



FEMA

FEMA National Advisory Council

September 17, 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 Akerelea	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

FEMA National Advisory Council

September 17, 2014

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

MEETING NOTES

FEMA ATTENDANCE

NAME	TITLE
Misty Angel	Business Operations Manager, DHS Center for Faith Based and Neighborhood Partnerships
Karen Armes	Acting Regional Administrator, Region IX
Gwen Camp	Director, Individual and Community Preparedness Division
Michael Coen, Jr.	Chief of Staff
Marcus Coleman	Special Assistant, DHS Center for Faith Based and Neighborhood Partnerships
Michael Delman	Attorney Advisor, Office of Chief Counsel
Craig Fugate	Administrator
Michael George	Advisor to the Administrator
David Kaufman	Associate Administrator, Office of Policy, Program Analysis, and International Affairs
David Myers	Director, DHS Center for Faith Based and Neighborhood Partnerships
Joe Nimmich	Deputy Administrator
Charlotte Hyams Porter	Designated Federal Officer (DFO), National Advisory Council
Jannah Scott	Deputy Director, DHS Center for Faith Based and Neighborhood Partnerships
Stephen Stroud	Special Assistant to the Administrator
Avital Wenger	Senior Advisor, Office of the Administrator
Alexandra Woodruff	Alternate DFO, National Advisory Council
Beth Zimmerman	Acting Associate Administrator, Office of Response and Recovery

MEMBERS OF THE PUBLIC

NAME	TITLE/ORGANIZATION
Bruce Aoki	Los Angeles Office of Emergency Management
Mark Benthien	SCEC
Anna Burton	Los Angeles Office of Emergency Management
Joe Castro	Los Angeles Fire Department
Ted Chen	HNBC
Holly Crawford	County of San Diego Office of Emergency Management
Eileen Decker	Mayor's Office
Joyce Dillard	Los Angeles Resident
Leilani Eazell	Los Angeles County Department of Public Works
Eric Garcetti	Mayor of Los Angeles
Donyale Hall	Los Angeles Emergency Management Department
Alicia Hamilton	PACRED/BEMA
John Ignatczyk	Los Angeles Fire Department
Eric Kutner	Emergency Response Design Group
Steve Lieberman	County of Los Angeles Office of Emergency Management
Michael Little	Los Angeles Fire Department
Lesley Luke	County of Los Angeles Office of Emergency Management
Kevin McGowan	Ventura County Office of Emergency Management
Lt. Mora	N/A



FEMA



FEMA

FEMA National Advisory Council

September 17, 2014

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

MEETING NOTES

Ives Pearce	Pearce Global Partners
Belinda Popoff	Los Angeles County Department of Public Works
Jeff Reeb	Los Angeles Office of Emergency Management
Rolando Reya	Mayor's Office
Rueda	Los Angeles Fire Department
Cameron Shaw	Los Angeles Emergency Management Department

MEETING SUMMARY

The meeting was called to order at 8:30 am PDT by Charlotte Hyams Porter, NAC DFO.

Call to Order and Roll Call

Charlotte Hyams Porter –NAC DFO, FEMA

- Good morning and welcome! Thank you to the Los Angeles Emergency Management Department for hosting this meeting of the NAC.
- A roll call was conducted.
- Michelle Riebeling from the Los Angeles Emergency Management Department provided a safety briefing.

Welcome and Opening Remarks

Teresa Scott—NAC Vice Chair

- Welcome everyone, including the new members, the old members, and members of the public.
- The NAC had an insightful informational administrative session yesterday, which was followed by productive subcommittee meetings.
- The diverse opinions and ideas brought to the table are very important to the NAC's operations. Sharing our individual experiences and opinions allow for a more robust recommendation to come out of the group. The NAC members were encouraged to ask difficult questions.

Michael Cohen—Chief of Staff, FEMA

- Thanked everyone for attending the NAC meeting.

Jim Featherstone—NAC Chair

- Introduced the next speaker, Eric Garcetti, the Mayor of Los Angeles.

Welcome from the Mayor

Eric Garcetti—42nd Mayor of Los Angeles

- Thanked the NAC members for being the best of the best and for being a diverse body. It is refreshing to have a mission driven group meet in Los Angeles.
- Currently, Los Angeles is experiencing an extreme heat event, where yesterday, residents consumed the most energy in the history of Los Angeles.
- We believe Los Angeles is a model for other cities and regions. Since emergencies do not pay attention to borders, we want to establish ties between bureaucracies, cities, and regions.
- The biggest threats we face in Los Angeles are earthquakes. This is why we have Dr. Lucy Jones, one of best seismologists in United States, on detail to City Hall for one year. She is preparing Los Angeles to protect the water infrastructure and to improve the survivability of the city.
- Another big issue is resiliency. What does resilience mean in a comprehensive and holistic way? Resilience is all about protecting communities and rebuilding them. The President of the United States has given us a mandate to "Not Wait, Take Action."
- Introduced Eileen Decker, the Deputy Mayor of Homeland Security and Public Safety.



FEMA



FEMA

FEMA National Advisory Council

September 17, 2014

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

MEETING NOTES

Introduction and Welcome to FEMA Region IX

Karen Armes—Acting Regional Administrator, Region IX, FEMA

- Four NAC members were recognized as residents in FEMA Region IX: Jim Featherstone, June Kailes, Anne Kronenberg, and Chris Smith.
- Every disaster can happen in FEMA Region IX, including tsunamis, tropical cyclones, Pacific Ocean cyclones, and hurricanes. Region IX has faced a series of recent disasters that are both traditional and nontraditional to the region; these include Tropical Storm Hailong (Guam); landslides in Samoa; Hurricanes Giselle and Julio; the South Napa Earthquake; monsoonal rains in Arizona and Nevada; the unaccompanied children in Nogales and Ventura counties; and the wildfires in Northern California. As of today, 14 Fire Management Assistance Grants (FMAG) have been approved for the region. As a background, 11 FMAGs were approved in 2013 and 4 were approved in 2012. With three and a half months remaining in the dry season, we anticipate that this will be a record year of FMAGs.
- The Region IX staff conducted an offsite meeting to reevaluate regional priorities and to re-align them with the FEMA Strategic Plan 2014-2018. The six regional priorities are as follows:
 - Priority 1: Catastrophic Whole Community Capability and Capacity Building
 - Planning is an important part of emergency management. We are building capacity and capability with the whole community through several initiatives. We are working with the 16 counties in the San Francisco Bay Area to expand and refresh the Northern California San Francisco Catastrophic Plan. We are also working with Pacific partners in Hawaii to exercise a scenario with a category 4 hurricane hitting the island. We are looking to the future for a medical countermeasures plan in the San Francisco Bay Area in 2015.
 - Priority 2: Regional Team Readiness and Workforce Development
 - This priority focuses on internal actions and activities to ensure regional staff are prepared to fulfill their disaster and non-disaster duties, including the continuation of what we call “Stand-Down Training,” one full day each month that is dedicated to training and exercising of Region IX staff.
 - Priority 3: Tribal Capability and Capacity Building
 - Region IX has over 150 federally recognized tribes, and the regional office has two dedicated tribal liaisons.
 - We have developed good relations with our tribal partners, focusing on technical assistance, training, planning, and continuity of operations.
 - Priority 4: Pacific Capability and Capacity Building
 - We have an aggressive outreach program with our Pacific jurisdiction and territories, where we provide technical assistance and exercise opportunities. This year’s focus is on mass care, debris management, transportation management, and response coordination. This outreach program ensures that American Samoa, Guam, and Hawaii all receive the same technical assistance and training opportunities.
 - We also launched a one-week Executive Leadership Program, which we hope to expand to other parts of the region, such as Alaska.
 - We are working with USAID to expand our outreach to two independent countries in Pacific Asia, for which USAID has the primary responsibility for disaster response and reconstructions for these two countries and are backed by the National Disaster Relief Fund and technical assistance from Region IX.
 - Priority 5: Risk Assessment, Reduction, and Resilience
 - Under this priority, we will expand not only our Flood Re-Mapping effort, but also our work with Threat Hazard Identification and Risk Assessment (THIRA), to expand our outreach to more and more Whole Community partners including tribes and Urban Area Security Initiative (UASI) jurisdictions.
 - Priority 6: Grants Management
 - A consistent regional priority is grants management that is focused both internally and externally. It includes both disasters as well as non-disaster grants made up primarily of Homeland Security Grants. Region IX was one of the first regions to create a Grants Division.
- We have opened up our Regional Interagency Steering Committee (RISC) membership meetings to a variety of stakeholders, such as the private sector, voluntary agencies, tribal representatives, and access and functional needs populations. At our RISC meetings, which are held bi-monthly, we cover a variety of topics and generally focus on one theme at each meeting. Traditionally, Emergency Support Functions (ESFs) have been the focus of these operational meetings, but we are expanding this focus into recovery. For example, next month we will focus on Recovery Support Functions (RSFs) and highlight our state's Recovery Framework efforts.
- Like all FEMA regions, we also have Regional Advisory Committees (RAC) with which we regularly engage. We have found it most effective in our region to have two separate RACs: one for the mainland states and one for Hawaii and the Pacific



FEMA



FEMA

FEMA National Advisory Council

September 17, 2014

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

MEETING NOTES

jurisdictions. As we do not have the luxury of holding frequent meetings with our RACs, we have reduced our RAC membership to those who operate in the emergency management world. This has helped us move from RAC meetings where FEMA staff brief council members on emergency management issues to RAC meetings where candid discussions occur and our state and jurisdictional partners share challenges and suggestions.

Discussion with FEMA Administrator

Craig Fugate—Administrator, FEMA

- We expect that Congress will have a resolution of the budget this week, which will likely be a continuing resolution. This means that funding will continue at the same levels as last year, but we are prohibited from doing any new activities, such as the grant programs. We do not know what funds will be available for the Emergency Management Performance Grants (EMPG) and the Homeland Security Grant Program (HSGP) but anticipate that there will be steady-state funding for these programs. The wildcard will be with any changes in Homeland Security Grants based upon recent hearings on concerns of militarization of law enforcement.
- Disasters do not respect political or regional boundaries. If political leadership is not at table, then the discussion will fail. If elected leadership is there before disaster strikes, then the region will be ok.
- FEMA Headquarters will be stable in terms of its political leadership, yet External Affairs may feel some impact. It is increasingly difficult to do any political appointments in the final years of an administration, so it is important to have strong deputies. Joe Nimmich is awaiting confirmation on his appointment as Deputy Administrator for the Agency.
- The FEMA Strategic Plan 2014-2018 has five mission areas. The questions you may have are how does it tie into the budget, who is accountable, how does this tie to our mission, and how do we measure it?
- If you are not hiring a strong team to respond to disasters, you will not be able to respond. We want to move away from hiring to fill positions and move toward hiring individuals to work for the mission to promote upward mobility. We are changing our processes to reflect this.
- As for the Tribal Consultation Policy, we probably could have done it faster if we had bypassed the consultation. However, there is a strict adherence to consultation. The Tribal Consultation Policy is scalable, as not one size fits all. Tribal governments make decisions and determinations through consultation; it is not based on what FEMA considers to be the correct action.

Question and Answer with the Administrator and Deputy Administrator

NAC Question: How were the metrics and baseline metrics developed for the FEMA Strategic Plan?

- A foundational piece is not easy to create. In the past, we just added resources until it worked. However, now we are using data to ask the following questions: what do you plan a baseline on? How many people do we need? What are the frequencies of these events? What staffing do we need? Do you plan it on frequency or staffing?
- We are looking at past events and maximum of maximums to plan and justify numbers for cadre management, staffing needs, and catastrophic plan capabilities. We use the FEMA Qualification System (FQS), which provides information on personnel qualifications, based on DoD levels of preparedness, to include experience, training, and equipment. Now that we have a system, we know we can handle a large event (i.e. Colorado Floods, Hurricane Sandy) but not a catastrophic event. The FEMA Strategic Plan says we need to prepare for a catastrophic event. Additionally, we are looking at field performance in terms of the adequateness of training and resources needs.

NAC Question: What are some lessons learned from Hurricane Sandy in the areas of insurance and interagency relationships for urban areas?

- Hurricane Sandy was not new; the same issues came up in Louisiana. Traditional recovery cannot be done in catastrophic disasters. A big difference between urban and rural areas is the dense vertical population, so responders need to look at population footprints not maps.

NAC Question: How many tax dollars should people pay for building in a risky area? Who is responsible to pay the federal or local government, the taxpayers?

- The National Flood Insurance Program (NFIP) is in debt; it is not a sound or reliable program. The original intention of the program was based on the assumption that people would not build in risky areas. The real question becomes, at what point do you make it affordable for the people to live there but not too high to price out homes? What happens when the disaster response becomes too expensive and is not affordable?
- We have to be careful so we do not set ourselves up for further losses. There are no incentives for state and local officials to determine how and where to build homes. We need change the way we frame our questions, such as, how do you



FEMA



FEMA

FEMA National Advisory Council

September 17, 2014

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

MEETING NOTES

change risk? What happens when someone says discrepancy is too much? How do you price risk? Is the price strong enough to change behaviors and not cripple the US economy? Flood insurance is just a small part of the big picture.

NAC Question: Can you discuss cyber security?

- We deal with the consequences of cyber security. There are two pieces to cyber security, one of which has a high cost. Internally, the Agency cannot complete its assigned mission if there is a cyber-threat. Moving beyond the Y2K power outage threat, we need to start looking at what will happen versus what could happen. If there is a cyber-security attack, then power will be out for weeks or months and much needs to start quickly working again. Many things can get up and running without power, but it will just take longer, as there are more manual activities.
- There is also the community aspect. The public switch network that is all based on the internet, where communication pieces such as Wireless Emergency Alerts (WEA), email, and satellite phones go across commercial networks. We need to go back to using radio technology to communicate with EOCs without touching the commercial network, especially in vulnerable sectors such as finance.

NAC Question: In regards to the regional tribal liaisons, are there standard qualifications across the different tribes? The recent release of the Tribal Consultation Policy will be helpful.

- There are three guiding principles for FEMA when it comes to tribes, which are as follows:
 - One, tribes must be federally recognized;
 - Two, there must be a nation-to-nation relationship; and
 - Three, self-determination, ensuring that the tribal liaisons are enrolled tribal members.

NAC Comment: I encourage FEMA to look at recruitment policies, as FEMA may be missing a huge opportunity in hiring many tribal leaders in FEMA.

- Similar to the Disability Integration Specialists, we are working to build out the Tribal Liaison Program. Our hiring process tends to screen out qualified people who may not have FEMA experience, so we are starting to emphasize skill sets. We are also changing the way we hire in general, to hire against the mission instead of hiring against the position or job. We are in the process of converting specific positions into generic positions.

NAC Question: Can you discuss the maturation of the National Business Emergency Operations Center Program (NBEOC)? Is it where it needs to be? Has there been consideration for the creation of an international BEOC?

- The NBEOC is a good mechanism for information flow, but it is not a response mechanism. We want to build it to be moved towards a response mechanism. Communication between states and the NBEOC is up to the determination of the states.
- An international BEOC would start at the international EOC level, likely with the European Union (EU), as the EU manages both domestic and international responses on issues such as climate change.

NAC Question: How do we incorporate children's issues in everyone's plans and policies to ensure that we are preparing and caring for children after disasters?

- It is important to look at all these groups together, not just as a specific group. These groups have been included in training and planning guidance. If you are not planning for the community's needs, then you lose a community. Planning should be a holistic approach. For FEMA, these issues are tied to grant guidance and training. The emphasis needs to be on childcare and schools (i.e. safe rooms). Pediatric care can influence state decisions, but the state decides how to enforce it. Pediatric care plan tools and templates can be found on the LLIS database.

NAC Question: What can we do to ensure our campuses are prepared? What are your thoughts on protecting small state campuses and universities? What can these schools do to make sure their plans are ready for an emergency?

- It all goes back to the definition of being prepared. There are three things that universities need to do to survive a disaster, which are protecting the students and staff, reconstitute facilities, and protecting the institutions' research.
- Tulane University did not focus on these three things and as a result lost billions in research and data. The same thing happened at NYU after Hurricane Sandy when they lost much research, worth billions of dollars. In order to re-constitute educational facilities after a disaster, the most important piece is resuming classes.

NAC Question: As you may know, Iowa has experience historical flooding. The state has made progress in re-mapping the flood plains, which was helped by a \$15 million grant to the Iowa Flood Center in 2008 to re-map all the counties affected by floods. Understanding that there may be staffing challenges, what are FEMA's resources for mapping areas?

- The high demand for mapping exceeds our resources, so we must triage the requests, which are constantly changing based on changing priorities. We need to ask questions such as what if we get states to fund their own maps and update processes? Are our standards or methodologies for mapping flawed?
- We have established standards. The challenge is that maps are produced by area not by residences. We need to map both, but that is too costly.

NAC Question: Can you discuss FEMAStat?



FEMA



FEMA

FEMA National Advisory Council

September 17, 2014

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

MEETING NOTES

- FEMASat is an internal measuring process to help us become more efficient, by looking at JFOs and programs. The FEMASat process adds to administration costs, but it could save money and provide consistency across regions.
- We started looking at and measuring different variables for JFOs, but we were getting the wrong outcomes. For example, we were looking at staffing JFOs and measuring that. One of the things we noticed was that we were looking at staffing as on overall number. Overall, there was a bias that favored bringing in few staff, which often did not include Disability and Functional Needs Specialists. While not bringing in Disability and Functional Needs Specialists until needed initially cuts costs, how will you know the need of the community if the specialist is not there to determine the need? The goal now is to staff to outcomes.
- We need to ask these questions: are we measuring the right things, are we seeing a change in outcome, are we using analytics to see if we are changing, and are we measuring the right things based on the strategic plan?

NAC Question: What is successful about the Emergency Management Institute (EMI) Program? A national standard for professional emergency management does not yet exist.

- There has been a proliferation of higher education in the EMI Program. There is no national standard for the EMI Program. It is very rare to find government providing the definition or requirements of professional standards of any profession outside the military.
- We need to ask these questions: Is the development of a professional emergency management curriculum a role for FEMA or universities and professional organizations? Should FEMA take the leadership role or a supporting role?

NAC Question: Can you speak about the Regional Disability Integration Specialists?

- Each region is required to have a regional disability integration specialist; it is not optional. We distributed a clarification letter to the regions about the role of regional disability integration specialist. Note: The letter was shared with the NAC members as a result of this discussion.

NAC Question: There is a tremendous opportunity to integrate the military into exercises that interface with the local civilian core. Please discuss the military integration and other integration opportunities.

- FEMA has been invited to speak at military universities. The first lesson is in Civics 101. The United States is a federal, not a national government. There has been a constant struggle with bringing in the capabilities of military, but training and operating in a chain of command that exists outside of the military. This is not issue of plugging in resources, but of command and control. The military is not in charge of domestic response. We are always looking for opportunities to include the military in our exercises. We have the structural framework in place and we have guidance from federal administration. We have seen outreach to the National Guard counterparts and some outreach to civilian counterparts (NorthCOM). It is a constant educational process.

NAC Question: Can you speak on the Center for Disease Control (CDC) and U.S. Health and Human Services (HHS) challenges?

- CDC and HHS have large funding streams that are not connected, which was exemplified during the unaccompanied children response. The numbers were not as challenging as the competing and complex authorities and processes that were in place in order to get anything done.
- Joe Nimmich: There has been a huge growth process with H1N1. The next steps are figuring out how FEMA and states are incorporated in terms of federal response for disasters. We work better now but challenges are still in existence.

NAC Question: What does success look like to you?

- In response to Sandy, the teams that showed up were entirely FEMA-centric. Our goal is to build a team that has all of the key elements in place when they show up in order to establish the initial response requirements and support the state without further augmentation or delay waiting for others to show up. Ideally, these teams will have trained together, their capabilities exercised, and they include representatives from other organizations on a permanent basis.
- These national IMATs are not to replace Regional IMTs. The IMATs will all be trained and equipped to the same standards. Positions will be CORE positions so individuals can be removed for failure to perform. Individual bonuses will be tied to team performance.
- What we learned from Sandy is that these teams will be a little bit bigger than what you're used to seeing, but they're designed to come and operate in those first few days of a disaster without significant augmentation.

NAC Question: Will the Incident Management Assistance Teams receive training in tribal issues?

- We are looking into it, as the teams are still evolving.

NAC Question: What does FEMA look like in the long term, 10 and 20 years from now in 2024 and 2034?

- Climate change is a current issue on the table at many agencies. We need to adapt to the effects of climate change. For example, an effect of climate change is changes to population and increases in population density, which makes building codes play a bigger role in mitigation efforts. States may need to enforce building codes through the state constitution.



FEMA



FEMA

FEMA National Advisory Council

September 17, 2014

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

MEETING NOTES

- We need to ask these types of questions: are we building something that is affordable in the future? Are we insuring those things that are sustainable in the future? The scale we are seeing today is not reflected on past data, so how do we base our current decisions on future risk, not on past data? Why are we using past data for building in mitigation? Are there incentives in place to make state legislatures enforce and adopt these codes? How much money do we spend to buy back future risk?
- It all comes down to building codes and land use management. If a building cannot be financed or insured, it will change the dynamics on how we rebuild. We need to change how and where we build.

NAC Question: How do we move away from mitigation as a layer to public assistance and integrate public assistance and mitigation?

- FEMA is no longer conducting recovery by program but by project. Stafford Act Section 406 states that if you have a public building that is damaged or destroyed, you can build beyond the code based on a savings in the cost-benefit analysis. Section 404 states that you can use money that is not tied to mitigation. The programs can be layered to make a building safer. FEMA is now trying to look at the function of a building by looking at the value in how the building is used in addition to the dollar value of the building, specifically with schools, fire and police department buildings, and water treatment plants.
- It goes back to the issue that we only look at past data. The past data does not sufficiently tell us what is currently happening. It is very hard for some people to look at climate change as rates are going up and nothing is changing. We do not do a good job of modeling risk transfer; there is a problem when the risk is not insurable. We need to see if there is a better way of getting local decision makers to transfer decisions to the community.
- We need to ask the following questions: Can you demonstrate a good decision to build if risk is transferred and people are getting good benefits? What do we need to do? How we give local decision makers about determining and transferring risk?
- We do not have to pick hypotheticals because they have already happened. We are the primary influencers in the front end. The only impact is to build back for the future. Our current system transfers the risk back to the taxpayer.

Subcommittee Report-Outs

Note: There was an opportunity for public comments after each subcommittee report-out. Each speaker was limited to three minutes. The names and summaries are those of the individual and are included in the notes for record purposes only. DHS, FEMA, and the NAC do not endorse any comments from members the public.

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.
- The subcommittee did not present any recommendations. The subcommittee focused on reframing their charges to bring them up-to-date and to make them SMART (specific, measurable, actionable, realistic, and timely).

CHARGES

Charge 1: Provide input on the reauthorization of NFIP in 2017:

- a. Explore other models of insurance in order to meet the goal of a self-sustaining flood insurance program.
- b. Continue to monitor the Homeowners Flood Insurance Affordability Act, specifically the affordability study that the National Academy of Science is conducting. Require feedback, expand engagement, want NAC to weigh in on Charge 1

Charge 2: Provide input on the implementation of Priority #4 in the FEMA Strategic Plan 2014-2018:

- a. Investigate how the National Risk Reduction effort and climate change adaptation impact mitigation
- b. Review and provide recommendations on the consolidation of the variety of risk assessments
- c. Provide recommendations on how to provide the public with understandable risk assessments
- d. Explore options for the integration of public assistance and mitigation programs, not limited to sections 404 and 406
- e. Explore the interagency integration at the federal level

Charge 3: Review, evaluate, and provide feedback on Strategy 4.2.3 from FEMA's Strategic Plan 2014-2018: Reshape funding agreements with states, tribal governments, and localities to expand cost-sharing and deductibles.



FEMA



FEMA

FEMA National Advisory Council

September 17, 2014

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

MEETING NOTES

Overall Discussion

- The NAC did not comment on charge 1.
- For Charge 2, the question was asked, "How do we plan for impacts of short-term and long-term changes?"
- The subcommittee requested a briefing from the Federal Disaster Recovery Officer from the Colorado response to discuss how the mitigation dollars were used.
- The involvement of Public Health and Emergency Medicine is important for charge 2.
- Strategy 4.2.3 is bigger than mitigation and may reshape the field of emergency management.
- **The NAC Chair and Vice Chair accept the subcommittee's modified charges.**

Public Comments

- Joyce Dillard, Los Angeles resident: The public is not at the table for flood plain management. The levees in the area are in bad shape; we are not okay. We are having failures in state agencies and need more people with the right backgrounds, such as scientists.

Sarita Chung—Vice 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, intentional (manmade) and accidental disasters.

Charge 2: Provide recommendations and/or opine on preparedness, protection, and prevention efforts currently underway or being considered by FEMA;

Charge 3: 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.

RECOMMENDATIONS

- The subcommittee discussed the Lessons Learned Information Sharing system (LLIS.gov) and presented recommendations for the NAC's consideration. Preparedness is improved by enabling continuous improvement among the whole community through the development and sharing of knowledge and experience.
- While lessons learned are disseminated because of national and local exercises, as well as actual events, the following questions remain:
 - Are lessons learned being produced by and actively disseminated to the various stakeholder groups within the whole community?
 - Are various stakeholders reviewing lessons learned and incorporating those lessons learned as best practices into their respective preparedness plans?
 - Is the quality of lessons learned sufficiently controlled?

Recommendation 1: The dissemination of lessons learned should be measured to determine if the targeted stakeholder groups are receiving applicable lessons learned. FEMA should undertake a study to determine the usability, effectiveness, and the extent of penetration of the LLIS.gov system into essential stakeholder communities. To the extent that penetration levels are not sufficient for specific stakeholder groups, the study should recommend methods for increased penetration to noted stakeholder groups. The LLIS.gov platform is hard to navigate.

Recommendation 2: It is important for FEMA to measure if applicable lessons learned are being incorporated into the various plans of similarly situated communities in significant national events. For example, if a community hospital in the coastal area of New Jersey has learned a lesson from Hurricane Sandy, how is it confirmed that a similarly situated community hospital in coastal North Carolina is aware of the lesson learned and incorporates the best practice?

Overall Discussion

- How do we incorporate Lessons Learned into plans?
- We learned lessons from Hurricane Katrina - such as hospitals turning off their gas when flooded - that should not have been issues in Hurricane Sandy. Maybe we can come up with a way to highlight issues, the top three to five critical lessons learned in LLIS.gov and push out information to FEMA's stakeholders.



FEMA



FEMA

FEMA National Advisory Council

September 17, 2014

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

MEETING NOTES

Recommendation 3: A system for quality control of lessons learned should be developed. Even though LLIS.gov is an open system, which allows for the posting of lessons learned from a countless array of individuals and stakeholders, there remains an implied validity as to best practices that are found on the system. Despite disclaimers, there must be some quality control or vetting process for postings on LLIS.gov.

Discussion

- Not everything should be posted on LLIS.gov system. Should there be a vetting system for the open system?
- There should be a quality control mechanism in place to prevent misinformation from being released to the public.

Recommendation 4: The LLIS.gov system should be utilized to identify common deficiencies in preparedness and operations plans. In the absence of lessons learned many stakeholder groups will duplicate deficiencies that other stakeholders have identified. Many of the deficiencies are discussed in the context of lessons learned from actual events. To the extent possible, FEMA should undertake periodic systematic evaluations of lessons learned which are posted to the LLIS.gov system to identify common deficiencies in preparedness and operations plans.

Discussion

- LLIS.gov is an open database; there should be a way to provide some quality control to prevent misinformation.
- The Preparedness and Protection Subcommittee recognizes that it is not FEMA's responsibility to ensure that the lessons are actually learned by the whole community.
- However, the "value" of sharing lessons learned should be measured to determine if the essential stakeholders are receiving and using those lessons learned for improvement to their respective preparedness and operations plans.

Overall Discussion

- LLIS.gov is a good repository of discrete lessons learned, but a trend analysis to identify themes of what is going around the country would be helpful. The LLIS.gov system is an opportunity for a good collection for After Action Reports and Lessons Learned but it is hard to execute
 - The users of LLIS.gov should see something more than a bulletin board.
- We are all talking about lessons observed, not learned. We need to look at both lessons learned and observed and tie them back in to core capabilities. There may need to be a vetting process, or quality control, for the information posted to LLIS.gov. We need to pull out the big issues and discuss them at meaningful training sessions.
 - Instead of looking at vetting what goes on there, we should highlight the good parts and shine a spotlight on the good outcomes. This entire process may need to be a shared responsibility and not just FEMA's responsibility.
- Where did the lessons learned from Hurricane Katrina go if they were subsequently observed in Hurricane Sandy? How do we get information to the targeted audience? What are the major common themes in the lessons learned?
 - There is a difference in research and applied research. How many of the documents in LLIS.gov are actually used or referenced?
- The questions the NAC need to address are as follows:
 - How can we have more outreach for this system?
 - How can we make the system more user-friendly for communities?
 - How do you make sure lessons observed are actual lessons learned that apply more broadly?
- Gwen Camp: We see all non-Emergency Management disciplines look at worst-case incidents but not being aware of their Emergency Management counterparts. We need to talk about who is responsible outside of the Emergency Management discipline.
 - There is 10 years of amazing research which we are trying to get into the hands of the public and stop talking about it within our individual spheres
- The other issue of implementing lessons learned is training. How do training courses reflect trends in lessons learned?
- If this is the system we will use, how can we make it effective and usable?
- The Administrator provided remarks on the history of LLIS.gov. LLIS.gov was not organically generated at DHS, but rather was an opportunity for the federal government to create and maintain a database for state, tribal, and local partners to share peer-reviewed reports, a peer-to-peer information sharing system. There are no criteria for review because the system and all reports are peer reviewed. There is no consideration for validated research. We may need further restrictions, so it will no longer be peer reviewed. We may need an expert review panel of peers. However, the moment we determine experts, the purpose of the system changes needs a new level of management. Currently, FEMA does not have the staff or resources to maintain an expert-reviewed database.
- Maybe instead of vetting the information, we could highlight the important things.
- Do we need four recommendations or one overarching recommendation for the LLIS.gov system?



FEMA



FEMA

FEMA National Advisory Council

September 17, 2014

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

MEETING NOTES

- Based on the discussion, the subcommittee will review and modify the recommendations for presentation to the NAC at Thursday's public NAC meeting.

Public Comment

- Joyce Dillard, Los Angeles resident: The database is more after-the-fact; we should think of something beforehand. We need to embrace more than just data collection. The discussion goes beyond lessons learned in terms of how to prevent. Preparedness is an issue of responsibility for all at the local level. The LLIS system will not help in a highly populated area.

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 nongovernmental 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 two recommendations for the NAC's consideration.

RECOMMENDATIONS

Issue 1: The National Business Emergency Operations Center (NBEOC) serves as FEMA's clearinghouse for information sharing between public and private sector stakeholders regarding emergency management matters in support of Emergency Support Function (ESF) #15 of the National Response Framework (NRF).

- While the NBEOC is a great concept, it is still new in development and implementation.
- Contracting related issues between public and private sector partners continues to be a challenge during recovery and disaster close outs.

Recommendation 1: Request the FEMA Administrator to direct FEMA's Office of the Chief Procurement Officer, in coordination with FEMA's National Business Emergency Operations Center (NBEOC), to establish a program – to include a toolkit - with state, local, tribal and territorial governments and the private sector (both for profit and non-profit entities) in educating them on promising practices in contracting before, during, and after a disaster.

- Work with major associations such as NEMA (National Emergency Management Association) and IAEM (International Association of Emergency Managers) as well as EMI and other emergency management entities in this education process.
- As part of the toolkit, develop and maintain a template based on best practices on gubernatorial proclamations that temporarily waive the state's procurement laws that invoke contractor status, allowing timely coordination of resources and a robust private industry response in the period immediately after a disaster.

- **The NAC agreed to forward recommendation 1 with edits.**

Issue 2: During disasters, affected areas may need the support of the private sector through "just in time" logistics or unanticipated needs requiring resource that are not covered by existing contracts.

- Procurement laws at all government levels may have significant impacts on a business, potentially leading to Federal, state, local, tribal and territorial contracting compliance issues.
- Local declaration waives local procurement rules.
- Governor's declaration waives state procurement rules

Recommendation 2: To better leverage private sector support, request the FEMA Administrator work with GSA to define and obtain flexibility in the federal procurement regulations during declared emergencies and/or disasters, and continuity of contracts and services throughout response and recovery, at any level (federal, state, local, tribal, territorial).

- In most jurisdictions, the governor can waive the local procurement rules and the mayor can waive the state procurement rules. Who can waive the federal procurement rules during a disaster?



FEMA



FEMA

FEMA National Advisory Council

September 17, 2014

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

MEETING NOTES

- The NAC agreed to forward recommendation 2 with edits.

Public Comments

- Joyce Dillard, Los Angeles resident: Procurement is a problem locally, as there is no system to involve the public in seeing the contractors, a failure of disclosure. Procurement is a deeper issue because it is controlled. We are not addressing 100 plus languages of this area; there is no organization to reach the people on the ground. On the ground, we need to involve the strong individuals from the community to make the contacts when the emergency occurs.

Linda Langston—Chair, Interdisciplinary Collaboration Working Group

- The Interdisciplinary Collaboration Working Group (ICWG) was charged with exploring recommendations for best management practices involving interagency collaboration, coordination, and interoperability (vertical and horizontal) in emergency management, particularly as it relates to emergency managers, EMS, fire, law enforcement, public health and medical, and public works, before and during a major event, at both the tactical and strategic levels.

- The working group has 2 recommendations for NAC deliberation:

Recommendation 1: FEMA should advance improvement in relations between all response agencies at all levels of government by encouraging the inclusion of all entities (such as public works, public health, medical, non-profit, volunteer groups, and private sector representatives) in the planning, training and exercising opportunities. All FEMA sponsored training and exercise plans, guidance, and outreach should incorporate multidisciplinary and multi-jurisdictional partners.

Discussion

- We know that part of this issue exists at local and state level.
- Disasters do not recognize geographic, regional, or political boundaries.

Recommendation 2: FEMA should review the process of integrating organized volunteer groups and non-profit agencies into ongoing disaster planning and relief efforts. FEMA should improve collaboration with nonprofit and volunteer groups for disaster preparation by implementing group meetings with key nonprofit organizations and key federal partners and by integrating and exercising pre-planned relief efforts into operational response plans.

Discussion

- There is a possibility to look at national level groups, such as the Red Cross and AARP, and hope that these organizations drive this idea of integrating volunteer groups and non-profits into planning and relief efforts at the local levels and with local partners.
- The ICWG is working on a third recommendation regarding public health and medical disciplines.
- As we are an ad hoc group not a standing committee, we ask that the work of this committee be permitted to continue. The Chair, Vice Chair, and DFO agreed that the ICWG should continue to convene to address the outstanding issues.
- **The NAC discussed and agreed to forward recommendation 1 and 2 to the Administrator.**

Public Comments

- Joyce Dillard, Los Angeles resident: I am worried about people who do not speak English and concerned that this will not be available in different languages. How are you going to reach out to these groups? What media? What communication methods are available? We need to reach more people with communication that works

Response and Recovery Update

Joe Nimmich—Deputy Administrator, FEMA

Beth Zimmerman—Acting Associate Administrator, Office of Response and Recovery, FEMA

- Background on the unaccompanied children issue and the reasons behind FEMA's involvement with the unusual situation was provided to the NAC. A challenge with this situation was that while we were trying to get a Stafford Act declaration, we missed opportunities to help people and infrastructure in a timely manner and there was much back-and-forth negotiation to verify on-the-ground information. For the first couple weeks, faith-based organizations provided invaluable support.
- The conditions on the southwest border were such that the influx of children exceeded the capacities and expectations of the stations and the ability to place children with friends and family. Customs and Border Protection (CBP) stations, basic holding facilities, were holding children in excess of 140 hours, as HHS, who is responsible for placing children, did not have the capacity to handle the volume of children.



FEMA



FEMA

FEMA National Advisory Council

September 17, 2014

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

MEETING NOTES

- PPD-8 authorizes the President to direct FEMA to lead coordination efforts for any type of incident, including humanitarian issues. The unaccompanied children issue was not a disaster but a humanitarian relief issue. Thus, the President exercised his authority and appointed FEMA to lead the coordination of the response.
- FEMA identified four choke points and the actions needed to address each of the issues. FEMA created teams using the National Incident Management Assistance Team (IMAT) structure, which provided a valuable learning opportunity as this was the first time that the National IMAT had to deal at the national level with federal agencies. The four issues that the IMATs addressed are as follows: identify areas where HHS could be set up; expand transportation capabilities to move the children; ensuring that the children were healthy; and helping HHS increase the rate at which it placed children in homes. The primary mission was to get every child a bed and move the children from the temporary facilities into a permanent placement. If more children are coming in faster than you can place them with family, friends, then the end is not in sight. Thus, we had to move children out to placement facilities. The bottom line was not to have children in a detention center for more than 72 hours. By mid-July, we were able to get every child in a bed.
- We used NRCC facilities to coordinate the interagency response, where each agency had a seat at the table. GSA, CDC, HHS, and ICE all had seats at the table and played critical roles in the response to this humanitarian issue. We drafted plans for how to ramp up capabilities should the numbers start to increase again, which was approved by the White House.
- We addressed the effects of the event itself, not the cause or reason why the children crossed the border. This was a bit of the reverse of whole community, where many of our traditional tools could not be used. We could not get resources or volunteers without approval from Congress. We had resources ready to go but had to use contracts to provide the resources through the Economy Act. Under the Act, only Congress can allow for additional funds, so we could not accept volunteers or donations unless Congress authorized it.
- This was one of those situations where many folks were focused on taking care of the children but we still had to come back to what authority is in place and how we work within that to address the situation.

NAC Question: There are going to be events such as the oil spill in the Gulf of Mexico and the earthquake in Haiti. These complex events will never be tied to the Stafford Act. Is there a value in promoting a response framework for non-Stafford Act events?

- Administrator Fugate: The President is authorized to ask FEMA to take the lead as a coordination role. The moment FEMA expands to do everything, FEMA's footprint and control are increased, which will result in failure. FEMA wants to be neutral and tends to be the neutral player. Once I, as the Administrator, make a recommendation, I am no longer neutral.
- I think if we are building within the National Response Framework and the other frameworks, it speaks to the fact that a response does not have to be FEMA or DHS centric. These frameworks are about bringing the rest of the federal agencies as the "whole community" into the discussion and into the response.
- As far as non-Stafford Act events, we are looking at how we help and educate state, local, tribal, and territorial communities as to what is available to them without necessarily having to go through a Stafford Act declaration. There is a lot that public citizens, survivors, and constituents can use in a non-Stafford event, especially with the available voluntary agencies at the local level.

NAC Question: Many resources are available to states outside the Stafford Act. Are the criteria for declaring a disaster adequate? How do you help and educate the states and local communities on what is available to them?

- We often wait to see what happens with the Stafford Act. We work with national voluntary organizations active in disaster to see what more they can bring to the table. We are also asking states to take the action back to the local level.
- We are looking at the appeals process to look for themes on the cause the cause or reason of the appeal, why it may have been denied, and areas of confusion in the process.
- We are focusing on the criteria for disaster declaration through the Hurricane Sandy Recovery Improvement Act.
- We are looking at the disaster workforce in terms of training, qualifications, and equipping and monitoring them. We are reviewing their skill sets to ensure we are hiring the right people. For example, a public assistance specialist would benefit from having an engineering background, or the ability to understand public assistance.
- Beth Zimmerman: The Tribal Declaration Policy is something that is new to FEMA and came out of the amendments to the Stafford Act from the Sandy Recovery Improvement Act. The consultation period for the Tribal Declaration Policy just ended in August. FEMA received over 1,000 comments, which are being adjudicated into a revised version. FEMA will likely conduct a second comment period.

NAC Comment: The unaccompanied children issues were the most complex. We need to be simple, honest and direct. We need to remind people that children are involved.



FEMA



FEMA

FEMA National Advisory Council

September 17, 2014

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

MEETING NOTES

America's PrepareAthon! Update

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

- Happy National Preparedness Month! America's PrepareAthon! occurs every spring and fall on April 30th and September 30th. Preparedness profiles highlight those who are preparing and those who are not preparing. These pamphlets along with the six natural hazard profiles are based on years of research for what has and has not worked.
- Awareness numbers have been growing, but actions have not increased, especially after 9/11 and Katrina. The intent is to empower people to take action before a disaster happens. Friends and neighbors are our first responders. The PrepareAthon! is all about each person's local actions. We want the vulnerable populations to be included in this effort.
- The goal is to move three million people every six months, or 2 percent of the population. This is measured through one of our questions in our household survey.
- There are 100 whole community events scheduled for the PrepareAthon! on September 30, which is measured by three or more sectors that typically do not work together participating in an event.

Discussion

NAC Question: How do you measure movement?

- The best indicator asks you and your family if you have done a drill outside of school.

NAC Comment: Los Angeles counts Alpha Contacts because they are influencers in the community.

Public Comment Period - started at 3:35 pm PDT

- **Joyce Dillard:** Los Angeles is home to a growing international population. We need help with building codes and regulations translated into different languages. Go local, go building codes. Los Angeles is out of control. Citizens have to sue. Need to include new building code regulations. City of Los Angeles is not following building codes.
- **Kevin McGowan, Ventura County Office of Emergency Services:** Tsunami Wireless Emergency Alert (WEA) texts notify recipients of an evacuation or tornado warning. This is a problem because the WEA system is controlled by the National Weather Service (NWS). The goal of a local jurisdiction is to build a strong partnership and our big goal is that partnership with FEMA & NWS is as strong as possible. We want to develop a joint program of an actual process of coordinating WEA message from federal to local jurisdiction and achieve partnership with public education. Evacuation of the area may swell in size due to tourists/visitors. There needs to be a process in place for federal and locals to send WEA. Public education about this alert system is needed, as it is primarily known in the emergency management field.
- **Holly Crawford, San Diego County Office of Emergency Services:** San Diego County's success in mass evacuation is tied to the success in WEA messaging. We are huge proponents to technology; WEA is a powerful tool for alerting residents to guidance, as it can reach many people. There are three key improvements to make: 1) implement FCC rule change that requires all parties and wireless groups to broadcast at local wireless level to requiring them to be geo-targeted at the county level; 2) ensure better coordination among WEA originators at the federal and local levels; and 3) ensure a significant investment in public education on WEA.
- **Jeff Reeb, Los Angeles County Office of Emergency Management:** Los Angeles County is the largest county population wise in US. The mission of Los Angeles County OEM is to work with the Los Angeles County family and serve as Operational Area (OA) Coordinator in Los Angeles County. A challenge is that all jurisdictions within the county can become WEA users, where this ability can undermine the credibility of WEA. Additionally, the NWS can send messages without informing Operational Area Coordinators on localized events. Thus, I recommend for consideration the increased local approval of WEA applications and that the local Operational Area Coordinator is included in the preparation for any WEA alert issued by a higher authority.

FEMA's Strategic Plan 2014-2018

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

- FEMA's two imperatives are a whole community approach to emergency management and fostering innovation and learning. The whole community approach is prominent in our thinking in order to meet a full spectrum of needs. Fostering innovation and learning is all about outcomes.
- FEMA has five strategic priorities with 16 key outcomes that are outlined in FEMA's Strategic Plan 2014-2018. We need to look at our long-term developmental policy. The five priorities are outlined below.



FEMA



FEMA

FEMA National Advisory Council

September 17, 2014

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

MEETING NOTES

- Priority 1: Be Survivor-Centric in Mission and Program Delivery - disaster services are transparent, efficient, effective. We need to increase communication but do it through existing communications (schools, houses of worship, places of employment)
- Priority 2: Become an Expeditionary Organization – on the one hand, this priority is about getting the right resources to the right people at the right time. On the other hand, it is about management of the incident workforce and how we ensure that our internal mechanisms allow for timely and efficient deployment.
- Priority 3: Posture and Build Capability for Catastrophic Disasters – we want to focus on achieving the National Preparedness Goal, whereby people will act and we can help them act in the most constructive way possible, empowering survivors and bystanders and encouraging grassroots organizations to take immediate response to a disaster
- Priority 4: Enabling Disaster Risk Reduction Nationally – this encompasses the affordability of disasters and trends for what national risk looks like in the future, and challenges for how we get there. The question is about how we engage in the development of buildings and infrastructure as a country in a sustainable way. We may need to shift our leadership style, leading by voice and sharing information instead of through our programs.
- Priority 5: Strengthen FEMA's Organizational Foundation – we want to utilize data and data analytics to drive decision making in operational concepts and big areas
- Some changes are improving the referral processes for public assistance programs and improving information sharing for how do survivors access support.
- Transparency is embedded throughout priorities and objectives. We ask where and how the money spent. We want to make information open to drive research and making decisions.
- The Strategic Plan will facilitate stakeholders' "line of sight," from their partners' work to the Agency's strategic direction and mission. Additionally, all objectives are reflected in the senior executive staff performance levels.

Discussion

NAC Question: How do you think FEMA's Strategic Plan accounts for the elderly, especially those that live dispersed in the community?

- There have been huge changes in diversity. Our challenge is finding where those individuals are so we can provide the tools and resources to get to them. We are looking into mechanisms, such as Medicaid statistics, to find individuals. The question is once we have this information, how do we distribute it to the responders? This is where Disaster Survivor Assistance Teams help augment the process to identify where the elderly community is during a disaster.
- We are addressing this in the survivor centric strategy, where we make our programs fit the people and start with the population, not the other way around. We should not have a manual to provide for Individual Assistance, but be able to adapt to the community that we serve in a way that best serves them.

NAC Comment: Have you looked into using CMS data for other purposes?

- This is an issue of Big Data. We do not need to see individual, personal identifying information. The information that would be useful is general information about where the majority of medical equipment and resources is so that we can adjust our response accordingly. The data that provides an overview of the population without identifying individual people is valuable.
- Yes, we need to put out data feeds and not just data products.

NAC Question: Moving away from the idea that people will self-register as individuals with disabilities or access and functional needs, how can technology be harnessed to improve communications between those that need help and those that can provide help? Even if you have an individual's address, it does not mean you know where that person is at the time of the disaster.

- You will wait a long time for people to self-register, so we need to go look somewhere else. The Special Needs Registry was a lesson learned from Hurricane Andrew. We are always underestimating the population. We need to know our population and its needs.

NAC Question: Has there been any follow up to the Strategic Foresight Initiative?

- We need to quantify trends. It is not about prediction. We need to know about the issues in the operating space. We are less concerned with qualification. Our focus is on revealing shifts in uncertainty because we know that shifts are happening in the operating economy.

Next Steps and Closing Remarks

Charlotte Hyams Porter–NAC DFO

- The NAC will resume meeting tomorrow morning at 8:30 am PDT.



FEMA



FEMA

FEMA National Advisory Council

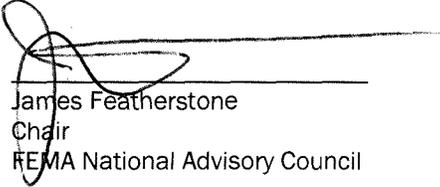
September 17, 2014

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

MEETING NOTES

The meeting was adjourned at 5:00 pm 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 17, 2014 is accurate and complete.


James Featherstone
Chair
FEMA National Advisory Council



FEMA