

FEMA National Advisory Council Quarterly Meeting
September 27-28, 2011
Crystal City Marriott, 1999 Jefferson Davis Highway, Arlington, Virginia

MEETING MINUTES

NAC MEMBER ATTENDANCE

NAME	DISCIPLINE	September 27, 2011		September 28, 2011	
		PRESENT	ABSENT	PRESENT	ABSENT
Jim Featherstone, Chair	Emergency Response	X		X	
Don Dunbar, Vice Chair	Emergency Response	X		X	
Beth Armstrong	Standards Setting	X		X	
Paul Biedrzycki	Public Health	X		X	
Joe Bruno	Emergency Management	X		X	
Mark Cooper	Emergency Management	X		X	
Mickey Caison	FEMA Administrator Selection	X		X	
Nancy Dragani	FEMA Administrator Selection		X		X
Edward Gabriel	Infrastructure Protection	X			X
Ellen Gordon	Homeland Security Advisory Council		X		X
Jerome Hatfield	Standards Setting	X		X	
John Hines	State Elected Officials	X			
June Kailes	Functional Accessibility	X		X	
Chuck Kearns	Emergency Medical Providers	X			X
Chuck Kmet	Tribal Non-Elected Officials	X		X	
Clifton Lacy	Health Scientists	X		X	
Cathy Lanier	Emergency Response	X		X	
Larry Larson	FEMA Administrator Selection	X		X	
Robert Lee	FEMA Administrator Selection	X		X	
David Markenson	In- Patient Medical Providers		X		X
Adora Obi Nweze	FEMA Administrator Selection	X		X	
Mike Phillips	Cyber Security	X		X	
Lee Feldman	Local Non-Elected Officials	X		X	
Michael Rackley	FEMA Administrator Selection	X		X	
Todd Rosenblum	U.S. Department of Defense	X			X
George Schloegel	Local Elected Officials	X			X
Kurt Schwartz	State Non-Elected Officials	X			X
Charley Shimanski	FEMA Administrator Selection	X		X	
Teresa Scott	FEMA Administrator Selection	X		X	
Mary Troupe	Disabilities	X			X
David Waldrop	Communications	X		X	
Rebecca White	Tribal Elected Officials	X		X	
Kevin Yeskey	U.S. Department of Health and Human Services	X			X
Phil Zarlengo	FEMA Administrator Selection	X		X	

OTHER ATTENDEES

NAME	ORGANIZATION	TITLE
Patricia A. Kalla	FEMA	Designated Federal Officer
Craig Fugate	FEMA	Administrator
Richard Serino	FEMA	Deputy Administrator
Jason McNamara	FEMA	Chief of Staff
Dave Kaufman	FEMA	Director, Office of Policy and Program Analysis
Corey Gruber	FEMA	Assistant Administrator, National Preparedness Directorate
Doc Lumpkins	FEMA	Executive Director, PPD-8 Program Executive Office
Dave Miller	FEMA	Associate Administrator, Federal Insurance and Mitigation Administration (FIMA)
Ed Connor	FEMA	Deputy Associate Administrator, FIMA
Dutch Leonard	Harvard University	Professor at the Kennedy School and Harvard Business School
Mary Lynne Miller	FEMA	Deputy Regional Administrator, Region IV

MEETING SUMMARY-DAY ONE

The meeting was called to order at 9:30 am EDT and roll call taken by Patricia Kalla, Designated Federal Officer.

Jason McNamara—Chief of Staff, FEMA

- Provided an update on status of disaster relief fund.
- The Strategic Foresight Initiative (SFI) is looking at Emergency Management in the future – to assess if the current policies in place are going to continue to be effective.
- Announced that Dave Miller—former NAC member, former president of the National Emergency Management Association, and former director for the State of Iowa Emergency Management—was selected to be the Administrator of FEMA’s Federal Insurance and Mitigation Administration.
- Ernie Mitchell is being confirmed for Fire Administrator, hearing scheduled for October 12th.
- The Post-Katrina Emergency Management Reform Act (PKEMRA) states that that the FEMA Administrator is the principal advisor to the President, the Homeland Security Council, and the Secretary for all matters relating to emergency management in the United States.

Jim Featherstone – Chair, National Advisory Council

- The subcommittees develop charges and recommendations. Charges are specific tasks for NAC members.
- Recommendations are the consensus of the collective NAC in terms of advice to the Administrator and are concurred by the full Council with presence of quorum.
- The public session of the NAC meetings provides the opportunity for the full NAC to weigh in and deliberate on the report outs from the subcommittees. It also provides the opportunity for the public to hear and observe those discussions.

Dave Kaufman – Director, Office of Policy and Program Analysis, FEMA

- Presented overview of the Strategic Foresight Initiative (SFI), an effort that looks at Emergency Management in the future, including the approach, process, and results (broad insights, drivers, and their implications). [For more information see PowerPoint slides and 5-page summary of the key points.]
- Walked the NAC through an exercise to identify drivers that will shape emergency and disaster management over the next 15-20 years. Emphasized developing insight into the nature of the challenges so that we can make informed choices on how to move forward with future challenges.
- The NAC reviewed and commented on the nine SFI drivers and needs:
 - There is a sociological revolution with the changing role of the individual, the technological innovation, and the universal access to information. Important to engage senior populations and children in poverty as part of the information sharing.
 - Educate to increase preparedness among individuals and communities from the bottom up.
 - Recognize responsible entities for every level of response and significant areas.

- Continue to develop knowledge about the implications of global changes and planning processes to orient action against them.

Elizabeth Harman – Assistant Administrator, Grant Programs Directorate, FEMA

- Provided overview of FEMA's Preparedness Grant Program, specifically the Homeland Security Grant Program (HSGP) and FY2011 grant guidance. HSGP is comprised of the State Homeland Security Program (SHSP), the Urban Areas Security Initiative (UASI), Operation Stonegarden, the Metropolitan Medical Response System, and the Citizen Corps Program. HSGP funds preparedness activities including planning, organization, equipment purchase, training, exercises, and grant management and administration costs.
- FY2011 HSGP, FEMA identified three overarching priorities for SHSP and UASI: advancing "Whole Community" security and emergency management; building prevention and protection capabilities; supporting recognized state and major urban area fusion centers and the maturation of the Information Sharing Environment.
- Potential priorities for FY2012 HSGP include Threats Hazards Identification Risk Assessment (THIRA), Citizen Emergency Response Teams (CERT), and maintenance and sustainment of existing capabilities
- Requested NAC input on the draw-down rate for obligated grant funding. Obligated funds are available for states and locals, except for some port and transit programs that require large capital project investment and historical preservation reviews where the procurement process is lengthy.
- More information on grants may be found at <http://www.fema.gov/government/grant/nondisaster.shtm>.

Craig Fugate – Administrator, FEMA

- Swore in the following new members: Mickey Caison, Lee Feldman, Edward Gabriel, Jerome Hatfield, Clifton Lacy, Robert Lee, Michael Rackley, George Schloegel, Kurt Schwartz, Charley Shimanski, Mary Troupe, David Waldrop, Rebecca White, and Phil Zarlengo.
- The National Disaster Recovery Framework (NDRF), released September 21, 2011, defines how federal agencies will work together to best meet the needs of states and communities in their ongoing recovery, by aligning key roles and responsibilities among all our partners' recovery support functions.
- As part of Presidential Policy Directive 8 (PPD-8), DHS charged FEMA National Preparedness Directorate to draft the National Preparedness Goal which is about to be delivered to the President.
- **Discussion with NAC:**
- After action reports from Japan provided best practices and lessons learned. In Japan, FEMA was involved in the response as technical advisors with the nuclear power plants; worked with the National Response Coordination Center and provided advice to the Ambassador.
- FEMA is working to integrate the private sector on "the deliverable mile". If the private sector opens stores, then FEMA can focus its efforts where needed.
- Clarified that the role of the NAC is to be a sounding board and to challenge FEMA.

Chuck Kmet – Chair, Preparedness & Protection Subcommittee

- The subcommittee received information briefings from Vilma Milmoie, the Acting Superintendent of FEMA's Emergency Management Institute (EMI); Donald Lumpkins, the Executive Director for PPD-8 Program Office at FEMA; and Harry Sherwood, from FEMA's Radiological Emergency Preparedness Program (REPP).
- A year ago, the Administrator charged the NAC with discussing EMI's establishment of a National Academy for Emergency Management that would provide foundational, specialized, executive, managerial, and strategic leadership training. Through Emergency Management Training and Education System (EMTES), EMI finished two pilot programs at the foundational level this summer. Ms. Milmoie provided a breakdown of the participants and the feedback of the pilot program. EMI plans to develop other areas of the Academy.
- **Recommendations:** Based on the EMTES briefing, the Preparedness and Protection Subcommittee proposed recommendations to the full NAC for discussion and deliberation.
- The NAC concurred to rework and reconsider the recommendations on EMTES tomorrow.
- On September 14, 2011, the Subcommittee presented recommendations on the PPD-8 and the National Preparedness Goal to the NAC during a public teleconference. The recommendations were forwarded to the Administrator. The next task for PPD-8 is the National Preparedness System.
- The Subcommittee discussed REPP. Power plants often use the same simple, non-catastrophic scenarios in exercises, but exercising beyond the comfort zone is important. Exercises are intended to reveal deficiencies. The Subcommittee presented a recommendation on the REPP to the full NAC for discussion and deliberation:

- **Recommendation:** The Radiological Emergency Preparedness Program should include catastrophic scenarios and no fault exercises.

- The NAC concurred to forward the recommendation on the REPP to FEMA.

- The following NAC Charges were presented for full NAC discussion and concurrence:
 - Review the EMTES and its impact on a possible realignment or reorganization of the EMI.
 - Review the competencies of EMTES and those defined by PPD-8.
 - Provide input to FEMA on the tenets of the “Campaign to Build and Sustain Preparedness”.
 - Provide input to FEMA on the tenets for the development of the Frameworks and encourage FEMA to ensure consistency across the Frameworks.
 - The Subcommittee will request of FEMA to provide for a briefing on:
 - After Action Reports from Japan (to include the varied behavioral aspects of the psychology of disaster) and reconsider current the Emergency Planning Zone (Exposure Pathway and Ingestion Pathway) definitions.
 - Airports, ports, nuclear facilities and other critical infrastructure/key resources to ensure that these communities/sectors include unity of effort, whole community, and transparency in planning efforts to avoid “silo planning.”

Teresa Scott – Chair, Response & Recovery Subcommittee

- The Subcommittee received a briefing on the status of the Public Assistance Bottom-Up Review (PA-BUR) from Howard Stronach.
 - FEMA has completed Phase 1 of the PA bottom-up review, conducted stakeholder communications to gather information, and are analyzing the data for recommendations. The stakeholders’ feedback focuses on funding mechanisms and policy changes, such as minimum dollar amounts or thresholds for projects and costs eligible for reimbursement, process improvements, mitigation programs and its integration with public assistance programs.
 - The NAC provided recommendations to FEMA on the PA-BUR in July, and FEMA’s response to these recommendations came on September 26, 2011.
- Reviewed the Response & Recovery Subcommittee’s recommendations.

• **Recommendation:** FEMA should be formally established as the lead federal coordinating agency for the National Preparedness System.

- Discussion: FEMA would be the broker for all federal programs and agencies, so that the locals have one federal agency to go to for coordination efforts of response and recovery. This recommendation will reduce the confusion about who to contact for assistance at the local level.
- The National Advisory Council concurred to move the recommendation forward.

• **Recommendation:** FEMA should ensure that the concept of mitigation is fully integrated into the Public Assistance Program.

- Discussion: This recommendation reinforces the NAC’s recommendations from the May meeting.
- The National Advisory Council concurred to move the recommendation forward.
- Charges:
 - The NAC would like for the Public Assistance Bottom-Up Review (PA BUR) to include advanced recovery concepts and a review of the Emergency Management Performance Grant (EMPG) program. The Subcommittee reference Harvard’s definition of advanced recovery.
 - Do more information gathering on the National Disaster Recovery Framework (NDRF) and provide recommendations on Planning for Successful Disaster Recovery (Section 9).
 - Evaluate the Declarations, Preliminary Disaster Assessment (PDA) & Individual Assistance (IA) processes, particularly as it relates to the States without county government structures and/or tribal jurisdictions:
 - Initial declarations
 - Thresholds for PA at the county level
 - Tribes ability to cross over between PA & IA expenditures

Jim Featherstone – Chair, National Advisory Council

- As seen today, the recommendations and charges need to stand the scrutiny and test of the full NAC.
- Thanked everyone for their participation and the Subcommittee Chairs for their leadership.
- The meeting is scheduled to resume tomorrow at 8:30 am.

The proceedings recessed at 4:47 pm EDT.

MEETING MINUTES-DAY TWO

The meeting was called to order at 8:42 am EDT and roll call taken by Patricia Kalla, Designated Federal Officer.

Jim Featherstone –Chair, National Advisory Council

- Recapped a few points from yesterday's discussion:
 - Jason McNamara emphasized that this is an open forum and the NAC should not be constrained; FEMA leadership welcomes and asks for the NAC's advice, criticism, and counsel. The collaboration process starts early and at all levels.
 - Dave Kaufman walked the Council through a mini-Strategic Foresight workshop about the future of emergency management.
 - The Administrator discussed the importance of individual assistance, the NDRF and NRF pillars in the National Preparedness Goal.

Richard Serino – Deputy Administrator, FEMA

- Told story of recovery efforts in Joplin, Missouri, where a technologically advanced school was designed, built, and opened in 55 days because of the collaboration between students, FEMA, and the community. Communications is the most reported issue in after action reports, but Joplin's communication was not an issue because it built up its infrastructure through grant funds. The foundation for Joplin's speedy recovery was the existing communication infrastructure and local capability.
- Given the recent activity with hurricanes, tornadoes, floods, earthquakes, and tsunamis, the conversation about whole community moves toward what it means and how it works.
 - Whole of community means knowing what everybody else is doing and doing it together—locals helping locals. Whole of community is embedded into everything we do on a philosophical level and is a basic component of emergency management. Verbalizing and reinforcing the concept through shared real life examples and best practices at the federal level is important.
 - The elderly population and volunteers are examples of the need to involve the whole community. The elderly need to be prepared with a plan, and volunteers are an untapped resource and should be included before, during, and after disasters.
- In order to manage the public's expectations, it is important to tell people what FEMA does and what FEMA does not do.

Corey Gruber – Assistant Administrator, National preparedness Directorate, FEMA and Doc Lumpkins – Executive Director, PPD-8 Program Executive Office, FEMA

- FEMA delivered the National Preparedness Goal to the White House ahead of schedule. Stakeholder input, especially from non-federal sources, helped make it successful and will be continued. The words in the 26-page document were specifically chosen and focus on outcomes.
 - Designed to prepare the nation for risks that severely tax capabilities and resources, each community assesses and prepares for relevant and urgent risks—strengthens national security and resilience. Empowers individuals to understand that what they do has an impact—personal preparedness can have rippling effects.
- A national public preparedness survey showed that 40 percent polled are prepared with a plan or kit. The question is not about making marginal improvements but is about making the other 60 percent accountable. Thus, the campaign about individual preparedness is about family, from the initial shock, to surviving, assisting neighbors, and stabilizing community.
 - Thanked the NAC for its recommendations on the PPD-8 and the National Preparedness Goal, many of which were addressed before the Goal was delivered.
 - FEMA seeks NAC's continued input on the Goal, the frameworks, and the campaign to ensure contents are effectively articulated so that the whole community concept can be put into practice.
 - A capabilities-based approach drives thinking in broader context for collaboration between FEMA personnel, the prevention community, law enforcement, the intelligence community, and protection, infrastructure, and mitigation partners.
 - Metrics focus on outcomes, specifically to measure speed, efficiency, and effectiveness; while specific targets will vary between federal and local governments, the definition of success and measuring success will have a common target.
- A detailed version of the Goal is due June 20, 2012; it will describe the construction of each capability and the roles of Federal, state, local, tribal, and territory governments; private sector; and individuals in each capability.

Ed Connor – Deputy Associate Administrator, Federal Insurance, FIMA, FEMA

- Provided an update on the pending reauthorization of the National Flood Insurance Program (NFIP), which will expire September 30th.
- NFIP debt was reduced from a couple years ago by a decrease in the interest rate with the US Treasury and a decrease claims due to a milder hurricane seasons between 2008 and 2011.
- Pending NFIP reforms over the last four years; may strengthen its financial solvency, apply actuarial principles to rates, and suggest conducting studies and create pilot programs test alternatives.

Dave Miller – Associate Administrator, FIMA, FEMA

- Gave background on history with NAC and new position at FEMA.
- Wants to break down layers and create connections in order to understand local governments, how policies affect them, and how information is shared. To embrace community is to create partnerships and look at how people receive and process information because sometimes one consistent message may not work.
- Mitigation, an emergency management discipline, is ongoing and affects preparedness, response, and recovery. PPD-8 embraces an all-hazards structure where mitigation plays a role.
- FEMA will work with stakeholders to develop the National Mitigation Framework. In order to develop resilient communities through the Framework, we must look forward and take a comprehensive approach to mitigation and planning efforts.

Dutch Leonard –Harvard University

- Discussed Advanced Recovery in terms of repetitive loss communities and incentivizing the development of less risky areas.
- Suggested that the media connect with the local town hall meetings; otherwise an information vacuum is created when national media takes over after local media leaves the area.
- The Incident Command System provides structure in an unstructured environment. Philosophy of it is embraced but understanding and implementation need work.

Public Comment Period

- No public comments were received.

Preparedness & Protection Subcommittee

- The recommendations on EMTES were reworked and presented to the NAC for decision:

Recommendations:

1. The NAC considers the Emergency Management Training and Education System (EMTES) to be critical for today's emergency management workforce and to future professional development. The NAC recommends that FEMA support the EMTES in its continued development, roll out and on-going programmatic support.
2. Among the other identified roll out channels, FEMA should leverage community colleges as potential providers of the EMTES.
3. Provide regular updates to the Subcommittee on the EMTES program, including an opportunity to advise on the Executive - Managerial level program.
4. FEMA should develop end-state metrics (compared from baseline values) to measure the effectiveness of EMTES on emergency management nationally.

- The NAC concurred on the recommendations with the change of "roll out" to distribution" and to forward the four recommendations on EMTES to FEMA.

Mary Lynne Miller – Deputy Regional Administrator

- Provided an overview of roles, responsibilities and daily operations in a FEMA Regional Office.
- Interested in the NAC's thoughts on how to make National Level Exercises more relevant in the communities:
 - Involve the region in the exercise, especially with big cities.
 - Utilize groups that are already organized to volunteer, such as AARP.

Larry Larson – Chair, Federal Insurance & Mitigation Subcommittee

- The Subcommittee received an information briefing from Roy Wright on the Radiological Emergency Preparedness Program. Discussion areas included the NFIP; flood mapping, regulation, and insurance; mitigation programs, and Repetitive Loss Programs.

Closing Remarks

- The Public Engagement & Mission Support Subcommittee did not meet but will continue work with these charges:
 - How will PPD-8 better inform and equip the “Whole Community” to fulfill their roles in implementation?
 - Using education processes and networks nationally, to get out the emergency management message order build emergency management into the culture.
- NAC recommendations and charges align to the FEMA Strategic Plan.
- The next meeting is scheduled February 14 -16, 2012.
- Develop a schedule for subcommittee conference calls between now and the next meeting.

The meeting adjourned at 3:46 pm EDT.

I hereby certify that to the best of my knowledge, the foregoing executive summary of the National Advisory Council Quarterly Meeting on September 27-28, 2011 is accurate and complete.

James Featherstone
Chairman
FEMA National Advisory Council