



FEMA

FEMA National Advisory Council

March 19, 2014

FEMA Region III, 615 Chestnut Street, Philadelphia, PA

MEETING NOTES

NAC MEMBER ATTENDANCE

NAME	DISCIPLINE	PRESENT	ABSENT
Jim Featherstone, Chair	Emergency Response	X	
Teresa Scott, Vice Chair	FEMA Administrator Selection	X	
Beth Armstrong	Standards Setting	X	
Joseph Bolkcom	State Elected Officials		X
Sarita Chung	In-Patient Medical Providers	X	
Mark Cooper	Emergency Management	X	
Nancy Dragani	FEMA Administrator Selection	X	
Lee Feldman	Local Non-Elected Officials	X	
Edward Gabriel	Infrastructure Protection	X	
Chris Howell	FEMA Administrator Selection	X	
June Kailes	Functional Accessibility	X	
Emily Kidd	Emergency Medical Professionals	X	
Nim Kidd	Emergency Response	X	
Anne Kronenberg	Emergency Response		X
Clifton Lacy	Health Scientists	X	
Linda Langston	FEMA Administrator Selection	X	
Robert Lee	FEMA Administrator Selection	X	
Brian Lugo	Tribal Elected Officials		X
Suzet McKinney	Public Health	X	
Ken Miyagishima	Local Elected Officials		X
Thomas Powers	Cyber Security		X
Richard Reed	FEMA Administrator Selection	X	
Robert Salesses	U.S. Department of Defense—Ex Officio	X	
Pat Santos	Emergency Response	X	
Dennis Storemski	Emergency Response	X	
Guy Swan	FEMA Administrator Selection	X	
Mary Troupe	Disabilities	X	
David Waldrop	Communications	X	
Jeff Walker	Emergency Management	X	
Phil Zarlengo	FEMA Administrator Selection		X

FEMA ATTENDEES

NAME	TITLE
Josh Batkin	Director, External Affairs
Gwen Camp	Director, Individual and Community Preparedness Division
Michael Coen, Jr.	Chief of Staff
Michael Delman	Attorney Advisor, Office of Chief Counsel
Craig Fugate	Administrator
Brian Kamoie	Assistant Administrator for Grants

NAME	TITLE
David Kaufman	Associate Administrator, Office of Policy, Program Analysis and International Affairs
Donald "Doc" Lumpkins	Director, National Integration Center
David Miller	Associate Administrator, Federal Insurance & Mitigation Administration
Vilma Milmoie	Acting Superintendent, Emergency Management Institute
Joe Nimmich	Associate Administrator for Response and Recovery
Charlotte Porter	Designated Federal Officer (DFO), National Advisory Council
Marcie Roth	Director, Office of Disability Integration & Coordination
MaryAnn Tierney	Regional Administrator, FEMA Region III
Alexandra Woodruff	Alternate DFO, National Advisory Council

MEMBERS OF THE PUBLIC

NAME	TITLE/ORGANIZATION
Martha Calhoun	Lead Counsel on the BCID v Bloomberg Litigation, NYC Law Department
Joe Filipick	FedEx
Stella Guarna	Deputy Commissioner for Legal Affairs, NYC Office of Emergency Management
Elizabeth Malone	Neighborhood Housing Services of New York City
Harry Mayer	U.S. Health and Human Services
Meghan McCarthy	U.S. Department of Defense
Nicole McKoin	Target
Alexa Noruk	U.S. Senate
Patricia Oliver	Disability Advocate
Samantha Phillips	Deputy Managing Director, Emergency Management, City of Philadelphia
Charles Sharp	BEMA
Mukesh Roy	Ocean Health Department
Kari Tatro	Executive Vice President, Emergency Management, BCFS
Michael Touchstone	Philadelphia Fire Department

MEETING SUMMARY

The meeting was called to order at 8:37 am EDT by Charlotte Porter, NAC DFO.

Welcome and Opening Remarks

Jim Featherstone—NAC Chair

- The NAC last met in April 2014. Thank you to FEMA Region III for hosting this meeting of the NAC.
- Three members of FEMA Corps who were present at the meeting were introduced. Members were encouraged to reach out to them to discuss their experiences. The FEMA Corps Program is a great way to engage the nation's youth.

Teresa Scott—NAC Vice Chair

- The NAC subcommittees met yesterday with great interaction and ideas. Thanks to all those who participated for the successful sessions.

Michael Coen, Jr.—Chief of Staff, FEMA

- Thanked everyone who is part of the NAC.

FEMA Region III Overview

MaryAnn Tierney—Regional Administrator, FEMA Region III

- Welcomed everyone to FEMA Region III. Thanked the FEMA Corps members for helping with the meeting.

- As far as this past year's responses, unlike in years past where FEMA Region III has dealt with hurricanes, the issues this year encompass West Virginia water incident and excessive snowfall. In West Virginia, FEMA Region III has continued to assist and has delivered over seven million liters of water. Philadelphia, PA has experienced twice the average amount of snowfall this year, and FEMA Region III is still dealing with disaster declarations from the snow storms.
- FEMA Region III's responses generally follow the "go big and go fast" model, as personnel are deployed as soon as possible. FEMA Region III strives to reduce response time to minimize victim impact from the disaster. Mitigation plays an important role and FEMA Region III works with stakeholders to develop smart mitigation options. FEMA Region III is working to make the Individuals and Households Program (IHP) more comprehensive by reviewing the Emergency Management Performance Grants (EMPG).
- The National Flood Insurance Program (NFIP) has proved challenging when people want to rush to rebuild. The locality may be overwhelmed with receiving permits to process NFIP claims, so FEMA III Region supports this by processing some permits.
- FEMA Region III is working to virtualize the recovery operations centers. Physically established Joint Field Offices (JFOs) are expensive and inefficient. Establishing a center in Harrisburg, PA to process virtual paperwork is estimated to save \$16 million in JFO setup costs. However, this would only include Public Assistance as Individual Assistance is not yet ready for virtualization.
- FEMA Region III deployed a Federal Disaster Recovery Coordinator (FDRC) to implement the National Disaster Recovery Framework (NDRF) in Alaska.
- FEMA Region III is working on an All Hazards Recovery Plan and is bridging the gap between response and recovery in its formal meetings. The region has been holding Regional Interagency Steering Committee (RISC) meetings in conjunction with the Regional Advisory Council (RAC) meetings but they have been heavily response-focused. The next RISC/RAC meeting will be the first integrated meeting which will focus much more on short- and long-term recovery and is scheduled to be held this summer.
- The RAC has 32 members and is comprised of various levels of government and private entities. It is local-representative based, chaired by local representatives from Philadelphia, PA and Henrico County, VA. FEMA Region III works with the RAC to coordinate outreach such as preparedness activities. The RISC is made up of regional representatives from the Emergency Support Functions (ESFs); FEMA Region III coordinates current efforts and provides input on how FEMA Region III could improve. When the Regional Response Coordination Center (RRCC) activates, the members of the RISC who serve as ESF representatives work in conjunction with the Region.

NAC Question: Is it fair to say the RISC is similar across all FEMA Regions?

- The structure is similar, but there are different hazards and needs in each Region.

NAC Question: Do you invite state ESFs to the RISC meetings?

- Funding allows two state representatives to attend; but, others are not precluded from attending.

NAC Question: What is the difference in focus between RISC and RAC? Are there gaps in RAC membership?

- The RISC is operational while the RAC is more policy-based. The RAC is a Homeland Security directive while the RISC is driven by the National Response Framework (NRF) and based on staffing in the RRCC. Most disasters are run from the regional level and FEMA Region III is trying to increase linkages between the agencies that staff the RRCC.
- The 32 RAC members are balanced to include representatives from private, public, and community-based partners at various levels. The challenge with membership is attendance.
- The NAC may help with engaging dialogue with the RAC.

Discussion with FEMA Administrator

Craig Fugate—Administrator, FEMA

- This is only the second time since May 2009 that the Agency has been working under a normal budget, which means we can actually plan for the long-term. Significant policy decisions have been made such as the Budget Control Act. The Disaster Relief Fund (DRF) is a necessity regardless of budgetary issues. We are back to building the FY15 budget. Our FY14 budget was not cut as much as other agencies' and we continue to justify the spending.
- The NAC has been instrumental in providing suggestions on prioritizing funding streams, Individual Assistance, and the tribal declaration process.
- Integrating lessons learned is crucial. For example, FEMA continues to work with the Regions on how to expedite the process to set up JFOs. Virtual JFOs may be more efficient and provide cost savings. FEMA is outcome focused and is working to derive doctrine that allows the Regions to work effectively and not be limited by policies.
- There is a balance between Title 10 and Title 32 with a push to bring both under one unified dual status commander working with the authorities of the governor and the President. This becomes difficult with

disasters that span state lines, but disasters have no geographical boundaries. FEMA is working with NORTHCOM to run various command and control functions from Washington, DC. FEMA is working to reduce the competition for resources across states.

NAC Question: As Hurricane Sandy was the first dual status, multi-state disaster, what did you see there?

- It was a challenge, but pre-staging assets helped. FEMA made it clear that if an asset was not used, it would not be paid for, but everything must be in place.

NAC Question: How is FEMA working with locals to explain Defense Support of Civil Authorities (DSCA)?

- FEMA's role is not to go straight to the locals to explain this. Command authority in the base vicinity is limited to immediate response needs in the community. Until a governor requests Federal aid, larger efforts cannot be supported. The primary mission of the military is not to respond to disasters. FEMA is working with the National Guard Bureau (NGB) to conduct deliberate planning. We are working with state adjutants to determine which states have catastrophic hazards and looking to integrate planning with local military installations. Some military units may be deployed at a given time, so planning is difficult. The Department of Defense will determine which units deploy in a disaster.

NAC Question: What is the background on FEMA's goal to be expeditionary and resilient?

- FEMA has five strategic priorities. One of them is that FEMA is investing manpower into what it means to be expeditious and survivor centric and developing metrics to measure progress.
- FEMA conducted the "Clean Slate" project to look at reducing budgets for personnel. This project started with FEMA as a blank slate and added on the statutory requirements. Issues that were identified as a result of the "Clean Slate" project include management of big data and hiring processes.
- FEMA is building IT security that works both at headquarters and in the field. The Agency is conducting an internal IT audit in order to bring everything under one IT architecture. The IT infrastructure should allow sharing with the states.

NAC Question: One of the hallmarks of FEMA has been innovation during disasters. One idea is to take a regional approach to building response and recovery with grants that are not based on individual area needs. Where does FEMA stand on this idea?

- This will not happen. Grants are shifting to focus on addressing catastrophic disasters such as Improvised Nuclear Devices and New Madrid earthquakes. Grants are divided to three categories: Hazard Mitigation Grants, Firefighter Grants, and Emergency Management Preparedness Grants (EMPG). When the Constitutional framework is bypassed to fund localities, we also bypass the governors and interrupt the system.

NAC Question: The military's response to the storm in the Philippines appeared to be big and fast, but the survivors could have used other capabilities. What is FEMA's position on managing large scale coordination in major international disasters?

- The State Department manages international disasters. The only way FEMA would get involved would be if the President ordered the use of FEMA's expertise. FEMA staffs the contingency efforts at NATO and works with other nations to develop policy through guidance, but that's about it. Most international response is based on the humanitarian model, unlike the National Response Framework (NRF) model.

NAC Question: How can we empower Regional Administrators (RAs) to have authority regarding getting other Federal agencies to the table in the Regions?

- RAs have been empowered to lead issues, and issues are elevated to the Cabinet level as necessary. The President explained to the Cabinet that they must break down stove pipes, and most agency leaders meet across departments to solve issues. Some agencies have consistent relationships with the states that are difficult to shift at times of disaster.
- FEMA should set an example on working together during a response to other agencies. The NRF is how the government operates overall. The direction from the top down is to work together as a joint federal team.

NAC Question: The National Protection Framework (NPF) has been published. What direction will that take?

- FEMA is not the front and center of the national frameworks, just like how most of the National Disaster Recovery Framework (NDRF) resides outside of FEMA. FEMA is the executive agent but not the lead.

NAC Question: What is the origin for the 72-hour mark for preparedness and response?

- The 72-hour doctrine is based on the survivor bell curve: we know that survivor rescue is better in the first 72 hours. It is also modeled from experience at the local level for the time it takes to receive outside assistance after a disaster strikes. A presence must be established within the first daylight cycle to set the stage that people are safe and secure (people need to feel that they are safe). It typically takes 24 hours to get to the injured, and the public is dealing with the initial trauma in the first 48 hours. If the public starts to doubt that things are OK after 72 hours then it spins out of control. There is an emphasis on time because time is a valuable commodity after a disaster. If you're going to change an outcome, it needs to happen within a specific timeframe. We want to shorten the time for response and lengthen the time for individual preparedness.

NAC Question: Based on the scenario of Ohio's multiple large scale events, how would FEMA handle a situation with a new normal where resources are continually needed?

- State EMS is built around the Stafford Act to manage multiple disasters. In Florida, the policy allows the governor to declare an authority for use of state assets and emergency teams regardless of Stafford Act or FEMA reimbursement. This example reinforces that the authorities of the governor can be used to manage state assets without a Federal declaration.

NAC Question: How is the public and media's use of social media impacting response?

- The biggest difference between before and now is that we have two-way communication instead of a one-way press release. We use social media to listen to the public uncensored and augment our capabilities. We have the ability to gather intelligence unavailable to responders and amplify messages as necessary. However, social media will not do all the work for us.

NAC Question: Are there any new promising programs or protocols that address the issue of senior citizens?

- We cannot underestimate or assume anything about an entire population. We plan for the community rather than fitting the community into the plan. We engage the elderly as volunteers in the planning process, and they will play a role in this year's PrepareAthon! scheduled for April 2014.

NAC Question: There has been some great outreach re tribal integration. The tribal liaisons should be credentialed to validate that they are aware of how tribes operate. How do you see the NAC being involved?

- More qualified individuals need to apply for the tribal positions on the NAC so that the NAC can have the appropriate tribal representation to make recommendations that are applicable across tribal governments.
- The funding for the tribal liaison positions to be solely devoted to the tribes is not available. It is a resource issue and tribal personnel need to apply for these positions. The Stafford Act and emergency management are more easily teachable than tribal knowledge.

NAC Question: How is FEMA addressing climate change and urbanization?

- We look at the consequence of and not the cause of disasters. The greater the population of the disaster area, the more difficult the response.
- The ability to insure has been the most effective indicator of future risk. When we mitigate and look at a cost-benefit analysis, we should have a forward-looking approach.

NAC Question: Is FEMA providing funding for special needs?

- Each state determines how to use funds for American Disability Act (ADA) compliance.

NAC Subcommittee Report Outs

Nancy Dragani— Chair, Federal Insurance & Mitigation Subcommittee

- **Subcommittee Mission:** To advise and provide recommendations to the FEMA National Advisory Council on strategies to lessen the loss of life and property from the impact of disasters; and ensuring through deliberation and promulgation of recommendations that representation, awareness, engagement, and integration of the whole community and FEMA's strategic goals are addressed.

CHARGES

Charge 1: Maintain awareness and provide input on the ongoing implementation of the National Flood Insurance Program (NFIP) Reform Bill, and explore other models for insurance in order to meet the goal of a self-sustaining flood insurance program.

- The subcommittee highlighted the need for policy change and suggested looking at land-use management on a national scale.
- The subcommittee will continue to monitor Grimm-Waters legislation implementation (Homeowners Flood Insurance Affordability Act) and explore current land-use management models across the nation for potential recommendations to the Administrator.

Charge 2: Investigate how activities such as the National Risk Reduction effort and climate change adaptation impact mitigation and advise on how the requirements for mitigation address these issues.

- The subcommittee is looking at improving outreach capabilities and implementation of the Group Flood Insurance Program (GFIP) to reduce overall risk and explain coverage under GFIP. Outreach should be concentrated to those who are underinsured.
- The subcommittee is exploring the need for a periodic assessment for under-insurance as part of the NFIP.
- The subcommittee is discussing whether FEMA should require every county to have a mitigation plan for public assistance or if counties should be allowed to sign onto state plans.
- The subcommittee is looking at the viability of Fire Management Assistance Grants (FMAGs) to determine whether they are beneficial to the overall community.
- The subcommittee is exploring mitigation and recovery as a whole community activity (community adaptation), reaching out to the private sector to ensure a better collection rate for NFIP, building a relationship with insurance and banking industry to ensure a better collection rate, and improving public understanding of flood insurance.

Charge 3: Explore the nexus between mitigation and the FEMA Strategic Plan 2014 – 2018. Provide input into the operationalization of the strategic objectives as they relate to mitigation, including the streamlining of current grant programs to allow all communities to take advantage of mitigation opportunities.

- The subcommittee would like to explore the Strategic Plan when it has been finalized and analyze ways to integrate its goals with mitigation.

Lee Feldman— Chair, Preparedness & Protection Subcommittee

- **Subcommittee Mission:** To advise and provide recommendations to the FEMA National Advisory Council regarding the missions of FEMA National Preparedness & Protection, including those specifically addressed in the Post-Katrina Emergency Management Reform Act (PKEMRA); and ensuring through deliberation and promulgation of recommendations that representation, awareness, engagement, and integration of the whole community and FEMA's strategic goals are addressed.

CHARGES

Charge 1: Examine issues related to the whole community's preparedness and protection for natural, accidental and intentional (manmade) disasters.

Charge 2: Independent of requests from FEMA, provide recommendations to the NAC upon reviewing new and innovative preparedness, protection and prevention efforts, lessons learned and best practices.

Charge 3: Provide recommendations and/or opine on preparedness, protection, and prevention efforts currently underway or being considered by FEMA.

- The subcommittee did not have any recommendations for the NAC's discussion and deliberation at this time. However, they provided an update on the subcommittee's recent discussions:
 - Upon receipt of the response to the National Incident Management System (NIMS) recommendations submitted to the Administrator on December 31, 2013, the subcommittee will review and identify any additional work needed to be undertaken by the Subcommittee.
 - The subcommittee has been reviewing the draft National Protection Framework (NPF) to identify FEMA's role in implementing the NPF, which was discussed earlier at today's meeting with the Administrator.
 - The subcommittee plans to address the following topics:
 - Implementing practice of "lessons learned" into current and new preparedness plans;
 - Disseminate lessons learned utilizing new technologies, social media with a focus on process and outcome metrics;
 - National Preparedness Grant Program (NPGP);
 - America's PrepareAthon!; and
 - First responders' presence in the warm zone and a new approach to mass casualty incidents.

Nim Kidd—Chair, Response & Recovery Subcommittee

- **Mission:** To advise and provide recommendations to the FEMA National Advisory Council on strategic issues relating to FEMA's disaster response and recovery efforts, and to help develop FEMA's initiatives in these areas (ex. NDHS, NDRF, NIMS, NRF); and ensuring through deliberation and promulgation of recommendations that representation, awareness, engagement, and integration of the whole community and FEMA's strategic goals are addressed.

CHARGES

Charge 1: Examine issues related to how the whole community plans, trains and is educated for the response to and recovery from natural, manmade and accidental disasters.

Charge 2: Give specific attention to those response and recovery efforts/issues occurring during initial response, within the first seventy-two hours, and through long-term recovery.

Charge 3: Continue to examine how the private sector and nonprofit organizations can become more actively engaged in response and recovery efforts.

Charge 4: Continue to review current and emerging response and recovery efforts, to include pilot programs, modifications to existing programs, and identification of new and best practices.

- The subcommittee has three recommendations and two ideas for discussion:

Recommendation 1: In order for FEMA to continue the implementation of the National Response and Disaster Recovery Frameworks; educate the community on response and recovery capabilities and resources and create lasting relationships, FEMA should plug into already existing mechanisms, such as the RISC and the RAC in order to address the entire community, ensuring the right groups are represented and bringing the whole community together to address core capabilities.

- **Recommendation accepted with edits.**

Recommendation 2: Implement the National Response Framework and the National Disaster Recovery Framework through the Emergency/Recovery Support Functions to engage private sector partners and

federally supported ESF-8 entities to maximize support for chronic, long-term medical care during response and recovery operations through the following efforts:

- With state and local partners, standardize and adopt national guidance for crisis standards of care.
- Identify both medical and functional need support services providers in the community/region/state and develop a resource list of potential vendors.
- Develop strategies for incentivizing private sector partners to participate and contribute in local emergency planning, including ensuring they are part of the response and recovery planning teams.
- With the state and local partners in ESF 8, develop medical care models to supplement and decompress the acute care and clinical care systems that will be impacted during a mass casualty event. Designing alternate models of care delivery such as secondary triage, medical shelters, palliative care, and points of distribution allows for flexibility in models.
- Include private sector representation on state level task forces related to Disaster Medical Systems to coordinate resources, bring issues related to disaster medical care and medical surge to the table, and provide guidance and policy recommendations for decision makers based on clinical processes and evidence based research and best practices.
- Engage pharmacies in memorandum of agreement to provide prescription refill services during disasters.
- Institute liability waiver language for healthcare providers involved in disaster response; regardless of their status as private providers or disaster volunteers.
- Build core staffing capability by institutionalizing a disaster medical training program that aligns medical disaster management with management by objectives and the National Incident Management System model.
- Identify and engage private and faith and community based partners for refrigeration, transportation, power, and soft side structures for response and recovery missions including mass/medical care
- Plan for the populations that are at the greatest medical risk in disasters. Apply the whole community approach to increasing capability by identifying services for at-risk populations and personal assistance services.
- Perform demographic studies to gain a better understanding of the populations within the community that will potentially have the greatest need for resources and be most likely to contribute to surge.
- When developing contracts for services and supplies, ensure that emergency response language is included in the contracts and require vendors to demonstrate an existing continuity of operations plan or assist them in developing a plan to ensure durable resource remain available during times of crisis.
- Identify people with disabilities who are unable to maintain life-sustaining equipment in a disaster, people living at home with chronic illnesses, people who rely on home health care or hospice care, people on dialysis, or people who require personal assistive services
- Devise tactics to engage and empower these populations (e.g., integrating them in the planning process, developing relationships with community leadership).
- The NAC discussed whether this recommendation should be divided into smaller recommendations.
- ESF-8 partners are not in sync and this is possibly more of a state and local issue.
- There are issues with moving health professionals across state lines.
- The language should be broadened to encompass more than just hospitals.
- Liability is an issue after the immediate response.
- It was suggested to look at the Council of Governors' allowance of military spouses to move licensure between states as a possible best practice and to look into existing laws that allow medical professionals to practice during a large incident.
- **Recommendation tabled until next NAC meeting.**

Recommendation 3: Encourage state, local, tribal, and territorial jurisdictions to conduct a thorough review of all of its agreements (mutual aid agreements, memorandum of understanding or memorandum of agreement between states, tribes, locals, private and nonprofit sectors, and faith based and community organizations):

- Establish a comprehensive management system for mutual aid agreements for governments at the lowest level and community to access them through, but not limited to, the following mechanisms:
 - Encourage states, tribal, territorial and local entities to conduct a thorough review of all of its agreements (mutual aid agreements, memorandum of understanding or memorandum of agreement between states, tribes, locals, private and nonprofit sectors, and faith based and community organizations).
 - As a result of the review, conduct a gap analysis to identify new agreements for development.
- Currently, there is no clearinghouse, database, or ongoing review of mutual aid agreements.
- The NAC discussed whether FEMA should establish a tool and repository for state, local, and tribal entities to upload agreements and whether this should be managed at the federal or state level. It was suggested

that only those MOUs that FEMA, Center for Disease Control (CDC), and Assistant Secretary for Preparedness and Response (ASPR) require be listed and federally maintained.

- Another suggestion was to look at best practices on how states and locals maintain their mutual aid agreements. States, locals, and tribal governments could conduct a review of their agreements which will encourage them to update the documents and reconnect with partners.
- This recommendation could be used to drive grant language. Tribes are creating Emergency Management Assistance Compact (EMAC) agreements with legal assistance.
- **Recommendation accepted with edits.**

Discussion Topic #1: First Responder Credentialing

- The FEMA Federal/Emergency Response Official (F/ERO) Repository, owned and operated by the Office of National Capital Region Coordination (NCRC) may be leveraged for all state and local governments and private sector, et al, to share attributes for first responders.
- Homeland Security Presidential Directive-12 (HSPD-12) mandated standardized interoperable credentials, identification cards, for all federal employees and all federal contractors that work for more than 90 days.
- During a large incident, control of credentialing slows the process and can't stop the public from helping in an initial response.
- Credentialing is more of a concern with the administration of medical care.

Discussion Topic #2: After Action Reporting

- How do you use disaster after action reports/lessons learned to identify challenges and provide improvements into training, communications and tools? How are these lessons presented/communicated to the public?

Big City Emergency Management Perspective

Samantha Phillips—Deputy Managing Director, Emergency Management, City of Philadelphia

- The City of Philadelphia, PA is beginning to work on strategic planning at the local level and rethinking their mission statement. They have the goal of growing a cadre of leaders in the emergency management world.
- A fusion center was stood up in Philadelphia and is fully staffed with law enforcement, fire/rescue workers, and expanded out in scope to include a former architect and teacher.
- Philadelphia launched their emergency management system in response to Hurricane Sandy although they were not hit as hard as areas in New York and New Jersey. They prepared government leaders early into the event, activated their Emergency Operations Center (EOC) for 72 hours, and opened three evacuation shelters that could accommodate individuals with access and functional needs and pets. 400 people checked into shelters.
- The city is currently applying for Hazard Mitigation Grants but would like to incorporate Public Assistance in the process to save time.
- Lessons learned from Hurricane Sandy encompass public preparation for power outages, storm data analytics, improvements to the Philadelphia EOC, and management of the Public Assistance program.
- The city is participating in the CDC's CHEMPACK Program, which provides antidotes to nerve agents for pre-positioning by state, local, and/or tribal officials throughout the U.S. CHEMPACK is envisioned as a comprehensive capability for the effective use of medical countermeasures in the event of an attack on civilians with nerve agents. Philadelphia currently has 14 containers stored at seven hospitals. They ran two full scale exercises and each failed. The city is using a risk-based model to drive the program and is staging resources near high target areas including transit and stadiums. As a result, planning for on-scene treatment has improved.
- The city is dealing with EOC data management, which has led to operational challenges. They are using a vendor to develop a system for data management which includes three phases to be completed in three years: 1) streamline the paper based system, 2) move to an internal web based system, and 3) incorporate feeds from other agencies and develop mobile technology.
- The city Office of Emergency Management is guided by the following principles: operationalize plans, build a knowledge base, and start discussions with public agencies through an emergency management council.
- Future plans include prioritizing shelters, debris removal, logistics planning, building an emergency management warehouse, developing a mobile joint information center, and strategic and smart messaging for the public.
- The public should hear more information on what FEMA does and does not do during a disaster. The city would like to know which resources will come from the state and federal levels during an incident.

America's PrepareAthon! 2014 Rollout

Gwen Camp—Director, Individual and Community Preparedness Division, FEMA

- April 30 is FEMA's first National Day of Action. FEMA is looking at the reasoning behind individuals who are prepared in order to increase public knowledge and public preparedness. Hazard specificity (i.e. tornadoes, hurricanes, wildfires, and floods) resonates more than general preparedness with the public: People tend to take more action when they are encouraged to do so outside of themselves, such as through initiatives at workplaces, schools, or community organizations. Action numbers only rise after a large event.
- The military, other federal agencies, and private sector companies, are partnering with FEMA on this initiative. FEMA is working with its partners to develop targeted promotional materials.
- The website for the initiative contains promotional materials and can be found at: www.ready.gov/prepare.

FEMA Strategic Plan Update

David Kaufman—Associate Administrator, Office of Policy, Program Analysis and International Affairs, FEMA

- FEMA has two major initiatives: the FEMA Strategic Plan and Clean Slate Project. The FEMA Strategic Plan asked Senior Executive Service (SES) level groups to define success in five priorities. The Clean Slate Project engaged staff from across the Agency to challenge existing processes at FEMA. The Strategic Plan will be finalized in the near future and shared with the NAC for further discussion.
- The five priorities of the FEMA Strategic Plan are as follows:
 - The first priority is to be survivor centric. A result of this has been establishing Disaster Survivor Assistance Teams and capitalizing on corporate knowledge.
 - The second priority is to be expeditious. This involves leaning in and being quick with deployment packages. This priority has been an internal discussion, but may branch out to other agencies.
 - The third priority is catastrophic events. Concentrating on preparing for catastrophic events, working on the National Preparedness System, and informing the public.
 - The fourth priority is risk reduction. This involves informing resource and grant allocation, having better functional alignment, and influencing national standards.
 - The fifth priority is organizational foundation. Focus will be on developing rotational opportunities, tackling HR systems, and shift to analyzing not collecting data.

Disability Inclusive Emergency Management— Policy, Operations and Compliance Updates

Marcie Roth—Director, Office of Disability Integration and Coordination, FEMA

- About 20 percent of the US population lives with a disability. In counties around the New Madrid fault approximately one in three individuals are individuals with a disability. The Office of Disability Integration and Coordination (ODIC) is making a point to “bake it in, not layer it on” when it comes to the integration of the whole community. The ODIC is establishing key relationships with over 2500 organizations to assist with their efforts.
- The Regional Disability Integration Coordinators have deployed 65 times since 2011. Personal Assistance contracts are available to states once a disaster has been declared. Disaster Recovery Centers now have access and functional needs kits.
- The language used can influence behavior so encourage the use “access and function” not “special needs”.
- The ODIC is focused on alerts and warnings as part of communications, housing efforts, and the overall recovery picture when it comes to strengthening integration and coordination among communities.

Kari Tatro— Executive Vice President, Emergency Management, BCFS

- A team is working on the revision and implementation of inclusionary Emergency Operating Procedures (EOPs) in the City of Los Angeles, CA. The team went through a process of reviewing EOPs and Annexes and identifying planning gaps. Evaluated documents of 17 city departments.
- The group considered communications, health maintenance, and independence of population during review. They encountered many complexities during the process that included that limited resources, size capabilities, and the departmentalized nature of the city.
- It has been difficult to plan for a catastrophic event in Los Angeles, CA since there has not been one for some time.

Martha Calhoun—Lead Counsel on the BCID v Bloomberg Litigation, NYC Law Department

Stella Guarna—Deputy Commissioner for Legal Affairs, NYC Office of Emergency Management

- Information on the lawsuit of BCID vs. Bloomberg was presented. Major items of the case's decision include communication, shelters, and transportation.

- The lessons learned from the case include the following: more ahead of time planning is necessary; door-to-door canvassing should be incorporated into the plan; and EMS, fire, and law enforcement should be involved.

National Preparedness System Update

Donald "Doc" Lumpkins—Director, National Integration Center, FEMA

- There is more to the NIMS than the Incident Command System (ICS) and response. The NIC team is looking to integrate all mission areas: Prevention, Protection, Response, Recovery, and Mitigation. The goal is to renew focus on the core values of NIMS.
- Resource typing has been a large project. The team is expanding upon the current list and including all mission areas.
- The FEMA Qualification System (FQS) is in place using the standardized structure of the NRCC and RRCCs, but looking at state EOCs for examples.
- There is on-going work with EMAC and the program is currently looking at a national mutual aid plan which is a PKEMRA requirement.
- For planning efforts, the *Comprehensive Preparedness Guide 101* is being used. The program will develop new guidance and focus on integration of social media into operations and situational assessment. In addition, they will revisit the strategic planning guidance.
- The first National Exercise Cycle of 2014 is ending, and information out of this Capstone exercise will inform the next National Exercise Plan process.

FY14 Preparedness Grants Program

Brian Kamoie—Assistant Administrator, Grants Program Directorate, FEMA

- Total FY14 preparedness grant program funding has increased by nearly seven percent, including \$300 million above the President's FY14 budget request.
 - Urban Area Security Initiative (UASI) funding has increased by just over five percent to \$587 million and the Secretary of Homeland Security increased the number of UASI jurisdictions from 25 to 39.
 - The Emergency Management Performance Grant (EMPG) funding increased by just over five percent to \$350 million and funds will be released several months ahead of last year.
 - The Nonprofit Security Grant Program increased thirty percent to \$13 million and the Tribal Homeland Security Grant Program remains at \$10 million. The Port (\$100 million) and Transit (\$90 million) Security Grant Programs increased by just over seven percent each. Operation Stonegarden remains at \$55 million. There is no separate National Special Security Event grant program this year, but eligible expenses are allowable under the state and urban area programs.
- There is no major change in this year's risk methodology. The Secretary's decisions are risk informed, and FEMA provides jurisdictions with their risk profiles and an opportunity to review and comment or provide additional data, as required by the 9/11 Commission Act of 2007.

EMI and National Training and Education System Update

Vilma Milmoie—Acting Superintendent, Emergency Management Institute (EMI)

- EMI has completed a five course program for Emergency Management Professionals and is working on an implementation program to distribute the program to states and regions. The science portion of the course needs support, as it requires subject matter experts. EMI plans to build from this core course over the next two years to define tracks and specialties. The leadership development portion is underway.
- 70 percent of the courses have been updated to reflect the National Preparedness System. Virtual tabletop exercises have been implemented; over 3,000 people and 500 communities have participated since 2012. Virtual capabilities have expanded, and the paperless classroom initiative has begun.
- There is an ongoing update to the National Training and Education System which is a requirement of PKEMRA to standardize and make training more available. The program will deploy within DHS. A working group will be established to conduct an analysis of the program and address shortfalls.

Questions and Comments

NAC Question: Is there a relationship between the National Preparedness System and America's PrepareAthon?

- The overall mission of America's PrepareAthon! is to build and sustain preparedness, whereas the goal for the rollout of PPD-8 is building capacity among individuals and communities.
- In both cases, FEMA is building from science and research to take a more structured approach to learn how people approach preparedness and act during an incident. FEMA is integrating research and development into the preparedness plan and looking at what plans the states have through the National

Emergency Management Association (NEMA). Research on tribal, private sector and other sources for preparedness information will also be conducted.

- FEMA is looking at how to reward and incentivize people's participation. Some suggestions for incentives include receiving a letter of recognition, the opportunity to meet with senior leaders, Presidential recognition of a community's efforts, and discounts on individual insurance.

NAC Question: How many tribes apply for grants and how many of them actually receive them?

- Two of three applicants receive tribal grants. \$10 million is allocated by Congress and gathered from state funding for tribal grants.

Public Comment Period

- Elizabeth Malone—Program Director, Resiliency & Insurance Services, Neighborhood Housing Services of New York City—spoke about issues faced by Sandy survivors in coastal New York City and other high-density, Pre-Flood Insurance Rate Map (FIRM) communities that are no longer physically and financially sustainable. In the expanded Special Flood Hazard Areas of New York City, 40 percent of the housing stock cannot be elevated. Low and moderate income families comprise 30 percent of the homes affected.

FEMA's Climate Adaptation and Resilience Initiative

David Kaufman—Associate Administrator, Office of Policy, Program Analysis and International Affairs, FEMA

- The Executive Order for Climate Change kicked off a large stream of work in order to reduce barriers to climate friendly investments. There are specific requirements to manage water and watersheds. Climate adaptation has proven to be a threat multiplier.
- FEMA's team is developing actionable tools, facilitating resiliency inspired investments, and building adaptation knowledge capacity internally and among stakeholders.
- FEMA is working with academia through DHS Centers of Excellence on these issues. FEMA is working with small business to develop adequate plans, looking at structural and land use and long-term planning.

NAC Question: For coastal communities that have critical infrastructure, do you see grant programs or other federal programs that target vulnerable critical structures due to climate change?

- We must look at return of investment. Currently, these funds do not exist.
- Federal partners must be brought to the table to work together on this Executive Order and the private sector must be included in discussions on critical infrastructure.
- Planning will be impacted by climactic shift, not solely through operational issues. On the East Coast alone, there is \$10 trillion worth of protected and insured investments.

Next Steps and Closing Remarks

Teresa Scott—NAC Vice Chair

- The climate adaptation issue will be discussed further during tomorrow's Federal Insurance & Mitigation subcommittee meeting.
- Thanks to everyone for a full day of great discussion and dialogue.

The meeting adjourned at 5:01 pm EDT by Charlotte Porter, NAC DFO.

I hereby certify that to the best of my knowledge, the foregoing executive summary of the National Advisory Council Meeting on March 19, 2014 is accurate and complete.



James Featherstone
Chair
FEMA National Advisory Council