

Pacific ADA Center  
Emergency Management and Preparedness Webinar  
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>> LEWIS KRAUS: Welcome to the Emergency Management and Preparedness: Inclusion of People with Disabilities Webinar Series. I'm Lewis Kraus from the Pacific ADA Center, your moderator for this series. This series of webinars is brought to you by the Pacific ADA Center on behalf of the ADA National Network. If ADA National Network is made up of 10 regional centers that are federally funded to provide training, technical assistance and other information as needed on the Americans with Disabilities Act. You can reach your regional ADA center by dialing 1-800-949-4232.

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This is the fifth year of this Webinar Series which shares issues in promising practices in emergency management inclusive of people with disabilities and other with access and

functional needs. The series topics cover emergency preparedness and disaster response, recovery and mitigation, as well as accessibility and reasonable accommodation issues under the Rehabilitation Act of 1973. The Americans with Disabilities Act of 1990, the ADA, and other relevant laws.

Upcoming sessions are available at [ADAPresentations.org](http://ADAPresentations.org) under the schedule tab in the emergency management section. These monthly webinars occur on the second Thursday of the month at 2:30 Eastern, 1:30 Central, 12:30 Mountain, and 11:30 a.m. Pacific time. By being here you are on the list to receive notices for future webinars in these series. The notices go out two weeks before the next webinar and open that webinar to registration.

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At the conclusion of today's presentation, there will be an opportunity for everyone to ask questions. You may submit your questions using the Chat area within the webinar platform, and the speakers and I will address them at the end of the session. So feel free to submit them as they come to your mind during the session.

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Today's ADA National Network learning session is titled FEMA's Office of Disability Integration and Coordination: Who We Are and How We Serve. Today's session highlights an overview of strategic vision of FEMA's Office of Disability Integration and Coordination or ODIC. In this session the members of ODIC will discuss the varying roles of ODIC and headquarters, the regions, and in the field. Presenters will provide updates on current policy and program initiatives aimed at improving access for persons with disabilities before, during and after disasters. And today's speakers are Linda Mastandrea. She is the director of FEMA's Office of Disability Integration and Coordination. Arthur Craig is the program and Policy Branch Chief of the Office. Jessica Gottesman is a Data Analytics Program Analyst. Candice Alder is a Public Assistance Policy Analyst.

Ed Ahern is a Disability Integration Adviser. And John Daly is a Special Adviser to the Associate Administrator Office of Response and Recovery.

I will now turn it over to all of you. I think, Linda, maybe you're going first...

>> LINDA MASTANDREA: Thank you, lieu was. This is Linda Mastandrea. Good afternoon, I am, as Lewis said, I would first like to thank you, Lewis, the Pacific ADA Center, and the ADA National Network for the invitation and the opportunity to speak this afternoon. We're really glad we have the chance to talk with you about how we can work together across the federal government with states, local governments, tribes, territories, NGOs and private sector partners to better serve people with disabilities before, during and after disasters, and we're really excited to share some information with you today.

So our next slide says "meet our presenters." Since Lewis took care of that, I think we can jump straight ahead.

So an overview of today, we're going to share a lot of information with you today that we hope you will find both informative and useful. We'll start with FEMA's mission and strategic plan. We'll walk you through the Office of Disability Integration and Coordination's role and strategic plan, and then I'll turn it over to Art, Ed, Jessica and John to share some of our policy and program initiatives that we've got going on with individual assistance, reform act, public assistance and the Office of Response and Recovery. Finally we'll do a brief recap and then have time at the end to take questions.

So, let's begin...

So I'm sure everyone here knows what FEMA is, the Federal Emergency Management Agency formed under President Jimmy Carter in 1979. We just had our 40th birthday, in fact. We know FEMA has a big job, and as an organization we're continuing to learn and to develop new and better ways to serve people. And as part of that effort over the last two years, FEMA went through an extensive planning process to develop a strategic plan and to refine its mission. So let's talk about that for a minute.

FEMA's mission is quite simple and yet very powerful. It is very simply helping people before, during, and after disasters. It is a simple statement, but it conveys a really powerful expansive. The strategic plan developed for 2018 to 2022 lays out some very concrete ways that FEMA will work to achieve that mission. So let's discuss those in more detail now.

So FEMA's strategic plan lays out three overarching goals to help the organization achieve its mission of helping people before, during, and after disasters. They are, number one...

To build a culture of preparedness. Number two... to ready the nation for catastrophic disasters.

And number three... to reduce the complexity of FEMA.

So let's take a second to dive deeper into each one of these goals. First, building a culture of preparedness. In order to achieve this, every segment of our society, from individual to

government, industry, and philanthropy must be both encouraged and empowered with the information it needs to prepare for the inevitable disasters. Each one of us owns a piece of the goal. We have responsibilities to ourselves, to our families, and to each other to create that culture that allows us to anticipate disasters, identify what we need to be prepared and to support each other to prepare, respond and recover.

Second, we also need to ready the nation for catastrophic disasters. So, what does that mean? It builds on this notion of the culture of preparedness. And it recognizes the reality that catastrophic disasters aren't going away. So what we understand is that we as a nation need to work together to be ready to respond to the effect of these disasters and to successfully recover after that. And to that end, FEMA will work with its partners across all levels of government to strengthen our partnership and to access new sources of scalable capabilities so that we can quickly meet the needs of overwhelming incident.

And third and finally, we need to reduce the complexity of FEMA. FEMA must continue to be responsible stewards of the resources we are entrusted to administer, but we also have to do everything we can to leverage data to drive decision making.

And also to reduce the administrative and bureaucratic burdens that are impeding impacted individuals and communities from quickly receiving the assistance they need.

So let's talk now about ODIC's role and strategic plan. So FEMA as an agency, as we said, has a really big job. Helping people before, during and after disasters. And the Office of Disability Integration and Coordination within FEMA has a big part of that job as well. Helping people with disabilities before, during and after disasters.

Disability integration as a concept didn't always exist in FEMA. It wasn't really until after Katrina hit Louisiana in the Gulf in 2005 that the emergency management profession started to realize they needed to do better when it came to people with disabilities.

So the Post-Katrina Emergency Management Reform Act, or PKEMRA as we know it advised the FEMA administrator on issues relating to certain people with disabilities before, during and after disasters. The Office of Disability Integration and Coordination was created after that, and I currently serve in both of those roles.

What is exciting to share with you today is that for the first time ever ODIC itself has engaged in the strategic planning process and developed goals for 2019 to 2022 to align with FEMA's strategic plan and to support the overall achievement of FEMA's strategic goals.

So what I would like to do now is to take some time to walk you through ODIC's mission, our vision, and the strategic plan goals and show you how those align with FEMA's overarching strategic plans and then we'll talk more about ODIC's role and headquarters in the region and in the field.

So, first of all, our mission...

And it is just like FEMA's mission: Simple and yet powerful. And it may remind you of something you heard just moments ago. The mission of the Office of Disability Integration and Coordination is this: Helping people with disabilities before, during, and after disasters.

Our vision is a world in which the self-determination of people with disabilities is respected in all aspects of public life and people with disabilities are engaged in the development of policies, and programs, and the design of public facilities.

To carry out that mission and that vision, we have developed goals and objectives to support the three major goals of FEMA's strategic plan.

So before we get into the specifics of the strategic plan goals, let me set the stage for you. We learned a lot preparedness the 2017 and 2018 hurricane season. We learned that isolating disability competency into one Disability Integration Cadre and one single program office wasn't meeting the needs of the whole community. We learned that we had to do better.

And we learned that we had to figure out a way to integrate that competency across the agency. We recognized that the Office of Disability Integration and Coordination is a part of FEMA, not a standalone agency. So we wanted our plan to align with FEMA's strategic plan and to support its strategic goals.

FEMA's three strategic goals, building a culture of preparedness, readying for catastrophic disasters and reducing complexity of FEMA are cross-cutting and meant to help not only FEMA do its job better but to really look at how we can build up the nation's capacity as a whole to not only survive catastrophic disaster but to thrive afterwards.

Returning to communities that can be rebuilt, even stronger and better than before, with affordable, accessible housing, public transportation, and other infrastructure to support the needs of that community and universally designed livable space where people want to be. That's the overarching goal of FEMA's strategic plan. And all of us together play a part in making that happen. So now let's talk about how ODIC is helping to build that culture of preparedness.

First, we want to support data driven decision making and planning for people with disabilities in all phases of emergency management. So what does that mean? How do we do it?

Well, we have known for some time, based on anecdotal evidence that people with disabilities often are impacted by disasters at a higher rate than those without. And we also have had anecdotal evidence that suggests those same people have a harder time and take longer to recover from disasters than households where no one has a disability. But, we haven't had the hard data that we needed to fully understand the true picture or to create a measured way forward to solve the problem.

At ODIC we recognized this was a gap. And we continue to look for ways to improve how we do business.

So a few months ago we hired a data analytic specialist to help us get accurate data on people with disabilities impacted by disasters. Those of us who work in this arena know how challenging it can be to get good data, which in turn makes it increasingly difficult to meaningfully plan or even to include people with disabilities in our planning, training, or exercise efforts. Jessica Gottesman is our data analytics analyst and she'll be sharing exciting updates on the disability metrics report she's working on, as well as important updates to registration and question 24. Ultimately the work she is doing is not only going to reduce the complexity of FEMA for survivors with disabilities but will allow our state, local, territorial, tribal, NGO and private sector partners to have better information which will drive better decision making when it comes to serving people with disabilities before, during and after disasters.

Second, in order to mature this concept of the community or core advisory group, to include organizations that serve people with disabilities in all phases of emergency management at all levels of government in the private sector. The premise of these groups itself is that disability stakeholders, emergency managers, NGOs and private sector partners together will be able to plan and prepare for communities more effectively. And in so doing, they will more effectively serve people with disabilities in disasters. This is one of the initiatives our regional integration specialists have been working on, and we would like to expand on this initiative.

Finally, we want to advance the concept of universal design as a measure to increase whole community resilience. What does that mean?

We recognize that building accessible communities inherently increases their sustainability and resilience. And we look forward to taking that a step further and partnering with individuals and organizations working in this space to really rethink how we can rebuild communities after disasters to be accessible, sustainable, and resilient for everyone.

A second strategic plan goal relates to preparing the nation for catastrophic disasters. So in support of this goal, we know that we have some work to do, right?

So, let's face it...

Hurricanes and wildfires are more frequent and more deadly today than ever before. Earthquakes and tornadoes are more powerful. So if we know they aren't going away, we have to figure out what we can do to be better prepared for them. And to ensure people with disabilities can survive them and have well-built integrated communities to return to with safe accessible and affordable housing. To achieve that goal, we're working to integrate disability competency as an element of both the FEMA Qualification System, as well as the National Qualification System, so ensure that we have a qualified workforce of emergency managers in FEMA and nationwide with disability competency built into those systems across all program areas, not just in the requirements for disability integration. We're supporting collaboration with local state and national stakeholders to share innovative strategies and tools to better serve disaster survivors with disabilities during all phases of emergency management. Including refreshing our course on integrating the needs of people with disabilities into emergency planning, which will allow planners to test their capabilities against a set of requirements and a

four-day exercise based course and give them real practical information and guidance to take back to their home cities and implement.

Additionally, we want to support outcome-driven recovery through the development of metrics to measure programmatic outcomes for disaster survivors sustainability. This is something we have not been great at capturing in the past. What happens to survivors with disabilities? Do they get back into their communities? Do they return to accessible housing, if they even had it before? Do they return to work, to school? Are there services and supports restored? We've gotten lots of anecdotal evidence on these things but we haven't really gotten a solid way to measure what a successful recovery looks like.

And now that we have a data analytics analyst on the team, we're starting to be able to look at questions like this and work with our partners across FEMA and outside the agency to come up with ways to get the answers we need to better serve people with disabilities before, during and after disasters.

And this is ultimately going to help not on FEMA but the emergency management profession as a whole do better, when we can figure out what successful disaster recoveries look like for people with disabilities.

And finally, the third goal, reducing the complexity of FEMA. I have already addressed this a little bit in the first goal, but let's talk about it a little more here.

Any of us who dealt with a city, state or federal government agency knows, dealing with multilayers of bureaucracies is anything but simple. So we want to streamline the grantee experience for disaster survivors with disabilities.

This goal is a really important one. In fact, it's vital. To make it easier for people who have been impacted by disasters who apply for FEMA assistance and can navigate the programs and services that we provide. At ODIC, what that means is we want to improve the registration intake process. We want to ensure that people with disabilities can get the accommodations they need to register and to participate in FEMA programs and services, and we want to make it easier for them to get answers to their questions along the way. Jessica will walk you through important changes to registration in 24 where we're doing just that. And Art will give you updates on the disaster recovery format and how that will help people with disabilities recover better and sooner than ever before.

We want to deepen engagement with individual assistance programs to jointly develop strategies to reduce barriers to access for disaster survivors with disability.

You'll hear in a few moments from Ed Ahern who detailed from ODIC to individual assistance to work on important development on that initiative.

And finally, we want to build knowledge of disability equities within public assistance, and I crease accessibility for recovery projects that are reimbursed through the public assistance program.

ODIC traditionally had not been engaged with public assistance and we realized we were missing a tremendous opportunity to positively impact the rebuilding of communities after disasters, an accessible, sustainable and resilient way.

So you'll hear more from Candice Alder, our public assistance inclusivity analyst on this exciting initiative and how ODIC is working with PA to create the space for disaster impacted communities to think about how they rebuild for the whole community after disasters.

So I've shared with you our mission, our vision, and our strategic plan goal. And now I would like to shift gears for a few minutes and talk specifically how ODIC works at headquarters, in the region, and in disaster impacted communities in the field.

So the Post-Katrina Emergency Management Reform Act PKEMRA, as I mentioned earlier created the role of a disability coordinator at FEMA. The Office of Disability Integration and Coordination grew out of that role, and I assumed both of those in October of 2017, which those of you who have been around for a minute or two know meant we were right in the middle of the biggest hurricane season in more than a decade with Harvey, Irma and Maria wreaking havoc on Texas and Puerto Rico and Florida.

I was asked to evaluate what we were doing and make recommendations on what we can improve on and how we could do better. And one of the things discovered is that we were not effectively leveraging all the expertise across the building. And by that I mean the Office of Disability Integration and Coordination, despite its title, wasn't very integrated. In fact, we were kind of siloed. And it seemed like everything having to do with people with disabilities came our way whether it really needed to or not.

So, my first task was figuring out how to get disability actually integrated into what FEMA was doing as a whole. So I began meeting with senior leaders and learning about what FEMA did in each of the program areas. Then we looked at what the program areas needed to do in order to effectively serve people with disabilities and we started to work on filling those gaps. And one of things that we discovered along the way is that we need disability expertise in each of these program areas, not just housed in one office.

So we started detailing or loaning staff to different program areas to share their expertise on disability issues and to bring back to us program knowledge so that we could figure out how to help FEMA's program officers do their jobs better when it came to serving people with disabilities.

And the thing was, we learned that we knew disability really well but we did not have deep knowledge of FEMA's programs and services. So detailing people in the program offices and continuing to meet with senior leaders and others across the organization, we're learning more and more about how the programs and services we offer are created and implemented. And as a result we're learning how we can be more effective and helping FEMA do its job better when it comes to helping people with disabilities.



And, in fact, we're working to integrate disability competency in all FEMA program areas. We started with detailing someone to individual assistance and mass care and we've been hired into a permanent position in that program office. We detailed another employee to the Office of Equal Rights and she took a full-time position looking at Section 504 obligations and compliance. You'll hear from Ed Ahern, who recently was detailed into the individual assistance strategic operations office, and you'll also hear from John Daly detailed to the office of response and recovery to work with the Associate Administrator of that program office.

We're off to an amazing start and it's exciting to see what can happen when the knowledge and expertise of disability integration staff is incorporated into the program areas across headquarters. It's allowing us to be much more effective in building in consideration for people with disabilities. On the front end of developing programs and policies, instead of trying to retrofit things that aren't working later.

So what else do we do at headquarters? We provide technical siblings and advisory service to FEMA leadership to help eliminate barriers to access for people with disabilities in all phases of emergency management.

More than that we're working together to identify ways to proactively design program services, follow procedures, to be inclusive of the needs of people with disabilities from the start, not just reacting to barriers that exist. I think that's a really powerful change, and I'm excited to have the support of the acting FEMA administrator and all levels of leadership on pursuing that approach.

And finally, the disability integration desk in the National Response Coordination Center or NRCC. That is the nerve center of the operations when federal disaster is declared with hundreds of people working around the clock to coordinate evacuation, shelter debris removal delivery of supplies.

It serves to ensure that the needs of people with disabilities in a disaster are flowing up from the field to the regions to the NRCC and to senior leadership, along with recommendations from us on what courses of actions we should take. And we're integral to that operation, coordinating with planners, search and rescue shelter operations, registration intake efforts, post-disaster housing, providing advice and resources to ensure the needs of people with disabilities are met every step of the way.

But our work doesn't stop there. The Office of Disability Integration and Coordination plays a vital role in the region as well.

At the Office of Disability Integration and Coordination, FEMA recognized that one office of headquarters was insufficient to meet the needs of people with disabilities all around the nation, so FEMA created a position called the regional disability integration specialist and each of the federal regions hired an individual to fill that role. The regional integration disability specialist or -- RDIS. We like acronyms, so we call them RDIS. That person is responsible for advancing the mission of the Office of Disability Integration and Coordination and advising the

regional administrator on strategies, tools and tactics to eliminate barriers of people with disabilities in all phases of emergency management.

So in steady-state, what we in FEMA like to call blue sky time, the RDIS works with states and organizations that serves people with disabilities, that develop strategic partnerships with the disability community to promoted a culture of preparedness and build capacity at the state, local, territorial and tribal level. They do a lot of outreach.

Personal preparedness and they do a lot about educating emergency managers on how to meet the needs of people with disabilities, before, during and after disasters.

And finally, connecting the two. People with disabilities and organizations and emergency managers so that they can begin to work together through that community or core advisory group concept that we discussed earlier.

Finally during disasters, the RDIS supports regional support response center.

So finally, the role of disability integration and disasters. As I mentioned, our work isn't only done at headquarters, not only tone in the regions. Disability integration has an active presence in the field as well.

So what does that mean? That is the ongoing disaster response and recovery operations for federally declared disasters. We have disability integration advisers currently staffed in multiple disasters across the states and territories right now. Let's talk about the role of disability integration and those response and recovery operations. First we manage what is called the cadre, another word for team, deploying a Disability Integration Adviser to support disaster response and recovery operations. These disability advisers go to declared disasters where they provide senior field leadership with advice from counsel to facilitate disability integration during all phases of response and recovery effort. How do they do that? Here is how.

The Disability Integration Adviser provides technical assistance in the elimination of barriers to program access, -- program access, excuse me, disaster survivors with disability.

That provide strategies to meet the diverse needs of disaster survivors of disability. That means working with the registration intake process to ensure that disability needs are identified and categorized. They work with planners to ensure the population of people with disabilities in an impacted area is identified and considered. And they work with the people coordinating evacuation and shelter to ensure they can effectively meet the needs of people with disabilities in those communities as well.

And finally, they provide tactics on the integration of universal design into mitigation and recovery projects that can make rebuilding inclusive of the whole community, build resilience into those communities, and reduce future disaster related costs.

So we've covered an awful lot in kind of a short period of time, I know, and I'm sure you're going to have questions, which I promise we will get to at the end. But now we've got a lot of exciting speakers to share some great stuff with you. So for now I would like to turn it over to Art Craig, the program and Policy Branch Chief, so he and his staff can bring you up to speed on their exciting work. Art, over to you.

>> ARTHUR CRAIG: Thank you, Linda. I want to begin by once again thanking the ADA National Network and thanking the Pacific ADA Center for this exciting opportunity. My name is Arthur Craig. I am the Program and Policy Branch Chief for ODIC. Today I'm going to give you an overview of some of the program policy initiatives that might team is work on and even more exciting than having this opportunity to talk a little bit about what this team is doing, I want to introduce you to really who this team is. I think that over the last year we have had just an unbelievable opportunity to build what I think is one of the best teams in the Federal Emergency Management Agency, and really what we are doing out of the Office of Disability Integration and Coordination is really a broad mandate. What we're doing is setting the ABC strategy for how we serve peep with disabilities for, during and after disasters. As was mentioned, we've gone through a robust strategic planning process and the responsibilities of the people that will be speaking after me kind of cut across the strategic plan. I think today what we're going to focus on are a few goals in particular. We'll be talking about strategic plan goals 1.1, data driven decision making which is the training data decision making planning. We'll talk about the development of metrics to measure programmatic outcomes for disaster survivors with disabilities, and really what has been the primary focus of the program and policy branch, which is strategic plan goals three broadly, which is working on simplifying FEMA for survivors with disabilities and making the processes for applying for aid, receiving aid, and ultimately recovering from a disaster more efficient and more effective.

So today, as we go through the program and policy initiatives, you know, five of the key things we're focusing on are increased engagement with the individual assistance program, ed Ahern will be talking about his work as the strategic detailee within individual assistance, working across that program for areas of improvement, both how they train and how they serve people with disabilities.

I will be talking about the implementation of the Disaster Recovery Reform Act, section 1212. the DRRRA is a groundbreaking piece of legislation that changes the way that FEMA delivers assistance to states, locals, tribals, territorial governments, private nonprofits and people.

And the section I'll talk about specifically, 12.12 was meant to establish a level of parity between survivors with disabilities and survivors without disabilities. Survivors with disabilities will no longer have to make hard choices between making repairs to their roof or repairing the ramp that they need to enter their home.

Candice Alder will talk about public assistance and how we are building a bridge into one of the largest grant making programs within FEMA, and really what we're doing to increase accessibility and public facilities through the grants we made to states, local, tribal and territorial government. And finally John Daly will talk about his support as a detailee in the Office of Disability Integration and Coordination.

So I'm going to hand it off to Ed Ahern. Ed is going to give an overview of his work in individual systems. Ed, go ahead.

>> EDWARD AHERN: Good afternoon. Thank you, Art. Today I want to talk about the great work that we're doing working with our individual assistance program. Here the individual assistance program, FEMA provides direct assistance to individuals and households as well as state, territorial, tribal and local government agencies to support individual survivors. But the division mission is to ensure that individuals and family who have been affected by disaster have access to the full range of FEMA programs in a timely manner, and the best possible level of service is provided to applicants in their programs, such as IHP, individuals in household program. Mass care emergency assistance.

Disaster Unemployment Assistance insurance. Crisis Counseling Program. Disaster Legal Services. And Disaster Case Management.

ODIC has long worked closely with IA to ensure survivors with disabilities have access to the broad range of services available through the IA programs. Recently they renewed that and strengthened the partnership with the goal of building a solid structure of disability subject matter expertise within all levels of IA.

As a result we established a strategic operations detail where IA details an individual to act as a Special Adviser to the IA leadership, to mentor and provide technical assistance, to achieve enterprise level disability integration across IA.

To work to fill immediate training and knowledge gaps, develop plans to implement holistic solutions that support disability integration throughout IA.

And assist IA with preparations for the 2019 hurricane season by providing training, technical support and additional resources in the field. This is specifically to make sure that we will prepare to serve survivors with disabilities this coming season, this coming hurricane season.

So one of the things we're doing is assessing and implementing accessible -- temporary housing solutions with IA housing staff at headquarters and in the field. We've been working very closely with IA staff to develop job aides for disability integration and for IA staff to work collaboratively to better serve disaster survivors. We've had lots of dialogue and communication between both areas, really sharing and bringing together these great dialogues where we're sharing information back and forth so that we can really work to help IA develop the solid infrastructure of knowledge inside of IA.

And so through that we have been really, you know, providing feedback and guidance related to all FEMA policies, procedures, and IA policies that increase program access for people with disabilities. Facilitating communication between individual assistance and disability integration teams in the field. We have conversations and we have discussions based on separational needs, and -- situational needs, and what we're seeing is an enthusiastic individual assistance group that wants to do all they can to build these capacities to serve these survivors. That's a

very, very promising successes. We have had great dialogues. We've been talking with folks in our call centers, in our processing centers, and really working our way through these issues so that we can really begin to make sure that survivors are served equally. Jessica is going to talk about some very exciting things when it comes to data and registration. But this is really an exciting time for individual assistance and for ODIC. Individual assistance is really beginning to build that capacity and to really do all that they can to address survivor issues, survivors with disabilities issues from the very beginning. We're very excited about the great potential that this continued partnership will yield. And we think that each and every day we get better and better at serving survivors with disabilities in our individual assistance program.

>> Thank you. So building off of that -- this is Arthur Craig again. I'm going to give you a little bit of overview of the Disaster Recovery Reform Act, section 12.12.

So as Ed said, the individual assistance program is in a process of continuous improvement, trying to increase the way that we can search for survivors with disabilities and a brand-new tool that the Individuals and Households Program now has to meet the needs of survivors with disabilities is section 12.12 of the Disaster Recovery Reform Act.

So what is the Disaster Recovery Reform Act? It is a groundbreaking piece of legislation. It's probably one of the most significant changes to the way that FEMA delivers aid not just to disaster survivors, but also to states and locals, tribals, territorials, private nonprofits affected by disaster. And it also contains considerable reforms for the FEMA workforce, creating equal footing for headquarters employees, regional employees and employees that are disaster specific.

So section 12.12 of the Disaster Recovery Reform Act, it was mentioned to establish purchasing parity between survivors with disabilities and survivors without disabilities. What does that mean? So it expanded the Individuals and Households Program and amended section 408H of the Stafford Act. It's a ruling piece of legislation that determines how FEMA interacts with our state and local partners. Stafford Act provides supplementary assistance when states and locals don't have the ability to respond to a disaster. And what the amendment section 408 (h) of the Stafford Act did is removed the IHP financial assistance. Separates Other Needs Assistance from Repair and Replacement Assistance so they have equal and independent financial caps.

So that means repairs to your home as well as money to replace the things in your home. It removes the financial assistance cap for the repair or replacement of accessibility-related real property. So what that means is that if you have accessibility-related modifications to your home, that is no longer -- repairs to those specific accessibility-related features are no longer counted against either cap. So what that means is that the current cap for Other Needs Assistance, \$39,200 and what that means is that repairs to your home no longer count against that cap. So very costly modifications to a home, a fixed lift, ramps, an elevator, those are repairs to those features no longer counted against the cap.

So like I said, survivors with disabilities are no longer forced into hard choices between repairs to the roof or repairs to an accessibility feature.

And it removes the financial assistance cap on Other Needs Assistance for the repair or replacement of accessibility-related personal property. What does that mean?

It means that for certain categories of personal property, medical equipment, assistive technology, consumable medical supplies, those specific items are no longer counted against the cap. So, for example, a piece of mobile medical equipment that may be very costly to have replaced after a disaster, that is no longer counted against that \$34,900 cap, meaning that we now have provided more resources so that the recovery resource is available to a survivor with a disability and a survivor without a disability have now be equalized. We're currently in the process of implementing this policy change and the Disaster Recovery Reform Act is retroactive back to August of 2017. That means that survivors from Harvey, Irma, Maria, the California wildfires, they are receiving additional funding related to these accessibility-related real and personal property items in the property.

So that's the section 1212.

I'm going to hand it over to Jessica Gottesman. She is the Data Analytics Program Analyst and she's going to give an update on an analysis we're doing.

>> JESSICA GOTTESMAN: My name is Jessica Gottesman and I am the Data Analytics Program Analyst for ODIC. So I'm going to talk about a couple of slides for you. I'm going to talk about three different initiatives that we're currently working on that have to do with data analytics survivors with disabilities. The first is the disability metrics report. So part of goal number one of ODIC strategic plan is to support data driven decision making and planning for people with disabilities and all phases of emergency management, as was said. How do we support data driven decision making. Like Linda mentioned earlier, we have to start with good data. So we have been partnering with a recovery reporting and analytics division to look at the registration data that is provided by applicants at the time that they sign up for FEMA assistance. We've been looking at data covering a span of 2013 through 2018 for this initial metrics report and that gives interesting information about comparing registrants through question 24 indicate they have a disability, in this case disability-related lot, but I'll mention more about that later, and registrants who do not indicate they have a disability at the time of registration.

This is some insight into demographic data. It gives us insight into appeals, the appeals process. The time it takes from registration through final approval or denial. And then we also worked with customer satisfaction survey team at FEMA and what they do is they sample a portion of registrants quite a few months after the disaster has taken place to ask them about their experience with FEMA's recovery assistance.

Through that we're able to again compare those who at the time of registration indicated disability and those who did not and compare their satisfaction and their utilization of recovery services. We're looking forward to publishing this Inaugural Disability Metrics Report this fall. We plan to publish that publicly. And it's the first of what will be an annual report or possibly more frequent. We're looking forward to sharing that with you soon.

The second item I would like to talk about is a national level mapping tool that will integrate multiple data sources on disability. So at a minimum this mapping tool will include information from the American community survey, the HHS and power map, but it's also looking at a number of different data sources that we can include in this map. This is really going to help our FEMA leadership in the field to be able to see just instantly and visually, graphically, demographic information on survivors with disabilities, so that they can better coordinate what resources need to go where. And then we'll also be able to compare the demographic data of people indicating that they have a disability through question 24 with that other preexisting data so that those field leaders in our disability integration advisory advising those field leaders can quickly see if there might be some gaps between what we know and on a -- what baseline data versus what we're seeing in terms of those who are applying. So I think that's going to be a really helpful tool for FEMA to serve survivors with disabilities much more quickly and effectively.

And then the third item I would like to talk about is a metrics dashboard. Number two, strategic plan, again, is support outcome driven recovery through the development of metrics to measure programmatic outcomes for disaster survivors with disabilities.

So how do we measure outcomes? It's not always that easy and it's something we struggle with across the whole federal government. Generally speaking as the federal government, and FEMA as well, we do a fairly good job tracking the activities that we do. It's really hard to track what the outcomes of those activities are.

So what is the real outcome of what we do to the survivors that we're serving and what is the eventual impact? So we're looking at how we can develop metrics that identify specific goals that we have for those and then track our progress for those goals in the form of a dashboard that shows us our progress day to day. So it's not a static dashboard. It's an automatically updating dashboard.

So, for instance, if you have a project going on with public assistance and that gets put through a process called grants management, we can -- we're hoping to be able to pull data from grants management to track the progress of accessibility considerations.

I just got back last night from Puerto Rico where I was working on the prototype of the dashboard with FEMA leadership in Puerto Rico and their disability integration advisers there. We're really excited about measuring that.

So the last thing I would like to mention is a really exciting update regarding the registration intake question on disability, otherwise known as question 24.

So in May of 2019, FEMA updated the wording of registration intake question 24 about disability. The previous text of question 24 was defined: Did you, your co-applicant, or any dependents have help or support doing things like walking, seeing, hearing or taking care of yourself before the disaster and have you lost that help or support because of the disaster?

Note that the text of that question does not directly ask about disability. It kind of asks about it in a more general way, but it wasn't use the word "disability." So there's already some confusion there, potentially. And it also asked two questions. It asks you about he or support and asks you about loss within the same question. So that really limits the pool of people who might answer "yes" to the question.

So, again, in May of 2019 this question was changed. In the current text reads the following: Did you or anyone in your household use any type of mobility or assistive device such as a wheelchair, walker, cane, hearing aid, service animal, personal care attendant, or other similarly medically related devices or services that assist with disabilities or activities of daily living?

So note there that it directly asks about disability. It gives more examples of what we're asking about and it doesn't ask yet at this point in the series of questions about disability-related loss.

As a result we have seen a fourfold increase in disaster survivors responding "yes" to Question 24 from an average of about 3.4% to 14.8%.

I'll make one note about 14.8. Note that as you hear that number over time, that percentage is going to sound like it changes a little bit because it's a percent. So as we get new data in from registrations and from new disasters, it's going to look like 14, it might look like 15. At the moment for the disasters that we have had and the data we have, it's 14.8. So don't be alarmed if you see that change.

And so that's a fourfold increase. That's a really big deal. And that helps us at FEMA to have a better sense and a better sense of security that we're going to be able to use that data to better serve survivors with disabilities in part because those percentages approximate the American community survey from the U.S. Census Bureau disability statistics. So it's helping us better identify survivors with disabilities and make sure they receive the services they need.

>> CANDICE ALDER: All right, thank you. This is Candice Alder. And I am a PA, or a public assistance program analyst. I just joined the Office about a month ago. And I have been working with FEMA out in the field, and one of the things that the Office of Disability Integration and Coordination identified is that we can impact all of FEMA's programs across the board through providing high level advising to different programs. And so one area that we hadn't really touched before is public assistance. And as was mentioned a little bit earlier, we have been able to, for the first time, build a bridge with the largest grant program within FEMA, so that we can provide and build stronger and more accessible and more resilient communities.

And provide better access when a disaster strikes.

So what is public assistance?



Public assistance provides assistance to state, tribal and local governments, and certain types of private nonprofit organizations, so that communities can quickly respond to and recover from major disasters or emergencies declared by the president.

FEMA provides supplemental disaster grant assistance for debris removal, emergency protective measures, and the repair, replacement, or restoration of disaster damaged publicly owned facilities, and also facilities of certain private nonprofit organizations. So this assistance that FEMA provides through its public assistance program is subject to a cost share. So this cost share assures that local interest and involvement through financial participation is compliant with federal laws. So when we're looking at providing certain types of assistance, we're also looking at making sure that they are following certain requirements for accessibility.

FEMA provides funds for critical services such as education and also medical service. We're looking at these different programs to make sure that they are being inclusive of people with disabilities.

The public assistance program encourages protection of these damaged facilities from future events by providing assistance for hazard mitigation measures as well.

So the Office of Disability Integration and Coordination recognizes that this is an opportunity through federal funding to help communities rebuild and make them more accessible as a result.

So the Office of Disability Integration and Coordination engages key stakeholders to discuss how disaster funds can be utilized effectively to create greater accessibility within communities struck by declared disasters. We're providing policy and implementation guidance, including guidance on including language from disability rights laws and to FEMA's policy documents, such as the public assistance program and policy guide. We call it the PAPPG. It combines public assistance policy in a single volume and provides overview of the public assistance program and the implementation process would link to other documentation that provide process detail. We're evaluating different documents to make sure they are being inclusive and that we are creating greater accessibility.

The PAPPG addresses when disaster damages also trigger alterations that are required under the ADA or the ABA.

To better streamline implementation ODIC is offering job aids and training tools for project managers, site inspectors and other field PA leaders which aligns with our goals of increasing capacity with all areas of FEMA.

I'm going to turn it over to John Daly to talk about the Office of Response and Recovery.

>> JOHN DALY: Thank you, Candice. This is John Daly. It is great to speak with you all. I know several of you who are on the line, we have worked together when I was in the field as a regional disability integration specialist in Region 4, and about a year ago, Linda Mastandrea invited me to come to headquarters to serve in this role as an adviser. About eight months ago

she asked me to take on this role of going on a detail for the Office of Response and Recovery. And to give you an idea, the Office of Response and Recovery is the largest of the FEMA component offices. It houses the response directorate, the recovery directorate, logistics directorate, and the field operations directorate. And this is important because as we've talked about with individual systems and public assistance, their part of the recovery directorate, key component of the Office of Response and Recovery. And being housed in the Office of Response and Recovery, I'm working with the senior leadership of that office to get a better idea of engaging on policy development and how the doctrine is developed. And all the doctrine developed in individual assistance and in public assistance get processed through this front office of the Office of Response and Recovery where I am working as an advisor to Mr. Byer at the moment. This opportunity gives us an ability to engage with senior leadership on the development of policy and doctrine as it's being created and revised. Right now the biggest project is the development of the Community Lifelines Construct, a major project both in response and recovery and ODIC has now been a part overarching developing that doctrine from the very begin and not coming in at the back end as a boilerplate to fix something. We have been part of that process of identifying how communities are impacted by saying, let's not forget the disability issues surrounding Lifeline. So looking at the energy sector in the community, making sure that there is priority and making sure energy restoration is connected to patients and centers that people with disabilities use in that community, and the critical components of those lifelines are identified.

We've been part of the beginning of that process through this detail. In addition to the Community Lifelines Construct we've been able to work on the national response framework, which has been closed to public comment and we should be seeing the final draft of the revised National Response Framework, which will include a new emergency support function 14 that is going to be focused on private sector and critical infrastructure, and ESF that we've been helping in developing the final stages of their construction, including disability providers as well.

So as we begin to look at this detail, we want to continue in the future. We're working very closely to make sure that we are building these bridges as the policy is being developed and as we're continuing to review the policy, and that's really what our focus has been down in the front office working on these issues.

I'm going to turn it back over to Linda to give a recap of everything and then we'll move along. It's been great talking to everyone. Thank you for joining us today.

>> LINDA MASTANDREA: Thank you, John. And everyone. This is Linda Mastandrea again. I just want to briefly recap our hour and some minutes today. ODIC's role and strategic plan aims to align with the FEMA mission and strategic plan by building a culture of preparedness, providing greater access to FEMA's program and services through reduction of complexity. Readyng the nation for catastrophic disasters. Streamlining the disaster survivor grantee experience through empowering other program areas and strengthening policies, deepening engagement within all program areas, including individual assistance, public assistance, and the Office of Response and Recovery just to name a few. And finally decision making based on research driven data.

All of this exists to ensure that we at FEMA and the Office of Disability Integration and Coordination are helping people with disabilities before, during, and after disasters. We want to help FEMA and our state, local, and territorial and tribal partners to make the best decisions they can to serve people with disabilities in the best way. We also recognize that disability integration doesn't belong to us alone. It is an enterprise level, indeed a community level shared responsibility for every emergency manager and for each one of us.

And we know that in working together we can improve the lives of people with disabilities before, during and after disasters.

I'd like to thank you again for your time and attention today. We've appreciated the opportunity so much to share with you some of the work that we are doing. Now I would like to turn it back to Lewis for the question and answer portion of the program. Lewis, over to you...

>> LEWIS KRAUS: Okay, thank you, Linda. Thank you Arthur, Ed, Jessica, Candice and John. I think you have set a record for the most speakers of one of our sessions ever.

So let's...

>> LINDA MASTANDREA: Do we get a gold star for that or something?

>> LEWIS KRAUS: Sure, you can have one (chuckling).

All right, everyone, this is the time when you can, if you have not submitted a question in the Chat window, this would be a good time to do that. And we'll start going through those questions as we have gotten them.

So, the first question... and, you know, some of these questions were written before you got to some things, so let's see if you answered them or not. So first question is: What is the plan for communication between your office and the national disability organizations that are working on disability inclusive emergency preparedness disaster response recovering mitigation?

>> LINDA MASTANDREA: Thank you for that question. And so we're very excited to announce that we have recently hired a capacity bidding analyst who is basically going to be working on just that, developing and -- developing a plan to do our stakeholder engagement and figure out the best and most efficient ways to communicate and with what frequency and in what format. So we're excited to kick that engagement off today with this call and we're really looking forward to having her on board to develop the plan and begin to reach out to folks to engage. So look for more on that soon.

>> LEWIS KRAUS: Okay, great. Second question -- there were a couple questions, and I think you have answered that.

The second question is about training for first responders, and a couple questions came in about that. And so there is some questions about... let me see if I can get to it.

Responsible for training -- development of training material and curriculum for the training of emergency response providers, state and local, tribal, governmental officials and others, the needs of individuals with disabilities. Maybe you can update people on where that is.

I think you talked about at some point the changeover in that training, but maybe you can clarify that.

>> ARTHUR CRAIG: Hi, this Arthur back again. A really exciting movement on that. We are kicking off a contract with an external consultant to redevelop the way that we train state, local, tribal and territorial emergency managers for how they include people with disabilities in the emergency operations plan. So the course itself is called EO197 offered through EMI, but we're developing it so it can be -- EMI is the Emergency Management Institute. Also we're developing it to be delivered in the regions.

Probably the most exciting thing about what this redevelopment looks like, we're taking what it was before, a two-day classroom based course to a four-day exercise-based course. What that means is it's going to give state, local, tribal, territorial emergency managers the opportunity to come to EMI for the RDIS, for the regional disability inclusion specialist to go to state and local emergency managers and give them an opportunity kind of in a no-fault environment to test their current emergency operation plans, to go through a tabletop exercise to learn about strategies, tools, tactics, techniques, that they can build into their plans to increase access and inclusion of people with disabilities. And then actually see if the plan works and give them that opportunity in a safe constructive environment so that if deficiencies are recognized, they're recognized in that kind of failsafe environment rather than what happens all too often you know you don't realize that your plan is sufficient until you put your plan in practice.

So we're very excited about that. The kickoff meeting is schedule later this month. It is a fairly long contract because we're pretty much completely redeveloping. You know, for all intents and purposes we scrapped old EO197 and now taken it to this new approach. The first delivery of this should be in the summer of 2020. And then in the meantime we're working with other partners to find additional solutions. For example, there is a course that is offered that is geared towards rural communities that are -- that is aimed towards increasing access and inclusion for people with disabilities. What we're doing with is working with the course managers there to take that from a course that delivered in person to something that we can deliver online to kind of fill that gap in the meantime.

>> LEWIS KRAUS: Okay. That's great. Thank you. The next question, how are your community advisory groups going to help with solution resource and strategies in emergency management? Will it include FMIST... and for people that know, that's a memory tool to help people remember and plan for the five functional needs, resources individuals may need to have to function in an emergency or disaster.

Do you have an answer for that?

>> LINDA MASTANDREA: So the first point I want to make about the Community Advisory Group is they're not going to be FEMA owned, led or run. We are facilitating the creation of

these groups and making sure we get the right people connected, but then it's really up to the communities to run those programs, to run those advisory committees. So how they're going to run them and the kinds of work they're going to do is really going to be left up to them. We're providing a structure that will get the emergency managers, disability organizations and others together so that they can start having the conversations they need to have and begin to work together to plan, prepare, exercise and train and so forth in their communities. But we will step away at that point in the process.

>> LEWIS KRAUS: Okay great.

The next question is concerning the ODIC rule and the regions. In Colorado we are putting in a planning resource called community planners, which are doing this kind of roles. How will Regional Disability Integration Specialists work with my role as a state level completing those roles and how will they differ from mine as the state AFN coordinator?

>> JOHN DALY: That's a great question. So as a regional disability adviser, in my former role in Atlanta, that's really what the adviser does, is the regional Disability Integration Adviser will work with the state and local emergency management departments and kind of provide advice, connect with the local emergency manager and the state emergency manager and, you know, work together to provide the structure for the CAG, for the Community Advisory Group. So the role that regional disability specialist is to work with the state, be a federal resource on how to access the FEMA programs and how the FEMA programs fit in with your outreach and kind of just cross-coordinate together on those things. That's a great question. Thank you.

>> LEWIS KRAUS: Okay. The next question... you may have answered this already, but let me ask it again.

This person says, "all emergency managers need mandatory and regular training on disability with the thought that there should be emergency managers with disabilities as well as citizens. When will a standardized training on disability for emergency managers be available? And will it be mandatory or part of a certification training requirement?"

>> ARTHUR CRAIG: So in terms of when will training be available, so, like I said, we are working diligently to, you know, go through this contract process to have that new EO197 available for state local emergency managers and like I said, the plan is that will be available, you know, next summer. But I do want to kind of speak to that first part about, you know, the mandatory nature.

So FEMA as the Federal Emergency Management Agency, we do have a leadership role in the profession of emergency management, but we're not really a certifying body, we're not a sanctioning body. So what we can do is identify best practices and set performance goals. One of the things I'm excited about is working across the regions to take that -- the delivery of that course, that course on state and local emergency management and inclusion of people with disabilities and measure out a performance measure that we measure the performance of the specialists again and also the delivery of that is something we use a performance metric to measure performance of emergency management, but in terms of making it a requirement for

state and local emergency managers, that's not something that we can do or really something that I think we would do as a federal body.

>> LEWIS KRAUS: Great. Okay. And actually the end of your answer there might have answered this next question, but let me pose it anyway, and you can tell me if it does. What is happening with the state disability integration pilot in region 6 with appointing individually state-assigned RDIS types, how are you planning to measure success? Like what metrics will you be using?

>> ARTHUR CRAIG: That's another good question. So right now we're kind of in the process of evaluating the expression of our programs and trying to concern in what the future of the portfolio level of the disability integration specialist looks like. So just kind of a little bit of background, so currently we're piloting this in Region 6. Region 6 is one of the more active regions that includes the Texas Gulf Coast. It includes Louisiana. So it is a very active region. And we are currently -- we currently have three additional positions in addition to regional disability integration specialist in Region 6, one in Texas, one in Arkansas, and one in Louisiana. Or one that is about to be hired into Louisiana. Let me correct myself.

And in terms of measuring the success of the program, I think there are a lot of ways that we're looking at measuring performance. One is related to coverage. So one of the things that is really exciting about adding additional resources to that disability integration mission at the regional level is the ability to have more direct interface with states, local and NGO private sector actors within those states. So measuring both categories is very important. Another thing that I think we can look at is outcomes for the -- outcomes for disaster recovery missions within those states. Because the level of disability integration specialists is charged as serving as a Disability Integration Adviser if there is a declaration in their state. So I think there will also be metrics tied to the specific outcomes for disaster recovery operations in those covered states.

>> LEWIS KRAUS: Okay. Next question is: Rural states, like Mississippi, have a huge shortfall of qualified sign language interpreters. The interpreters ODIC sent after disasters were invaluable, but it seems many of them are no longer with ODIC. What are the plans to provide effective communication to the Deaf community now?

>> ARTHUR CRAIG: So that is true. The sign language interpreters are no longer with the Office of Disability Integration and Coordination, but they are still part of the Federal Emergency Management Agency. So as a part of the reorganization of the Office of Disability Integration and Coordination, those specific positions were transferred to the external affairs decision. So those people now deploy the same way that they did as they did when they were ODIC resources, but by putting them in external affairs, we think that it kind of leads to a little bit of a more streamlined messaging and effective communication. Because now rather than trying to translate across to cadres, we have the cadres integrated so that as external affairs is working on messaging, is working on monitoring social media, rather than having to go to ODIC to, you know, utilize the skills of an ASL or a CDI, those people are now located within EA. So they actually, there from the beginning, the EA is crafting messaging so it is accessible by the whole community.

>> LEWIS KRAUS: Okay, great.

One more question... one other question here.

Under the DRAA that you were describe, are all claims being reviewed to determine additional compensation or must the claimant contact FEMA?

>> ARTHUR CRAIG: So the claims were being reviewed automatically. So -- and I can get more specific information about kind of where they are in that process. But for survivors that reach the max grant... so survivors that reach that cap for assistance, they had been contacted to ask if they had additional need. Essentially we sent out request for information, to gather information about those specific -- those specific survivors. And then there was -- we called it scripted logic, we were able to go back and look at survivors that received funding for, you know, any real or personal property related to accessibility. If they meet -- if they reached that max grant, they would receive the additional funding related to their accessibility-related items. But if there are additional questions to that VR1212 process, I can reach out to the ISP program to get specific information.

>> LEWIS KRAUS: Okay. And let me see... maybe we'll have this be the last question. GAO recently testified to Congress that FEMA updated the application process to give people the opportunity to request a reasonable accommodation. Where can that be found in the application?

>> ARTHUR CRAIG: So that was a recommendation that was made by the GAO. We are currently in the process of working across multiple programs. There are many stakeholders that are involved with updates to registration intake. So we are currently at the ODIC working with the Office of Legal Rights, the Office of the Chief Administrative Officer and the Office of Response and Recovery to make sure survivors can request reasonable accommodation.

>> LEWIS KRAUS: Great. Since that was quick, let's do one last one.

What is FEMA's role in ensuring federal funds are spent in compliance with the Rehab Act Section 504, including by state and local emergency managers?

>> ARTHUR CRAIG: So the implementation of -- so right now the Office of Equal Rights, kind of in concurrence with the DHH Office of Civil Rights and civil liberties, has gone through really two steps. The first is conducting a 504 self-evaluation and then developing a 504 action plan to increase compliance across all FEMA programs. The Office of Equal Rights is the office that is responsible for kind of adjudicating any complaints that are coming from the public related to the way that federal funding is spent. If you have additional questions I can direct you to the office of legal rights and they can give you more background on the role that they play in 504.

>> LEWIS KRAUS: Toward that end, while I wrap it up then, can you write that into the room tab, the contact for that office, so people can look at that while I'm wrapping up here?

Okay. Thank you so much. We plowed through quite a bit of questions there. But we realize that many of you still have questions. There are still lined up for us, and we really are sorry if you didn't get a chance -- we didn't get a chance to get to your questions.

You can contact the Office, I assume, to ask your questions or if it's an ADA related question you can contact your region ADA center.

For all of you who listened in, you will receive an email with a link to an online session evaluation. Please complete that evaluation for today's program. We value your input and want to make sure that we can demonstrate to our funder the value of the program.

We want to thank all of our speakers today, Linda, Arthur, Ed, Jessica, Candice, and John, for sharing your time and knowledge with us. That was really great to hear from you all.

And a reminder to all of you that today's session was recorded and it will be available for viewing next week at [ADApresentations.org](http://ADApresentations.org) in the archive section of the emergency preparedness section of the website.

There will be no webinar in September, no emergency preparedness webinar in our series in September due to the Pacific ADA Center ADA update conference. If you have an interest in the Pacific ADA Center update conference in attending the San Francisco or Los Angeles vent you can go to [ADApacific.org](http://ADApacific.org). And you can sign up there.

Okay. Thank you all for attending today's session. We appreciate all your time and effort and in being here, and thanks again to the speakers for a great presentation, and for all of you, have a good rest of your day.

Bye-bye!