# Enabling Collaboration and Breaking Down Silos: Best Practices for Interagency Resilience Coordination
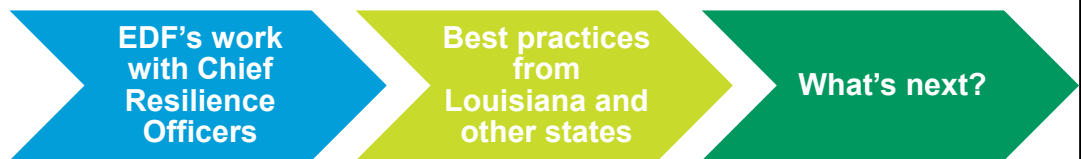
Virginia Resilience Governance Workgroup, March 2023

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Environmental Defense Fund

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## Overview

| EDF's work with Chief Resilience Officers | Best practices from Louisiana and other states | What's next? |

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## Background

- EDF's work with Chief Resilience Officers started in 2021 with representatives from more than 10 states.

- Instituting Resilience report released in late 2022 with ECOS and NEMA.

- Ongoing collaboration with NCSL.

**ECOS**

**NEMA** NATIONAL EMERGENCY MANAGEMENT ASSOCIATION

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## Louisiana's enabling factors

| Hurricane Katrina and Rita in 2005 | → | Coastal Protection and Restoration Authority (CPRA) created in 2005<br><br>First Coastal Master Plan released in 2007 | Broad recognition of coastal land loss as an existential threat to Louisiana's way of life. |

| Deepwater Horizon Oil Spill in 2010 | → | Civil and criminal penalties will provide over $4.5B for Louisiana to implement coastal restoration projects | Strong bipartisanship on resilience initiatives and unanimous passage of annual spending plans as a result. |

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## Louisiana Executive Order JBE 2020-19 (August 2020)

- Established Chief Resilience Officer in the Governor's Office.

- Directed agencies to appoint resilience coordinators to work with CRO.

- Tasked agencies with vulnerability assessment and identification of adaptation options.

- Tasked agencies with strategic plan update and recurring alignment with each Coastal Master Plan update.



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## Best Practice #1: Provide strategic direction and authority, then staff and resource appropriately.

- CRO situated in Governor's Office has purview to work across agencies and directly with resilience coordinators.
- CRO can speak with single voice to federal government on resilience matters and funding opportunities.
- CRO has single role with support from existing personnel with key expertise and institutional knowledge about various agencies.
- Will require additional staff and resources over the long term.

**In Virginia:**

- CRO position established in code as SNHR; SACAP established and funded in code.
- Legislative commitments with key milestones passed in 2022.

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## Best Practice #2: Engage leadership for agency and staff buy-in.

- Resilience is a multi-dimensional issue.
- Agencies must be prepared to address the social, cultural and economic needs of **all** communities coping with environmental risks and climate impacts.
- Each cabinet-level official plays a key role.



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## Best Practice # 3: Identify resilience coordinators within each agency with the skills and expertise to represent their agency's missions.

- In Louisiana, 16 agencies have resilience coordinators at the undersecretary or comparable level.
- Dual-hatted staff with broad expertise and deep understanding of agency mission.
- CRO worked closely with coordinators and the Center for Planning Excellence (CPEX) throughout the AGI; collaboration is ongoing.

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## Best Practice #4: Conduct comprehensive vulnerability assessments, then outline targeted adaptation options.

- Vulnerability assessments:
  - Considered infrastructure and physical assets (buildings, vehicles, etc.) + programs, services, and employees.
  - Examined impacts of chronic stressors (SLR) + acute shocks (extreme weather events).
- Identified priorities around mission-critical impacts, then adaptation needs and potential actions.
- Identified implementation pathways, partners, and resources needs.

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## Example Agency Report Card – Adaptation Strategies
## Louisiana Department of Children and Family Services

| Proposed Adaptation Actions | Implementation | | | |
|---|---|---|---|---|
| | Timeline | Funding Sources | Partners | Potential Roadblocks |
| No Wrong Door Diversity, Equity, and Inclusion Strategy | Medium-term | State General Fund | Baton Rouge Chamber of Commerce, CASA of LA, LCTF, APHSA-EDI, Governor's Office of Indian Affairs, Pelican Center for Children and Families | Funding Sustainability; capacity building; interagency capacity building/partnerships (DEI concept is not statewide as of yet) |
| No Wrong Door Poverty Competency Strategy | Medium-term | State General Fund, Grant from Kresge Foundation and Consulting Contract | Baton Rouge Chamber of Commerce, CASA of LA, LCTF, APHSA-EDI, Governor's Office of Indian Affairs, Pelican Center for Children and Families, Communications Across Barriers | Funding Sustainability; capacity building; interagency capacity building/partnerships (DEI concept is not statewide as of yet); Statewide utilization, contract and procurement limitations, time for training |
| No Wrong Door People and Systems Infrastructure | Medium-term | State General Fund, FEMA reimbursement, Child Support Enforcement (CSE) Employment & Training, CSE Incentive, CSE 4 | Louisiana Association of United Ways, Unite Us, LA 211, State Agencies, Community Based Organizations, Local governmental entities | Lack of statewide State Agency Program participation in the referral network and system. Lack of statewide enterprise funding support for state agency participation. |

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## Best Practice #4: Conduct comprehensive vulnerability assessments, then outline targeted adaptation options.

**In Virginia:**

- CRMP Phase 1 assessed coastal flood risks to these coastal assets by region; Phase 2 will incorporate rainfall-driven flood risks to these same assets.



**Community Resources** are physical assets contributing to coastal Virginia's unique economic and social environment, including residential neighborhoods, lands owned and used by tribes, agricultural lands, and businesses and employers.

**Critical Sectors** are the facilities and networks vital to everyday functions, including transportation, communications, commercial and critical manufacturing, defense, energy, health and emergency services, government services, education, water, waste, and wastewater.

**Natural Infrastructure** refers to the aquatic and coastal lands that provide fish and wildlife habitat, recreation opportunities, natural flood protection, and other ecosystem services to the surrounding region.

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## Best Practice #5: Consider how agency missions, functions, and programs are and will be impacted by climate risk.

- AGI process highlighted major risks…
  - Impacts to healthcare infrastructure and service delivery in Cameron Parish.
- …and opportunities for innovation:
  - Department of Children and Family Services piloting a 'no wrong door' or 'push' model in two parishes.

**In Virginia:**

- VDOT recently released its Resilience Plan and is establishing a risk-based methodology to measure vulnerability and prioritize resilience efforts.

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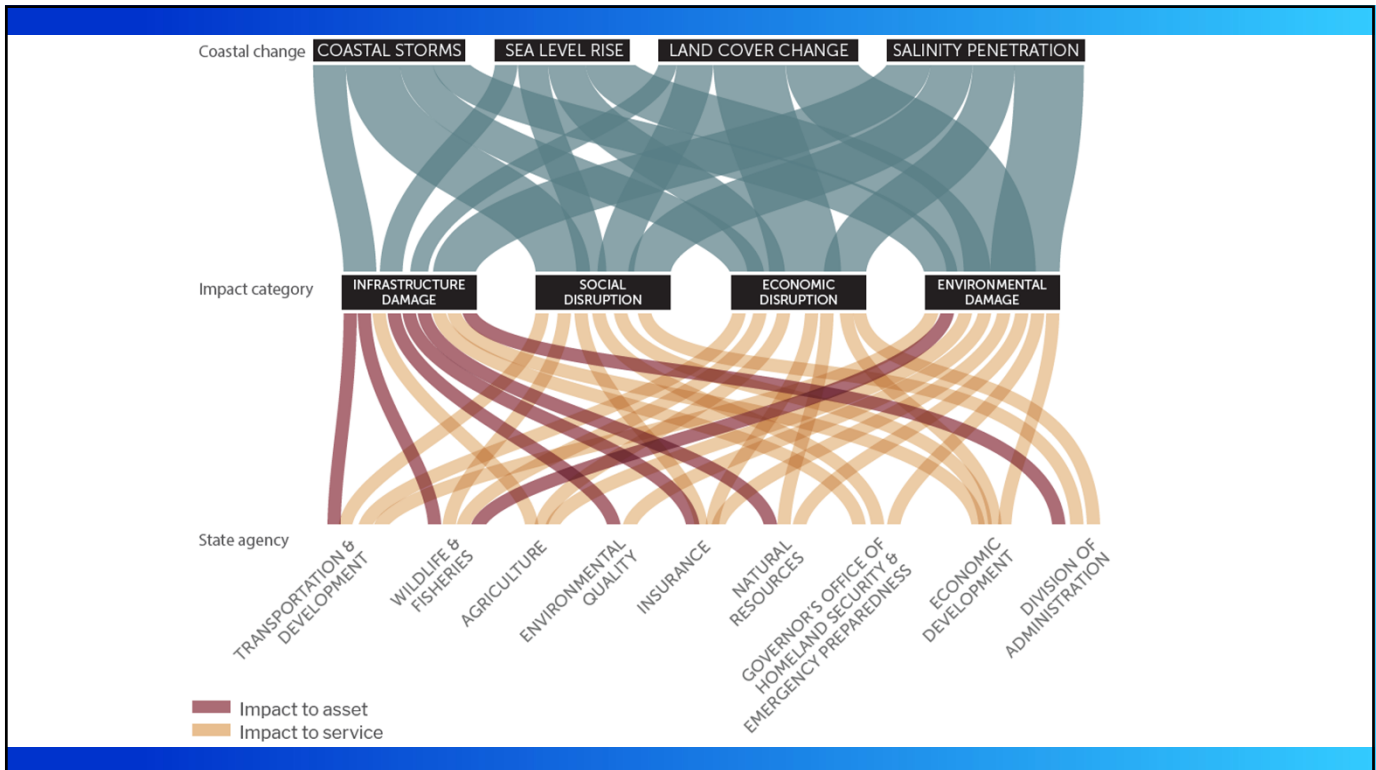
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Best Practice #6: Focus on people and meet communities where they are.

- The people least equipped to prepare for, recover from, and adapt to climate change are experiencing the worst impacts.
- Preparing for chronic stressors (who, what, when, where) is a challenge.
- Consider impacts to agency employees personally and ramifications for program delivery.

- This can look like:
  - Louisiana conducts public meetings in partnership with community-based organizations and nonprofits with translation services available.
  - North Carolina works directly with community-based organizations to distribute disaster assistance.

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## Best Practice #6: Focus on people and meet communities where they are.

This can also look like:

- Colorado's CRO is based in the Department of Local Affairs and partners with 8 regional community managers, local governments, and regional associations on outreach.

**In Virginia:**

- DCR released the Community Outreach and Engagement Plan last year to serve as a framework for outreach.

Colorado Resiliency Framework Sectors

Economic
Small Business
Agriculture
Tourism
Commercial Environment
Jobs
Diversity

Infrastructure
Transportation
Green Infrastructure
Water
Wastewater
Solid Waste
Energy
Communications
Public Facilities

Community
Land Use/Planning
Smart Growth
Floodplain Management
Emergency Management
Mitigation
Governance
Capabilities
Culture

Colorado Resiliency Working Group
CRRO
State Agencies
Federal Agencies
Other Identified Advisors

Watersheds and Natural Resources
Environment
Streams
Water Quality & Capacity
Ecosystem/Natural Habitats

Health and Social
Access to Services
Physical / Psychological Health and Well-Being
Social Vulnerabilities

Housing
Affordable Housing
Accessibility
Range of Housing Options
Durable Materials
Energy Efficiency
Insurance

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# What's next?

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## Best Practice #7: Integrating priorities and plans can produce actionable projects with stackable funding sources.

- Federal government is shifting to emphasize pre-disaster resilience funding.
- Greater state coordination is needed to leverage funding.
- Louisiana ultimately wants to build out a suite of community resilience projects that combine goals – and funding sources – from multiple agencies.

**In Virginia:**

- Norfolk $112M Ohio Creek Watershed project is a great example of a high-impact, multi-benefit project that serves the community.
- Need to figure out how to scale up and increase efficiencies to make this more realistic for Virginian communities.

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## Best Practice #8: Institutionalize coordination and communication pathways across agencies

- Louisiana CRO and resilience coordinators are still collaborating closely. Formalized structures to enable collaboration are still a work in progress, state is working to address this in 2023 legislative session.
- Colorado hosts online biweekly peer learning series for local and state government staff.

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3/28/2023

# Questions?
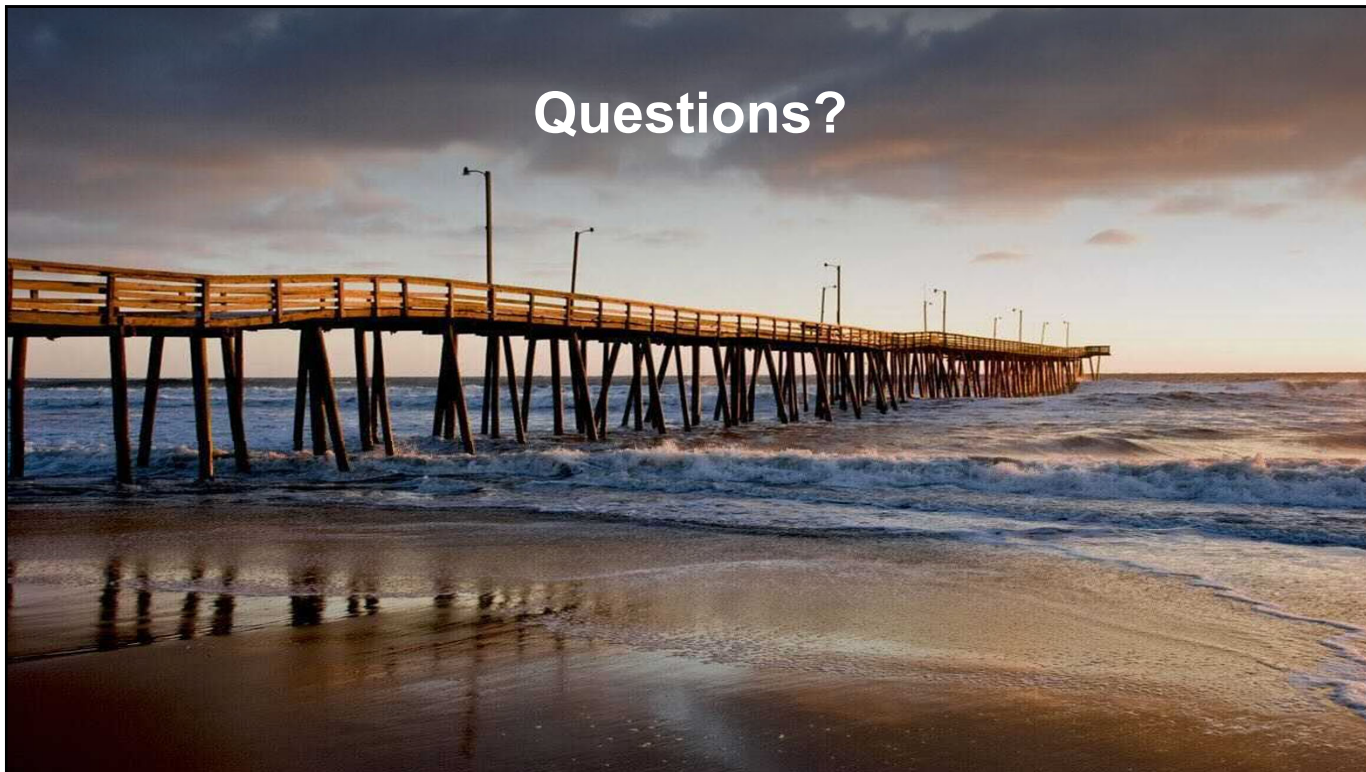
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**Thank you!**

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# Interagency  Collaboration

Resilience Coordination Working Group
March 28, 2023

**VCU**
Performance Management Group
L. Douglas Wilder School of Government and Public Affairs

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Sarah Jackson, MPA
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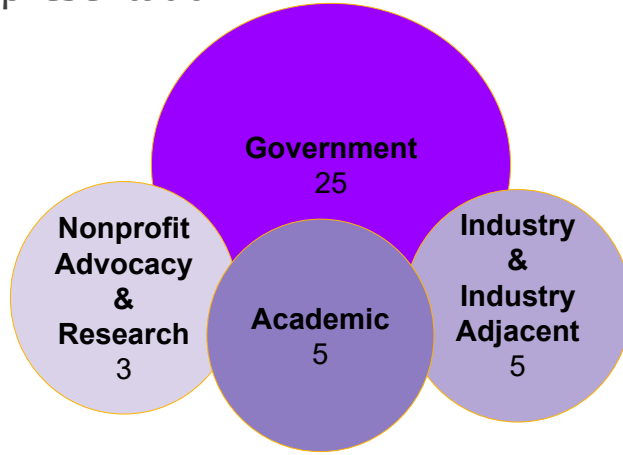
# Resilience Coordination Working Group
## Working Group Charge

This Working Group is being established by the Chief Resilience Officer in furtherance of Governor Youngkin's goal of addressing challenges related to flooding and resilience, and in the spirit of engaging collaboratively with the General Assembly on this important issue. The Working Group will have the following purposes:

• To consider and assess strategies and policies for the Commonwealth to improve **intergovernmental and interagency coordination**; and

• To maximize the procurement of federal and private **funding opportunities** in planning for and implementing flood resilience throughout the Commonwealth.

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## Resilience Coordination Working Group
Member Representation

**Government** 25

**Nonprofit Advocacy & Research** 3

**Academic** 5

**Industry & Industry Adjacent** 5

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# Information Sharing - Round 2

Collaborations and Partnerships

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# Workgroup Partnerships



29 Survey Responses
(76%)

# Data Partnerships

# Unspecified Partnership Basis
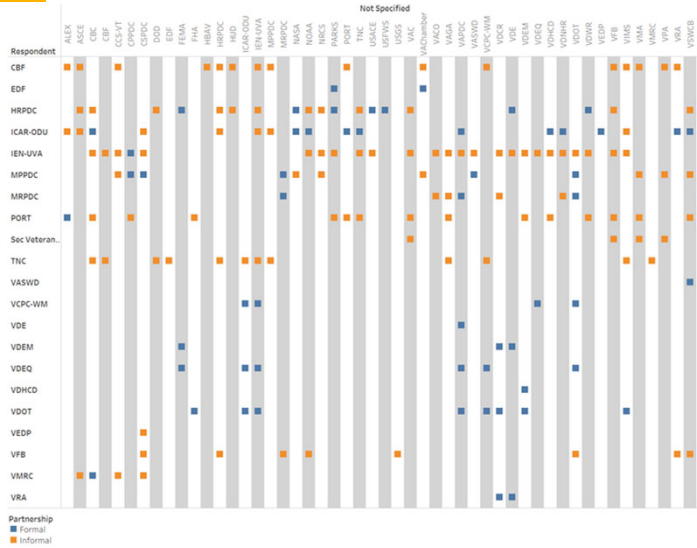


| Relationship Basis |
| --- |
| Data Sharing |
| Direct Funding |
| Geographic |
| Indirect Funding |
| Regulatory |
| Workgroup |

Partnership: Formal, Informal

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# Unreciprocated Partnerships

| Partner | Missing a reciprocal relationship with |
| --- | --- |
| CBC | HRPDC, MPPDC, OTHER, PORT, VPA, CLARK |
| CBF | CLARK, OTHER |
| CLARK | MPPDC, PORT, VPA |
| HRPDC | OTHER |
| ICAR-ODU | CBF, CLARK, EDF, OTHER, VCPC-WM, VDCR, VDEQ, VDOT, VPA |
| IEN-UVA | CBC, CBF, EDF, HRPDC, OTHER, PORT, TNC, VASWD, VDEQ, VDOT, VFB |
| MPPDC | EDF, OTHER |
| MRPDC | OTHER, VFB, VPA |
| PORT | MPPDC, OTHER, VPA |
| TNC | OTHER, PORT, VDE, VFB, VPA |
| VASWD | CBC, HRPDC, OTHER, VFB, VMRC |
| VCPC-WM | CBC, CBF, CLARK, EDF, HRPDC, MPPDC, OTHER, PORT, TNC, VDCR, VDE, VFB, VPA |
| VDCR | CLARK, OTHER |
| VDE | HRPDC, OTHER, PORT, VDCR, VFB, VRA |
| VDEM | EDF, HRPDC, MPPDC, MRPDC, OTHER, PORT, VDHCD, VDOT, VFB, VPA |
| VDEQ | CBC, CBF, CLARK, EDF, HRPDC, MPPDC, MRPDC, OTHER, PORT, VASWD, VDCR, VDE, VFB, VMRC, VPA, VSWCB |
| VDHCD | CLARK, EDF, HRPDC, ICAR-ODU, MPPDC, MRPDC, OTHER, PORT, VFB, VPA |
| VDNHR | CBC, CBF, EDF, HRPDC, ICAR-ODU, MPPDC, MRPDC, OTHER, PORT, VDCR, VMRC, VPA |
| VDOT | CBF, EDF, HRPDC, MPPDC, MRPDC, OTHER, VDEQ, VFB |
| VEDP | CLARK, EDF, HRPDC, ICAR-ODU, MPPDC, MRPDC, OTHER, VFB, VPA |
| VFB | MPPDC, OTHER, PORT |
| VMRC | OTHER, VDE, VFB, VPA |
| VPA | OTHER |
| VRA | CBC, CBF, EDF, HRPDC, ICAR-ODU, MPPDC, OTHER, VFB, VPA |
| VSWCB | CBF, EDF, HRPDC, ICAR-ODU, MPPDC, OTHER, PORT, VPA |
| VTREAS | CBF, HRPDC, ICAR-ODU, MPPDC, MRPDC, OTHER, PORT, VDCR, VDE, VFB, VMRC |

Other: Secretary of Veterans and Defense Affairs

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# Preliminary Findings

Strengths
- Partnerships (both formal and informal)
- Sharing of data by formal or informal means

Opportunities
- Revisit all the workgroups and look for commonalities and possible consolidations
- Formalize data sharing relationships where appropriate
- Clarify relationships between organizations where appropriate

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# Small Group Work

**General Discussion**

What strategies are in place to support resilience planning coordination and collaboration?
1) within your sector (Industry, State Gov, Localities, etc.)
2) with other sectors

What is working well?  What could be improved?

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**Contact Us**

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