

EXECUTIVE SUMMARY

Day One Summary – August 13, 2008

The National Advisory Council (NAC) convened at 10:43 a.m. (EST) on August 13, 2008, at the Grand Hyatt in Washington, D.C.

NAC Members Present:

Dr. Kem Bennett, Chair
Dr. Robert Gougelet, Vice Chair
David Barron
Ann Beauchesne
Joseph Becker
Michael Brown
Joe Bruno
Dr. Christine Catlett
Irene Collins
Robert Connors
Russ Decker
Nancy Dragani
Cathey Eide
Angelina Elgin
Lee Feldman
Joanne Hayes-White
Charles Kmet
Kurt Krumperman
John Lancaster
John Libby
Sue Mencer
Dr. Kenneth Miller
Ken Murphy
Gerry Parker
James Paturas
Phillip Reitingner
John Stensgar
J.R. Thomas
Susy Torriente

DHS/FEMA Staff in Attendance:

Harvey E. Johnson, Deputy Administrator
Robert Shea, Associate Deputy Administrator
Dennis Schrader, Deputy Administrator, National Preparedness
Alyson Price, Designated Federal Officer

Meeting:

The meeting was called to order at 10:43 a.m. by Alyson Price, Designated Federal Officer.

Bob Shea, Associate Deputy Administrator, introduced new NAC members, pointed out those members who were reappointed and acknowledged the outgoing members.

Dr. Kem Bennett, NAC Chair, reviewed the previous day's subcommittee meetings (which were closed) and the NAC's agenda for August 13-14.

Highlights from FEMA Headquarters – Harvey Johnson, FEMA Deputy Administrator:

- FY '09 budget is still on the Hill, most likely a continuing resolution will be issued.
- We want to look at FEMA's partners and learn to work more collaboratively together.
- Comments on the Midwest flood response were more objective.
- In terms of authorization support, FEMA has done much better.
- Stress on volunteer organizations and how to work with them.
- Interactions with Congress, a couple of Co-Dels [Congressional Delegation trips] will go out next month.
- IMATs are now a reality, headquartered in Washington, D.C.
- Operational planning: the goal is to have 30 planners at headquarters and 53 in the 10 regions – currently FEMA has hired 25 at headquarters and 33 in the regions.
- Upgrade of business practices focuses on metrics of hiring and spending of money.
- Minority intern program will be launched soon.
- The number of SESs inside FEMA has increased by 25%.
- FEMA has developed a transition briefing book for incoming leadership.
- Transparency website for the state of Louisiana will be launched soon.
- The number of households in FEMA temporary housing is down to 15,000; 85% on private sites and 500 a week turn their trailers back to FEMA. Only 3,000 are still living in trailer homes.

NIMS, Integrated Planning System, Target Capabilities List – Dennis Schrader, Deputy Administrator, National Preparedness Division:

- HSPD-8, PKEMRA and our leadership establish national preparedness requirements
 1. Target capabilities and preparedness priorities
 2. Equipment and training standards
 3. Training and exercises
 4. Comprehensive assessment system
 5. Remedial action management program
 6. Federal response capability inventory
 7. Reporting requirements
 8. Federal preparedness
- Regional Offices are FEMA's primary connection to State and local governments and the private sector.

- Federal Preparedness Coordinators (FPCs) work with State and local jurisdictions to improve all-hazards preparedness in the 9 out of 10 Regions.
- Integrated Planning System (IPS) will provide common processes for developing Federal plans at Strategic, Operational and Tactical levels.
- CPG-101 will be finalized in December 2008, and will address the vertical integration and synchronization with the IPS effort; it will incorporate Prevention, Protection and additional Recovery elements.
- Target Capabilities List (TCL): 11 working group sessions across FEMA regions with 175 participants; 13 TCLs for the next rollout.
- NPD is currently developing several tools to assess emergency capabilities, including:
 1. The National Preparedness System (NPS)
 2. State Preparedness Reports
- NAC reviewed the NIMS document on June 25, 2008, and submitted five recommendations for changes to the draft NIMS document. FEMA concurred with all five recommendations and immediately implemented 1-4. The fifth will be implemented in future revisions of the document. The recommendations submitted by the NAC were:
 1. The revised NIMS document must demonstrate a clear connection between the NIMS and the National Response Framework (NRF).
 2. Review the use of “must” and “shall” in the NIMS document and, where appropriate, replace with phrases such as “must consider”, “shall consider”, “may” or “should”.
 3. More consideration should be given to the role of medical partners to include public health and hospitals.
 4. Include Community Emergency Response Teams (CERT) as a recognized non-governmental organization assisting in disaster response at the local levels.
 5. Consider including flexible language that allows for the possibility of a Unified Operations Section within the ICS framework. However, clarify that it is not mandatory to do so.
- NIMS Credentialing Guideline: Implementing Recommendations of the 9/11 Commission Act of 2007

Federal:

- (By August 2008) Define Federal Emergency Response Official (FERO)
- (By February 2009) Establish FERO database system

Non-Federal:

- (By September 2008) Provide detailed written guidance, technical assistance, and expertise to State, local, and tribal governments to facilitate credentialing

Subcommittee Report Outs:

- National Response Framework (NRF) – Cathey Eide
Issues:
 - Senior elected officials, senior emergency management, and response community should be educated and trained on the NRF, not just emergency management.

- Need a tiered understanding of the approach for other emergency management personnel and response partners.
 - Integration of the NRF into existing training for emergency managers and responders.
 - Encourage the use of the resource center to be able to answer those questions that are not covered in the NRF.
 - The Subcommittee is requesting regular updates on the NRF Partner Guides and would like to review current drafts of Partner Guides and stakeholder input.
 - Future versions of the NRF should cover more information on the private sector.
 - GAO Report – Improving ways by which FEMA communicates the policies and procedures that guide relevant to the NRF; providing draft of revised collaboration policies to NAC and NRF subcommittee for review; defining their timelines for how FEMA incorporates stakeholder collaboration; and encouraging that FEMA continues to improve their inclusion of stakeholders in future revisions.
 - Questions regarding NRF should be addressed to FEMA-NRF@dhs.gov.
 - Encourages all the members of the NAC as well as the members of the subcommittee to take a look at the NRF elevator speech.

- Stafford Act – Nancy Dragani
 Recommendations and comments regarding the FEMA Regulatory Initiatives for full council review and approval:
 - Subcommittee highly recommends that FEMA respect tribal “sovereignty and the government-to-government relationship, especially as it relates to associated regulations and policies. In particular, appropriate references to states should also include federally recognized tribes.”
 - Public Assistance Regulatory Issue No. 1:
 - FEMA Issue: Major disasters can severely impact the operating budgets and revenue streams of local government.
 - FEMA Solution: Provide advanced funding to local governments through the states so that they can expedite the initiation of recovery projects and speed the recovery process.
 - NAC Recommendation: Clear guidelines should be established to prevent overspending and financial management; limit advance funding to 75%-80% of the total award; and FEMA should be open to explore federal loan guaranty to local government.
 - Passed unanimously.
 - Public Assistance Regulatory Issue No. 2:
 - FEMA Issue: Public assistance regulations do not reflect the new FEMA's post-Katrina business practices and philosophy changes regarding the provision of disaster assistance, nor do they address the post-Katrina legislative amendments to the Stafford Act.
 - FEMA Solution: Complete a comprehensive revision of public assistance regulations.

- NAC Recommendation: FEMA should clearly specify the types of activities and address eligibility criteria and responsibility for debris removal at private or gated communities; ensure policy is consistent with regulation by streamlining and improving project worksheets; institutionalize funding and applicant protection improvements; and improve state administrative plans.
 - Passed unanimously.
 - Public Assistance Regulatory Issue No. 3:
 - FEMA Issue: Response and initial recovery efforts of state and local government can overwhelm government resources, especially during large-scale incidents where emergency work continues for many weeks.
 - FEMA Solution: In large-scale events and for a limited period of time, reimburse state and local government for the regular or straight time salaries and benefits of applicants' permanently employed staff for the cost incurred in assigning permanent staff to engage full-time on emergency protective measures and debris removal.
 - NAC Recommendation: NAC recommends that issues regarding reimbursement for catastrophic disaster staffing should be further clarified in terms of eligibility for backfill costs, prevention of supplanting existing state and local budgets, further define universal match, 30-day threshold for reimbursement, eliminating the use of the term "catastrophic events".
 - Passed unanimously.
 - Individual Assistance Issue No. 1:
 - FEMA Issue: Streamline and signify the recertification of assistance to disaster applicants.
 - FEMA Solution: Revise the regulations or criteria for continued assistance to significantly streamline the recertification process.
 - NAC Recommendation: Simplify and streamline recertification of assistance for disaster applicants specifically: ensuring face-to-face visits to address a permanent housing solution; clearly identify an appeals process that takes into account the entire range of issues that may be faced by a disaster victim; clarify the "ability to pay" determination; disaster victims who have relocated outside the disaster event area must be provided with the same level of service as those in the event areas; and the NAC noted that FEMA should consider alternative methods of contract when face-to-face may not be necessary.
 - Passed unanimously.
 - Individual Assistance Issue No. 2:
 - FEMA Issue: The legislative criteria that underpins the Individual Assistance rental repair pilot limits the operational and field opportunities and makes implementation problematic for FEMA.
 - FEMA Solution: Develop regulatory guidance that allows or requires FEMA to mission assign the responsibility for the pilot execution and the implementation of the pilot to HUD.
 - NAC Recommendation: HUD should be the federal entity that oversees the repair and enhancement of rental units; FEMA should consider

including timelines and deliverables in their guidelines; HUD should evaluate their policies and procedures to expedite the process of providing disaster housing; FEMA should consider including specific timelines and deliverables in their guidelines to HUD; FEMA and HUD should explore ways to maximize the use of units restored under pilot programs for future disasters; FEMA will retain the mission to fund locals or states to provide post disaster temporary housing to those in need; FEMA or HUD may add a qualification that if a local or state jurisdiction wants assistance in this vein from HUD then the local must make accommodations regarding building codes that are needed in order to move expeditiously and safely ahead with the HUD programs; improve the continued use of Section 8 housing vouchers for disaster victims; the NAC encourages FEMA to develop processes that ensure all properties included in the pilot project adhere to applicable civil rights and disability access regulations; the NAC requests that FEMA provide them with a copy of the Congressionally mandated pilot project progress report currently due in March 2009; and the NAC encourages FEMA and HUD to develop a mechanism for participants in the program to ensure they have purchased appropriate insurance, maintained the property and participate fully during future Federal emergency housing situation.

- Passed unanimously.
- Individual Assistance Issue No. 3:
 - FEMA Issue: the Individual Assistance Program regulations contain ambiguous and outdated provisions.
 - FEMA Solution: FEMA is drafting regulatory language based on lessons learned to address ambiguous and outdated provisions so they are clear and consistent, and do not impede effective delivery of disaster assistance to applicants.
 - NAC Recommendation: the NAC Post-Disaster Housing Subcommittee address the issue of semi-permanent housing as part of their recommendation regarding the National Disaster Housing Strategy; FEMA should identify an administrative way for homeowners to waive the rental assistance cap so that homeowners can access their full individual and Household Program grant award; FEMA should extend eligibility for utility payments to internet and cable service providers; and ensure services provided under the disaster programs are appropriate for FEMA and support local surge capacity.
 - Passed unanimously.
- Individual Assistance Issue No. 4:
 - FEMA Issue: The movement of individuals and households displaced by a disaster was a critical issue during Hurricanes Katrina and Rita.
 - FEMA Solution: FEMA will draft the regulations necessary to implement the provision of transportation assistance.
 - NAC Recommendation: the NAC supports the need to return disaster victims to their homes when transported by FEMA, however there was no firm consensus on how to proceed. Major concerns identified were: (1)

the regulatory change will create appearance of rewarding poor policy; (2) providing transportation for evacuees back to their homes may be difficult for FEMA to manage; and (3) FEMA must develop clear guidance to establish conditions for assistance to be provided.

- Passed unanimously.
- Special Needs – Irene Collins
Recommendation from the subcommittee regarding regional disability coordinator positions for the full council’s review and approval:
 - Subcommittee Recommendation: A disability coordinator position would be hired within each of the 10 FEMA regions to appropriately expand and enhance the work of the FEMA disability coordinator, both in maintaining relationships with volunteer groups and in coordinating response activities.
 - Passed unanimously.
- Public/Private Partnerships – Ann Beauchesne
Issues:
 - Eric Smith - FEMA's logistics transformation since Katrina is focusing on planning rather than response and who their partners are.
 - Mary Rose Register - Total Asset Visibility Program is tracking capability in the logistics.
 - Jan Mares - The status of the Voluntary Private Sector Preparedness Certification Program.

Meeting was recessed at 5:13 p.m.

Day Two Summary – August 14, 2008

The National Advisory Council (NAC) reconvened at 8:46 a.m. (EST) on August 14, 2008, at the Grand Hyatt in Washington, D.C.

NAC Members Present:

Dr. Kem Bennett, Chair
Dr. Robert Gougelet, Vice Chair
David Barron
Ann Beauchesne
Joseph Becker
Michael Brown
Joe Bruno
Dr. Christine Catlett
Irene Collins
Robert Connors
Russ Decker
Nancy Dragani
Cathey Eide
Angelina Elgin
Lee Feldman
Joanne Hayes-White
Charles Kmet
Kurt Krumperman
John Lancaster
John Libby
Sue Mencer
Dr. Kenneth Miller
Ken Murphy
Gerry Parker
James Paturas
Phillip Reitingner
John Stensgar
J.R. Thomas
Susy Torriente

DHS/FEMA Staff in Attendance:

R. David Paulison, Administrator
Robert Shea, Associate Deputy Administrator
Pauline Campbell, Director, Office of Equal rights
Jonathan Sarubbi, Region III Administrator
Alyson Price, Designated Federal Officer

Meeting:

The meeting was called to order at 8:46 a.m. by Bob Shea, Associate Deputy Administrator.

Remarks by Administrator Paulison:

- A year after its first meeting the council is tackling real issues and providing honest feedback. The Administrator is proud to have been part of putting together the council, which has provided invaluable feedback.
- National Disaster Housing Strategy – One of the most important documents the NAC will look at, this is the first time that a document has summarized sheltering and housing capability, charting new direction. The document is not designed to be a quick fix but to get the agency through the next year. It is hoped the annexes will be finished this fall; input will be coordinated to make the document as deliberate as possible. It will set vision and goals for the agency in regard to:
 - Larger disaster issues
 - Creative housing solutions
 - Safety issues and people with disabilities
- Grants Program - \$1.7 billion in grants issued a couple weeks previously.
 - Emphasis on customer service - FEMA is providing States with the ability to provide input on potential changes to the grant program.
 - Assessing the effectiveness of FEMA's grant programs.
- National Urban Search and Rescue program will be briefing the council and making a request regarding subcommittee status.
- Annual Report – this will be a key document during the upcoming transition to new leadership and staff.

Dr. Bennett, NAC Chair, summarized the previous day's proceedings.

EEO Briefing – Minority Hiring at FEMA – Pauline Campbell, Director, Office of Equal Rights:

- FEMA has 3,127 permanent and 13,206 temporary employees. 53% female and 47% male. 72% Caucasian, 24% African-American, 9% Hispanic.
- 312 new PFT hires in 2008, 31.4 minority; 920 new temp hires, 28.4% minority.

Regional Advisory Council Update – Jonathan Sarubbi, Region III Administrator:

- Region III has 125 full-time employees and 450 disaster assistance employees. The Advisory Council has 20 members and 3 advisory teams.
- RAC Priorities:
 - Private Sector Integration
 - Community Preparedness
 - Situational Awareness/information
 - Regional Exercise Coordination
- Meeting attendees were provided with an issue paper providing updates on all 10 RACs.

Subcommittee Report Outs

- Post-Disaster Housing – Joe Becker

The Post Katrina Emergency Management Reform Act (PKEMRA) requires FEMA to craft a National Disaster Housing Strategy. The Act also requires coordination of the strategy with the NAC.

- FEMA Issue No. 1 – PKEMRA mandated a strategy to address post disaster housing issues with unclear expectation of the document.
- NAC Recommendation: FEMA should provide a clear charge to the National Disaster Housing Task Force by: (1) defining and narrowing its mission; (2) articulating expectations on a concept of operations; and (3) specifying timelines for the Task Force's actions. The makeup of the Task Force (FEMA, HUD and ACR) should be defined to ensure permanent full-time inclusion of state and local government, the private sector and the NGOs.
- FEMA Issue No. 2 – There is a current perception that interim and long term housing solutions are imposed on communities by FEMA.
- NAC Recommendation: The agency needs to create a collaborative process where state, local and tribal governments are engaged in the process pre and post event.
- FEMA Issue No. 3 – Operational Construct for Post Disaster Housing should be clarified.
- NAC Recommendation: FEMA should provide a menu of post-shelter housing options and defined social services for clients; the National Disaster Housing Task Force should create this menu with broad input from state, tribal and local governments and the private sector; FEMA should vet the options and foster the creation of prototypes; FEMA should provide options to local officials in support of their local housing strategies and should also provide a list of federally approved contractors; State-led task forces, tribal and local governments are strongly encouraged to develop plans and timetables based on selections from this menu of options to address disasters of every size; contrary to the Strategy, where appropriate, State-led housing task forces funded by FEMA should be created to develop local housing strategies pre-event; post disaster housing strategies must address client access to needed wrap around services; and case Management is currently diffused between voluntary agencies, FEMA, HHS, and HUD and needs to be clarified.
- FEMA Issue No. 4 – Roles and responsibilities for individuals, local/state/tribal governments, federal agencies, NGOs and the private sector need to be further clarified.
- NAC Recommendation: FEMA needs to articulate its leadership role in the implementation of the housing strategy; the Strategy needs to identify FEMA as the leader of the National Disaster Housing Task Force; with regard to HUD, authorization and responsibility to address long-term housing needs should be clarified; with regard to NGOs, the draft needs to

spell out the resource interdependence of the voluntary sector with tribal, state and local government; the NDHS needs to acknowledge that mega shelters may be necessary as a tool to address immediate housing needs in large scale events; the Strategy properly identifies three groups of clients who need care, and rather than establish a set of specialized shelters, the goal should be to accommodate the greatest range of needs at congregate shelters; and with regard to the private sector, the NDHS should articulate guidelines for outreach and integration of the private sector beyond contracting for housing options.

- FEMA Issue No. 5 – The National Housing Task Force should have an advisory committee.
 - NAC Recommendation: Members of the NAC’s Post Disaster Housing Subcommittee should be appointed to participate on this advisory committee.
- National Incident Management System (NIMS) – Russ Decker Issues:
 - Subcommittee received some initial feedback on the comments the NAC made on the NIMS revision.
 - Subcommittee is committed to reviewing and providing input on any NIMS related documents.
 - Intelligence and Investigation Functions Guide
 - New NIMS National Strategy

National Urban Search and Rescue – Fred Endikrat, City of Philadelphia FD

- Background Information:
 - In 1990, FEMA was tasked by Congress to create the US&R Task Forces.
 - Purpose: to provide a nationwide network of heavy search and rescue teams rapidly deployable to disaster incidents.
 - 28 units were created strategically located throughout the country.
- Current Overview:
 - All-hazard preparedness
 - Ability to quickly coordinate state and local US&R assets
 - Proven response entity of the federal government
 - Since 1991 has responded to 29 major disasters
 - US&R program have three 21-member Incident Report Teams
- FEMA US&Rs operate under the following guidelines:
 - 24-hour around the clock operations
 - Self sufficiency for 72 hours
 - Report to point of departure within 4-6 hours
 - Cross-trained personnel
 - Standardized equipment and training

- Standardized operating procedures
- Operate under ICS

Office of Emergency Management (OEM) New York – Commissioner Joe Bruno

- “What-If” Competition – Presented the top 10 idea submissions from urban planners, engineers, local construction companies and city agencies that attempted to build post-disaster housing in New York addressing unique challenges of population density and a lack of open land. Commissioner Bruno had provided the council with an overview of the competition during the February meeting.

Closing Remarks by Dr. Kem Bennett

- The next meeting tentatively scheduled for December 9-11, 2008 in Dallas, Texas.

Meeting was adjourned at 2:50 p.m.

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

A handwritten signature in cursive script that reads "G. Kemble Bennett". The signature is written in black ink and is positioned above a horizontal line.

G. Kemble Bennett
Chairman
National Advisory Council