



NEMA COMMITTEE REPORTS

2018 ANNUAL FORUM

OCTOBER 1-4, 2018

SAVANNAH, GA

NEMA Legal Counsel Committee
Monday, October 1, 2018
Meeting Summary

Sitting in for Committee Chairman Will Polk of North Carolina, Holly Welch from Ohio began with some opening comments and last-minute changes to the agenda. The principle change to the printed agenda was postponing the previously scheduled discussion on school safety until such time as Polk could participate.

Legal Needs Following a Disaster

Lynn Jennings, Vice President for Grants Management at the Legal Services Corporation (LSC) was the first agenda item and addressed recent activities at her agency. Founded in 1974, the LSC is a 501c (3) nonprofit corporation promoting equal access to justice and provides grants for high-quality civil legal assistance to low-income Americans. The LSC is the nation's largest funder of civil legal aid and receives an annual appropriation from Congress of approximately \$400 million which it distributes via formula grants. In total, the LSC funds 132 grantees who have more than 800 offices in every state, DC, and U.S. Territories. One of the newest LSC programs is assisting disaster victims in establishing ownership of property when applying for assistance.

The LSC also manages a disaster task force of 60 representatives many of which are from the state and local emergency management community. Jennings outlined how she would like to see LSC begin integrating with emergency management offices on more than just legal aid and become involved in mitigation and response efforts. For example, Connecticut utilized LSC assistance in managing the flow of Puerto Ricans after the 2017 disaster season. One of the other major issues moving forward is how some states lack rules for recognizing bar licenses across state lines after a disaster. Jennings committed to engaging in further dialogue with the Legal Counsel Committee on these issues.

Legal Ramification of Unified Federal Review of Post-Disaster Assistance

Committee member and Legal Counsel for the Florida Division of Emergency Management, Michael Kennett, outlined the issue paper being submitted before the Mitigation Committee for consideration. More details on the paper can be found under the summary for the Mitigation Committee, but in short, the paper highlights concern with the U.S. Department of Housing and Urban Development's unwillingness to accept mitigation plans completed and approved under FEMA programs for their own disaster recovery programs. One obstacle in making changes to these large disaster block grant programs is the myriad constituencies they serve and difficulty in granting flexibility to such diverse stakeholders.

Developing New Legal Counsels and Transitioning New Directors

Welch recently conducted a transition of the legal counsel's responsibilities in the State of Ohio and shared some of her strategy with the other committee members. She outlined how the subject matter divided into three distinct categories: State Issues, Federal Issues, and "Other."

Under state issues, Welch recommended addressing: commonly used acronyms; general authorities of the state (i.e., is the state home rule?); a checklist for declaring an emergency with necessary contacts; authorities under which emergency management and the Governor may act; state and local purchasing and contracting requirements; mutual aid agreements within the state; how to implement mutual aid; and a list of frequent contacts.

For the Federal part of the document, Welch suggested highlighting: Federal Laws such as the Stafford Act; the process by which a state declares a disaster; available grants; mitigation programs; the MEAC process including licensure, reimbursement, and liabilities; and some tips on how to navigate Federal personnel and processes.

Some issues did not fall into the “state” or “Federal” categories, so Welch also suggested an “other” section in which counsels could address issues such as the National Incident Management System; NEMA benefits and contacts; various public records laws; EMAP accreditation; and commonly used MOUs.

Roundtable with FEMA Office of Chief Counsel

Finally, the Committee heard from Adrian Sevier, FEMA’s Chief Counsel. Sevier began by highlighting the need for states to encourage residents to help close the insurance gap. FEMA is working diligently to do so by utilizing opportunities such as re-insurance to try and shore-up the National Flood Insurance Program (NFIP).

Earlier this year, FEMA managed several lawsuits when they were sued over the implementation of the Transitional Sheltering Assistance (TSA) Program. Throughout the court cases, FEMA stressed the importance of maintaining flexibility to implement the program and the need to understand the nature of the program is temporary and not intended to be utilized over the long-term.

Sevier closed by going over several of the key provisions in the Disaster Recovery Reform Act (DRRA). Much of the legislation will require attention by state legal counsels as FEMA begins working toward implementation with stakeholders. Of particular concern will be challenges in interpreting and implementing some of the retroactive provisions of the bill.

NEMA Preparedness Committee
October 2, 2018
Meeting Summary

Preparedness Committee Chair, Andrew Phelps (OR), opened the meeting with a quick welcome and a challenge to each speaker to discuss their “call to action.”

FEMA’s Culture of Preparedness

Dr. Daniel Kaniewski, Deputy Administrator, Resilience, FEMA

FEMA continues to strive for building and strengthening partnerships within their own structure as well as from outside organizations that look to strengthen a national culture of preparedness. Through that goal, they look to incentivize mitigation efforts, close the insurance gap, and leverage community preparedness. For hazard mitigation efforts, FEMA encourages the states to build their capabilities and support a national strategy to attract mitigation programs utilizing data collected from pre-disaster mitigation support. For example, a pre-disaster mitigation program that funds (\$79M) building inspectors in Puerto Rico to assist in ways to build back communities with a more resilient infrastructure. The insurance gap between the have vs. the have-nots within the United States is “the largest in the world.” With the encouragement to partner with state insurance commissioners, FEMA looks to transfer those risks to private sector insurance providers. In addition, to continue to educate communities on the need of insurance. For example, gas station monitors advertise flood insurance awareness in areas where floods impact the community the most. For community preparedness, one of the ways FEMA looks to build a culture of preparedness is to educate citizens on becoming more financially prepared. One tool to meet this objective is a “Financial First Aid Kit” currently able to download from the FEMA website. This kit provides a way people can make sure they are financially fit when it is time to recover from a disaster.

Call to Action: Dr. Kaniewski asks each of us to include financial preparedness themes in our messaging and convey the importance of appropriate insurance coverage to help close the insurance gap.

The Nation’s Alert System

Antwane Johnson, Director Continuity Communications, National Continuity Programs, FEMA
Nicole McGinnis, Deputy Bureau Chief, Public Safety and Homeland Security Bureau, FCC

FEMA: With the upcoming “Presidential Alert” test, IPAWS looks to leverage the cell phone capability of alerts and warnings to the entire country. This will also impact issuing Amber Alerts for when those need to be directed to more widespread, regional areas. With appreciation, the comments comprised from NEMA membership that responded on the *Alerting Authority Testing Memo* showed IPAWS that more testing of the system in real time is welcomed; as well as provide additional requirements to further the system’s capabilities. IPAWS looks to shape the landscape for further testing and training of the alert and warning system. In follow up to the conversation during the Mid-Year, there is legislation established to entertain the dialogue that alerts/warnings of ballistic missiles should be a primary responsibility to the federal government. No word, yet, on the status of that legislation.

Call to Action: Mr. Johnson asks each of us to continue providing feedback.

FCC: Ms. McGinnis is responsible for the development and implementation of FCC policies in the areas of network reliability and emergency alerting. In addition, she has an extensive consumer and spectrum policy background and has held several positions within the FCC, including Deputy Chief of the Consumer & Governmental Affairs Bureau and legal advisor in the Office of the Bureau Chief of the Wireless Telecommunications Bureau. The FCC looks to work closely with emergency management as well as partner with FEMA on further educational opportunities that include, but not limited to, false alerts. Such initiatives are ensuring EAS plans are more consistent; provide live code participation for officials during WEA/EAS alerts; and to identify future challenges such as reverse 911. It is encouraged to send feedback to the FCC at alerting@fcc.gov when you see any needs of improvement during tests.

Call to Action: Ms. McGinnis asks us to be sure to work with our state emergency communication commissions to stay updated on FCC changes.

Airbnb Global Disaster Response and Relief Program

Jono Anzalone, Partnerships & Special Projects Manager, Airbnb

With over 5 million listings globally, Airbnb is no stranger to disasters. Thus, they are utilizing their resources to assist in time of need through the global relief program. One way to assist, is with the Open Homes program that hosts open homes during disasters as well as provides travel credits to relief agencies. This is so that hosts do not have to open their homes at a zero rate, and also boosts the economy at the same time. The global disaster program platform is designed to only work with emergency management partners and can waive regulations in markets to assist in relief efforts (as they do with the Open Homes program). With this tool, Airbnb consults with EM to explore areas, not for the most vulnerable tier, but for those that want to self-evacuate. In the event of an evacuation, the tool provides a method to send out messages to their clients to evacuate guests and hosts. It also can block booking reservations in areas where people are being evacuated. This happened recently in California wildfire response where Airbnb utilized their platform to message those areas to evacuate. For the future, Airbnb looks to utilize their platform for preparedness messaging. An informal peer-to-peer working group has been established where Airbnb, VBRO and hotel chains are coming together to network on ways to assist the emergency management community for response relief in sheltering and evacuation. There are no specific liaisons for each state, however they do have representatives set up regionally. To contact a team member from the Airbnb relief program, please email disasterpartnership@airbnb.com

Call to Action: Look beyond traditional measures to find gems that can assist in evacuation and relief incidents before the disaster hits. For example, using Airbnb's platform to announce evacuations for fire outbreaks.

National Snapshot of Evacuation and Sheltering Plans

Andrew Phelps, Director, Oregon Office of Emergency Management

The Preparedness Committee comprised a short survey to provide a quick glance on where we stand with our planning efforts for evacuation and sheltering on a national scale. A huge appreciation was provided to the 28 states and territories who responded to this effort. The report will be provided as a post-forum material. The key elements detail the importance of planning, especially with partners, and the strength of your communication among all the stakeholders.

Call to Action: Planning with strong communication to all stakeholders is key.

NEMA Mitigation Committee
Tuesday, October 2, 2018
Meeting Summary

Roundtable Discussion with FIMA

Florida Director of Emergency Management, Wesley Maul, opened the meeting with around the table intros. First to speak was, FEMA Deputy Associate Administrator for Insurance and Mitigation, David Maurstad. He first highlighted two objectives, incentivizing mitigation and covering the insurance gap. He emphasized that insurance is an essential tool of mitigation and the first line of defense. He further noted how 25 million people were affected by last year's disasters, and there were 125,000 flood insurance claims. Additionally, since 50 percent of Hurricane Harvey claims were outside the flood plain, limiting the purchase of flood insurance to those who are required to do so is a misnomer among the public which the emergency management community must counter. Maurstad then stated that across the nation, one-third of high risk structures are underinsured. Staying on the topic of flood insurance, Maurstad told the committee that policy growth of the National Flood Insurance Program (NFIP) remains flat currently, but they estimate a five percent increase this upcoming year.

Next, Katherine Fox, also from FIMA, noted how the majority of recent mitigation grants Notice of Funding Opportunity (NOFO) totaled around \$300 million with Pre-Disaster Mitigation (PDM) totaling \$235 million. She said the application for this NOFO is open through January and large-scale infrastructure projects are the focus. Eric Letvin, also from FIMA, spoke next on the upcoming fiscal year. He stated that there is \$930 million obligated in mitigation funds with the Hazard Mitigation Grant Program (HMGP) being the largest portion as the program comprises 86 percent of mitigation grants. Letvin stated that he saw the recently-passed Disaster Recovery Reform Act (DRRA) as a "gamechanger" regarding these funds and mitigation writ large. Fox closed with her reiteration from the SHMO meeting that mitigation stakeholders need to work with building code managers.

Maul asked the FIMA representatives about multi-state mitigation project guidance and Letvin responded by detailing the Mississippi River Basin commission which responded to the repeated flooding in the Mississippi valley.

Lessons in Mitigation from Hurricane Irma

Laura Waterman from the Florida Department of Emergency Management (FDEM) gave a presentation on lessons learned in mitigation from Hurricane Irma. As a Category 4 storm, Irma represented one of the costliest in state history and her presentation centered on a case-study in the Florida Keys. Waterman said homes built prior to Hurricane Andrew contained 6-10 feet of water inside them but when homes were elevated post-Hurricane Andrew they only had cosmetic damage.

Waterman said FDEM's loss avoidance assessment demonstrated a return on investment of 170 percent and \$4 billion in benefits. She said these projects were successful when locally driven. Miles Anderson, also from FDEM emphasized the necessity of locally-driven mitigation projects.

Chas Eby from Maryland then presented on his state's best practices in mitigation. He focused on their Risk Reduction Program and the principles of the program: recover, reduce, protect, mitigate, outreach, and recover. Eby detailed the risk profiles of two seemingly similar cities but demonstrated the nuances that can add-up ultimately creating two different cities in terms of hazards. Lastly, Eby said that

demolition is the biggest driver of Hazard Mitigation Assistance funds, which they coordinate at the state level.

The last item on the agenda was an issue paper on mitigation from the State of Florida. Maul stated how segmented the disaster recovery program system is currently and highlighted how North Carolina is currently dealing with a managing Community Development Block Grant Disaster Recovery (CDBG-DR) of the U.S. Department of Housing and Urban Development (HUD) and FEMA funds. The goal is to eliminate redundancy between mitigation plans between HUD and FEMA, particularly in states with enhanced mitigation plans already. Representatives from FDEM recently met with officials at the Office of Management and Budget (OMB) who indicated an understanding of the issue and showed interest in exploring a path forward.

NEMA Response & Recovery Committee
October 2, 2018
Meeting Summary

Response and Recovery Committee Chair, Angee Morgan (KS), opened the meeting with a welcome.

Disaster Housing Resource

The committee established a living document that comprises an array of resources to assist in disaster housing including best practices and pilot programs that provide creative solutions. Where no single entity working independently has the capability to address the full spectrum of disaster housing challenges, having a collection of options compiled into one resource is a good start in seeing what is available to implement. If you have any further examples to add, please send those to Jess at jbysrski@csg.org.

Critical Lifelines

Jeffrey Byard, Associate Administrator, Response & Recovery, FEMA



The *critical lifelines* concept is a way to determine the “what and so what” to the response through a simple system that identify gaps to stabilize in a response; and how to move resources to fill those identified gaps. The focus areas are: safety and security; food, water, and shelter; health and medical; energy; transportation; and hazardous waste. Depending on how critical the focus will classify as red, yellow, and green to place priority of stability. For example, red would mean that focus area is in critical condition – once you go to green, it shows that the focus area is stable. This concept forces more of an outlook on how reacting to the immediate need will look in 4,5,6 days from the impact. This information comes from and is confirmed by the states and then pushed out by FEMA. Color guided criteria provides common terminology throughout the response by forfeiting acronyms that may mean different things to different stakeholders. A common outcome for all to strive for is within the perspective of small versus large disasters as too subjective. It may be more accurate to describe disasters as complex versus complicated. For example, last year Texas getting hit by a hurricane was complicated as people responded. Puerto Rico and the Virgin Islands would be classified as complex due to the nature of the land and the infrastructure on the islands.

Rebuilding a Community – 4Cs: Cooperation, Communication, Coordination, Collaboration

Jimmy Gianato, Director, West Virginia Division of Homeland Security & Emergency Management

Through the partnership of West Virginia emergency management, FEMA Region 3, and the West Virginia VOAD, the state created a way to manage a full recovery of Greenbriar Valley, a small community of 311 homes and privately-owned bridges. The VOAD's ability to accept funds from a FEMA subgrant, private sector entities, and volunteer support and donations culminated a community owned success story. The Governor also supported help through the assistance to raise funds for Neighbor Loving Neighbors charitable organization. Through this management, the community decided to expense the funds in projects that built back homes as well as bridges with mitigation elements. In addition, the VOAD built the staffing capacity needed to not overburden the two emergency management staff committed to such efforts.

Non-Traditional Recovery Partners – Save the Children

Jeanne-Aimée De Marrias, Senior Advisor, US Emergencies, Save the Children

Save the Children can be a supportive partner in response and preparedness measures. As states look to build their response capacity, Save the Children can bring significant resources to children in a supportive role. With the focus on the children population, a few items to think about when you are planning for a disaster:

- Work with school districts on the 'whatabouts' for programs that occur in non-traditional school hours. Some best practices use the metro system as they think about childcare needs in transportation planning. Remember the next step, where do you take the children until a parent can re-unite with their child/children.
- Think of early education programs' and childcare programs' facilities. A best practice is to encourage childcare facilities to share their plans to the emergency management division/department to make sure they have the support/resources each may need.
- Reunification planning – how to keep families together.
- Save the Children can assist in assessments about what programs can assist the most. For example, feeding programs (food banks) may assist in subsidize childcare.
- Save the Children can assist in stockpiling children focused supplies that may assist best in shelters, such as formula, bottles, and cribs.

Save the Children can integrate in your own response capabilities. They are headquartered in Washington DC, however have regional offices in Connecticut and Lexington, KY. They can also deploy for response if needed.

State Led Collaborative R&R

Nancy Dragani, FEMA

Angee Morgan, Deputy Director, Kansas

State managed disasters is not a new concept. The idea looks to leverage customer service with the partnership between the states and FEMA. The program provides a menu of options that a state may tailor to fit their need of the possibilities FEMA may assist. A toolkit has been drafted and will be sent out to the states for final review a few weeks after the Forum.

NEMA Homeland Security Committee
Wednesday, October 3, 2018
Meeting Summary

Integrating Cybersecurity into Homeland Security Grants

After providing some welcoming comments, Committee Chairman Caleb Cage of Nevada welcomed Tom Balint, Acting Director of the Grants Program Directors at FEMA and began the discussion of the recent effort to integrate cybersecurity into the suite of homeland security grants. Balint outlined how the issue of cyber is clearly on the forefront of stakeholders as last year 91 different investment justifications highlighted 231 projects throughout the Urban Area Security Initiative (UASI) and State Homeland Security Program (SHSP) grants. The total of \$33 million these projects represent provides an initial baseline of FEMA's attempts to better understand capabilities across the country.

Between the continued question of the role of emergency management in cybersecurity; emphasis on election systems; and limitations of the current requirement for states to pass-through 80 percent of all funding to the locals, FEMA continues struggling with understanding the vulnerabilities, challenges, and governance issues in managing the cyber-threat. To assist in this effort, the Committee agreed to work with partners at the Governor's Homeland Security Advisors Council (GHSAC) to develop a stakeholder survey which could help educate the path forward for FEMA.

Trends with Operation Stonegarden Grant Program

Cage outlined how in FY18, Congress provided a \$30 million increase for Operation Stonegarden, thereby raising the total from \$55 million to \$85 million. In drafting bills for the FY19 appropriations cycle, the Senate recommended yet another \$5 million in funding for Stonegarden. In discussing these recent changes, the Committee described how huge increases such as those in recent years significantly increases administrative requirements and stress small departments thereby reducing utilization of the program. Balint said he understood the concerns and that a logical solution would be to allow states to utilize five percent of the grant in administrative costs similar to that of the parent program – SHSP. Congress restricted such an allowance in the past but seems ready to accept some potential changes.

Committee members Suzanne Krauss of Maine and Sima Merick of Ohio agreed to present the case of increased flexibility to the NEMA Legislative Committee and give NEMA staff direction to proceed in seeking the appropriate changes in report language to ensure the necessary flexibility in the program.

Recent National Meeting on Information Sharing

Jay Mitchell of New Mexico and Susan Bower from the Department of Homeland Security provided a briefing on a series of recent meetings nationwide and ongoing efforts of the State and Local Intelligence Council (SLIC). The SLIC is intended to provide a centralized forum to facilitate and enhance the operation sharing of information between the DHS Office of Intelligence and Analysis (I&A) and state, local, tribal, and territorial partners. The panel is composed of state and local professionals from the homeland security, intelligence, law enforcement, and emergency management communities. They review and provide feedback on I&A organizational alignment and mission focus priorities. Representatives for NEMA are Michael Dossett of Kentucky and Caleb Cage of Nevada.

The SLIC meets twice annually and the last meeting was in Tucson, Arizona in September. This most recent meeting focused on roundtable discussion with each mission center manager to discuss progress, provide feedback on priorities, and identify further opportunities for collaboration. The biggest issue as

of late is cybersecurity - both general security and criminal activity. Mitchell explained how election security is far more complex than just managing the internet and how issues abound throughout campaigns and spreading general misinformation.

Nexus of Terrorism to International Borders

Finally, Cage shifted the conversation to the nexus of terrorism to international borders. Earlier this year, DHS Intergovernmental Affairs approached NEMA about having a dialogue to better understand the issues faced by states and locals regarding vulnerabilities to terrorism and proximity to borders. FEMA began their dialogue with 12 different fusion centers to try and better understand the issues across the country. Unfortunately, there lacks robust reporting from the Federal government down to the state and locals, so risks are not necessarily widely known. While there was no final outcome from this discussion, Balint explained they will continue to solicit input and examine potential capability gaps. The notion of using international borders to help in adjusting the risk formula for grants distribution also arose but was not discussed in detail.

NEMA EMAC Committee Meeting
Wednesday, October 3, 2018
Meeting Summary

Brian Satula, EMAC Committee Chair, provided introductions and called the meeting to order.

EMAC After Action Report Update

Cris McCombs, Hagerty Consulting, briefed on the findings of the 2017 EMAC Hurricane Response After Action Report. In summary, EMAC played a critical lifesaving role. The issues and recommendations from the AAR identifies a number of areas of improvement for the Member States, most of which are identified within EMAC law, including the following:

- States must establish an EMAC training program for state and local officials.
- States must develop Standard Operating Guidelines (SOGs) for the utilization of EMAC as both requesting and assisting states, including implementation procedures, and reimbursement procedures.
- Develop Mission Ready Packages and upload them to the Mutual Aid Support System (MASS).
- Designate a sufficient number of EMAC Authorized Representatives (ARs) to ensure the timely request, offer, and approval of missions.
- Designate a lead for EMAC within the state to serve as the EMAC coordinator.
- Designate and train a minimum of two Type IV EMAC A-Teams.
- Develop legislation for interstate MOUs for local and volunteer agencies, and when the law allows, private sector.
- Maintain current contact information for EMAC Authorized Representatives and EMAC Designated Contacts.
- Develop EMAC training and exercise program that engages stakeholders likely to deploy.
- Utilize the online EMAC eLearning courses to provide online training for local Resource Providers.
- NEMA to implement improvements to the EMAC process, EMAC Operations System, EMAC documents, training, and educational materials.
- Streamline the use of virtual A-Teams and the hybrid A-Team support approaches.
- Utilize the online eLearning hosted by NEMA to train finance on EMAC training.

Further, Cris talked about the two Strategic Assignment Task Forces (SATFs) established by the EMAC Executive Task Force Chair to focus on reimbursement and situational awareness.

Brian Satula added that the AAR is under review by the EMAC Executive Task Force and EMAC Committee leadership with the report being released by the end of October.

Leo Lachat, Florida, thanked the states and NEMA for all their support.

David Maxwell, Past President Liaison, commended that as the leadership reviews the AAR to keep in mind that EMAC was not designed to resolve all disaster program issues. Keep focus of the intent of the compact as reviewing the AAR.

EMAC Executive Task Force Update

Michelle Kuzera, EMAC Executive Task Force Chair, briefed there has been 20 events opened in the EMAC Operations System with over 2400 personnel deployed since the NEMA Mid-Year Forum. Updates on the two Strategic Assignment Task Forces (SATFs) appointed after the after-action conference: Situational Awareness and Reimbursement were also provided.

The SATF on situational awareness is focusing on everything from validating deployment numbers from the teams that deployed to providing better situational awareness to deployed personnel and stakeholders. The SATF will also focus on technologies or leveraging existing technologies to provide better situational awareness.

The reimbursement SATF is looking at both documentation requirements by FEMA through FEMA Public Assistance and those required by states. The end goal is to try and baseline the requirements across the board and either develop forms or leverage the EMAC Operations System to help generate forms. We are also looking at using the EOS to upload paperwork giving the EOS a greater role in the reimbursement process.

Brian Satula thanked Michelle and the Executive Task Force for their work on the SATFs.

Angela Copple, NEMA noted that one of the biggest issues identified within the reimbursement process is reimbursement packages are not being submitted in a timely fashion, with over 50% of reimbursement packages not being received by the states to date.

David Maxwell suggested the EMAC Committee should reach out to the NEMA Response and Recovery Committee to utilize public assistance staff that can be of help as well as looking at all documentation requirements across all programs, not just EMAC.

Update from the FEMA NIC

Dan Alexander, FEMA, provided an update on the National Response Framework refresh based upon lessons learned from the 2017 hurricane season. FEMA will have a draft updated within the next 9 months with formal engagement for input to follow including webinars and engagement group periods. FEMA will continue to work on a plan to recruit state and local personnel to provide surge capacity to FEMA. FEMA has identified the Intergovernmental Personnel Agreement as the best mechanism to onboard surge capacity. FEMA also recognizes the request for individuals would need to be routed through the state emergency management agency directors. The individuals identified will be treated like FEMA employees utilizing a two-year agreement. The desired deployment timeline is 30 days. Recognizing this is to help support the FEMA mission when the assistance is needed and execute field obligations. Also understanding any request for action of these individuals would be requested through the state director, to not have a negative impact on the resource pool. Brian Satula noted there is a challenge with both FEMA and the states pulling from the same pool of individuals as would be needed through the EMAC process. Dan Alexander agreed the state would be the controller of the resources. Angee Morgan (KS) noted that she appreciates FEMA is working through the states and encourages looking at other opportunities since EMAC is working through the states. Dan Alexander added that this would provide additional opportunities for individuals to gain experience and training.

National Qualification System Update

Bob Allen and Karrie Gogel of Chainbridge Technologies, a FEMA contractor, provided a demonstration of OneResponder, the system developed in support of the National Qualification System (NQS).

The OneResponder technology platform allows individuals to manage their training, certifications, and other credentials. Through the system, managers can assign position and task books to staff and manage the qualification and certification process within the platform. Examples of qualification sheets for positions were demonstrated as well as the ability to group by competencies and behaviors where they can be endorsed by an authorized PTB evaluator. FEMA does not qualify personnel. That is the job of the states and locals. FEMA provides the tool and minimum level baseline while the training coordinator manages the system.

The early adopter beta program was started 30 days ago and is open to states and locals. Brian Satula asks is there plan or script to move the responders in to the system. Bob Allen said that spreadsheets could be provided for bulk upload and an API is being developed to import from existing systems.

Brian Satula noted states with existing systems would have to identify permissions and whether state systems could share information into the federal system. Brian also asked how the system is being integrating with MRPs and EOS. Dan Alexander indicated the integration with EMAC is down the road.

General Updates and Announcements

Brian Satula announced Mike Dossett would be the next chair of the EMAC Committee and thanked Mike Sprayberry and Wendy Smith-Reeve for their support over the past two years. Also recognized was the NEMA staff, contractor support, and David Maxwell.

Mike Dossett thanked everyone for their support acknowledging all for the work completed under the leadership of Brian Satula.

NEMA Past Presidents Committee
October 3, 2018
Meeting Summary

The NEMA Past Presidents Committee held a brainstorming session on the issue of workforce development and current challenges expressed by State EM Directors regarding personnel hiring, retention, generational differences, and diversity.

Generational Differences

- Millennials don't want to do the same job for 20 years. The promise of a government pension doesn't resonate with younger generations.
- Find out what's meaningful to younger people. Provide opportunities to participate in other activities such as charitable or engagement in NEMA.
- Several states have very successful partnerships with higher ed institutions and internship programs, and often hire their interns. Student interns want meaningful projects to work on which is the key to success.

Hiring

- Should state emergency management agencies look to only hire emergency managers or should they consider other skill sets for particular jobs.
- Identify the impediments to hiring in your agency and then work to resolve them with human resources department.
- State Directors should educate their human resources departments on the unique needs of emergency management and work together to tailor job descriptions, recruitment and hiring practices accordingly.

Retention

- Organizations need to be flexible to meet changing workforce and societal norms i.e. 8-5 work day, cubicles. State Directors should use any authority they may have to allow flexibility such as flex time, remote work, etc.
- Allow personnel to have different experiences. Cross train across divisions, allow appropriate personnel to deploy through EMAC or through an exchange with another state.
- Directors shouldn't focus solely on retention but also on productivity. If an employee is extremely productive for 2-3 years and then leaves, that should be considered a win.
- Informal mentoring programs seem to be more effective than formal ones.
- Keep in mind that when people leave your agency to go work for local government or the private sector, it's still building the overall emergency management workforce which is a positive.

Other

Leaders shouldn't be afraid to change their workforce culture. Don't be so inflexible as to lose talent and skill. Use any flexibility you have to create the best work experience and culture for your people.

The Past President's Committee then went on to discuss their shared vision for NEMA which is renewed emphasis on the advancement of national emergency management policy with less focus on operational issues. Discussions and sessions at NEMA forums should reflect this emphasis. Also, NEMA should develop its own national policy doctrine. The group agreed to share this vision with the NEMA Board of Directors.

NEMA Private Sector Committee
Wednesday, October 3, 2018
Meeting Summary

Shandi Treloar, Private Sector Committee chair opened the meeting, welcomed the attendees and guests and briefly explained the nature and purpose of the committee.

The chair then introduced the first speaker, George Renteria with FEMA to provide an update on creation and implementation of the CERRA Guidelines for reentry. (See report)

Mike Dossett, Technology Subcommittee Lead, gave an update on activities to date (see subcommittee/working group report) and outlined goals from the coming year to include:

- Explore partnership with DHS S&T;
- Determine most pressing tech challenges facing the states;
- Participate in “Shake and Fury”.

Joel Thomas, Information Sharing Task Force Lead, gave an update on activities to date.

2018 Activities:

- January - Submitted recommendations report to FEMA
- Jan-June - Tested and evaluated concepts from “Building Operational Public Private Partnerships Guide” during NLE 18
- July - Kicked off a State Director working group to evaluate Task Force work products
- August - Present: Initiated development and publication of a concrete set of “community indicators” for disruption, and stabilization that private and public sector organizations can track and use to inform decision making. Initial focus is on the economy and the FEMA response lifelines (i.e. communications, transportation, power and fuel, food & water, health & medical, wastewater, safety & security)

What’s Next?

- Present and solicit feedback on the process, and the first two outputs for the economy and power response lifeline.
- By December 2018 - Complete templates for the economy and response lifelines and circulate for review with State Directors and the NEMA Board.
- Propose recommendations to NEMA Leadership.
- Send recommendations to FEMA Office of Response and Recovery in 2019.
- Update “Building Operational Public Private Partnerships Guide” and release v2.0 in 2019.
- Work with Technology Subcommittee

Keith Thompson with Dunn & Bradstreet presented highlights from the Baseline Situational Awareness Study conducted for North Carolina following Hurricane Matthew. The study included a review of disaster criteria including:

- Economies effects;
- Actual effects;
- Event characterization;
- Specific effects of pre-existing economic indicator consequences;

- Data requirements;
- Map of critical lifelines.

The study is available for download on the NEMA website.

Brock Long, FEMA Administrator, discussed FEMA’s goal of a greater level of integration between public and private sector.

- Creation of better partnerships;
- Assessment of PS capabilities prior to scheduling response activities;
- Strategic data collection prior to disasters for use when needed;
- DRRR increased management costs to 12% to help state and local agencies work more effectively with private sector at critical times;
- Reduce number of core capabilities from 32 to a more manageable set of targets.

Rob Glenn, Director of FEMA’s Private Sector Division briefed on activities and priorities of the Private Sector Division.

Goals:

- Integrating the private sector across the enterprise – both FEMA and emergency management.
- Stabilizing the Community Lifelines in disasters of all sizes with the private sector as the critical component enabling systemic resilience.
- Changing to be more responsive to the private sector to fulfill the goals of the strategic plan:
 - for building a culture of preparedness,
 - developing catastrophic readiness, and
 - reducing complexity at FEMA.

Progress on goals 41-44:

41 - improving responsiveness to the private sector. We’re open for business and input to improve.

- For the development and execution of the FEMA Strategic Plan – held partner strategy sessions with the private sector to better understand and integrate ideas into the strategic plan and support the goals.
- Received feedback from private sector – both in a partnership and procurement context that we needed to be more responsive.
- Developing a system for various private sector offers of support to channel directly into FEMA so that we can guide potential capabilities to programs faster as well as ensure we are expediting where we can an answer.
 - Received more than 10K of these during height of 2017 and need a better way to manage, track, and respond.
- Private Sector Division and the NBEOC were moved into the front office of Response and Recovery earlier this summer to more fully integrate the private sector operationally and provide the resources needed to match the engagement required for successful stabilization of lifelines and the strategic goal objectives.
 - Approach is to implement the change reflecting the “team of teams” method advocated by Gen. McChrystal in his book of the same name.

- At the end of the day, will be more operationally attuned to private sector priorities and capabilities but also not going to be so operationally focused that opportunities for crisis messaging, preparedness, or other partnerships left on the table.
- At the same time, the operational relationship is paramount as it can span all phases of emergency management.
- The organizations in the private sector – like FEMA – are complex and there will never be a perfect plug and play solution...

Both changes were in large part due to the inputs of the private sector – NEMA Private Sector Committee provided feedback as did the All Hazards Consortium with more than 50 signatories to move the Division from the external affairs realm to the operational.

42 - Operationalizing the private sector function at FEMA through the lens of recent activations and adopting community lifelines before, during, and after disasters

The NBEOC activates with more than 1000 members currently in tandem with the National Response Coordination Center and leans forward to assist private sector stakeholders, Regions, and states for sharing information and facilitating coordination with national level entities.

Over the last few months, the NBEOC first activated for Hurricane Lane in the Pacific and then about a week later to Olivia as well as most significantly Florence in the Atlantic that is still impacting North and South Carolina.

For Hurricane Lane:

- identified key private sector supply chain for aligning with FEMA efforts - Region IX Private Sector and Logistics began coordination with C&S Grocers and others on what plans were to not disrupt them – this worked exceedingly well – including pre-positioning generator for potential use to avoid loss of perishable foods
- proactive engagement – particularly the airline industry as well as travel & tourism to align messaging as well as the operational alignment needed
- ensuring coordination of national relationships with those within the state – this helped avoid duplication of effort, inform the state on what we would do and wouldn't
- Integration of National Protection & Program Directorate (NPPD) staff – in the NBEOC, NRCC, and coordination across regions (NPPD and FEMA)

When the NBEOC activated – before the combined Atlantic and Pacific system in some cases and ongoing....

- Conducted stakeholder analysis by lifeline at the national, regional, and state level – helped clarify who would be impacted, information requirements, and identified potential planning considerations
- Integrated internal FEMA – NPPD Calls – Region 9, 2, 3, 4 – on the line actively talking about risk, where to assist the states, and how & what to anticipate
- Released and shared more information – approval for the Senior Leadership Brief to be distributed to the NBEOC members and the Cross Sector Coordinating Council; GIS Products; FIMAN in NC; promoting what was already in existence.

- Focused on predictable challenges and milestones: ahead of landfall working with Regions and states on their access/re-entry programs (CERRA mention) as well as understanding what milestones for stabilization could be anticipated
 - For example, replenishment of perishable food; more fuel in certain locations; return to work rate of employees, etc.
- Appreciated the economics – deployed an FDRC into the NBEOC to help begin identifying economic challenges and landscape during response – that enabled us to provide an economic assessment for the FCO and the state in SC for specific areas of concern; we also looked at the composition of the economic drivers for each state to better integrate into planning – not perfect – but getting better
- Direct Federal Assistance - - explored the options within the scenarios of how best to ensure private sector partners are going through the state EOC for capabilities they need in the states they are operating.

Some items we learned:

- Private Sector Assessing - The National Business Emergency Operations Center (NBEOC) team identified—and to some degree, addressed—the need for Federal Emergency Management Agency (FEMA) staff to conduct better assessments to shape analytic requirements executed by the National Risk Management Center.
 - Central to this point, FEMA needs to continue improvement of the Request for Information (RFI) process.
- FEMA, SLTT emergency management partners, and the private sector must continue working together in “blue sky” to build greater understanding of needs, capabilities, and lexicons.
- The NBEOC and National Infrastructure Coordinating Center worked well together throughout Hurricane operations. This helped address cross-sector strategic issues with tactical solutions (examples: comms & power)
- Need more structure around integration of the private sector into NRCC and field operations – thanks to - Walmart & UPS Foundation in the NRCC
- Emergency Support Function (ESF-14) should be developed with the mindset that it can serve as a linchpin between response and recovery. It can be part of the bridge to long-term recovery. For instance:
 - Faster economic assessments (shortening the time by months)
 - Pre-disaster assessment with a private sector recovery mindset
 - Smarter use of local private sector capabilities—use locals for jobs, don’t simply offer loans to business who are already in debt from suspended operations.

43 - making inclusive changes to doctrine to strengthen operational public-private partnerships

The lessons learned from the historic 2017 Hurricane Season and the complexities presented by a dynamic threat and hazard environment make clear that private sector operational integration is essential based on the systemic interdependence and disconnects that can be addressed supporting community economies nationally. As a result, FEMA requested and received authorization from the Secretary of Homeland Security to update the National Response Framework (NRF) and develop Emergency Support Function – 14.

ESF-14 will create an integrated, designated, formal response coordination mechanism that will allow greater insight into the needs for business resumption, infrastructure restoration, and other private sector enabling activities that can shift systems from disrupted to sustainable operations. This will improve information sharing across sectors based on information requirements and stabilization indicators collaboratively developed that will accelerate response and recovery. And most importantly, greater actionability for issues, concerns, and complex challenges requiring sustained collaboration to stabilize the incident and sustain operations.

What is ESF-14?

- Emergency Support Functions are coordination mechanisms for defined capabilities that can be employed across the whole community in response leading into recovery for efficient and effective resource management.
- This ESF is intended to unify the public and private efforts during a catastrophic response where resources are constrained, criticality of infrastructure restoration imperative, and enabling business resumption contributes to long term economic stability.

Will this NRF Update embrace the BEOC concept or will ESF14 doctrinally replace BEOCs?

- This NRF Update will integrate the private sector (business, industry, and infrastructure owners and operators more than ever before and seek to both leverage and harmonize the various structures for response coordination – before, during, and after disasters.
- Business Emergency Operations Centers emerged during the immediate post-Katrina era, and continue to be used in about 20 states as well as the National Business Emergency Operations Center (NBEOC) that continues to further integrate into the National Response Coordination Center.
- States ultimately decide how they want to organize – however – there must be a deliberate national structure for response coordination at all levels that addresses the interdependencies of infrastructure to inform sequencing and actions the government may take to enable the private sector during catastrophes

What is meant by “cross sector” integration and coordination? Is this private-public sectors or across the 16 Critical Infrastructure Sectors identified by the NIPP?

- Cross-sector can be viewed in the larger segmentation of the private sector and public sector but also across the 16 critical sectors of infrastructure as defined by the National Infrastructure Protection Plan (NIPP).
- It’s also the need for integration of industry solutions or capabilities that can be vital for enhancing response operations for stabilizing community lifelines while also addressing business continuity and resumption challenges where government can have a significant role in providing information and coordinating operationally.
- Additionally, the corporate social responsibility elements of coordination with companies is increasing during response, and an element that can help address actual needs of survivors during disasters.

What value does the ESF-14 development have for the private sector?

- ESF-14 will create an integrated, designated, formal response coordination mechanism that will allow greater insight into the needs for business resumption, infrastructure restoration, and

other private sector enabling activities that can shift systems from disrupted to sustainable operations.

- More precise information sharing between government and the private sector based on information requirements and stabilization indicators collaboratively developed that will accelerate response and recovery.
- Greater actionability for issues, concerns, and complex challenges requiring sustained collaboration among government, the private sector, and non-profits that leverages as much as practicable existing coordination mechanisms that can be linked with the new ESF.

How will ESF-14 work?

During the 2017 Hurricane Season, the NBEOC at FEMA and the National Infrastructure Coordinating Center (NICC) at the NPPD developed the Business, Industry, and Infrastructure Solutions Group to document the ad hoc coordination occurring for greater unity of effort and impact:

- ESF-14 will build on this collaboration to improve *operational alignment* with business, industry, and infrastructure owners and operators through integrated planning activity that recognizes interdependencies based on risk informed by the private sector.
- *Analysis and assessment* of the pre-incident landscape including economic factors and infrastructure fragility in planning and during ongoing operations so that transparent operational requirements are identified; and
- *Enabling Actions* might be taken to proactively remove private sector operational barriers, improve sequencing and ensuring clarity on the governmental entity responsible for action.

Who will lead ESF-14 at the Federal Level?

- The lead agency will be the National Protection & Programs Directorate (NPPD) through the National Integration Coordinating Center (NICC).
- FEMA will be the primary supporting agency through the National Business Emergency Operations Center (NBEOC).
- Collaborating more closely than ever at HQ and across the Regions – the two will harmonize engagement across the 16 critical sectors, the business and industry marketplace, and develop operational requirements for action in the NRCC and the Regional Response Coordination Centers that addresses interdependencies, incident complexity, and systems stabilization for community lifelines.

How ESF-14 will change an outcome if in practice today?

During an incident activation, ESF 14 in conjunction with the SSAs and ESFs, assess interdependencies and help inform requirements, identify coordination gaps, and recommend courses of action.

- For example, ESF 14 may identify interdependencies that the Water sector may have of the chemical, transportation, and energy sectors, and help to enable action on those requirements by ESFs 10, 1, and 12 respectively. At the Federal level – this means the NICC is conducting the analysis and the NBEOC is tracking the issue to resolution in the NRCC.
- Where there is not a clear linkage of one of the 16 Critical Sectors and an existing ESF, for example, ESF 14 may help convey operational risks or priorities to the Financial Services SSA led by the Department of Treasury and develop requirements for action.
- During the last hurricane season, offers of assistance, capability, or proposals of innovative solutions from business and industry had no clear entry point, assessment for use, or tracking.

In ESF #14, the NBEOC will convey offers to both ESF and the Region or Joint Field Office to determine whether the assistance is desired and appropriate. ESF #14 will monitor the action as an RFI until closure and provide feedback to the donating entity as needed as coordination occurs simultaneously with the lead ESF and/or Region/Field Office through the normal process.

How will FEMA and DHS engage stakeholders to ensure there is a sustained conversation throughout the development process, so the doctrine works for the whole community – not just the Federal one?

- Engagement is already underway and will rely on engagement mechanisms already in place with the private sector including the Sector Coordinating Councils focused on infrastructure protection.
- We will be working with the National Emergency Management Association, International Association of Emergency Managers, Big City Emergency Managers and other associations to inform the development of ESF-14 as there are different models in existence that can inform a national best practice for private sector integration and cross sector interdependency coordination.
- There will be specific engagements nationally throughout the fall and will culminate in the required national engagement period for more broad input into the document.
 - Webinars later this month.
 - Planning an NRF Summit this fall.
 - National Engagement in the Spring.
- There will be opportunities for debate, dialogue, and determining how best to scale the ESF at the Federal level but also – as a former state EOC manager – want to know how to potentially apply at the state level.

44 - Developing approaches to assist states in building public-private partnership programs.

- More state managed disasters will require more integration and engagement of the private sector at the state level
- ESF 14 Business Industry and Infrastructure Support Function can be helpful
- Private Sector Office is here to help – Regional Private Sector Liaison

How will this improve unity of effort?

- In large scale disruptions, disasters, and catastrophes, public and private alignment is essential to effectively and efficiently use resources and mitigate operational risk through coordination of life saving, sustaining, and enabling activities to help people and communities.
- Nationally corporate, business, and critical infrastructure operational coordination, information sharing, and requests for action are not uniformly addressed at all levels which prevents agile, focused response and recovery efforts.
- These combined efforts will unify coordination in these areas to decrease duplication of effort and increase responsiveness to address prioritized challenges to stability in a disaster with a sense of urgency balanced with deliberateness in sequencing in four areas: Infrastructure Restoration, Business Continuity and Resumption, Corporate Humanitarian Response, and Industry Solutions.

The chair thanked all the presenters and guests and opened the floor for the group discussion - Baseline Standards for Building a Comprehensive Private Sector Program.

Key considerations in building a program include:

- Know your economic base;
- Use existing programs created /run by private sector;
- States role is in support, not management;
- Set up an environment of trust;
- Program should reflect culture of the state;
- Be willing to coach and be coached;
- Virtual or physical information exchange;
- Remove data restrictions for better information flow;
- Include local associations, i.e. merchants, mass care, CVB, fusion centers;
- Change accountability-More is not always better;
- Understand footprint and mission of companies within jurisdiction;
- Build culture of preparedness.

The chair concluded the meeting by asking anyone interested in serving on a subcommittee, working group or as a liaison to contact her or NEMA staff. With no other business, the chair thanked the attendees and concluded the meeting.

NEMA Legislative Committee
Thursday, October 4, 2018
Meeting Summary

Chairman Jeff Stern from Virginia opened the meeting with introductions and had Suzanne Krauss of Maine and Sima Merick from Ohio expand on a conversation they started in the Homeland Security Committee meeting. As the funding for the Operation Stonegarden grants continues growing rapidly, increased flexibility is necessary for states to utilize the statutorily-allowed five percent for administrative costs. After a brief discussion, the Legislative Committee instructed NEMA staff to proceed in seeking the appropriate changes in report language to ensure the necessary flexibility in the program.

NEMA Legislative Activity in 2018

Stern began by highlighting the significant progress made thus far on NEMA's legislative priorities for 2018. Most every legislative effort in the past year has been in close coordination with the partners at the International Association of Emergency Managers (IAEM). Stern introduced IAEM President, Nick Crossley, to also reflect on the joint successes of the past year. Crossley praised the consistent and good-faith communications between NEMA and IAEM and stressed the importance of local buy-in to national emergency management legislative priorities. He said that he viewed the passage of the DRRRA as a joint success between the two groups and the partnership will continue in requesting the five percent increase in EMPG.

From Capitol Hill: Updates from Key Congressional Committees

Next, Pam Williams from the House Transportation and Infrastructure Committee opened her comments to the group by lauding the collective effort to pass the DRRRA. Williams praised the entire emergency management community but especially NEMA and IAEM and highlighted the new Pre-Disaster Mitigation program and increase in management costs as two of the key provisions in the bill. She stressed, however, that the hard work would start soon with the implementation and rulemaking process. Williams also alluded to other areas of focus for emergency management stakeholders on Capitol Hill, like deconflicting other disaster recovery programs such as Community Development Block Grants.

Chris Mulkins from the Senate Homeland Security and Governmental Affairs Committee spoke next to give his perspective. Similar to Williams' comments, the biggest victory in recent years was final passage of the DRRRA. Beyond that, he said the committee is focused on preparedness grants and the need for emergency managers to discuss the path forward with Congress on the issue. He also mentioned that the committee has a heavy focus on staffing issues at FEMA.

Finally, Lauren McClain from the House Homeland Security Committee discussed the priorities of Ranking Member Bennie Thompson. She outlined how Thompson was most concerned with oversight on Hurricane Maria in Puerto Rico and that he saw the island still in response mode. McClain also said the Minority side of the Committee is focusing on debris removal contracts reform.

President Brad Richy from Idaho asked the Congressional staffers what lessons they learned from the DRRRA saga. A common refrain was that more work is going to be done, more legislation will be introduced, and that emergency managers should have legislative priorities to push as well. Delilah Bruno from Montana lauded the passage of the provision allowing hazard mitigation funding to be

applied to Fire Management Assistance Grants. To that, the staffers stressed how emergency managers need to change the conversation and viewed the aftermath of the 2017 disasters as a great opportunity to enact real change in mitigation practices. Wes Maul from Florida mentioned his state's CDBDG-DR mitigation issue paper and sparked a conversation on how the effort could be expanded to include NEMA advocating a full shift of post-disaster recovery block grants from other Federal agencies to FEMA.

The final issue raised with the Congressional staff was beginning the discussion of educating the new Congress with the potential for significant turnover. Especially with the balance of power still in doubt, new Committee Chairmen, new Members generally, and new staff could create a significant learning curve on emergency management issues, so associations such as NEMA and IAEM and their respective members will need to be prepared for a large education effort throughout the 116th Congress.

FEMA Legislative Activity

Director of FEMA Congressional Affairs, Robby Wehagen, was next to speak to the group. He first mentioned that FEMA Administrator Brock Long is proud of the DRRRA's passage and an advocate for the bill. He said that the agency is most excited about the pre-disaster provision and the raising of management costs. He also noted the 125,000 flood insurance claims and the billions paid to individuals who were insured, underscoring that the National Flood Insurance Program (NFIP) is the most cost-effective form of mitigation. In the coming month, NFIP will again need to be extended or reauthorized.

Policy Partnerships: Developing a Non-Federal Legislative Database

Lastly, NEMA staff presented a partner project with the National Conference of State Legislatures (NCSL): a comprehensive state legislation database. The Committee saw a presentation on the raw data given to NEMA by NCSL, which consisted of around 300 enacted pieces of legislation from various states. Danielle Aymond from Louisiana spoke about her state's lessons learned dealing with the state legislature. She emphasized that a comprehensive database would be useful for the state as they already use inspiration from other states. Alberto Moscoso from Florida echoed these sentiments as well. Next steps discussed were how to disseminate the data and in what format. NEMA staff said they would work with the Legislative Committee to discuss the final product in the coming weeks.