

NEMA COMMITTEE REPORTS AND POSITION PAPERS

2014 Mid-Year Emergency Management Policy & Leadership Forum

March 9 – 14, 2014

EMAC Executive Task Force

March 10, 2014

Meeting Summary

EMAC Executive Task Force Chair, Joyce Flinn opened the meeting by thanking the members of the ETF for all of their hard work over the past year.

Roll Call was called by Angela Copple. There was a quorum to conduct business.

Update from the Special Assignments Task Force (SATF)

Kim Ketterhagen (MN), Chair of the Past Executive Task Force Chair SATF, provided an update on the review of documents to include the Regional EMAC Liaison Team Standard Operating Guidelines, which is now open for comments from the ETF. The SOG is a needed tool that will take us to the next step regarding deployment process from NRCC NELTs to the regional. The SOG proposed for approval was developed by NEMA and reviewed/edited by the SATF. While there are not big differences between the RELT and the NELT SOGs, it is important from an operational standpoint to have the two documents separated.

Brenda Bergeron (CT) added that the document is excellent regarding operation of EMAC and the overview of the regional approach was helpful to understand how the national response and EMAC are coordinated.

Ms. Flinn asked if there was a motion to adopt the EMAC RELT SOG.

- Motion moved by Allen Phillips (MA)
- Motion seconded by Jonathan York (KS)
- Motion passed.

EMAC Document: A-Team SOG

Doug Hoell (NEMA) presented the updated A-Team SOG for comments from the ETF and highlighted the still needed edits: adding the acronym list from the RELT SOG and updating the table of contents. Members of the ETF provided edits to Mr. Hoell.

Ms. Flinn stated that the document has gone through numerous reviews and Doug has done a great job of compiling the results.

We will plan to vote on this in the April ETF conference call to allow for edits to be made into the document.

Update on Training

Ms. Flinn provided an update on the five courses will be provided through the EMAC eLearning Center:

- Practice and Implementation of EMAC
- EMAC Pre-Event Preparation for Resource Providers
- EMAC Just-In-Time Training for Deploying Personnel
- EMAC Reimbursement
- EMAC and the National Guard

The courses are expected to be completed at the end of July; but we have a tremendous amount of time sensitive work to complete to get them done.

A-Team Refresher Course

Paul Hogue (NEMA) provided an update on the proposed “A-Team Refresher Course and Re-Qualification” in order to re-qualify A-Team members. The general proposal is to begin the training in January 2015 with a quarterly web based training that would last between 2 – 2.5 hours followed by students having a week to complete an exercise

in Sandbox. They would be asked to complete a situation report, a request with broadcast, take a mission to active and send out the MOA.

Four to five instructors will grade all the students that have completed the exercises. A list will be provided and will be weighted with the importance of the task within the online exercise. Class on Tuesday, two days to complete exercise, grading on Friday and results provided on Friday or Monday of the following week.

We can also provide an online assessment similar to what they do at the end of the current A-Team course. The ETF indicated that they would like to see a graded assessment as part of the course.

Mr. Hogue then reviewed the webinar schedule for the remainder of 2014.

- EMAC Operations System Overview, 3/27/2014
- EOS in Focus: Reimbursement Tracking Tool, 4/17/2014
- EOS in Focus: Multiple Offers, 5/15/2014
- EOS in Focus: SITREPs, 6/19/2014
- EMAC Operations System Overview, 6/26/2014
- EOS in Focus: Update ARs, DCs, and Other State Information, 7/17/2014
- EOS in Focus: Statuses in the EOS, 8/21/2014
- EOS in Focus: Organizational Hints and Tools, 9/18/2014
- EMAC Operations System Overview, 9/25/2014
- EOS in Focus: Uploading MRPs, 11/20/2014
- EMAC Operations System Overview, 12/11/2014
- EOS in Focus: Using the Sandbox, 12/18/2014
- Public Health Webinar – details pending
- EMAC for State Legal Councils – details pending

Upgrades to the EMAC Operations System

Angela Copple (NEMA) provided an overview of the edits made to the EMAC Operations System (EOS), many of which were cited as recommendations following Hurricane Sandy in 2011. The ETF had a discussion, led by Ms. Copple, about browser versions and compatibility with the EMAC Operations System. The release of Internet Explorer (IE) 11 by Microsoft is drastically different than any of Microsoft's previous IE releases. So much so that if EOS works in IE11 it does not work with previous browser versions. We are starting to see users with IE11, 10, 9, 8 and 7 have issues all based upon browser compatibility. While this is not as evident in Google Chrome, Firefox, and Safari, the issues within IE are completely out of our control and looks like software bugs which is upsetting. Microsoft no longer supports Windows XP and IE8. In November Microsoft is expected to release IE12 and will likely again break cross-compatibility with older browsers. Maintaining compatibility with the newer browsers and operating systems is a tremendous amount of work – testing the three versions of EOS in the multiple browsers with different browser versions. Each computer can only have one Operating System and browser version. The analytical data from the website usage shows us that only 11% of the users are in the system with IE9 yet that is 11% of users that see issues in EOS.

Jonathan York provided an example that his IT will not allow the most recent version of IE, but will allow download and use of Firefox. Jason Eaton adds that it would be beneficial if this directive was higher up to provide leverage to talk with their IT group.

The ETF discussed the development of a formal policy for what browsers NEMA supports with EOS – essentially the latest two versions of the latest browsers. The policy would have to be marketed since so many states use older browsers and older operating systems. Other suggestions included the development of an issues/solutions document that can be circulated before the policy to express security concerns. Another suggestion was to hold a webinar and invite the state IT people so they can understand the issues.

The final recommendation from the ETF was that NEMA move forward and engage the state IT personnel to explain to them how they can get the browsers for free and why for EOS users need the latest version of IE or another free browser option. NEMA will then draft a formal policy.

Transition Training and Exercise of the new National Coordinating State

Carol Walton (AR) thanked all states that participated and noted that Virginia, under Jason Eaton's leadership, did a great job. Ms. Walton thanked Joyce and Paul for all of their work in supporting the exercise. The exercise was a great experience and really set the stage for the role of the NCS, which was not what was expected. There is a mindset that you will be working as an A-Team; but, the role is much different than that.

Jason Eaton added a thank you to NEMA and Kim Ketterhagen for providing on-site support of VA during the event. It allowed Virginia to test their Type I A-Team in a meaningful exercise. Mr. Eaton encouraged all other states to get involved in the transition exercise in the future as it was truly beneficial to the 16 Virginia staff who participated and the countless state personnel who observed the exercise.

Ms. Flinn recommended that the exercise be more formalized with the inclusion of additional states to make the scenario as realistic as possible for the NCS.

Regional Reports from the Lead State Representatives:

Region I: Faith Mayer (ME)

Two of the states in Region I will be participating in the Louisiana EMAC exercise in April. April will also be when the A-Team course is held in Maine. Several states, including Maine, will be working on an upcoming IEMAC exercise.

Region III: Jason Eaton (VA)

Most states did not have an update. Maryland said that they have outlined their EMAC procedures on a new Twitter feed. Maryland also wanted to thank Jack Jowett who supported Maryland's participation in the NCS exercise.

Virginia has been working on their capability development building EMAC grant. The connection between WebEOC and EOS is very close to completion and the grant objectives are close to being met. Virginia will support Kentucky for CUSEC exercise in June with a modified Type II A-Team. Virginia has been working with Kentucky (Greg Shanks, the new EMAC Coordinator) in the exercise design.

Region IV: Tom McAllister (MS)

Region IV states have been involved in a lot of winter weather so there is not a lot of activity in the region. The Region IV states continue to send personnel to A-Team training, including National Guard and specialty public safety/medical personnel to staff A-Teams.

Region V: Michael Johnson (MI)

Not Present. Kim Ketterhagen reported that Region V has developed region wide RELT teams to support RELT requests to support FEMA Region V office. These teams will be available for 2014-2015 and will be given the RELT SOG to train. The big issues in the upper Midwest are snow melt.

Region VI: Victoria Carpenter (LA)

Arkansas is putting together the FEMA Region VI A-Team to support Capstone 2014. Oklahoma has sent additional personnel to A-Team training. All of the attendees have had very positive comments about the A-Team training.

Ms. Carpenter will present at the National Guard conference in Oklahoma. Louisiana has one mission in Colorado for long term recovery. Louisiana also has two EMAC exercises planned in April, which is an excellent time for states to participate in the Assisting State role. There are 22 states that have agreed to participate in the first exercise. Louisiana will stand up a Type I A-Team to support the exercise and get experience in EOS.

Region VII: Jonathan York (KS)

Missouri will be testing their EMAC readiness during the Capstone 2014 - June 16-20. Kansas is getting ready for a Vigilant Guard exercise in August 4-8 and will be incorporating EMAC into the exercise and asking Nebraska, Iowa, and Oklahoma to participate. Kansas will also be supporting Missouri during Capstone 2014. In April will conduct EMAC overview for National Guard leadership.

Kansas will also be working on the linkage between WebEOC and EOS.

Iowa deployed to Alaska for a 30 day deployment and while the experience was very good, the term of the mission was very long.

Region VIII: Bill Miederhoff (CO)

Mr. Miederhoff thanked all of the states that have provided assistance to Colorado: AL, AZ, CA, FL, IA, KS, KY, LA, MT, PA, SD, TN, UT, VT, and WY. Colorado has utilized EMAC a lot over the past year starting with wildfires and now flooding: 27 missions with 220 personnel, including NG assets. So far CO has processed five reimbursement packages.

On a regional level, MN & Dakotas are preparing for relatively high flood season from snow melt.

Mr. Miederhoff is representing NEMA/EMAC on the development of Type I USAR standards. When the template is complete for the Type I standards, they will move to Type II and Type III. The standards are being developed by EMAP in a project with FEMA.

Region IX: Gary Greenly (HI)

Hawaii is working with states to conduct a regional EMAC exercise. California has an upcoming exercise in April. Hawaii has a hurricane exercise in June and would like to do an MRP/Finance reimbursement workshop as well as A-Team training in sandbox at that time.

Region X: Kurt Hardin (WA)

Dr. Egan retired and is no longer with the state military department. Mr. Hardin has stepped in to fill Dr. Egan's role.

The Northwest, especially OR and WA, has a high fire season from Nov1 – Jan 31. In process of trying to do cross board response between Oregon and Washington for fire resources.

Washington will be supporting the Alaska shield exercise coming up at the end of March, beginning of April.

Member-At-Large: Kim Lee (WY)

Kim Lee was not present. Melinda Gibson (WY) provided Mr. Lee's briefing. Mr. Lee is currently responding to spring flooding and ice jams that have created some flooding issues. Wyoming has utilized 80 National Guard personnel to fill sandbags along with other teams that are responding and helping communities.

Legal Counsel Committee Liaison: Brenda Bergeron (CT)

Ms. Bergeron reminded everyone that the Legal Council Committee meeting is the next day and the committee will be discussing the development of EMAC training for legal counsel.

The committee will also talk briefly about mutual aid agreements between Midwest states, MAMA-C, which is a mutual aid agreement through legislation to try to address issues of state-to-state or municipality-to-municipality. There are challenges but some states have passed it. It is managed by the Mid-American Mutual Aid Consortium.

Jason Eaton requested a copy of the legislation.

Ms. Bergeron requested that members of the ETF provide the contact information for their state legal counsel to Ms. Copple so the information can be updated in the EMAC database.

EMAC Executive Task Force Chair: Joyce Flinn (IA)

Ms. Flinn reported that NEMA has received a letter from Director Davis in Louisiana nominating Victoria Carpenter as Chair-Elect to the EMAC Executive Task Force.

Ms. Flinn asked if there was a motion to accept Victoria Carpenter as the Chair-Elect to the ETF.

- Motion was made by Mississippi (Tom McAllister)
- Motion was seconded by Massachusetts (Allen Phillips)
- Motion Passed

A brief discussion of the transition of the Lead State Representatives was conducted. Steve Palladino (OK) will replace Victoria Carpenter. All other positions are unchanged.

EMAC Executive Task Force Chair Elect: Carol Walton (AR)

Looking forward to working with everyone for the next year. Ms. Walton is still working on the appointment of the Members at Large and will announce them soon.

Past Chair: Allen Phillips (MA)

No Report

EMAC Committee Chair: Dave Maxwell (AR)

Mr. Maxwell thanked everyone for the work that's been done over the past year. The EMAC Advisory Group had a positive meeting in December and will meet again at the end of the week. The Big City Emergency Managers were added to the Advisory Group and will help with issues that arise.

Ms. Flinn extended a thank you to the ETF, and will continue to support Carol as the Past Chair ETF. Ms. Flinn asked if there was a motion to adjourn.

- Motion to adjourn by Massachusetts (Allen Phillips)
- Motion seconded by Arkansas (Carol Walton)
- Meeting adjourned

**NEMA Homeland Security Committee Meeting
March 10, 2014**

Meeting Summary

Introduction

Committee Chair Nancy Dragani (OH) made brief opening comments and immediately turned to the planned agenda.

Exploring the Challenges of School Safety

Ms. Dragani introduced Amanda Klinger from the Educator's School Safety Network. The network is comprised of consultants with backgrounds and expertise in the areas of education, emergency response, law, technology, and criminal justice. Their primary mission is to provide training and resources to educators and administrators. Klinger stressed the importance of providing training to those who need it and trying to push a knowledge base of security into the classroom. She also went over how plans must be tailored and specific for districts and buildings. Some assistance came out of FEMA and the Department of Education in 2013.

The committee then discussed how "time" is one of the biggest challenges given other requirements on schools, but emergency management officials must stress the importance of planning regardless. One example provided was utilizing "lightening commands" in the classroom to encourage student response. Bill Hackett (CT) discussed changes made since the Sandy Hook shooting. Connecticut is developing a template for schools to analyze existing codes and staff responsibilities. One possible improvement may be teachers receiving NIMS training.

One unresolved issue discussed during the meeting was how best to engage charter schools. The committee agreed to develop a survey to determine what's been done in the states and where existing gaps remain, but a thorough analysis of where the issue belongs within the NEMA organization must first occur.

Impact of Climate Change on Homeland Security

Glen Woodbury from the Center for Homeland Defense and Security (CHDS) posed some thoughtful questions for the committee to consider when discussing climate change impacts on homeland security. The intent was not to discuss the *cause* of climate change, but its *effects*.

1. What knowledge, skills, and abilities must the homeland security profession possess to manage the implications of climate change?
2. Where does the issue fit in the NEMA organizational structure?

As the committee discussed the issue, members admitted the difficulty in turning to history to manage given extreme events, but could pose issues to current planning assumptions, mission areas, risk assessments, and preferred outcomes. Part of the challenge is an underfunded National Weather Service. Ms. Dragani offered the example of this winter where they faced extreme cold temperatures, a propane shortage, and severe impacts to vulnerable populations. The committee also discussed possible hurdles of the authority to act in some situations.

Protecting the Electric Grid

Paul Stockton from Sonecon, LLC joined the committee to discuss gaps in protecting the nation's electric grid. One of the major hurdles in addressing the grid is how the need for electricity crosses nearly every critical infrastructure sector. According to Stockton, the nation is ill-equipped to be handle larger issues of potentially months without power. He stressed the need for emergency management officials to actively engage the Department of Defense on the issue as well as utilities regarding priority of power restoration. Considerations must be given to how a "black start" will be done between current coal power sources and newer methods as the nation turns more to natural gas (which takes more time to produce power).

The committee addressed the need to ensure utility crews are trained in ICS procedures as well as finding a balance between operators and regulators of power at the local level. Washington, D.C. developed position-specific

guidelines and recently conducted an exercise to address some of the issues surrounding gaps in the power grid. The information was sent to all committee members after the Forum.

Cybersecurity; How DHS can Help States

Mark Ghilarducci of California offered an update on the recent events in San Jose where a power substation was intelligently vandalized. The attackers shut-down power and 911 services to a wide area for almost a day. All evidence in the event pointed to overall vulnerability of the system.

Erin Meehan from the DHS Office of Cybersecurity and Communications went over their mission and how they are focusing on prevention and mitigation of cyber-events. She outlined three programs currently available to assist states:

1. MS-ISAC; Helps bridges existing gaps between state and DHS and provides fly-away teams to aid in the response to an event.
2. CS&C is establishing a new volunteer program tied to the recently released NIST Framework to also provide direct assistance to states.
3. They are also working with FEMA and a training partner at TEEX on training and exercising programs for emergency management officials to enhance response capabilities.

The conversation turned toward how states would potentially respond to a cyber-attack. Questions remain as to how quickly a “return to normal” could be affected, and what federal assets might be available. These issues would be especially problematic if a cyber-attack was also linked with a kinetic incident. This is becoming a particular issue for fusion centers versus current EOC operations.

NEMA Preparedness Committee Meeting
March 10, 2014

Meeting Summary

Committee Chair Al Berndt (NE) called the meeting to order at 10:15 am. He began with a review of the Preparedness Committee responsibilities. This includes the Emergency Management Performance Grant (EMPG), all standards and accreditation including the Emergency Management Accreditation Program (EMAP), planning, training and exercises, public information and warnings, technology including interoperability, radiological emergency preparedness and in recent years, climate change.

President's Advisory Council on Climate Preparedness – Impacts on Emergency Management

Presenter: John Madden, Director, Alaska Division of Homeland Security and Emergency Management

This past November, President Obama issued an executive order, "Preparing the United States for Impacts of Climate Change." The main message of the directive is about managing risk while the central goals are to safeguard the economy, natural resources and infrastructure. A federal working group of state, local and tribal representatives has been established to identify and remove barriers to resiliency, including those that unintentionally increase vulnerability of natural or built systems to climate change risks. Mr. Madden said that state emergency management doesn't really have a precedent or model for these types of efforts, but that it must decide whether to wait for clarity or choose to lead. Areas to consider are: 1) how to mitigate against something that hasn't happened yet, 2) incorporating adaptive and predictive modeling techniques, 3) not treating climate change as a separate hazard, but integrating it into other threats and 4) and governance authorities that would need to be revised.

Public Information Subcommittee Report

Presenter: Jeremy Heidt, Spokesman and Public Information Officer, Tennessee Emergency Management Agency, Lead for NEMA Public Information Subcommittee

The first discussion item was the possibility of increased funding for public education and outreach efforts on behalf of state emergency management. Mr. Heidt explained that most emergency management programs contain at least small funding provisions for public education, outreach and external affairs. There are other options, however, such as in the Hazard Mitigation Grant Program Guidance. Tennessee was able to access a \$600,000 grant through this program for outreach activities.

The second discussion item was the upcoming EMAC/PIO Workshop on Mission Ready Packages, July 28-29, 2014 at the Peabody Hotel in Memphis, Tenn. PIOs have already been notified, but state directors are asked to support their PIOs attendance and participation. Invitational travel will be provided to the state emergency management PIO and the state's EMAC coordinator. To prepare for the workshop, State EMAC coordinators, planners and public information staff should be discussing the state's threats, catastrophic planning efforts and potential EMAC missions that would meet the potential shortfalls in a high-risk scenario. They should also begin thinking about the types of mission ready packages needed. For example, one state might need a portable documentary team to document damage and prepare video segments on response/recovery activities. So, far Minnesota is the only state that has developed a PIO MRP. Other states are welcomed to review it.

Other PIO topics:

- FEMA's Integrated Public Alert & Warning System (IPAWS) & Wireless Emergency Alerts (WEA) – the WEA system exists, but has not been tested adequately. Two states have tried, but the evaluation is difficult due to challenges in its design as a system of systems. The vendor solutions to issue these alerts are only now being integrated and tested at the state/local level. Prior to last October, end-to-end testing was not possible or attempted.

- State/FEMA PIO & External Affairs Training Workshop – 45 participants from 31 states attended a two-day PIO training workshop in November 2013 at the Emergency Management Institute in Maryland. Travel for state participants was fully paid for by FEMA. This training was this subcommittee's fifth and most successful joint-effort to provide an opportunity for state-level PIOs and FEMA external affairs to experience peer-to-peer training, share best practices and lessons learned from real-world events.
- Revised Handbook for New PIOs in February – A revised version of the NEMA Handbook for New PIOs was completed in February and distributed to current PIOs. It is provided to new PIOs when the subcommittee lead is notified that a PIO is hired. The NEMA Public Information Subcommittee developed this mentoring handbook to help newly hired emergency management PIOs by reaching out and making them aware of NEMA and the subcommittee's efforts; offering a network of other state PIOs available to assist, as well as information on recommended training; sharing examples of the unique challenges they can expect to face; and providing lessons learned in crisis communication.

EMPG and EMAP – How Florida is Using the Two Together to Build Capability

Presenter: Bryan Koon, Director, Florida Division of Emergency Management

The state of Florida wanted to encourage EMAP accreditation at the local level. They were also faced with requests from local jurisdictions for increased EMPG funding. The state created an incentive of an additional \$10,000 to every jurisdiction that achieved EMAP accreditation. To assist, the state provided state personnel to help with the additional administrative burdens, resulting from the EMAP process. The state is also trying to address the costs of the EMAP assessment team, which is the most expensive element. As part of the requirements, the local jurisdiction must complete a scope of work for both their EMPG dollars as well as the additional state funding. The state is also trying to align the scope with EMAP requirements. Mr. Koon explained that to promote the program, he talked with many local politicians about the potential additional funding. The next step is to get a greater number of smaller jurisdictions and counties as well as tribal entities to pursue accreditation.

REP Subcommittee Updates

Presenter: Wendy Smith-Reeve, Director, Arizona Division of Emergency Management

Kris Eide, who serves as chair of the NEMA REP Subcommittee, was not able to attend the forum, so Ms. Smith-Reeve agreed to provide the update:

- The Radiological Emergency Preparedness (REP) Exercise Program Strategic Review Workshop was conducted on September 23-25, 2013, in Monterey, California. The session was facilitated by the Naval Postgraduate School Center for Homeland Defense and Security. Eighteen attendees participated in the workshop including representatives from the nuclear power industry and senior homeland security, emergency management, and law enforcement officials (local, state and federal) from multiple REP jurisdictions around the country. The objective of the workshop was to identify key improvements or changes for the REP Exercise Program. The major discussion themes included 1) Exercise Design, 2) Evaluations, 3) Exercise Planning, 4) Relationships and Collaboration and 5) Program Administration.
- The Naval Postgraduate School, Center for Homeland Defense and Security (CHDS), in conjunction with the FEMA Technological Hazards Division, has developed a Radiological Emergency Preparedness (REP) Executive Education Program. The program consists of two, one week sessions; the first week was held in Monterey, California, February 24-27, 2014. The content emphasis was focused on strategic and crisis communications, changes in the REP program environment and evolving threats and demonstrating true preparedness. The group of twenty (20) individuals invited to participate in the initial cohort were representatives from local, county, state, federal and industry partner agencies. The second week is scheduled for June 2014.
- Kris Eide wants the subcommittee to be a better resource to all states and sent a request to state directors for input regarding REP-related issues that they'd like the subcommittee to review or discuss. She is also very interested in hearing back from states without a nuclear facility. She has received some feedback and will be looking at those with the rest of the subcommittee. Finally, she welcomes any other state directors to the subcommittee.

New Federal Approach to Exercises of National Significance

Presenter: John Madden, Director, Alaska Division of Homeland Security and Emergency Management

The state of Alaska is part of FEMA's Capstone 2014 National Exercise, which begins in late March 2014. Mr. Madden explained that this represents a new approach by the federal government, testing its system using the state system rather than the other way around. It will represent multiple threats and will use a more integrated, mission approach as opposed to strict ESFs. It will also include acceptance a state level of assistance from a foreign country. Mr. Madden will report back to NEMA afterwards on major takeaways.

Utility Companies Responding to Disasters – How to Make the System Work Better

Presenter: Chris Eisenbrey, Director, Business Continuity & Operations, Energy Delivery Group, Edison Electric Institute

Mr. Eisenbrey thanked the Preparedness Committee for the opportunity to speak to the group about closer coordination between EEI and state partners. He explained that EEI is comprised of large utility companies that represent 70-75 percent of the industry. The experience of some utility companies during Hurricane Sandy resulted in several outcomes for EEI. First, they realized they needed a better partnership with their federal partners, including the energy, transportation and defense departments. This will help address the issues of tolls and weight restrictions as well as moving large equipment, which complicated their ability to respond. Second, they've developed a new framework, the National Response Event Framework, to allow for a more coordinated and flexible response among their regional utilities. Third, they are working on greater security of sub-stations, with the goal of a more resilient system. In all of their efforts, they hope to continue to build on the state emergency management relationship.

With no further discussion items, the meeting was adjourned at 11:45 am.

**NEMA Response and Recovery Committee Meeting
March 10, 2014**

Meeting Summary

Committee Chair Robert Latham (MS) called the meeting to order at 1 pm. He explained that at the Mid-Year Forum, the committee's focus would be on FEMA policy/regulations/statutory issues in order to take advantage of the DC location and meet with federal partners. For the Annual Forum, the committee will highlight best practices as they relate to recovery issues, and try to connect experienced directors with less experienced/new directors. He then proceeded with the agenda.

Re-Engineering of American Red Cross – Impact on States

Presenter: Richard Reed, Senior Vice President, Disaster Cycle Services at the American Red Cross

Mr. Reed outlined changes that the American Red Cross has made in order to be more effective and a better resource to the states. Some of these include the following:

- Shifted from a linear structure to one that integrates the ARC's mission areas of Preparedness, Response, and Recovery into one cycle.
- Aligning mission-area processes with government processes to promote a more integrated experience for ARC clients. Examples of this: Preparedness – ensuring that preparedness messaging reinforces that of government. More focus on fire preparedness – the ARC respond to roughly 70,000 disasters a year, majority being fires; Response – Integrating more elements of ICS into the response organization structure and terminology; Recovery – this is core to what they do; offering Community Recovery Strategy Development that aligns with efforts by state and local government and the NDRF RSFs.
- Focus on closer relationships with State EMAs and Tribes – empowering staff and volunteers closest to the client to make tactical and operational decisions; leveraging these relationships

In addition, the ARC is currently developing tools for states in reporting the use of volunteer and donated material resources during a declared event. FEMA has broadened its policy of allowing this to help states offset their Public Assistance cost-shares. Mr. Reed outlined examples of this use in Moore, OK with almost 300,000 volunteer hours and in New York after Hurricane Sandy, contribution of hours and mass care supplies valued at more than \$153 million. He also mentioned the issue of functional and access needs during sheltering and the recent litigation involving several major cities. The ARC is working with FEMA Region 8, FEMA Corps teams, and local/state emergency management coordination on survey shelters to ensure ADA compliance. This FNSS mitigating program uses a Red Cross ADA Compliance Shelter Survey Training check list, support from Red Cross volunteers and a coalition with FEMA Corps to conduct the surveys with a keener FNSS eye, and upload the shelter surveys in the NSS. Mr. Reed offered to talk more with any interested state after the meeting.

DISCUSSION ISSUES WITH FEMA:

National Disaster Recovery Framework and State/Local Recovery Plans

Joe Nimmich, FEMA Associate Administrator for the Office of Response and Recovery, said that FEMA is using the NDRF to help build back better and smarter after a disaster. This includes considering climate change implications before re-building. He also stressed the importance of recovery coordinators engaging with states before events so that the entire process is more coordinated and collaborative.

De-Obligations and OIG Audits – How to Improve the Process for Everyone

The issue of de-obligation continues to cause serious problems while the decision for audits does not appear to be based on any objective criteria. In Florida, for example, \$80 million is currently de-obligated. Another \$80 million has already paid back. Some of the volunteer organizations being asked to re-pay funds received in disaster assistance no longer exist. Florida Director Bryan Koon met with some Congressional staff several months back and offered suggestions to remedy the problem. This included shifting it from a punitive process; developing clear strategies on where and why these de-obligations take place; and incorporating lessons learned from previous

audits that can be shared with all states so that they don't repeat the same mistakes. Mr. Nimmich said that FEMA would like to partner on this project. He also said that FEMA has created contracting attorney teams that will attend the initial meetings with states and jurisdictions to clarify the rules. Brad Keiserman, Acting Assistant Administrator for Recovery, said that FEMA will share the contracting team information with NEMA and the states. FEMA is also discussing with OIG the possibility of eliminating audits for events several years old and only focusing on those 2-3 years back. California Director Mark Ghilarducci added that more training is critical to addressing the de-obligation issue. Mr. Keiserman said that the new disaster assistance procurement teams should help fill this need and that FEMA will track their work this year and report back at the NEMA Annual Forum.

Local/State Capacity – How to Strengthen the Bottom-Up Approach

FEMA has a Non-Stafford Act Recovery Guide that can assist states in their capabilities. FEMA will send it to NEMA for distribution. FEMA is also exploring the development of a PDA app for local jurisdictions. Regarding non-Stafford Act events, Mr. Ghilarducci said that his state's collaboration with various federal agencies throughout his state's droughts have worked very well.

Disaster Survivor Assistance Teams (DSAT)

FEMA asked for feedback from those states where the teams had recently worked events. Albert Ashwood from Oklahoma said that they helped with public relations, registrations and provided valuable assisted. Dave Hard from Colorado said that the teams visited more than 61,000 homes after their disaster. They provided situational awareness in some isolated areas, which was critical to the state. FEMA said their challenge is how to allocate the teams because there aren't enough of them for high density events. He asked for state input on addressing this.

Virtual JFOs

FEMA wants to use this form of technology as long as it doesn't compromise the process. Colorado and Maryland both indicated they had virtual JFOs for recent events and used them successfully. States and FEMA agreed that they aren't appropriate for larger disasters. Delaware's only warning was that the virtual system didn't slow down PW development.

OTHER AGENDA ITEMS:

Hurricane Subcommittee

Florida Director and Hurricane Subcommittee Chair Bryan Koon provided a brief report on the subcommittee's recent meeting in Orlando with the Interagency Coordinating Committee on Hurricanes. Priorities this year will be on the new storm surge graphic that has been developed and states helping local media and constituents become familiar with it; the new storm surge watch and warnings in 2015 that will also require a major education effort; automatic DRF triggers for hurricane AARs and other post-event analysis; a long term home for the evacuation tool, RTePM; ensuring viability for all technology (including HURREVAC); and consolidating information/research and providing easy access to all stakeholders.

Rural Electric Co-ops – Working with State EM

Presenter: Martha Duggan, Senior Principal, Regulatory Affairs, National Rural Electric Cooperative

Ms. Duggan provided some background on electric cooperatives, which are private, non-profit entities that serve almost 42 million citizens, mostly in rural areas. There are more than 900 electric cooperatives across the nation and the co-op representative is often embedded in the state EOC during a disaster. They also have a strong tradition of mutual aid dating back to the 1950s. As this first reach-out to NEMA, the NREC wants to build the relationship with NEMA, support common policies and act as a resource to states.

At the conclusion of the NREC presentation, Mr. Latham reminded everyone to send examples of best practices that can be highlighted during the committee meeting at the annual forum in October. The meeting adjourned at 2:30 pm.

NEMA EMAC Committee Meeting

March 10, 2014

Meeting Summary

EMAC Committee Chair, David Maxwell (AR) opened the meeting with a request for roll call.

The following states were in attendance: Arkansas, Colorado, Connecticut, District of Columbia, Illinois, Kansas, New Mexico, Washington (proxy), and Wisconsin.

Development of Incident Management Teams – Big City Emergency Managers

Chris Geldart (DC) has been working with Big City Emergency Managers, a member of the EMAC Advisory Group, to provide education on EMAC and Mission Ready Packages (MRPs). BCEM is focusing on the development of MRPs for city incident management teams (IMTs). The next step is to get training on the development of MRPs and then begin the work of developing IMT MRPs.

Mr. Maxwell added that BCEM is also working on educating mayors so they know about EMAC and how to utilize it.

EMAC Executive Task Force Update

Director Maxwell turned the meeting over to Joyce Flinn, EMAC Executive Task Force Chair (IA). Ms. Flinn updated the EMAC Committee on the activities of the EMAC Executive Task Force over the past six months. In November, NEMA held a training assessment workshop to kick off NEMA's work towards accreditation through the International Association of Continuing Education and Training (IACET). The outcome of that meeting was the blueprint for the EMAC training program to include establishing priorities for the development of training courses. The following courses were identified as priorities for development:

- Practice and Implementation of EMAC
- EMAC Pre-Event Preparation for Resource Providers
- EMAC Just-In-Time Training for Deploying Personnel
- EMAC Reimbursement for State Emergency Management
- EMAC and the National Guard

NEMA has established working groups for each of the courses utilizing EMAC Executive Task Force members, Advisory Group members, and practitioners.

The Executive Task Force has also been working on the development of foundational documents to include Standard Operating Procedures for the National EMAC Liaison Teams, Regional EMAC Liaison Teams, and the EMAC A-Teams.

Ms. Flinn then moved forward the recommendation from the EMAC Executive Task Force to accept the nomination of Ms. Victoria Carpenter as Chair Elect to the EMAC Executive Task Force. Director Davis (LA) has a letter of support on file with NEMA and the EMAC Executive Task Force recommends her nomination as Chair Elect.

Mr. Maxwell recognized Ms. Flinn for all of her work and dedication over the past year and asked for a motion from the floor. Motion was made by Kansas. The motion was seconded by Colorado and passed unanimously.

Mr. Maxwell introduced Carol Walton (AR) as the Chair of the EMAC Executive Task Force.

Resource Allocation Workshop (RAW) 3 Update

Jonathan Monken (IL) provided an overview of the third resource allocation workshop (RAW) which was intended to aggregate information for the 8 CUSEC states and what will be asked of the federal government and neighboring states through EMAC. The states looked at several hundred assets across the span of 26 states and how resources will fill gaps during the first 72 hours of a New Madrid event which will be exercised this summer during Capstone

2014. A big component was integration of the private sector in terms of MRPs. Mr. Monken also let states know if they wanted to exercise Mission Ready Packages by actually sending them on a deployment during Capstone 2014, NEMA has funds available to pay responders to participate in the exercise. NEMA will be working on a formal process to capture which states would like to participate. Illinois has an agreement with NEMA to exercise the resources arriving and going through the JRSOI. Within 60 minutes of arrival, resources will arrive at the staging area, receive education and then forward deploy (in this case, released to go home the next day).

Private Sector/EMAC Survey Update

Brant Mitchell, from Stephenson Disaster Management Institute (SDMI) provided an update on the private sector and volunteer resources survey they have been working on with NEMA regarding deployment of private sector and volunteer resources. The purpose of the study is to do an analysis of capabilities within states to deploy private sector or volunteer resources through EMAC, to identify lessons learned and to develop model legislation to facilitate deployment of private sector resources. Forty-six of the fifty-four members completed the survey. The survey results are being compiled now. While the data analysis is not complete, here are some highlights:

- 12% of the states said they have deployed private sector resources through EMAC (most of them during Hurricane Sandy response).
- 15% said they have legislation in place to deploy private sector/volunteers through EMAC.
- 15% said they have MOUs in place to deploy private sector/volunteers through EMAC.

Concerns identified:

- 52% concerned about lack of legislation in place.
- 71% concerned about reimbursement issues, some were concerned regarding differences in per diem and actual cost.

Nancy Dragani (OH) asked why we are getting government in the middle of private sector response. Mr. Brant replied that we were focusing not on the big box stores but rather private sector response resources such as EMS, HAM radio operators, communications, logistics, etc.

Northern Emergency Management Assistance Compact (NEMAC) Update

Greg Wilz (ND) provided an update on the Northern Emergency Management Assistance Compact (NEMAC) and thanked NEMA for assistance and support. On January 2, 2013 the State and Province Emergency Management Assistance Memorandum of Agreement (SPEMAMA) was ratified by the U.S. Congress and is now commonly referred to as the Northern Emergency Management Assistance Compact (NEMAC). NEMAC was modeled from the Emergency Management Assistance Compact (EMAC) and the International Emergency Management Assistance Memorandum of Understanding. NEMAC is open to any and all 50 states and U.S. Territories and all ten provinces and three territories in Canada. Current signatories include Manitoba, Michigan, Minnesota, Montana, North Dakota and Wisconsin. Ontario is about 3 months from signature, and Alberta will sign at a later date.

The operations manual was approved and is in operational draft and will be final at the next meeting. The bylaws have been approved and accepted. Next meeting is in the July/August timeframe in which A-Team training will be provided by NEMA. Border security will be trained in an effort to let them know this compact exists. NEMAC will bring in experts regarding tort liability and medical and want to make sure there is a good understanding as those resources are shared. Looking to develop a communications annex as the next document developed.

Mutual Aid Support System (MASS) Update

Mr. Maxwell (AR) briefed that the Kentucky pilot project was very successful. The goal from the pilot project was to engage CUSEC states to determine if a system that inventoried MRP resources would be welcome. It was so successful that several states have entered information and CUSEC states will be using the system during Capstone 2014.

NEMA will be taking over MASS and has started the initial framework using the same permissions and access levels as is used in the EMAC Operations System. Over the next 6 months NEMA will complete development of the

system and will have it ready for use. Having NEMA take over this project will be tremendous to national adoption and the success of the system.

“EMAC Ready” Survey Update

Mr. Maxwell (AR) briefed that 22 states have completed the EMAC Ready survey, including Arkansas. Mr. Maxwell felt that through completing the survey, the information was beneficial to help a Director have a better understanding of their EMAC responsibilities.

Brian Satula (WI) said that the survey helped their state strengthen their EMAC program and gave them a strategic plan for moving forward.

Mr. Maxwell briefed that the survey also highlighted some key areas for discussion:

- A number of states said they did not include local resources to deploy through EMAC. It is the director’s job to let partner states know there are ways to do this:
 - Interstate legislation
 - Intergovernmental Agreements
 - Memorandums of Agreements
 - Executive Orders
- A few states said that they wanted to see better reimbursement guidelines and to strengthen the EMAC reimbursement guidelines. It is unclear if the responding states have seen the current EMAC reimbursement guidance.

Ms. Dragani (OH) asked if EMAC reimbursement was going to be incorporated into the EMAC exercise during Capstone 2014. Mr. Maxwell stated that he thought that was a great idea and they would see if they would be able to include it in their planning.

- A few states recommended that EMAC develop a code of conduct for deploying personnel.

Mr. Maxwell stated that he felt this was a state responsibility; not a responsibility of NEMA. There is however a sample code of conduct that was developed by Minnesota on the EMAC website.

Mr. Maxwell reminded everyone that there are a number of training and exercise opportunities through NEMA and that NEMA will have the five new online courses completed in August 2014. There was a suggestion for NEMA to develop an overview presentation on EMAC that is available on the EMAC website to EMAC Authorized Representatives and Designated Contacts. Maxwell agreed and will ask the NEMA staff to work on this after their training development is completed.

Mr. Maxwell asked for a motion to adjourn. Motion to adjourn by Kansas and seconded by Connecticut. Meeting was adjourned at 3:53 pm.

NEMA Pacific & Territorial Caucus

March 11, 2014

Meeting Summary

Update from NOAA

Chris Maier from the National Weather Service gave an update on the current projects that NWS is working on. NWS recently sent a letter to Congress for the ability to repair Deep-ocean Assessment and Reporting of Tsunamis (DART) buoys. Currently eleven out of thirteen buoys are inoperable. The National Weather Service has access to the data that is produced from the international buoys however a few of them are inoperable as well. The committee discussed ways to produce the same warning system and message across all territories and states with the help of the National Weather Service.

Tsunami Warning and Education Act Reauthorization

The committee discussed the Tsunami Warning and Education Act (TWEA) and the reauthorization. As of now there are 158 communities that are Tsunami Ready. The committee decided that they needed to get in contact with their state legislators to gauge interest in support of the reauthorization of TWEA.

Community Resilience Building

Doug Mayne of Hawaii discussed what the state was doing in the community resilience. He explained that the goal of Hawaii Hazards Awareness & Resilience Program (HHARP) was to enhance community resilience to multiple hazards through a facilitated education and outreach program that promotes hazard understanding and awareness, and offers tools and information resources to guide mitigation, preparedness, response and recovery.

Hawaii was able to fund HHARP through the Tsunami Warning and Education Act (TWEA). HHARP was designed to use resources and tools to assist communities in meeting TsunamiReady and or StormReady guidelines, or renewing their application. Mayne explained that the resources are intended to complement TsunamiReady and StormReady programs, and help communities take steps beyond readiness and towards resilience. The HHARP includes ten modules to help communities be more resilience. Those include:

1. Increases awareness of Hawaii's most destructive hazards;
2. Enhances understanding of official warning information, and educates residents about response actions;
3. Improves personal preparedness;
4. Helps communities identify skills and resources that may be useful before, during, or after a disaster;
5. Helps communities understand their risks and vulnerabilities;
6. Helps communities develop an emergency plan;
7. Provides hazard scenarios to exercise community emergency plans;
8. Helps communities select appropriate hazard mitigation measures;
9. Provides display materials to support community outreach events; and
10. Identifies opportunities for additional training and education related to disaster management.

West Pacific International - Cross Border Compacts

The committee discussed the possibility of creating a cross border compact with the territories and states. The compact would allow territories to lend aid to one another during the time of a disaster or emergency. The West Pacific International compact would function much like the compact that exists between the United States and Canada. The committee decided to reconvene with their Governors to discuss the ability to move this compact forward.

Legal Counsel Committee Meeting

March 11, 2014

Meeting Summary

Welcome and Introductions

Meeting called to order by Brenda Bergeron and quick introductions were completed. She highlighted a couple small changes in the agenda due to time constraints.

Court Rulings on Functional Needs in Planning, Response and Recovery:

Cathie Hutchins, Virginia legal counsel, provided a brief summary of two court cases addressing the issue of functional needs planning and response, one dealing with the City and County of Los Angeles, and the other more recent case from the United States District Court, Southern District of New York, dealing with New York City's response and planning associated with Tropical Storm Irene: Brooklyn Center for Independence of the Disabled et al v. Michael Bloomberg and the City of New York, 11 Civ. 6690, decided November 7, 2013. In the Los Angeles case, the County settled and the City went to trial and lost. BCID US DCT 6690 2011.

Attorney Stella Guarna from the New York City Office of Emergency Management and Attorney Martha Calhoun of the New York City Law Department presented on the New York case. After a bench trial, the Court issued a mixed decision. The opinion is very thoughtful. The Court made it clear that not every shelter has to be accessible, but that there must be meaningful access to shelter for every citizen. Many of the Court's issues involved public messaging: for example, are jurisdictions making it clear when, where and how to access transportation, where are the accessible shelters? There was no evidence presented of a Plaintiff who was actually harmed, no damages. But the Court found that ad hoc decisions and solutions were not sufficient. The fundamental takeaways from the decision are:

1. It is all about communications—how can you make outreach programs more effective? Get the message out before an emergency about the need for personal preparedness, during an emergency, and after an emergency;
2. Integrate these issues from the beginning, don't just tack them on as an afterthought;
3. What is your community like? Match what you offer to your needs;
4. Provide meaningful access to the services you provide; (5) The jurisdiction must demonstrate flexibility in planning to work the concerns of the functional needs community into a plan; and,
5. Functional needs planning cannot just be conceptual, it must be operational.

Interstate Transportation: Permits, Waivers, and other Issues

Craig Feister from the Virginia Division of the US Department of Transportation, FMCSA, presented on emergency relief waivers in a declared emergency, specifically under 49 CFR 390.23, and more generally 49 CFR 390-399. Under these sections, the emergency may be declared by the President, the Governor or his/her authorized representative, or by the Federal Motor Carrier Safety Administration (FMCSA) Field Administrator. The waiver applies to hours of service and other requirements under these sections, but does not apply to: size and weight on the interstate system; drug and alcohol testing; CDL requirements; insurance, or; the transportation of hazardous materials. Mr. Feister noted that power companies sometimes think that a Presidential declaration is needed, but it is not. Also, the waiver applies throughout the entire country, if the carrier is providing direct assistance to the affected state. The waiver is in effect for 30 days or the length of the emergency, whichever is less. It can only be extended through an appeal to the FMCSA.

New Jersey attorneys discussed the application of the Jones Act to the movement of salt by sea from Maine to New Jersey. Ship did not fly under United States flag. Waiver of act requires showing of national defense issue. New Jersey argued that failure to provide safe access to facilities in New Jersey could negatively affect national defense. DHS denied waiver. Bergeron discussed attempt to procure Presidential emergency declaration for limited purpose of allowing CT DOT to waive temporarily size and weight limits on trucks carrying salt. Under MAP 21, Public Law 112-141, Section 1511, state can only waive federal size and weight limits if a Presidential declaration is made. CT is only state in region with 80,000 rather than 100,000 ton limit. FEMA denied.

Compliance Issues: FEMA and the Office of Inspector General

Group discussed recent FEMA second appeal, found at www.fema.gov/appeal/283615. FEMA held in letter that, although FEMA PA program staff misapplied the FEMA policy on Flood Control Works (9524.3) and originally granted funding to the Applicant, FEMA's current interpretation of this policy is the same as it was when the disasters in question occurred. FEMA OCC Acting Chief Counsel Sevier (see below) stated that one of last year's FEMA Strategic Legal Priorities was to build a new Public Assistance appeals unit, to try to bring clarity to FEMA determinations and consistency at the national level.

Midwestern Mutual Aid

As discussed on last Legal Counsel call, some of the Midwestern states have joined together to form the Mid-America Mutual Aid Consortium (MAMA-C). The states are Ohio, Michigan, Kentucky, Illinois, Wisconsin, Minnesota, and Missouri. Some states have adopted legislation (an example is attached, thanks to Brad Gavin.) The purpose of the Consortium is to address the issue of interstate mutual aid for everyday events, short of a declaration of emergency. This is a good foundation, although there are still issues to work out.

Discussion with FEMA Chief Counsel

Brad Kieserman has left the Office of Chief Counsel and is now in the Recovery Directorate. Adrian Sevier is the Acting Chief Counsel, and Michael Cameron is the Acting Deputy Chief Counsel. There are now 220 full-time legal staff spread throughout the country, want to try to become more involved in driving priorities, rather than being reactive.

FEMA Counsel Dan Hall discussed the SRIA provisions, including: the public assistance pilot; debris pilot; regulation on arbitration; regulation on small project threshold; policy on Other Needs Assistance and child care. Now onto rule-making, focusing on Individual Assistance declaration factors, straight time emergency work, and all the topics listed previously. FEMA's regulatory agenda is to amend regulations that are out of date, but cannot discuss which regulations in particular are being considered. The FEMA Strategic Legal Priorities for this year are:

- FEMA/State Agreement templates
- Tribal consultation
- FEMA de-obligation and procurement process
- Procurement Disaster Assistance Team—OIG audits are showing that grantees and sub grantees run afoul of federal regulations—Take a look at OIG Capping Reports. There will be 6 FEMA attorneys deployed in the field to review applicants' contracting and procurement policies to make sure that they conform to federal contracting regulations, and provide training and guidance materials. They also hope to develop strong working relationships with OIG staff.

NEMA Mitigation Committee

March 12, 2014

Meeting Summary

Introduction

Chairman Mike Sprayberry (NC) welcomed everyone to the meeting and introduced Dave Miller, Associate Administrator of the Federal Insurance and Mitigation Administration at FEMA and John Dorman, North Carolina Department of Public Safety.

Next Generation Mitigation – Data, Tools, and Applications

Mr. Dorman gave a presentation on next generation risk mapping. He discussed the importance of updated digital maps and that the best tools provide better data. He explained that to effectively manage risk, the hazard must be identified which requires low resolution mapping, the risk must be assessed which requires access to vulnerable data, the risk must be mitigated which means defining mitigation strategies, and the risk must be monitored which requires access to maps and plans for all decision making officials.

Delivering Mitigation through FMAGs and HMGP

The committee reviewed legislation regarding the use of HMGP funds for fire declarations. Senate bill S. 1396 (Sen. Udall) and companion bill HR 3333 (Rep. Ruiz) would authorize FEMA to award mitigation financial assistance in certain areas affected by wildfires. The bills amend the Stafford Act to authorize the President to provide hazard mitigation assistance in any area which fire management assistance was provided whether or not a major declaration was declared and provide fire management assistance in any area in which hazard mitigation assistance was provided.

During the committee meeting, FEMA officials explained the funding would come from the Disaster Relief Fund (DRF) and that the legislation would alter the rules of HMGP. From 2007-2012, the addition of these provisions for FMAGs would have added \$48 million (15%) to \$64 million (20%) in cost to the DRF.

Making Mitigation Work - A Discussion on PDM

Dave Miller with FEMA discussed ways to see the return on investment regarding mitigation other than just buying down risk. He stated, "We need models for everything but they are always wrong." Miller then explained that everything starts with data and that there are several problems that need to be fixed. The elimination of duplication in programs, analytic initiative on benefit cost, data to support climate change, and a comprehensive fix to all of the programmatic pieces were a few of the things Miller recommended to help enhance the overall structure of mitigation implementation.

State Hazard Mitigation Officer Update

The State Hazard Mitigation Officer update was given to the committee by Chris Crew of North Carolina. He expressed some issues that the SHMOs were dealing with and some recommendations on how to make the programs flow a little easier. They recommended that a strategic long term plan for mitigation be developed and asked if there were other ways that SHMOs could promote mitigation through other avenues rather than Predisaster Mitigation. Crew then explained that SHMOs around the country were having issues with planning funding and explained that smaller projects and planning funding needed to remain in order to have an effective national mitigation strategy.

NEMA Private Sector Committee

March 13, 2014

Meeting Summary

Chair: Brock Long, Hagerty

Vice Chair: Chris Furlow, Ridge Global

The chair called the meeting to order, welcomed the members, speakers and special guests then introduced Jessica Taylor with New York Department of Small Business Services to discuss the impact of Hurricane Sandy on New York businesses.

Over 23,000 businesses in New York were impacted by Hurricane Sandy, 95% of which were small businesses with fewer than 50 employees. Financial resources were provided through a variety of programs including emergency loans, Partnership NYC, grants at 1% interest, SBA and block grants. 700 grants and 650 emergency loans were provided to small businesses to help get them back open however more funds were needed.

Issues encountered included:

- Some businesses were in poor financial situations prior to the hurricane and business owners needed assistance and education to better manage their businesses going forward;
- The loan and grant application process was burdensome and difficult get through;
- Businesses lacked required documents for loan/grant applications;
- Most businesses lacked good recovery and contingency planning;
- In many cases the block grants were not large enough to cover costs to reopen;

Non-financial resources including leveraging city employee base to help relay information back to the city. Staff was assigned to zones and facilitated the communication of needs back to the mayor's office.

Recommendations for more resilient small business community include:

- Creating centralized business district organizations to offer assistance with small business development and to help with recovery.
- Leverage private resources.
- Offer marketing and website development to businesses that need it.

The chair thanked Taylor and introduced MaryAnn Adams with OnStar. OnStar is looking for better, more efficient ways to plug into centralized data sources to share information between responders and their customers. It is extremely difficult to gather and provide the most up to date information when it comes from so many sources (local officials, state emergency management, regional and federal partners.) OnStar's customers are looking for all types of services from open gas stations to evacuation routes but they are also passing on-the-ground, real time information back to OnStar's operations center which can be shared with responders to help direct resources into needed areas.

The chair thanked Adams and introduced Pat Santos with Stephenson Disaster Management Institute at LSU. SDMI uses applied research to help businesses prepare for disasters. The institute sends outreach teams to businesses to share contacts, facilitate relationship building with local businesses organizations, encourages companies to be part of the BEOC, helps create contingency plans and assists businesses in recovery after disasters. SDMI created a survey for businesses to determine what they really needs from emergency management, what concerns they have and will analyze and share that data to help with state emergency response planning.

The chair thanked Santos and introduced Bryan Koon, NEMA Vice President, to brief on the NEMA Business Model Review. Last year, NEMA's Board of Directors reviewed current business practices and determined that an analysis was needed so that NEMA could better position itself for continued success in the current and future business climate.

Areas under review are:

- Revenue, expenses
- Grants, contracts
- CSG relationship
- Emerging practices and trends of other associations
- Benefits of the forums
- Growth opportunities, member benefits
- Meaningful engagement with the private sector

Review group's discussion on private sector participation has so far included:

- Ask Private Sector Committee to discuss what they want their role to be
- Hold listening session by the review group
- Have operations staff engage with private sector committee meetings
- Have proposed list of issues and projects for group to vet such as access, NBEOC, sitrep information needs by national organizations, information helpful back from private sector to states
- NGOs subcommittee

Some changes already implemented include:

- The State Director Update was deemed to be a valuable information resource and should be provided to all NEMA members not just State Directors. This has been implemented and NEMA has received numerous messages with thanks.
- The Private Sector Committee will utilize their meeting at the 2014 Mid-Year Forum to begin to develop a clear vision and mission statement for its role in NEMA. They would like to also develop specific goals, objectives and issues they would like to focus on. In addition, FEMA will host a meeting in conjunction with the Mid-Year Forum focused on the issue of private sector access following disasters and will include select NEMA private sector members and law enforcement representatives. This has been a priority issue for the NEMA Private Sector Committee for several years.
- Another action involving the private sector is a NEMA study, through SDMI, regarding states' abilities to deploy private sector and/or volunteer resources through EMAC and model practices for doing so. The report is due in June 2014.

The chair thanked Koon for the report and opened the floor for comments and suggestions on the new business model.

Suggestions/Comments:

- Committee should create a mission statement
- Create a work plan
- Find ways to solve problems and feed solutions back to the full membership such as information sharing, access, donations management, integration/functional recovery, operational integration, etc.
- Leverage model practices to benefit all
- Make a list of the top EM issues and create work groups to find solutions
- Help create a regional common operating picture
- Allow opportunities for private sector to present during forums
- Create a platform for sharing successes
- Encourage personal responsibility through preparation
- Look at emerging technology and practices

The chair thanked everyone for their comments and suggestions and also thanked Glen Woodbury for facilitating the workshop held earlier in the day.

Tom Serio made the motion to adjourn, it was seconded by Frank Koutnik and the chair adjourned the meeting.

**NEMA Legislative Committee Meeting
March 12, 2014**

Meeting Summary

Introduction

Committee Chair Jimmy Gianato (WV) welcomed everyone, introduced guests Alexa Noruk and Dan Mathews, and turned it over to the planned agenda.

A View from Capitol

Alexa Noruk from the Senate Homeland Security and Governmental Affairs Committee Subcommittee on Emergency Management, Intergovernmental Affairs, and the District of Columbia, gave insight in to what the committee will be working on in the coming year. The committee will focus on post Sandy recovery monitoring, implementation of the Sandy Recovery Improvement Act in regards to Tribal government, National Preparedness Grant Program, Threat Hazard Identification of a state level, Integrated Public Alert Warning Systems, and school safety. Noruk mentioned that Senator Begich (D-AK) was very interested in taking a deep dive on grant structure to identify problems and discuss potential solutions.

Dan Mathews from the House Transportation and Infrastructure Committee Subcommittee on Economic Development, Public Buildings, and Emergency Management gave a list of priorities that the committee would focus on. Currently the subcommittee is working on a FEMA reauthorization bill. Mathews stated that the committee will continue to work on the Sandy Recovery Improvement Act, grant reform, and oversight on recover, preparedness, and mitigation.

Both the staffs discussed the proposed National Preparedness Grant Program (NPGP) and explained the importance of educating on grant consolidation and focusing on what is critical. They explained that they had a sense of opposition from the FEMA proposal and had heard many concerns about what funding would be consolidated. Noruk reiterated the importance of education and moving the conversation forward. Aaron Davis from the Federal Emergency Management Agency talked about the NPGP proposal that was released prior to the NEMA Forum. He explained the potential problems such as the elimination of the law enforcement pass through but said flexibility was key in a success grant consolidation program.

Partnership Updates; FEMA and IAEM

The update from FEMA Legislative Affairs Director Aaron Davis focused only briefly on legislative priorities at-large to facilitate a larger discussion of NPGP. Brian Kamoie and Chris Logan of FEMA's Grant Programs Directorate (GPD) came to provide an overview of the proposal and answer any potential questions. Since the proposal looks similar to one proposed by NEMA several years ago, FEMA hopes the two organizations can work together to "push through the last ten percent" of any disagreement and begin working together. In the near future, FEMA will distribute a brief two-pager highlighting changes between the current system and NPGP. Kamoie also stressed that UASIs will still be funded and that governance must be enhanced in order to address gaps. Some on the committee had questions regarding opposition of other stakeholders, the dangers of reopening the 9/11 Act, and state minimums.

Randy Duncan began his comments by highlighting the many issues that NEMA and IAEM work closely on, including sustained funding for the Emergency Management Performance Grants. He also touched on two additional issues that NEMA and IAEM can find common ground on and those are the sustained attention and funding for the Emergency Management Institute as well as critical investment in the National Weather Service. Both organizations provide invaluable services to the emergency management community and IAEM looks forward to working with NEMA to help them accomplish their goals.

NATIONAL EMERGENCY MANAGEMENT ASSOCIATION

LEGISLATIVE COMMITTEE

POSITION PAPER

DATE: March 12, 2014

SUBJECT: Utilizing Hazard Mitigation Funds for Fire Management Assistance Grants

DISCUSSION: During the Mitigation Committee meeting of March 11, 2014, the committee reviewed legislation regarding the use of Hazard Mitigation Grant Program (HMGP) funds for fire declarations. Senate bill S. 1396 (Sen. Udall) and companion bill HR 3333 (Rep. Ruiz) would authorize FEMA to award mitigation financial assistance in certain areas affected by wildfires.

The bills amend the Stafford Act to authorize the President to:

1. Provide hazard mitigation assistance in any area which fire management assistance was provided whether or not a major declaration was declared.
2. Fire management assistance in any area in which hazard mitigation assistance was provided.

During the committee meeting, FEMA officials explained the funding would come from the Disaster Relief Fund (DRF) and that the legislation would alter the rules of HMGP. From 2007-2012, the addition of these provisions for FMAGs would have added \$48 million (15%) to \$64 million (20%) in cost to the DRF.

RECOMMENDATIONS:

1. NEMA should endorse S. 1396 and HR 3333 and submit letters accordingly to Sen. Udall and Rep. Ruiz.

Moved: WV

Second: MD

DISPOSITION: PASSED UNANIMOUSLY



Authenticated: _____

NEMA Secretary