

FEMA National Advisory Council Quarterly Meeting
February 16, 2012
Hyatt Regency, 5 Embarcadero Ave, San Francisco California

MEETING NOTES

NAC MEMBER ATTENDANCE

NAME	DISCIPLINE	February 16,2012	
		PRESENT	ABSENT
Jim Featherstone, Chair	Emergency Response	X	
Don Dunbar, Vice Chair	Emergency Response	X	
Beth Armstrong	Standards Setting	X	
Paul Biedrzycki	Public Health	X	
Joe Bruno	Emergency Management	X	
Mark Cooper	Emergency Management	X	
Mickey Caison	FEMA Administrator Selection	X	
Nancy Dragani	FEMA Administrator Selection	X	
Edward Gabriel	Infrastructure Protection	X	
Ellen Gordon	Homeland Security Advisory Council		X
Jerome Hatfield	Standards Setting		X
John Hines	State Elected Officials		X
June Kailes	Functional Accessibility	X	
Chuck Kearns	Emergency Medical Providers		X
Chuck Kmet	Tribal Non-Elected Officials	X	
Clifton Lacy	Health Scientists	X	
Cathy Lanier	Emergency Response		X
Larry Larson	FEMA Administrator Selection	X	
Robert Lee	FEMA Administrator Selection	X	
David Markenson	In- Patient Medical Providers		X
Adora Obi Nweze	FEMA Administrator Selection		X
Mike Phillips	Cyber Security	X	
Lee Feldman	Local Non-Elected Officials	X	
Michael Rackley	FEMA Administrator Selection	X	
Todd Rosenblum	U.S. Department of Defense		X
George Schloegel	Local Elected Officials	X	
Kurt Schwartz	State Non-Elected Officials	X	
Charley Shimanski	FEMA Administrator Selection	X	
Teresa Scott	FEMA Administrator Selection	X	
Mary Troupe	Disabilities	X	
David Waldrop	Communications		X
Rebecca White	Tribal Elected Officials	X	
Kevin Yeskey	U.S. Department of Health and Human Services		X
Phil Zarlengo	FEMA Administrator Selection	X	

OTHER ATTENDEES

NAME	TITLE
Patricia A. Kalla	Designated Federal Officer, National Advisory Council, FEMA
Alexandra Woodruff	Alternate Designated Federal Officer, National Advisory Council, FEMA
Tim Baden	Director for Strategic Planning, Office of Policy and Program Analysis, FEMA
Craig Fugate	Administrator, FEMA
Pat Hart	Senior Advisor to the Deputy Administrator, FEMA
Tim Manning	Deputy Administrator, National Preparedness and Protection, FEMA
Jason McNamara	Chief of Staff, FEMA
Dave Miller	Administrator, Federal Insurance & Mitigation Administration, FEMA
Richard Serino	Deputy Administrator, FEMA
Jessica Smith	Director, Office of External Affairs, FEMA
Nancy Ward	Regional Administrator, Region IX, FEMA

MEETING SUMMARY

The meeting was called to order at 8:30 am PDT by Patricia Kalla, Designated Federal Officer.

Jason McNamara—Chief of Staff, FEMA

- FEMA released 2012 State of FEMA Report, *Leaning Forward: Go Big, Go Early, Go Fast, Be Smart*.
- FEMA requested NAC input on the development and revision of the National Frameworks as outlined in PPD-8.
- One of the Administrator's initiatives is the Disaster Workforce Transformation, which is aimed at transforming the total FEMA workforce into a more professional and deployable organization. Under the theme, "every employee is an emergency manager," FEMA aims to harness the dedication and expertise of every employee.
- Conducting town hall meetings in all regions employees to discuss the disaster workforce transformation and to directly contribute their views and ideas. Making information publically available to those outside the FEMA firewall at www.fema.gov/employees.

NAC Discussion:

- Grants program is one of the Secretary's priorities.
- Discussed the *Guidance to State Administrative Agencies to Expedite the Expenditure of Certain DHS/FEMA Grant Funding* that was released Feb 13th, which provides a series of initiatives to help accelerate the drawdown of grant funding, enabling grantees to put previously awarded grant funding to work now in order to build and sustain core capabilities and address evolving threats." States and urban areas should analyze investment priorities in scenarios with and without funding.
- Two-year grant cycle will change the mindset.
- *FY 13 National Preparedness Grant Program Vision Document* will be released this month.

Teresa Scott – Chair, Response & Recovery Subcommittee

- Bill Carwile, Associate Administrator, FEMA Office of Response and Recovery briefed the subcommittee on the FEMA Readiness and Assessment Program, the Disaster Workforce Transformation, and the National Response Framework revision by.
- Reported out on the Subcommittee's potential recommendations and charges.

- **Draft Recommendation 1:** FEMA should build a system (or effort) that enables shared resource and capability awareness.
Background: The intent is that this system provides a foundation to build upon and institutionalize processes that provide a sharing of available resources from all levels—federal, state, tribal and local to all levels. For example, all stakeholders involved in the NLE 2011 Resource Allocation Workshops (RAW's) were informed of federal (including military) capabilities as well as federal stakeholders were informed of state, tribal, and local capabilities. Visibility of the capabilities and resources available both during steady state and during response and recovery phases is needed for all stakeholders.

- Discussion: Should be a two-way conversation to ensure full visibility on resources and capabilities. Not asking for a massive database but for visibility into FEMA's logistics chain.

- Modification to Recommendation: The background needs clarification that NAC is not looking for a database system.

- **Draft Recommendation 2:** In order to include “Whole Community” capabilities into the response and recovery, we need a process in the National Response Framework (or elsewhere) and FEMA’s role and responsibility must be defined in that process.

Background: For example, one challenge is moving resources to impacted areas versus moving citizens to the resources. There needs to be visibility and deeper discussion of mass evacuation versus mass stay in place; how, when, and who decides deserves deeper understanding and discussion. The Whole Community must have a voice in the process development. For example, how is enforcement policy decided?

- Discussion: In small disasters, we all know where we should go, but in a massive event there is a tipping point when it makes sense to bring people out of the disaster area rather than move in resources—have we defined FEMA’s role enough and how do we make sure everyone is on the same page? FEMA does not have the right or authority to tell people what to do or where to go.
- Move the whole community concept from conceive to achieve. Ensure there is a structure to solve problems and provide meaningful roles for all elements of whole community. The idea is to share information, data, objectives, and planning in order to solve problems. FEMA has the coordinating role of the activity—be the way federal government talks with states and locals. This idea should be supported in the National Frameworks.
- Modification to the recommendation: Generalize specific examples.

- **Draft Recommendation 3:** Build a “national” (federal, state, local, tribal) disaster relief reservist force, not just a federal. This should be built upon common national standards and provide local, regional, tribal, and national capability at the local or national level.

Background: Builds regional capabilities, adds capabilities at all levels, enhances resource sharing, enhances experience of all levels of government; CERT could be part of this; Whole Community idea.

- Modification to the recommendation: Add the whole spectrum of disaster to the background; clean up background; include other government agencies.

- **Draft Recommendation 4:** The Public Assistance Bottom-Up Review (PA BUR) should include advanced recovery concepts.

- Discussion: Measure taken, or in place, in advance of disaster enable faster recovery and reduce accumulated losses associated with longer recoveries. These measurements may include community leaders with relationships between agencies or organizations, government resources (i.e. discretionary funds), established post event lines of authority; negotiating in advance spending authority and emergency purchasing.

- Modification to the recommendation: Add sentence about incentivizing.

- **The National Advisory Council concurred to forward these 4 recommendations to the Administrator with the discussed modifications.**

- Presented the Subcommittee’s new charges:
 - FEMA will provide a strategic briefing on the National Grid System that identifies the purpose and its impacts in order to determine whether we should move to the National Grid System.
 - FEMA will provide a briefing on the Federal Qualification System.
 - The Subcommittee will continue to monitor the Public Assistance Bottom-Up Review.

Craig Fugate – Administrator, FEMA

- The Disaster Workforce Transformation is the Administrations initiative to align the culture and mission. Personnel are the most important capital. Everyone should be an emergency manger and classified by work, not status. Measure by FEMA qualifications, not pay code.
- Want to transform FEMA from a reactive agency to one that efficiently and effectively carries out the mission.
- “One FEMA”—based on the concept “One DHS”
- Actions to boost morale include video teleconferences and making a transparent external website.
- If FY 11 budget does not pass on Oct 1st, then FY 12 budget will be implemented. At end of the day the discussion is about money—what was done prior to 9/11?

Richard Serino – Deputy Administrator, FEMA

- Conducted town hall meetings in all regions, to engage with FEMA employees. Feedback received includes:
 - Priorities and messaging have not changed—everything aligns to the doctrine for catastrophic workforce planning.
 - Whole Community initiative should not be changed.

- Changing the culture within FEMA and emergency management is not easy and not something that is done overnight.

Discussion with NAC, Craig Fugate and Richard Serino:

- Think Tank and IdeaScale are opportunities for people to exchange ideas and share information. The Monthly Think Tank Conference Call, scheduled for Feb 17th, will discuss use of technology and social media in emergency management (i.e. walkie-talkies, hand-held's, and amateur radios are pertinent for cyber threat communications).
 - Looking for suggestions on how to engage people Twitter.
- Leadership has a common sense approach and is moving in the right direction.
- If the nation wants to be resilient, need to figure out the desired outcomes and definition of success. Are the right steps being taken?
- In a recent Office of Personnel Management survey, the ratings for employee morale dropped. But happiness is not FEMA's mission—the mission is the priority.
- In whole community, the business community needs a seat at the table, not just a contractual relationship. NRCC has private sector representatives. The private sector role should be defined in the NRF. Move teams away from government centric approach.
- Need people to see Whole Community Initiative adds value allowing nation to respond more effectively. Some communities push back because of a former bad experience with a private sector or government agency.
- Shifting volunteers from partners to team members.
- In order to make disabilities stronger in grants, build the American Disability Act into grant requirements without being too descriptive. Need to include mental health and developmental disabilities in addition to physical health.
- Thank you FEMA, for supporting Stafford Act change for tribes.
- With regards to grants, need states and locals to prioritize funding based on location—distance from the disaster. Does the response capability exist for the community depending on how far away and the population size?

Nancy Ward – Regional Administrator, Region IX

- Provided an overview of Region IX profile, recent disaster activity, and top FY 12 regional initiatives.
- Region IX is usually the most active region but deployments to other regions in the last three years were high.
- Whole community—have private sector liaison and established working group.
- Created a Tribal Unit to help FEMA employees understand and work with Tribal leaders to establish a mitigation plan. Developed smart book—includes demographics, risks, population, and water issues about a tribe—everything FEMA may need to know about a tribe and the surrounding tribes.
- Encourages Regional Advisory Council involvement with NAC subcommittees on national level issues.
- Regional Administrators have weekly conference calls.

Public Comment Period

- No public comments were received.

Chuck Kmet – Chair, Preparedness & Protection Subcommittee

- Tim Manning, Deputy Administrator, National Preparedness and Protection briefed the subcommittee on PPD-8 and Emergency Management Training and Education System (EMTES).

- **Draft Recommendation 1:** NAC requests FEMA engage NAC in development of implementation plan for the FY13 Grant Proposal.
Background: FY13 Grant Proposal will have cascading affects on national preparedness. To that end, the NAC has the following concerns and questions:
 - The shift to a two-year period
 - As responsibility shifts to states, whether states can handle the shift.
 - How it will affect PKEMRA direction on tribal portions of grants?
 - How states may handle the responsibility could be a concern
 - What could be some of the best practices for the states to address the new responsibilities? How are they collected?
 - How will this affect UASI process?
- Discussion: These concerns were addressed earlier.

- **Draft Recommendation 2:** The National Advisory Council requests clarity concerning new draw down and spending guidance as announced in guidance from DHS Secretary on February 13, 2012.
Background: The NAC has the following questions and concerns:
 - What are the details in flexibility, guidelines, and intent?
 - Concerned about the impacts to the current programs.

- Discussion: This recommendation is more of a charge. Add to charges.
- **The NAC concurred to move the recommendation to a charge.**

- **Draft Recommendation 3:** The National Advisory Council recommends that FEMA continue to involve the NAC to advance the EMTES concept.
Background: The NAC wants to continue to be involved to help advance EMTES. The NAC sees great value in EMTES activities and sees EMTES as a critical component of preparedness. The NAC sees great potential in how EMTES can advance Whole Community, career progression, and workforce development.

- Discussion: The NAC would like to assist in overcoming any barriers to success (e.g. the training of the private sector).

- **Draft Recommendation 4:** The National Advisory Council requests information on how all other PPD-8 core capabilities and whole community stakeholders are addressed through training and education.
Background: EMTES is beneficial for emergency management, but how are related disciplines that have similar programs that would benefit from a partnership with EMTES. other NPG capabilities being addressed? How is the rest of PPD-8 being enhanced with training and education? For example, how is all hazard portion of intelligence collection going to be addressed? Is EMTES reaching out to other disciplines to ensure that all PPD-8 core capabilities are addressed?

- **NRF Recommendations:** The National Advisory Council recommends that FEMA move forward with the 13 NRF recommendations (separate document). The Preparedness & Protection Subcommittee reviewed prior NAC recommendations on the NRF and determined which were still relevant.

- **The National Advisory Council concurred to forward the Recommendations 1, 3, 4, as well as the 13 NRF Recommendations to the Administrator with the discussed changes.**
- The Subcommittee will:
 - Monitor the NAC recommendations related to the NRF Revision process.
 - Continue engagement with EMTES.
 - Receive a briefing on National Training & Education System (NTES) for purposes of identifying the intersection of PPD-8 core competencies between NTES and EMTES.

Beth Armstrong –Chair, Public Engagement & Mission Support

- The Subcommittee received information briefing from Paulette Aniskoff—Director, Individual Community Preparedness Division and Tim Baden—Director for Strategic Planning, Office of Policy and Program Analysis.

- **Draft Recommendation 1:** The National Advisory Council recommends that FEMA embed valuable ideas and concepts—like Whole Community, Strategic Foresight Initiative, and Youth Preparedness—into the “FEMA DNA”.
Background: NAC recognizes and is concerned about the long term survival of important ideas and initiatives that need to pervade the practice, culture, and philosophy of emergency management.

- **Draft Recommendation 2:** FEMA redouble its efforts to focus on the small business community for preparedness and resiliency issues.
Background: FEMA should develop strategies for this specific group. Public private partnership have successfully engaged large private companies—such as Wal-Mart and Target—but small businesses need more attention and motivation to recognize the value of preparedness. Indications are that small businesses are largely unprepared. They need models and tools to encourage them to be part of the Whole Community culture of preparedness.

- **Draft Recommendation 3:** FEMA’s strategic thinking efforts (SFI) should be institutionalized. The NAC recommends that FEMA deliver an annual strategic report for use by the emergency management community that includes trends, trend analysis, and changes, FEMA strategic findings should be relevant, usable, and “real” to the end users at the state, local, and tribal levels.
Background: The NAC fully supports the SFI efforts and sees there is an application to the emergency management community and requests that FEMA take it to that level for it to realize its full impact. We realize there was significant outreach to prepare the initial Crisis Response & Disaster Resilience 2030 report, and we encourage its promulgation.

- **Draft Recommendation 4:** The National Advisory Council advises that FEMA ensure that its evaluation of public preparedness emphasizes outcome based measurements as opposed to simple metrics, e.g. behavioral change. **Background:** Behavior change is an important determinant of preparedness efforts. The ultimate outcome is saving lives and ensuring quality of life.
- **The National Advisory Council concurred to forward these 4 recommendations to the Administrator with the discussed modifications.**
- Reported out on the Subcommittee's new charges:
 - Consider ways FEMA can institutionalize the SFI. Provide input on the way forward including suggestions of other goals and activities that SFI might pursue most cost effectively and the FEMA role to drive Whole Community embracing essential capabilities, innovative models and tools, and dynamic partnerships.
 - Monitor the Youth Preparedness Strategic Framework drafted by ARC, the Department of Education and FEMA. Support youth preparedness efforts as a major key to national preparedness, discuss ways we can seek to instill behavioral change so that Americans know how to take protective actions versus simply assembling and having disaster kits (UK Resilience model), and focus on impact versus caucus (trigger versus consequence preparedness).
 - Engage in FEMA Workforce Transformation roll-out and provide input as appropriate.

Larry Larson – Chair, Federal Insurance & Mitigation Subcommittee

- The Subcommittee received an information briefing from Dave Miller, Administrator, Federal Insurance & Mitigation and Roy Wright, Deputy Division Director, Federal Insurance & Mitigation.

- **Draft Recommendation 1:** As the National Mitigation Framework (NMF) is operationalized, FEMA should develop a process that ensures involvement of all stakeholders and emphasizes community investment, engagement, and education.

Background: Community investment, engagement, and education are critical pieces of the National Mitigation Framework (NMF). During the subcommittee discussion, members identified that the implementation of these three critical pieces have been a long-term challenge and have not been happening consistently.

- Discussion: The NAC encourages FEMA to emphasize and identify means to address these pieces in implementation plans as much as possible. The engagement needs to be meaningful and include all partners, not just the powerful, but the local affected groups and those affected by hazard and mitigation policy. The dialogue needs to be customized to the different degrees of communities.

- **Draft Recommendation 2:** In order to better understand flood risk dynamics, the true costs of flooding, and to advance the national dialogue on flood risk, the National Advisory Council advises FEMA to open a transparent dialogue on flood costs, insurance policy, flood risk, and potential solutions for the future.

Background: Flooding is the national's largest risk in terms of dollars and frequency. However, the National Advisory Council's understanding of the true costs and impacts of flooding is unclear. Therefore, the National Advisory Council sees value in FEMA opening a broader discussion on the cost of flooding and who is paying those costs.

- Discussion: Who are at risk and who paying the costs—it is not in the dialog right now.
- Modification to the recommendation: Change last sentence to open to discussion and add who bears the cost.
- **The National Advisory Council concurred to forward these 2 recommendations to the Administrator with the discussed modifications.**
- Reported out on the Subcommittee's new charges:
 - Advise on how to actually start implementing frameworks and operational plans and be specific as to what needs to be addressed and how to do some of the actions in the next four months. This will include digging deeper into community engagement, education, and investment.
 - Investigate and advise on the relationships between frameworks and grants—specifically the relationships between dollars and strategy, policy and doctrine.

Phil Zarlengo – Chairman, AARP Board of Directors and National Advisory Council Member

- **Draft/Proposed Recommendation:** Propose that the National Advisory Council recommends that FEMA formalizes its partnership with the AARP. As FEMA and AARP staff come and go – a “formalized” relationship will ensure that processes remain in place between the organizations to ensure that older Americans are prepared before, during, and after a disaster strikes

- Discussion: Is a MOU necessary? What will it accomplish? Does it make a difference if FEMA is moving forward with this recommendation?
- **The National Advisory Council did not concur to move the recommendation forward as written.**

- Suggested Modification—in response to FEMA’s request for a recommendation, the NAC recognizes that value of and advises FEMA to execute an MOU with AARP.
- Some NAC members expressed concern over future requests for supporting MOUs between FEMA and other groups. The NAC does not want to become a lobbyist force and endorsement of stakeholder groups, as it does not align with charter.
- The NAC recognizes that FEMA’s partnership with AARP advanced because of a NAC member and supports the NAC member.
- FEMA will move forward with MOU regardless of NAC support.
- The issue is not what is controversial; it is the process.

• **Modified Recommendation:** The NAC supports FEMA’s action to enter a partnership with AARP.
Background: FEMA intends to enter a Memorandum of Understanding with AARP and requested the NAC to support the partnership.

- **The National Advisory Council concurred to move the modified recommendation forward.**
- **New Charge to the NAC:** FEMA would like NAC to help establish how FEMA works with MOUs/agreements and partnerships.
 - What is the role and value of establishing MOU with external organizations in furthering FEMA’s mission?
 - Are they effective? When it is, when should be more formal, are some not worth it, what is the criteria of success?

Closing Remarks

- The next meeting is scheduled July 10-12, 2012 in Washington, DC.
- Thank you to Patty Kalla, for her involvement with the NAC; we wish you well in your new job.
- Congratulations to Alexandra Woodruff on becoming the Alternate Designated Federal Officer for the NAC.
- Thank you for a productive meeting. The two subcommittee days worked out well—the discussions improved by committing a half a day to each subcommittee.

The meeting adjourned at 3:29 pm PDT.

I hereby certify that to the best of my knowledge, the foregoing executive summary of the National Advisory Council Quarterly Meeting on February 16, 2012 is accurate and complete.



James Featherstone
 Chairman
 FEMA National Advisory Council