



FEMA National Advisory Council
September 13-15, 2016
Doubletree Hilton Hotel, Arlington, VA
MEETING NOTES

PARTICIPANTS

<u>NAC Members</u>	<u>Discipline</u>	<u>Sept 13</u>	<u>Sept 14</u>	<u>Sept 15</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)	A	A	A
Gabriele Almon	Administrator Selection (Emerging Leader) (SGE)	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
Donna Boston	FEMA Administrator Selection (SGE)	X	X	X
Sarita Chung	In-Patient Medical Providers (SGE)	X	X	A
Jeanne-Aimee De Marrais	FEMA Administrator Selection (SGE)	X	X	X
Jerry Demings	Elected Local Government Officials (Rep)	A	A	A
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
Peter Ginaitt	Standards Setting and Accrediting (Rep)	X	X	X
Jeffrey Hansen	Non-Elected Tribal Government Officials (Rep)	X	X	X
Eugene Henry	Non-Elected Local Government Official (Rep)	X	X	X
Chris Howell	FEMA 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)	X	A	X
Samantha Phillips	Emergency Management (Rep)	X	X	X
Robert Salesses	U.S. Department of Defense (Ex Officio)	X	X	X
Michael Sprayberry	Emergency Response Providers (Rep)	X	X	X
Jeff Stern	Emergency Management (Rep)	X	X	X
Guy Swan	FEMA Administrator Selection (SGE)	X	X	X
Darryll Wong	FEMA Administrator Selection (SGE)	X	X	A
Phil Zarlengo	FEMA Administrator Selection (SGE)	X	X	X
Daniel Zarrilli	Infrastructure Protection (SGE)	X	X	X

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

X: Present, A: Absent

Guest Speakers

- Jeff Baranyi, Emergency Management Technical Lead, ESRI (Sept 14)
- Ryan Lanclos, Senior Program Manager, National Alliance for Public Safety GIS Foundation (Sept 14)
- Keith Stefanelli, Senior Director, Situational Awareness and Decision Support, American Red Cross (Sept 14)
- Brian Wells, GIS Program Manager, City of Philadelphia Office of Emergency Management (Sept 14)

FEMA Speakers

- Kathy Fields, Deputy Regional Administrator, FEMA Region VII (Sept 13)
- Elizabeth Zimmerman, Associate Administrator, Office of Response and Recovery (Sept 13)

John Rabin, Director, FEMA National Exercise Division (Sept 13)
Roy Wright, Deputy Associate Administrator, Federal Insurance and Mitigation Administration (Sept 13)
Craig Fugate, FEMA Administrator (Sept 14)
Joe Nimmich, FEMA Deputy Administrator (Sept 14, 15)
Josh Batkin, FEMA Director of the Office of External Affairs (Sept 14)
Ted Okada, FEMA Chief Technology Officer (Sept 14)
Josh Dozor, Director, Planning and Exercise Division, FEMA Response Directorate (Sept 14)
Tim Manning, Deputy Administrator, Protection and National Preparedness (Sept 15)
Julie Waters, Director, Enterprise Analytics Division (Sept 15)

FEMA Staff

Deana Platt, Designated Federal Officer; Director, Office of the NAC
Jasper Cooke, Alternate Designated Federal Officer; Deputy Director, Office of the NAC
Michael Delman, Alternate Designated Federal Officer; Attorney Advisor, Office of Chief Counsel
Dwyn Jolly, Program Analyst, Office of the NAC
Marcia Hodges, Director of Executive Operations, Office of the Administrator (Sep 13-14)
Elizabeth Edge, Director, Office of Regional Operations (Sept 13-14)
Ted Litty, Director, Doctrine and Policy, Office of Response and Recovery (NAC Subcommittee Liaison)
Shauna Blanchard-Mbangah, Senior Advisor, Recovery Directorate (Sept 14) (NAC Subcommittee Liaison)
Douglas Ham, Supervisory Emergency Management Specialist (Sept 13-14) (NAC Subcommittee Liaison)
Tyler Corson-Rikert, Senior Advisor to the Deputy Administrator (Sept 14)
Jerome Bryant, Supervisory Emergency Management Specialist (Sept 13)
Jennifer East, Program Analyst (Sept 13-14)
Alex Alba, Public Affairs Specialist (Sept 14)
Alonna Barnhart, Director, Recovery Technology Programs Division (Sept 14)
Christopher Vaughan, Geospatial Information Officer (Sept 14)
Mickey Brierley, IT Specialist (Geospatial Intelligence) (Sept 14)
Joseph "Nate" Workman, IT Specialist, Geographic Information Systems (Sept 14)
Sarah Byrne, Voluntary Agency Liaison (Sept 14)
Antwane Johnson, Division Director, IPAWS Division (Sept 15)
Wade Witmer, Deputy Director, IPAWS Division (Sept 15)
Anne Roberts-Smith, Contractor, Strategic Policy Analyst (Sept 15)
Ben Sheppard, Contractor, Strategic Policy Analyst (Sept 15)
William "Colt" Hagmaier, Attorney Advisor (Sept 15)
Jotham Allen, Attorney Advisor (Sept 15)
Derrick Bynum, Grants Program Directorate (Sept 13-14)
Paul Corgel, Emergency Management Specialist (Sept 15)
Michael Hurick, Program Specialist, Office of the NIC (Sept 13)
Rob Long, Program Analyst, Grants Program Development (Sept 13)
Paul Rasmussen, Program Analyst (Sept 13-14)

CART Servicer Provider

Lorraine Herman, CaptionSource

Members of the Public

Brandon Brown, Defense Support of Civil Authorities, Department of Defense
Colleen Vivori, Save the Children (Sept 14)
Gabriela Noriega, Homeland Security Advisory Council (Sept 14)
Paul Hernandez, Homeland Security Advisory Council (Sept 14)
Bridget Krieger, Lewis-Burke Associates (Sept 14)
Hope Morgan, North Carolina Emergency Management (Sept 14)
Jon Nystrom, ESRI (Sept 14)
Caroline Thomas Jacobs, California OES (Sept 14)

MEETING SUMMARY—Tuesday, September 13, 2016

Deana Platt, FEMA National Advisory Council (NAC) Designated Federal Officer (DFO) called the meeting to order at 9:00 am EDT and took roll call. Deana provided a safety briefing for the attendees.

Remarks from NAC Chair and Vice Chair

Jim Featherstone, NAC Chair

Teresa Scott, Vice Chair

- Jim welcomed the new members, and allowed time for introductions around the room. Additionally, he announced a brief to the NAC regarding the new Integrated Public Alert and Warning System (IPAWS) subcommittee.
- Teresa welcomed and thanked everyone for the commitment to be here and participate.

NAC-RAC Discussion

Kathy Fields, Region VII Deputy Regional Administrator

- Kathy summarized her career experiences with FEMA over the last 28 years, consisting primarily of work at the National Processing Service Center (NPSC). She also briefly served as NAC Director before Hurricane Sandy. Kathy is here as part of the Deputy Regional Administrator rotation program, working at headquarters for 90 days.
- **Government Accountability Office:** Kathy discussed the needs of the Regional Advisory Councils (RACs), primarily improved communication and coordination between the RACs themselves and between the RACs and the NAC. The RACs would appreciate more information flow from the NAC, and also want to have more feedback and interplay with Regional staff.
- **RAC Engagement:** RAC engagement with the Regional office and with the NAC varies by region. Many feel that the meetings are too short and too infrequent to accomplish much. Two members of the NAC who also sit on a RAC noted that regular newsletters from the leadership help. The NAC Chair suggested that if the RACs standardized policies nationwide to resemble those of the NAC that they might see a corresponding increase in their functionality and interactions with the Regional offices they advise. Other NAC members proposed creating e-mail distribution lists of the RAC leadership to increase NAC accessibility and communication; this could be a platform for direct delivery of NAC meeting minutes and planning guidance. This also provides a convenient path for the RACs to make their meeting minutes available to the NAC. All agreed that developing relationships with the RACs is a good idea, and also feel positively about increasing RAC common processes and purpose based on the NAC model.
- **Social media:** This has become a valuable tool for promoting FEMA program visibility, and disseminating public information and programming.

Q&A with Kathy Fields

NAC Question: Is there a conflict of interest in NAC members also serving on a RAC?

- There is no conflict, as long as members represent themselves and not the NAC. They may discuss their NAC participation as long as they do not begin to advise the RAC based on their capacity as a NAC member.

NAC Question: Could time be made in the program for the next NAC meeting for a RAC report out?

- Time could be made for brief RAC reports. Some members expressed that if RACs choose to present, they must have a clear and specific agenda. This also creates an opportunity for the RAC to make issue suggestions for consideration by the NAC. Some members expressed concern, and indicated that the RACs should attempt to work with each other on issues before addressing them to the NAC.

Office of Response and Recovery (ORR) Update

Beth Zimmerman, Associate Administrator, FEMA ORR

- Beth took a minute to explain the Regional Administrator rotation program that brought Kathy to headquarters. She also mentioned the bi-weekly teleconferences held by the Regional Administrators, suggesting that the RACs might consider a similar model to promote inter-RAC communication.
- **Louisiana:** The state is currently experiencing the fourth largest flood nationally since Katrina, resulting from a record 31 inches of rain. The state received a major disaster declaration about a month ago, with 26 parishes declaring states of emergency. During the last month, shelters housed 10,000 survivors; currently, the shelter population is 663, consisting primarily of the transient population and those with mobility issues preventing their return home. The Shelter at Home program, awarding families up to \$15,000 for immediate repairs, contributed greatly to the low temporary shelter numbers, and to the relatively-short duration of stays in temporary accommodations. The program spent \$250M on mucking out homes, replacing wet carpet, and repairing damaged walls creating homes that are basically livable. Overall, Louisiana has received \$625M in Individual Assistance (IA) and Housing Assistance; \$521M was for temporary housing, and likely reflects a great savings due to success in the Shelter at Home program. Regarding Public Assistance (PA), Louisiana quickly met the threshold requirements for an increase in the federal cost-share from 75/25 to 90/10. Beth reiterated that this funding shift applies *only* to PA funding, not to IA or hazard mitigation grants.
- **FEMA's role:** FEMA is intended to serve primarily in a support and coordination capacity; FEMA should be treated as a last resort asset to fill in the gaps left after all other resources are exhausted. Other resources include faith-based and volunteer efforts, Housing and Urban Development (HUD), and a thorough local disaster response and recovery framework. Governments in particular should also recognize that the first priority is always preservation of life, followed assistance to

individuals, infrastructure and restoration of daily routine and economy. To this end, Louisiana also received at \$40M disaster case management grant to expedite the recovery process.

- **New programs:** PA program updates rolled out last May, and FEMA is looking forward to testing the new model. Louisiana's recent disaster was too large for trying the new model, so the Office of Response and Recovery (ORR) is looking for a new small to mid-sized disaster. Major improvements to the programs include improved analytics, the ability to identify "quick fix" projects, priority needs, and major projects that may not need immediate attention (e.g., those that require historic preservation, mitigation projects, etc.); and increasing consistency and efficiency through a larger full-time, permanent staff in Denton, TX.
- **Final notes:** The NAC should be briefed on program updates, particularly when the new IA Declarations criteria are published in the coming weeks. With the Presidential inauguration on January 20, 2017 comes the corresponding change in the Administration. Political appointees may change, but the full-time staff will continue in their positions.

Q&A with Beth Zimmerman

NAC Question: Is there accessible guidance things like thresholds for increase in the federal cost-share; clarification on the differences between IA and PA programs? Education is the best way to reduce the "why not me?" questions.

- Beth recommended reading the Public Assistance Program and Policy Guide, which took 1500 pages of policy documents and consolidated it into a manageable document.

FEMA National Preparedness Directorate (NPD) Update

John Rabin, Director, FEMA National Exercise Division

- **Senior Officials Exercise Program:** The Senior Officials Exercise program is designed to ensure that new appointees are effectively prepared for their role in a continuity of government or other event. As always, the goal is to maintain the continuity of operations with minimal effects felt by the survivor population. Officials receiving this training include Cabinet- and Department-level appointees.
- **Training:** Training is critical to mission success; FEMA tries to offer more webinar-based training than literature, and emphasizes increasing functional knowledge rather than the typical information overload.
- **Tribal Relations:** Tribal government requests for training show an increase. A member of the NAC expressed concern, though, that since most communication comes from the federal level there is often a sense of miscommunication. Tribal governments are very interested in guidance but not as much in direct intervention. To this end, a "Tribal 101" online course could really help officials learn to communicate and interact effectively. Online training modules provide an excellent resource for aggregated training materials.
- **Continuity:** One thing the NED is learning is that the Administration change is not the only thing happening. State and local elections continue to change the elected official population, creating a continuous need for training programs.

Q&A with John Rabin

NAC Question: How does FEMA prevent training programs from becoming superficial to prevent embarrassing participants who are very senior officials? Training becomes more artificial as the political importance of the participant increases.

- We developed the training to be more practical-application-based than before, and changed the class demographics to include fewer contractors. The appointees seem to be more comfortable working with each other when they are all learning new material together. By including more of the chain, federal officials are also learning to work better at their own level of responsibility, leaving direct interactions more to the local and state level officials. The program now includes state- and local-level officials to show a larger cross-section of how the programs work. The federal officials learn to target their responses more effectively to the recipient survivor population.
- Training exercises focus on tabletop exercises and workshops, as these are easy to coordinate; full-scale operations also have their value but require greater coordination, logistics and funding. The advantage to emphasizing practical-application and interactive training is that "Lessons Observed" are more likely to become "Lessons Learned." Participation improves the learning experience, and increases the feedback given by the participant that assist program instructors in making continuous improvements.
- Another aspect, especially in the full-scale training exercises, is "work to failure" or "work to plateau" programs that help officials really understand their own capabilities, and when it's time to ask for help.

NAC Question: How does the National Exercise Division (NED) measure training effectiveness?

- Offering quantitative analysis of training effectiveness can be difficult, so FEMA prefers a qualitative approach that includes thoughtful inclusion of After Action Reports (AARs). Thanks to the NAC recommendation, training will now include topics on preserving critical infrastructure. FEMA considers this recommendation to be so useful that the NED plans to reach out much earlier for suggestions on improvements for the 2018-2019 training program.

The NAC concluded the morning session at 12:00 pm and resumed at 1:05 pm.

Insurance and Mitigation

Roy Wright, Deputy Associate Administrator for Insurance and Mitigation

- **Louisiana:** Program projections are \$2.1B. Hurricanes Katrina and Sandy highlighted how antiquated and outdated the current insurance programs are, particularly related to evaluating properties and processing claims. To date for the current

disaster, the Federal Insurance and Mitigation Administration (FIMA) disbursed \$312M in 30 days, thanks to improvements that simplified the claims process and increased quality control processes.

- **NFIP:** When the program expires, the National Flood Insurance Program (NFIP) cannot sell any more policies until Congress approves a new charter and budget. The National Academy of Science recently conducted a study on the history of the NFIP and the likelihood of its future feasibility. The academy concluded that it will be difficult to create an affordable, self-sustaining program. To develop projections on affordability, FEMA began working with the US Census Bureau to assess the affected populations: renters, mortgage holders, homeowners, and property owners, to understand who needs to be covered, what kind of coverage they need, and how much they can afford. Regardless, renewal of the Program depends completely on Congress; affordability and feasibility are not requirements.
- Another consideration is how much of the population has flood insurance, and effective ways to increase the customer base. “Scare tactics” to increase subscription showed some effectiveness, but required significant effort from private insurance partners, public affairs outreach and a pending threat. Insurance provides a path to recovery, and policy holders with lower premiums tend to stay with the program; unfortunately, higher risk has an equivalent rise in premium prices, and when homeowners need to pinch pennies the insurance policies easy to cut.
- **Private Sector:** NFIP does not anticipate significant competition from private insurance companies; this is really the reason for the NFIP in the first place, because while flood insurance is critical, private companies cannot afford to include these policies. Private companies are also unlikely to expect, inspect for, or help fund mitigation interventions that ultimately decrease risks of flood damage.
- **Minimum Standards Directive:** FIMA is working to develop standards from an overall risk perspective to reduce ambiguity in how to determine priorities, levels of recovery, etc. GIS analysis shows that covered properties are insufficient by about 45 percent. Most risk is a result of poor city planning, but climate change also has its effects.
- Partly because 25 percent of new construction is concrete, urban flooding has also become a major issue. Another source of risk came when city planning needed to balance risk mitigation with building the tax base and infrastructure. Lower standards encouraged development, and cities don’t typically insure infrastructure. The National Mitigation Investment Strategy works closely with DOT and HUD to develop long-term strategies for promoting better building standards, promoting a “Do it once, do it right” construction mentality. Federal standards would generally establish the minimum requirements, while local building codes could require more or less. Construction would need to meet the higher standard.

Deana Platt, FEMA NAC DFO adjourned the NAC meeting at 2:15 pm.

MEETING SUMMARY—Wednesday, September 14, 2016

Deana Platt, NAC DFO called the meeting to order at 8:38 am EDT.

Opening Remarks

NAC Chair and Vice Chair

- The Chair and Vice Chair thanked the NAC members for their participation yesterday. The chair laid out the morning meeting agenda.

Discussion with the FEMA Deputy Administrator

Joe Nimmich, Deputy Administrator, FEMA

- Mr. Nimmich briefly discussed the topics he planned to cover in his session scheduled for Thursday, September 15. We will speak tomorrow about the transition; the goal is for the transition to go as smoothly as possible, to have the smallest impact possible on FEMA's customers. I will also speak about FEMA's internal programs, including a revamp of grants processes and looking at ways to be as user-friendly as programs like TurboTax. FEMA continues to work around atypical issues; for example, customers delinquent on their electric bills are denied service while living in MHUs. FEMA also continues to support the unaccompanied children issue, while the mission to Flint, MI recently concluded. We will also continue the discussion on how to evaluate effectiveness and readiness. In the event of a government shutdown, emergency responses will continue.

Q&A with Deputy Administrator

NAC Question: How will support agencies be affected during the transition?

- Processes are streamlined enough to prevent significant disruption in day-to-day operations. Additionally, enough of the key staff are in permanent positions to prevent a complete upheaval. Four of the RAs are permanent, and support the most-active regions. While the strategic plan may shift, dramatic changes are unlikely. The National Response Framework (NRF) and Presidential Policy Directive 8 (PPD-8) create the structure we work in.

NAC Question: How effective is the NAC, and how likely is the change in administration to affect the NAC?

- The NAC should continue to operate as is—the NAC's relevance and importance lie in their ability to bring America's needs and issues to the attention of the Administration.

NAC Question: There is a great need to provide more training and resources to address access and functional needs. What would the process look like to establish a Center of Excellence to serve this need?

- This is a timely question and recommendation. The Deputy Administrator now chairs the Interagency Product Team (IPT), and is in a great position to influence an effective proposal. In general, no one questions the need for accommodations anymore, but they don't know what is needed for compliance.

Discussion with the FEMA Administrator

Craig Fugate, Administrator, FEMA

- Administration changes are always happening, much of the senior political leadership is new since Hurricane Sandy.
- We are looking to see whether USAR teams can be divided, based on mission needs. The personnel will likely remain the same, but gear will be modified to increase the variety of responses to which the teams can deploy. Dog teams are used extensively to search for the deceased; for the dog's mental health, we expanded our use of dog teams to include searches for survivors.
- **Government:** FEMA recently participated in Stafford and non-Stafford actions. In order to care for survivors as quickly as possible, FEMA has even financed programs and sought reimbursement from the responsible agency after. FEMA's mission is recovery, as quickly and safely as possible. The goal is to fill the gaps, not become a savior.
- **Military:** FEMA conducts training to link NORTHCOM and National Guard through a dual-status command structure. FEMA is building the ability to work with the military and NATO in support of national and international disasters, both natural and manmade. FEMA will hopefully have two permanent staff advising emergency disaster planning at NATO, and a third rotating planner. Events happen faster than the leadership can react, so it is important to be as prepared as possible to minimize reaction time.
- **Tribal Interactions:** FEMA is looking to increase the number of tribal liaisons on staff, but will likely do so through local hires, reservists, and CORE (Cadre of On-Call Response/Recovery Employees) employees rather than permanent full time (PFT). Building a liaison staff is difficult due to the quantity and diverse structures nationwide. The real challenge isn't staffing, as much as developing program strategy and improving communication between the federal agencies and tribal leadership.
- **Evaluating effectiveness:** Changing behavior requires changing social and cultural norms, not just introducing new ones. The best tools we have at the moment are the FEMA app and promoting Family Readiness Plans.
- **Access and Functional Needs:** The nation has made great strides recently, in that the public understands that addressing access and functional needs is more a civil rights action than a convenience issue. It is not an afterthought; there is no justification for preventing the full participation of a staff member or survivor because we can't take the time to engineer access for all. A Center for Excellence, or funding through Science and Technology, may not be the route to go, but we have

- a great opportunity to move forward in this area since Joe Nimmich is chair for an Interagency Product Team (IPT). Access and functional needs is not limited to disabilities, and will also address issues regarding the senior and child populations.
- **National Fire Academy:** FEMA continues to work to build capacity. One of the goals is to standardize training, made possible through mitigation grants that bring staff from across the nation. Developing a force with common skills means that staff from a normal area can be brought to assist and supplement at a disaster somewhere else with minimal integration issues. This concept is far-reaching, and applies to personnel in law enforcement (LE), emergency medical services (EMS) and public engagement.
- **Children’s needs:** FEMA’s first goal, after basic life needs, is to re-open schools. This is a first step in restoring normalcy and routine to any community. FEMA continues to support the Unaccompanied Children mission, and contribute to efforts to increase pediatric-appropriate equipment and supplies in EMS kits.
- **Mass Casualty:** This is the area that is most difficult and most avoided. Training is instrumental in conducting casualty operations; staff must be able to correctly identify the deceased versus the living, and verify the identity and relationship of the deceased and those claiming their remains. Casualty operations are an LE operation due to investigation concerns like determining cause of death.
- **NAC Re-appointments:** Decisions on re-appointment terms for NAC members were based on the best decisions for continuity. The NAC needs experience, and an equal need for fresh ideas.

Panel Discussion on Geographical Information System (GIS) Technology

Facilitated by Josh Batkin, FEMA Director of the Office of External Affairs

Mr. Batkin provided the structure of the discussion, introduced each panelist before they spoke, and facilitated the conversation. He began by asking: *What is GIS?*

- **Jeff Baranyi, Emergency Management Technical Lead, ESRI**

GIS is a way to map data to make better decisions. Decision-making improves when made in context. Data is only useful when it is easily accessible and readily available. Some important considerations are stakeholder communication, the ability of the community to contribute data (examples, Waze, Yelp); situational awareness, or knowing what data to collect (Louisiana structures probably won’t have basements, but the Northeast will) and field mobility, or ease of accumulating and compiling data (iPads and other portable digital media).

- **Ryan Lanclos, Senior Program Manager, National Alliance for Public Safety GIS Foundation**

Yelp and Uber operate on GIS concepts—users input data that can be accessed by others according to need in accessible formats. GIS data analysis is a three step process: Assess overall exposure; Explore specific hazards; Understand impact. GIS creates data-driven decision making, rather than relying on “gut-feeling.” The National Climate Assessment augmentation helps to develop preparedness mission by identifying critical or high-risk areas. This enables emergency managers to anticipate and better prepare for likely events. To this end, GIS staff want to know what decisions you need to make, and what information you need to make those decisions. When it comes to recovery assistance, GIS can help identify where the need is greatest. Again, doing this requires gathering the relevant data that you need to prepare effectively. Social media provides FEMA with valuable updates during response and recovery evaluations. Yelp, for example, is a platform for seeing what businesses are open post-disaster. Instagram helps get real-time eyes on disaster areas. Pending the Federal Aviation Administration’s development of the regulations, GIS professionals and FEMA look forward to including drone technology in data acquisition.

- **Josh Dozer, Director, Planning and Exercise Division, FEMA Response Directorate and Ted Okada, FEMA Chief Technology Officer**

FEMA uses GIS to model damage estimates, create an Incident Journal, accelerate set-up of temporary shelters; expedite debris removal; perform flood risk analysis and modernize hurricane evacuation. Funding data procurement requires interagency and inter-player cooperation. GIS analyses are used to adapt response strategy, and to decide on staffing, inspections and shelter requirements. It requires a varied staff including data collectors, analysts, programmers, planners. Data must be timely, complete, accurate, relevant, useful, and accessible. With aggregated data come the associated rises in security concerns due to the amount of personally identified information (PII) collected. Some disasters present unique challenges. For example, flooding disasters are difficult to analyze but tornadoes have some predictability. GIS is a data-mining field, requiring analytics and predictive capabilities. It can increase your ability to predict what and how much you will need and when and where those assets will be needed. This is very helpful in coordinating logistics for consumables such as shelter, food, water and medical supplies. Typically, collecting data during response and recovery operations should be done as close to the predicted incident area as possible. Technology, such as the iPad, makes it much easier to quickly collect data. When it comes to collecting data ahead of time, workers can create a probabilistic tool that negates potential connectivity issues typical of a disaster that make it difficult to accumulate and process data on-site.

- **Mike Sprayberry, Director of North Carolina Emergency Management**

As Director, my team used GIS tools to develop floodplain maps and imagery, including building elevations, building density and utility placement. The maps guided us in creating a flood inundation alert network. We were particularly concerned with ensuring that high-risk populations have detailed emergency protocols. Working with licensed care facilities, we developed automated emergency plans for high-risk/high-needs populations. We also targeted child care facilities and public schools, as the information we gathered is also valuable to the emergency medical system and law enforcement communities. Risk management staff created a “menu” of resource needs to assist in future disaster response management. 3D capability resulted in a dramatic improvement in quality and accessibility of city maps and modelling disaster scenarios versus what we

accomplished with older flat images. While we noticed that increasing the layers of data (streets + utilities + building placements + others) does slow the modelling systems, we believe that thanks to increased interest for GIS capabilities, the industry will lead funding for technology development. For example, Amazon will use 3D building maps to develop their drone delivery program.

– **Brian Wells, GIS Program Manager, Philadelphia OEM**

So many systems now include capabilities for mobile access and live data feeds. Recently, Philadelphia hosted the 2016 Democratic National Convention. We used GIS techniques to monitor road and travel updates from Twitter and PennDOT, hospital use and availability, and keep eyes on public demonstrations (population and location).

– **Keith Stefanelli, American Red Cross**

We use GIS for data visualization, reporting, analysis, and decision support. With this technology, we have an increased ability to see the scope and magnitude of an incident. We've found that these techniques are more useful for monitoring trends, not specific data points. When looking at wild fires, we were surprised that our shelter populations were relatively small. Using GIS, we layered burn maps and household maps, showing that the low demand for evacuation shelters was due to the low population in the burn areas. We benefit from the ability to specifically target high-need areas based on quickly collecting and analyzing data. Due to the specificity and efficiency, we improved our spending allotments, reducing overhead spending, and correspondingly spending more on the actual programs.

– **Open discussion on Next Steps:**

GIS specialists and emergency management (EM) planners hope to develop a “menu” of resources to increase efficiency in assembling supplies for disaster response. EM planners help GIS specialists by giving feedback and making requests for specific data collection scenarios. Data collection is simple, but knowing what to collect requires the EM staff input. Integrating and piggy-backing on social media platforms is another valuable resource. The most important quality in collected data is its relevancy, accessibility and usefulness. One of the bigger challenges is effective communication, and reducing territorial and proprietary issues over data collection. Effective sharing can reduce the development load for everyone.

GIS mapping helped with search and rescue operations by providing accurate maps and blueprints. FEMA has several programs aimed at making data accessible, including www.fema.gov/data and the FEMA app.

Response & Recovery (R&R) Subcommittee

Nim Kidd, Chair

Chris Howell, Vice Chair

- The R&R Subcommittee mission was presented, and the charges reviewed. The R&R Subcommittee presented four recommendations, three of which were passed. The committee also indicated its interest in ensuring future issues and recommendations fall within the R&R mission, rather than P&P or FI&M.

I. Lifesaving Techniques in Bystander and Community Emergency Response Team Materials

Issue #1: We believe there is a lack of inclusion of current lifesaving techniques in FEMA's bystander and CERT training programs.

Recommendation: When FEMA develops or updates education courses and materials provided for bystanders and/or laypersons that are focused on lifesaving measures, FEMA should include specific instruction on the safety and proper use of bleeding control techniques (e.g., tourniquets, hemostatic dressings, and direct pressure compression), hands only CPR, and AED devices. *We understand this is not FEMA's primary role – FEMA should aggregate and disseminate consistent messaging.

Discussion: Some members thought that the verbiage might be too specific, and should instead show an alignment with the White House's “Stop the Bleed” campaign, rather than ‘re-inventing the wheel’ and encroaching on the responsibilities of other agencies. Another member suggested promoting the “Israeli Model” over the current American style of emergency response, incorporating volunteers in the EMS response rather than requiring the public to ‘step aside.’ While all agreed that the recommendation is long overdue, they also offered that the recommendation doesn't go far enough—this training should be incorporated in all responder training, and FEMA should also support it entering public service announcements and children's programs. Hartford Consensus #3 is recommended reading, and further supports that bystanders are truly the first responders in any disaster—making training accessible through a variety of methods will save lives. Legislation is already in place to protect the well-intentioned. FEMA should support and promote any education venues in these best practices. The recommendation was moved, seconded and passed by the NAC.

II. Integration of People With Disabilities

Issue #2: Integration of People with disabilities remains an unresolved issue for response and recovery excellence.

Recommendation: FEMA should encourage DHS to establish Center(s) of Excellence (COE) to provide state of the art training and education to emergency management partners in integration of the whole community in emergency management. This should include training in inclusion of people with disabilities and others with access and functional needs, to include children and the elderly.

Discussion: The general consensus is that this is an excellent recommendation, but some members expressed concern about the wording. What if FEMA can't originate a COE? Would integrating access and functional needs training into existing training sufficiently address the need? What about concerns regarding children and the elderly? Considering the reality of limited

resources, one member wondered what programs would be cut in favor of this one—and is it worth the cost? Another concern of creating a Center to deal specifically with access and functional needs is that this could pigeonhole the issue, making it a specialty rather than a concern for everyone as it should be. Finally, the NAC considered wording that simply says “this training is needed” rather than saying “provide this training in this manner.” It is important to make this training available, as the public generally accepts that accessibility is a requirement now, not an option; they’re not fighting compliance, but don’t know how to get there either. The recommendation was moved, seconded and passed by the NAC.

III. Communication with Regional and State Partners

Issue #3: Various FEMA programs bypass the Regional Administrators and their teams to set an environment where FEMA headquarters works directly with state or local partners.

Recommendation: FEMA should ensure that Regional Administrators are informed when all headquarters-administered activities are occurring in their region. The RA should then let the relevant State Director know.

Discussion: While the intent is there, the wording needs to be carefully considered. The recommendation, as well as a positive response from FEMA, could be interpreted as mandating a leadership or management style. Others on the panel noted that local access to FEMA headquarters also has its merits. With an organization this large and diverse, it can be difficult to keep everyone in the loop. The committee explained that this recommendation does not imply adding anyone to the approval process—it is meant to improve situational awareness for all of the affected parties. The NAC moved to table discussion pending further discussion with the Deputy Administrator, which was not approved. The recommendation was moved, seconded and passed by the NAC.

Issue #4: Persistent information sharing between FEMA and SLTT partners of GIS products and planning assumptions.

Recommendation: FEMA should develop a process and socialize it with SLTT partners to integrate GIS databases and products into federal GIS databases.

Discussion: This recommendation is a start, not a solution, to data sharing. It is important that data be accessible, and that sharing work both ways—from federal down, and from local up. Someone suggested this might be good material for an ad hoc committee. The NAC tabled the recommendation for later open NAC discussions.

Preparedness & Protection (P&P) Subcommittee

Samantha Phillips, Chair

Sarita Chung, Vice Chair

IV. Federal Rapid Response in Medical Countermeasure Distribution (MCM)

Issue #1: FEMA Support to Federal Rapid Response in MCM Distribution. FEMA plays a critical role in coordinating federal agencies to enhance the nation’s biodefense strategy. Executive Order 13527 directs federal departments to establish federal capability for the timely provision of medical countermeasures (MCM) following a biological attack. FEMA’s specific role has been regional planning to support state and local authorities in the MCM mission. The following recommendations are based on consultation with FEMA and other subject matter experts (e.g. Centers for Disease Control and Prevention (CDC), state, local) on the challenges of improving the operational integrity of these efforts.

Recommendation #1: Planning. FEMA should utilize and instruct regional offices to work with HHS regional counterparts to ensure all have a working and operationally sound medical countermeasure plan as validated by the CDC MCM Operational Readiness Review tool with the results reported back to the FEMA Administrator.

Discussion: The NAC agreed unanimously, without discussing. The recommendation was moved, seconded and passed by the NAC.

Recommendation #2: Coordination. FEMA should establish a taskforce with CDC’s Division of State and Local Readiness and Strategic National Stockpile to assess FEMA’s ability to provide more timely logistics and transportation support during an event of public health significance.

Discussion: A member of the NAC immediately asked if there is ever a public health event that is not significant, questioning the subcommittee’s specificity. Following this comment, the NAC also wondered what awareness state and local partners should have of these activities. Do they need to know the final findings, and with what specificity? The NAC also expressed interest in whether or not FEMA is able to provide MCM support within the 48 hours mandated by MCM legislation. Is FEMA support any different, or timelier, than that given by Public Health? In the end the recommendation was moved, seconded and passed by the NAC.

Recommendation #3: Federal Readiness. FEMA should conduct an assessment to determine the status of federal MCM stockpiles to determine gaps in protection for the federal workforce. This will provide appropriate information on available MCM levels that may need to be filled by state and local stockpiles.

Discussion: The NAC asked for the reasoning behind this recommendation, as local partners may not want to share their inventory details due to concern that they may be asked to support other missions. The subcommittee reiterated that the goal is preparation, ensuring that the whole community will be prepared. Ultimately, the federal stockpiles are for the federal family

before it can be available to other populations; each sector is expected to have their own inventory. The federal mission is ensuring the federal family health, to maintain continuity of the federal government. The recommendation was moved, seconded and passed by the NAC.

Recommendation #4: Federal Workforce Protection. FEMA should work with national Federal Executive Boards (FEB) to establish a policy around FEB collaboration with state and local officials to develop closed Points of Distribution (PODs) for federal workers and their families to ensure the continuity of federal government during biological events. This should be completed within one year.

Discussion: The NAC quickly raised questions of preference: could there be a public outcry that the government is showing favoritism by taking care of the federal family first? The subcommittee countered that the goal of the federal POD is to protect the federal family—the truth is that at some point, decisions have to be made. On the flip side, establishing a federal family POD relieves local PODs of the federal family burden, allowing them to focus on protecting the other parts of the population. The NAC also asked the subcommittee to consider adding remarks about children’s dosing and how this might affect the POD inventory. The subcommittee wanted the NAC to understand that they included the timeline to convey a sense of urgency. The recommendation was moved, seconded and passed by the NAC.

Recommendation #5: Federal Support to State and Locals. FEMA should lead an effort to collaborate with the Office of Personnel Management (OPM) to develop a policy allowing federal staff, upon receipt of their MCMs, to augment state and local dispensing efforts.

Discussion: FEMA should lead the effort to collaborate with OPM to develop policy allowing federal staff to augment state and local MCM distribution; currently, no such guidance exists on if, when or how federal staff may assist at the local level. To prevent the perception that the federal government used this policy to “take over,” the subcommittee deliberately chose the words “augment” and “allow” to reiterate that federal staff would serve in a support capacity only. Offering federal assistance in this manner applies exclusively to MCM missions, due to the time-sensitive nature of the situation, and assumes that the local activity could benefit from the support. Understanding the specifics of this recommendation does require a basic understanding of the MCM policy. The recommendation was moved, seconded and passed by the NAC.

Federal Insurance & Mitigation (FI&M) Subcommittee

Lee Feldman, Chair

Dan Zarrilli, Vice Chair

V. Insurance Adjustor Training and Certification

Issue #1: A key component of a successful flood insurance program is to maintain the confidence of survivors. This is accomplished by ensuring that adjusters have the training and tools to handle claims in a just-in-time environment. However, complaints of adjusters not consistently following standards emerged after Superstorm Sandy. And many adjusters who are called upon to do flood adjusting only do so on an irregular basis, causing skills to lapse or become out-of-date.

Recommendation: FEMA should implement enhanced standards and guidance for all levels of adjusters resulting in a new FEMA-administered certification program for flood insurance adjusters to raise the level of practice within the adjuster community and standardize adjusting practices after a flood event. This certification would include training in advance of a flood, and include a mandatory just-in-time training component before any flood adjusters go out into the field for a new flood event. This certification would also be time-limited (5 years maximum) before it had to be renewed. This should be a national standard for a national program.

Discussion: The subcommittee explained that current training tends to consist of a how-to on forms completion, and that any other standards are minimal; their insufficiency was highlighted during disaster operations following Hurricane Sandy. The recommendation was moved, seconded and passed by the NAC.

Issue #2: Training is required by the Write-Your-Own insurance companies. FEMA does not adequately audit WYO companies to ensure adjustor compliance with FEMA requirements. The subcommittee needs to determine if the Direct Servicing Agent is audited for its required training of adjustors. There are currently no testing requirements for adjustors. The committee also strongly recommended that any certification program developed should be national to improve the deployability of reserve adjustor staff. Nationwide deployments will, of course, require basic cultural awareness. For example, homes in Louisiana rarely have basements, but most in the Northeast do. The NAC moved, seconded and passed the recommendation.

Recommendation: FEMA should conduct regular evaluations and testing of adjusters to ensure they improve standard competencies over time as part of the certification and renewal process.

Discussion: The NAC’s only real concerns were word choice, and the availability of continuing education opportunities. They suggested changing “improve” to “maintain.” The NAC raised a general questions, wondering if there is enough potential profit for the WYO companies—the subcommittee assured the NAC that there is an adequate profit-based incentive. The recommendation was moved, seconded and passed by the NAC.

Spontaneous Volunteers Ad-hoc Subcommittee

Mike Sprayberry, Chair

Issue #1: What are the best ways to use, manage, integrate and support spontaneous volunteers?

Recommendation #1: FEMA should study best practices concerning spontaneous volunteer management and, subsequently, develop guidance for program templates for spontaneous volunteer operations to enable people to quickly and efficiently integrate into the response and recovery. This should include the vetting of skilled and unskilled volunteers.

Discussion: The recommendation was moved, seconded and passed by the NAC without discussion.

Recommendation #2: FEMA should develop guidance on the identification of a formal position in the emergency management system at the state, local, tribal, territorial and federal levels with the responsibility to manage/coordinate/manage and coordinate use of spontaneous volunteers.

Discussion: The NAC recommended considering words other than “manage,” and removing the term Emergency Support Function (ESF)-6 to prevent regional specificity. The recommendation was moved, seconded and passed by the NAC.

Recommendation #3: FEMA should develop training for first responders on how to integrate spontaneous volunteers into emergency operations.

Discussion: The recommendation was moved, seconded and passed by the NAC.

Recommendation #4: FEMA, working with NEMA, should compile a list of Good Samaritan laws that enable us to assess liability for spontaneous volunteer operations.

Discussion: There was a great deal of discussion, including input from legal representation, regarding this recommendation. Liability is always a concern, but a compilation of legislation is probably not FEMA’s expertise, nor can FEMA attorneys provide legal advice to outside parties. One member did note, though, that spontaneous volunteers are not feasible when working specifically with children as most jurisdictions require background checks. One of the thoughts behind the compilation is to gain a better understanding of the nationwide policy on Good Samaritan-style legislation to improve activities including spontaneous volunteers. The recommendation was moved, seconded and passed by split decision.

Recommendation #5: FEMA should develop guidance clarifying the eligibility and documentation of affiliated and unaffiliated volunteer time to match the non-federal cost share in the Public Assistance Grant Program.

Discussion: The NAC membership proposed changing “spontaneous” to “affiliated and unaffiliated.” The recommendation was moved, seconded and passed by the NAC.

The ad hoc subcommittee has fulfilled its mission and charges; the subcommittee is hereby disbanded.

Public Comment Period

– The public comment period opened at 4:45 pm EDT. No members of the public made comments.

Following a brief discussion led by Deana Platt, FEMA NAC DFO, regarding the next year’s meeting dates and locations, and she adjourned the meeting at 5:00 pm EDT.

MEETING SUMMARY—Thursday, September 15, 2016

Deana Platt, the FEMA NAC DFO, called the meeting to order at 8:30 am.

Opening Remarks

NAC Chair and Vice Chair

- The Chair and Vice Chair greeted the members, and introduced the FEMA Deputy Administrator.

Discussion with the FEMA Deputy Administrator

Joe Nimmich, Deputy Administrator, FEMA

- **Thank you:** Thank you to June Kailes, NAC member, for recommending that FEMA assist in the development of a Center of Excellence or similar education venue regarding access and functional needs. We have a great opportunity to act due to my position as chair of the Integrated Product Team.
- **Response Support (RS) FLGs:** FEMA is in the process of creating a recovery Federal Leadership Group (FLG) for Baton Rouge. Several opportunities are arising from the Louisiana floods. First, the recovery work is offering a valuable opportunity to lay the framework to improve preparedness for the next disaster. Second, the Shelter at Home program was so successful that we are using lessons learned to develop criteria for the future. This program contributes strongly to the FEMA goal of minimizing the need for shelters and temporary housing, and speeds the community's recovery.
- **National Exercise Programs:** FEMA is working closely with NORTHCOM to conduct training scenarios. For example, we are improving USAR team protocols, including how to get them there, who to send in what capacity, and shortening gear lists. Another lesson learned is realizing that in order to integrate aircraft in a disaster response, we need to first have qualified personnel evaluate the site and establish a suitable airfield. Thanks to this partnership with the DOD, we have an unprecedented opportunity to learn through scenario-based training.
- **Grants Modernization:** Modernizing the grants process will help to improve the internal workings at FEMA by simplifying and standardizing the process. The smoother we can work internally, the more the survivor will benefit from our services.
- **Information Technology:** Developing IT security is paramount, especially because so many of our assistance programs require vast quantities of personally identifiable information (PII). It is our responsibility to safeguard this information.
- **Reservist Workforce:** FEMA has the utmost regard for its reserve forces. To this end, FEMA has hired the Rand Corporation to evaluate best practices for training, maintaining, and using reservists effectively.
 - o **R&R:** Consider a looking at a potential recommendation regarding developing a "Soldiers and Sailors Act" to protect reservists from losing their employment because of a deployment. One option could be to create "orders" of up to 180 days, after which employees could return to their full-time employment.
 - o **DTS:** The Qualifications Management Program is helping FEMA see what skill sets are available in the reserve and employee forces to pull the best-qualified personnel. FEMA has a five-year training budget for responders to increase the ready forces.
- **Preparedness:** FEMA is currently well-prepared to face regular, anticipated disasters. We are following the DOD model of constant training to maintain a state of readiness. Additionally, FEMA is exploring ways to work with the DOD to fill gaps in our staffing and capabilities. Another focus is improving our response and asset management during a disaster. For example, there is no reason to have construction crews on site before debris removal has even begun.
- **Recovery:** You have to remember your lessons learned—maintaining skill sets requires training, practice, and utilization. Remembering lessons and training also helps to keep the responses standard, which prevents accusations of favoritism and improves our efficiency at responding to a disaster. While it can be frustrating for communities waiting for assistance to begin, there is a reason for the process and paperwork. It is better to have the justification and then distribute funds, than to need to take back the money because it didn't qualify for the program. Currently, \$1B in funds are under investigation by the Inspector General (IG). The IG would like some of this money recovered, as a deterrent or to "affect behavior" in the future. The problem with this strategy is that turnover in elected leadership is so high that teaching lessons tends to be ineffective as the next event may not have the same leadership in place.
- **Logistics:** Logistics always seem to be an afterthought in the planning process—there isn't a lot of guidance, just an expectation that supplies will arrive. To improve delivery, FEMA is working on better ways to use and integrate contractors, while recognizing that limitations exist.
- **Talking points on Response Strategies:** While FEMA-issued talking points on response programs could be helpful, we can't ignore that people (especially politicians) will say whatever helps them most; plenty of officials request funds that they don't qualify for simply to show the public that the issue is the federal government, not the local leadership.
- **Local Building Codes:** one of the best areas to learn about are your local building codes, and resources that can help you to balance the need to build a tax base with the need to build safe and durable structures. For example, a home construction project reduced its flood insurance significantly with an inexpensive modification to build the house a little higher from the ground. For less than \$5,000, the homeowner reduced the flood risk to his \$500,000 house.
- **Suggested reading:** FEMA doesn't have a list of recommended reading for the NAC, because it is important for the NAC to represent the people, not the agency. One document that is worth reading is the Stafford Act. The takeaway from this

document is understanding the federal government is expected to support local efforts, not take over or be a substitute for the local efforts. The federal government is a final resource, not the first choice.

- **Communication:** While a clear chain of command is ideal, we also know that people will ask questions until they get the answer they're looking for.
- **Training:** Just-in-time training tends to be less effective than full introductory training. FEMA is working to balance the responding workforce at disasters to give experience to new employees while having enough familiarity present to efficiently complete the mission.
- **Qualifications System:** FEMA may be able to reduce the need for reservists, or reduce the number of staff needed in general, by sending qualified and experienced responders. Workers can get started with minimal orientation and training.
- **Response, Recovery and Relocation:** We must be aware that relocation is going to happen. Catastrophic disasters add the third "R" in these situations.
- **Access and Functional Needs COE:** The most-efficient way to launch this training would be by hosting the program at a school already teaching in the field.
- **Insurance:** Adjusting deductibles and premiums requires a balancing of macro- and micro-economics. Higher premiums make the program less of a tax burden, but are also difficult for households already on a tight budget to meet.
- **Transition:** There is a Summary Transition Binder in the works to highlight successes and advances during the last eight years of the current administration.

Brief on Integrated Public Alert and Warning System (IPAWS) Subcommittee

Tim Manning, Deputy Administrator for National Preparedness

- The system traces its roots to 1934 when the Federal Communications Commission created a public address system. Today, IPAWS is an integration of all the broadcast warning systems, including coordination of 462 carriers for cell phone notifications. To prevent system overloads, cell phone notifications are issued via radio transmission.
- **Legislation:** Congress identified the need for an advisory council for IPAWS, and then made it a subcommittee of the FEMA NAC. Because it is a subcommittee, it is not subject to FACA; the IPAWS subcommittee will report to the NAC, and its recommendations will then be given to the FEMA administrator.
- **Membership:** Requirements are high, and include several agency heads. Current members of the NAC may serve on the IPAWS subcommittee; the subcommittee will need at least 40 members to fill the Congressional requirements. IPAWS subcommittee members are not de facto members of the NAC.
- **Mission:** The IPAWS subcommittee has two missions, cultural and technical.
 - o **Cultural:** The conversation must be kept real and relevant. Messaging needs to be accessible to all populations, regardless of ability (e.g. Spanish-speaking, blind, deaf). Also, abbreviations must be commonly understood.
 - o **Technical:** The subcommittee will help advise on best practices for delivering timely messages, to all populations.
- **Populations:**
 - o **Children:** Child population concerns are not specifically addressed in membership guidelines. They can be included based on the appointee qualifications in education.
 - o **Tribal:** A NAC member stated that the language used to address the tribal populations is paternalistic. Mr. Manning acknowledged the issue, expressed thanks to the NAC member for raising the issue, and asked his staff to address it.
 - o **Accessibility:** These issues are being addressed; national testing is scheduled for next week.
- **Meetings:** There is no guidance as to how often the subcommittee will meet, how long they will meet for, or how meetings will typically be conducted (in-person, teleconference, etc.).

Q&A:

Question: What training could be instituted to make logistics as important as other components of response? It seems to be treated as an afterthought.

- **Answer:** Develop a focus on the "last deliverable mile." Work to create a national standard; we can never be fully prepared everywhere, but with common skills workers become interchangeable assets. This also supports Direct Federal Aid (DFA) programs. We need to remember to acknowledge the challenges of gaining both training and experience.

Question: What is the best way to integrate both Subject Matter Expertise and practical experience in training programs?

- **Answer:** FEMA is cognizant of the need to do more—more training, more practical application, more diversity to create a nationally-qualified response corps. At the same time, we are training the planners to recognize limits—fire fighters, for example, are typically limited to 21 day rotations, whereas administrative reserve staff can work up to 180 days. All systems should be reviewed periodically, as often as every two years, to update materials and incorporate lessons learned.

Deana Platt, FEMA NAC DFO adjourned the September NAC meeting was at 11:25 am EDT.

I hereby certify that to the best of my knowledge, the foregoing executive summary of the FEMA National Advisory Council Meeting on September 13-15, 2016 is accurate and complete.



James Featherstone
Chair
FEMA National Advisory Council