



Clark County Local Emergency Planning Committee

CLARK COUNTY FIRE ADMINISTRATION
TELECONFERENCE

DRAFT Minutes

February 19, 2025

9:00 A.M.

LEPC ATTENDANCE

MEMBERS:

Billy Samuels, Diana Clarkson, Gary Stevenson, David Milewski, Harriett Vegas, Misty Richardson, Bradley Iverson, Greg Chesser, Misty Robinson, John Tansley, Andrew Bennett, William West, Kathryn Foxworthy, Louise Hardy, Lucas Basham Murphy, Brian Mitchell, Karen Donnahie, John Turner, Lowel Smith.

ALTERNATES:

Ben Erickson, Sean Patterson, Alejandro Rodriguez, Cheryl Nagy, Guy DeMarco, Spencer Lewis, Skye Dunfield, Michael Atherall, Jeremy Crawford, Amber Stringer, Jeff Hanh, Robert Palumbo, Robin Davis, Andrew Roths, Diane Orgill.

MEMBERS ABSENT:

Randy Willbanks, Jeremy Hynds, Brian Arboreen, Mario Perez, Sean Simoneau, James Rogers, Dean Hennesy, Carolyn Levering, Jayson Andrus, Brenda Pappas, Corey Ross, Warren Hull, Jason Manzo, Ortary Davila, Bowdie Young, Lori Mack, Judy Lopez, Daniel Berc, Karen Beckley, Nina Perez-Payumo, Tori Begay, Melanie Rouse, Bryan Ostaszewski.

I. Call to Order

Billy Samuels, LEPC Chairman called the meeting to order at 9:03AM on Wednesday, February 19th, 2025.

II. Roll Call

Katya Collins, quorum present.

III. Public Comments

Brian Arboreen commented that Sean Simoneau and Michael Denning are retired. The chair requested Katya Collins to work with Chief Arboreen for the roster to be updated.

IV. Comments from the Chair

The Chair commented that we will be tabling agenda Item IV, The Tesla Tunnels Presentation. Mr. Cassidy canceled last minute.

V. *Review and approve 11-13-2024 Meeting Minutes

Jeff Hanh mentioned last paragraph the work TEAKS needs to be corrected to TEEX.

Motion by Robert Palumbo to approve the minutes, seconded by Misty Richardson with the corrections by Jeff Hanh, no further discussion, motion carried.

VI. Tesla Tunnels Presentation

Canceled.

VII. LEPC Grants – Available Now

David Vaquero informed everyone that the deadline for the SERC OPTE grant is March 25th and for the United We Stand grant application the deadline is April 25th. He proposed a LEPC special meeting around the 11th or the 12th of March. Requested applications to be submitted before the 3rd of March. This would give us enough time to create the special LEPC report and put everything together. If you have questions about the timeline, it was attached with the agenda, feel free to see the timeline but if questions please reach out to him. Wanted to make a comment about one of our previous SERC OPTE grants, several of our individuals that ended up going to a 4-day conference, unfortunately when they presented their paperwork, only showed 2 to 3 days. It's virtually impossible to reimburse that entity for the entire four-day session, because there is only proof, they attended 2. In the future, please make sure if you attend these conferences that you sign up or sign in and have proof you were there all 4 days. Otherwise, it becomes impossible to reimburse the entities for those conferences you are flying over to.

The Chair asked David if he was asking the applications to be submitted by the 3rd and then March 11th or 12th, whichever date we decide on the meeting, we will vote on those. Asked if that was David's intent.

David confirmed.

The Chair asked if anyone had questions about the submission of the grant's applications, no questions. The Chair commented regarding the conferences, totally understand there are sometimes that members need to come home and that is what it is. However, it is the expectation that this agency or jurisdiction will eat those costs. We can't submit those back to the State for reimbursement. Let's be cautious because that is money that basically we are giving back to the State into the Federal Government and that is not what we want to do. We want to show that we need these funds every year, so let's make sure we do a better job on that. (See Appendix A for timeline)

VIII. LOCAL EMERGENCY PLANNING SUBCOMMITTEE REPORTS

a. Plans Administration Subcommittee

Gary Stevenson, no updates on Plans but if anyone has any updates they want to present, please email him and/or Josie. Josie had nothing to add.

b. Training and Exercise Subcommittee

Gary Stevenson stated that all the training has been updated or added to the Wed EOC calendar. For those who are taking the cybersecurity suite of courses, we just added the MGT-452 course. That is the final one to close out the series. Again, that is on the Web EOC calendar and the Nevada NTQS.net website if you want to register for that. Misty Richardson reminded everyone to continue to use Web-EOC to keep that updated with your jurisdictional activities. The Chair asked Katya to make sure of inviting SERC to our next LEPC meeting and add them in our distribution list.

c. Grants Subcommittee

David Vaquero, other than the deadlines nothing else to report.

d. Public Information Subcommittee

Cheryl Naggy, we have added a component to the public information subcommittee and that is communication. John and Cheryl are working on some statewide stuff. Plus, we will be tackling all these alert systems that we now have throughout the county to make sure that we are all in check with all of that.

e. Legislative Subcommittee

The Chair stated that Angeline Szymanski is our chair and sent about 26 pages, but will only read two of all the pages which are added to these minutes as sent by Angeline via email as follows:

The Nevada Legislative Session Started on February 3rd.

I am tracking the following bills and continue to track bills and bill draft requests. If there is anything I have missed up to this date that you feel I should be tracking both at the state and federal levels, please email or call me.

Bill	Summary	Status as of February 18
AB 50	Revises provisions relating to victims of a mass casualty incident: 1) Authorizes the Board of County Commissioners to establish and maintain an electronic database containing victim information to coordinate reunification, identification services and other appropriate follow up services. 2) Sets forth certain requirements for the database and who may participate in the database as well as its confidentiality. 3) Provides employees and agents of Clark county immunity from civil liability for any act or omission provided not willful misconduct, negligence or bad faith. 4) Requires a hospital or similar emergency medical care facility to report in the database certain information and provides immunity for civil liabilities if reports are made in good faith, and similar immunity provisions.	To Committee; Government Affairs
SB38	Revises provisions relating to school emergency operations plans: Section 3 of this bill authorizes the Division to disseminate a plan, an update to a plan or a deviation from a plan to a local public safety agency as the Division determines is reasonably necessary: (1) in the event of an act of terrorism or related emergency; or (2) for emergency preparedness, coordination and response efforts.	To Committee; Education.
SB39	Revises provisions relating to emergency management: This bill creates the Nevada Hazard Mitigation Revolving Loan Account in the State General Fund as a revolving loan account administered by the Division of Emergency Management and related administrative rules and regulations.	To Committee; Government Affairs

Regarding AB50, the Chair commented, we all know it as the impacted person database, if you have any questions please reach out to Misty or Lorea, they are our tops on information of what is going on. The Chair asked Misty Richardson if she had anything to add.

Misty Richardson added that next week will probably have the hearing on the 28th, Thursday and that is also the legislative day for Emergency management, we will have our DEM partners, our local entity John Baca dolls group and then our office in conjunction with County Legislative team and the Resilience Team and Justice Center will also be present, providing information about the IPD and how it's used. The coroner will also be present, Misty from the health district will be there, we have a robust team that is going up there to support that bill and if anybody has additional questions about, happy to entertain those or even be able to provide a demonstration.

Regarding SB38, the chair read it and asked about questions, there were none.

Regarding SB39, this is more for DEM, putting this through, it's going to help them get more funding and be a little more to pay their bills when a declaration comes, versus having to ask for it afterwards. In the County we actually improvise the same thing, we have a two million fund for our interim management team and Nevada Task Force to go out and pay those bills right away. And then we get reimbursed, so it's a revolving thing. We already have the same thing set up in the County.

At the Federal level, the administration change has created many changes or potential changes for emergency preparedness:

- Executive Order-Council to Assess the Federal Emergency Management Agency
 - Analyzes FEMA's performance in relation to state disaster aid and preparation.
 - Recommends changes to improve FEMA's ability to serve the national interest.
 - Solicits input from a wide range of stakeholders.
 - Produces a report for the President that includes an assessment of FEMA's performance.
- FEMA's Acting Administrator, Cam Hamilton, provided a 2025 Annual Guidance to establish priorities for FEMA personnel, I have attached to this report for attendees if they are interested in reading the document.
- Disaster Management Costs Modernization Act and the Disaster Assistance Simplification Acts did not pass through the 118th Congress.

The Chair asked if anyone had any questions regarding legislative bills, please reach out to Angelina. This is the only bill she is tracking, if there's something else that you feel she needs to track regarding the LEPC, please have her and follow up. (See appendix B for CY 25 APG)

f. GIS Subcommittee

Nothing to report.

g. Specialized Response Subcommittee

Nothing to report.

SPECIAL REPORTS & WORKING GROUPS

a) Volunteer Organizations Active in Disaster (VOAD)

Diane Orgill, they attended NEPA and made some good contacts there and looking forward for the agency growing.

b) Nuclear Waste Division Yucca Mountain Update

The Chair welcomed Andrew Bennett since it was his first time in person for the meeting.

Andrew Bennett introduced himself as the Director of Traffic Safety for the County, for about a year now. For those of you who maybe have known Phill, he was in comprehensible Planning under the direction of the County Manager. We moved to the Nuclear Waste Office into the County Manager and into the Office of Traffic Safety. We are about to rebrand my office to include my nuclear title, but for now is just Traffic Safety. There's a heavy transportation component to be our focus of the county when it comes to nuclear waste. We believe currently under this administration that we are not ramping up to fight the opening of Yucca Mountain at this point. We are going to continue our focus on the transportation of low level mixed and classified nuclear waste coming through the valley. Just in case you haven't heard this update in a while, we have about one million cubic feet of nuclear waste coming through the valley primarily on state route 160 on any given year, that's about 160 transports every quarter based off truck loads. The route largely comes over the old bridge in Laughlin goes up the 95 to Searchlight, takes the left up to 15, goes up the 15, takes the left at 160 and goes through Pahrump to the test site. Last quarter, we had 104 trucks, approximately make that trip. Some of the things we are currently working on is we are actively renegotiating that route as everybody in this room knows, Enterprise is the fastest growing part of town and we don't believe it's appropriate for those trucks to be on State Route 160 as well as our partners over at NDOT have about a 10 year plan to tear up Blue Diamond, so we want to make sure we have an alternative path, largely, we believe that's going to be taking the California 127 up around the mountain in the valley, almost in it's entirety. We do have one shipment of notes that's unclassified, that we can talk about. We have some nuclear material coming from France that's being repatriated back to America. It was part of the Atoms for Peace Program, it's our waste, we are responsible for it, the only place we can safely store it is going to be at our testing site, we continue to track those shipments. Working with the Chief, with Armor and their task force. It's been an interesting year to learn all this and happy to provide any updates to anybody as they need but focusing mostly on the transportation. A few months ago, we talked about NHP is no longer doing the escorts, that was the decision made by other state divisions, not by NHP, the County still arguing that some of these transports do need to be escorted and we are working through that process. We are working on raising the funding, we currently receive is \$0.50 per cubic foot and we don't believe that cost has been raised in 21 years, we are working with the Chief to try to increase that.

The Chair mentioned that it would be exciting if we can get that across the finish line. Thanked Andrew on the good report.

c) Multi-Jurisdictional Hazard Mitigation Plan

The Chair addressed Misty about this being just a placeholder. Misty Richardson mentioned that as of this meeting it was, the intention is that we have these quarterly in alignment with the LEPC so we can keep eyes on projects that have been put forward for hazard mitigation. By the next meeting, not the special meeting, but the next quarterly meeting will have at least a core group of representatives from the individual jurisdictions to be able to talk about their projects.

d) Regional Working Groups

The names for AIR and CAER were backwards, this will be fixed for next meeting agenda. Gary Stevenson pointed out.

A. CAER

Josie Ross, we are holding our bimonthly meeting next Tuesday the 25th. We have a drill at Olin on March 6th. We are working on our pre-planned meetings, and we have 80% of them scheduled right now, we are really excited about that. Our number one goal this year is to increase outreach and membership; we are doing well so far. Our annual full scale scheduled for October 23rd, we are still working on the location, but we got the date narrowed down and all our stakeholders are engaged for that. Gilbert Doucet didn't have anything else to add.

B. BEIR

No updates.

C. NIR

Brian Pearson explained he was just recently asked to be a part of this group, and this was his first NIR meeting. He will reach out to the other four participants. He got the chance to go to the CAER meeting in Henderson and was really impressed and can't wait to go with our emergency responders to restart up again as we used to. He has been with here over 25 years and can't wait to get on site training drills and get our area back up and running. He appreciates the opportunity to serve as chair and be there to do whatever he can to promote safety in his area.

The Chair mentioned how we can do only so much on the public side, it's the private partnerships that really make these working groups stronger.

Brian Pearson addressed everyone on this call, if you need ice this summer, ready ice, we are here to support our first responders and Emergency Management. His number is available for anyone that would like to call for ice needs.

D. AIR

Gary Stevenson for Sean Carr, there's nothing to report. However, they are working on an exercise out for the Apex Junior station with a date later to be determined.

IX. Public Comments

Harriett Vegas with the Las Vegas Paiute Tribe, mentioned Chief Owens retired last month. Currently Captain Harry Dubray is interim Chief, they are fully staffed, it shouldn't affect any of their operations but wanted to let everyone know. We will miss Chief Owens but are happy to have Captain Dubray step into that role.

Lucas Murphy with the NNSS, wanted to invite anyone who might be interested in their quarterly meetings with EOC Cadre folks and anybody who would be interested in being a guest at one of those meetings. We love inviting folks from the outside to speak and share their knowledge and what they do with the team. If anybody is interested in being a guest speaker, please reach out to him. The Chair asked if this was normally at Mercury or downtown? Lucas replied that is normally Mercury, sometimes it's held in downtown, but if they couldn't come to Mercury, they can make accommodations.

David Figler with City Cast Las Vegas, they are doing a report about there Tesla tunnels and the emergency response and stuff. This is the second meeting in a row where Tesla tunnels was going to make a presentation, and it seems like they abruptly cancelled. Just curious on what's up with that? Then also with the time finding what the emergency response community's feelings about the Tesla tunnels are, was hoping to get some insight today. If there's someone who might be willing to talk to him or point him in the right direction.

The Chair thanked Mr. Figler for coming in personally, but this agenda item is discussion only, there will not be any comments based on this one, will sidebar with him afterwards. Won't answer those questions that you just posted on a discussion format.

Next Regularly Scheduled LEPC meeting: May 14, 2025, at 9:00 A.M. hybrid meeting via Teams or in-person at the Clark County MACC, 2nd floor Clark County Fire Administration, 575 E. Flamingo Rd., Las Vegas, NV 89119

The Chair mentioned the preference for meeting attendance in person. We will be having a special meeting based upon your guys' grant applications for the United. Be on the lookout for that.

II. IX. Adjournment

Motion to adjourn by Misty Richardson, Robert Palumbo seconded. No further discussion, motion carried.

Appendix A

Agenda Item VII - LEPC Grants Timeline

PROJECT PLAN – SERCOPTTE & UWS Applications

Objectives:

- Submit the SERCOPTTE grant application by 03/25/2024.
- Submit the UWS grant application by 04/25/2024.

TIMELINE SERCOPTTE

- Notify all CC partnered agencies about applications – DMV 02/12/2025
- Attend the Quarterly LEPC Meeting on 02/19/2025
- SERCOPTTE Application Due Date (Internal) 03/03/2025
- UWS Application Due Date (Internal) 03/03/2025
- Special LEPC Meeting 03/11/2025
- Review SERC Applications & put it together into one application – 03/13/2025
- Submit SERCOPTTE Application to County Manager for signature – 03/17/2025
- Submit SERCOPTTE Application to State – 03/20/2025
- Receive Confirmation from State that they received Application – 03/24/2025

TIMELINE UWS

- Notify all CC partnered agencies about applications – DMV 02/12/2025
- Attend the Quarterly LEPC Meeting on 02/19/2025
- SERCOPTTE Application Due Date (Internal) 03/03/2025
- UWS Application Due Date (Internal) 03/03/2025
- Special LEPC Meeting 03/11/2025
- Review UWS Applications & put it together into one application – 03/25/2025
- Submit UWS Application to County Manager for signature – 04/01/2025
- Submit UWS Application to State – 04/14/2025
- Receive Confirmation from State that they received Application – 04/15/2025



FEMA

January 31, 2025

MEMORANDUM FOR: All FEMA Employees

FROM: Cameron Hamilton
Senior Official Performing the Duties of Administrator

SUBJECT: **Updating the Calendar Year 2025 Annual Planning Guidance (CY 25 APG)**

FEMA’s focus is to deliver our mission to help people before, during, and after disasters. Every day, more than 20,000 dedicated and hardworking public servants perform an essential mission in support of our national security.

As we look to the future, it’s my intent that we look for new ways to improve our mission to help us meet the needs of the American people even more effectively and efficiently. This means concentrating on core operations, ensuring transparency and reducing bureaucracy in our delivery, and strengthening our agency to be the FEMA our nation needs and deserves.

In line with this vision, I am reissuing the 2025 Annual Planning Guidance (APG) in line with my priorities for the agency. These high-level, agency-wide priorities are the essence of FEMA and each of us can contribute to this important work:

- **We will build a resilient nation by supporting our state, local, tribal, and territorial partners and building their capacity.** We have an essential role in supporting states, tribes, territories, and local communities to prepare for future disasters more effectively. This includes expanding our partnerships, especially with community-based organizations that are on the ground before disasters strike and well after. It also means improving our programs and leveraging technology to deliver the support communities need to mitigate the impacts of future events. In essence, locally lead, state managed, and federally supported. The more we build our partner’s resilience, the more prepared our nation will be, which positively influences the impact and severity of significant events.
- **We will focus on survivor-centric response and recovery.** We will challenge ourselves to find the most innovative and creative methods available so we can deliver needed assistance to each and every survivor. This includes cutting red tape and removing cumbersome processes for quicker recovery, so people can return to their homes and

communities can rebuild. It also means enhancing the public's understanding of FEMA's role in disasters and focusing our efforts on the core elements of emergency management: Mitigation, Preparedness, Response and Recovery.

- **We will enhance our operational readiness to support our homeland for the risks of today and the threats of tomorrow.** The Nation looks to FEMA in its greatest time of need, and it's imperative that we be ready for the threats of tomorrow. To meet this expectation, we must have operations that can keep pace with the demands of the future and update our out-of-date technology and methods to deliver to those in their greatest time of need.

Executing on these priorities with our core values of compassion, fairness, integrity, and respect will enable us to deliver to survivors across the nation the support, grace, and dignity they deserve, while helping us restore public confidence in this agency.

Over the next year, we will also be developing a new strategic plan for 2026-2030. As we deliver on the APG priorities over the coming months, I encourage each of you to consider ways we can better deliver our mission for the people and communities we serve.

2025 Priorities:

We will build a resilient nation by supporting our state, local, tribal, and territorial (SLTT) partners and building their capacity. To build a resilient nation, we must support our partners in building capacity to manage the impacts of future disasters. In 2025, I am directing FEMA to pursue the following:

- **Strengthen Capabilities for Extreme Weather Events:** I am directing the Office of Policy and Program Analysis (OPPA), in coordination with the United States Fire Administration (USFA) and the National Preparedness Directorate, to expand collaboration with national stakeholders, the World Fire Congress international fire leader network, National Domestic Preparedness Consortium, and communities of practice to better understand extreme weather risk, mitigation, and preparedness actions the agency can explore. This includes expanded training and capacity building for emergency managers and first responders in the U.S.
- **Maximize Mitigation Investment:** I am directing the Office of Response and Recovery (ORR), in coordination with Resilience (RSL), to continue expanding our agency's approach to enabling multi-hazard resilient recovery and ensuring that our SLTT partners have the resources and guidance to rebuild infrastructure that can better withstand future events, and to expand their capability. This includes building on processes and resources developed in 2024, such as the [National Disaster Recovery Framework](#) and the [Resilient Recovery Strategy](#), to remove barriers to hazard mitigation investment and help communities improve recovery outcomes.
- **Mature the National Flood Insurance Program (NFIP):** I am directing RSL, in coordination with the Office of External Affairs (OEA), to advance their Direct to

Customer work, to include giving customers the ability to receive a policy quote and purchase a policy digitally. I am also directing RSL to provide a high-level, plain language checklist on the NFIP claims process and to employ community visits to support risk rating evaluations, while removing bureaucratic and burdensome requirements.

- **Assess Expanding Fire Risk:** I am directing USFA, in collaboration with RSL and DHS Science and Technology (S&T) Directorate, to develop new methods for more accurately measuring fire risk for all types of fire and environments and ensuring the new methods are directly actionable for local responders through the National Emergency Response Information System (NERIS).

We will focus on survivor-centric response and recovery. We help people on their worst days, and it is imperative that we continue to improve the ways FEMA supports individuals impacted by disasters, providing them the help they need in the immediate response and supporting their long-term recovery efforts. In 2025, I am directing the following:

- **Accelerate Speed of Delivery and Improve Accountability:** I am directing RSL and ORR, with support from OPPA, to review the Hazard Mitigation and Public Assistance Grant programs to identify opportunities to better integrate customer feedback and develop targets for improved program accountability and customer experience. This includes standardizing applications across FEMA and interagency grant programs where possible, communicating transparent timelines, and reducing the information collected to that which is strictly necessary while clarifying confusing language or requirements.
- **Leverage Multiple Mediums to Reach Disaster Survivors:** I am directing OEA and the Regions to review and institutionalize best practices for messaging timely and accurate information to help people before, during, and after disasters. This includes working closely with our SLTT partners on messaging preparedness actions people can take before a disaster strikes and sharing resources to help them recover in its aftermath. In this work, the agency will identify new opportunities to share information with hard-to-reach communities and leveraging lessons learned from recent engagement efforts such as community liaisons to better support recovery work.

Improve Individual Assistance Information Sharing: I am directing ORR and OEA to improve the transparency of the Individual Assistance (IA) program by providing clearer and more comprehensive information to the public on FEMA.gov, Ready.gov, and DisasterAssistance.gov. This includes continuing to make updates to DisasterAssistance.gov based on customer feedback and increasing the availability of disaster data to recovery partners, such as securely and compliantly sharing disaster survivors' information to enable SLTT and voluntary agencies to address unmet needs.

- **Advance the Customer Experience (CX) Strategy:** I am directing the Office of the Administrator, OPPA, and Mission Support (MS) to mature customer experience across the agency in line with the CX Strategy goals and as outlined in the implementation plan.

This includes facilitating the adoption of customer-focused goals and outcome metrics in the development and delivery of FEMA programs and services.

We will enhance our operational readiness to support our homeland for the risks of today and the threats of tomorrow. By incorporating future risks and non-Stafford Act incidents in FEMA's readiness planning, the agency can identify the capabilities required to meet the emergent risks of the future. We must also prioritize investments that modernize our IT systems, automate solutions, advance analytics, and mature our enterprise geospatial capabilities to execute our mission efficiently. We will also methodically evaluate the central mission of FEMA to ensure future response capability is balanced to meet the needs of future assessments. In 2025, I am directing the agency to:

- **Strengthen Disaster Staffing and Deployment Readiness:** I am directing ORR, with support from MS, RSL, OEA, and OPPA to lead the agency in managing and achieving FEMA-wide cadre readiness targets and measures, including expectations for staffing during disaster operations, and developing policy and guidance to include an examination of position classifications and descriptions to align with our expeditionary culture. Additionally, I am directing, through the Readiness Enterprise Steering Group, ORR, MS, and RSL, with support from OEA and the Regions, to identify and implement an agency-wide approach for regular, recurring, and dedicated hands-on training and staffing plans to enable a culture of deployment readiness for Incident Support or Incident Management titles during steady state. I am also directing MS to review medical challenges of FEMA employees during deployments to ensure personnel are adequately prepared for the stressors and reality of austere support to those in need. This effort will include ensuring we have an expeditionary workforce by reinforcing our agency's expectation that every employee is an emergency manager.
- **Provide for the Health and Safety of Deployed Personnel:** FEMA's priority is for every employee to feel prepared, safe, and empowered at every deployment. I am directing MS, together with OEA, to provide the necessary tools and resources to protect our workforce. We know that, in a disaster, it is critical for FEMA employees to be easily identifiable by disaster survivors, SLTT, and other federal agency (OFA) partners to deliver our mission. Therefore, I am also directing ORR, OEA, and MS, with support from the Office of Chief Counsel (OCC) and OPPA, to finalize a policy on FEMA-issued distinctive clothing and medical standards.
- **Plan for Catastrophic Threats:** I am directing ORR, the Office of National Continuity Programs (ONCP), RSL, and OPPA to develop a better understanding of the agency's readiness for evolving concurrent, complex disasters, including response to potential national security emergencies. I am directing ORR and the Regions to review and update catastrophic readiness and response plans, considering the resource availability and requirements experienced during Hurricanes Helene and Milton.
- **Modernize and Maintain Key Systems:** I am directing ORR and MS to establish requirements and an implementation plan for building a modern technology solution that will help us effectively and efficiently meet our operational needs. Further, I am directing

RSL, MS and legacy grant management system owners to identify and remediate barriers to completing the decommissioning of costly systems. And, I am directing ORR, in coordination with the Regions, OPPA, and Office of the Chief Financial Officer (OCFO), to develop a lifecycle management plan for critical national and regional response enterprise capabilities to ensure the operational availability of these critical capabilities.

- **Enhance Data and Information-Sharing Capabilities:** I am directing MS, ORR, RSL, OCFO, and USFA, in coordination with OPPA, to establish implementation plans for integrating data from unclassified source systems with the FEMA Data Exchange (FEMADex) platform. Additionally, I am directing OPPA, in coordination with MS, to develop agency-wide policy and guidance to ensure data quality, simplify secure information sharing, enable analysis, support interoperability, and maintain data integrity. This includes modern customer experience technology, artificial intelligence, machine learning, and data analytics to create seamless, personalized interactions and integrated identity verification/fraud detection capabilities.
- **Explore Emerging Technologies:** I am directing MS and OPPA to assess, define, and mature the agency's approach to safely harnessing the potential of artificial intelligence (AI) through the FEMA AI Enterprise Steering Group with the focus of improving timeliness and efficiency to delivery of support to those in need. This includes establishing current and needed capabilities, governance and risk management processes, workforce development initiatives, and innovative use cases to enhance AI adoption and help deliver outcomes more efficiently.
- **Mature FEMA's Financial Resilience and Accountability:** To help FEMA build the flexibility it needs to respond to disasters, I am directing the OCFO, in coordination with ORR and OEA, to continue exploring opportunities to consolidate disaster-related expenses under one appropriation for all DRF-funded expenses. Additionally, I am directing OCFO and OPPA to ensure our policy and resource decisions are data driven, aligned to agency priorities, and informed by performance outcomes, risk, and evidence. This includes partnerships with other Federal agencies to identify synergies and eliminate duplicative efforts and promote defensible fiscal practices.