

FEMA National Advisory Council Meeting

August 4-5, 2010

DRAFT EXECUTIVE SUMMARY

Meeting Attendees

NAC Members Present:

| | | |
|-------------------------------|------------------|---------------------|
| James Featherstone, NAC Chair | Nancy Dragani | David Miller |
| Donald Dunbar, NAC Vice Chair | Lee Feldman | Adora Obi Nweze |
| Elizabeth Armstrong | Ellen Gordon | Mike Phillips |
| David Barron | Jane Halliburton | Charles Ramsey* |
| Ann Beauchesne | John Hines | Diana Rothe-Smith* |
| Joe Becker | June Kailes | Teresa Scott |
| Paul Biedrzycki | Chuck Kearns | John Stensgar |
| Joe Bruno | Chuck Kmet | Kevin Yeskey |
| Steve Cassidy* | Larry Larson | |
| Bob Connors* | Bob Lay | *via teleconference |
| Mark Cooper | David Markenson | |
| Russ Decker | Sue Mencer | |

DHS/FEMA Staff Present:

Craig Fugate, Administrator
Richard Serino, Deputy Administrator
Alyson Price, Designated Federal Officer
Breese Eddy, Deputy Designated Federal Officer
Jason McNamara, Chief of Staff
Michael Coen Jr., Deputy Chief of Staff
Beth Zimmerman, Assistant Administrator of the Recovery Directorate
Sandra Knight, Deputy Federal Insurance and Mitigation Administrator for Mitigation
Corey Gruber, Assistant Administrator for National Preparedness
Robin Finegan, Administrator, Region VIII
Katie Fox, Executive Director, Preparedness Task Force

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Day One Summary - August 4, 2010

The NAC convened at 10:00 a.m. (MST) on August 4, 2010 at the Curtis Hotel in Denver, Colorado.

Meeting

- The meeting was called to order at 10:00 a.m. by Alyson Price, Designated Federal Officer.

Welcome and Swearing-In of New Members- W. Craig Fugate, FEMA Administrator

- The new NAC members that were sworn-in include: Elizabeth Armstrong, Paul Biedrzycki, Mark Cooper, Ellen Gordon, John Hines, June Kailes, Chuck Kearns, Robert Lay, David Miller, Adora Obi Nweze, Charles Ramsey, and Kevin Yeskey.
- The NAC members that were reappointed and sworn-in include: Nancy Dragani, Chuck Kmet, and Teresa Scott.
- The outgoing NAC members that were thanked for their service to the NAC and FEMA include: Kem Bennett, Christina Catlett, Irene Collins, Richard Devylder, Angelia Elgin, Bill Libby, Ken Murphy, Gerry Parker, Jim Paturas, and Pete Verga.

Administrator's Remarks- W. Craig Fugate, FEMA Administrator

- The NAC should serve as a candid and honest advisory board to FEMA and members should challenge preconceived ideas so that communities and survivors of emergencies will be better served.
- FEMA is committed to hiring, promoting, and growing permanent staff by creating training opportunities and distinct career paths for high-potential employees within the organization.
- There is a renewed focus on planning for reality, planning for a variety of demographics, seeking stabilization of emergency situations within 72 hours of an event, enlisting volunteer and faith based organizations in emergency response, and empowering members of the public to assist during emergencies.
- FEMA will focus on Maximum of Maximums emergency planning, an interagency initiative that directs catastrophic planning efforts to develop "atypical" solutions to requirements.
- FEMA transferred positions that were historically held at headquarters to the FEMA regions which has resulted in increased authority for the FEMA regions.

Administrator's Remarks- NAC Discussion

- In the past, FEMA has told the public to compile an emergency preparedness kit and outline a family emergency plan. However, many people believe this message is not reflective of reality and does not always inspire action from the public.
- FEMA is currently working to make this message more relevant to the public. The agency hopes that by providing information to the public that personalizes risk, members of the public will change their behaviors which will reduce the impact of emergencies.
- Maximum of Maximums emergency planning is resource intensive upfront and requires FEMA to engage both public and private sectors.

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- In order to engage the private sector in the emergency response and recovery partnership, FEMA will communicate the risk to local businesses with the message that private businesses should be heavily involved in emergency response and recovery.
- Local governments often heavily depend on FEMA to plan and provide leadership during emergencies, but state and local agencies need to bear some responsibility for disaster planning. This message will largely need to be delivered by State and local governors.
- In response to the growth of the population that uses social media as a way to access emergency assistance, FEMA established a FEMA page on Facebook and regional Twitter accounts.

FEMA Response & Recovery Briefing- Beth Zimmerman, Assistant Administrator of the Recovery Directorate

- FEMA develops and maintains types of documents that outline the agency's strategy, functions, and operational procedures: Capstone Documents, Keystone Publications, Operational Manuals, and Procedural Documents.
 - FEMA's Capstone document, the FEMA Incident Management and Support Keystone 3.0, is the overarching strategic document that defines the reasons for the agency's existence.
 - FEMA's Keystone Publications outline the functions required to implement the capstone document, and the Incident Management Manual, the Regional Incident Support Manual, and the National Incident Support Manuals are the primary documents from which all other FEMA disaster response directives and policies are derived. It describes how the Response Doctrine, articulated in the National Response Framework (NRF), is implemented in FEMA's disaster response operations.
 - FEMA's Operational Manuals define how the agency executes missions.
 - FEMA's Procedural Documents identify codified, specific, measurable actions and methods that implement doctrine or policy.
- In preparation for hurricane season, FEMA conducted exercises and events to prepare the agency and the response community. This includes:
 - Senior level exercises and facilitated discussions, a Department of Homeland Security (DHS) senior leader hurricane facilitated discussion, a Emergency Support Function Leaders Group (ESFLG) hurricane table top exercise, a regional administrators hurricane table top exercise, and a recovery directorate hurricane table top exercise have all been conducted.
 - "Thunderbolt" or "no-notice" exercises have been conducted including regional headquarters exercises in Regions II, IV, and VI; a FEMA headquarters 2-day workshop; and 4 FEMA headquarters workshops focused on hurricane planning, and operational roles and responsibilities.
- The Concept of Operations (CONOPS) document and The Practitioners Guide to Disaster Housing are expected to be released soon for public comment.

FEMA Response & Recovery Briefing- NAC Discussion

- The CONOPS document should be integrated into the National Disaster Recovery Framework (NDRF).
- During disaster situations, there seems to be a lack of leadership and sense of responsibility from the US Department of Housing and Urban Development (HUD). HUD has regional directors for early

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response to emergency situations. HUD has recognized its importance in disaster response and FEMA is committed fostering that sense of responsibility.

- FEMA's role in disaster response should be facilitator and bringing together Federal agencies involved in a disaster response instead of attempting to be a single provider of disaster assistance.

Flood Plain Management Task Force Briefing- Sandra Knight, Deputy Federal Insurance and Mitigation Administrator for Mitigation

- The Flood Plain Management Task Force was stood up in 1975, after the National Flood Act of 1968, with the purpose to reduce the loss of life and property caused by floods and to protect and restore natural resources of the flood plains. Senior FEMA leadership and representatives from HUD, US Environmental Protection Agency, US Department of the Interior, US Department of Agriculture, National Oceanic and Atmospheric Administration, and Natural Resources Conservation Service attend Task Force meetings.
- The Task Force's primary task is to develop a work plan to build a national framework for flood risk management. The Federal government will provide the leadership and set the example of using higher standards for flood plain management that incorporate climate change, promote partnerships, and set priorities. Execution will be at the local level recognizing that a one-size fits all concept will not work.
- The two goals for the five-year work plan are to develop a unified national strategy framework for floodplain management activities and to provide a forum for Federal alignment problem solving for emerging issues and opportunities. The main challenge rests with not understanding the definition of risk, how to communicate risk, and how to measure risk.

Public Engagement & Mission Support Subcommittee Report- Ann Beauchesne, Subcommittee Chair

- The Public Engagement and Mission Support Subcommittee received two briefings from FEMA Staff on the Workforce Enhancement Initiative and Diversity.
- The Subcommittee will draft a proposal about how FEMA should acquire and maintain a professional emergency management workforce. The subcommittee also had discussions around the preparedness kit and incorporating the use of social media.
- The outcomes of Hurricane Awareness Month and the National Preparedness Month, two recent public engagement initiatives, were reviewed by the Subcommittee.

Flood Insurance & Mitigation Subcommittee Report- Larry Larson, Subcommittee Chair

- The Federal Insurance and Mitigation Subcommittee was briefed on the Flood Plain Management Task Force, on FEMA's comprehensive efforts to address the concerns of a wide range of stakeholders involved in an ongoing dialogue about National Flood Insurance Program (NFIP), and on the Iowa Climate Change Adaption & Resilience Pilot Project.
- Subcommittee discussions on the Flood Plain Management Task Force highlighted that responsibility should be shared among the Federal, State, local, and private when handling risks.
- The NFIP reform utilizes feedback from stakeholder and public dialogues, findings from the Government Accountability Office, and research from the American Institute of Research. Thus far,

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stakeholder feedback has identified the need to adopt policy analysis framework, guiding principles, and evaluation criteria as part of the NFIP reform process. The deadline for the NFIP reform is November 2010.

FEMA Protection and National Preparedness Briefing- Corey Gruber, Assistant Administrator for National Preparedness

- FEMA is revising the National Exercise Program (NEP) to ensure consistent exercises and after-action reporting across the country. The exercises will be more realistic and force participants to deal with more uncertainty. Exercise objectives will be established by principles, partners (State, local, tribal, and private sector), operational elements, and legislative requirement.
- A two-year progressive exercise program will be established where smaller-scale, linked exercises culminate to a large-scale national-level exercise (NLE). The NLE will focus on a catastrophic earthquake in the new Madrid seismic zone.
- The Homeland Security Exercise and Evaluation Program doctrine will be revised to be less burdensome on stakeholders.
- FEMA is revising the Comprehensive Preparedness Guide (CPG-101) based on lessons learned during the first year of use to include: re-organized chapters that reflect how the document is being used; a 30 percent reduction in length; and an expanded discussion on community-based planning with increased integration of children, functional and access needs populations, pets and service animals into the core planning process.
- The National Preparedness System was originally designed using a top-down approach and is now being reconsidered with a stakeholder-driven, bottom-up approach. FEMA will look at scalable solutions instead of instituting a one-size-fits-everybody and aim for speed, effectiveness, efficiency, and mass in each response.
- Maximum of Maximums planning focuses on solving catastrophic events and supports the idea that no single entity can provide all of the resources needed to solve a catastrophic event.

FEMA Protection and National Preparedness Briefing- NAC Discussion

- The revision of the NEP is a reformation that will affect all levels of government and all types of emergency responders.
- A forthcoming Presidential Policy Directive (PPD) will have large affects on FEMA's emergency planning strategies and may not encompass Maximum of Maximums planning except to involve many Federal agencies during catastrophic emergency response and recovery.
- The public needs to prepare to care for themselves in the event of an emergency so that FEMA can focus on the most vulnerable populations. FEMA is changing its mindset by looking at members of the public as a resource during emergency situations. Disasters provide teachable moments.
- During an emergency situation, even the perception of lawlessness can prevent private entities from responding, so maintaining a safe and stable environment is of the utmost priority.

Public/Private Partnerships in Denver, Colorado- Sue Mencer, NAC Member

- Connect Colorado is a database that documents, categorizes, and makes available the resources and expertise of the private sector to emergency responders. Participation in the Connect Colorado program is voluntary for businesses.

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- The system was tested during the last Democratic National Convention in Denver, Colorado when emergency responders released a request for water on the social networking component of Connect Colorado in response to the crowds waiting to enter the venue as they were exposed to outside temperatures of 85 degrees and prompted local companies to donate water within 30 minutes.
- Previously, using private sector resources during an emergency has been time consuming because price negotiations needed to occur prior to using the resources. With Connect Colorado, negotiations have already occurred before the event occurs and saves time and money.
- Connect Colorado is scalable and the future goal of the system is to expand the system for use in other states.
- Emergency managers can either gain direct access to the resource database or call one number and access the database through that number.

The NAC recessed at 5:15 p.m. (MST) on August 4, 2010.

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Day Two Summary - August 5, 2010

The NAC convened at 8:30 a.m. (MST) on August 5, 2010 at the Curtis Hotel in Denver, Colorado.

Deputy Administrator's Remarks- Richard Serino, FEMA Deputy Administrator

- FEMA recently held an all-hands meeting where FEMA leadership outlined a vision for the agency and gave the 500 employees in attendance the opportunity to ask questions. Many employees expressed interest in human capital issues such as employee benefits, hiring, training, and career path development.
- In the future, FEMA will direct its focus on:
 - Recruiting, retention, and new-employee orientation, and streamlining the application process;
 - Increasing the visibility and attractiveness of careers in emergency management;
 - Increasing the agency's focus on resiliency after an emergency; and
 - Looking at how to buy and hire locally during a disaster in order to save money, create jobs, and support the local economy after a disaster.

Deputy Administrator's Remarks- NAC Discussion

- The NAC shared ideas that will help establish priorities for FEMA in the next few years which include the following:
 - FEMA should deliver a message to the states that requests each state to allow many types of instructors for emergency management courses, as some states have restrictions on who can and cannot teach.
 - In order to increase the visibility and attractiveness of careers in Emergency Management, FEMA should extend education about Emergency Management techniques to school age children in addition to colleges and universities.

Regional Advisory Council Update- Robin Finegan, Administrator, Region VIII

- The Regional Advisory Council (RAC) for FEMA Region VIII recently held its 7th meeting since it was formed in 2007. The Region VIII RAC provided recommendations to the Regional Interagency Steering Committee and has been successful in ensuring its recommendations are actionable.
- Region II is working on catastrophic planning with Urban Area Security Initiatives.
- Region III is focused on community preparedness with an emphasis on youth education.
- Region IV's meeting in Atlanta, GA of April 2010 focused on hurricane planning.
- Region V has been focused on public assistance reimbursement.
- Region VI has focused on reviewing state evacuations from recent disasters.
- Region IX has focused on planning to provide disaster support to two independent nations.
- Region X has focused on issues of mass sheltering.

Response and Recovery Subcommittee Report- Joe Becker, Subcommittee Chair

- The work of the National Disaster Housing Task Force (NDHTF) was aligned to that of the NDRF to ensure program consistency. The NDHTF will stay focused on short term and interim housing, while being linked to the NDRF's Recovery Structure Framework (RSF).

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- In the future, the Response and Recovery Subcommittee will work on the NDHTF CONOPS, the NDHTF Practitioner's Guide, and the National Disaster Recovery Program Database.
- The NAC Stafford Act Working Group will be dormant moving forward as FEMA leadership thinks the past issues with the Stafford Act have been with the interpretation of the policy not the policy itself.
- Upon completion of roll call to confirm the presence of a quorum, the NAC made the following recommendation for discussion and Council decision:
 - Continue supporting the removal of impediments to working with tribal governments. Specifically, tribal governments should have the ability to directly request Federal disaster assistance.
- To answer questions raised by Presidential Policy Directive, FEMA will use the concept of "Whole of Community" which refers to the unity of effort required to address an extreme disaster that overwhelms existing Federal/State/local emergency support capacity.

Preparedness and Protection Subcommittee Report- Russ Decker, Subcommittee Chair

- The Preparedness and Protection Subcommittee received the following briefings from FEMA Staff on the CPG 101 and National Incident Management System (NIMS):
 - The CPG 101 revision process focuses on infusing functional and access needs throughout the planning process, providing additional content around implementation and examples within the planning process, and including community based planning.
 - A new PPD will be published in the near future which will significantly impact the preparedness plans and guidelines, such as the NIMS and the NRF. NIMS has a self-imposed rewrite and re-exam process every two years which may warrant review.
- The NRF Working Group is a new working group with membership drawn from the NAC Preparedness and Protection Subcommittee and the NAC Response and Recovery Subcommittee and will report to both subcommittees. Final recommendations will be submitted to the Preparedness & Protection Subcommittee.

Preparedness Task Force Briefing- Katie Fox, Executive Director, Protection & National Preparedness

- The Preparedness Task Force is charged with making recommendations for all levels of government regarding disaster and emergency guidance and policy, Federal grants, and Federal requirements. The final report is due in September 2010.
 - The Task Force shall evaluate which policies and guidance need updating, and the most appropriate process by which to update them; which grant programs work the most efficiently and where programs can be improved; and the most appropriate way to collectively assess our capabilities and our capability gaps.
- The Task Force is made up of 35 State, local, and tribal representatives as well as 24 ex-officio members. There are no private sector representatives on the Task Force but its members have held events with private sector stakeholders.
- The themes from the Task Force's discussion include: current data and collection efforts are overwhelmingly complex; existing standards and metrics need to be enhanced; the integration and consistency between policy and doctrine must be emphasized; a unifying preparedness doctrine must be clearly defined; a standardized stakeholder participation methodology needs to be developed,

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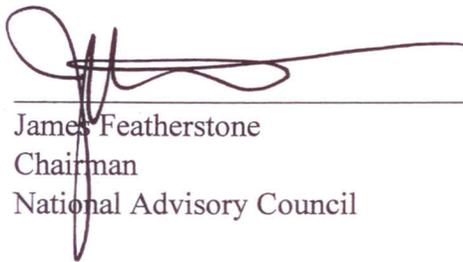
including policy development; grants application and review processes need to be streamlined and consistent.

Public Comment Period

- There were no members of the public who wished to make a statement.

The NAC adjourned at 11:45 a.m. (MST) on August 5, 2010 at the Curtis Hotel in Denver, Colorado.

I hereby certify that to the best of my knowledge, the foregoing minutes are accurate and complete.



James Featherstone
Chairman
National Advisory Council