



# 2026 Management & Leadership Training Conference

Orlando, FL | January 28-30  
Hilton Orlando Lake Buena Vista  
at Walt Disney World Resort

#MLTC26

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# **Whole Home, Whole Community: Advancing Weatherization's Role in Disaster Preparedness**

**January 28, 2026  
NCAP Energy Partnerships**

# Speakers

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Principal, Hassett Strategies

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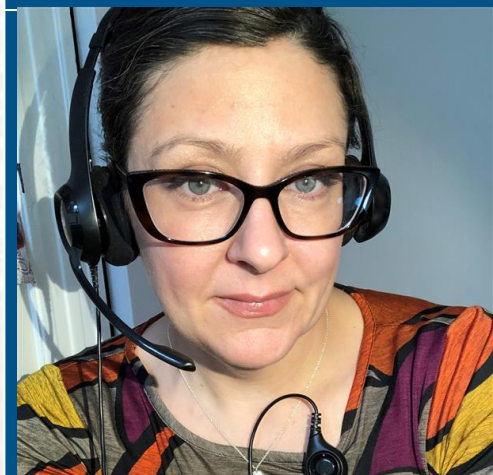
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# Phases of Emergency Management

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# Defining an Emergency

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## What is an Emergency?

- FEMA/Stafford Act (*42 USC § 5122*)
  - Emergency: “Any occasion or instance for which . . . Federal assistance is needed to . . . to save lives and to protect property and public health and safety, or lessen or avert the threat of a catastrophe in any part of the United States”
  - Major Disaster: “Any natural catastrophe [], or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which . . . causes damage of sufficient severity and magnitude”
- State laws & definitions can vary (e.g., governor declarations)

# Defining an Emergency

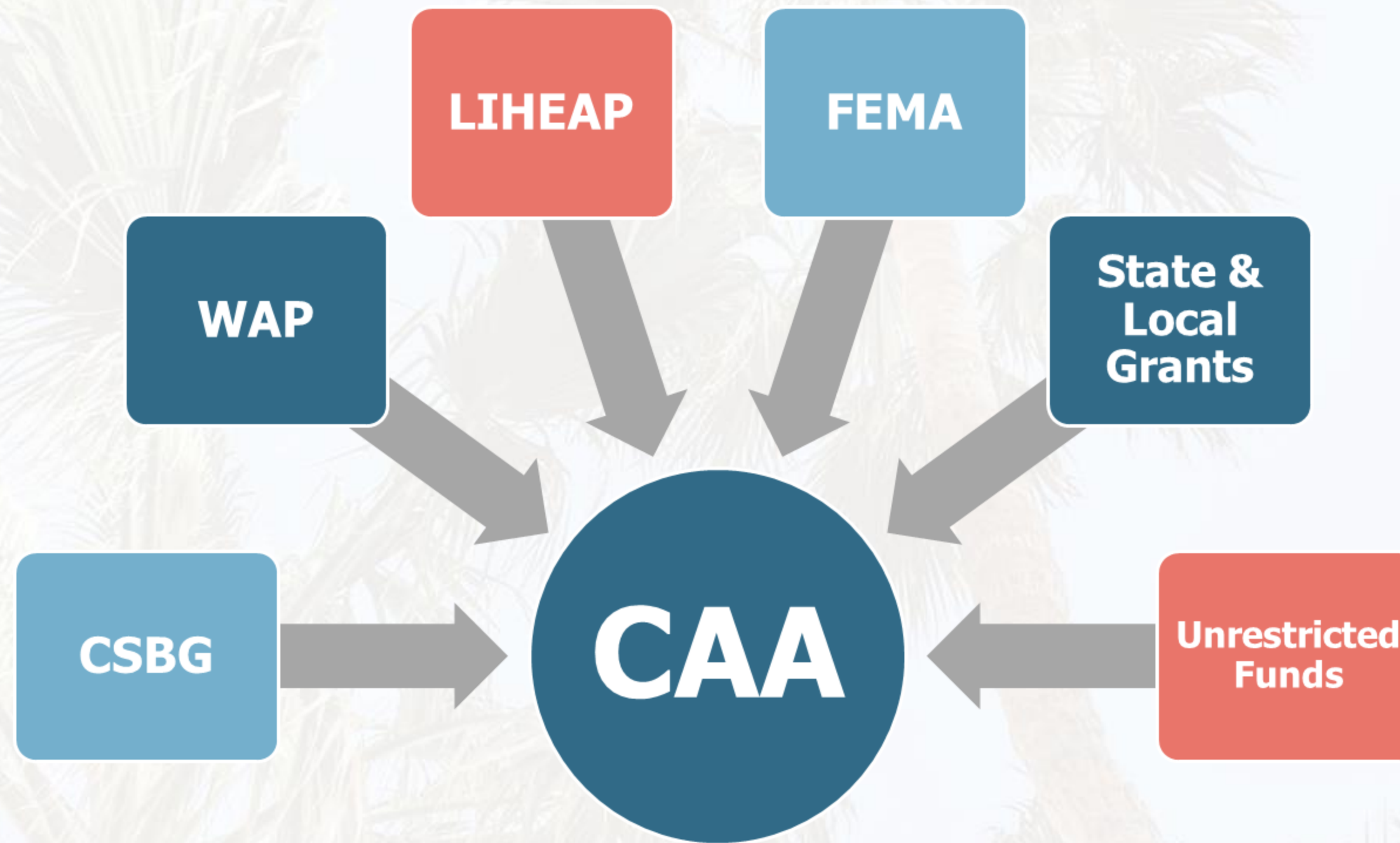
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## Why Does it Matter?

- Determines emergency versus Emergency
- Recognizes impact on the community & workforce
- Triggers public relations and/or communications procedures
- Can activate certain governance powers
- May allow for flexibility in use of federal/state funds
- Engages established systems & partnerships

# Funding in an Emergency

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# Funding in an Emergency

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## Uses of WAP Funds

- Braiding WAP with outside sources such as state utility funds or disaster relief grants (*10 CFR 440.14(c)(6)(xiv)*)
- States can transfer LIHEAP funds to WAP to serve low-income households (*42 USC § 8624(k)(1)(B)*)
  - Up to 15% under statute or 25% with waiver
- WAP can be used to address health & safety issues necessary before or due to weatherization activities (e.g., mold)
  - State plans set limit on allowable expenditures (*WPN 22-7*)

# Funding in an Emergency

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## Uses of WAP Funds

- Weatherization Readiness Funds are set aside for necessary repairs where deferral has occurred or is at risk (*WPN 24-9*)
  - Must ultimately result in weatherization of the structure
- WAP subgrantees must follow use & management requirements of Uniform Guidance for equipment, supplies, and facilities (*2 CFR 200.311, 313, 314*)
  - E.g., using weatherization trucks to move landslide debris

# Shared Services in an Emergency

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## Collective Response

- Arrangement between multiple organizations to share functions or physical resources
- Form partnerships before emergencies happen
  - Establish relationship & roles
  - Identify available resources
  - Clarify limitations (e.g., funding restrictions)
- Formalize collaborations using contracts, MOUs, etc.
  - Structure so you can “flip the switch”

# Governance During Disaster

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## Put Your Own Mask on First

- Emergency bylaws
  - What if the board can't meet?
  - Can we delegate to a board committee?
- Ongoing administration (i.e., payroll, grant reporting)
  - Who can sign checks?
  - What if employees are impacted?
- Recordkeeping
  - Costs must be “adequately documented” to be allowable (2 CFR 200.403(g))

# Governance During Disaster

## Weatherproofing CAA Bylaws

Preparing for Emergency  
Governance

### Table of Contents

#### I. Introduction

- A. Legal Framework Refresher
- B. A Note on Preemptive Emergency Corporation Law
- C. How to Use this Resource

#### II. Defining an Emergency

#### III. Bylaws Issues During an Emergency

##### A. Selection

- Issue 1:** Will our CAA's board be able to follow its board member selection process?
- Issue 2:** What if organizations or individuals on our board are unable to do so?

##### B. Terms and Term Limits

- Issue 1:** What happens when a board member's term expires?
- Issue 2:** What happens when a board member's term is extended?

##### C. Removal

- Issue 1:** Are we required to remove a board member?

##### D. Vacancies

- Issue 1:** Will our CAA be able to fill a vacant seat?
- Issue 2:** Will vacant seats affect our governance?

##### E. Board Meetings

- Issue 1:** What if our board cannot convene a meeting?
- Issue 2:** What if our board cannot convene a meeting in the bylaws?
- Issue 3:** Can our CAA hold different types of meetings?

### III. Bylaws Issues During an Emergency

#### A. Selection

##### **Issue 1:** Will our CAA's board be able to follow its board member selection process?

Following selection procedures to fill empty seats is an essential part of a CAA board's role, and the bylaws inform various aspects of this process, including who is eligible for board service and how new board members are seated. Some CAAs include board member selection processes in their bylaws, while other CAAs specify such processes in a separate board policy referenced in the bylaws. It can be challenging, if not impossible, to follow these processes if unforeseen events impact the identification, recruitment, and selection of board members. The COVID-19 pandemic, for example, raised health and safety concerns around in-person voting to select low-income sector directors. Where bylaws prescribe a process that cannot be undertaken due to an emergency, the bylaws must be amended for a CAA to remain in compliance, a process that itself poses additional challenges.



#### Applicable Law

A CAA must consider the impact of an emergency on its selection processes within the context of the different applicable federal funding source requirements. For example, all CAAs must comply with the tripartite board requirements of the federal CSBG Act, including that at least one-third of its board members be democratically selected representatives of the community served. While there is no prescribed democratic selection process that CAAs must follow, a process must exist to meet this requirement. Unless state CSBG laws require it, a CAA's specific process for identifying, interviewing, and selecting directors for each sector does not need to be included in its bylaws. Rather, the process can be detailed in a separate board policy and simply referenced in the bylaws. This allows the board to modify the selection process by changing a

# Crisis Agility & Community Action

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***Built for Daily Pressure***  
***Prepared for Large-  
Scale Crises***

Seth Hassett, Principal, Hassett Strategies, 2026

# Crisis Management

*It's Our Daily Reality*



*Community Action leaders manage crises every day – even when no disaster has been declared*

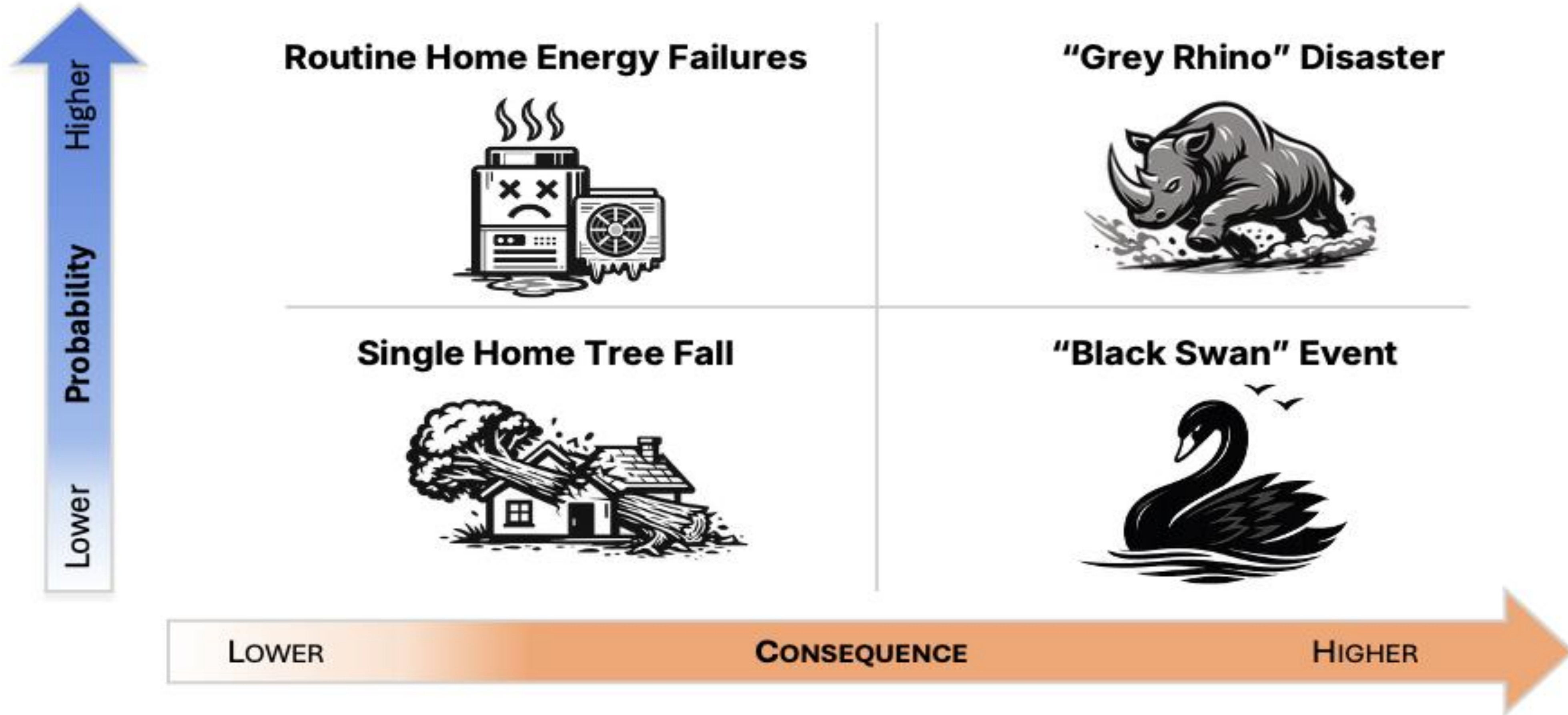
- **Families in Crisis** – preventing utility shutoffs, food insecurity
- **Operational Complexity** – Multiple programs, overlapping rules, urgent decisions with imperfect information
- **Workforce Challenges** – Vacancies, burnout

*So when  
someone  
says...*

***"We should really be  
doing disaster  
planning."***

*...it may get filed under  
"Yes, but not today."*

# Planning for the Likely... not just the dramatic



See, [The Black Swan: The Impact of the Highly Improbable](#), 2007, [Wucker](#), [The Grey Rhino: How to Recognize and Act on the Obvious Dangers We Ignore](#), 2016

# Vulnerabilities for Low-Income Households



## Before Disaster

*Higher exposure.  
Thinner buffers.*

- **More likely** to live in hazard prone areas
- Homes with **deferred maintenance** = greater damage
- Lower rates of **insurance** and emergency savings
- **Preparedness** competes with rent, food, utilities, childcare

## During Disaster

*Fewer safe choices  
in real time.*

- **Limited ability to evacuate** (transport, care, caregiving, job risk)
- **Missed work** quickly triggers cascading crises
- **Sheltering is harder** with health needs, disability, or crowding

## After Disaster

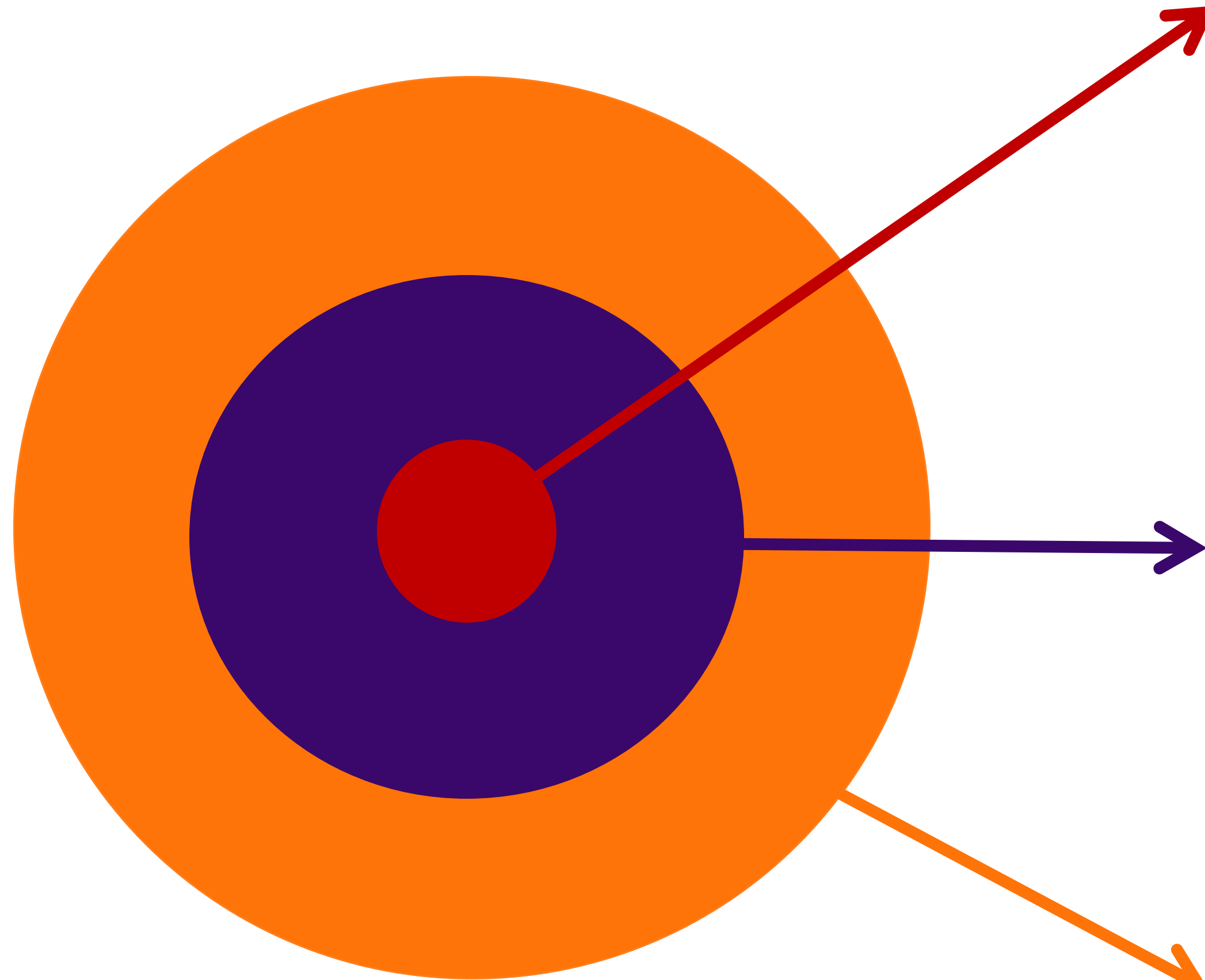
*Recovery is slower...  
displacement is possible.*

- Assistance may be available but is **paperwork-heavy**
- **Renters** can face repair delays, displacement, **loss of housing**
- **Loss of housing stock** can reshape communities
- **Lingering health risks** from unsafe or unhealthy living conditions.

Evidence base: CDC Social Vulnerability Index • National Academies • FEMA Individuals & Households Program • HUD Healthy Housing

# The “Ripple Effect”

Population Exposure in Catastrophic Events



## Direct Household Impacts

*Loss of income or employment; Loss or damage to personal property or housing; Displacement or evacuation; Physical injury or disability; Death of a household member or loved one.*

## Secondary Household Impacts

*School closures or disruptions to education; Caregiving burdens (e.g. for children, elders, or injured family members); Strain on household mental health and relationships; Transportation or access barriers to work, care, or services; Reduced household stability due to compounding pressures.*

## Community-Level Impacts

*Potential for widespread job loss or economic disruption; Loss or reduction of housing stock; Disruption or closure of health and social service systems; Infrastructure failures (e.g., utilities, transportation, communications); Erosion of community trust, safety, and cohesion .*

# Same Words, Different Worlds

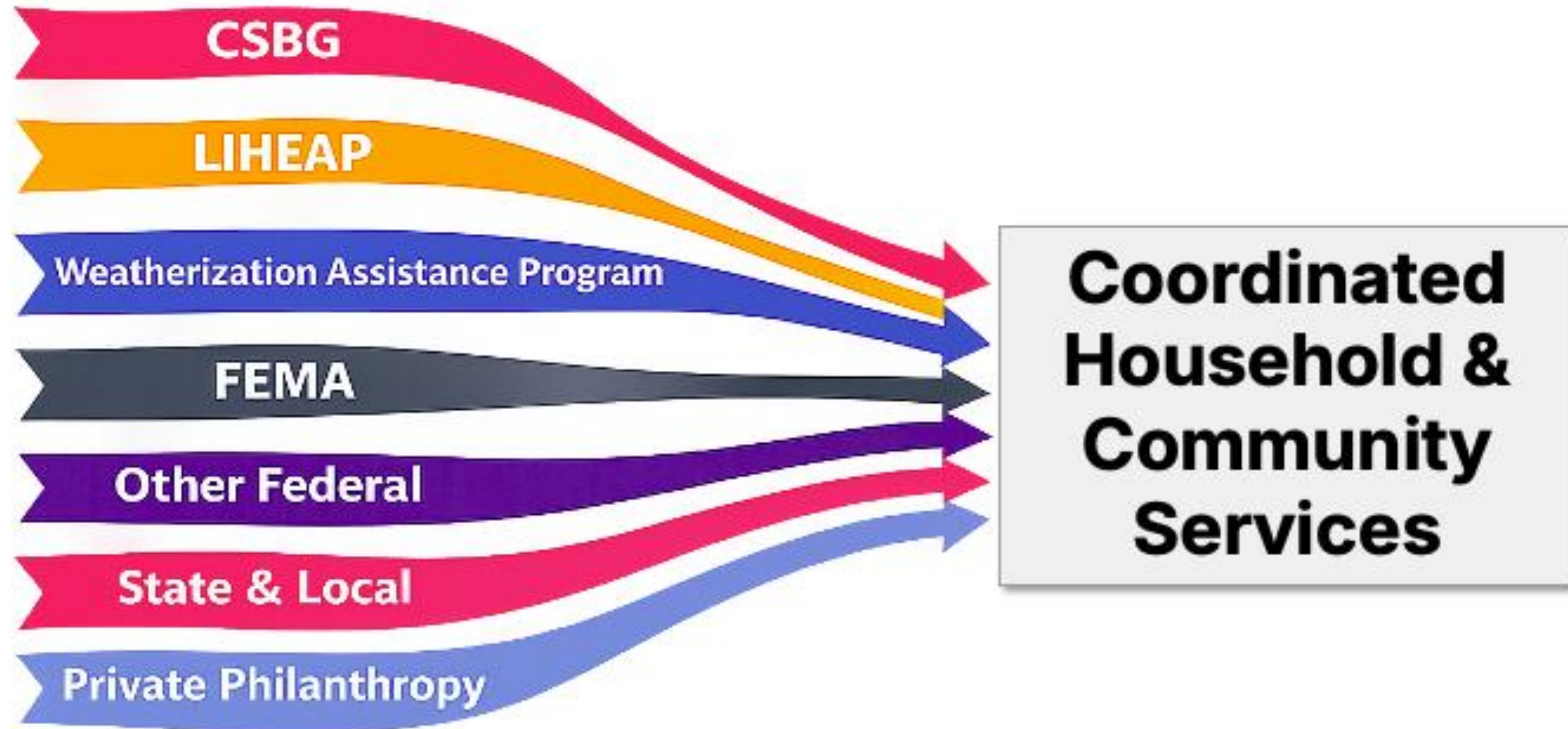
## Emergency Management vs. Human Services

Term	Typical Emergency Management Meaning	Typical Human Services Meaning
<b>Provider</b>	Vendor or contractor supplying goods or services	Human service agency delivering ongoing services
<b>Shelter</b>	Temporary, large-scale emergency housing	Specialized, trauma-informed residential community service
<b>Case Management</b>	Short-term disaster recovery navigation	Ongoing service coordination, support, & linkage to community resources
<b>Recovery</b>	System and community restoration	Household or individual stabilization, substance abuse recovery
<b>Coordination</b>	Hierarchical, time-compressed operations	Relationship-based, collaborative networks
<b>Unmet Needs</b>	Gaps remaining after formal aid	Chronic, pre-existing service shortfalls

***Shared goals are easier to reach when we clarify our language.***

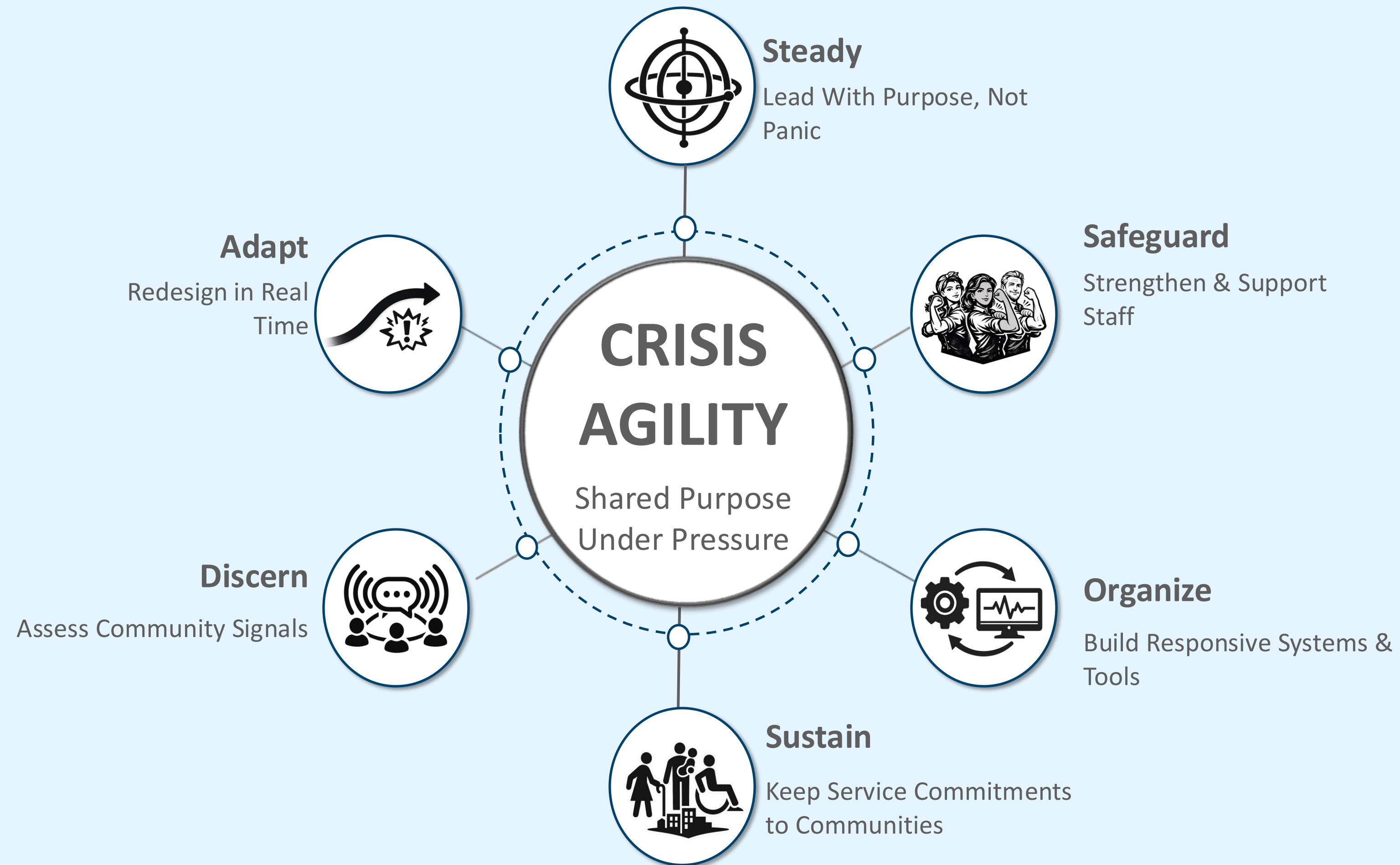
# The Community Action Contribution

Different crises. **Connected Services.**



- Emergency Food Assistance 
- Emergency Rental Assistance 
- Home Energy Assistance 
- Weatherization & Home Repair 
- Childcare & Youth Services 
- Older Adult Services 
- Employment and Training 
- Strengthening Communities 

# Crisis Agility - Six capacities for staying effective in crises



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# Questions?

# **NCAP Wants to Hear From You**

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## **Your Opinion is Very Important to Us!**

- Please take a moment to evaluate this workshop using one of the following:
  - QR Code
  - Event App
  - MLTC26 eNews

# Subscribe to Weatherization Plus

NCAP Energy Partnerships invites you to subscribe to Weatherization Plus! This biweekly newsletter features tools and resources to assist you on your Weatherization journey.



SCAN TO SUBSCRIBE!



# WAP February Webinar Series:

# Advanced Weatherization Strategies for Lowering Household Energy Costs



Join NCAP Energy Partnerships for a four-part  
Weatherization webinar series:

Wednesday, February 11, 2026

Tuesday, February 17, 2026

Thursday, February 26, 2026

Wednesday, March 4, 2026

2:00 ET/ 1:00 CT/ 12:00 MT/ 11:00 PT



**REGISTER NOW!**

# National Community Action Partnership presents:

## Weatherization Leadership Professional Development Institute (WAPPro)

### WAPPro is...

A learning curriculum designed for emerging leaders who want to turn weatherization expertise into meaningful leadership—bridging technical knowledge with organizational management and leadership skills.

### Discover the 3 “E”s:

**Empower** emerging leaders with the knowledge, skills and confidence to lead  
**Engage** with peers to learn, collaborate and build a strong community of WAP professionals

**Equip** yourself to lead effective, impactful weatherization programs.

### Who should apply:

Anyone looking to take the next step in a WAP career, including frontline staff, intake specialists, and other weatherization team members interested in professional growth.

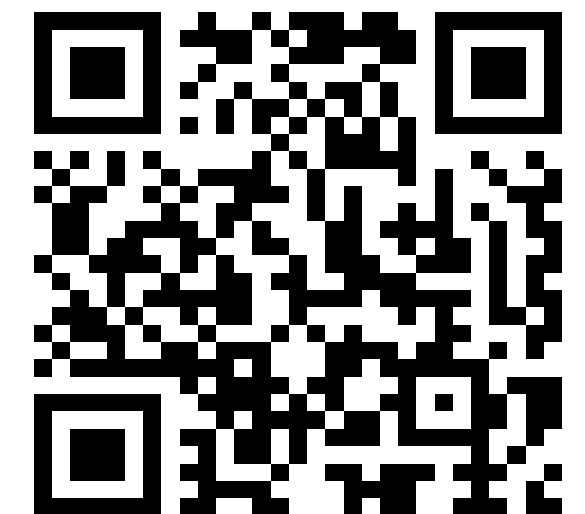
### WAPPro 3.0 Schedule:

Sessions will be held monthly from June – November 2026

Apply Here: <https://www.surveymonkey.com/r/RHF8QZP>

*Application will on closed April 30, 2026*

For more information contact Keesha M. Johnson; Project Director, Weatherization Workforce Development [KJohnson@communityactionpartnership.com](mailto:KJohnson@communityactionpartnership.com)



***New!***

# ENERGY PARTNERSHIPS WEBSITE

Check out the NCAP Energy Partnerships team's enhanced website.

Discover the latest in weatherization program updates, workforce development, and emergency preparedness.

# CEU Information

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**This session has been approved for 1.15 BPI Continuing Education Credits (CEU's)**

**CEU's are typically available in your BPI Portal [bpi.org](https://bpi.org) within two weeks following the conference.**

# Thank you!

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