to enable resilient recovery for all Applicants

Cumulative FEMA Public Assistance

From 1998 through May 2021, the Federal Emergency Management Agency has obligated over \$146 billion to states and localities through its Public Assistance Program. (Nominal dollars, not adjusted for inflation)

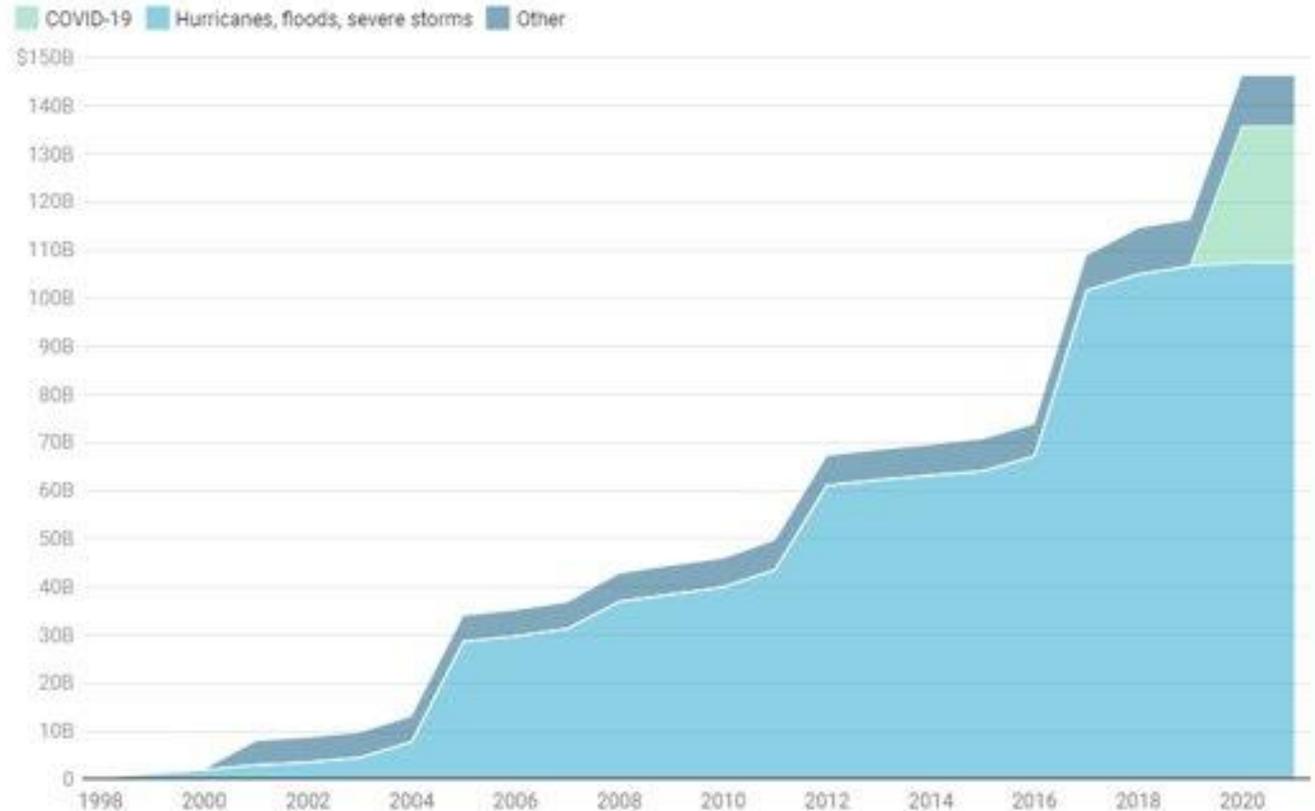


Chart: Kinder Institute for Urban Research - Source: Federal Emergency Management Agency. (2021). FEMA Public Assistance Funded Projects Details (Version 1) [Data set]. Rice University-Kinder Institute: UDP. <https://doi.org/10.25612/837.5009G21RL1E7> - Created with Datawrapper



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PA Assessment Findings & Recommendations

The PA Assessment Task Force has reviewed the findings and recommendations that address four overarching themes:

Program
Delivery
Changes

Consistency,
Flexibility &
Risk Tolerance

Training &
Development

Change
Management &
Communication



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Assessment - Major Findings (1/2)

Program Delivery Changes

- Linear structure of project development does not support complex projects.
- Consolidated Resource Centers (CRC) have talent pool that can be better leveraged.

Consistency, Flexibility, & Risk Tolerance

- FEMA needs a unified risk-based approach to delivering Public Assistance (PA).
- No process currently exists to resolve divergent eligibility interpretations within the PA enterprise.



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Assessment - Major Findings (2/2)

Training and Development

- Lack of shared mission/vision/approach and training across PA workforce, exacerbated by the complexity of PA policy and processes.
- A need for greater experience and expertise among PA personnel.

Change Management and Communication

- Gaps in information sharing, inadequate communication methods and inconsistent messaging leads to delays and erodes trust among stakeholders.



Major Recommendations

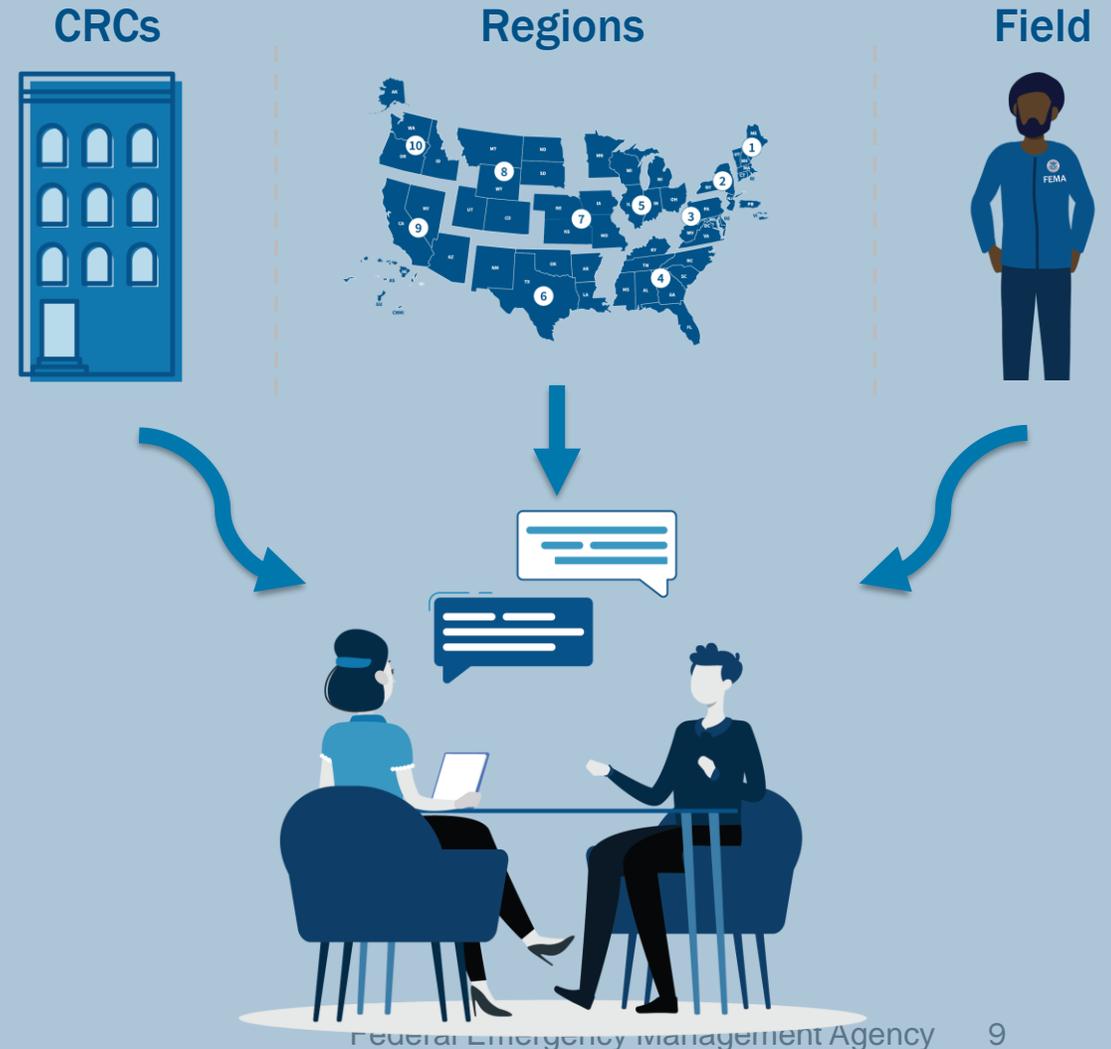
Program Delivery

- Shift from internal process focus to external engagement and results
- Simplify the Public Assistance Program and Policy Guide (PAPPG) and streamline policy change process

Shift to PA Navigator Teams

- Enhanced technical field support to applicants
- Sustained relationship with the same FEMA employees for STTs and applicants
- Cross-training and knowledge transfer between field staff and CRCs

PA Navigator Support Teams for Applicants



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Major Recommendations

Consistency, Flexibility & Risk Tolerance

- Build shared PA mission, vision, and approach around consistently maximizing reimbursement within authorities to drive resilient recovery
 - Build structure and process to resolve inconsistencies across eligibility determinations
 - Maximize flexibility in PAPPG to align with shared PA mission, vision and approach

- Engage stakeholders regularly to prioritize areas for policy and process review
 - Update PA policy on a predictable schedule aligned with shared vision (e.g. twice annually)
 - Evaluate and evolve PA Navigation Team framework based on stakeholder needs and feedback



Major Recommendations

Training and Development

- Expand training opportunities for the PA workforce
- Align and expand recruitment and retention strategies for PA Navigation team model

Change Management and Communication

- Strengthen partnerships with stakeholders to ensure PA process and policy changes are transparent and responsive
- Message leadership intent on shared PA mission, vision, and approach to build trust

Building upon the previous two PA simplification models, one final sprint memo will be released.



Key Enablers FEMA Can Leverage

- **Implementation of simplified procedures**
 - Issued draft simplified procedures policy
 - Streamline process to free up resources for more complex projects
- **Consolidated Resource Centers (CRC) as centers of expertise**
 - CRC staff serve as a significant resource of knowledge and expertise
 - Enhance readiness for States, Tribal Nations and Territories through direct engagement
- **Deploy CRC staff to the field for technical assistance in project development**
 - Utilize technical strike teams to move complex projects
 - Use CRCs as training ground for new and existing frontline staff



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Next Steps

- **Build on rollout of CRC staff to field** to support STTs toward PA Navigation Team model
- **Expand regional offices' capabilities** to support for an expanded, more customer-oriented program
- **Develop mission, vision and approach** on risk tolerance and train to it
- **Continue regular engagement with NEMA and other stakeholders** throughout implementation to continue to inform the process
 - Full briefing on findings and recommendations to be scheduled





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PA Steering Committee (PASC)

PA Steering Committee

- As a part of enhancing PA's customer-focused strategy, and increasing the consistency of our engagement, the PA Steering Committee (PASC) was re-established in May 2022.
- Includes State, Local, Tribal Nation, and Territorial (SLTT) partners across all regions. Meetings held quarterly and the next meeting is November 3rd.
- The first meeting resulted in following feedback:
 - Reducing the complexity of the program
 - Understanding the WHY behind policy and process changes
 - Improving links between HQ, Regions, and SLTTs
 - Equity, with a particular focus on equity for Tribal Nations
 - Improving Applicants' understanding of the PA Program
 - Understanding the down-stream impacts of policies





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PA Resilience Initiatives

Public Assistance Resilience Initiatives

Leadership intent to consistently maximize eligible assistance within our authorities to drive resilient recovery. Lines of effort to enhance resiliency in PA projects include:

- **Enhanced cost share** by implementing the 85% Cost Share Incentive (BBA) for 406 Mitigation
- **Expanded reimbursement for resilience through** Consensus-Based Codes & Standards (CBCSS) and partial implementation of Federal Flood Risk Management Standard (FFRMS)
- **Aligned recovery and resilience programs** by updating PAPPG to align with the Hazard Mitigation Grant Program and to expand pre-calculated benefits for ease of implementation
- **Coordinated field efforts** to embed mitigation experts within PA to educate Applicants on potential resilience opportunities

