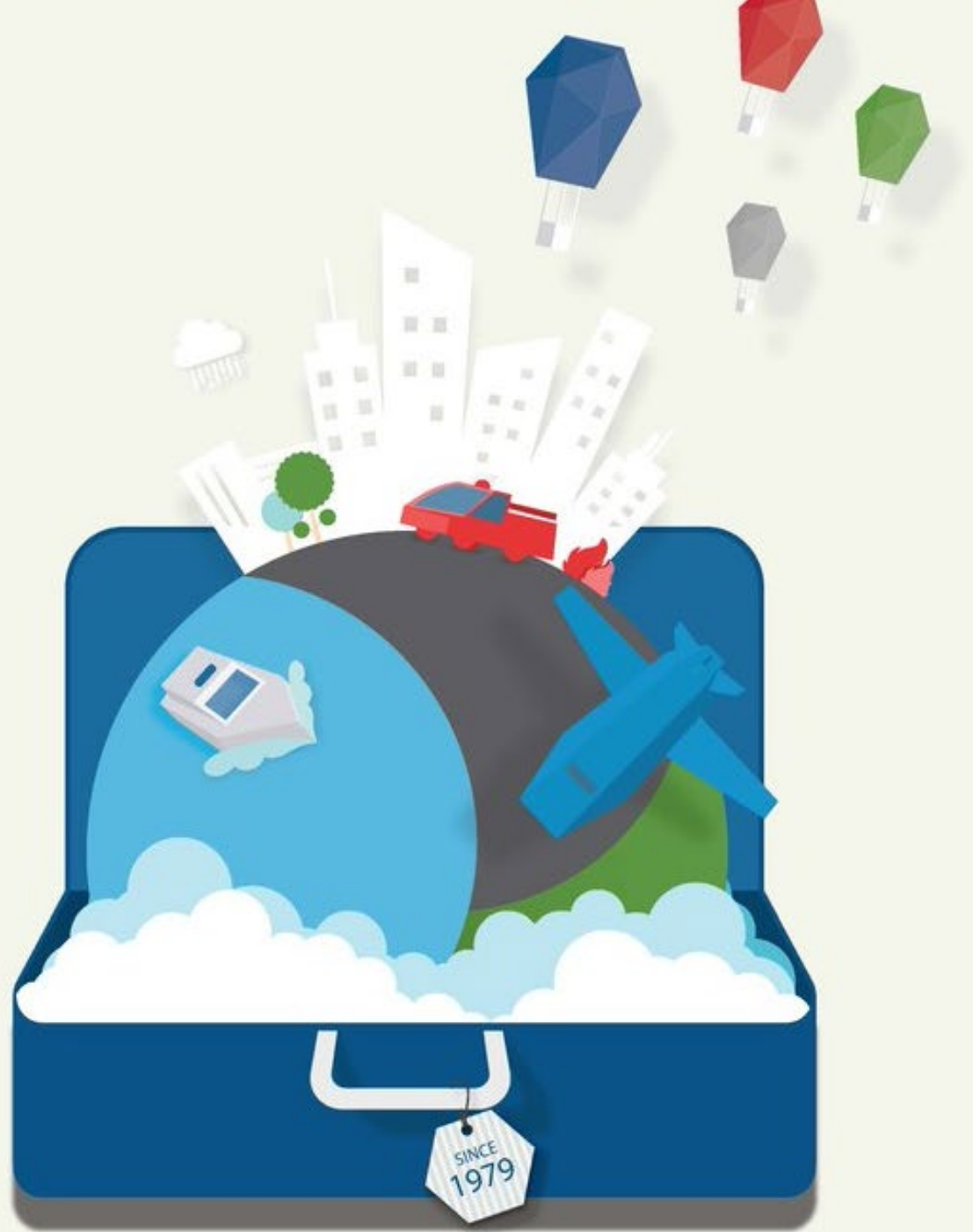




# FEMIA40

FORTY YEARS OF NATIONAL SERVICE





FEMA

**HMA**  
Hazard Mitigation  
Assistance

# Opportunities for Resiliency in the Pre- and Post-Disaster Environment:

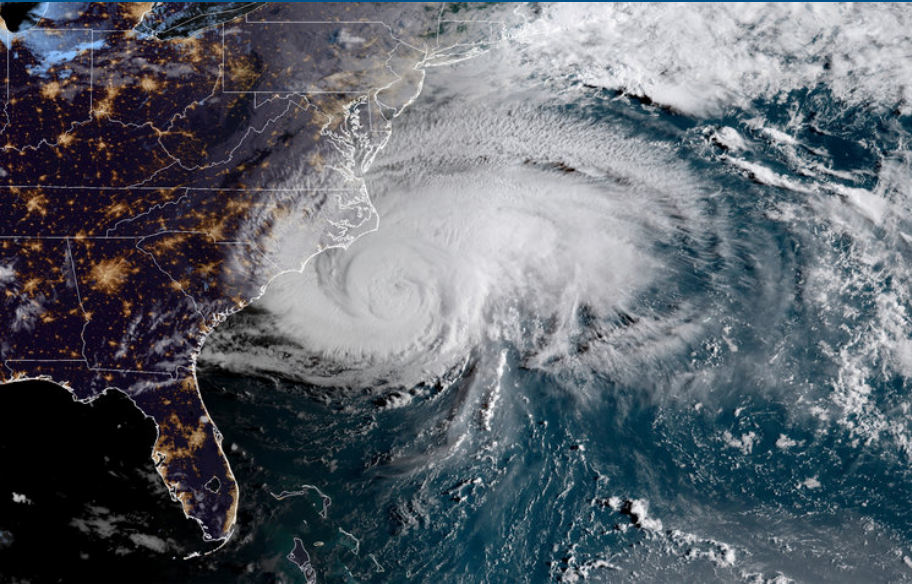
## *Project Management Challenges of The Disaster Recovery Reform Act of 2018*

May 9, 2019

Eric Letvin

Deputy Assistant Administrator, Mitigation Directorate | Federal Insurance and Mitigation Administration, FEMA

# Since 2014



*Hurricane Florence, 2018 Photo – NPR*

**9 Major Hurricanes**



*Camp Fire, California, 2018 Photo – The Hill*

**More Than 150 Wildfires**

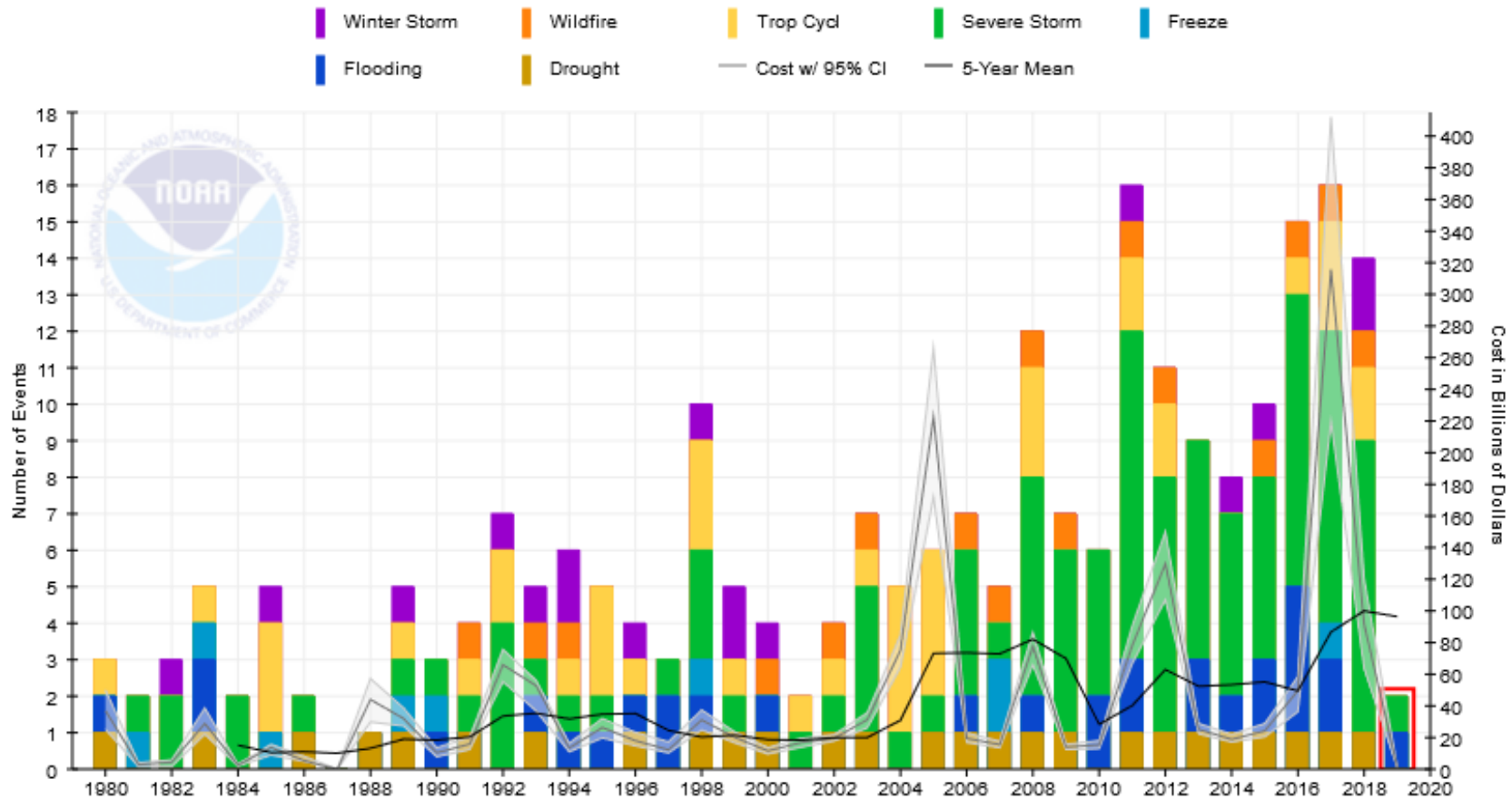


*Nebraska flooding, 2019 Photo – CBS News*

**Over 170 Flood Events**

# Rise in Disaster Impacts

Billion-Dollar Disaster Event Types by Year (CPI-Adjusted)



NOAA National Centers for Environmental Information (NCEI) U.S. Billion-Dollar Weather and Climate Disasters (2019). <https://www.ncdc.noaa.gov/billions/>





Number of events as of April 9, 2019



# The Mitigation Opportunity

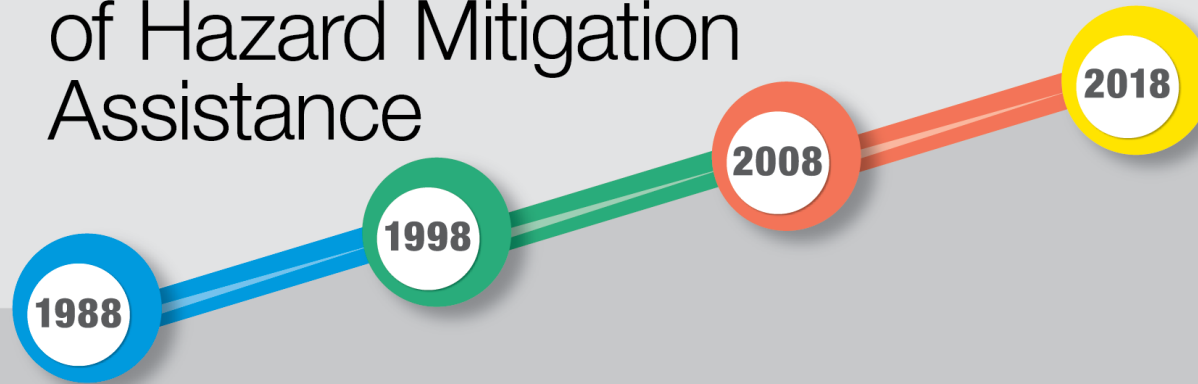


## Natural Hazard Mitigation Provides the Nation \$6 in Benefit for Every \$1 Invested

National Benefit-Cost Ratio (BCR) Per Peril <small>*BCR numbers in this study have been rounded</small>	Beyond Code Requirements	Federally Funded	This Interim Study quantified a number of benefits from mitigation, including reductions in: <ul style="list-style-type: none"> <li>• Future deaths, nonfatal injuries, and PTSD</li> <li>• Repair costs for damaged buildings and contents</li> <li>• Sheltering costs for displaced households</li> <li>• Loss of revenue and other business interruption costs to businesses whose properties are damaged</li> <li>• Loss of economic activity in the broader community</li> <li>• Loss of service to the community when fire stations, hospitals, or other public buildings are damaged</li> <li>• Insurance costs other than insurance claims</li> <li>• Costs for urban search and rescue</li> </ul>
<b>Overall Hazard Benefit-Cost Ratio</b>	<b>\$4:1</b>	<b>\$6:1</b>	
 <b>Riverine Flood</b>	\$5:1	\$7:1	
 <b>Hurricane Surge</b>	\$7:1	Too few grants	
 <b>Wind</b>	\$5:1	\$5:1	
 <b>Earthquake</b>	\$4:1	\$3:1	
 <b>Wildland-Urban Interface Fire</b>	\$4:1	\$3:1	

# Hazard Mitigation Assistance Programs

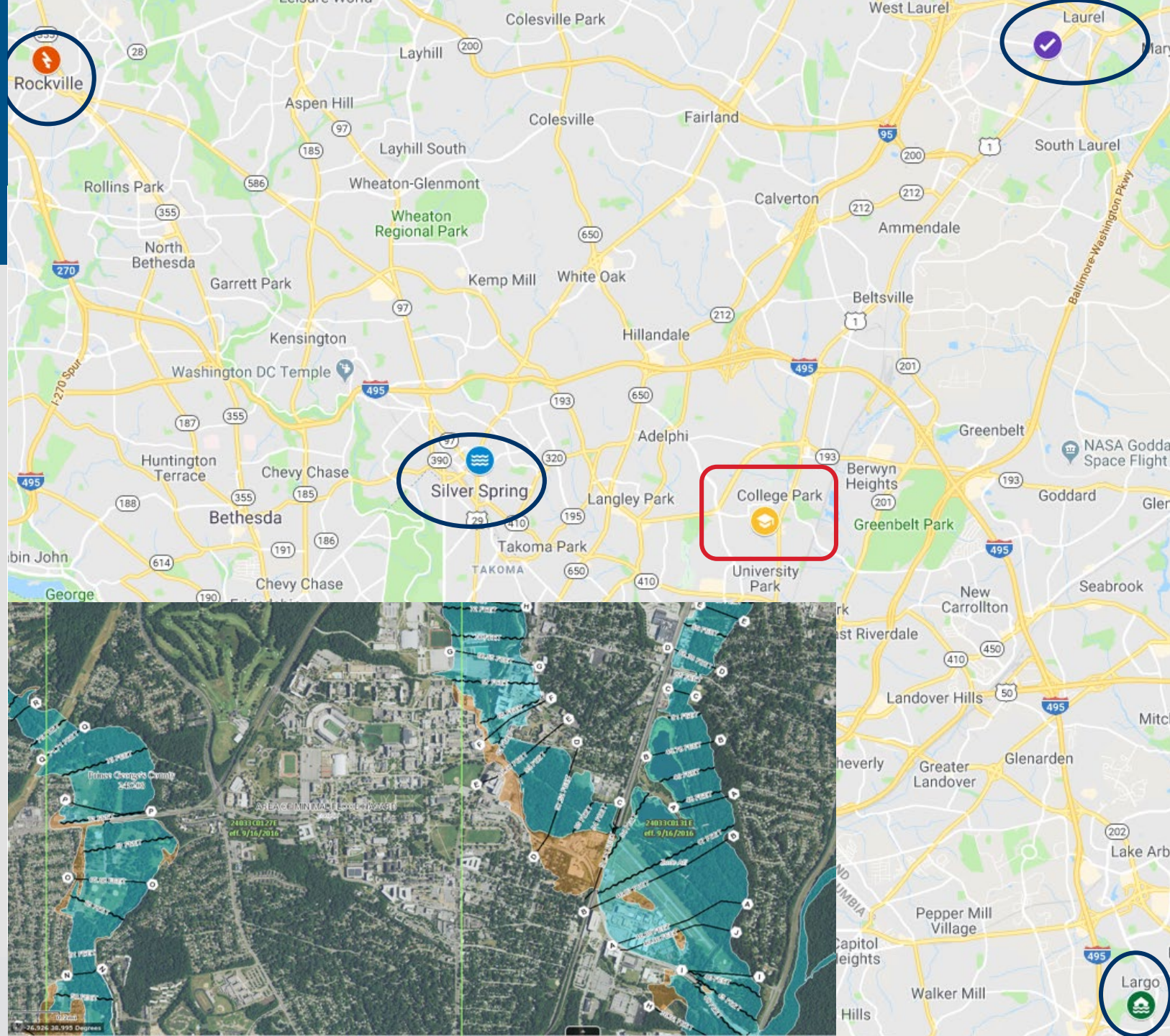
**30 Years**  
of Hazard Mitigation  
Assistance





# Mitigation In Your Backyard

- ✓ Generator project in Rockville
- ✓ Floodproofing project in Silver Spring
- ✓ Acquisition project in Largo
- ✓ Advance Assistance project in Laurel
- ✓ Flood warning system and flood audits in nearby Indian Creek
- ✓ UMD Hazard Mitigation Plan



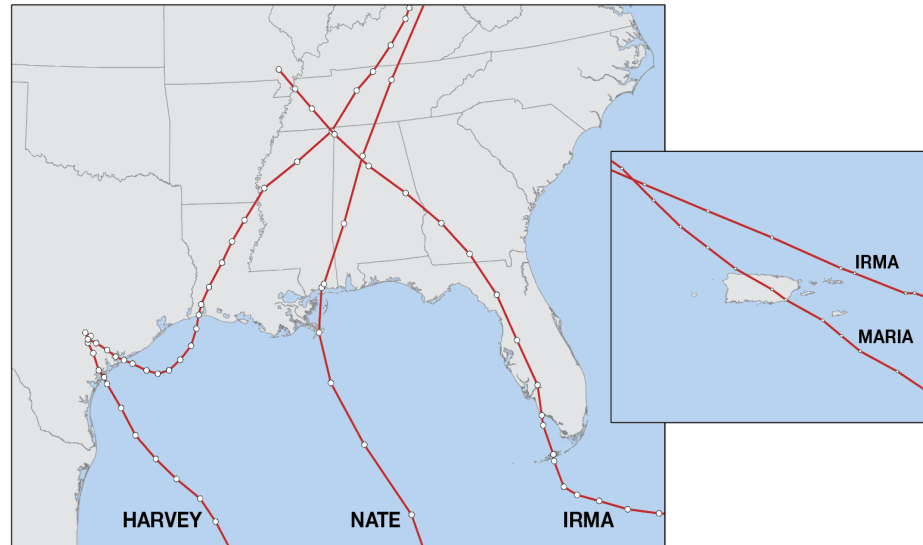
# 2017 Hurricane Season: HMGP

**\$5B**

Lock-In Ceiling

**\$4.6B**

Available for  
Mitigation Projects



## Top 3 Project Types Submitted to Date



ACQUISITION  
**\$225.7M**



CODES AND  
STANDARDS  
**\$151.8M**

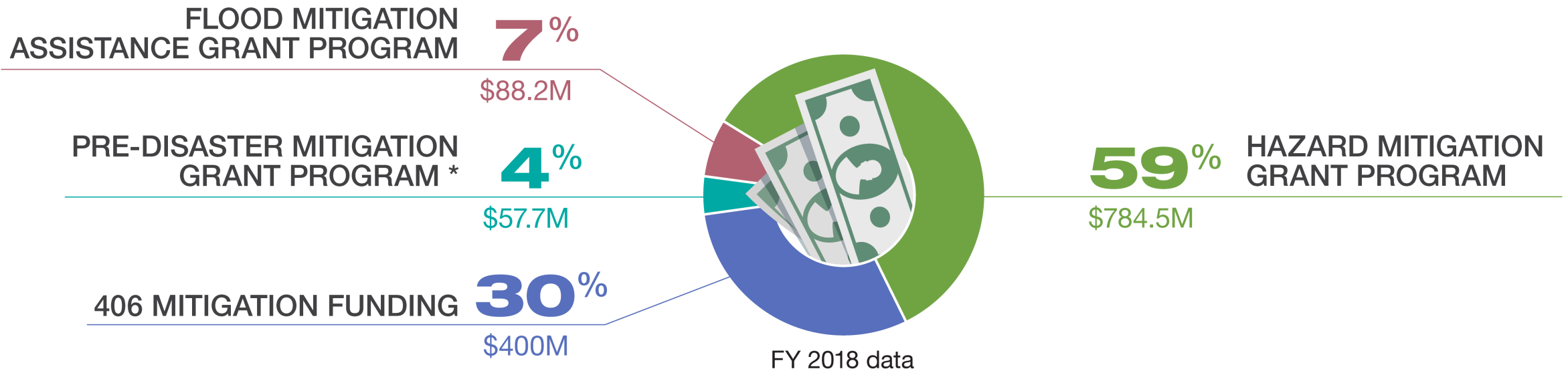


FLOOD  
CONTROL  
**\$127.6M**



# FY2018 HMA Funding

In FY 2018 more than **\$1.3B** in pre- and post-disaster **Hazard Mitigation Assistance Grants** was delivered to states, tribes, and territories, resulting in mitigation actions that will **reduce risk**



\* This figure includes legacy PDM program funding

# Strategic Plan

2018-2022



## Strategic Plan

Helping People. Together.

FEMA Mission: **Helping people before, during, and after disasters.**

STRATEGIC GOALS

### I. BUILD A CULTURE OF PREPAREDNESS



1.1 Incentivize investments that reduce risk, including pre-disaster mitigation, and reduce disaster costs at all levels

1.2 Close the insurance gap

1.3 Help people prepare for disasters

1.4 Better learn from past disasters, improve continuously, and innovate

OBJECTIVES

### II. READY THE NATION FOR CATASTROPHIC DISASTERS



2.1 Organize the "BEST" (Build, Empower, Sustain, and Train) scalable and capable incident workforce

2.2 Enhance intergovernmental coordination through FEMA Integration Teams

2.3 Posture FEMA and the whole community to provide life-saving and life-sustaining commodities, equipment, and personnel from all available sources

2.4 Improve continuity and resilient communications capabilities

### III. REDUCE THE COMPLEXITY OF FEMA



3.1 Streamline the disaster survivor and grantee experience

3.2 Mature the National Disaster Recovery Framework

3.3 Develop innovative systems and business processes that enable FEMA's employees to rapidly and effectively deliver the Agency's mission

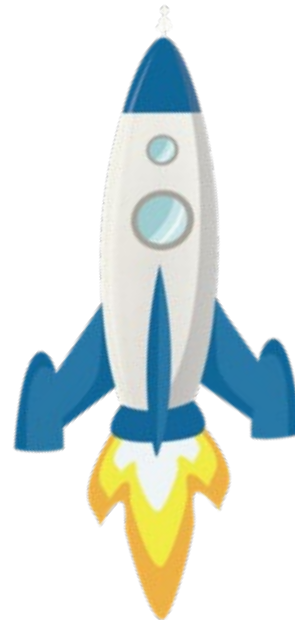
3.4 Strengthen grants management, increase transparency, and improve data analytics

FEMA Vision:  
**A prepared and resilient Nation.**



# Moonshots

## FEMA Strategic Goal 1: Build a Culture of Preparedness





# DRRA



**Disaster Recovery Reform Act**  
***Moving Mitigation Forward***

On October 5, 2018, Congress passed the Disaster Recovery Reform Act of 2018 (DRRA). With the economic disruption and the cost of disasters on the rise nationwide, FEMA worked closely with Congress over the past year as they considered, and Congress ultimately passed, important reforms to federal disaster programs.

These reforms acknowledge the shared responsibility of disaster response and recovery, aim to reduce the complexity of FEMA, and build the nation's capacity for the next catastrophic event.

- ✓ Establishes more than 50 new authorities and requirements across FEMA
- ✓ Designed to address the rising costs of disasters and reform federal disaster programs
- ✓ The Mitigation Directorate is responsible for implementing 26% of the new provisions, over half of which directly impact Hazard Mitigation Assistance programs

# Project Management Challenges

## Ownership

- Responsible Senior Executive for 10 provisions, one of which is retroactive

## Timelines

- Prioritization of provisions to implement
- Re-tasking of staff

## Staffing

- No new short-term staff
- \$1.8 million made available for hiring

# High Stakes Congressional Interest

- **Members of Congress are asking about DRRA implementation timeline**
- **Acting Administrator Gaynor recently testified to Congress and addressed questions about DRRA and BRIC**
- **Dr. Daniel Kaniewski, Deputy Administrator for Resilience, will be testifying to Congress on DRRA and BRIC progress thus far**

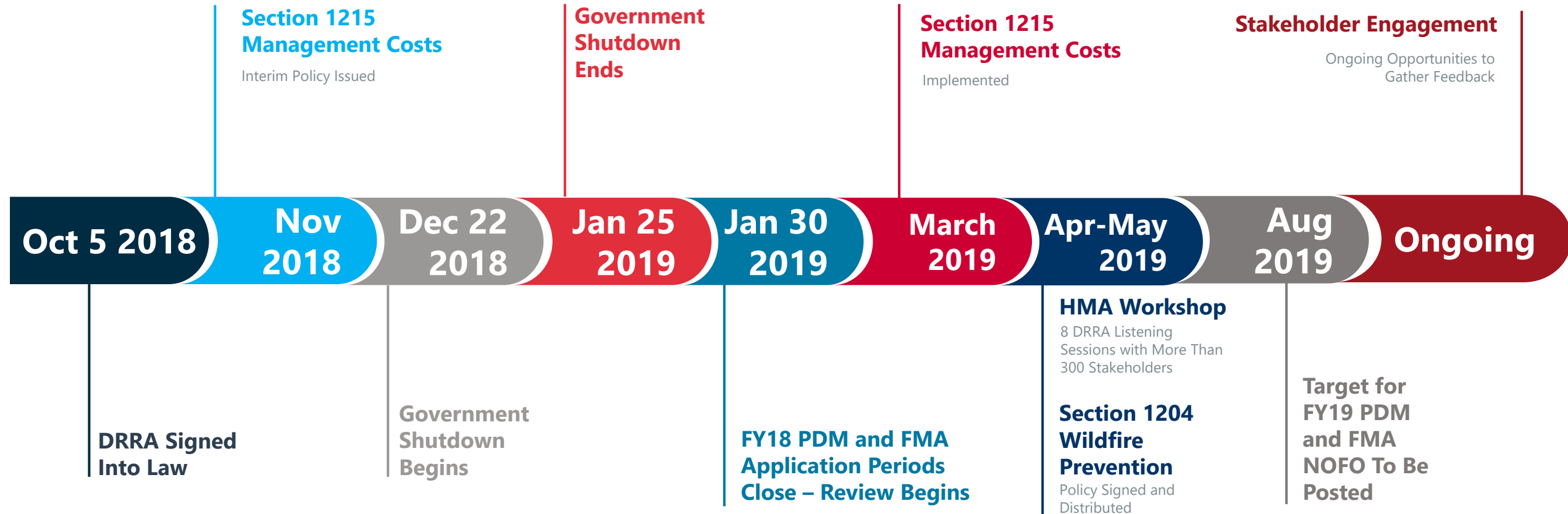




# Major Mitigation Directorate Provisions

Section	Accomplishments & Next Steps (as of May 6, 2019)
1204: Wildfire Prevention	<ul style="list-style-type: none"> <li>• Policy has been signed and distributed</li> </ul>
1205: Additional Activities – Wildfire and Windstorm	<ul style="list-style-type: none"> <li>• Obtaining stakeholder feedback through frequent engagements</li> <li>• Implementation expected to begin spring/summer 2020</li> </ul>
1206: Code Implementation and Enforcement	<ul style="list-style-type: none"> <li>• Identified 18 eligible substantial damage-related activities for 1206 funding</li> </ul>
1215: Management Costs	<ul style="list-style-type: none"> <li>• Interim policy issued on November 15, 2018</li> <li>• Tools and resources are available to help calculate costs, as well as assist in reporting, administrative planning, and closeout</li> <li>• System updates were made live on February 28, 2019</li> </ul>
1221: Closeout Incentives	<ul style="list-style-type: none"> <li>• Initial draft of options has been completed and is under review</li> </ul>
1231: Guidance on Hazard Mitigation – Acquisition	<ul style="list-style-type: none"> <li>• Developed Fact Sheet, Statement of Assurances – currently in review</li> <li>• Deliverables expected to be published in May 2019</li> </ul>
1233: Hazard Mitigation Grant Program for Earthquakes	<ul style="list-style-type: none"> <li>• Research and development of an options paper</li> <li>• Coordinating with USGS</li> </ul>

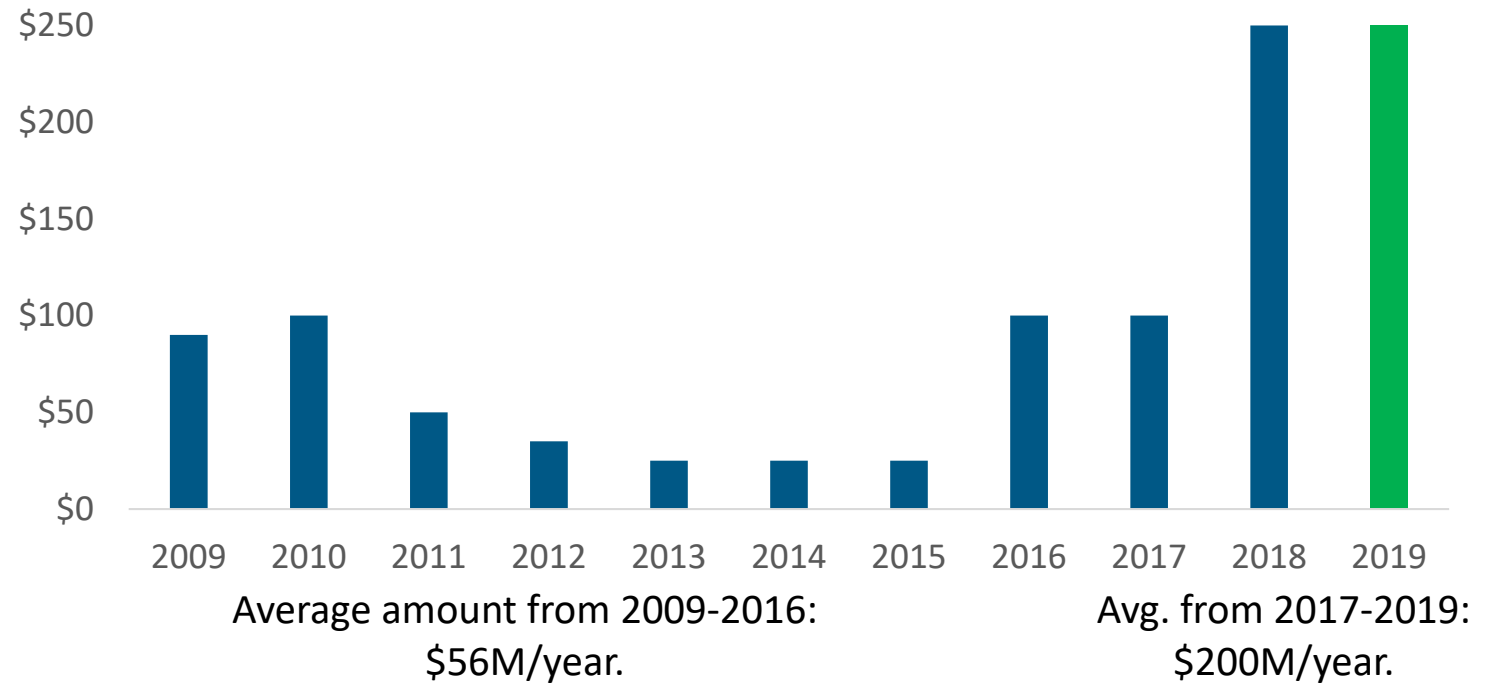
# Mitigation Directorate Timeline & Accomplishments (as of May 6, 2019)



# DRRA Section 1234: Building Resilient Infrastructure and Communities (BRIC)

- ✓ Leverage 6% set-aside funding mechanism to create a new nationwide pre-disaster mitigation grant program
- ✓ Prioritize resilient infrastructure projects
- ✓ Competitive, risk-informed projects
- ✓ Build capacity and capability
- ✓ Support building code efforts

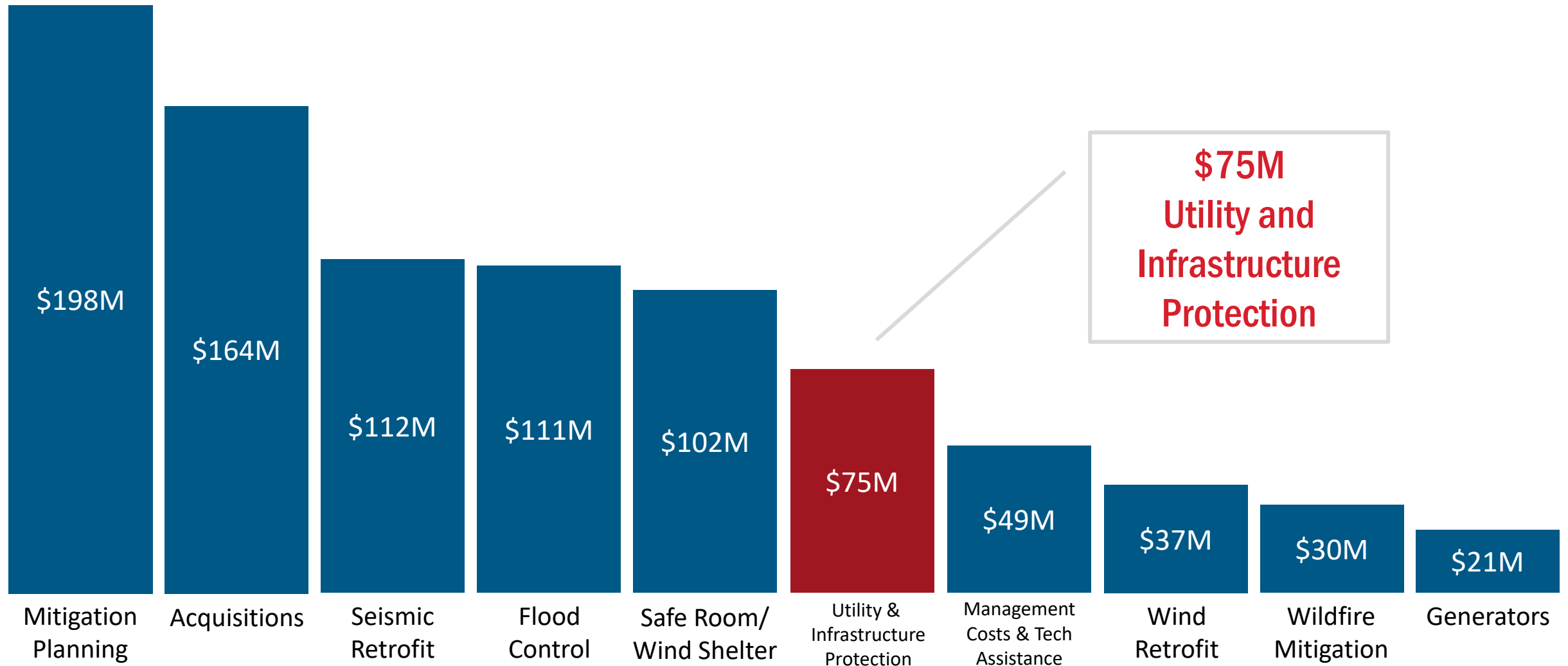
*Since 2009, FEMA has received approximately \$1 billion in Pre-Disaster Mitigation grant appropriations, of which 48% has been in the last 2 years.*



*Funds will vary based on disasters. FIMA estimates that annual funds will average \$300-500M per year, with significantly greater amounts following years with catastrophic disasters.*



# Historic PDM Funding by Project Type



# Building Resilient Infrastructure: Example

## NYU Langone Medical Center

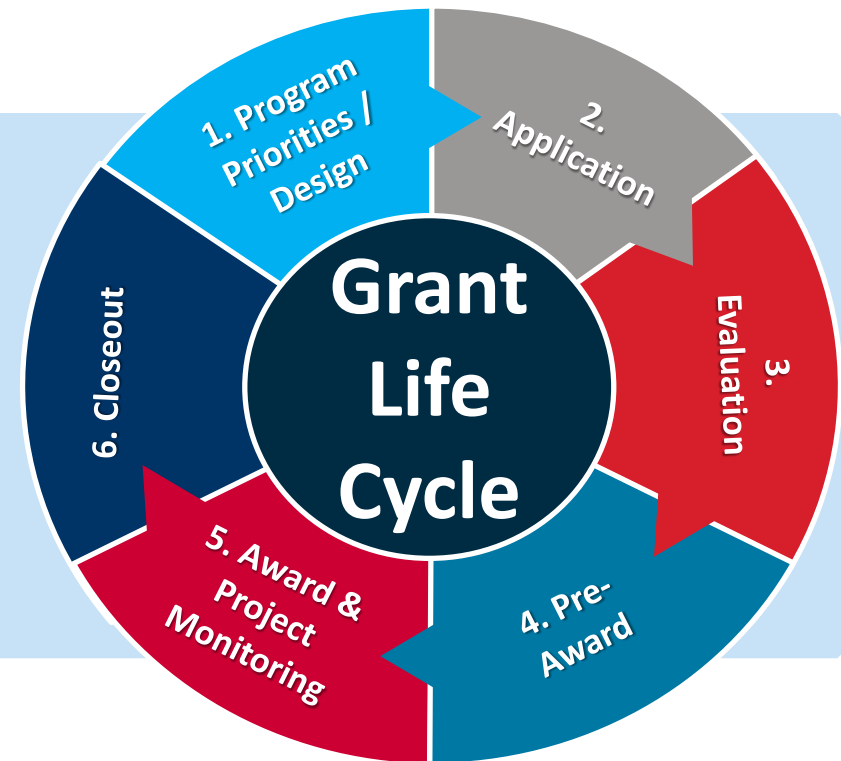


- \$590 million in PA 406 Mitigation (through 428)
- Holistic campus-wide mitigation
- Integral flood barrier protects all campus buildings

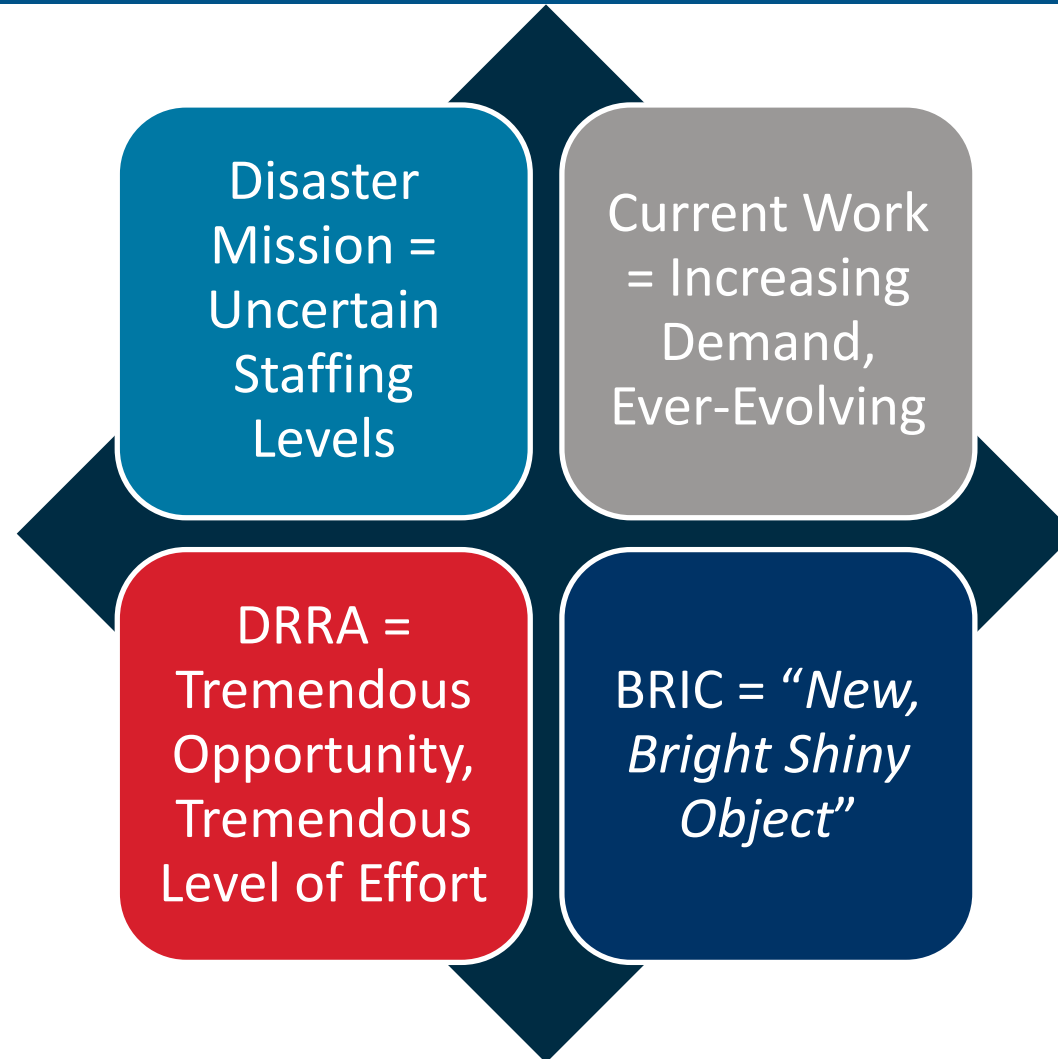


# BRIC Program Design Process

## Stakeholder Engagement

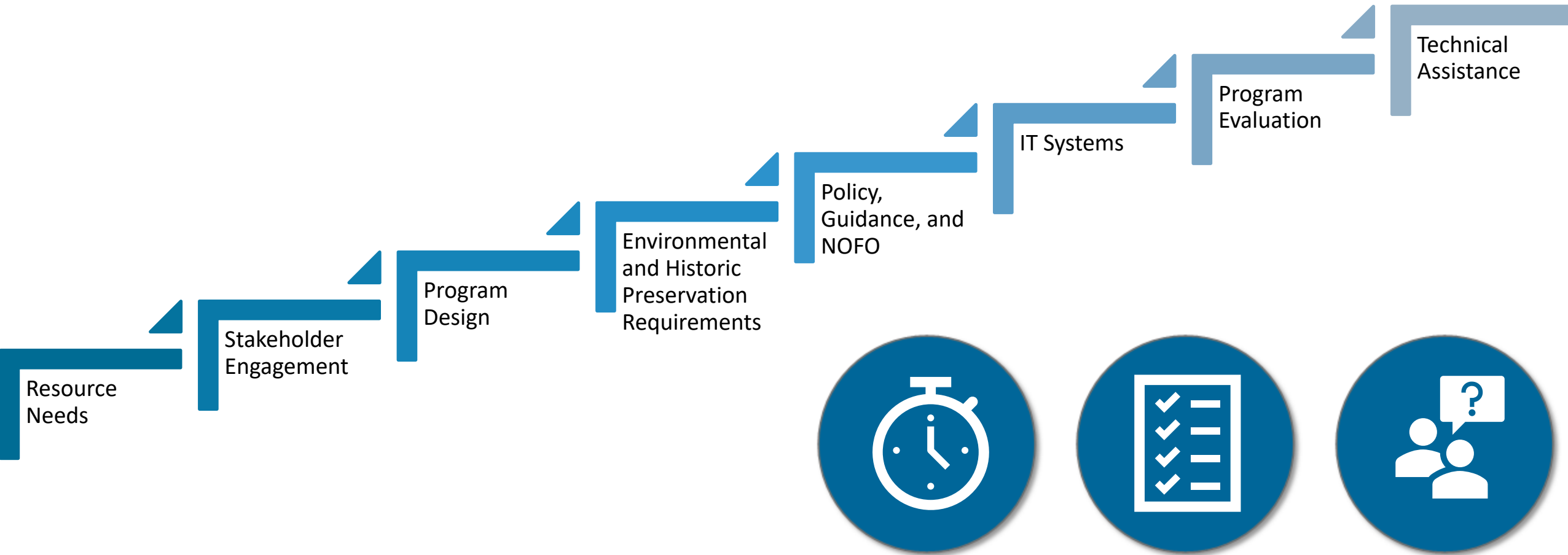


# Trends





# Critical Paths



# Resource Needs



Time

Managing  
expectations  
around ambitious  
timelines



Resources

Expending  
limited resources  
to get new  
resources



Information

Making  
resourcing  
decisions amidst  
uncertainty

# Stakeholder Engagement



Time

Aligning outreach with program design timeline



Resources

Prioritizing staff time and funding



Information

Gathering input on limited information

# Program Design



Time

Anticipating slippage and tradeoffs



Resources

Coordinating  
across diverse  
internal teams

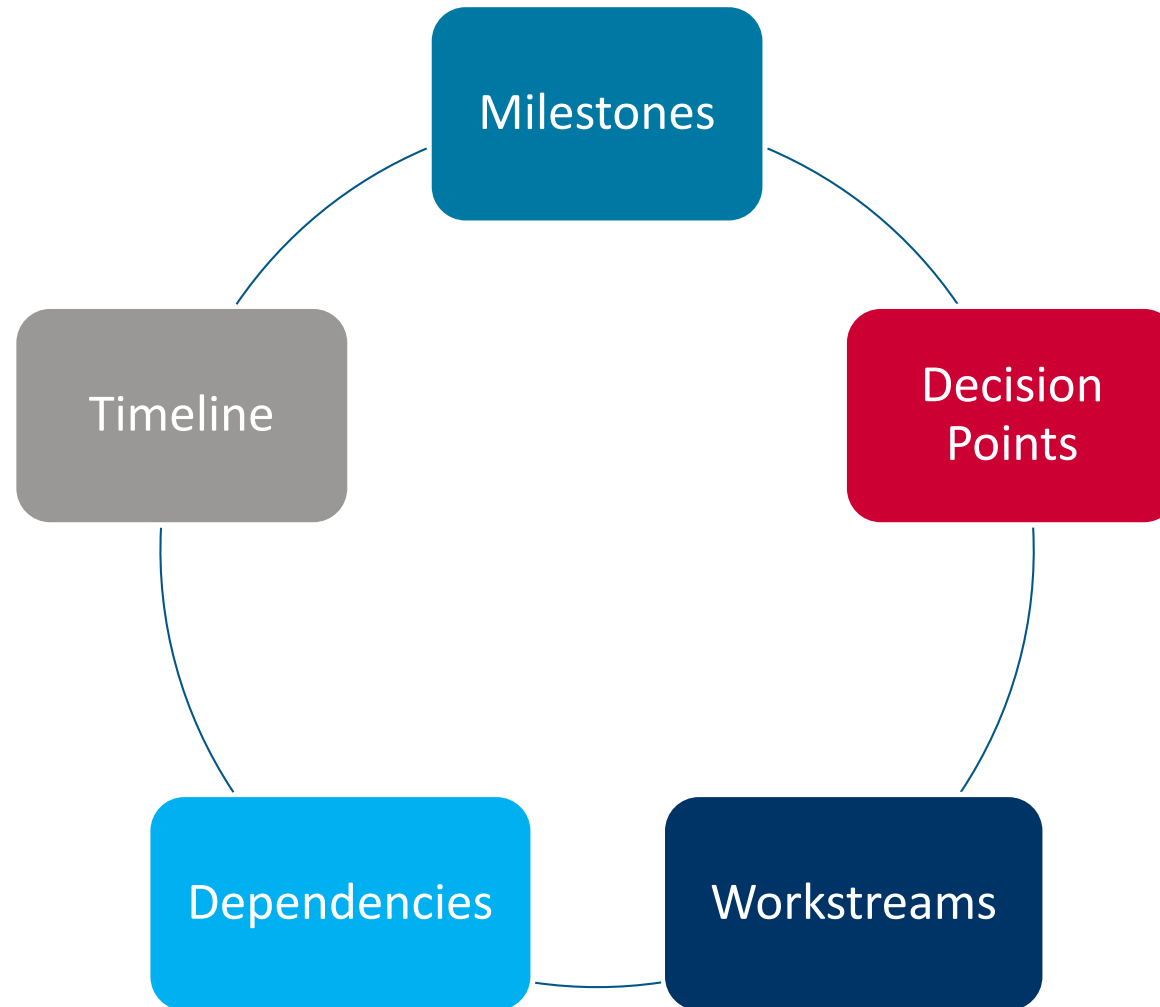


Information

Appreciating dependencies



# Project Management Implementation



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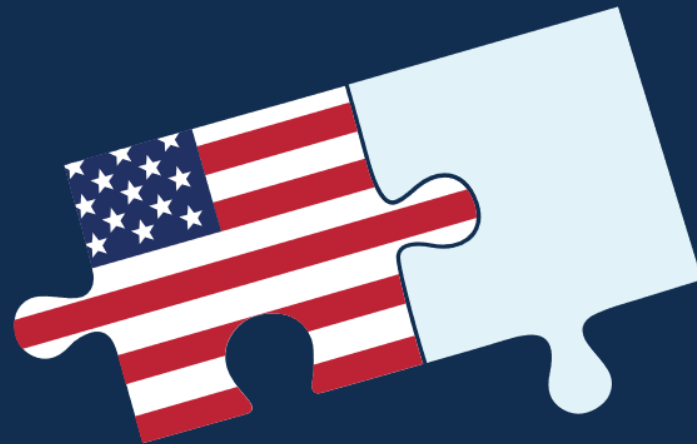
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