



FEMA

FEMA National Advisory Council

September 18, 2014

Los Angeles Emergency Operations Center 500 Temple Street, Los Angeles, CA 90012

MEETING NOTES

NAC MEMBER ATTENDANCE

NAME	DISCIPLINE	PRESENT	ABSENT
Jim Featherstone, Chair	Emergency Management (Rep)	X	
Teresa Scott, Vice Chair	FEMA Administrator Selection (SGE)	X	
James Akerelrea	Elected Tribal Government Officials (Rep)	X	
Beth Armstrong	Standards Setting and Accrediting (Rep)	X	
Meloyde Batten-Mickens	FEMA Administrator Selection (SGE)	X	
Joseph Bolkcom	Elected State Government Officials (Rep)	X	
Sarita Chung	In-Patient Medical Providers (SGE)	X	
Mark Cooper	Emergency Management (Rep)	X	
Jeanne-Aimee De Marrais	FEMA Administrator Selection (SGE)	X	
Jerry Demings	Elected Local Government Officials (Rep)		X
Gerard Dio	Emergency Response Providers (Rep)	X	
Nancy Dragani	Non-Elected State Government Officials (Rep)	X	
Scott Field	Non-Elected Local Government Officials (Rep)	X	
Lee Feldman	FEMA Administrator Selection (SGE)		X
Jeffrey Hansen	Non-Elected Tribal Government Officials (Rep)	X	
Chris Howell	FEMA Administrator Selection (SGE)	X	
June Kailes	Access and Functional Needs (SGE)	X	
Emily Kidd	Emergency Medical Providers (SGE)	X	
Nim Kidd	FEMA Administrator Selection (SGE)	X	
Anne Kronenberg	Emergency Response Providers (SGE)	X	
Linda Langston	FEMA Administrator Selection (SGE)	X	
Christopher Littlewood	Disabilities (SGE)	X	
Suzet McKinney	Public Health (SGE)	X	
Gerald Parker	Health Scientists (SGE)	X	
Samantha Phillips	Emergency Management (Rep)	X	
Thomas Powers	Cyber Security (SGE)	X	
Richard Reed	FEMA Administrator Selection (SGE)	X	
Robert Salesses	U.S. Department of Defense—Ex Officio		X
Pat Santos	Emergency Response Providers (Rep)	X	
Christopher Smith	Communications (SGE)	X	
Guy Swan	FEMA Administrator Selection (SGE)	X	
Fritz Wilson	Standards Setting and Accrediting (Rep)	X	
Phil Zarlengo	FEMA Administrator Selection (SGE)	X	
Daniel Zarrilli	Infrastructure Protection (SGE)	X	

\*\*Rep-Representative; SGE-Special Government Employee



FEMA



## FEMA National Advisory Council

September 18, 2014

Los Angeles Emergency Operations Center 500 Temple Street, Los Angeles, CA 90012

### MEETING NOTES

#### FEMA ATTENDANCE

NAME	TITLE
Michael Delman	Attorney Advisor, Office of Chief Counsel
Charlotte Hyams Porter	Designated Federal Officer (DFO), National Advisory Council
Alexandra Woodruff	Alternate DFO, National Advisory Council

#### MEMBERS OF THE PUBLIC

NAME	TITLE/ORGANIZATION
Arif Alikhan	Special Assistant for Constitutional Policing, LAPD
Joyce Dillard	Los Angeles Resident
Edward Gabriel	Principal Deputy Assistant Secretary for Preparedness and Response, Office of the Assistant Secretary for Preparedness and Response, U.S. Department of Health and Human Services
Al Poirier	Battalion Chief, LAFD Emergency Operations
Devra Schwartz	Assistant Chief of Security Operations and Emergency Management, Loyola Marymount University
Treemonisha Smith	Loyola Marymount University
Hong Zhang	World Journal

#### MEETING SUMMARY

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

##### Call to Order and Roll Call

##### **Charlotte Hyams Porter–NAC DFO**

- Roll call was taken.
- Welcomed everyone to the second day of the September NAC meeting.
- Carol Parks from the Los Angeles Emergency Management Department provided a safety briefing.
- There is a slight change in the agenda. In lieu of the 15-minute discussion with the NAC Chair and Vice Chair, the NAC will start the meeting by finishing business from yesterday. The Preparedness and Protection Subcommittee and the Interdisciplinary Collaboration Working Group will provide revised remarks from their presentations yesterday.

##### Preparedness and Protection Subcommittee Report Out

##### **Sarita Chung–Vice Chair, Preparedness and Protection Subcommittee**

- Yesterday, the NAC decided that the subcommittee should consolidate the four recommendations into one recommendation. The subcommittee's recommendation focuses on how FEMA can translate lessons observed into lessons learned for dissemination to the community.
- In addition to the revised recommendation, the subcommittee presented a new charge to discuss quality control methods for the LLIS.gov system.
  - Even though LLIS.gov is an open system, which allows for several individuals and stakeholders to post lessons learned, there remains an implied validity as to best practices that are found on the system. Despite FEMA's disclaimers on the site, LLIS.gov should have some quality control or vetting process for its content.
- The subcommittee presented the revised recommendation as follows:
  - FEMA should undertake review of the LLIS.gov system, including, but not limited to:
    - A study to determine the usability, effectiveness, and the extent of penetration (outreach) of the LLIS.gov system into all stakeholder communities;
    - Measurement, if applicable, of lessons learned in LLIS.gov that are incorporated into the various plans of similarly situated communities, organizations, or other stakeholders in significant national events;





## FEMA National Advisory Council

September 18, 2014

Los Angeles Emergency Operations Center 500 Temple Street, Los Angeles, CA 90012

### MEETING NOTES

---

- Periodic systematic evaluations of lessons learned which are posted to the LLIS.gov system to identify and communicate common deficiencies and best practices in preparedness and operations plans;
- Assessment of dissemination mechanisms for “pushing out” those lessons learned from large disasters with national level significance; and
- Follow up outreach sessions that are periodically utilized with field staff to review recent new promising practices as well as any emerging trends.

#### Discussion

- Yesterday, it was mentioned that an alternate to evaluating the content could be highlighting the best content. Is this reflected in the recommendation?
  - Yes, that point can be highlighted in the discussion section of the recommendation. This may require additional discussion, especially if we want to suggest that content be highlighted at the top of the LLIS.gov website.
- LLIS.gov as a repository has come a long way. We have to recognize that even though we want to forward our recommendation to FEMA, FEMA may not have the personnel and resources today to implement our recommendation. However, there may be an opportunity to look at metrics of the lessons learned system to determine a plan forward.
- Should there be a training webinar? What would training look like?
  - We deliberately left training vague, as training should be a constant education for staff awareness.
- A member suggested that another word other than training in the fifth bullet be considered.
  - Should we use the term outreach sessions?
  - Yes, we can change the term training to outreach sessions.
- The NAC agreed to forward this recommendation to FEMA.

#### **Interdisciplinary Collaboration Working Group (ICWG)**

##### ***Linda Langston—Chair, ICWG***

- We are presenting again, as there was a mix-up in the recommendations presented yesterday. The recommendation that the NAC agreed to yesterday is in fact one that the working group would like to continue to work on. Instead, we would like to present a recommendation on the inclusion of public works as an emergency response agency for the NAC’s discussion and deliberation.
- The subcommittee presented the recommendation as follows: FEMA should advance improvement in relations between response agencies at the local level by encouraging the inclusion of public works and other non-traditional response entities in the planning, training, and exercising opportunities.
  - There needs to be a universal recognition of public works as a responder. This will increase opportunities for public works agencies to engage with other public safety personnel and public officials that make decisions regarding funding for training, exercising and resources.
  - Many public safety responders have no knowledge of the resources and skills that the local public works agency brings to emergency management. All FEMA provided training and exercising should encourage cross-disciplinary involvement. Having all response disciplines training and exercising together will promote the relationships that are needed to allow a more effective response.

#### Discussion

- The intention of the recommendation is to hone the engagement of the public works sector as responders so that there are clear definitions and roles of who is included. The two bullets under the recommendation highlight the issues associated with the recommendation.
- There are many instances where public work is not treated and/or recognized as a responder. However, public works personnel are often the first on scene in a number of incidents, as many get 9-1-1 calls in the middle of the night. Public works is an important player in responses, as they are the entity that is responsible for the infrastructure that makes a city run—buildings, water, sewer, etc. The issue is that public works is not fully recognized for its contribution to recovery and its participation as a responder. Ultimately, this is a first responder designation for public works.
- We typically think of blue and red as fire and police, but the nontraditional responders can be a number of things, such as the departments that are responsible for disability, aging, childcare, housing, or health.
  - We had a discussion on the designation and FEMA documents. Typically, first responders are police, fire, and EMS. While many of FEMA’s documents are inclusive of police, fire, and EMS, a broader definition of first responders does not exist. We talked about needing that broader definition of responders. In some places, public health is another nontraditional responder.





FEMA

## FEMA National Advisory Council

September 18, 2014

Los Angeles Emergency Operations Center 500 Temple Street, Los Angeles, CA 90012

### MEETING NOTES

---

- We have to keep in mind that FEMA is unable to do some things at the local level, but how can FEMA advance these relationships at the local level?
  - The first line of the recommendation suggests that FEMA could encourage this through the regional offices and push down to state government. We are suggesting that FEMA ensures the activity is being done, not to actually do it.
- The recommendation needs to be very specific, so it could be phrased as follows: “we are asking the Administrator to ask regional offices to encourage public works to be included as a first responder...” We could look at best practices around the country where this model is working.
  - This does happen in some places, such as the state of Florida. However, public works is not getting the same opportunities nationally.
- Referencing an article from January 2014 in the the Homeland Security Digital Library, there is no standard definition of “first responder.” Why is that not one of our recommendations?
  - The working group had significant discussion around that subject. The intention of having standard definitions is in recommendation 1, and that is the establishment of clear definitions of roles. What defines a first responder?
- When it comes to identifying the first responders, the roles should be described instead of delineating disciplines.
- The key is looking at it as lifesaving and life support, and when the focus is on life saving, law enforcement, fire, and public works are involved.
  - The primary response agency changes from incident to incident. We need to be open to who needs to be at the table, which is a local and situational based decision.
  - The point is access for public works, as there is reluctance from the police and fire departments to give public works access. In Florida, the public works department taps into the police and fire channels and cannot function without that communication.
- The working group requested that the first recommendation that the NAC adopted yesterday be retracted so that the working group can fine tune the recommendation and represent it at the next meeting.
- **The NAC agreed to the working group’s request to retract yesterday’s recommendation and agreed to forward the recommendation as presented today.**

#### Unity of Effort and Novelty

##### **Arif Alikhan—Special Assistant for Constitutional Policing, LAPD**

- Arif Alikhan is the Chief Counsel for the LAPD and one of the highest-ranking civilians in LAPD. As the former deputy mayor, he was responsible for overseeing the Los Angeles Police, Fire, and Emergency Management departments, where his work was all about unity of effort.
- It is often difficult to get people to understand the importance of being unified in their effort and planning issues, especially when dealing with a novel event. One of his responsibilities is risk management, which means litigation or risk of injury to police officers from the police department perspective. This view of risk differs from the DHS perspective of risk as a natural disaster or consequence of terrorism.
- The challenge was appealing to a large organization to take risk seriously. LAPD has 13,000 employees, and Los Angeles is one of the most under-policed cities, compared to the 36,000 police officers of NYPD. LAPD gets about 800,000 9-1-1 calls and has 1.2 million crime-related contacts with the public each year. One of the things that LAPD is known for professionally is its SWAT team and tactical innovations. LAPD can relate more to tactics than to strategy. Tactical capability is important because the consequences, threat, and vulnerability are so high. For example, a threat cannot be mitigated if a police officer does not respond fast enough to an armed suspect.
  - There is something called Non Tactical Unintentional Negligent Discharge without Injury (NTUNDWI). Everyone was focused on the notion that it was non-tactical, but a focus on tactical things may not be a bad thing.
- Tactical is really at the ground level, where the majority of staff in police, fire, and public works operate. The next step up would be the operational level, where generally the police and fire departments are running overall. The final level would be strategic, where not many government organizations are operating.
  - Most are at the strategic level, some at the operational level, but very few at the tactical. DHS uses the equation where  $Risk = Threat \times Vulnerability \times Consequences$ .
- Police departments therefore still do pretty well at the operational level, but how well do you think the police or any government agency do at the strategic level? The answer depends on how much time the agency has. At the tactical level, there is little to no time to think strategically as you have to make split-second decisions, which makes threat so high. At the operational level, there is some time, but not too much. At the strategic level, there is lots of time. Therefore, in the life-



FEMA



# FEMA

## FEMA National Advisory Council

September 18, 2014

Los Angeles Emergency Operations Center 500 Temple Street, Los Angeles, CA 90012

### MEETING NOTES TEMPLATE

---

or-death split second decisions, LAPD is great, still good at operational level, but not strategy. If a person has a gun, there is no time to think strategically about the situation. At the strategic level, you can call and invite anybody you want; so theoretically, critical thinking should be the best at the strategic level.

- Strategy can be simplified through the following definition; “Strategy is thinking beyond the next step.” Planning is about this because you have to think through what is going to happen next. However, we are not very good here. Why is an organization that is so good at tactics not good at strategy even though they have more time and resources?
- We have to look at the reason behind why people become police officers. People become police officers because they want to make an immediate difference at the tactical level, whereas emergency managers like planning and being strategic. Police officers are promoted because of their tactical and operational strategies not because of their strategic thinking skills. In policing, leadership is equated to making decisions and being firm; new people feel they will show signs of weakness if they ask or consult with peers. However, consulting with your peers or other people is a good thing when you have time to do it.
- Often at the strategic level, partnership is a reliance only on names or groups having talked with one another. However, partnership at the tactical level is about reliance individual contributions—think of two EMS partners, where they rely on each other and watch each other’s backs.

#### Integration of the Public Health/Medical Sector with Emergency Management

**Edward Gabriel—Principal Deputy Assistant Secretary for Preparedness and Response, Office of the Assistant Secretary for Preparedness and Response, U.S. Department of Health and Human Services**

- We live in a global world that depends on mass transportation systems. Health related incidents are not geographically fixed, which is unusual for first responders who are used to flooding and earthquakes. Every event has an effect on health, but emergency managers may not always recognize it.
- CDC is not the only organization responsible for responding to health situations. We work with our federal partners to build a stockpile of tactical resources for locals, states, and regions to access during an event; however, they may not know that these resources are available or how to access them. This is part of the National Disaster Medical System (NDMS), which is a federally coordinated system that augments the nation's medical response capability. A region needs to ask for them for augmentation of medical and EMT staff. There are about 8,000 doctors, nurses, EMTs, and pharmacists on the Disaster Management Assistance Teams (DMAT). There is also the Disaster Mortuary Operational Team system (DMORT), which is responsible for categorizing bodies and body parts and work with NTSB after plane crashes. Another partner is the National Veterinary Response Teams (NVRTs), which provide supplementary veterinary support for pets and animals in local responses.

NAC Question: Why does ASPR, not the USDA, have veterinary capability?

- These teams have been part of ASPR for over 15 years, and ASPR has a recovery responsibility.
- Another initiative ASPR is undertaking involves planning for the vulnerable populations. In order to test the information that exists in the federal system, we collaborated with Medicare to identify data regarding citizens who would need medical equipment during a disaster and conducted three exercises with the data. In one exercise, we physically knocked on doors in communities and found the data to be 90% accurate. The second exercise involved calling the individuals through a phone tree, which found the data to be 95% accurate. We are testing the data one more time. This data enables us to know where the vulnerable populations are to determine what resources to provide and how to respond to the populations in a disaster. This data enables emergency management departments to work with local and state health departments to know where people are. The data can be provided without any personally identifiable information for planning purposes, so that the emergency response community knows that there are so many people with medical needs in a certain area.

NAC Question: Could the feds come together and provide resources for citizens in one place?

- HHS has an MOA with CDC and NVOAD, and we have made linkages in the grant process. The goal is to connect our information and resources so you can see both sides, as no one agency knows all.
- When you apply for FEMA grants, you make one application for all grant programs, instead of applying to each grant separately. Additionally, FEMA’s and ASPR’s Public Health Emergency (PHE) websites provide links to each other’s resources on their respective pages, so that when you go to phe.gov you get a link to fema.gov and vice versa.
- As for cases of infectious disease, people’s biggest worry is that they have the disease. We have to control the bad information on the spread of disease and on how to be protected. We remind EMS staff on safe protocols, such as using double gloves.
- Africa has had large numbers of Ebola cases for several years. However, the issue now is that the numbers are much higher and the spread is quicker. In addition, we brought an Ebola patient back to the U.S. with positive outcomes, which



# FEMA



FEMA

## FEMA National Advisory Council

September 18, 2014

Los Angeles Emergency Operations Center 500 Temple Street, Los Angeles, CA 90012

### MEETING NOTES TEMPLATE

---

was possible through treatments that were developed and ensuring hospitals know how to handle cases of Ebola and are educated about the transmission of the disease. Patients with highly infectious diseases travel in and out of our medical system every day without any hassles or worry because the U.S. has the world's best medical system. ASPR developed a checklist and is distributing notifications from CDC daily. However, we have to ensure that the information is distributed in a way that the intended recipient can receive it, so that a medical message is understandable by a fire fighter, an emergency manager, or police officer.

- Another part of PHE is the Biomedical Advanced Research and Development Authority (BARDA), which is the group that is responsible for developing vaccines, treatments, and technologies for the management of things such as Ebola. BARDA has twelve products licensed by the FDA that are unique to the management of disasters. BARDA products are part of the Strategic National Stockpile, which were mentioned earlier. A couple examples of the products BARDA is working on are ADRC, a skin graft treatment for thermal burns, spray dried plasma, and a battery-operated baby ventilator that creates its own oxygen for 24 hours. These products will enable responders to manage patients in a way that could never be done before, and should be available in the next 12-18 months through local EMS and public health officials. However, some of the products are proprietary, where it is turned over to a company for production after BARDA develops it.

NAC Question: The DHS Office of Health Affairs still exists. What is its role and what is the purpose of redundancy in other departments?

- HHS existed before DHS, but some programs are mandated by congress to be in other offices. The DHS Office of Health Affairs manages the BioWatch Program. HHS is an inclusive health department with access to Medicaid and Medicare services to pay for ambulances and manage hospitals.

### Preparations for 2015 Special Olympics

#### *Al Poirier—Battalion Chief, LAFD Emergency Operations*

- The Special Olympics is the world's largest sports organization for children and adults with intellectual disabilities that provides training and competitions in Olympic style sports for more than 4.2 million athletes. Within the motto, "Whether winning or losing," the goal is to always be brave in the attempt.
- In 1971, the Olympic Committee gave the Special Olympics official approval to use the term "Olympics." The World Games are the flagship event, alternating between summer and winter Olympics. Last year's winter games were held in South Korea. The summer games of 2015 will be held in Los Angeles, California, with predictions of 7,000 Olympic athletes participating from 177 nations and a half million spectators. This big event increases in dynamic complexity with the inclusion of dignitaries, such as the President and the First Lady, the Mayor, and the Governor.
- In addition to political participants, planning for the Special Olympics requires looking at the host location. The Special Olympics requires the use of 27 public and private venues around Los Angeles and Long Beach. Los Angeles is a large geographic area that is separated by a large mountain range, offering multiple microclimates where temperatures can vary 20 degrees from one part of the city to another. This requires planning for heat-related problems with athletes and transportation of the athletes between venues. There are four million residents in Los Angeles proper during the night, and the population swells during the day. Los Angeles has socioeconomic diversity, from areas with multimillion-dollar homes, property, and celebrities to economically underprivileged areas. Los Angeles is culturally diverse with more languages than any other city in the U.S.
- The length of time for planning is a function of the threats and vulnerabilities, resources, the size and complexity of the event, and the security community's experience with special events. Los Angeles has experience with special events from the Academy Awards to the Los Angeles Marathon.
- Political engagement and support should be accomplished early on in the planning process. Los Angeles has a council comprised of 15 districts and the Mayor that authorized the assignment of a battalion chief to the planning components of the Special Olympics for a full year.

NAC Question: What is the city's protocol for preparing for these events? Do you activate the EOC or a command post?

- Jim Featherstone: The Los Angeles Emergency Operations Center is a point of coordination for emergency management, law enforcement, fire, etc. A room is repurposed for the use as a Multiagency Coordination Systems (MACS). For Kings and Clippers sporting events, the EOC activates at level-1 with 4 to 6 emergency managers on staff. May Day is a big deal here and becomes level-2 activation, which is the same activation level as the space shuttle move. One of the significant points is that we do this in a unified manner, where no matter who has the primary focus of the event, law enforcement, fire, and EMS, all work collectively.
- There are several strategic and guidance documents, including academic papers and after action reports, that provide information for how to manage an event. For example, many aspects of the National Preparedness Plan are good for pre-



FEMA



FEMA

FEMA National Advisory Council

September 18, 2014

Los Angeles Emergency Operations Center 500 Temple Street, Los Angeles, CA 90012

MEETING NOTES TEMPLATE

planned event guidelines. In January 2015, we will begin the full-fledged planning phase, which is based on a Regional Catastrophic Preparedness Grant Program to develop large-scale evacuation planning and sheltering and health and medical plans.

- We are also working on internal and mass notification. One platform that we have been exploring is Nixle, which allows for geographic or targeted notification utilizing cellular phones, email, and hardline phones.

NAC Question: How does the Special Olympics compare to the 1984 Olympics in scope? What is the traffic mitigation plan?

- Traffic planning is a unified planning component that involves the Department of Transportation and the highway patrol, among other traffic units. This will be the largest event since the 1984 Olympics. Traffic is one of the largest planning components, which is one reason why the venues are separated. We did not have access to social media and other messaging in 1984.
- Jim Featherstone: Los Angeles Department of Transportation, California Highway Patrol, and the Police Department traffic divisions are part of the initial planning teams to involve the whole community. Carmageddon, the anticipated epic traffic tie-up that resulted when a 10-mile stretch of the 405 Freeway was closed for construction for 53-hours, was highly successful due to additional messaging. Carmageddon required much planning effort, where the major highway was shut down and there was an influx of 50,000 cars per day in the city. Nobody realized it happened because of the volume of messages and the planning efforts across the public safety and public works departments.

NAC Question: The leadership and coordination of events is hard when striking a balance of making these events meaningful for the participants and recognizing and preparing for the public's safety. Have you noticed a huge crack down on security after the Boston Marathon bombing?

- Jim Featherstone: That is a good point. A city undertakes tremendous risk to host these events, but the city has to remain open for the people. Thus, we are responsible for making it safe for them

NAC Question: DC will host the World Police and Fire Games next year. Is there any contact between the planning groups for the Special Olympics and the upcoming event in DC?

- We do not have much information on that. Some events are privately sponsored and others are publicly sponsored. These big events promote tourism and economic development but are not at the same scale of the Special Olympics.

NAC Question: In regards to interdisciplinary connection in planning aspects, do Los Angeles Department of Transportation and Los Angeles Police Department interact with each other?

- Jim Featherstone: Yes, Los Angeles has a complex traffic management system, where the city has access to live feeds from over 300 cameras throughout city, but we do not record the feeds. We can also geo-code the cameras for specific routes. We are working to develop geo-specific maps on portable devices so that field commanders and field patrols can see the cameras in real-time to pick up traffic or threats (situational awareness). We also have fixed cameras on trailers that can be controlled from laptops.

### Emergency Management Issues at Colleges and Universities

***Devra Schwartz—Assistant Chief of Security Operations and Emergency Management, Loyola Marymount University***

- Universities are very dynamic, which affects how we handle everything, including emergencies. We have to engage the students to help identify the community's needs. We take a peer-to-peer approach since the students know each other best. The definition of an emergency for Loyola Marymount University is any incident that compromises the safety, security and well-being of our campus constituents, academic and research programs, property or assets, the environment, university reputation, or university business. This extensive definition of emergency is not traditional when looking at it from the general emergency management.
- Based on this definition, emergency management on university campuses is effected by each emergency from inclement weather to power outages, hazardous material spills, bomb threats, and sexual assault.
  - LMU has learned from Hurricane Sandy and enhanced its readiness from a research and lab institution perspective. One lab alone can hold decades of research and genetically modified lab rats. We need to be prepared to protect these resources in emergencies, as a loss to this area is an emergency for the university in terms of grants, employment, reputation, and ability to recruit students. We have power outages 3 to 4 times a year because of strong winds, so we deployed generators to all research labs.
  - Hazardous material spills require canceling classes, evacuating the campus, and the typical cleanup; however, the spill has a broader impact in terms of the students' expectations to be housed and fed. Bomb threats are similar in terms of evacuating and checking the facility before returning to normal; however, students may be afraid to return to campus and request tuition reimbursement, which affects the business of the university. When classes are canceled, there may be impacts to the university's accreditation and academic standard and requirements to award students credit and



FEMA



# FEMA

## FEMA National Advisory Council

September 18, 2014

Los Angeles Emergency Operations Center 500 Temple Street, Los Angeles, CA 90012

### MEETING NOTES TEMPLATE

---

grades for classes that they do not finish.

- o Sexual assault is an issue for universities, and we treat it the same way as a fire or active shooter through a prevention approach and a mitigated and coordinated response.
- LMU embodies the three principles of FEMA: 1) understanding and meeting the actual needs of the whole community, 2) engaging and empower all parts of the community, 3) strengthening what works well in communities.
  - o In terms of meeting the needs of the whole community, we take the FEMA resources and translate them into language so that the entire campus, including the president, the board of trustees, and students, can understand the underlying principles; we provide context for what the Incident Command Structure means and how it applies to LMU as an institution.
  - o We engage and empower all parts of the community through activities. We held the Resolve to be Ready Campaign right after New Year's to engage students to make a New Year's resolution about emergency preparedness. The response to the campaign was incredible, which was likely due to the participation incentive of pizza.
  - o We also have the Emergency Management Committee, which has six subcommittees: 1) Executive Planning Committee, 2) Communications Committee, 3) Mass Care Committee, 4) After-Care Committee, 5) Logistics Committee, and 6) Preparedness Committee. All committees are chaired by a subject matter expert, not by the emergency manager, which really engages the community.
  - o We piloted the HERO Program, where we are working with the vice president of Human Resources to identify heroes in each department on campus. The heroes are critical employees who perform a central function. In addition to changing their job description to include the "Hero" language so that they know what is expected of them in an emergency, we are also providing them training on how to be better prepared at home.
- The university has a policy that all students who live on campus are required to take mandatory online preparedness training in their first year, and all students are required to register for LMUAlert, the university's emergency alert system.
- It is important to leverage all of the existing resources in the system to help address any issues that we may have in an emergency. Along this principle, as a Jesuit institution, we are engaged with the Jesuit community.

NAC Question: What is your structure in terms of how public safety and emergency management come together?

- Our emergency management function is part of our department of public safety. Emergency management used to be the second half of public safety, and now we went through a change where I, as the emergency manager, oversee both public safety and emergency management. It made a huge change because now I can coordinate both sides of the house.

NAC Question: How are you working with local emergency management in your strategy, in terms of training?

- We do much in-house training, which is balanced through training, networking, and information sharing provided by the University Consortium. We also collaborate with our counterparts on a regular basis through the Southern California University Emergency Management Networking Manager. Los Angeles Emergency Management Department ensures there are resources.

NAC Question: One of the things we are experiencing in New England is a movement to increase the arming of campus emergency police. What are your thoughts on campus police?

- LMU is an unarmed public safety department. We forwarded LAPD's recommendation of arming the public safety officers to the university president and senior leaders as we feel that it is only responsible to have the conversation, not that we necessarily have to go that way.

NAC Question: Some universities are great at emergency management, while for other universities, emergency management is not on their radar. Are there legislative requirements and/or standards that universities have to meet?

- We are mandated for some things through the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act or Clery Act, mostly in terms of how we communicate during and after emergencies. These mandates are outlined in the campus safety handbook. The Occupational Safety and Health Administration (OSHA) provides guidance but does not mandate.
- In talking to my colleagues around the country, LMU is very fortunate that its board and president work with and are supportive of the emergency management department. It took a scare to get people listening, but good university emergency management requires buy-in at the highest levels.



# FEMA



FEMA

FEMA National Advisory Council

September 18, 2014

Los Angeles Emergency Operations Center 500 Temple Street, Los Angeles, CA 90012

MEETING NOTES

---

Next Steps and Closing Remarks

**Charlotte Hyams Porter–NAC DFO**

- We are looking at February or March 2015 for the next in person NAC meeting and still determining a location.
- We are excited about the energy in the room and everyone's participation in the conversation. The NAC agreed to forward five recommendations to the Administrator, which will be prepared in memo format for the Chair's signature. FEMA will prepare a written response to the recommendations. This whole process takes a while.

*The meeting was adjourned at 12:07pm PDT by Charlotte Hyams Porter, NAC DFO.*

I hereby certify that to the best of my knowledge, the foregoing executive summary of the National Advisory Council Meeting on September 18, 2014 is accurate and complete.

James Featherstone  
Chair  
FEMA National Advisory Council



FEMA