



FEMA

FEMA National Advisory Council

February 9-11, 2016

North Carolina Office of Emergency Management, Raleigh, NC

MEETING NOTES

**PARTICIPANTS**

<u>NAC Members</u>	<u>Discipline</u>	<u>Feb 10</u>	<u>Feb 11</u>	<u>Feb 12</u>
Jim Featherstone, Chair	Emergency Management (Rep)	X	X	X
Teresa Scott, Vice Chair	FEMA Administrator Selection (SGE)	X	X	X
James Akerelrea	Elected Tribal Government Officials (Rep)	X	X	X
Beth Armstrong	Standards Setting and Accrediting (Rep)	X	X	X
Brett Bailey	Communications (SGE)	X	X	X
Peter Barca	Elected State Government Officials (Rep)	A	A	A
Meloyde Batten-Mickens	FEMA Administrator Selection (SGE)	X	X	X
Sarita Chung	In-Patient Medical Providers (SGE)	X	X	X
Mark Cooper	Emergency Management (Rep)	A	A	A
Jeanne-Aimee De Marrais	FEMA Administrator Selection (SGE)	X	X	X
Jerry Demings	Elected Local Government Officials (Rep)	X	X	X
Gerard Dio	Emergency Response Providers (Rep)	X	X	X
Lee Feldman	FEMA Administrator Selection (SGE)	X	X	X
Scott Field	Non-Elected Local Government Officials (Rep)	X	X	X
Jeffrey Hansen	Non-Elected Tribal Government Officials (Rep)	X	X	X
Chris Howell	Administrator Selection (SGE)	X	X	X
June Kailes	Access and Functional Needs (SGE)	X	X	X
Emily Kidd	Emergency Medical Providers (SGE)	X	X	X
Nim Kidd	FEMA Administrator Selection (SGE)	X	X	X
Anne Kronenberg	Emergency Response Providers (SGE)	X	X	X
Linda Langston	FEMA Administrator Selection (SGE)	X	X	X
Chris Littlewood	Disabilities (SGE)	X	X	X
Suzet McKinney	Public Health (SGE)	X	X	X
Catherine Nelson	Cyber Security (SGE)	X	X	X
Gerry Parker	Health Scientists (SGE)	A	A	A
Samantha Phillips	Emergency Management (Rep)	X	X	X
Richard Reed	FEMA Administrator Selection (SGE)	A	A	A
Robert Salesses	U.S. Department of Defense (Ex Officio)	X	X	X
Michael Sprayberry	Emergency Response Providers (Rep)	X	X	X
Guy Swan	FEMA Administrator Selection (SGE)	X	X	X
Darryll Wong	FEMA Administrator Selection (SGE)	X	X	X
Fritz Wilson	Standards Setting and Accrediting (Rep)	X	X	X
Phil Zarlengo	FEMA Administrator Selection (SGE)	A	A	A
Daniel Zarrilli	Infrastructure Protection (SGE)	X	X	X

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



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#### FEMA and DHS Staff

Michael Coen, Jr., FEMA Chief of Staff

Michael George, Senior Advisor to the Administrator, FEMA

Traci Ballard, DHS Committee Management Officer

Elizabeth Connelly, Program Analyst, FEMA

Jasper Cooke, Alternate DFO, FEMA

Michael Delman, Alternate DFO and Office of Chief Counsel, FEMA

Kiahna Lee Espia\*, FEMA Youth Preparedness Council Member

Katie Fox\*, National Preparedness Directorate, FEMA

Craig Fugate, FEMA Administrator

Joe Nimmich, FEMA Deputy Administrator

Robert Tender II, Program Analyst, FEMA

Katie Webster, NCEOC meteorologist

Alexandra Woodruff, Designated Federal Officer (DFO) and Acting Director for the Office of the NAC, FEMA

Roy Wright, Federal Insurance and Mitigation Administration

Elizabeth Zimmerman, Associate Administrator for Response and Recovery, FEMA

\*Participated by teleconference

#### Members of the Public

Haley Boone, North Carolina Emergency Management (NCEM)

Richard Cheek, Deployed Resources

Chelsea Firth, International Association of Emergency Managers

Lauren Haviland, WNCN

Bill Herrero, WRAL-TV

Al Inman, Time Warner Cable News

Laura Leonard, NCEM

Shaun Taylor, Integrity Medical Solutions, Inc.

## MEETING SUMMARY

The meeting was called to order at 8:44 am EST by Alexandra Woodruff, FEMA NAC DFO. A safety briefing and weather report was provided by Katie Webster, North Carolina Emergency Operations Center meteorologist.

### **Welcome and Opening Remarks**

#### ***Alexandra Woodruff, NAC DFO, FEMA***

- The meeting agenda follows a similar framework to previous meetings, with the addition of a review of past NAC recommendations and a brainstorming session on a Cascadia Subduction Zone event. The next NAC meeting will be May 10-12, 2016 in Texas.
- There have been changes to staff within FEMA Office of the NAC and changes in membership. FEMA is accepting applications for consideration to NAC membership, which are due March 16, 2016. The NAC website includes instruction on the application process.

#### ***Jim Featherstone, Chair, FEMA NAC***

- The NAC Chair acknowledged the augmentation of issues such as climate and flooding. He would like the NAC to look further into the flooding issues.

#### ***Teresa Scott, Vice Chair, FEMA NAC***

- The NAC Vice Chair looked forward to the emerging leaders sharing fresh perspectives to the NAC and the discussion on a Cascadia event.

### **Review of Past Recommendations**

#### ***Jasper Cooke, Alternative NAC DFO, FEMA***

- The goal is to improve the quality of recommendations to the FEMA Administrator by reviewing previous recommendations, shortening the recommendation feedback loop, and implementing the NAC Subcommittee Liaison Program. The NAC Subcommittees were provided a copy of past recommendations and responses related to each subcommittee. By May



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2016, the NAC Subcommittee should complete the review of previous recommendations. Through the NAC Subcommittee Liaison Program, FEMA program staff will be present during recommendation development. When the data regarding the NAC recommendations is ready, the data set will be published on the FEMA website.

#### **“Spontaneous Volunteers” – Cascadia Exercise**

- A catastrophic disaster is defined as an event that overwhelms available resources. Using the threat of the Cascadia Subduction Zone in the Pacific Northwest as an example, the NAC broke into smaller groups to discuss the role and organization of spontaneous volunteers. Spontaneous volunteers were defined as individuals who rise to the occasion but are not part of a formal organization. The goal of the breakout groups was to identify ways for spontaneous volunteers to assist, enhance, and support responder efforts without duplicating efforts.
- The NAC members focused on individuals and groups that would emanate from the area of disaster to help their neighbors and community. Some of the questions that arose from discussion included:
  - Does this weaken personal preparedness prior to event?
  - How many CERT participants are going to show up during huge event?
  - Should there be a specified requirement of qualifications and certifications?
  - How to ensure the integration of the access and functional needs groups?
  - Is the CERT program sustainable?
  - Can the mindset of the traditional responders be changed to allow these groups into the scene and can traditional responders be trained to manage and marshal community volunteers?
  - Can there be prescribed tasks supported by state law to ensure there are no liability issues?

#### **Reports by NAC member breakout groups on “Spontaneous Volunteers”**

##### **Group 1**

- The group noted that food distribution to Alaska would be a huge issue during a Cascadia event.
- FEMA needed to encourage state and local governments to approach the issue of “spontaneous volunteers”. FEMA should act as a “cheerleader” and work closely with ESF-8.
- The term “spontaneous volunteers” may not be the most accurate. The group suggested calling them “public.” FEMA and other groups must empower them and not get in their way.
- FEMA should look at best practices and bring the public to the table to see how different areas approach this.
- FEMA should plan to integrate response and recovery, focus on youth education, and have multidisciplinary training.

##### **Group 2**

- FEMA should provide specific training to locals to help with damage assessments and research how local communities can assess capabilities of organizations and what equipment they need.
- FEMA could provide guidance and best practices regarding where the organization of spontaneous volunteers has occurred successfully and provide training for special populations.
- FEMA should focus on how to enable and sustain volunteer training outside of the typical Emergency Management Institute, and FEMA should coordinate with Voluntary Organizations Active in Disaster (VOADs).

##### **Group 3**

- FEMA should work with national organizations that have local groups and inculcate within every area this ability to help. FEMA has to be a partner and not a big brother. This will start with identifying resource requirements, measures, and capability gaps. Volunteers need things, such as safety briefs, food, and housing.
- The group suggested creating a platform or website about needs of neighbors.
- FEMA should discuss the use of “spontaneous volunteers” with healthcare and insurance companies.
- FEMA has a role in raising awareness of the community role in catastrophic events. Awareness objectives are more attainable than training objectives.
- Spontaneous Volunteers are self-organizing and stand up fast. FEMA’s focus should be on creating the interface with trained responders, removing obstacles, and facilitating coordination.
- The NAC decided to stand up an Ad Hoc Subcommittee to address the issue of spontaneous volunteers.



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#### Federal Insurance and Mitigation Administration Update

##### *Roy Wright, Deputy Associate Administrator, Federal Insurance and Mitigation Administration (FIMA)*

- Roy Wright announced that there are new Assistant Administrators that support FIMA. Mitigation elements are a huge part in what FEMA is doing to buy down risk. Mitigation standards are ensuring building standards in seismic zones.
- **Hazard Mitigation Grant Program (HMGP) Pilot:** \$14 million in mitigation funding is provided for 35 Fire Management Assistance Grants (FMAG). There is a defined amount of money for these grants, and the grants requirements include a nexus to fire. FEMA used Environmental planning and historic preservation for review standards, which has assisted with buying down risk.
- **404/406 Mitigation:** There is progress in the use of 406 program, focusing on building higher and stronger. The codes and standards are set and govern all projects, including HMGP and Public Assistance (PA). The PA Guide will be updated.
- **Flood Mapping-** FIMA is building the credibility of mapping elements and is conducting a structure specific analysis of risk. The Administrator must certify this program this year.
- **Insurance:** There has been a customer centric reset of the National Flood Insurance Program (NFIP) where the customer and policyholder are the focus. Most consumers do not understand what they bought and need to understand any gaps in their coverage. FIMA is publishing a roadmap that illustrates how the NFIP should work. Renters insurance is a gap being addressed. Dam safety needs to be addressed. Customers Affordability framework on the NFIP is due to Congress by June 2017. There could be public outcry again if prices are raised in 2018-2019, which is not a technical issue but a political choice. When NFIP lapses in summer 2017, the NFIP will continue processing claims but new insurance policies will not be available.
- **El Nino:** FIMA looked at El Nino elements with known risk, identified the areas with greatest risk, and conducted localized outreach. Over the course of four months, the number of flood insurance policies increased 25%.

#### Q&A with Roy Wright

NAC Question: What is within FEMA's capacity for the NFIP reauthorization?

- FEMA can chance some of the intricacies of the program and is undergoing litigation efforts, changes to the appeals process. FEMA can also have a presence on the ground after an event.

NAC Question: Can the debt be separate from current NFIP operations?

- FIMA pays down the NFIP debt as a money management need and is able to do so with the low interest rates. If interest rates increase, then FIMA will no longer be able to pay premium.

NAC Question: Flood maps are not usually completed in rural and/or tribal country, so how is risk conveyed in these areas?

- If disagree with mapping then cannot be covered under all aspects of NFIP and the Stafford Act. The FEMA Technical Mapping Advisory Council will look at these areas to map to ensure more mapping occurs if needed. An opposition to mapping is that they have to regulate land and mandate insurance.

NAC Comment: Digital mapping on computer was a great sell to California for El Nino coverage.

NAC Question: The Community Rating System (CRS) is actuarially sound, adopted as a base ordinance. However, the ebb and flow has more to do with economy than understanding risk. People tend to improve land use practices after an event. Is FEMA awarding bad behavior? Is it possible to have a CRS program that encourages and institutionalize behavior change?

- FIMA can look into addressing the low hanging fruit and future investments to infrastructure, but minimum standards have not been changed since 1986.

#### National Preparedness Directorate Update

##### *Katie Fox, Assistant Administrator, FEMA National Preparedness Division (NPD)*

- **National Preparedness Doctrine:** The National Preparedness Goal has been updated and released. It includes a new core capability for fire suppression. The National Frameworks are currently with the DHS Secretary for review and approval. The Federal Interagency Operating Plans (FIOP) are in the review phase as well. NPD will provide copies of the FIOP executive summaries to the NAC.
- **National Exercise Division (NED):** The NED conducts a capstone exercise every two years (previously known as the National Level Exercise (NLE)). They use THIRA data and after-action reports from previous exercises. All exercises are responsive to legislation and policy priorities. This year's capstone exercise will push to point of failure vis-a-vis catastrophic scenarios. NPD is working to assess technology-degraded capabilities and addressing cyber issues in exercises.

#### Q&A with Katie Fox

NAC Question: Can the large-scale capstone exercise be modeled after America's Prepareathon to involve the public?

- Yes, there already are varying degrees of exercising on a national scale that include the whole community.



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NAC Question: How can the disability community play a role in a large exercise?

- The NED Capstone Exercise team will work with FEMA's Office of External Affairs to discuss how to engage more people without overwhelming exercise requirements.

NAC Question: How would FEMA's respond to technology-degraded environment incident?

- The local community will be challenged to work around these issues, but FEMA will support.

#### Office of Response and Recovery Update

**Beth Zimmerman, Associate Administrator, FEMA Office of Response and Recovery**

- **Public Assistance Implementation:** The purpose of the Public Assistance reorg is to put the customer needs first. Now projects pass through one of three lanes: expedited, standard, or specialized (1% or less of projects) and have a designated project officer to gather facts and relay decisions. These are not dollar value based. The right person at the right time doing work, and reducing number and time of deployments. The first group will work out of NPSC in Denver, CO.
- **Manufactured Housing Unit (MHU) Sprinkler Initiative:** Sprinklers in every MHU is the standard for every new purchase, with the next set of contracts for November. Survivors should not live in MHUs longer than 18 months.
- **Flint, MI:** Public Assistance granted to Flint, MI for the water crisis through immediate resource dispensing, a unique disaster declaration for water crisis. The U.S. Department of Human Services (HHS) is in charge for the long-term efforts.
- **Zika Virus Response:** CDC is the lead agency and has not asked for FEMA support.
- Ms. Zimmerman also provided updates on disaster survivor assistance and the Disaster Deductible concept.

#### Q&A with Beth Zimmerman

NAC Question: Can state or local staff receive training on the new PA process?

- FEMA will provide many training opportunities.

NAC Question: What about the project worksheets that were submitted prior to the revamp?

- Already submitted projects will continue in old process but utilize some of the new concepts.

NAC Question: What about tribes that do not have the capacity to meet the disaster deductible requirements?

- Those who would be affected by the disaster deductible should provide comments.

NAC Question: Does the deductible change every year?

- Some credits would be one-time and some would be ongoing.

#### Federal Advisory Committee Act (FACA) Briefing.

- Traci Silas, Director of the DHS Committee Management Office, provided a required FACA briefing for NAC members.

*The NAC concluded the session at 2:45 pm EST.*



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#### MEETING SUMMARY - Wednesday February 10, 2016

The meeting was called to order at 8:40 am EST by Alexandra Woodruff, FEMA NAC DFO. A safety briefing and weather report was provided by Katie Webster, North Carolina Emergency Operations Center meteorologist.

#### Remarks from the NAC Chair and Vice Chair

##### *Jim Featherstone, Chair, FEMA NAC*

- He thanked the NAC members for their participation as well as Mike Sprayberry and his team at the North Carolina Office of Emergency Management for their hospitality.

##### *Teresa Scott, Vice Chair, FEMA NAC*

- She thanked the NAC members for their engagement in the Cascadia exercise and thanked the FEMA leadership for their informative presentations.

#### Remarks from the Governor of North Carolina

##### *Pat McCrory, Governor of North Carolina*

- Governor McCrory welcomed NAC members to North Carolina. In his time as Governor, he has followed the experts in emergency management when event occurred. He has recognized what policies need to be changed because of after-action reports. When an emergency happens, silos and turf disappear; there are no politics in storms. This mantra needs to be applied in non-disaster time. Everyone involved in the response and recovery are one team. He acknowledged that importance of communicating policies to each other and to customers. North Carolina has a very aggressive communication plan both internally and externally.
- Governor McCrory uses lessons learned within state and best practices from other states. One lesson learned with ice storms are abandoned cars. Now, there is a policy to check abandoned cars, where patrol officers check every car and mark with a sticker.
- North Carolina is the ninth most populous state in the country with four populous cities and is very diverse climate with both mountains and beaches. North Carolina worked with South Carolina on a flooding event this past year, which worked well.

#### Remarks from North Carolina Emergency Management

##### *Mike Sprayberry, Director, North Carolina Emergency Management, North Carolina Department of Public Safety*

- Mr. Sprayberry highlighted some of the technology used in North Carolina Emergency Management. The state has an application that allows responders to login to a site to access a school's safety plan and digital floor plans. There is also a phone application for students to provide information to school administrators and responders, in a format that encourages to provide tips if they see something suspicious.
- Through additional technology, North Carolina is able to model flood data within 15 seconds for response. Private –public partnerships are important. The state has included many industry reps in person and virtual partners. Also, North Carolina is working on dam safety using flood maps and a web-based plan.

#### Discussion with FEMA Administrator

##### *Craig Fugate, Administrator, FEMA*

- The Administrator unveiled the new FEMA trailer (mobile housing unit) last week. The new trailers meet the U.S. Department of Housing and Urban Development (HUD) building standards and include sprinkler systems for fire safety.
- The Sandy Recovery Improvement Act (SRIA) provides authority to the President to establish codes and standards, whereas previously only local codes applied. The cost-benefit analysis of school storm shelters for flooding and earthquakes is no longer necessary, as the building code revision requires all new school buildings to include a storm shelter. If using federal funding to build schools, building to code is required. FEMA is also looking at fire interface.
- The budget looks good. As an agency, FEMA is focused on being survivor and customer centric and expeditionary. When planning and preparing for a response to catastrophic disasters, FEMA needs to focus on what could happen and not what is capable of doing.
- Internally, FEMA is working on IT hiring and training. What is the actual cost of running FEMA? The strategic plan continues to guide FEMA operations. A FEMA initiative is to provide CORE employees and reservist with status so that they can be competitive for positions for which they qualify. The current system does not have a bridge for these types of employees to



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become permanent full time employees. Not only is it the right thing to do but it should also reduce costs. This is not about bypassing veteran's preference.

- The disaster deductible concept developed from an Inspector General report that indicated the threshold for receiving disaster funds was too low and suggested adjusting the threshold based on increased personal income. The threshold increased 41 cents per capita since 1985 with no adjustments for inflation. The disaster deductible would be a starting point to receive credits for adopting local codes, mitigation, etc., incentivizing to buy down risk, which is wear the savings are. Proposal of advanced rulemaking and release for public comment will occur in March 2016. The comment adjudication period will occur before the proposal for advanced rulemaking. The completion of this effort will likely continue through the next Administration, as this is a priority of the current comptroller, whose term expires in 2025. The deductible would be based on what activities the state is collectively doing at multiple levels.

#### Q&A with Administrator Fugate

NAC Question: Would soft city ordinance count for disaster deductible? This is a retrofit cost borne by property owners.

- FEMA needs feedback on and economic models showing the benefit of the concept. The focus is on reducing public assistance costs.

NAC Question: Would the disaster deductible be tied into individual assistance costs?

- The focus is on public assistance; there is new criteria for individual assistance. Thresholds would change, as they would not be based on the traditional method of the size of states—it uses calculus instead of arithmetic.

NAC Question: What is the best way for the disability community to be involved in catastrophic planning for the Capstone exercise?

- The FEMA Office of Disability Integration and Coordination (ODIC) has been integrated into the exercise time. It is hard to get locals to that level of engagement. FEMA has been building injects on the federal side, but suggestions for local engagement are welcome. Rather consider accessibility as a topic, the focus should be on eliminating barriers.

NAC Question: If a state raises insurance coverage, would it affect the deductible?

- Yes, if annual cost savings are accrued there will be an annual savings on deductible. The money spent in a given year should be credited toward that year's deductible.

NAC Question: What about wildfire cost savings?

- Yes, dollars spent on risk reduction activities would count toward deductible credits. Wildfire mitigation is about protecting public spaces so it would count.

NAC Comment: Guidance needs to come from data that is available around the country regarding populations and shelters.

- ESRI products will be used so that data layers can provide a picture of community, shelters, and travel distances, as a predictive modeling tool. Most shelter residents are in the lower income bracket and have few places to go after a shelter closes. Elderly may need to go to assisted living facilities. ESRI tools will be shared. GIS capabilities need to be used proactively not retroactively. HHS has tools that they can share as well.

NAC Comment: A Technical Assistance team on supply chain resiliency was stood up with help from FEMA Office of Response and Recovery. This was a very successful emergency management strategic intelligence initiative.

NAC Comment: From the fire safety side, the addition of sprinklers in the trailers is a great accomplishment.

- Educational videos helped with pushing this issue and the flashover times for these small units. The Fire Administrator did his part. HUD is finalizing a standard code with study from National Fire Protection Association.

NAC Question: What will be the effect of aging infrastructure in the country?

- New Orleans, Louisiana is an example of where aging infrastructure increased the federal costs for disaster response. What happened in Flint, MI is probably endemic, but it is not yet setting off warning signals in other places. Flint is extreme, but overall will see these pop up.

NAC Question: What is FEMA's role with cyber threats?

- FEMA does not deal with the criminal elements of cyber, which are mostly financial. Attacks on cyber infrastructure are limited and uncoordinated; FEMA would manage the consequences of these cyber incidents. The Executive Order tasked DHS to draft the cyber plan, with the assistance of the National Integration System. FEMA would deal with disruptions and effects that meet Stafford Act thresholds. Emergency Management role is consequence management. One of the biggest consequences is communication. It would mirror the earthquake plan where FEMA would be back to high frequency radios and using the national grid.

NAC Question: Will Joint Counter Terrorism Awareness Workshop Series (JCTAWS) be used for medical countermeasure?

- There will be more funding for JCTAWS exercises but nothing directly related to medical countermeasures.

NAC Question: What priorities do you have for the NAC?



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- The NAC can help with building an effective disaster deductible and determining how this tool can be leveraged to recognize and reward jurisdictions that are reducing risk. On the flip side, if the disaster deductible concept is wrong, then what other ways are there?

NAC Question: What are some of the strategic foresights?

- Cybersecurity, disease outbreaks, and drought are all serious issues being considered as strategic foresights. The response plan for drought includes buying enough time until the rain returns. However, a state of drought could be the new normal, where previous coping mechanisms may no longer work. The infrastructure and behavior have to change.

### 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.*

### *Lee Feldman, Chair, Federal Insurance & Mitigation Subcommittee*

#### SUBCOMMITTEE MISSION

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

#### CHARGES

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.
2. Review, evaluate, and provide feedback on Strategy 4.2.3: Reshape funding agreements with states, tribal governments, and localities to expand cost-sharing and deductibles.
3. Provide input on the implementation of Priority #4 in the FEMA Strategic Plan 2014-2018:
  - a. Explore options for the integration of public assistance and mitigation programs, not limited to sections 404 and 406.

#### RECOMMENDATIONS

##### Issue 1: HIRA/THIRA

- There is no training at the federal level on how to conduct a basic data-driven risk assessment.
- Jurisdictions are confused about how or if HIRA and THIRA relate to each other.
- Jurisdictions spend too much time redoing the THIRA when capabilities may not have changed since the last update.

**Recommendation 1:** FEMA should develop and promulgate guidance and training for state, local, tribal, and territorial emergency managers on tools, methodologies and best practices for conducting detailed, data-driven risk assessments.

**Recommendation 2:** FIMA and PNP should collaborate to determine the mechanism of how the HIRA will feed into the THIRA.

**Recommendation 3:** FEMA should change the reporting requirement for THIRA from every year to every other year.

##### Discussion on Issue 1

- There are two different processes that sound familiar, but they are not. HIRA on the FIMA side and THIRA on the preparedness side. Anecdotal evidence from the field indicates that there is a lot of confusion.
- There are no training materials on risk assessment and this is a problem. There are data sources but the subcommittee would like an answer to “how” these risk assessments should be carried out.
- The NAC agreed to forward Recommendations 1-3.

##### Issue 2: Flood Insurance

- NFIP needs to better integrate mitigation and affordability to reduce long-term Federal exposure.

**Recommendation 4:** The National Flood Insurance Program should explore a new pilot program, consisting of means-tested vouchers, mitigation loans, and multi-year policies, to promote affordability, mitigation, and reduced federal exposure.





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**Recommendation 5:** FEMA should work through the MTFGL to develop cross-department programs to provide funding and support of hazard mitigation for flood prone housing (i.e., CDBG, SBA, HOME).

#### Discussion on Issue 2

- The pilot program is based in a study that will be cited within recommendation.
- The NAC agreed to forward Recommendations 4 and 5.

#### ***Samantha Phillips, 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**

1. Examine issues related to the whole community's preparedness and protection for natural, intentional (manmade) and accidental disasters;
2. Provide recommendations and/or opine on preparedness, protection, and prevention efforts currently underway or being considered by FEMA;
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**

###### Issue 1: Active Shooters

- The incidence of active shooter situations continues to increase.
- There is a lack of clarity about available training curriculum and the intended audience of various curricula.
- First responders and law enforcement training on active shooter is available, but there is gap in training for citizens and other response disciplines (e.g., hospitals, schools) on initial response actions and recovery from active shooter incidents.

**Recommendation 1:** FEMA in its Whole Community role, should prioritize and continue to support federal counterparts in the development and promotion of community-based training for active shooter incidents.

**Recommendation 2:** FEMA should leverage PrepareAthon to initiate and promote community awareness and training that can save lives for active shooter incidents.

Make community response to active shooter a focus hazard in a future April/September PrepareAthon day.

**Recommendation 3:** Using data available from US Secret Service, FEMA should champion and help streamline the implementation of best practices of active shooter incidents through preparedness grant programs.

###### Discussion on Issue 1

- The P&P Subcommittee wants to generate and sustain a national narrative regarding active shooters. There are best practices being gathered around the nation. FEMA may act as a unified body. Training needs to focus on the whole community. The NAC sees a generic framework that can be tailored. For example, a teacher may not be able to do the "run, hide, fight." There should be a greater number of people who know what can be done. FEMA should work with Department of Education. FEMA should expand the options for active shooter training courses.
- Administrator Fugate discussed the "stopping the bleed" campaign from HHS. Administrator Fugate said that FEMA is not the lead for active shooter but provides support to the lead agency.
- The NAC agreed to forward the three recommendations on active shooters.

##### **Public Comment Period**

No members of the public provided public comments.

#### ***Nim Kidd, Chair, Response & Recovery Subcommittee***

##### **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



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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

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

#### RECOMMENDATIONS

##### Issue 1: Family Reunification

- Over the course of several weeks, the R& Subcommittee heard from three reunification subject matter experts representing FEMA, HHS, and the American Red Cross. During these briefings, a number of reunification systems referenced were previously unknown to the R&R Subcommittee members. Additionally, the list of known reunification systems varied between subject matter experts who spoke to the R&R Subcommittee. This suggested there is an overall lack of understanding about the reunification systems currently available, which could hamper reunification efforts. There was a lack of awareness regarding systems that support reunification of children and other vulnerable populations.
- The presence of multiple reunification systems, which do not “talk” to one another, unnecessarily encumbers the reunification process. An individual could check-in safe on one system but fail to reach their loved ones monitoring a separate system. Increasing effective communication between these systems or considering moving to a single system may alleviate this potential problem.
- Reunification systems that support the reunification of unaccompanied, separated, and lost children have special legal requirements to ensure the safety and protection of the children they serve. FEMA's effort to help provide clear guidance and transparency on reunification systems and planning, must include specific and clear provisions regarding the reunification of children.

**Recommendation 1:** FEMA should conduct a study to identify all reunification systems, including those overseen by governmental (federal, state, local, territorial, and tribal), private sector, and non-profit entities; maintain information on all identified systems in a single location, accessible to the public\*, and capable of showing which systems are active during an event; and solicit feedback from the NAC on the study's results before they are published.

**Recommendation 2:** FEMA should facilitate a working group composed of end users and entities who oversee reunification systems with the goal of working towards a single or integrated system. The workgroup should identify ways for the current (and future) disparate systems to operate more effectively together. As part of this process, FEMA may want to consider working with National Institute of Standards and Technology (NIST) towards the development of universal technology standards and protocols for reunification systems. Solicit feedback from the NAC on the working group's results before they are implemented.

##### Issue 2: Information Sharing with Emergency Responders

- During and immediately following an emergency, it is critical for responders to identify accurate counts of missing and possibly endangered individuals. Identifying persons located in mass care and health care facilities would allow responders to both expedite the reunification process, while simultaneously eliminating them as missing. Narrowing the missing persons list, frees resources to focus on those who are actually missing or in need of help. Due to the interpretation of privacy laws and policies, mass care and health care facilities are often reluctant to share information with emergency responders.

**Recommendation 3:** In an effort to expedite the reunification process, the identification of missing persons, and ensure the safety of all mass care and health care facility residents, FEMA should research, identify, and recommend promising practices to increase the flow of communication among facilities and emergency management personnel involved in mass care and reunification during and after a disaster.



FEMA



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#### Discussion on Issues 1 and 2

- Family reunification systems do not align between organizations such as Red Cross, Google, other social media sites, and hospital systems. These should be integrated and shared among emergency responders.
- The NAC agreed to forward Recommendations 1-3.

#### Issue 3: ADA Tool Compliance and Implementation Guidance

- Jurisdictions have a clear understanding that there are legal requirements for integrating and accommodating the needs of people with disabilities and others with access and functional needs into emergency management operations. However, there is limited operational guidance, for what is considered adequate, achievable and reasonable by federal partners. Many jurisdictions have taken action on planning integration efforts but have concern that their actions will not be sufficient. Although a number of current guidance documents encourage local jurisdictions to incorporate ADA considerations into their emergency management activities, none addresses how this incorporation can or should occur. This creates hesitancy and confusion amongst local officials who may be interested in incorporating these considerations but are unsure of how to proceed.
- Specifically, there are limited clear, quantifiable definitions and strategic or tactical level guidance that exacerbates implementation challenges.

**Recommendation 4:** Develop implementation guidance document(s) that provide(s) strategies for integrating and accommodating the needs of individuals with disabilities and others with access and functional needs. Implementation guidance should: include key stakeholders; incorporate strategies on how to develop emergency operational programs, plans, and procedures that are inclusionary, integrated, and provide for accommodations, as required by law; include clear definitions and tactical guidance; and scalable to allow jurisdictions the flexibility to apply their own tactics to execution.

#### Issue 4: Training

- Training opportunities on ADA implementation strategies are currently scarce. Incorporation of ADA is an issue that permeates many facets of emergency management, thus it may be more prudent to incorporate guidance on these considerations into pre-existing training courses.

**Recommendation 5:** Update current and develop additional training that incorporates disability, access and functional needs considerations into emergency management planning and practices. This recommendation is interdependent with recommendation number one. The training should focus primarily on “how,” in addition to “what or why.” Subject matter experts should be used for the development and delivery of current and future training. These trainings should address strategies for implementing integration and inclusion in all areas of emergency management programs.

#### Issue 5: Providing Current Situational Awareness on Available Federal Resources

- Lack of funding, resources, and low visibility has led to the underutilization and misinformation of many of the tools and resources currently available to support local jurisdictions with ADA considerations. FEMA has taken steps over recent years to put contracts and programs in place that would support local jurisdictions should they exceed their state’s capacity to respond. Those resources could be hugely beneficial to support disaster survivors.
- Increasing public awareness of these resources is key to enabling and equipping local jurisdictions with the “how to” tools needed for the inclusion of people with disabilities and other access and functional needs. Examples of resources include FEMA’s Personal Assistance Services Contract, the Individual Assistance Technical Assistance Contract, Emergency Prescription Assistance Program, and the Immediate Disaster Case Management program.

**Recommendation 6:** FEMA should develop a matrix that identifies federal resources related to people with disabilities, and others with access and functional needs, available for states to request during a disaster. The matrix should: identify the responsible federal agency for each resource; provide the details of the available resource; offer a timeline to deploy upon request; estimate cost share; provide any other pertinent information that would allow states to make informed decisions on requesting support; and be easily accessible and updated in real time to ensure accuracy.

#### Discussion on Issues 3-5

- This should not be about litigation but about what should be done. Case studies do not always have to have positive outcomes because they are learning tools. People want to know more about the “how.”
- ADA issues are often considered in a silo, but they need to be incorporated across the board.



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- The NAC agrees to forward Recommendations 4-6.

#### FEMA Youth Preparedness Council

##### *Kiahna Lee Espia*

- Ms. Espia joined the NAC via conference call from Guam. She engaged the NAC in an overview of the FEMA Youth Preparedness Council (YPC), including YPC members and their projects. She also discussed the role she plays in the Guam Youth Preparedness Program.
- To learn more about the YPC, which is open to 9th and 10th graders within all 50 states, territories, and tribes, please visit [www.ready.gov/youth-preparedness-council](http://www.ready.gov/youth-preparedness-council).

#### North Carolina Office of Emergency Management Update

##### *Mike Sprayberry, Director*

- The North Carolina Office of Emergency Management (NCOEM) has five priorities, including customer service to the counties, treat others as you would like to be treated, not taking any action that you would not want others to take, if you have a good idea then share it, and push hard and work hard.
- He provided an example of assisted living care facility incident that lost power during winter storm and were able to push out resources to enable the facility to keep running.
- The staff works a lot with geospatial intelligence including his critical infrastructure and key resources using photon LiDAR. NCOEM has been on the forefront of FRIS and iRisk and has built the infrastructure for these programs being used by Virginia and Florida. The staff has built an Integrated School Risk and Response Management Framework for all hazards plans, and they are currently working with schools to get a template.
- He provided an overview of FIMAN to see flood level estimates, run scenarios on the software, and estimate costs and structure damage. This software was spot-on during Irene and gave a lot of credibility with local partners. It uses real-time sensors together with historical data and GIS. The technology relies on data from local partners and leveraging ESRI tools. The NCEOC has volunteered to beta test what FEMA sends out. They are currently working on a big ESF-8 project. The NCEOC is always looking to accept additional funding for innovation.

#### FEMA Region IV Update

##### *Gracia Szczech, Regional Administrator for FEMA Region IV*

- Robert Samaan is the Deputy Regional Administrator FEMA Region IV.
- A current FEMA Region IV project includes a GIS initiative. There is a future planning team at the Region that is involved with getting data to show leadership what states can handle in an event then forecast into future with data and analytics. There have been nine declared major disasters within Region IV in the past year. There has to be lots of communication between states and their region.
- If you have been to one FEMA region, then you have been to one region.
- The Regional Advisory Council (RAC) is the advisory group at the regional level. The Region IV RAC meets every quarter. The region benefits from getting perspective of the advisory groups and will continue with the partnership. The goal is to empower the RAC and recruit more members.

The NAC concluded the session at 5:30 pm EST.



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#### MEETING SUMMARY- Thursday February 11, 2016

The meeting was called to order at 8:30 am EST by Alexandra Woodruff, FEMA NAC DFO.

#### Review of Recommendations and Confirmation of Charges

- Minor grammatical and formatting edits were made, but the NAC agreed to forward all recommendations as discussed the previous day.

#### Discussion with FEMA Deputy Administrator

##### *Joe Nimmich, Deputy Administrator, FEMA*

- FEMA is an interesting crossroads in that FEMA coordinates as an interagency for responses to non-Stafford Act events, such as unaccompanied children, Ebola, and the water crisis in Flint, MI. Sometimes FEMA plays a management role and other times a coordination role.
- FEMA has made progress in IT infrastructure by reducing 200 systems to 112. FEMA IT is implementing single sign-on by the end of March for every system, which was the biggest challenge to how FEMA does business. Next challenge is to address how to move to a web-based structure that allows electronic monitoring and input of information, similar to tax preparation software.
- Grants modernization will include all individual assistance and public assistance. The public interface will be a user-friendly product with readily accessible answers to frequently asked questions.
- The National Flood Insurance Program (NFIP) will also be web-based so that public can access on their own. This is the most survivor-centric program. Many people have been hired to support FIMA.
- Hiring at FEMA is still a challenge. Over the last four years, the private sector has increased jobs by 5%, and those people primarily come from public sector. There has been a higher demand for employees in the private sector. Millennium generation has a high turnover rate. FEMA leadership is developing training program to support growth within FEMA.
- There is a declining trend in preparedness due to retention difficulty. Emergency management as full-time career needs to be promoted. FEMA has employees pushing back on mandatory deployment. A big challenge relates to FEMA Qualification System (FQS) requirements. FQS will be three years old this October. Balancing a reliance on the reservist program and ensuring qualified people are sent to the field is important. In order to maintain qualifications, reservists participate in semi-annual training.
- FEMA's budget in FY16 was well executed but the Disaster Relief Fund (DRF) provided challenges when some disasters did not meet qualifications for a major disaster.
- The Deputy Administrator thanked the NAC for bringing a level of support to FEMA that is unbelievable and a great quality of the people. NAC recommendations have become more and more significant.

#### Q&A with the Deputy Administrator

NAC Question: Will the Federal Coordinating Officer (FCO) academy be a training program?

- FEMA is moving capacity to Anniston, Alabama where there will be training capabilities, eventually leading to a full-time academy. This is advancing the professionalism of emergency management.

NAC Question: Is there tension between employee retention and requirement to deploy?

- The Administrator has attempted to professionalize emergency management with the every employee as an emergency manager mantra. Most employees see FEMA employment as a civil service profession, with position descriptions that did not include a deployment clause. All new employees sign document stating they are ready for deployment. There are some exceptions made. There is a push to ensure that regional employees deploy.

NAC Question: How can the NAC be of more value to FEMA?

- The Deputy Administrator works on how to meet outcomes by looking at what country needs, where should it be done, and how should it be done. FEMA can analyze. Generally, the country's psyche is not prepared for what the catastrophic disaster, which is a question of when not if. An event in the Cascadia Subduction Zone will be devastating, so planning and preparing for the catastrophic is a priority.

NAC Question: Regarding the disaster reservist program, is there a regional or decentralized model or that shortens the timeframe for deployment?

- FEMA used to have a decentralized model but found that FCOs tended to cherry pick teams, leaving several reservists without work. In order to maintain standards, a hybrid approach was adopted. FEMA must use its resources as efficiently as possible.

NAC Question: Can FEMA share real-time GIS models with the states?



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- This will be shared. Roles and missions provide a better understanding of the level of assistance provided to the states. Every region support the states through information sharing and collaboration.

**The Papal Visit and National Special Security Events**

***Samantha Phillips, Director, Philadelphia Office of Emergency Management***

- As a National Special Security Event (NSSE), the Papal visit in Philadelphia was a huge logistics operation, where the entire city became a secure zone. Security checks and secure vehicle perimeter were disruptive for the residential community.
- Three main agencies were involved: Secret Service handles most of the operations, FBI is intel space, and FEMA provides consequence management. In July, the Democratic National Convention will be held in Philadelphia. The NAC should look at NSSEs because while successful from an outsider perspective, the internal logistics could be better coordinated and less disruptive to the communities. Federal entities tend to have limited to no knowledge of local landscape, which could be improved by better interface with the local partnerships.
- There needs to be an integrated consequence management plan and more funding for these events (as the NSSE grant program no longer exists). Other cities could learn from DC government officials about best practices for managing NSSE, as DC hosts the majority of NSSE.
- The P&P Subcommittee decided to address NSSEs at the subcommittee level.

**SF72 Web Platform**

***Anne Kronenburg, Director, San Francisco Office of Emergency Management***

- San Francisco Office of Emergency Management needed to redefine its outreach to its residents. The previous community preparedness campaign was based on fear, but after a strategic outreach study, the focus was shifted to building the community from within based on the community's values. San Francisco values connections before an emergency so when a disaster strikes behave like a community.
- A new logo was created and used on messaging, based on the mantra of being resilient but not being alone. The specific message was this: You are more prepared than you think. Put everything some place safe and have it some place accessible. Keep it simple. Website features stories of people. Combine all messaging. Each city can adopt and tailor to their own needs. Would like more communities to take on this initiative.

*The meeting was adjourned at 11:00 am EST by Alexandra Woodruff, FEMA NAC DFO.*

I hereby certify that to the best of my knowledge, the foregoing executive summary of the National Advisory Council Meeting from February 9-11, 2016 is accurate and complete.

  
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James Featherstone  
Chair  
FEMA National Advisory Council