

UNITED STATES DEPARTMENT OF HOMELAND SECURITY

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FEDERAL EMERGENCY MANAGEMENT AGENCY

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FEMA NATIONAL ADVISORY COUNCIL

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MEETING

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Thursday,  
April 16, 2009

The General Session of the FEMA National Advisory Council convened in the Atrium Ballroom at the Washington Court Hotel, 525 New Jersey Avenue, N.W., Washington, D.C., at 8:30 a.m., Kem Bennett, Chairman, presiding.

ADVISORY COUNCIL MEMBERS:

- KEM BENNETT, Chair
- ROBERT GOUGELET, Vice Chair
- DAVID BARRON
- ANN BEAUCHESNE
- JOSEPH BECKER
- MICHAEL BROWN
- JOSEPH BRUNO
- STEPHEN CASSIDY
- CHRISTINA CATLETT
- IRENE COLLINS
- ROBERT CONNORS
- RUSS DECKER
- JOHN DIDION
- NANCY DRAGANI
- CATHEY EIDE
- LEE FELDMAN

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## ADVISORY COUNCIL MEMBERS: (Continued)

JOANNE HAYES-WHITE  
JOHN HINES  
CHARLES KMET  
KURT KRUMPERMAN  
JOHN LANCASTER  
SUZANNE MENCER  
KENNETH MILLER  
KENNETH MURPHY  
GERALD PARKER  
JAMES PATURAS  
MARK SHRIVER  
JOHN STENSGAR  
J.R. THOMAS  
SUSANNE TORRIENTE

## COUNCIL STAFF PRESENT:

BOB SHEA, Associate Deputy Administrator  
ALYSON PRICE, Designated Federal Official  
DEENA WALLACE, Counsel to NAC Chair

## ALSO PRESENT:

PHILLIP MAY, Regional Administrator,  
Region IV, FEMA  
KEN WATMAN, Director, Preparedness Policy,  
Planning & Analysis, FEMA  
JOSH DOZOR, Branch Chief, Preparedness Policy  
Planning & Analysis, FEMA  
RAFAELA MONCHEK, Acting Deputy Director,  
National Housing Task Force, FEMA

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1 P-R-O-C-E-E-D-I-N-G-S

2 8:30 a.m.

3 MS. PRICE: Good morning,  
4 everybody. If you could begin to take your  
5 seats, we're going to begin this morning's  
6 session.

7 I'd like to officially open up our  
8 morning session and turn it over to Dr.  
9 Bennett.

10 CHAIR BENNETT: Good morning,  
11 everyone. I'd like to begin by thanking Nancy  
12 Ward for, once again, for addressing us  
13 yesterday, and giving us her open comments on  
14 FEMA and the transition and the changes she's  
15 seen. And I think that was very, very  
16 informative.

17 I'd certainly like to thank the  
18 other presenters that we had from FEMA that  
19 briefed us on the NIMS training, which stirred  
20 a lot of interest in the mitigation in the  
21 floodplain work that's being done on modeling,  
22 as well as our subcommittees for their work.

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1           Cathey Eide did the NRF, Irene  
2 Collins updated us on special needs, Russ  
3 Decker on NIMS, and Joe Bruno brought us up to  
4 date with the working group for the US&R, and  
5 then we did, indeed, pass some  
6 recommendations.

7           And Joe, if you would draft, as we  
8 do, draft the recommendations for me, I will  
9 see that they get forwarded as we voted on  
10 them yesterday to the Administrator.

11           I think we also appreciated  
12 hearing from Mark Shriver at lunch on his  
13 comments on the National Commission of  
14 Children in Disaster and I thought that was an  
15 interesting presentation in all, something of  
16 interest to this group.

17           Made a couple of adjustments to  
18 this morning's schedule. We should finish in  
19 fine time today. But one of the adjustments  
20 we made would be Joe Bruno is going to give us  
21 a little briefing. We'll fit it in where,  
22 maybe this morning, depending on time, or

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1 we'll do it right after lunch this afternoon.

2 But, about New York Office of  
3 Emergency Management's experience with the  
4 landing in the Hudson River of the USA Air  
5 flight, and I think that would be something  
6 that we would be interested to hear about that  
7 response.

8 Also, Mayor Brown is -- we'd like  
9 -- if you would like to take a few minutes to  
10 give us our invite to Grand Forks.

11 MR. BROWN: Well, thank you.

12 I would like to invite everyone to  
13 Grand Forks in July for the next NAC meeting,  
14 and we are anxious to show you what happened  
15 in Grand Forks in 1997, and then the recovery  
16 process.

17 And the recovery process didn't  
18 just happen overnight. It happened because of  
19 local, state, national and FEMA and the Corps  
20 working together to make our community strong  
21 again. You're never whole, but we're  
22 certainly much better off than it would have

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1           been without this.

2                       We're very proud of what we've  
3           done with the assistance and we are anxious to  
4           show it to you. And mitigation, we stand in  
5           line to say that mitigation works because  
6           we're out of harm's way.

7                       In this flood season right now, we  
8           were able to be a resource to the region  
9           because we weren't fighting our flood, we were  
10          helping fight their floods. We sent a sand  
11          machine to Fargo so that they could sand bag.

12                      We sent university students down  
13          there to help sand bag, and I think they  
14          realized we were instrumental in their  
15          recovery and able to keep the river out of  
16          their town this year.

17                      So, I look forward to inviting  
18          everyone, and I think you'll have a wonderful  
19          time in Grand Forks. You think, "Where is  
20          it?" Well, it's right in the middle, so we're  
21          looking forward to seeing you.

22                      CHAIR BENNETT: Thank you very

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1 much.

2 (Off-the-record comments.)

3 CHAIR BENNETT: Mr. May, Phil May  
4 is here. Did he step out?

5 MR. MAY: I'm right here.

6 CHAIR BENNETT: There you are. My  
7 gosh. Didn't see you. Regional administrator  
8 for Region IV, if you would give us an update  
9 on the RAC, we'd appreciate it, sir.

10 MR. MAY: Well, thank you very  
11 much. It's good to be here. I had a chance  
12 to walk around the room here before we  
13 convened, and meet some old friends, Irene and  
14 others that I haven't seen in a long time, and  
15 it's good to be here.

16 I was thinking about this on the  
17 way up, and I mentioned to a couple of members  
18 today, you know, we're -- all the time we have  
19 consultants coming into our office from time  
20 to time that are hired by folks like Post  
21 Buckley or for PriceWaterhouse, and they go  
22 out and they look at -- we ask them, we want

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1 a fireman, we want a mayor, we want this, we  
2 want that, and they bring this very august  
3 group in and we pay large bucks for advice,  
4 and here we have this group right here.

5 We probably couldn't afford to  
6 have you guys on the payroll, so we appreciate  
7 so much the good advice that you give us and  
8 your efforts at public service here. Thank  
9 you so much for that.

10 As you know, the regions have a  
11 mirror -- kind of a mirror of this group at  
12 the regions, called the Regional Advisory  
13 Committee. First slide, please. Next slide.

14 The Regional Advisory Councils are  
15 composed of state and travel and local  
16 emergency management officials and advise the  
17 regional administrator on all aspects of  
18 emergency management.

19 In addition to that we have a  
20 thing called the RISC. The RISC, which stands  
21 for the Regional Interagency Steering  
22 Committee, comes up frequently in relationship

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1 to the RAC. They have somewhat similar makeup  
2 of the groups.

3 The RISC also have regional work  
4 groups. Both the RACs and the RISC have  
5 similar memberships, federal, state and local  
6 and travel government representatives, but the  
7 RAC and the RISC have very distinct and  
8 separate roles in the regions.

9 The RACs focus on preparedness  
10 planning is for the Regional Administrator,  
11 advising me on those areas that I need to pay  
12 attention to, and that area, much broader  
13 perspective, and the RISC focuses primarily in  
14 the operational for the disaster response with  
15 a particular emphasis on emergency support  
16 functions.

17 I think you probably were briefed  
18 on the National Response Framework yesterday  
19 or the day before yesterday, and you  
20 understand what these emergency support  
21 functions do.

22 In the RISC meetings we do have a

1 very heavy component of -- that represent  
2 those specific RISC ESF working areas and they  
3 do provide a good group of folks that we --  
4 these are the same people that actually go  
5 with us out on operations on -- when we have  
6 operations in the field.

7 Next slide, please. What I'd like  
8 to do at the FEMA regions, ten of us, I'm  
9 Atlanta. I'm one of the three career FEMA  
10 Regional Administrators. The other one is  
11 John Sarubbi in Philadelphia and, of course,  
12 Nancy Ward in California in Region IX.

13 Next slide, please. What I'd like  
14 to do is kind of talk a little bit about the  
15 -- break this down into kind of the area of  
16 focus that the RACs have brought to the  
17 Regional Administrator as a result of their  
18 meetings, and some of the solutions that they  
19 have proposed and some of the areas that they  
20 focused on as far as the remedy to these  
21 issues.

22 And then I'd like to, at the very

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1 end of this, after I do this, open this up  
2 for, you know, about 15 minutes of questions  
3 about what we're doing in the field at the  
4 regional office level which may be more  
5 interesting than what I'm briefing you now.  
6 So -- but I'm open for any questions as we  
7 close out here.

8           Region I, in Boston, their focus,  
9 continuing focus on public awareness issues of  
10 preparedness and adjusting public expectations  
11 of FEMA's roles in response and recovery.

12           One of the first things that  
13 Secretary Napolitano mentioned in a meeting of  
14 NEMA was that we need to deal with this  
15 expectation of what FEMA is and what FEMA's  
16 not.

17           FEMA is not the 911 of the Federal  
18 Government, and she understands that in many  
19 cases local government wants to know where  
20 FEMA is right after an event and, in fact, the  
21 agency is extremely small, as you know.

22           And although we have relationships

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1 at the state and local level and at the very  
2 local level, there's no way that we could, as  
3 an agency, be out there on the very first day  
4 after the storm to have that visibility that  
5 so many people think we should have.

6 And so we need to deal with that  
7 issue of expectations and so I'm glad to see  
8 that she has -- understands that and is  
9 willing to partner with us to deal with that.

10 Our job, primarily, is to make  
11 sure that the state and local folks have what  
12 they need to do their job in first response.  
13 And so, obviously, the RAC there in Boston  
14 understands that, and they want to find a way  
15 to deal with that in a way.

16 The development of an adequate  
17 regional shelter resources, we have a thing  
18 called a gap process going on now which kind  
19 of came out of New York, Joe, and that is  
20 something that has legs with the agency and  
21 would be not only using with our coastal  
22 states, we have to roll that out to the entire

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1 50 states as we move forward.

2 And it's been a very helpful tool  
3 in helping us identify short-falls.  
4 Obviously, this is an item that came out of  
5 the RAC, the shelter resource issue. How do  
6 you shelter the people, not only in New York,  
7 but all throughout New England, as it relates  
8 to events that may occur along the coast  
9 there.

10 Emergency planning special needs  
11 population is one of the gap items that we  
12 looked for, how do we deal with emergency  
13 planning for special needs populations and  
14 then, of course, the development of neck-and-  
15 neck region-wide exercises.

16 Some of the accomplishments --  
17 next steps, the RAC issue subgroups have  
18 completed two rounds of conference calls to  
19 discuss issues and to formulate  
20 recommendations, and they do plan a meeting  
21 coming up in May to address some of these  
22 things.

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1                   New York, Joe could probably brief  
2                   this himself.    The use of intelligence in  
3                   emergency    management    operations  
4                   decisionmaking, creating and maintaining a  
5                   synergy with law enforcement, emergency  
6                   management    communities    and    regional  
7                   catastrophic planning.

8                   If you've ever been to an event in  
9                   New York City, you know that the New York  
10                  Police Department is everywhere and I mean,  
11                  they're the face, in many cases of emergency  
12                  management, because they're there and you know  
13                  that on that corner somebody's watching you  
14                  and they're going to take good care of you.

15                  So, I would imagine that heavy law  
16                  enforcement piece that comes out of this is  
17                  because they are very much involved in Region  
18                  II in what's going on, not only as far as  
19                  advising the Regional Administrator on how to  
20                  roll this out to New Jersey and to the other  
21                  states that are involved, but also they have  
22                  an extreme interest and we're glad for that.

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1           The Regional Administration is  
2 proposing a shift, though, from the specifics  
3 of operational planning, and he wants the RAC  
4 to maybe back up a little bit and take a more  
5 strategic view of what their role should be in  
6 the region.

7           So, he's asking basically, I  
8 guess, in this roll-out here, that we may want  
9 to move back from the operational planning  
10 piece, and look more strategically as a region  
11 on how the RAC could support the regional  
12 administrator.

13           Philadelphia, community  
14 preparedness, youth education and special  
15 needs outreach, credentialing for  
16 infrastructure, commodity providers as well as  
17 emergency responders.

18           When we have large events, law  
19 enforcement is a heavy presence, and many of  
20 the responders that need to get into areas  
21 that have been affected sometimes don't have  
22 the proper credentials, and it's a big issue

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1 not only in Philadelphia, Region III, but it's  
2 a big issue nationwide in coming up with  
3 credentialing that everybody can recognize so  
4 that you have access to those areas that are  
5 needed for response.

6 This not only deals with those of  
7 us who work for government, but also those who  
8 provide services like utilities. One of the  
9 big issues we face in a lot of large  
10 operations is having the utilities have access  
11 to those areas that have been affected so they  
12 can do their job to restore power.

13 In addition to that, the insurance  
14 industry. A lot of times adjustors cannot get  
15 into areas, and so we work with the private  
16 sector to find a way to work with the states  
17 and locals to talk with the sheriffs and so we  
18 can come up with credentials that meets the  
19 needs of those that have to protect the lives  
20 and safety of the populations that have been  
21 affected there.

22 Some of the accomplishments that

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1 come out of that are developing a white paper  
2 in regards to youth education, best practices  
3 and recommendations, as well as launching  
4 online compendium of resources, drafting  
5 recommendations based on best practices,  
6 lessons learned for regards to special needs  
7 outreach and recommendations will be shared  
8 with the NAC, regions in the National  
9 Emergency Management Associations.

10 Atlanta, that's my backyard. One  
11 of the things we also have to do as Regional  
12 Administrators is chair a group called the  
13 RECG, which is the Regional Emergency  
14 Communications Group, and that group, if  
15 you'll look at the charter of it, it says, I  
16 am responsible for making sure there's  
17 interoperability of communications in my  
18 state.

19 That's a big job, especially since  
20 I don't have the money to do that, nor do I  
21 have control over the grant process at this  
22 time to focus that to make sure that happens,

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1 plus all the competition between vendors and  
2 everybody has a better idea of how to do  
3 interoperable communications, plus the  
4 definition of that word is not clear to me.

5 So, that group is, quite frankly,  
6 made up of a lot of guys who like to pull  
7 wires and turn knobs, and those that are real  
8 operators communications, and quite frankly,  
9 a fun group to be around, and they're having  
10 input by now into my RAC.

11 They provide recommendations to  
12 the Regional Advisory Committee on what I  
13 should be doing also. And they use that kind  
14 of almost like a subcommittee. They provide  
15 information to the RAC, and that comes up on  
16 the agenda as you see here.

17 Mainly the interoperable channels  
18 of emergency management incident response for  
19 state and local emergency management and their  
20 response resources.

21 Time of recovery, resource cost,  
22 expended by states and locals involved in

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1 response to local events. We believe now in  
2 a lot, in mutual relationships and working  
3 groups.

4 EMAC, as you know, is where states  
5 share resources across state lines. There are  
6 some issues there with reimbursements. Some  
7 of the states actually have agreements, like  
8 Alabama had agreements with Louisiana this  
9 past year for the evacuation.

10 The processes for reimbursement  
11 under the public assistance program sometimes  
12 don't meet all the needs of -- to cover the  
13 cost that states should say they should be  
14 reimbursed with, versus how EMAC would  
15 reimburse those costs.

16 So, those are the things we are  
17 working through right now with public  
18 assistance in FEMA, and the real issues as far  
19 as mutual aid sharing among states and locals.  
20 It's a big issue.

21 The need for more grant workshops.  
22 Workshops should be open discussion to include

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1 more program guides and success stories. The  
2 fire grants workshops were noted, for example,  
3 given by RAC members.

4 The fire grant program is one of  
5 the most successful programs we got in FEMA.  
6 I don't know of any other program that we have  
7 -- Congress has continued to praise us on has  
8 been that program recently, in Georgia, Cobb  
9 County this past week we held a grants  
10 application training session with local fire  
11 folks, and Phil Gendry, local congressman and  
12 his staff were there for that training  
13 session, and have just recently written a  
14 letter complimenting us for -- on that  
15 process.

16 Region IV is preparing to set out  
17 memorandums of -- MOA's to submit the option  
18 of interoperable channels for  
19 emergency/incident response. One potential  
20 area of concern is the smaller, less affluent  
21 jurisdictions might not have funds to  
22 reprogram all the radio equipment in the new

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1 frequencies, and the deadline is coming up  
2 that is requiring all of these phones to be --  
3 these radios to go digital.

4 I'm painfully aware of that,  
5 because my brother in the State of Alabama,  
6 Steve May, has the responsibility to work with  
7 the volunteer fire folks, and he, on regular  
8 occasion has talked to me about the fact that  
9 there's not funding there to provide  
10 assistance to the volunteer fire departments  
11 to make the adjustments and changes in those  
12 radios so they can communicate.

13 As you know, those of you who are  
14 in the city fire community know that in most  
15 cases in rural areas, that is the fire  
16 protection, the real fire folks, so that's a  
17 big issue for us in Region IV.

18 Next slide, please. Chicago,  
19 Region V. There is a focus for training  
20 preparedness initiatives, initiated an  
21 outreach to state training officers, fire  
22 service training, law enforcement training to

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1 leverage training opportunities to develop  
2 draft target capabilities enhancements,  
3 project to focus on the four selected target  
4 capabilities a year in training exercises.

5 Developing, enhancing partnerships  
6 with private sector, identification of  
7 opportunities to enhance interstate and cross-  
8 border mutual aid.

9 The accomplishments to be able to  
10 do that this year are, introduce a regional  
11 training strategy to state training officers  
12 with emphasis on coordinated effort to address  
13 four targeted capabilities which were  
14 identified above.

15 Held a regional training and  
16 exercise conference with stakeholders to  
17 identify/catalog training, exercise,  
18 opportunity to cross disciplines, develop a  
19 list of potential private sector organizations  
20 that may be interested in enhancing public  
21 safety, private partnerships with FEMA, and to  
22 work with the Chicago Urban Area Security

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1 Initiative -- the ASI cities -- Catastrophic  
2 Planning Group to plan for interstate mutual  
3 aid with evacuees from the Chicago  
4 Metropolitan Area.

5 We have -- every opportunity we  
6 get a chance, we do try to reach out to the  
7 private sector. We understand the importance  
8 of what they can bring to the table. One of  
9 the things that Craig will tell you -- he's  
10 got a couple of things.

11 He says we don't have victims, we  
12 have survivors. The only victims are the ones  
13 who are dead. I think that's important to  
14 remember. And the second thing he says is  
15 kind of interesting. He says if, when the  
16 Waffle House is serving half a menu, we  
17 survived the storm.

18 And the Waffle House one really  
19 kind of goes to the private sector piece,  
20 which is making sure that the Wal-Marts and  
21 the Home Depots and the Lowe's' and the Waffle  
22 Houses have what they have to get up and get

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1 a community going again.

2 And when those stores are open and  
3 when they provide services being provided,  
4 you're well on your way to recovery. Those  
5 people then become empowered to become  
6 survivors of the event.

7 They can walk out on their front  
8 porch and look left and right and, instead of  
9 saying, "Well, is someone coming to help me,"  
10 they look left and right and say, "Can I help  
11 my neighbor. Can I do something to help us  
12 survive this event that's occurring.

13 Next community, we've got here is  
14 Denton Region, Region VI, which is in Texas.  
15 The area of focus is increased local  
16 jurisdiction empowerment, direct involvement  
17 in disaster response recovery sourcing and  
18 initiatives, and I think that speaks to taking  
19 a look at citizens preparedness also at that  
20 level.

21 State evacuation, sheltering  
22 issues and lessons learned. One of the things

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1 we need to try to do a better job is, and  
2 we've had to deal with this in Texas and  
3 Louisiana, and less so in other states, is to  
4 find shelter where you can -- you run from the  
5 water and you shelter from the wind.

6 And Craig is a big believer in  
7 providing shelter, safe adequate shelter as  
8 close as you can to where people live. As  
9 long as you get them out of harm's way, it's  
10 much better than hauling them all the way from  
11 Louisiana to Alabama or Louisiana to  
12 Tennessee, and to Kentucky.

13 So, this speaks to that. We need  
14 to find a way. The same thing happened in  
15 Texas where we had to move some large special  
16 populations, people a long distance from the  
17 coast. We need to find a better way to do  
18 that, and provide sheltering closer to where  
19 people live.

20 Accomplishments, shared common  
21 themes, issues, opportunities to discuss  
22 during the RAC. I conducted conference calls

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1 for the Acting Regional Administrator to  
2 discuss information-sharing, fusion centers,  
3 national level exercises, and the RAC, co-  
4 chairs and RAC members within the commuting  
5 area of Little Rock, Arkansas would  
6 participate in the evacuation break-out  
7 sessions during the upcoming imagined seismic  
8 zone catastrophic planning workshop and  
9 identify take-away's, issues for the RAC,  
10 subcommittee issues, paper or pilot.

11 So, you see, in some regions  
12 there's a very active subcommittee, RAC  
13 subcommittees effort to kind of focus on the  
14 drill-down of some of these issues that are  
15 important to those regions.

16 Kansas City, accomplishments,  
17 areas of focus. Potential Development,  
18 regional methodology provides a collaborative  
19 system for grant funding across the region.  
20 The inclusion of a private sector in  
21 preparedness activities, extremely important.

22 And in agricultural event

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1 preparedness, in the Midwest and, quite  
2 frankly all through the South and Midwest  
3 agriculture is huge and so anytime -- you saw  
4 this most recently in Georgia where you had  
5 the peanut scare, and that not only affected  
6 us here in the Southeast, but it affected the  
7 entire country, and it affected FEMA.

8 Here I was standing in Kentucky  
9 with the governor of Kentucky and we woke up  
10 the next morning and Nancy happened to be  
11 there that day, and we woke up and found out  
12 that it's a potential that we have  
13 contamination of MREs with peanuts that may  
14 have been contaminated and have salmonella.

15 And so, we had to deal with that  
16 issue, and I think we dealt with it pretty  
17 well, as far as the public is concerned, and  
18 quite frankly, the Governor of Kentucky did an  
19 outstanding job. He said, "You know, I had  
20 some of those MREs last week. I'm okay. But  
21 I would suggest you pull the peanut butter out  
22 and let's move forward."

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1           So, he took that on as a personal  
2 responsibility of himself to calm the public  
3 and make sure they understand that they're  
4 going to be okay, and all they had to do was  
5 pull that peanut butter out and they'd be just  
6 fine.

7           So, agriculture issues like that,  
8 that might affect the livestock and others is  
9 awfully important and can affect the economy  
10 and in some way regional -- emergency  
11 management will be affected by that.

12           The next state, next region,  
13 Denver, Region VIII, which is Region IV -- my  
14 region's back-up region when we have  
15 emergencies. Area of focus, support RISC,  
16 executive committee and accomplishment  
17 priority work through the RISC subcommittees.

18           Here you see the subcommittees  
19 working again, catastrophic planning, critical  
20 infrastructure, citizen preparedness and  
21 public information, tribal liaisons with the  
22 committees they have set up here.

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1                   Next step to provide a RAC  
2 recommendation to the 2009, to the RISC  
3 executive committee so they're providing --  
4 here's a RAC -- so you have an opportunity  
5 where the RAC is actually providing  
6 information and subject matter for the RISC to  
7 discuss, so you see the system working there  
8 in that region.

9                   Region VIII RAC is attempting to  
10 attempting to remain faithful to the advisory  
11 role of the RAC set forth in post-Katrina  
12 Emergency Management format by adopting the  
13 resolution process to complement the RAC's  
14 work.

15                   The RISC Executive Committee will  
16 use the RAC recommendations, resolutions, as  
17 guidance for setting work priorities, outcomes  
18 and timelines and deliverables for risk  
19 subcommittees.

20                   I think it's a pretty good  
21 process. We're already seeing that now kind  
22 of in the RECG, the communications side of the

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1 house, so it's interesting to see that the RAC  
2 has taken on the responsibility to try to  
3 engage with the RISC group to provide some  
4 emphasis on what should be looked at in the  
5 region.

6 Region IX, Nancy's region, area  
7 focus, how FEMA Region IX can enhance the  
8 ability to promote personal preparedness in  
9 its audiences, clearly issued in a priority of  
10 the Secretary Napolitano, issues of emergency  
11 management within 140 Indian tribes.

12 Next steps. The last meeting  
13 Nancy Ward led a discussion on personal  
14 preparedness. Each member of the RAC  
15 summarized how their own organizations  
16 perceives promoting personal preparedness.  
17 That's quite interesting. I'd love to see  
18 that.

19 And then a RAC member from the  
20 Indian Tribe of the Gila River Indian Tribe,  
21 Gila, provided council members with  
22 presentations on their emergency management

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1 challenges the tribal nations can face in  
2 Arizona.

3 Seattle, Region IX, emphasis there  
4 also on community preparedness in the current  
5 economic climate. Interesting twist to that.  
6 CONPLAN development.

7 And next steps, September 2008,  
8 RAC meeting that focused on pandemic influenza  
9 response helped to drive the development of  
10 both Region E, Panflu CONPLAN and Region X's  
11 Panflu OPLAN.

12 And then May 2009 meeting would  
13 highlight the community citizen preparedness  
14 in difficult times. So they've actually had  
15 a community citizens preparedness meeting to  
16 discuss what that means and how our economic  
17 times does affect community preparedness at  
18 that level.

19 I'm now prepared to answer any  
20 questions and talk about what we're doing in  
21 the regions. Any thoughts on FEMA that you  
22 might want to ask me.

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1 Yes, J.R.

2 MR. THOMAS: Administrator, I know  
3 that you -- this is not your region, and I'm  
4 hoping you have a little more information  
5 about the youth education that was talked  
6 about in Region III.

7 I'm with Save the Children, so  
8 it's something that's important to me.

9 MR. MAY: I do not, not -- I don't  
10 have the depth of information on what they're  
11 doing there. But we can get that for you.

12 MR. SHEA: Maybe I can add a  
13 little clarity to this. There actually were  
14 a couple of interesting initiatives regarding  
15 children. One was in Region I and this one in  
16 Region III.

17 We can probably get some  
18 information out to you about what each of them  
19 entails, but I think in general the idea was  
20 to try and raise awareness in children and  
21 have them become aware of how to react in  
22 emergency situations and be educated about

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1 emergencies, et cetera.

2 MR. MAY: Yes.

3 MR. PARKER: Phil, thanks for  
4 coming by and briefing us. I'm really pleased  
5 to see all the private sector stuff in all the  
6 regions.

7 I'd like to ask if that, at the --  
8 if you guys are collecting any best practices  
9 that happen across the regions and trying to  
10 apply them or, is every region doing their own  
11 thing and kind of, you know, seeing how things  
12 go, because, you know, our committee, the  
13 private sector partnership committee, would  
14 like to understand what's going on there and  
15 see if we can leverage some best practices and  
16 kind of get them out a little bit more  
17 broader.

18 MR. MAY: We have not actually  
19 shared those among themselves, I don't think  
20 recently, and I can't -- I don't have a  
21 catalog of those, but I think it's awfully  
22 important to roll those up and we'll be glad

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1 to try to make that happen and get those to  
2 you.

3 Question? Yes.

4 MR. PARKER: You mentioned Region  
5 VI, and an emphasis on personal preparedness.  
6 Can you elaborate on that a little bit?

7 MR. MAY: I think there's just a  
8 -- first of all, just the awareness of it, and  
9 I don't have -- I do not have all the details  
10 of what the regions -- other regions are doing  
11 in those areas, but I think the awareness of  
12 it, we have had lessening funding in those  
13 areas and I think it's the -- kind of the  
14 importance taking the initiative to kind of  
15 highlight the need for personal preparedness.

16 We try to encourage people to be  
17 prepared for the first 72 hours, that they  
18 need to be aware that it may take some time to  
19 get to Galveston Island if, in fact, they're  
20 still out there to protect their family's  
21 water.

22 They need to have -- prior to an

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1 event they need to -- as far as information is  
2 concerned, they need to make sure they know  
3 where all their documents are so that when  
4 they come back into the area and working with  
5 the insurance agents and others that can  
6 provide that stuff more readily to them for --  
7 help them with the recovery.

8 But, it's along those lines of --  
9 that you would see the Red Cross for personal  
10 preparedness piece, those kinds of things, to  
11 take care of your families.

12 Yes, Irene.

13 MS. COLLINS: I don't really have  
14 a question, but I did want to address the  
15 preparedness piece, perhaps you were talking  
16 about, J.R.

17 The Be Ready Campaign has a  
18 definite arena there for children, as well as  
19 all the other sectors, and that's something  
20 we've done in Alabama really, really  
21 effectively is to look at what we were just  
22 talking, personal preparedness and how people

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1 can accept the responsibilities and educate  
2 others in different arenas. But children is  
3 one of those focuses.

4 MR. KRUMPERMAN: Question?

5 MR. MAY: Sure.

6 MR. KRUMPERMAN: You mentioned, I  
7 think, in your report, Region IV, you talked  
8 about issues with reimbursement and EMAC and  
9 things of that nature.

10 I know the state EMS officials  
11 have raised some concerns about EMAC. I think  
12 they sent a letter -- I'm not quite sure where  
13 it went, maybe to FEMA -- regarding some  
14 concerns about EMAC and also the national  
15 ambulance contract.

16 I was wondering if you have a  
17 sense that some of these -- these issues have  
18 been out there for quite a while now. Do you  
19 have a sense that there's a direction to where  
20 these issues are going and how the  
21 reimbursement issues are getting worked out  
22 and some of these coordination problems are

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1 getting worked out, and is it being dealt with  
2 in other regions as well as yours.

3 MR. MAY: Yes, it is. Probably  
4 the largest issue, I would say probably, would  
5 be the reimbursement for straight time, and we  
6 do reimburse for overtime under public  
7 assistance, but the straight time, the time  
8 the individual would normally be at work, if  
9 we have a -- if they are seeking FEMA  
10 reimbursement, that time is not eligible.

11 There's a proposed rule change  
12 that public assistance is working through the  
13 system that would allow in certain  
14 circumstances that to be paid, especially if  
15 a state is providing mutual assistance to  
16 another state, specifically in the case of the  
17 shelter opportunities, host state  
18 reimbursement.

19 There is some difficulty -- I  
20 would say most states would prefer to be  
21 reimbursed directly from FEMA, and not have to  
22 be reimbursed through the EMAC process.

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1           The states that are the ones  
2 reimbursing the other states do take their  
3 time to make sure that those costs, that  
4 reimbursing their neighboring states are very  
5 eligible, so they can be reimbursed from FEMA,  
6 so they are a little bit more cautious, maybe.

7           And the process is kind of -- is  
8 delayed, and so they're not reimbursed as  
9 quickly as they can be directly from FEMA.  
10 Most states would like a state of emergency  
11 declared and they would get secret  
12 reimbursement through that process, except for  
13 the one issue of straight time.

14           So, they're working that issue  
15 right now and in MOUs, between Tennessee and  
16 FEMA and Kentucky and FEMA, that's an issue  
17 with both those states that raise that issue  
18 and ask that us to work it, and we're working  
19 it very hard right now in public assistance.

20           Yes, Joe.

21           MR. BRUNO: Yes. Phil, could you  
22 explain that for me? My understanding was

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1 through EMAC, that all expenses would be  
2 reimbursed.

3 MR. MAY: That's correct.

4 MR. BRUNO: But through PA, I  
5 understand the straight time is not included  
6 So, what -- I just missed your point there.

7 What is -- we may correct issues  
8 in the Stafford Act on public assistance, that  
9 might help, but in the EMAC context, why is  
10 that an issue, the state then receiving the  
11 aid would reimburse the straight time cost and  
12 if there was a declaration we would get the  
13 remainder of it from public assistance. Am I  
14 correct on that, or is that incorrect?

15 MR. MAY: You're absolutely  
16 correct, then, and on an EMAC you can't be  
17 reimbursed for that straight time, but --

18 MR. BRUNO: You can?

19 MR. MAY: You can. You can, but  
20 on a FEMA public assistance you cannot, but  
21 the process --

22 MR. BRUNO: Well, I don't know

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1 what your issue is. I'm a little confused.

2 MR. MAY: Well, the issue's this:  
3 The states would much rather, for other  
4 reasons, much rather come under public  
5 assistant reimbursement and that is the one  
6 hang-up that keeps them from doing that and  
7 going back through EMAC is because.

8 And there are a lot of times when  
9 especially things like the National Guard, you  
10 can't -- public assistance is not the way to  
11 go. You've got to do EMAC to do that.

12 MR. BRUNO: Right. Right.

13 MR. MAY: But the shelter cost is  
14 an eligible cost reimbursement normally under  
15 FEMA public assistance, under Categories A and  
16 B, those categories, but whereas a personnel  
17 piece from large groups, you bring in the  
18 National Guard from a state, from a  
19 neighboring state would be something to be  
20 under EMAC.

21 MR. BRUNO: All right. Thank you  
22 very much, Phil.

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1 MR. MAY: Yes.

2 MS. HAYES-WHITE: Good morning.  
3 How often do the regions convene with one  
4 another, or do you know?

5 MR. MAY: I would say three or  
6 four times a year.

7 MS. HAYES-WHITE: Is it a formal  
8 three or four times set up formally, or is it  
9 just as needed, or how does that work?

10 MR. MAY: What we normally do --  
11 and I'll let Bob who is the keeper of the gate  
12 on this thing correct me if I'm incorrect. We  
13 normally try to piggy-back on other meetings  
14 that are occurring, senior leadership  
15 meetings, other opportunities where we're  
16 gathering for other purposes already anyway,  
17 to have those formal meetings between the  
18 regional administrators.

19 MS. HAYES-WHITE: Thank you.

20 CHAIR BENNETT: You had a  
21 question?

22 VICE CHAIR GOUGELET: Two quick

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1 questions. Is there a formalized relationship  
2 between the RAC and the RISC? I mean, you  
3 kind of made it sound a little haphazard, that  
4 they were getting information.

5 MR. MAY: Right. It's not formal.

6 VICE CHAIR GOUGELET: It's not.

7 MR. MAY: It's an understanding,  
8 they both exist, they have similar  
9 memberships, the RISC is a group that we work  
10 with because we work with these individuals in  
11 the field in operations.

12 The same people that attend the  
13 RISC meeting are the same state directors and  
14 the same folks from the Corps of Engineers in  
15 DOE and HHS, the other Federal agencies that  
16 we operate with. So, that's a very -- very  
17 formal relationship from that standpoint.

18 And we do get together with them  
19 more often. The relationship between the RISC  
20 and the RAC is not formalized. I would say,  
21 in most cases, many of the RISC members don't  
22 even know the RAC exists, from that

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1 standpoint, and I think that's something we  
2 need to work on.

3 The one region, I think, that does  
4 a real good job of pulling those two together  
5 is Region VIII.

6 VICE CHAIR GOUGELET: I have  
7 another question. When you mentioned shelter  
8 reimbursement, does that include medical  
9 shelter reimbursements as well?

10 MR. MAY: Yes.

11 VICE CHAIR GOUGELET: Okay. Thank  
12 you.

13 CHAIR BENNETT: Additional  
14 questions?

15 (No response.)

16 CHAIR BENNETT: Well, hearing  
17 none, well, thank you very much.

18 MR. MAY: Well, thank you all very  
19 much for letting us -- letting me be here to  
20 represent the regions. I think we're doing  
21 some good work out there. I think we  
22 represent the agency well.

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1           We understand the need to support  
2 each other and I appreciate very much again  
3 you asking us to be here today. Thank you.

4           CHAIR BENNETT: Glad to have you.  
5 Thank you very much.

6           All right. We'll move to the  
7 subcommittee reports, and post-disaster  
8 housing. Joe Becker.

9           MR. BECKER: Thank you. Good  
10 morning. If I can just help you remember  
11 where we've been and what we are about to face  
12 as we met this time.

13           If you can think of what  
14 operationally we all need to focus on, and  
15 disaster response writ large, it's the  
16 recovery phase of a disaster where I think we  
17 all agree we've got the most challenges, and  
18 within the recovery phase of a disaster, job  
19 one is housing, and how do we get the housing  
20 piece right.

21           The short-term shelter, emergency  
22 shelters, the harder piece of transitional

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1 housing, what's between the shelter and where  
2 I'm going to live from now on, and then the  
3 long-term solutions.

4           You will remember that the housing  
5 strategy came out and we -- we talked a couple  
6 of meetings ago about our reaction to the  
7 housing strategy and there was a bit of  
8 disappointment that the housing strategy was  
9 not very proscriptive in terms of how do I do  
10 this. It was a much higher-level document  
11 than that.

12           But what was to follow the housing  
13 strategy was a series of annexes and then what  
14 were to follow that were two more documents,  
15 one that's an implementation plan, and one  
16 that's actually a concept of operations.

17           And so when you've heard a lot of  
18 frustration in the response community, I think  
19 it's from people who want the "How do I do  
20 this? If I'm a state government, if I'm a  
21 local government, how do we do this," and  
22 those documents are still to come.

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1                   That's actually in the  
2 implementation plan and in the concept of  
3 operations. So what came out recently was the  
4 annexes to the housing strategy.

5                   And then you'll remember that the  
6 housing strategy called for a housing task  
7 force to be stood up, and the housing task  
8 force was a group of people under FEMA who  
9 were going to be full-time on this challenge  
10 going forward.

11                   And so what we were focusing our  
12 efforts on in the last several meetings was  
13 monitoring the standing up and implementation  
14 of the housing task force, reacting to the  
15 annexes that came out of the national housing  
16 strategy.

17                   And then also, just looking  
18 operationally what's happened in the big  
19 disasters and what have we seen in housing and  
20 what's worked and what hasn't worked. And so,  
21 I'll very briefly sum those three areas in  
22 this presentation.

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1           We have the same charge. I'll  
2 skip that. First, we spent a long time on  
3 where are we with the FEMA Disaster Housing  
4 Task Force. Frankly there's a lot of concern  
5 there, there's a lot of frustration there.  
6 It's been very, very slow in forming.

7           We're on our third interim head of  
8 this task force. There are no permanent staff  
9 assigned to this, but a lot of really good  
10 people who have been brought in and detailed  
11 to it, but it needs the continuity. I'd say  
12 that's the first piece that we would express  
13 concern about.

14           A good sign or something that our  
15 subcommittee thought was good movement, the  
16 vision has changed a bit in the last months  
17 from a small group of five or six people who  
18 are going to sit in a room somewhere and work  
19 on this stuff, to those being people who bring  
20 in constituents and help solve the problems in  
21 a more collaborative fashion. And we applaud  
22 that.

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1           The decision was made to wait for  
2           the new Administrator to staff the head of  
3           this, and I think what we will be expecting is  
4           for the new Administrator actually to affirm  
5           the need for the task force and if there is  
6           going to be a task force, set that vision  
7           first. Is this a small group of people who  
8           are going to be doing this strategy? Is it  
9           going to be done in a more collaborative  
10          fashion?

11           Meanwhile work is being done and  
12          the task force members that are there are on  
13          track for the July deliverable for the next  
14          document, but I think one of the small pieces  
15          on the big plate that the new Administrator is  
16          going to have to look at is what exactly do I  
17          want this task force to be.

18           There's a real impediment to the  
19          longer-term housing issues that we spent some  
20          time on. You will remember that PKEMRA tasked  
21          HUD to take the long-term housing piece and  
22          there was a lot of conversation around that,

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1 a lot of good thinking around that, some  
2 collaborative sense that that was the right  
3 idea.

4 Quite a number of months later  
5 Congress still has not given HUD the authority  
6 to do that, nor the funding to do that. So,  
7 we're still in the starting blocks in terms of  
8 HUD becoming able to take that longer-term  
9 housing mission.

10 And that's a real frustration  
11 within the folks in FEMA as well, because  
12 there's no movement in Government to stand HUD  
13 up to take this longer-term housing mission.  
14 And I'll come back to that, because we --  
15 that's a legislative fix that we think the NAC  
16 should take a position on.

17 We did provide very informal  
18 feedback to FEMA staff in our subcommittee  
19 meeting about the annexes, but frankly, the  
20 annexes were more of a -- the word was used a  
21 lot, a laundry list of what is in place, not  
22 so much a how do I use these and how do I

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1 implement these on a state or local level.

2 So, there was not a lot to react  
3 to, frankly, in the annexes because it was  
4 more of an assessment of what is there, not a  
5 how do I use this and what isn't there, which  
6 I think is what everybody was looking for.

7 And if I go back to what you've  
8 heard our subcommittee report out each time  
9 for the couple of years that we've been at  
10 this, what we want one of the key end state  
11 deliverables to be is a menu of options.

12 These are options that a state can  
13 take or a local government can take for  
14 housing to meet the longer-term needs, but  
15 it's a menu of things that are preapproved by  
16 FEMA.

17 Basically, if you pick from this  
18 menu, we're behind you with a checkbook.  
19 That's what we're looking for. And we're not  
20 seeing that in the documentation yet. And so  
21 we spend a good bit of time on that with the  
22 FEMA staff a couple of days ago because that's

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1 just a critical piece of this.

2 We applaud the movement that  
3 housing is not something FEMA's been doing to  
4 a local community, but we want to empower  
5 local communities to use preapproved FEMA  
6 options to implement housing, and I think  
7 we're looking for that when we see the concept  
8 of operations in the work plan.

9 Then we spent some time on, "Well,  
10 so how's it gone in the recent large-scale  
11 disasters?" In Gustav and Ike and the Midwest  
12 floods, just kind of an operational update.

13 And a lot has ridden on these new  
14 state housing task forces. You'll recall that  
15 in the housing strategy, those were called for  
16 and that was how FEMA and a state would come  
17 together working with local government to  
18 address the housing needs.

19 And frankly, the results on that  
20 have been very mixed. And a lot of that has  
21 to do with it's new, it's a pilot. When a  
22 state stands up a housing task force in a

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1 disaster, who is put on it, what authority are  
2 they given, and who do they report to.

3 And there have been varying  
4 answers to that from full-time dedicated  
5 employees with great authority to make  
6 decisions and move quickly to people who are  
7 pulled from other assignments and it's other  
8 duties as assigned, and they work  
9 intermittently, and don't have a lot of  
10 authority.

11 And we've seen it done  
12 differently, so I think what we're looking for  
13 is, in the concept of operations and in the  
14 implementation plan, let's be more directive  
15 in terms of what a state housing task force  
16 wants to be and what does it look like when  
17 it's done well.

18 And then that last bullet you'll  
19 see is, when we're going that, how can FEMA be  
20 more accommodating in the regulations, in the  
21 policy. While we're trying to get more  
22 consistent in what a housing task for is,

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1 let's not make it consistently hard for people  
2 to do the work that they want to do.

3 So, again, as I mentioned, the  
4 implementation plan, that's what the next  
5 piece that's delivered to Congress by July.  
6 We're requesting that we can be in that  
7 process prior to the public comment period.

8 I think we hit that one pretty  
9 hard yesterday. We'll still work with the  
10 housing task force members providing informal  
11 feedback to them, and looking at the work  
12 products that they produce.

13 And one of the requests FEMA had  
14 of our subcommittee, there's the Disaster  
15 Housing Assistance Program, which is a --  
16 you'll hear it referred to as DHAP, but  
17 frankly, in the absence of legislation  
18 empowering HUD to take their mission, there's  
19 been a stop-gap initiative to try to  
20 interagency transfer mission and money from  
21 FEMA to HUD.

22 It's under the 408 assistance

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1 programs, and one of the things that's come  
2 out of that is a request from HUD and FEMA on  
3 what's the trigger to turn that on in a  
4 disaster, how big is big and when do we want  
5 to turn that on, and so our subcommittee  
6 agreed that we would provide some input on it  
7 to them.

8 We have two recommendations for  
9 the NAC. The first one we -- I think we hit  
10 it pretty hard. We would like the NAC to  
11 recommend to the administrator that we find a  
12 solution to allow the NAC to see documents  
13 before the public comment period.

14 And I'm not sure we need a lot of  
15 discussion on that, based on what we've  
16 already done.

17 The second one is legislative,  
18 that the subcommittee recommends that the NAC  
19 recommend to the Administrator that the  
20 Administrator endorse legislation that gives  
21 HUD the authority and funding to do the  
22 mission.

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1                   It's in the NRF. HUD needs the  
2 legislation to take the assignment to do the  
3 housing. And clearly, that's for Congress to  
4 do, but we think the Administrator should take  
5 -- take a recommendation from the NAC that  
6 this is important.

7                   And the same Congress that is  
8 taking FEMA to task on housing issues hasn't  
9 moved to provide a solution that has been  
10 identified, and we think the NAC should take  
11 a position on that.

12                   And that ends the report.

13                   CHAIR BENNETT: Discussion?

14                   MR. FELDMAN: Joe, I know that  
15 there's a great push to have HUD take over the  
16 housing. You know, congressional direction  
17 under PKEMRA. Nancy mentioned, anybody,  
18 please take housing on it.

19                   Has the subcommittee looked at  
20 what actually happens once HUD takes it and  
21 how quick HUD would be able to respond in a  
22 disaster situation to put housing in place

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1 under HUD's regulations which can, from my own  
2 experience, I'll tell you can be somewhat  
3 cumbersome at times.

4 Or, do we need to look at moving  
5 this to HUD and changing the regulations with  
6 regard to a disaster at the same time so that  
7 housing could be put in quickly.

8 MR. BECKER: I think that's a  
9 great point, and we had HUD leadership with us  
10 in our subcommittee this past time, and there  
11 is some fear or some concern on their part  
12 because what we're trying to apply is normal  
13 HUD daily business practices to a disaster  
14 environment, and that's not easy.

15 And absent authority and funding  
16 to create these as disaster tools, you're in  
17 some ways trying to put a round peg in a  
18 square hole.

19 HUD has programs and tools and  
20 abilities, but to be able to execute those in  
21 a disaster environment would require some  
22 business practice changes on HUD's part and

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1 they're not yet able to move in the direction  
2 to create that.

3 So, I don't think anybody would  
4 have an expectation that the magic bullet here  
5 is to just empower HUD to apply their programs  
6 to a disaster environment, and we would see  
7 great progress very quickly. I don't think  
8 that's going to happen.

9 I don't want to speak for the  
10 whole subcommittee, but that's the take that  
11 I would have on it. And, Joe, you're on the  
12 committee.

13 MR. BRUNO: And maybe I could  
14 just, I think HUD's approach is, they like  
15 their block grant program. They are looking  
16 to be able to take that program and put money  
17 in a disaster very quickly to the local  
18 governments to do--and state governments--to  
19 do the work. They'll fund it.

20 I think most people are looking  
21 for HUD to be the funding agent for this in  
22 the block grant type area, and their voucher

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1 program. They do need to do a lot of work.  
2 No question. But they are sitting right now  
3 on the sidelines.

4 I asked them the question, "Well,  
5 HUD, you've taken this. This is your lead.  
6 You've got it. So, are you going to -- you  
7 are the person on the task force right now."

8 "Well, we don't have anyone on the  
9 task force. We will occasionally send someone  
10 to a meeting."

11 And right now they are just caught  
12 in the middle there. They're not -- they  
13 don't have the authority to do it. They want  
14 to do it.

15 So, I think we are going to be  
16 seeing much more block grant activity which I  
17 think state and local government would like a  
18 lot. That's the way to go. Fund it and then  
19 we can start building it.

20 We put in this menu of options  
21 which we are talking about, you lay this out,  
22 and now you've got what you can use, what you

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1 on.

2 And, the other piece that was not  
3 mentioned, are we talking about temporary  
4 housing, are we talking about long-term  
5 housing, what are we actually talking about  
6 that we want HUD to do.

7 And from the conversation inside  
8 of the brain trust inside the subcommittee, no  
9 one knew if it was going to be temporary or  
10 long-term or at what point should we pass the  
11 torch.

12 So, there has to be some more  
13 dialogue. And as Joe Bruno just mentioned,  
14 the menu of options is a very intricate piece  
15 of this puzzle, simply because what works in  
16 Region III might not work in Region I or V or  
17 VI.

18 So, there has to be some more  
19 intense conversation about what can we put in  
20 place that will allow a smoother transition.

21 MR. BRUNO: Joe, can I just say  
22 one last thing? I think that from the people

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1 who are there, I think they understand that.  
2 I think they recognize that their business is  
3 not suited to the emergency disaster response.

4 And I think they see a change in  
5 their business as usual. I don't think they  
6 intend to operate in the glacial way they do.  
7 But, I think we'll see that happen.

8 My point of view--it's very important  
9 to get them in on the more permanent side of  
10 the business. Clearly, the sheltering and --  
11 I don't know what we do on transitional  
12 housing. That's a good question.

13 That's really where it's kind of  
14 murky on the more permanent side or housing  
15 that can become more permanent in some parts  
16 of the country, I think HUD is the entity that  
17 ultimately should do it, but it has to do it  
18 in the context of disaster management.

19 And I think they understand that.  
20 I don't know if they have any of the  
21 particulars of how to do it, but at least they  
22 understand it's different than what they are

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1 currently doing.

2           So, I was encouraged by the fact  
3 that they were there, that they're asking us  
4 to assist in getting some type of legislative  
5 authority, empowerment so they can go forward.  
6 And then with this new administrative HUD  
7 where I happen to know, Sean Donovan, my sense  
8 is that they will hop into this.

9           If the administration wants this  
10 type of approach, they will hop into it with  
11 both feet, and we'll see -- we'll see another  
12 entity there that has lots of ability to get  
13 funding where it has to be in ways in which  
14 different communities can take and actually  
15 run with on their own.

16           We talked a bit about that,  
17 enhancing and kind of putting their voucher  
18 program on steroids, and so I think that we  
19 could see some good stuff coming out of this  
20 relationship.

21           And I don't think HUD any longer  
22 is trying to hide. I just think they, like

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1 most good agencies, want to be sure we're  
2 going into an area we're going to get some  
3 congressional support. So, I was pretty  
4 encouraged by that.

5 MR. BECKER: I think the area of  
6 discouragement that you're hearing us express  
7 is more on the speed with which this is  
8 happening or not happening.

9 Even something as basic as getting  
10 a task force with five or six FTE's stood up  
11 and we're darn-near a year later and we're on  
12 our third interim person, but nobody leading  
13 it on a full-time basis, and if that's the  
14 group that's tasked with creating that  
15 strategy and vision and integrating the  
16 players, when you look at it from a  
17 bureaucratic standpoint, that's job one.

18 We've got to get the task force  
19 stood up, and we've got to get that moving.

20 Dr. Bennett, I think there's two  
21 recommendations.

22 CHAIR BENNETT: Yes. Well, Mr.

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1 May wants to make a comment.

2 MR. MAY: Just very quickly. Joe,  
3 when you were talking with HUD, did they talk  
4 about the 18 months is their cut-off period,  
5 you think that with FEMA, after 18 months they  
6 then take the ball and go with it, is that  
7 what they are thinking?

8 MR. BRUNO: I didn't get into that  
9 level of detail.

10 MR. MAY: Okay. Just basically  
11 transitional housing piece. You know, this  
12 doesn't sound like it has any application to  
13 this, but I just left the Corps meeting. We  
14 talked about debris management and, as you may  
15 know -- maybe may know, we do debris  
16 management plans now in the counties.

17 And the importance of that is that  
18 you have a bunch of debris, you don't know  
19 where you're going to take it, what you're  
20 going to do with it, and the costs go way up  
21 if you make that decision the day you have  
22 your storm. So you want to go ahead of time

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1 and do that kind of planning.

2 So this kind of rolls over into  
3 this whole thing of maybe a state housing plan  
4 prior to an event that the state have a  
5 housing plan that talks about -- addresses the  
6 issue of NIMBY, not in my backyard, for  
7 transitional housing.

8 The Corps has to come in and set  
9 up these locations. The hardest job they've  
10 got is finding the land to build the parks.

11 So, I think a state housing plan  
12 working with a state task force, if FEMA laid  
13 some kind of requirement as part of receiving  
14 Federal dollars that they have a debris  
15 management plan, that they have a state  
16 housing plan, that would be very helpful to  
17 HUD, I think, in dealing with this  
18 transitional piece, and then they may roll  
19 over into that. But that's just kind of a  
20 thought.

21 MR. BRUNO: Yes, Phil, I mean, I  
22 think that -- that's the whole issue of the

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1 state-led task force. That's what they should  
2 be creating.

3 Just as a comment as to -- there  
4 was some discussion during the meeting that  
5 state-led task forces were doing well. Some  
6 were not doing so well. They were confused.

7 Look, you cannot have the state-  
8 led task forces up and running in any  
9 reasonable way until you get the Federal task  
10 running to start leading these people on what  
11 to do.

12 That's the problem here. The  
13 Federal Government doesn't have --  
14 unfortunately, FEMA does not have its task  
15 force stood up, or Federal task force, not  
16 stood up.

17 Once you have that you kind of are  
18 having these folks in the states trying to  
19 figure out what they might have to do. There  
20 is really no impetus right now to do it.  
21 They're trying.

22 And so, I wouldn't lay this on the

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1 states at all. A number of them have done  
2 well in -- down in Texas, they did as well as  
3 they could. It wasn't an easy job. And we  
4 were down there. We saw what they did. They  
5 did a pretty good job considering they had no  
6 leadership coming from the Federal task force.

7 So, when we get to that point  
8 where we build this task force, maybe then  
9 they can start moving the states into where  
10 they want.

11 And the primary thing it has to do  
12 is have a housing plan. You have to have a  
13 plan in place. That's what the task force is  
14 all about.

15 MR. HINES: One thing that came up  
16 in the conversation was in some of the grants  
17 that municipalities and counties and cities  
18 received, put some type of tier step and  
19 requiring them to put certain things in place  
20 in the process of writing your grant and  
21 change the RFP's.

22 We had some conversation about

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1 that, just to kind of like start encouraging  
2 people to move toward the direction we really  
3 want them to go when they were trying to  
4 secure some funds.

5 I think that both of the gentlemen  
6 have some valid points, but in this whole  
7 process of empowering local governments to do  
8 things, you have to kind of usher them into  
9 the direction in which the entity, FEMA or  
10 HUD, wants them to go without them knowing  
11 they are being pushed in that direction  
12 because unfunded mandates means you tell me  
13 what you to but you're not giving me any money  
14 to do it so I ain't going to do it because I  
15 can't afford to do it.

16 But if you put some parameters in  
17 place that would allow governments to see,  
18 well, in order for us to access these funds we  
19 have to start putting a plan in place, and  
20 before you know it, two, three years, they  
21 have a perfect plan. Not so much a perfect  
22 plan, but have a plan in place that would

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1 allow FEMA and HUD to do their mission.

2 So, I mean, that was a part of the  
3 conversation that we had with doing the task  
4 force. I mean, subcommittee meeting, rather.

5 MR. BECKER: You'll remember a  
6 couple of NEC meetings ago, we had proposed  
7 that each state stand up a housing task force,  
8 and this group actually didn't necessarily  
9 agree that that was the right strategy.

10 And so, what it looks like it's  
11 becoming is a full-time Federal task force and  
12 an episodic state task force. That's not the  
13 right answer, either, because you've got to  
14 have a state concept.

15 You've got to have a state plan,  
16 and if you go back to the menu of options,  
17 thoughtful people have to decide what works  
18 here long before the disaster ever happens.

19 And I think the how needs to come  
20 out the FEMA task force. I think Joe's point  
21 about we need that one first is very accurate.

22 MR. KRUMPERMAN: Is there a

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1 committee or subcommittee in Congress that is  
2 working on legislation right now?

3 MR. BECKER: Yes. As we  
4 understand it, the Senate Homeland Security is  
5 looking at it, but I don't know the status of  
6 it, frankly.

7 CHAIR BENNETT: Any other comment  
8 at this point? Joe, did you have something?

9 MR. BRUNO: Yes. Ken, maybe at  
10 our next meeting we could get some input from  
11 what's happening in Congress on this. I don't  
12 know if that's possible here, but maybe if we  
13 could get that, it would be nice to see what  
14 Congress is thinking or what they've done so  
15 far.

16 Maybe by the next time we meet  
17 there will be a lot more done. There's  
18 certainly a lot of activity now that we've not  
19 seen before.

20 CHAIR BENNETT: Yes. My feeling  
21 was, from listening to the conversation, Joe,  
22 was that the -- before we make a

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1 recommendation to the FEMA Administrator, that  
2 -- about the legislation, we should know more  
3 about where they are and what they're doing,  
4 I would think.

5 I know there's angst here to get  
6 this thing moving, but I would be willing to  
7 hear other opinion. The committee obviously  
8 has been talking about this, but I think if we  
9 go forward, we say that to the Administrator,  
10 we ought to know where everything is.

11 MR. BECKER: That was the genesis  
12 of the question we had in yesterday's  
13 discussion about when it's a legislative  
14 issue, what's our lane.

15 CHAIR BENNETT: Yes.

16 MR. BECKER: I really --

17 CHAIR BENNETT: I think we should  
18 --

19 MR. BECKER: -- one respect our  
20 lane here.

21 CHAIR BENNETT: I think we -- no,  
22 I'm not sure we're thinking about lane, but I

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1 would think we would want to hear FEMA's  
2 position on that, where they see it and where  
3 it is before we would -- and then we would  
4 think -- I think it would be perfectly  
5 appropriate if we thought we should move to  
6 suggest to the Administrator.

7 But I'm a little hesitant to go  
8 forward until we know what is being done and  
9 what's the status of that. That's just my  
10 personal -- personal view. We won't listen to  
11 the committee.

12 MR. MURPHY: Yes. Kem, I agree.  
13 I mean, if we don't really know what the  
14 legislation says, you know, we might be making  
15 a bad recommendation there. And I think it's  
16 important to know what's out there before we  
17 talk about it.

18 VICE CHAIR GOUGELET: Well, I'm  
19 kind of looking at the terminology a little  
20 bit. I'm just a little bit concerned that  
21 this is one of the most pressing problems that  
22 FEMA has right now, and you know, maybe

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1 waiting another three months till we get  
2 together again isn't probably the right  
3 answer.

4 And so, I wonder if we could look  
5 at the wording and say -- it does say "endorse  
6 legislation." It doesn't say "endorse  
7 specific legislation."

8 So, it looks as though the wording  
9 means that FEMA could review things and then  
10 support legislation that provides HUD the  
11 authority and funding for disaster housing,  
12 which I think we're all in agreement on.

13 Am I mistaken or --

14 MR. BRUNO: Kem, could I just  
15 weigh-in on this one second? I don't think  
16 we're saying there's any particular  
17 legislation out there. We're just saying that  
18 there needs to be some empowerment for HUD to  
19 have the authority to get involved in post-  
20 disaster/disaster housing.

21 There may be -- I don't think  
22 we've said anything about any particular piece

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1 of legislation. We are just asking the  
2 Administrator to support legislation that  
3 accomplishes that task.

4 There may be other parts of the  
5 legislation that he wouldn't -- he wouldn't  
6 support for other reasons. It may have  
7 something that affects FEMA that he does not  
8 want.

9 But, I think it would be wise for  
10 us to tell the Administrator that you've got  
11 to get piece done before anything's going to  
12 happen.

13 I have no problem with us waiting  
14 as long as we get some type of update between  
15 now and the next meeting and the subcommittee  
16 could kind of come back to you and say, "Well,  
17 this is what's on the table. We think you  
18 should support this legislation."

19 I would be more in favor of just  
20 saying that we think the Administrator support  
21 legislative authority for HUD to become  
22 engaged in the post-disaster housing program

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1 that it may not have at this point.

2 MR. BECKER: And this would just  
3 be a personal think. I'm not sure we want to  
4 be on a specific legislation. There's going  
5 to be lots that somebody isn't going to like  
6 about that.

7 I think the higher-order piece  
8 here is just to say, we need to get this done  
9 legislatively and leave it at that.

10 CHAIR BENNETT: Okay. Steve, you  
11 may --

12 MR. CASSIDY: Yes. I just wanted  
13 to ask the subcommittee if it's clear that  
14 this is a critical issue and that it needs to  
15 be resolved in a better way than now we're  
16 struggling with.

17 But my question is: Did the  
18 subcommittee discuss or look at what would  
19 happen, you turn this over to HUD, you start  
20 talking about block grants because  
21 theoretically that should work better.

22 But now you're looking at it

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1 state-by-state, or localities and in the end  
2 if they do not pick up the ball and run with  
3 it, you have FEMA looking like they dropped  
4 the ball because, in the end, it didn't work  
5 out.

6 You know, if you have a housing  
7 disaster after a disaster, in the end they're  
8 not going to look back and blame HUD, they are  
9 going to look back and blame FEMA.

10 And my concern there is that maybe  
11 this isn't the right way to handle it, but  
12 also people shouldn't -- shouldn't neglect the  
13 possibility that when it's all said and done  
14 and somebody writes a story a year after the  
15 disaster they're going to say, "Housing was a  
16 complete failure. FEMA was responsible  
17 ultimately for the whole thing."

18 That's a concern that I would  
19 have, and I just wonder if you guys discussed  
20 it.

21 MR. HINES: Kem, can I speak to  
22 that?

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1 CHAIR BENNETT: Sure.

2 MR. HINES: In this whole process,  
3 we wanted to place -- the conversation has  
4 been about placing benchmarks where  
5 responsibility would be laid.

6 I do believe during this process,  
7 Steve, once it is noted that after a certain  
8 period of time FEMA has handed the specific  
9 mission of housing over to HUD, FEMA no longer  
10 has that burden to bear.

11 If HUD does not perform its job  
12 well, then the powers that be at HUD will  
13 become responsible. But all this works only  
14 if there are set parameters in place where  
15 everybody understands this is all FEMA has to  
16 do.

17 Once FEMA has concluded its  
18 mission, this is the responsibility of HUD.  
19 But we can't have FEMA going too far, dabbling  
20 in something that should ultimately be HUD's  
21 responsibility.

22 That's why the conversation about

1 will HUD take over for temporary housing or  
2 will HUD take over for permanent housing,  
3 Where would HUD actually assume  
4 responsibility?

5 And that's something that hasn't  
6 been ironed out and has to be ironed out or,  
7 you are absolutely right, we will end up with  
8 FEMA didn't do what they're supposed to do.  
9 They still haven't gotten it right.

10 MR. CASSIDY: At some that's the  
11 issue, because at some point in time in this  
12 transition, which is the -- at some point in  
13 time in this transition, which is emergency  
14 housing, transition housing, longer than that,  
15 at some point in time maybe. It's not clear  
16 yet to me where, let's say, this was not  
17 handled properly. I really don't think that's  
18 unheard of

19 MR. HINES: You are absolutely  
20 right. It's not clear enough and that's part  
21 of the sticking point where we are. We're  
22 trying to find out how to define what is HUD's

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1 ultimate role in this process.

2 MR. BRUNO: Steve, I would just  
3 say, FEMA's already got the rap, so they're  
4 already getting hit for housing everywhere.  
5 I think it's pretty clear that in the  
6 permanent housing area, that's HUD's job, and  
7 they should take that on. They have the  
8 ability to do it.

9 The tough part is in that  
10 transitional area between sheltering and  
11 permanent housing. I think it's pretty clear  
12 that FEMA does not believe it has the ability  
13 to do the permanent housing side of it, and  
14 that they are going to need HUD to come in  
15 somewhere before that and begin assisting them  
16 with their programs.

17 HUD has to come up to speed to  
18 understand they're in the emergency  
19 environment now and that they have to operate  
20 much more quickly.

21 That, I think, has to be worked  
22 out. Right now FEMA's handing virtually all

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1 of the criticism of the unable to deal with  
2 the housing requirements in various parts of  
3 the country for various disasters.

4 I don't think it hurts them in any  
5 way to have HUD now come in and has ability  
6 and certainly in the far end of permanent  
7 housing side, the rebuilding side, to come in  
8 and take that.

9 Even if they just took that, that  
10 would be a good -- very good move. If they  
11 moved in and did a little bit more in that  
12 middle area, transitional housing area,  
13 perhaps that would be helpful also.

14 I'd love to see them come in and  
15 do the permanent houses, which is their  
16 business.

17 So, I wouldn't worry about if FEMA  
18 is going to be blamed for it. They get blamed  
19 for it anyway. So, maybe they will have  
20 another partner who can help out.

21 MR. FELDMAN: I just want to echo  
22 what Steve was just commenting on, and this

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1 may be more a philosophical position than  
2 anything, but while I think we recognize as  
3 the Secretary said, "FEMA is not the 911, you  
4 know, response," but it is in the recovery  
5 realm.

6 And from a local government  
7 perspective -- and we were talking about this  
8 in the Stafford Act subcommittee, there are --  
9 it's easier for a local government, which is  
10 the ultimate recovery entity, to deal with one  
11 agency than a multitude.

12 Right now we are dealing with the  
13 Federal Highway Administration, when it comes  
14 to Federal aid-eligible roads, we have to  
15 deal with the Natural Resource Conservation  
16 Service when it comes to deal with water, you  
17 know, the side of a road that may be in the  
18 watershed.

19 If we have to start dealing with  
20 HUD on the housing side of it, when all we're  
21 asking them to do in essence is write a check  
22 on our preapproved plan, it just creates a

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1 very cumbersome system for the folks that are  
2 in charge of the day-to-day recovery to deal  
3 with, because you don't really know who you're  
4 dealing with on any technical or financial  
5 issue.

6 If we're only looking for HUD to  
7 become technical advisors, because housing is  
8 their business, then let them be -- let them  
9 serve in that role and be technical advisors  
10 to FEMA, to the states, to local governments  
11 in that realm.

12 But, cutting a check is a  
13 bureaucratic process. If you have a plan and  
14 the plan's been approved, all it is is cutting  
15 a check, I don't know why we need to bring in  
16 another section of the Federal Government to  
17 be a player in that regard.

18 Now, I recognize what Congress has  
19 said with regard to PKEMRA and the role that  
20 they'd like to see HUD in, but the more FEMA  
21 starts sending off these post-disaster  
22 missions to other agencies, it just becomes an

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1 extremely confusing world for us locals to  
2 live in.

3 And I just wanted, you know, to  
4 chime that in. As much as we can put back  
5 under FEMA's umbrella, so we have a one-stop  
6 shop, the better I think our management of our  
7 side of it is going to be.

8 MR. BECKER: Dr. Bennett, if I  
9 could ask --

10 CHAIR BENNETT: Bob wants -- give  
11 me a moment here.

12 MR. BECKER: I'm sorry.

13 CHAIR BENNETT: Bob Shea needs to  
14 say something.

15 MR. SHEA: I just want to make a  
16 couple kind of global observations for you,  
17 for whatever they're worth. One is that  
18 legislation is a matter of public record.

19 So, if there's a desire by the  
20 Council to get a briefing on what's going on,  
21 FEMA can certainly facilitate that.

22 We're happy to also invite members

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1 of the appropriate committees that have  
2 responsibilities for this to engage in a  
3 conference call so they can give you their  
4 views directly, et cetera, and we can  
5 certainly facilitate that if that's something  
6 the Council would like us to do.

7 And that doesn't have to wait a  
8 long time. We could undoubtedly do that  
9 within about a two-week time frame pretty  
10 easily if we'd like to do it.

11 The second point I'd like to make  
12 is, from a constitutional standpoint, the  
13 Administrator of FEMA doesn't have the  
14 authority to endorse legislation. Only the  
15 President of the United States does.

16 So, what you're seeking here,  
17 really, is an administration position on an  
18 issue. And so, you need to kind of bear that  
19 in mind as you look at these issues.

20 This is not something that's  
21 normally within the purview of any agency or  
22 department head.

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1 And then, Dr. Bell.

2 CHAIR BENNETT: Okay. I think  
3 Rafaela.

4 MS. MONCHEK: Thanks. I want to--

5 CHAIR BENNETT: You might want to  
6 introduce yourself.

7 MS. MONCHEK: Yes. I'm going to  
8 introduce myself first. My name is Rafaela  
9 Monchek. I'm serving as the acting deputy  
10 director for the National Housing Task Force,  
11 and I've recently come on in this role.

12 I'm supporting Jack Shuback, who  
13 is now the acting director.

14 I want to talk a little bit about  
15 some of the things that we're working on right  
16 now, and sort of our vision for what we'd like  
17 to see this group do.

18 It touches a lot on some of the  
19 things that you guys are bringing up. We see  
20 this role as twofold. Obviously, we have some  
21 sort of responsibility towards this document  
22 development, and that includes this

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1 implementation plan that's due out in July.

2 We are -- we are hoping to meet  
3 our July 16th deadline. We don't see any  
4 reason why we wouldn't at this point.

5 In one of the -- and our other  
6 role is this coordination, working with the  
7 states on developing these state-led task  
8 forces, seeing what -- how far those need to  
9 go, do they need to be task forces that are on  
10 board full-time, all year long, or are they  
11 just incident-specific.

12 We want to work on this  
13 coordination in several -- we think that we  
14 can assist them in several ways. One of them  
15 is -- one of those roles is identifying some  
16 grant opportunities that there might be to  
17 help them stage these task forces.

18 I notice a lot of them have -- a  
19 lot of the states have come back and said that  
20 they just don't have the resources to set them  
21 up, but there might be grant opportunities  
22 that are out there to help with that.

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1                    Obviously, roles and  
2                    responsibilities, that's a big item that's  
3                    mentioned in the National Disaster Housing  
4                    Strategy as something that the wanted this  
5                    task force to look at.

6                    Obviously, we'd like to work in  
7                    coordination as much as we can with the  
8                    subcommittee to see exactly where those lie.  
9                    And that includes with our Federal partners,  
10                    as well as at all levels of the -- at all  
11                    jurisdictions.

12                    And so, you know, we are looking  
13                    forward to reporting back to you guys and  
14                    working with you in the interim as well on --  
15                    as we move forward on this implementation  
16                    plan.

17                    We have a pretty good team  
18                    together of housing experts. We've taken  
19                    people from all across the agency. We've  
20                    already reached out to several of our  
21                    partners, and they are on board.

22                    While they may not be able to

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1 provide us with some permanent full-time  
2 support, they are definitely going to be  
3 reviewing the products that we come up with.

4 We're seeing this group that's  
5 right now staged as sort of, we're going to be  
6 the workhorses, by making sure that we're  
7 taking sure that we're talking everybody's  
8 feedback into consideration in developing  
9 these things.

10 CHAIR BENNETT: Thank you. Joe.  
11 We're going to go back to you now.

12 MR. BECKER: We are trying to  
13 wordsmith this.

14 CHAIR BENNETT: Okay.

15 MR. BECKER: And I think the vice  
16 chair's come up with some good language.

17 MS. CATLETT: Kem.

18 CHAIR BENNETT: Okay. I'm sorry,  
19 Christina.

20 MS. CATLETT: I just had a  
21 question, actually, for Joe, probably. What  
22 happened with the contest that New York City

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1 had where all of the housing suggestions were  
2 submitted?

3 Has there been any follow-up of  
4 that contest with the task force? Just  
5 curious.

6 MR. BRUNO: The task force isn't  
7 stood up --

8 CHAIR BENNETT: Joe, could you  
9 turn your mike on.

10 MR. BRUNO: I'm sorry. The task  
11 force isn't stood up, but there's been lots of  
12 discussion with Jack Shuback who heads up the  
13 Joint Housing Solution Group.

14 What we're doing in New York is we  
15 took -- we selected two dense population  
16 solutions that we found based on the  
17 competition, and we are proceeding forward  
18 with the industry, and putting out a now --  
19 what we'll call an RFII, request for  
20 information and interest, and asking the  
21 industry to come out, and we've given them  
22 parameters as to how many units we believe we

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1 might need in a certain circumstance.

2 We want to know, one, could they  
3 develop the ones that we selected or something  
4 close to it, or something which would serve  
5 the same purpose, and what is the production  
6 capability of the industry.

7 We are -- we have that out right  
8 now. We are pursuing that in New York City to  
9 develop a solution for New York City. But we  
10 also think, in developing that solution for  
11 New York City, we can develop the solution for  
12 the country.

13 So, we presented that to Jack.  
14 Jack knows what we're doing. When the Federal  
15 task force is ready to go a little bit more  
16 smoothly, we'll present that to them, and I'll  
17 send a lot of information to Rafaela about  
18 where we're at exactly with that program.

19 So we've done quite a bit, and we  
20 are moving forward. We're also seeking a \$20  
21 million grant to get this going, so we've got  
22 a lot going on.

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1 CHAIR BENNETT: Any other comment?

2 Joe, are you ready?

3 MR. BECKER: We have changed the  
4 language, and if I could ask you to please  
5 review the second section there and see if  
6 that captures the sense of the conversation.

7 CHAIR BENNETT: Bob, instead of  
8 saying "endorsed legislation," is "support"  
9 still too strong for what an Administrator can  
10 do?

11 MR. SHEA: No. If requested, an  
12 Administrator can provide an opinion.

13 CHAIR BENNETT: Okay. Should we  
14 be making this a little stronger and --

15 MR. SHEA: Typically those things  
16 get controlled by the White House and OMB, and  
17 so again, the normal course of action is that  
18 that's where the real action lies, with the  
19 Administration. But, if requested, an  
20 Administrator can provide an opinion.

21 MR. FELDMAN: But the  
22 Administrator can make recommendations to the

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1 President as well, to -- on which specific  
2 legislation --

3 MR. SHEA: Yes. And those are  
4 generally considered pre-decisional, so  
5 they're not necessarily public.

6 VICE CHAIR GOUGELET: But this is  
7 just what the NAC would like the Administrator  
8 to do --

9 MR. SHEA: Yes.

10 VICE CHAIR GOUGELET: -- they're  
11 not obligated and it doesn't go to the White  
12 House and --

13 MR. SHEA: Sure.

14 VICE CHAIR GOUGELET: -- it  
15 doesn't go to the White House.

16 MR. CONNORS: Right. What I'm  
17 thinking, though, is maybe the language has to  
18 be stronger whether NAC recommends that the  
19 Administrator recommend certain legislation to  
20 the President so the President can lobby for  
21 that particular legislation.

22 So, I'm not sure that this is

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1 strong enough that we want -- you know, we  
2 want some White House endorsement of some  
3 specific legislation to move this forward.

4 VICE CHAIR GOUGELET: I think it's  
5 clear that that's the route that they want to  
6 go. So, I mean --

7 MS. COLLINS: Would you add the  
8 word "future" legislation that gives HUD the  
9 authority. We're talking about "current  
10 legislation and support future legislation  
11 that gives HUD the authority."

12 VICE CHAIR GOUGELET: She would  
13 like to change it to "current and future"  
14 legislation.

15 (Off the record comments.)

16 MR. BRUNO: Kem, can I state  
17 another comment? For the USA current or  
18 future legislation, is that what you are  
19 thinking, rather than "and"?

20 (Simultaneous speakers.)

21 MR. BRUNO: You have to maybe take  
22 out the current one and put -- is that what

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1 you want?

2 I wanted to make another point, if  
3 I could before we do our vote. I actually  
4 agree with Lee, his comment. I think there is  
5 a danger to the idea of allowing a Federal  
6 agency, FEMA in this case, to pass this off to  
7 HUD, saying well, no, it's not my job.

8 I think that's where -- that's  
9 really in the weeds, and it's something that  
10 we should continue to weigh in on to make sure  
11 that can't happen.

12 But there may be a natural place  
13 where HUD really fits in, and that's really.  
14 It's dropped. I don't think anyone wants to  
15 get FEMA out of the business so early in  
16 recovery that it's no longer responsible.

17 But if we could get HUD to do the  
18 checkbook on this, and offer the options it  
19 has for post-disaster housing, going out into  
20 permanent housing, that's what we want,  
21 ultimately.

22 We want HUD, that does that kind

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1 of work to do it in a disaster, but we don't  
2 want to lose FEMA's responsibility for the  
3 recovery effort.

4 So, I don't know exactly how it's  
5 going to work out. If I had to, I'm sure I  
6 could work on the legislation like anyone here  
7 could. And we will do that and we will try to  
8 give feedback to the committee on what is out  
9 there and how we thing it sets up.

10 But I think Lee is absolutely  
11 correct, and it's a bit of a danger if we  
12 insert HUD in a way that allows another  
13 Federal agency, in this case, FEMA, to say,  
14 well, you got to go deal with them now, and  
15 that is a very difficult position to put it  
16 in.

17 So, we'll see. I don't think  
18 we're at a point here where we're saying  
19 anything in particular, other than HUD has a  
20 role in this process, and they shouldn't be  
21 left out of it.

22 They want to have a role in it

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1 also, which is also important.

2 VICE CHAIR GOUGELET: Should we  
3 just add, "clarify the role," in addition to  
4 what we said there, because that's been a  
5 point of discussion all morning?

6 MR. BECKER: I would suggest that  
7 the task force's job is to provide role  
8 clarification. We're still back at, do they  
9 have the mission, the authority and the  
10 resources, and all we're asking for is to give  
11 HUD the authority to do what's already been  
12 proscribed.

13 Dr. Bennett, I think these would  
14 be two separate motions.

15 CHAIR BENNETT: Yes. I think we  
16 need to take them separately. Is there any  
17 more wordsmithing to be done on --

18 MS. HAYES-WHITE: I would  
19 recommend you take one of the "currents."  
20 Probably the first one.

21 MR. BECKER: Yes. I would.

22 CHAIR BENNETT: I agree with that.

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1 I think that helps. You don't need two  
2 "currents."

3 Any other -- all right, Joe, do  
4 you want to put this forward as a motion for  
5 a second?

6 MR. BECKER: So moved, please.

7 CHAIR BENNETT: Is there a second?

8 MR. HINES: Second.

9 CHAIR BENNETT: We have a second.  
10 Any discussion?

11 (No response.)

12 CHAIR BENNETT: All those in favor  
13 of the motion say "Aye."

14 (Ayes.)

15 CHAIR BENNETT: Opposed?

16 (No response.)

17 CHAIR BENNETT: Passes  
18 unanimously.

19 Let's go to the second  
20 recommendation now. That's in the bullet  
21 above it.

22 MR. BECKER: This hopefully

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1 captures the essence of our conversation prior  
2 where we would just like to find a way to  
3 review the pertinent documents prior to the  
4 public comment period.

5 I'm not sure we can articulate  
6 what that solution needs to be, but we'd like  
7 to ask FEMA to provide a way that we can do  
8 that. And we'll leave it to FEMA to tell us  
9 how that's possible, given regulation.

10 Bob, would you want to comment on  
11 that?

12 MR. SHEA: I think that approach  
13 is fine. I don't know if --

14 CHAIR BENNETT: Do we run into  
15 cases where their documents were asked for  
16 review, but the public comment has already  
17 been started because they were initiated  
18 through another agency, other than FEMA?

19 MR. SHEA: I don't know. Rafaela,  
20 do you know the status of it at this point?  
21 The only real issue here is if we go to a  
22 rulemaking process, there is a cut-off point

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1 during that process. I'm not quite sure where  
2 it is.

3 MS. MONCHEK: I don't know where  
4 it is either, but I do want to add that we --  
5 we've reached out to our attorneys and asked  
6 them to help us in identifying exactly what  
7 the point is that we can start looking for  
8 feedback.

9 And I think it went beyond just --  
10 it goes into the -- well, for example, this  
11 implementation plan that we're working on, you  
12 know, we want to be able to share at least  
13 pieces of it, if not the whole thing with the  
14 subcommittee, along the way while we're  
15 developing it.

16 You know, it's a lot easier to  
17 make changes when you're rolling with it than  
18 it is -- from the beginning than it is at the  
19 very end.

20 So, we've reached out to the  
21 attorneys. We should have an answer from them  
22 soon. They are looking into that. We just

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1 want to know what that cutoff point is and how  
2 much we can share.

3 And I know Nancy mentioned this  
4 yesterday, you know, her philosophy is that  
5 this is what you guys are here for, to help us  
6 with these things and to help us, give us --  
7 feedback is a lot more meaningful earlier on  
8 in the process.

9 But, as soon as we get back an  
10 answer from them we'll keep you posted.

11 MR. BECKER: I would just be clear  
12 that this isn't specifically a housing issue.  
13 This is a how does the NAC work with FEMA  
14 issue.

15 CHAIR BENNETT: Right.

16 (Off mic comment.)

17 MR. BECKER: Okay.

18 CHAIR BENNETT: Yes. This is a  
19 general -- Are there any other comments or  
20 suggestions? Joe?

21 MR. BRUNO: Are we working on  
22 number two or number one right now?

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1 CHAIR BENNETT: We passed number  
2 two. We're working on number one.

3 MR. BRUNO: Okay.

4 CHAIR BENNETT: Which has to do  
5 with getting materials sooner than we get  
6 them, basically.

7 MR. BRUNO: I'm going to propose  
8 something to change in number two, but I'll  
9 wait till we're finished with number one.

10 CHAIR BENNETT: We already voted  
11 on it.

12 MR. BRUNO: I'm going to ask if we  
13 could put that back on the table at least that  
14 changes one word in there, which I think makes  
15 a lot of sense.

16 MR. HINES: Can the motion be made  
17 for us to vote on number one so we could move  
18 to assist Joe?

19 CHAIR BENNETT: Which one are you  
20 on, Joe. I'm confused. Are you on the one  
21 we've already passed?

22 MR. HINES: Yes, he wants to

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1 reconsider the vote by which item number two  
2 passed for the purpose of an amendment.

3 MR. BRUNO: I'm not anywhere right  
4 now. When you finish up number one, I'll come  
5 back to number two.

6 CHAIR BENNETT: Okay. Let's  
7 finish up number one, then.

8 MS. COLLINS: I just wanted to say  
9 that this, as Joe pointed out, does affect all  
10 of the subcommittees. We had a discussion  
11 yesterday or the day before now with ours.

12 But one of the things that came  
13 out of that was -- and I just think we need to  
14 reveal this, is that, as documents, it depends  
15 on what that document is because many times it  
16 can affect or influence something that may  
17 take place.

18 For example, a private entity may  
19 have access to information ahead of time that  
20 could give them a head's up prior to the  
21 general public having that information, and so  
22 that was one of the fears that was expressed

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1 when we were discussing this in our  
2 subcommittee meeting.

3 So, I think we have to be careful,  
4 perhaps, about the kinds of documents, even  
5 though I would like to review all of them.  
6 That, I think, is going to be what comes back  
7 to us, because that's essentially what came  
8 back to our subcommittee when we asked to be  
9 a part of the comment on the job descriptions,  
10 and it came back that that is something that  
11 is within their purview.

12 And if we were to give a lot of  
13 information and know what was going to be in  
14 that job description, then we could get that  
15 out to the general public before they were  
16 ready to release it.

17 So, those are the kinds of issues  
18 I think we have to look at.

19 CHAIR BENNETT: Okay. Bob.

20 MR. CONNORS: I don't think we're  
21 suggesting that we do anything different.  
22 There are documents that are -- there are

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1 documents that we should have the right to --  
2 there's also a trust factor that the council  
3 and the subcommittee members should be able to  
4 see the documentation and if we're not  
5 supposed to reveal that information you don't  
6 reveal it.

7 But we need to see some of this  
8 stuff before the fire drill comes and then  
9 there's a 20-day cycle to review it and we  
10 don't have time and then something with  
11 garbage goes out.

12 So, it's not unprecedented. I  
13 think if we looked at the other advisory  
14 councils, ENSTAC, Homeland Security Advisory  
15 do all these things. They do this kind of  
16 stuff as well.

17 CHAIR BENNETT: Ann.

18 MS. BEAUCHESNE: Yes. I would  
19 second that, and I'd also just say that I find  
20 it just baffling that this group wouldn't at  
21 least see the partner guides.

22 I mean, that is why we are here.

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1 And I just -- I don't understand that. I  
2 thought it was almost laughable that we hadn't  
3 even seen them before.

4 CHAIR BENNETT: Okay. Cathey.

5 MS. EIDE: Speaking of the partner  
6 guides. And we spoke about this a little bit  
7 yesterday, and my comment is, maybe we can  
8 pull this out of just the housing subcommittee  
9 and submit it as a recommendation from the  
10 entire NAC that would affect all of the  
11 subcommittees and not just the housing  
12 subcommittees, because I think it's been made  
13 very clear that all of the subcommittees are  
14 requesting --

15 MR. BECKER: Hopefully that's how  
16 this is written. Do you not see it written  
17 that way?

18 MS. EIDE: Right, but you know, as  
19 we go forward and our subcommittee put  
20 together their recommendations it came in a  
21 single document from the subcommittee and, you  
22 know, I was just going to recommend that this

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1 particular recommendation not be a part of any  
2 single subcommittee.

3 CHAIR BENNETT: Yes, I can  
4 separate that in the letter, say here's from  
5 the housing if we pass that, and then this is  
6 another concern of the NAC. Definitely can do  
7 it that way, and I think that's appropriate,  
8 too.

9 John.

10 MR. HINES: Well, I mean, that was  
11 our intention to make -- to have it adopted by  
12 the entire NAC so --

13 CHAIR BENNETT: Sure. Sure. Are  
14 there any other comments?

15 (No response.)

16 CHAIR BENNETT: All right. Joe,  
17 do you want make that motion, and we'll ask  
18 for a second. For number one, door one here.

19 MR. BECKER: Door number one. So  
20 moved, please, as written there.

21 MR. THOMAS: Second.

22 CHAIR BENNETT: We have a second.

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1 All those in favor of the motion, say aye.

2 (Chorus of ayes.)

3 CHAIR BENNETT: Opposed?

4 (No response.)

5 CHAIR BENNETT: Carries  
6 unanimously.

7 Okay. Now, where did Joe go? Oh,  
8 he's up there.

9 MR. BRUNO: I want to confer with  
10 the Chair whether this makes any sense. So,  
11 give me one second.

12 CHAIR BENNETT: Okay. We need a  
13 motion to reconsider the second bullet point  
14 that they're -- we've already voted on this,  
15 but we need a motion to reconsider it.

16 MR. HINES: I would like to make a  
17 motion to reconsider the vote by which bullet  
18 point number two passed for the purpose of an  
19 amendment.

20 CHAIR BENNETT: All right. Could  
21 I have a second?

22 MS. EIDE: I second it.

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1 CHAIR BENNETT: I need a second.  
2 Cathey seconds it.

3 Yes.

4 MR. THOMAS: Would it be more  
5 appropriate to see the language prior to  
6 bringing this back to the table?

7 CHAIR BENNETT: That's what  
8 they're putting up now, I believe.

9 MR. THOMAS: But before you vote  
10 on reviewing it again, can't we see the  
11 language first?

12 CHAIR BENNETT: It's coming up.

13 MR. THOMAS: Oh, I see. I see.

14 MR. BECKER: Mr. Chair, it takes  
15 -- with great pain, I would concur with the  
16 colleague from New York, and you don't know  
17 how hard that is for me to do, that perhaps we  
18 should consider the language in the second  
19 bullet up here, even though it did originate  
20 in New York.

21 I didn't say it. I would ask for  
22 guidance on how we consider that, as an

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1 amendment, or how do we want to do that?

2 The critical point in the second  
3 bullet is we don't want to give HUD the  
4 housing mission. We want to give HUD their  
5 piece of the housing mission, consistent with  
6 the NRF, which is a narrower view than the  
7 first language.

8 HUD doesn't take the whole housing  
9 mission. HUD takes a piece of the housing  
10 mission in a sequence here.

11 You could see, the language we  
12 passed is the third bullet and the new  
13 language is the second bullet, and so we're  
14 saying -- we put the word their in front of  
15 disaster housing mission, and then we put the  
16 word consistent with the NRF as opposed to the  
17 language you see in the third bullet.

18 CHAIR BENNETT: Yes, I think  
19 that's fine. I think that's improvement, too.  
20 All right. We are -- it is the second bullet.

21 MR. CONNORS: Do you want to  
22 delete the third so we know what we're voting

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1 on?

2 CHAIR BENNETT: No, leave -- I  
3 think you need to leave the third one there  
4 right now.

5 MR. CONNORS: Okay.

6 CHAIR BENNETT: So it is the  
7 second bullet which ends in NRF that has had  
8 the language adjustment. I think that does  
9 clarify it.

10 MR. HINES: So, are we moving to  
11 adopt the amendment now?

12 CHAIR BENNETT: Yes, we're going  
13 to move to adopt the amendment to -- which is  
14 -- the amendment will be the second bullet.

15 Do I have a second to that?

16 MS. COLLINS: Second.

17 MR. HINES: Second.

18 CHAIR BENNETT: All right. Second  
19 by Irene. All those in favor of the amendment  
20 say aye.

21 (Chorus of ayes.)

22 CHAIR BENNETT: Opposed?

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1 (No response.)

2 CHAIR BENNETT: All right. Passes  
3 unanimately. So, it is the language for  
4 number two.

5 MR. HINES: We've got to vote on  
6 it all over all again. We just voted to  
7 accept the amendment. Now we've got to vote  
8 the recommendation.

9 CHAIR BENNETT: Okay. He's right.  
10 We voted to accept the amendment, now we do  
11 need to vote on the amendment. All right.  
12 John, are you going to second it?

13 MR. HINES: I second it.

14 CHAIR BENNETT: All right. We'll  
15 credit Joe with putting it forward.

16 MR. BRUNO: Oh, I hate to do that.

17 CHAIR BENNETT: I know. All those  
18 in favor of the amendment signify by saying  
19 aye.

20 (Chorus of ayes.)

21 CHAIR BENNETT: All those opposed,  
22 like sign?

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1 (No response.)

2 CHAIR BENNETT: Passes  
3 unanimously. So it is now the second bullet  
4 that will be sent forward as the language from  
5 the NAC. And it will be sent forward, not as  
6 part of the housing committee, but in the body  
7 of the letter as a recommendation from the  
8 NAC. Okay.

9 Actually it's the first bullet  
10 point that will be send that way. This one  
11 will be the housing committee one. You've got  
12 me so confused with so much up there. Okay.

13 MR. BECKER: Hopefully, sir, that  
14 concludes our report.

15 CHAIR BENNETT: I sure hope so.  
16 I'm not sure what we did here, but -- okay.  
17 Thank you, John.

18 Oh, gosh. I did have a brief  
19 announcement that I wanted to make about John  
20 Lancaster here. John is going to be retiring  
21 from the National Center for Independent  
22 Living and hence will be leaving the NAC.

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1                   And, John, we will miss you, and  
2                   thank you for your service.

3                   MR. LANCASTER: Well, thank you.  
4                   I'm sorry I wasn't involved longer. I'm  
5                   starting to see this is a great opportunity  
6                   for the disability community to be represented  
7                   here, and I feel like I'm just starting to  
8                   understand what's going on, and I'll be  
9                   leaving.

10                  But, we did put forward an  
11                  excellent name, my successor, and as the  
12                  person who ideally would come in and fill the  
13                  disability slot. Of course, I don't know what  
14                  will be decided by the new Administrator, but  
15                  he is -- Kelly Buckland is his name.

16                  He's from Idaho where they've been  
17                  dealing with a lot of issues related to forest  
18                  fires and brush fires, and he has some  
19                  experience in this area and a huge interest.

20                  So, thank you for the opportunity  
21                  to participate. It's been great.

22                  CHAIR BENNETT: Okay. We'll go --

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1 let's see, do we need a break? I think people  
2 are saying, probably, yes, please. All right.  
3 We will take a five-minute break.

4 (Whereupon, the above-entitled  
5 matter went off the record at 10:13 a.m. and  
6 resumed at 10:23 a.m.)

7 CHAIR BENNETT: I'll go ahead and  
8 bring us back to order, if I could. We are on  
9 a tight, tight deadline here.

10 I'd like to introduce FEMA's new  
11 Chief of Staff, Jason McNamara. Jason  
12 previously served as an associate vice  
13 president and director of Emergency Management  
14 and Homeland Security in Duberry's Emergency  
15 Management Disaster Mitigation Subservices  
16 Group with a focus on emergency management and  
17 homeland security preparedness, planning,  
18 interagency and intergovernmental relations  
19 and congressional relations on the local,  
20 state and Federal Governmental levels.

21 Jason also held a tenure at FEMA  
22 and on the Hill with the House Homeland

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1 Security Committee.

2 So, Jason, we welcome you here to  
3 visit with the NAC.

4 MR. McNAMARA: Thank you. And I  
5 appreciate the opportunity to talk to you all.  
6 I'm going to be time-constrained because my  
7 life is really controlled by Nebraska Avenue,  
8 the other NAC. So, I have to have -- I have  
9 to be up there for an eleven o'clock meeting.

10 But I just wanted to come in,  
11 introduce myself, let you know how important  
12 I think the NAC is, so important that I tried  
13 to get on. Bob didn't let me. I kept the  
14 letter, too.

15 But I'm looking forward to working  
16 very closely with you and so is Craig. When  
17 he is confirmed. He makes me say that.

18 A couple things, just in terms of  
19 vision, vision in moving forward. I think  
20 you'll hear -- Craig -- for those of you who  
21 don't know, Craig's confirmation hearing is  
22 next Wednesday at ten o'clock, the 22nd.

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1           So, I think you'll hear in a short  
2 kind of very short opening statement. We'll  
3 kind of let them ask questions as to what his  
4 -- what his vision is, what the most important  
5 things to him are in terms of moving forward,  
6 in terms of priorities.

7           I think you're going to hear a lot  
8 about partner -- it's not going to be any  
9 surprise. It will be -- if you've known  
10 Craig's work in Florida, you'll hear very  
11 similar things, partnerships, building teams,  
12 working together, and finding solutions and  
13 not focusing on how we do things, but what  
14 we're trying to achieve.

15           And so I -- and he wants to look  
16 to this group, I know, for some very specific  
17 tasks. He needs some ideas and help on issues  
18 that are important to him and to the nation as  
19 a whole.

20           On the other side, let me just  
21 give you a little DHS insight. The Secretary  
22 has been in the process of kind of formulating

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1 her ideas about, you know, what it is that the  
2 department does and what are the missions and  
3 how do we carry out those missions.

4 And she's trying to keep it very  
5 simple. And I think that's -- we are now set  
6 for a department that is so young like DHS, I  
7 think that's a good way to do that and a good  
8 way to kind of bring the team together, and  
9 you'll hear one of them is -- one of her main  
10 goals is to mature and unify DHS.

11 And I think one of our goals at  
12 FEMA, sub-goal of FEMA is to unify FEMA. We  
13 have some disparate parts that were brought in  
14 from other parts of DHS, programs I'm very  
15 familiar with, programs I know you all are  
16 very familiar with, but that for the first  
17 time have kind of been pushed together.

18 And we're confident we can make  
19 that work. I'm confident we can make that  
20 work. I know Craig is, and I think we feel it  
21 will be a stronger FEMA if we can unify those  
22 approaches.

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1           So, again, with respect to the  
2 Secretary, mature and unified DHS. One of her  
3 main principles is preparedness for a response  
4 to and recovery from disasters. So, as I said  
5 to other folks, I said, see, we got our own  
6 bullet. We're in good shape.

7           And implement smart and tough  
8 enforcement strategies, secure the borders and  
9 execute the counter-terrorism roles and  
10 responsibilities of the department.

11           So, again, very simple,  
12 straightforward messages. And I think you'll  
13 hear that -- I hope you'll hear that before  
14 press folks and others get that out. It's  
15 kind of a repeated mantra, what it is the  
16 department does. And make it clear to the  
17 American public what the priorities are.

18           On other issues -- and I'll keep  
19 this as short as I can and I'll give you a  
20 little bit of time to ask me questions. I  
21 would expect you can expect Craig to attend  
22 the next Advisory Committee Meeting in Grand

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1 Forks in July. I believe as long as we're not  
2 battling hurricanes. But even if we are we  
3 will try to make sure that that happens.

4 We are working to fill all of the  
5 political, both the confirmed and nonconfirmed  
6 positions throughout the agency. I'm working  
7 very hard to get that done. At this point we  
8 have myself.

9 Part of the reason I'm working  
10 hard to get it done is I don't like being  
11 alone. But, we have myself, we have a deputy  
12 for our faith-based office. We, just this  
13 week, our director of external affairs, Brent  
14 Coburn came in, and then both Craig Fugate and  
15 Tim Manning are working through the  
16 confirmation system, and there are some others  
17 who we are trying to push through. But I --  
18 I will tell you that I'm working as hard as I  
19 can to make that happen as rapidly as  
20 possible.

21 I was just with the disaster  
22 assistance folks involved from the regions and

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1 all they want to know about is regional  
2 directors, regional directors. I said yes,  
3 we're on it. Luckily I only have to do seven  
4 now, not ten of them. But we're working on  
5 that one.

6 And then on the housing task  
7 force, you know, we've appointed an interim  
8 director, Nancy Ward, and Dave Garrett and I  
9 talked about that and we felt that it was  
10 important that Craig have the opportunity to  
11 weigh in on that selection.

12 So we appointed Jack Shuback as  
13 the interim director of that, but we'll be  
14 working because Congress -- as you are,  
15 Congress is pushing us to appoint a permanent  
16 director. And that will be one of Craig's  
17 first duties when and if he is confirmed.

18 And that's all I have, and I've  
19 got about five or ten minutes, so I want to  
20 give you guys the opportunity to ask -- ask me  
21 anything that might be bugging you or that you  
22 might need some more details on.

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1 MR. KRUMPERMAN: Kurt Krumperman.  
2 You mentioned the Administrator when appointed  
3 will, you know, engage with the Advisory  
4 Committee. Do you have a sense, based on what  
5 we've been working on and what you know as his  
6 agenda for FEMA, do you have a sense of new  
7 items that we should be taking a look at?

8 MR. McNAMARA: At this point I  
9 think it would be premature for me to say, and  
10 I want to have him have an opportunity to have  
11 discussion.

12 I know what's important to him,  
13 but I -- but in terms of specific taskings and  
14 what he's going to ask the advisory council to  
15 do, yes, I think I would be premature in  
16 talking about that.

17 And we want to talk to Dr. Bennett  
18 and others about, well, here's some ideas that  
19 we've had, and let's formulate and put a real,  
20 you know, tasking together and look for some  
21 specific outcomes. So, yes, I don't think I'm  
22 ready to say that right now.

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1 MR. KRUMPERMAN: But it's  
2 conceivable that by the time he addresses us  
3 in --

4 MR. McNAMARA: Oh, absolutely.

5 MR. KRUMPERMAN: -- in July --

6 MR. McNAMARA: Oh, absolutely.

7 MR. KRUMPERMAN: -- that that  
8 would be --

9 MR. McNAMARA: Absolutely. Yes.  
10 If not before. Yes.

11 CHAIR BENNETT: David.

12 MR. BARRON: Jason, good morning.  
13 Thanks for being here. I'm David Barron and  
14 I represent the private sector.

15 Talk a little bit about your  
16 thoughts of the role of the private sector,  
17 the public/private partnership that we all  
18 talk about, and just kind of your experiences  
19 and how you see that value being brought to  
20 the table.

21 MR. McNAMARA: Absolutely. Any of  
22 you read Politico? Dr. Bennett mentioned it.

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1 I -- for about four years I was a private  
2 sector contractor on -- basically doing most -  
3 - actually 99 percent of my work was for state  
4 and local governments.

5 Spending -- it was spending FEMA  
6 money. It was spending grant dollars from the  
7 Homeland Security Grant Programs for a variety  
8 of state and local governments around the  
9 country.

10 The short answer to your question  
11 is, the private sector has a critical role in  
12 both the -- in my opinion, has a critical role  
13 in both the day-to-day activities of FEMA and  
14 other emergency management agencies in terms  
15 of fulfilling missions that it doesn't make  
16 sense for FEMA to hire against.

17 So, that's one. And then, number  
18 two is, and this is what you're going to hear  
19 more of from Craig, is what is the role of the  
20 private sector in terms of immediate response  
21 and then recovery, and how do we better  
22 integrate them, working together, as a nation,

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1 which includes Federal, state, local, public,  
2 private, tribal, nonprofit, volunteer.

3           How do we put all those resources  
4 together to effect the best outcome following  
5 a disaster? The best story I can give you on  
6 private sector is a Craig story which is:  
7 He's standing in a parking lot handing out ice  
8 and probably MRE's, too, and turns around, and  
9 there's a Publix behind him that's open.

10           And he, you know, he has his kind  
11 of moment of vision where he says, why am I  
12 doing this when they could be employing  
13 people, employing, you know, having their  
14 employees work, bring more revenue into the  
15 local economy. You know, why am I handing out  
16 free stuff?

17           Okay. Now, there's a place for  
18 that in the immediate -- there's no power, no  
19 water, and you can only do it that way.  
20 That's fine.

21           But, how do we put you, the  
22 private sector, how do we get you operating

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1 again so that we can help the impacted  
2 community get back to where it needs to be.

3 Okay. I think I got time for  
4 about one more. Yes, Joe.

5 MR. BRUNO: On the issue of  
6 private sector it really depends on what's  
7 FEMA's role in that process. We all recognize  
8 the private sector is going to play a big role  
9 in any recovery, but -- Joe Bruno from New  
10 York City.

11 But, my view is, and I think it  
12 may be the view of some people here. I would  
13 like to see FEMA become the honest broker.  
14 Bring in -- bring the private sector to the  
15 state and locals however you want. Most  
16 places, states, but maybe locals if they're  
17 large enough, and create that type of  
18 opportunity for relationships that allow the  
19 people, boots on the ground from government,  
20 boots on the ground from the private sector to  
21 have those relationships.

22 I think FEMA's job is to be that

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1 honest broker. Bring them to the table. Its  
2 job in the past has not been that. It's been  
3 more, we should have good relationships  
4 between the private sector and government.

5 Great. The job we need from FEMA  
6 is, Big Brother, bring in the Big Box and  
7 others that are available around this country  
8 since you have the capacity to do that, and  
9 let the locals develop those relationships.

10 And then we will be sensitive,  
11 that the Publix or, you know, the Key Food in  
12 New York City is open and running. We won't  
13 be handing out water --

14 MR. McNAMARA: Exactly.

15 MR. BRUNO: That's what I'd like  
16 to get to --

17 MR. McNAMARA: You know, I think  
18 you're right on target and I think -- let me  
19 give you a quick example. There's nobody from  
20 Tampa here, is there?

21 So, he called -- Craig can tell a  
22 story about this, which is right on target,

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1 which is Hillsborough County, Tampa, called  
2 him and said, you know, I need -- this is  
3 going to happen and we need some generators.

4 And Craig said, okay. You know,  
5 that's not a problem. I think I can make that  
6 happen. So he had his staff look up and find  
7 -- in the Sunbelt I happen to have some fairly  
8 large offices down there.

9 So Craig called him back and said,  
10 well, here's four or five phone numbers for  
11 these contractors that are going to get it to  
12 you faster and cheaper than if I tried to do  
13 it out of Tallahassee. Is there a particular  
14 reason why we shouldn't do it like that?

15 Now, this is -- it sounds  
16 antagonistic, but he did it in a very, kind of  
17 -- basically saying to the guy, look, listen,  
18 you've got -- the resources are in, you know,  
19 a concentric circle here. We'll help you.

20 If it comes in, being a  
21 declaration or something, yes, we're going to  
22 help you pay for it in the end, but the fact

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1 of the matter is you should know that you've  
2 got those private sector resources there, and  
3 if we can help you find where they are, then  
4 we're going to do that.

5 Okay. I've got time for one more,  
6 otherwise I'll --

7 MR. MILLER: Okay. One last  
8 thought from the private sector as well is  
9 that if we think about commodities as private,  
10 but nearly all of health care in American and  
11 a good chunk of emergency medical services are  
12 private as well.

13 VICE CHAIR GOUGELET: I was just  
14 going to ask, is there an effort or are you  
15 directly involved in the interagency  
16 coordination with health and emergency  
17 management response? There's a lot of -- some  
18 confusion about different roles and things  
19 that are -- we are on a way to clarifying --

20 MR. McNAMARA: Yes. We've noticed  
21 the confusion. But if there is -- but the  
22 short answer is no, I'm not in the middle of

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1 it yet, but I would like to hear from the NAC  
2 and from others about what you perceive in  
3 terms of what the main issues are.

4 But we kind of noticed that that's  
5 a big issue. I've known it's a big issue, but  
6 it's become very stark lately.

7 VICE CHAIR GOUGELET: And I do  
8 like the concentric circle aspect as we view  
9 the --

10 MR. McNAMARA: I used to talk  
11 about that. I appreciate it, but the masters  
12 call.

13 CHAIR BENNETT: We appreciate your  
14 being with us, Jason. Thank you.

15 MR. McNAMARA: Thank you.

16 CHAIR BENNETT: Ann, are you ready  
17 to --

18 We are going to go to the target  
19 capabilities, then? Okay.

20 MR. WATMAN: Hello, ladies and  
21 gentlemen. My name is Kenneth Watman. I run,  
22 strictly speaking, the part of the national

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1 preparedness directorate entitled Preparedness  
2 Policy Planning and Assessment.

3 I think I've spoken to you before.  
4 It may be just in a dream, though I did, I  
5 think, hear someone say, Ken who.

6 So, I come out of the defense and  
7 the intelligence world and I'm about six  
8 months old in the FEMA world. My background  
9 is heavily in analysis of all kinds and at all  
10 levels, progressing higher as my career has  
11 gone on.

12 And basically, I was brought in in  
13 order to try and establish ways of measuring  
14 preparedness, preparedness to respond to  
15 emergencies, and to measure it, because our  
16 response, of course, exists at many different  
17 levels.

18 As we talked about the private  
19 sector, obviously, tribal, state, territorial,  
20 city, local, regional, Federal, the process of  
21 measuring that is a very complicated business,  
22 and at the moment I can honestly say it's not

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1 done very well or systematically.

2 So, what I'm going to talk to you  
3 about is our plans and what we have underway  
4 to try and remedy that fact, and then I'll ask  
5 Josh to talk to you about the Targeted  
6 Capabilities List, which I think you've heard  
7 of at least once before, so you are probably  
8 better off hearing more from me and less from  
9 him.

10 Then let me go, then, to the  
11 purpose of all of this. I think -- I do want  
12 to talk to you about how I envision the job of  
13 my organization, and my job, my organization  
14 does several things. Obviously policy and  
15 planning, as well as assessment and include a  
16 variety of things.

17 To me, my drop-dead priority: We  
18 have a lot of things that are on the agenda  
19 and that we have to devote our calories to,  
20 but that our drop-dead priority as an  
21 organization is measurement. It is assessment  
22 of preparedness.

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1                   So what are we talking about here?  
2                   What we're really talking about, right, is we  
3                   all want performance. We all want, in the  
4                   face of any particular emergency, our ability  
5                   as a nation, disaggregated into its various  
6                   parts, to be as competent as it possibly can  
7                   be in responding to that emergency.

8                   And actually, you know, there are  
9                   two ways to find out whether we are or we're  
10                  not. The one way is to sort of wait till the  
11                  emergency comes and find out by having a  
12                  natural experiment, right. You send the  
13                  forces in the field and you find out how well  
14                  you're doing.

15                  And there is still a lot of that.  
16                  But, of course, the other way to do it is a  
17                  supplementary, a complementary way to do it is  
18                  to try and to try and develop a process of  
19                  measurement so that you can estimate how well  
20                  we're going to do at any given moment, and  
21                  therefore, to target resources accurately so  
22                  as to produce across-the-board the very best

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1 you can do for every marginal dollar that the  
2 taxpayer gives us.

3 And that's my vision of what my  
4 job is about, and I give that the number one  
5 through ten priority here.

6 To supplement what Mr. McNamara  
7 said, if you really want to take it further --  
8 and that's why I want to spend a minute here.

9 The DHS Secretary or the FEMA  
10 Administrator needs to know, needs to be  
11 presented, actually, with a breakdown of how  
12 each of them can spend their dollars, and with  
13 a statement of the cost and effectiveness of  
14 each way to spend that. Right.

15 So that -- and that has to be  
16 risk-based, and so that that person, in one  
17 case she, in one case he, is knowledgeable of  
18 the consequences of how they elect to spend  
19 every single marginal dollar.

20 Now, right now I regret to say  
21 that neither the Administrator, nor the  
22 Secretary really can do that. We don't have

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1 the data. We don't have the systems. We  
2 don't have the methods or the intellectual  
3 superstructure to present those kinds of  
4 things to them.

5 But, that's our bad, right, and my  
6 job in life, if I'm allowed to continue, is to  
7 try and provide that, that picture to people.  
8 But we are building from absolute ground zero.  
9 I think we have very little in place.

10 So, to culminate here -- and I'm  
11 going to put Josh's presentation in context.  
12 The way you go about measuring things is  
13 obviously by collecting data, but then you  
14 have to run those data against something.

15 So, we're really good at  
16 collecting data. The Government's really good  
17 at it. The States are good at it. We have  
18 scads of information on all kinds of stuff.

19 But what we haven't had, and where  
20 the TCL figures into things, if you see what  
21 I mean, is that we need a statement of needs  
22 or goals or, God forbid, the word

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1 requirements.

2 So that you can take what people  
3 have as expressed in their data, what they're  
4 able to do, and run that up against, either  
5 what they think or we think or you think ought  
6 to be what they ought to be able to do.

7 So, we exist in an environment,  
8 ladies and gentlemen, where there's a whole  
9 lot of data, but very little of the sort of  
10 needs goals stuff. That's really hard to do,  
11 to understand what actually you need.

12 The TCL is the beginning, the  
13 evolving statement of those needs or those  
14 goals. Each cell contains information that  
15 people can use to say, okay, I don't have to  
16 accept this verbatim. I can dial it up or  
17 down, depending on my local circumstances, but  
18 this at least gives me a beginning point to  
19 understand what I ought to be able to do.

20 And now you've got can do, ought  
21 to do, and now you've got the beginning of an  
22 analytical system. And that's why what Josh

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1 is doing is so important. I'll talk to you  
2 about the analytical system now.

3 And at the same time, I just want  
4 to do more than tip my hat to the whole issue  
5 of user burden. I'm excruciatingly sensitive  
6 to the fact that folks out there in the field  
7 are sick to death of what they're being asked  
8 to report on.

9 And I understand fully the  
10 sentiment of the NEMA message and the IAEM  
11 message to that effect, and we take it very  
12 seriously. As you know, the Administrator has  
13 formed an efficiency review group, and all  
14 things, all impositions by the Feds on the  
15 States and the locals are up for grabs.

16 So, we're designing ourselves in a  
17 way that actually reduces your user burden and  
18 doesn't increase user burden. I'll explain.

19 So, let's go, please -- if I could  
20 ask you, take us to slide 16. Can you steer  
21 it from there? Okay. Let me then just pop  
22 through this to 16, and you can follow that on

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1 your hard copy.

2 We're going to talk about the  
3 comprehensive assessment system, and then Josh  
4 will talk to you about the Targeted  
5 Capabilities.

6 The comprehensive assessment  
7 system is simply an expression of all of the  
8 elements of the what we have to in order to  
9 measure preparedness. And there are three  
10 main elements.

11 The first element is collection of  
12 information. The second element is  
13 measurement or analysis of that information,  
14 and the third element is the reporting of that  
15 information.

16 And what we are building and what  
17 we have made considerable headway is on a  
18 centralized warehouse of data of all kinds.  
19 And by that I mean exercise reports, training  
20 reports, state preparedness reports, Federal  
21 preparedness reports and more, as I'll discuss  
22 with you, and then use that central

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1 clearinghouse as a way of developing a  
2 coherent picture of preparedness.

3 Now, here's what is in our  
4 immediate future with respect to that. We're  
5 doing two things. One is, as probably many of  
6 you know, the state preparedness reports have  
7 been a real burden.

8 Starting in 2007 where you were  
9 asked to write them in text with a pen and a  
10 paper, that was a burden on you and it was a  
11 burden on us because, to extract useful  
12 information from all that text probably  
13 required about as many calories as you guys  
14 expended on writing it. It's really not a  
15 very well-done -- not the way to do it.

16 This year, as you know, what we've  
17 asked you to do is simply update that,  
18 whatever has been changed, and to put that in  
19 an Excel spreadsheet form. That's better.  
20 That's easier. That gets us closer to useful  
21 information.

22 But now what we're going to do,

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1 starting this fall, and we're going to start  
2 the roll-out, or at least the collaborative  
3 effort here, starting in May, is to put before  
4 you a draft survey which is entirely  
5 quantitative which will reduce the user burden  
6 by our estimate by at least 50 percent, and  
7 it's done on a web-based -- through a web-  
8 based portal, and the respondents are simply  
9 asked, in connection with their state  
10 preparedness report, to rate their own  
11 capabilities with respect to where they think  
12 they need to go.

13 They can take the TC if they want  
14 to as a statement of where they need to go, or  
15 they can have their own sense of where they  
16 need to go, and they are asked to rate on a  
17 percentage basis how close they are to getting  
18 to where they need to go.

19 And you can just walk, click,  
20 click, click, click, click, click. And it is  
21 broken down according to the TC critical  
22 activities, so there's a little bit of

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1 granularly in it.

2           You don't have to write a word if  
3 you don't want to. There are boxes there  
4 where you can write if you like, if you want  
5 to provide further explanation, and then later  
6 on you're asked if you want to explain what  
7 you would need and whether you want to close  
8 that gap between where you are and where you  
9 think you need to go.

10           And one answer to that question  
11 might be -- and you're invited to say this:  
12 One answer might be, well, sorry, you know, I  
13 understand there's a gap there, but it isn't  
14 my priority to close it because I've got other  
15 priorities down here and I want to tell you  
16 about those. Got it.

17           Or, you may say, yes, I do want to  
18 close that priority, but here's what we're  
19 short of. It may be people. It may be money.  
20 Obviously money will be the bottom of most  
21 things, but more than that, it may be people,  
22 it may be equipment, it may be something else.

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1                   Now, as an aside, we are receiving  
2                   increasing indications that actually at the  
3                   heart of things right now the biggest shortage  
4                   that people have is people.

5                   Mayor Blumenthal said, you know,  
6                   -- he put it as a dirty little secret. I  
7                   don't know why it's dirty or little, but that  
8                   the secret of all this is that we need more  
9                   shoe leather, not more equipment at this  
10                  point.

11                  Well, that's very interesting, if  
12                  you think about it, because the grants  
13                  programs actually are not at all oriented  
14                  towards that.

15                  So, to discover through this  
16                  instrument issues like that that actually the  
17                  greatest national need is people, and that the  
18                  Government is not well-suited and not well-  
19                  postured to help in acquiring people.

20                  Well, that's an interesting thing  
21                  to know, and that has Federal -- it has  
22                  implications already all the way line. So,

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1 what will emerge, we are hoping from this  
2 purely quantitative, easy-to-take survey now,  
3 is a much clearer, much more useable, and you  
4 will all have access to your own picture of  
5 state preparedness, as estimated by the people  
6 who know something about their own state  
7 preparedness and as, you know, as rated  
8 against where they want to go in their own  
9 states.

10 Now, that I would put to you is a  
11 far -- is a huge step, is a great step, away  
12 from text, away from trying to tease out what  
13 is meant by things and towards a really clean-  
14 cut, easy to take, but still a very improved  
15 picture of where we stand at the state level.

16 It's highly aggregated. It's open  
17 to all kinds of criticism, I know. We're  
18 talking about self-reporting. So, there are  
19 all kinds of ways in which people, you know,  
20 have rose-colored glasses.

21 I openly acknowledge that, and we  
22 have to deal with it. It -- still I would put

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1 to -- compared to what we have today, is an  
2 immense step forward. And you can look  
3 forward, if this is successful, as I  
4 anticipate it will be, then the following year  
5 the survey will be sharpened somewhat, and  
6 more informative, not by increasing user  
7 burden, however.

8 So, that's where we're going, and  
9 you can see the picture that then emerges. I  
10 told you about why we want to do measurement  
11 and how we don't have much of it going on, but  
12 by this time next year I'm very optimistic  
13 that if I were standing up in front of you, I  
14 would be saying now, we have administered this  
15 survey. We have had the data come back to us,  
16 and let me show you what it tells us about the  
17 pattern of preparedness around the country, as  
18 divvied up by the TC's.

19 But you can divvy them up any way  
20 you like. You can sort these results as  
21 however you like, and you'll see those  
22 results.

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1           So, that's where we're going in  
2           the immediate future. The second place we're  
3           going now, and you might add is, well, how are  
4           we proposing to picture Federal preparedness?  
5           I mean, we're asking you at the states to  
6           provide us that, but what about the Fed level,  
7           what about the FBI and so on.

8           Well, the answer is, that's the  
9           biggest gap in our approach. And the reason  
10          for that is bureaucratic. I'll be very frank  
11          with you. When you call up the FBI and you  
12          ask them, well, what capabilities do you have  
13          to put against this thing, basically, you  
14          know, what you hear is who the devil are you?

15          That's natural enough. That's  
16          Washington. So, the way we have done this, we  
17          have actually built a survey for them. And we  
18          are asking the Feds, each Federal primary  
19          responsibility, each Federal organization that  
20          has primary responsibility for an ESF, one  
21          through 14, each one, is being asked to tell  
22          -- because they are required to by the law, to

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1 explain the capabilities they have to satisfy  
2 that ESF.

3 Now, that also will be rough and  
4 crude, but the fact of the matter is, again,  
5 by about the middle of the summer we will have  
6 a much more detailed and measurable picture  
7 now of what preparedness looks like at the  
8 Federal level, too.

9 And now, with the State level of  
10 this, then we can begin to look at big gaps,  
11 expectations that the State may have that the  
12 Feds are not really knowledgeable of or  
13 prepared to meet.

14 So, that is what I look forward to  
15 in the next year, and that's what solid plans  
16 exist to do. The surveying instruments exist,  
17 the draft of the State level one, as I say,  
18 will be wheeled out for people then to munch  
19 on in May of this coming year.

20 I would love to send you the draft  
21 of that tool if you would like to see it and  
22 comment on it. It's fine. So, there are

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1 future plans as well, and I'll share just a  
2 bit of them, and I'll turn the podium over to  
3 Josh to talk to you about the TC's.

4 But, as I mentioned at the  
5 beginning, the thing that we're shortest of  
6 here are the ought-to's. You know, we've got  
7 lots of data about can, but little  
8 information, relatively, about how much you  
9 ought to be able to do.

10 And right now the TC's are the  
11 only show in town. But we're working very  
12 hard to develop different ones so that we free  
13 ourselves up, we don't depend so heavily on  
14 the TCL, which is a good thing for you, for  
15 me, for the TCL as well.

16 So, we have multiple measures.  
17 So, here's the future, folks, and it isn't far  
18 away. Up on your screen is a picture. And  
19 what you have are measures of preparedness  
20 picked up by different ways of going after it.

21 It's like putting the meat  
22 thermometer in different parts of the roast.

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1 And what you're looking for here is  
2 convergence of those measures, because they  
3 are pinging on different things, but what  
4 you're hoping to find is that they are  
5 pointing at the similar picture.

6 That is when you've got a solid  
7 sense of how prepared we are as a nation. And  
8 if they are not all pointing in the converging  
9 direction, then that's where you drill and  
10 find out why that's so. That's where we're  
11 going two years or three years out.

12 But next year we are going where I  
13 just explained to you.

14 Are there any questions, please?  
15 Yes.

16 MR. KRUMPERMAN: I sit on the  
17 National EMS Advisory Committee. My name's  
18 Kurt Krumperman. And the FICEMS, which is the  
19 Federal Interagency Committee on EMS --

20 MR. WATMAN: Yes.

21 MR. KRUMPERMAN: -- which is  
22 another entity dealing with issues and has a

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1 disaster preparedness component, is doing a  
2 national assessment of EMS disaster  
3 capabilities.

4 MR. WATMAN: All right.

5 MR. KRUMPERMAN: And I was  
6 wondering how -- and they have a contractor  
7 that they are working with and they have  
8 specifications that they're working with.

9 I was wondering how that  
10 information is going to interface with the  
11 information you are acquiring through this  
12 methodology.

13 MR. WATMAN: I don't know the  
14 answer to that. I'm embarrassed to say that  
15 it's the first I heard about this effort that  
16 has been launched.

17 Certainly, for example, similar  
18 kinds of information like EMAP is going to be  
19 part of our -- that converging picture that I  
20 mentioned to you.

21 The reason why -- and of course,  
22 EMAP is constrained by the fact that it takes

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1 -- it covers a relatively small amount of the  
2 TC's. So, one thing I'd love to close with  
3 you about is to get a sense of where that  
4 survey you just described is focused, whether  
5 it covers all of the TC's or all of the  
6 capabilities that we think are important or  
7 whether they are focused on a subset, because  
8 we would love to integrate that kind of stuff.

9 It's another converging indicator,  
10 as far as I'm concerned.

11 MR. KRUMPERMAN: I assume it's  
12 focused on the TC, which is emergency triage  
13 and prehospital treatment --

14 MR. WATMAN: Okay. That would be  
15 great. Yes. Now, the -- and by the way, I  
16 mean, part of this long-term picture is we --  
17 in the last two years -- as I say, I'm only a  
18 few months old, but in the last two years  
19 we've collected a lot of data, but very little  
20 of it is from outside of FEMA.

21 So, you know, DDH, HUD, CDC. I  
22 mean, they're just all these other sources,

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1 for example, as you say, of medical  
2 information, some of which you're collecting  
3 now that we're going to exploit to the hilt  
4 and bring them to bear on the TC's.

5 So, I would love to hear more  
6 about what you have and how we can lock them  
7 up. Yes.

8 Suzanne.

9 MS. MENCER: I think, you know,  
10 one of the problems from the private sector  
11 and, of course, from the FBI as well, in the  
12 sharing of data and information --

13 MR. WATMAN: Absolutely.

14 MS. MENCER: -- how is this going  
15 to be protected --

16 MR. WATMAN: Yes.

17 MS. MENCER: -- and, you know, you  
18 have a mechanism in place at the Federal level  
19 to protect this data, but at the State level  
20 it really becomes the subject of Sunshine laws  
21 and is it considered a criminal justice record  
22 or is it not?

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1 MR. WATMAN: Yes.

2 MS. MENCER: Have you looked at  
3 how to address that at the State level?

4 MR. WATMAN: No. I'll be honest  
5 with you, it just -- I mean, I familiarized  
6 myself with it partly through our  
7 conversations, actually, and I understand how  
8 big a problem this is, and I also know, based  
9 on the questioning, of course, that Mr.  
10 McNamara got last time, I know that there is  
11 so much that the private sector can bring to  
12 bear on this, and I'd like to exploit it very  
13 much, and I'd like to measure it.

14 And I understand the world at the  
15 Federal level with respect to protecting their  
16 information, but I must confess to relative  
17 ignorance about how to go about it at the  
18 state level, other than mostly hallway  
19 conversations and our email back and forth,  
20 which has been educational.

21 So, I would like, you know, I'd  
22 like to change that. I'd like to be educated

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1 on this matter. Yes.

2 MS. BEAUCHESNE: Hi. Ann  
3 Beauchesne with the U.S. Chamber.

4 MR. WATMAN: Yes.

5 MS. BEAUCHESNE: I would point you  
6 in the direction of the protecting critical  
7 infrastructure information, PCII.

8 MR. WATMAN: Right.

9 MS. BEAUCHESNE: That's the way to  
10 protect --

11 MR. WATMAN: Well, I'm well  
12 familiar with that.

13 MS. BEAUCHESNE: -- as well.

14 MR. WATMAN: But the state  
15 impediments to proprietary information being  
16 kept proprietary and so on, which is what I  
17 think Suzanne is referring to, I do understand  
18 the critical infrastructure side of it, but  
19 the legal issues and matters of customs and  
20 usage at the state level is something I  
21 confess I'm not as familiar with as I should  
22 be.

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1           So, I will -- actually, what I'll  
2 do is ask you all to give me a reading list.  
3 You, particularly, Suzanne, and I'll try to be  
4 up to speed on it.

5           Any others, please?

6           CHAIR BENNETT:       Any other  
7 comments?

8           VICE CHAIR GOUGELET:   How do the  
9 states feel about doing these assessments, and  
10 do they feel that it's tied into funding and  
11 they are going to be penalized and things like  
12 that?

13          MR. WATMAN:       That's a great  
14 question, and -- I mean, as I understand it,  
15 I mean, first of all there are lots of  
16 different states and lots of different  
17 feelings about this and a lot of it also  
18 depends upon the size of the state and the  
19 resources that they devote to their own  
20 gathering of information such that it's no big  
21 deal when somebody else asks them. Do they  
22 just, you know, they can just offload it.

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1           But that isn't most of the states.  
2           The vast majority of them are burdened by  
3           these kinds of requests. Now, here, I would  
4           like to differentiate, and I would like the  
5           states to differentiate, please, between the  
6           different requests that they receive. Some  
7           are more burdensome than others, in my  
8           opinion.

9           What we -- and those are not  
10          issued by my organization. For example, I --  
11          and this is not to disparage anybody, but I  
12          believe, for example, that the gap survey  
13          requires a much more detailed level of  
14          information than will ours, and therefore  
15          presumably is more effortful.

16          So, I do believe, having talked to  
17          the states that they are most irritated about  
18          -- their degree of irritation is in direct  
19          relationship to the level of detail the survey  
20          is asking them, which means it's in direct  
21          relationship to the amount of effort they've  
22          got to go to in offices that are already

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1 chronically understaffed, to go and gather  
2 this stuff.

3 Now, what we are doing is actually  
4 mandated by law. We have to collect  
5 information for the state preparedness report,  
6 so it's unlike some of those other surveys,  
7 and the question we have is, what's the most  
8 efficient way to do that that's most revealing  
9 of information, and at the same time actually  
10 diminishes user burden, which is what we have  
11 done.

12 The initial signs are that the  
13 states and the locals are at least -- what's  
14 the best way to put this -- tentatively  
15 accepting, or at least open-minded, which is  
16 good. Which is good. I haven't had anybody  
17 reflexively just stand up and tell me to take  
18 a hike yet.

19 But that will happen. For one  
20 thing, I'm fully conscious of the giant tail  
21 that my organization drags around behind it,  
22 and that tail is made up of failed efforts.

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1 Right.

2 It's very, very interesting, the  
3 number of runs that FEMA has taken on this  
4 problem and have had to discard and has gotten  
5 chopped off at the knees for various reasons.

6 So, in addition to user burden,  
7 it's that credibility burden, too, that we  
8 have to shoulder and get through to convince  
9 people -- and I can talk to you about how we  
10 do that, but to convince people that this is  
11 actually worth taking a chance on.

12 Now, the question of  
13 connectiveness to funds. Our survey is not  
14 connected to funds at all. It simply  
15 satisfies the legal directive to get a state  
16 preparedness report every year.

17 That said, those data are -- will  
18 be used, I believe, by the grants office as  
19 part of their decisionmaking as to not so much  
20 how much each state will get so far as I  
21 understand it, but part of that decisionmaking  
22 about which proposals that they will fund.

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1                   So, my answer to you is, as far as  
2 we're concerned, there's nothing having to do  
3 with money here. But, from the grants people  
4 I believe there may be, not so much, as I say,  
5 to change how much money they give out in  
6 toto, but rather in each state what -- what  
7 proposals seem most fruitful to them.

8                   I hope I'm answering your question  
9 as squarely as I can. Yes. Okay.

10                  CHAIR BENNETT: Okay. Any final  
11 comments? Joe?

12                  MR. BRUNO: Ken, if you look on  
13 your slide --

14                  MR. WATMAN: Which one?

15                  MR. BRUNO: Well, the one you just  
16 had up. But it says "Provide data to cost of  
17 capability analysis." That is all about  
18 grants.

19                  MR. WATMAN: That's exactly so.  
20 And that's why I said --

21                  MR. BRUNO: It's all about that.

22                  And I guess the interesting point is as to

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1 whether there's going to be two levels of  
2 reporting on this. The cost of capabilities  
3 is data-driven, self-driven. It's exactly  
4 what you're talking about.

5 In fact, when you started talking  
6 I thought that's what you were talking about.  
7 You are talking about a broader view of  
8 capability, which is fine. I'm assuming that  
9 the responses to yours will simply populate  
10 the cost of capabilities, CtoC data that  
11 they're looking for.

12 And then obviously, decisions will  
13 be made for grants based upon return on  
14 investment, overall grant amount may be the  
15 same, which is good. RISC will have a play in  
16 some of that, depending on what type grant  
17 we're talking about.

18 But ultimately this is directly  
19 related to grants. And your job is not -- the  
20 information we give is directly related to  
21 grants.

22 MR. WATMAN: The emphasis on

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1 directly-related is --

2 CHAIR BENNETT: You need to use  
3 the mic, if you don't mind.

4 MR. WATMAN: The emphasis, your  
5 emphasis on directly-related is where I think  
6 if we had time we could put an incision into  
7 this question.

8 MR. BRUNO: Right.

9 MR. WATMAN: The fact of the  
10 matter is our objective has nothing to do  
11 whatever with money. And the structure of our  
12 questionnaire has nothing whatever to do with  
13 money, or nothing whatever to do with CtoC.

14 Now, I mean, as I said, they do  
15 use those data. They are interested in the  
16 capabilities that the states report as a way  
17 of understanding how to raise those  
18 capabilities where they think those things  
19 need to be raised.

20 So, I mean, you can say that's the  
21 connection, and you're absolutely right. What  
22 I would argue with you about is sort of a

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1 sense of direct and whether we are doing this  
2 in order to enable them to do that, and the  
3 answer is no.

4 MR. BRUNO: I wasn't saying --

5 MR. WATMAN: And if you want to  
6 use their data that way, then that's how --

7 MR. BRUNO: No, I wasn't saying  
8 that.

9 MR. WATMAN: Okay.

10 MR. BRUNO: I was saying it's  
11 directly related in that it informs that  
12 particular program. That's all.

13 MR. WATMAN: It does. It does.  
14 It does.

15 MR. BRUNO: I just wanted -- some  
16 of the members may know that as well. I  
17 happen to know it. Okay. Thank you.

18 MR. WATMAN: Yes.

19 CHAIR BENNETT: We -- one of our  
20 charges is the review of this capabilities  
21 users guide. It was even spelled out in the  
22 charges to this committee and PKEMRA.

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1                   So, that's one of the reasons why  
2 we sent it out a little ahead of time for the  
3 meeting, and obviously had the presentation  
4 today.

5                   What I would like to do is form a  
6 working group that has an interest in -- and  
7 I mean amongst this committee, and has been  
8 involved perhaps with this capabilities list  
9 at this point, to go through this guide and  
10 report back to us at the next NAC meeting so  
11 we, as a body and, of course, each member be  
12 sure you review this capabilities and bring  
13 your inputs as well, obviously.

14                   But I would like to have a focal  
15 point on this to bring it forward to us and  
16 lead a discussion on this at our next meeting  
17 to have recommendations back to FEMA on this  
18 document.

19                   It is an important document, and I  
20 think we should -- users guide, and we should  
21 have a collective opinion trying to avoid the  
22 -- everybody just sending in an individual

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1 opinion.

2 I think this is one where we need,  
3 again, to focus on a collective group looking  
4 at it, bring back, adding our individual  
5 inputs, and then folding it together in  
6 recommendations from the NAC.

7 So, I do know some people have  
8 worked on it, and I have not talked to you,  
9 and -- the volunteers even, but I would like  
10 Jim, if you wouldn't mind, Jim Paturas, if you  
11 wouldn't mind chairing this. I know you --  
12 this working group. I'm putting you on the  
13 spot here, but I hope you will accept to do  
14 that.

15 And there's some others that  
16 worked on it. Is there any real volunteers?  
17 Okay. Kathy would be. Lee. Lee Feldman.  
18 J.R. Thomas, and -- oh, Kurt. Yes. Kurt.

19 Okay. Kenneth.

20 MR. MURPHY: Yes, and I've been  
21 with the TCL since its inception, the  
22 capabilities review, SPR.

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1 CHAIR BENNETT: Okay.

2 MR. MURPHY: I've been down this  
3 path.

4 CHAIR BENNETT: All right. I  
5 think we have a good group, then. Do you have  
6 all the names?

7 (Off-the-record comment.)

8 CHAIR BENNETT: Okay.

9 MR. WATMAN: Now, sir, I don't  
10 know whether I burned up all the time or not  
11 but Josh is here waiting in the wings.

12 CHAIR BENNETT: Okay. I can't  
13 really read that. Okay. So, we're looking at  
14 the whole targets capability review, I  
15 believe.

16 It's the four -- is it the four  
17 documents that we're talking about, or the  
18 four areas, the multi-agency coordination  
19 emergency operations management, the mass  
20 transit, incident command and WMD. Are those  
21 the four?

22 MR. DOZOR: Yes, sir. There's

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1 four that -- we've begun the development of  
2 six draft ones, last fiscal -- last year.  
3 Four of them are up to level maturity for your  
4 review, and --

5 CHAIR BENNETT: Okay.

6 MR. DOZOR: -- there's four in  
7 your packets that were --

8 CHAIR BENNETT: There's two more  
9 that are still to come, is that what I'm  
10 hearing?

11 MR. DOZOR: Two more are  
12 developed. We're just waiting for the  
13 clearance from other departments and agencies  
14 with subject matter experts before we send  
15 them out.

16 And then we've also begun the  
17 development of about 15, 18 additional  
18 capabilities which are still in the very early  
19 states of development. Our plan was to make  
20 sure that you saw and had the ability to  
21 comment on all of them.

22 But these four that you have --

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1 CHAIR BENNETT: Okay. So there's  
2 a lot more to come, is the --

3 MR. DOZOR: True.

4 CHAIR BENNETT: These are the  
5 first four.

6 MR. DOZOR: Correct. We wanted to  
7 --

8 CHAIR BENNETT: All right.

9 MR. DOZOR: We received -- there's  
10 37 total capabilities in the existing 2.0  
11 version of the TCL. We needed a pilot to  
12 determine how to update those.

13 You know, what should be the  
14 format, what should be the context, what are  
15 the goals, what is the level of granularity,  
16 we literally piloted six of them to determine  
17 how they should be formed.

18 And we actually formed technical  
19 working groups comprised of state and local  
20 private sector folks and, of course, folks  
21 from the Federal family to determine what that  
22 structure should look like, what is that end

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1 goal that they should look like.

2 And that is the result that you  
3 see now. There's working groups that  
4 completed that work on the six, and you have  
5 four of them right now for review.

6 The reason why intelligence and  
7 animal disease are not yet in your packets is  
8 because no one's really done this before in  
9 intelligence in determining what are the  
10 targeted outcomes for information sharing.

11 And we're providing a lot of  
12 deference to the intelligence analysis office  
13 in DHS, and law enforcement investigatives  
14 unit and law enforcement community, make sure  
15 they're comfortable with it before they go  
16 out.

17 Similar to animal disease. We  
18 were literally breaking ground in that area  
19 and we were deferring to USDA a whole lot and  
20 the MRX folks in the grant programs, and the  
21 NIMS resourcing typing working groups who have  
22 been working on these the first time.

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1 CHAIR BENNETT: Okay. So, now, --  
2 but our specific action right now, I mean,  
3 you're not going to be sending any to us  
4 between now and our next meeting. We're just  
5 to focus on these four?

6 Or, if they're going to start  
7 coming in, we need to -- we are going to need  
8 some lead time.

9 MR. DOZOR: Definitely, folks, on  
10 these first four. I don't know when the next  
11 two will be coming by. If I had my druthers  
12 it would be tomorrow, but --

13 CHAIR BENNETT: Well, okay. If it  
14 is, that's fine, but -- okay. I just wanted  
15 to be sure we --

16 MR. DOZOR: And in the next -- the  
17 next phase on them, the next group of them  
18 won't be coming till at the end of the fiscal  
19 year.

20 CHAIR BENNETT: Okay.

21 MR. DOZOR: At the earliest.

22 CHAIR BENNETT: All right. Rob,

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1 did you have a question?

2 VICE CHAIR GOUGELET: Just a point  
3 of clarification. Did you also want the NAC  
4 and the subgroup to look at some of the issues  
5 related to the previous TCL's and the program  
6 in general, or did you want us to just comment  
7 on the specific TCL's, as subject matter  
8 experts?

9 MR. DOZOR: Well, we would value  
10 your opinion regardless of how you provide it.  
11 Section 646 of the Post-Katrina Emergency  
12 Management Format requires us to develop them  
13 in coordination with you.

14 So, obviously the construct, how  
15 we were going to update, how we were going to  
16 revise them, even the context of how they're  
17 used, I imply that that means you should have  
18 a -- you should do that coordination review,  
19 it should give you an opportunity to give us  
20 suggestions and comments for how to improve  
21 them.

22 But definitely -- it was a big --

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1 it was a big lift to determine how should the  
2 TCL's be updated. We received a lot of  
3 criticisms on the prior version, too big, not  
4 user-friendly, one size fits all, not enough  
5 new guidance on how jurisdictions of different  
6 size and risk incorporate their risk and  
7 unique needs to determine capability of  
8 targets.

9 We went through a lot of edits, a  
10 lot of revisions, a lot of back-and-forth with  
11 the communities to determine what that should  
12 look like. So, definitely these four, I would  
13 think would be most paramount in your interest  
14 to give us guidance on whether we're on the  
15 right track.

16 CHAIR BENNETT: Yes. I think at  
17 this point, since there's probably going to be  
18 like 37 of these, that we take the four that  
19 are before us and be prepared for those. If  
20 others come along, fine. Just let us know,  
21 but right now the focus will be those on your  
22 packet.

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1           Is that clear to the -- I  
2 appreciate that volunteerism I saw instantly.  
3 Really good.

4           MS. EIDE: Dr. Bennett.

5           CHAIR BENNETT: Yes. Cathey.

6           MS. EIDE: Yes. I'm just reading  
7 from this page that's inserted in our packet  
8 that has a date by April 30th.

9           CHAIR BENNETT: We --

10          MS. EIDE: Is that wrong? And  
11 then the other two missing ones on the -- on  
12 May of 2009, does that -- is that the bulk of  
13 this?

14          MR. DOZOR: Right. That date, I  
15 believe, was 30 days from the time we sent it  
16 out, but I mean, we're flexible with those --  
17 with the timelines, if you just received it  
18 now.

19          CHAIR BENNETT: I adjusted that  
20 with conversations with FEMA, I simply -- we  
21 can get this done by June if we get it out  
22 early now and get a working group. So, we're

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1 going with the date I put out.

2 Yes, sir.

3 MR. DIDION: Could you add my name  
4 to that working group?

5 CHAIR BENNETT: Okay. John  
6 Didion. All right. We have a good group  
7 then.

8 And you all can obviously have  
9 phone conversations and so forth. I ask  
10 everybody -- of course, everybody on the NAC  
11 to look at this thing, but I think this is  
12 one, where as these documents come available  
13 we want to be sure we get our group opinion  
14 out and our individual, and we'll discuss it  
15 on these four and if any come along quickly,  
16 we can handle that, too.

17 Thank you very much.

18 MR. DOZOR: Sure. Would you like  
19 me to give you a broader out overview, or  
20 would you like me to wait and work with the  
21 working group to give them that, and then the  
22 broader overview and the background on how we

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1 got to this point.

2 CHAIR BENNETT: What are we doing  
3 on time, here? Are we okay? Okay. Yes. Why  
4 don't you do a review. I think that would be  
5 good. An overview would be good.

6 MR. DOZOR: Okay.

7 CHAIR BENNETT: Thank you for your  
8 clarifications today. Appreciate that.

9 MR. DOZOR: Sure. No problem.  
10 There are slides. You have the slides in your  
11 packets and you also have the drafts, the  
12 four, with you. So, when I get to the  
13 descriptions or summaries of the actual  
14 drafts, feel free to look at those, and ask  
15 you some specific questions to those.

16 But the 2.0 version of the TCL has  
17 been -- started in development in 2005. It's  
18 been around there. It's been used in grant  
19 investment justifications and exercises for  
20 some time.

21 And we received a lot of feedback  
22 on those TCL's. Like I said before, one size

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1 fits all approach, lack of guidance on how  
2 jurisdictions would use the TCL to address  
3 their unique needs and circumstances, not  
4 quantifiable.

5           There was a lot of "enhance this,"  
6 or "improve that," or "support this other  
7 thing." It doesn't give you any idea -- it  
8 doesn't try to take the step to determine what  
9 is the target outcome that we should be  
10 building capabilities against, or what is the  
11 target outcome that we should be planning  
12 against, what is success, in other words.

13           A lot of the content is out-of-  
14 date, obviously, since the development and the  
15 promulgation of the TCL, we've had the site-  
16 specific plans developed. We've had the  
17 information-sharing environment, the fusion  
18 centers formed.

19           There's been a lot of progress at  
20 the level of capability building, and there's  
21 been a lot of changes in the risk posture as  
22 well, so the contents on this needs to be

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1 updated in that respect.

2 But one of the biggest reasons is  
3 that it wasn't very user-friendly, not just  
4 from a state and local, private sector  
5 perspective on how they use it -- use that  
6 guidance for their own purposes, but from a  
7 Federal program manager's perspective, how  
8 they use a TCL to coordinate how are  
9 preparedness activities are performed.

10 I'll give you an example.  
11 Preparedness activities exist throughout the  
12 Federal Government. FEMA may own or manage a  
13 majority of the vehicles, the tools of how we  
14 perform preparedness activities, but DOJ, HHS,  
15 USDA, EPA, DOT, they all have preparedness  
16 missions. And there are divisions within FEMA  
17 that have preparedness missions.

18 The TCL was envisioned to help  
19 synchronize those measures. Synchronize is  
20 metric, so they're all kind of searching for  
21 the common goal, the common national  
22 preparedness goal, which is outlined in the

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1 PKEMRA legislation.

2 So, the goals at TCL as updated  
3 are to address those criticisms. In the  
4 example of how the TCL is used. Again, the  
5 TCL does not impose any of its own  
6 programmatic or administrative requirements on  
7 anyone. It is guidance. It is help to  
8 coordinate or synchronize how the preparedness  
9 activities are performed.

10 So, examples on planning. The  
11 comprehensive preparedness guides, and the  
12 planning documents that Dr. Lumkins is  
13 developing, actually use the TCL's references  
14 for determining what is success.

15 Our assessments, as Mr. Watman  
16 just spoke to, will be organized by those  
17 capabilities. The exercise folks -- and  
18 here's an example of what the exercise folks  
19 do. This is an excerpt of an actual exercise  
20 evaluation guide under the Homeland Security  
21 Exercise Evaluation Program

22 And for WMD/HazMat, it literally

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1 pulls the tasks and performance measures from  
2 the TCL for those AAR's.

3 Similarly, here's an excerpt from  
4 the Homeland Security Grant Program and  
5 Investment Justification. When the  
6 jurisdiction is going to submit a request for  
7 grants or wants to justify why a project is  
8 warranted or needs funding, one of the things  
9 available to their disposal is which  
10 capability the project is supposed to enhance.

11 And the TCL could actually provide  
12 some justification credibility for why these  
13 projects are so important or why this  
14 enhancement is so important. It helps you  
15 clarify that.

16 The point is -- take-away is, the  
17 TCL helps link as a backbone in a sense how  
18 these preparedness activities are performed.

19 Again, there's 37 capabilities,  
20 total. It's currently on the FEMA website.  
21 We want to determine how to address those. We  
22 want to pilot how to structure those.

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1           And so, we started with six.  
2           These are the four that you have with you.  
3           The process for how we developed them was also  
4           drastically different than the original  
5           process that we used.

6           We started off with blank sheets  
7           of paper with some guidance from DHS and FEMA  
8           policy, of course, but we asked the regions to  
9           help us identify state and local and private  
10          sector folks in the area and we formed working  
11          groups and we had in-person meetings out in  
12          the regions and then follow-up conference  
13          calls afterwards.

14          And we literally went back and  
15          forth laboriously to determine what this  
16          should look like, what are those target  
17          outcomes, what is measurable enough, what is  
18          too specific, because we don't want to  
19          proscribe how to do that job.

20          And I'm very proud of the  
21          coordination we've gone through to do that.  
22          Actually, there's a lot of success stories as

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1 well as how a TCL developed process has helped  
2 integrate our Federal preparedness programs.

3 In animal disease, never before  
4 have there been measures in place for animal  
5 disease, and resource type-E work group was  
6 just formed to develop resource types for  
7 animal disease, with HHS, Office of Health  
8 Affairs and the MMRS folks and us, we  
9 cooperatively worked together to determine  
10 what those metrics are, and the draft TCL  
11 actually pulls from or completely reflects  
12 what those resource typing activities are, and  
13 we've done that collaboratively.

14 Same thing with mass transit, with  
15 TSA, and the Office of Infrastructure  
16 Protection. We worked with the New York/New  
17 Jersey Port Authority, the transit authorities  
18 in Chicago and Indianapolis to help determine  
19 what those metrics are.

20 And it also forced us to bring in  
21 all the different policies and standards that  
22 exist in those areas. So, we heavily, heavily

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1 referenced and utilized the NFPA standards as  
2 they existed, the standard organizations,  
3 including EMAC.

4 The TSA Guidelines, the  
5 Infrastructure Protection Guidelines, the  
6 mitigation procedures and best practices for  
7 building robust infrastructure. It really  
8 forces us to look across the spectrum of  
9 preparedness activities across the Federal  
10 Government, incorporate them in those TCL.

11 So, right off the bat, the TCL  
12 looks very different. And you can pull some  
13 of the examples in your packet, but instead of  
14 a 40-page document for each capability which  
15 results in a 640-page document, we boiled it  
16 down to three charts.

17 The first chart is classes. In  
18 other words, how there was a jurisdiction or  
19 a group of jurisdictions, or an entity -- an  
20 entity could be a transit authority, an entity  
21 could be a university, an entity could be a  
22 regional group.

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1           But    what are the risk factors  
2           that are appropriate for this capability for  
3           you to determine what level of capability you  
4           may need or want to shoot for.

5           Now, the risk factors we use are  
6           different for each capability. For example,  
7           population and population density is not an  
8           appropriate risk factor for animal disease.

9           Instead, the value of livestock or  
10          major export-import centers are better risk  
11          factors for animal disease. For incident  
12          management, and EOC multi-creditations systems  
13          capabilities, we actually used the complexity  
14          of event based on NFPA 1572.

15          For    WMD/HazMat    we    used    the  
16          references in NFP 472 as an example. Where we  
17          list specific types of relevant infrastructure  
18          sectors or targets in those activities.

19          The point is, we wanted to give  
20          the jurisdictions or group of jurisdictions  
21          flexibility to determine what level of  
22          capability is appropriate for them based on

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1 their unique risk, their unique situation.

2 The second chart is the meat of  
3 this, the performance objectives. What are  
4 the critical few, five or six performance  
5 objectives or target outcomes that help define  
6 this capability or help to drive how we  
7 prepare or build capabilities to meet the  
8 goal.

9 Identify where those critical few  
10 were, it was very difficult. Again, we  
11 heavily referenced or used the existing  
12 standards, the updated NIMS document, but  
13 getting the groups together to figure out what  
14 those critical few things were was hard.

15 Even more difficult than that,  
16 what are the metrics, what are the  
17 quantifiable metrics that should be graduated  
18 by class. Class one being the highest level  
19 of capability, class five being the lowest  
20 level of capability expected.

21 But what are those metrics? How  
22 do we make it quantifiable? How do you

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1 quantify information sharing? Some of the  
2 response capabilities like WMD/HazMat were a  
3 lot easier because there's a lot of  
4 publication, a lot of research, a lot of  
5 experience on what is an appropriate level of  
6 capability.

7 But for information and  
8 intelligence-sharing the fusion center  
9 guidelines were just published last month, and  
10 they're just being informed. What is the  
11 different level of capability or different  
12 types of fusion centers.

13 Again, these -- this is all new  
14 discussions. New -- no one's ever really gone  
15 out on a limb to determine what is success  
16 quantifiable. We suspect, and most of the  
17 comments we received from state and local so  
18 far have been in this chart.

19 The metrics should be targets. If  
20 everyone's able to achieve them, then they're  
21 not -- then they're of no use to us. But,  
22 they can't be silly, either. They have to be

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1 reasonable.

2 We start off thinking should we  
3 use the national planning scenarios as the  
4 driver for this, and then we determined that  
5 the scenarios were such a high level of  
6 catastrophic that they wouldn't be useful.

7 And so we actually -- I don't even  
8 use the word "catastrophic," when I determined  
9 the target goal. I talk about the large-scale  
10 nonroutine events. Those targets are a little  
11 bit -- just a little bit beyond reach to help  
12 us improve, but are not necessarily  
13 unreasonable.

14 But the whole -- I want to stress  
15 that it's guidance. A jurisdiction determines  
16 for itself, a class they see themselves as  
17 being in, as needing, and then they look on  
18 the second chart to see what is that level of  
19 capability for each of those performance  
20 objectives for them.

21 And you can see -- you'll be able  
22 to see all five classes to give you some sort

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1 of context.

2 But another big point is that we  
3 heavily used the NIMS resource types to help  
4 us make this quantifiable. Again, the -- the  
5 NIMS resource types were appropriate because  
6 they were understood. They've been vetted,  
7 they're used in mutual aid, and they are  
8 defined in a way that everyone can understand  
9 regardless of how you particularly call it in  
10 your jurisdiction.

11 The third chart is literally  
12 guidance or a pointing system to determine  
13 what are the appropriate resources, whether it  
14 be planning resources, training in  
15 competencies, exercises, tasks or objectives,  
16 organization characteristics that you may want  
17 to look to build or to acquire to achieve that  
18 capability.

19 And again, every circumstance is  
20 different. Every jurisdiction is different.  
21 How you achieve in an outcome, how you  
22 determine to not only prepare to achieve the

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1 outcome, but how you perform the outcome is up  
2 to you.

3 We are not proscribing how to do  
4 that job. But, a good evolvement in this area  
5 has been, we've literally provided links and  
6 page numbers to that guidance, whether it be  
7 a standard, whether it be a comprehensive  
8 preparedness guide for planning purposes,  
9 whether it be an FTA guideline for mass  
10 transit.

11 We're literally pointing people to  
12 that guidance so this will serve as a useful  
13 reference document for your planning purposes,  
14 for your research-building purposes as well.

15 And again, given how the TCL's  
16 apply, we were hoping it would provide a  
17 better justification and more credible  
18 justification for the state and local and  
19 private sector community on those investments  
20 or all those exercises.

21 Like I said, there's 37  
22 capabilities. Intelligence and animal disease

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1 are one of the first six, and they are  
2 basically completed, but we are just waiting  
3 for the green light to send them out.

4 And then here's a list of the  
5 additional ones that we've begun in the very  
6 early stages to start developing. We're going  
7 about it much the same way, working groups,  
8 identifying the working groups as to the  
9 regions to identify people, go into the  
10 associations, the home consortium to help us  
11 identify some folks, and they are obviously  
12 going to all the Federal offices with subject  
13 matter expertise.

14 It's a lot. It's too much. We  
15 were shooting high knowing that we don't  
16 control -- we don't control DOT, we don't  
17 control DOJ's level of participation, so we're  
18 shooting high and we're hoping we get a total  
19 of 15 done this year.

20 And, as you see, continuity and  
21 mitigation are new. No one's said that the 37  
22 capabilities was the exclusive list of all

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1 capabilities that are needed. Mitigation was  
2 very vocal, and justifiably so, that that  
3 capability was missing.

4 Continuity. Continuity is not  
5 just a Federal continuity perspective, but was  
6 a state and local and possibly even a business  
7 continuity perspective in that respect.

8 And the next steps would -- you  
9 had the four. We've sent those four out  
10 through a larger review as well, so far  
11 through the consortium, and we asked the  
12 regions to start circulating them to state and  
13 locals.

14 We've received about 150 comments  
15 so far. The comments varied from being very  
16 general to very specific. Most of them were  
17 really good and really, actually, very  
18 helpful. If some of you commented on that, I  
19 appreciate that.

20 We intend to go back to those  
21 working groups to help us adjudicate how those  
22 should be assimilated because different people

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1 have different perspectives. Some said the  
2 measure was too high. Some said the measure  
3 was too reasonable, too easy to achieve.

4 So, trying to balance that would  
5 be hard, and we assume you're going to have a  
6 lot of input on that as well.

7 And, as -- if you're establishing  
8 a working group, we -- me or Ken or other  
9 folks on my staff are more than willing to  
10 participate in that working group to walk you  
11 along, then give you some background  
12 justification for why it says a certain thing  
13 or why something's missing, as you wish. Just  
14 let us know.

15 Do you have any questions on the  
16 TCL broadly, or any of the specific drafts  
17 that you have in front of you?

18 (No response.)

19 MR. DOZOR: Okay. Thank you.

20 CHAIR BENNETT: Thank you very  
21 much. Okay. Thank you both.

22 All right. Ann, do you want to

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1 give us the public/private partnership report?

2 MS. BEAUCHESNE: The final  
3 subcommittee report. Do you think they're  
4 trying to tell us something, Bob? At last.  
5 At last.

6 Good morning. Good afternoon.  
7 We'll give you a quick overview of the meeting  
8 we had the other day. This is the  
9 public/private partnership subcommittee.

10 Just to recap, this is our charge,  
11 to define a plan that will enable FEMA to  
12 effectively facilitate public/private  
13 partnerships.

14 Really, what we're trying to do is  
15 improve, promote, encourage public/private  
16 partnerships at the state, local, Federal  
17 level, before, during and after a disaster.  
18 And here are our members, our participants.

19 So, on Tuesday, we had an  
20 interesting meeting. We invited the private  
21 sector staff from the FEMA private sector  
22 office, the DHS private sector office, and the

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1 Office of the Director for National  
2 Intelligence Private Sector Office.

3 I think it's probably the first  
4 time those three offices sat in a room  
5 together, so it was kind of interesting to  
6 hear some of the common issues.

7 The interesting point, too, is  
8 that ODNI and DHS are both housed under the  
9 Policy Office in their respective agencies  
10 right now.

11 You've probably heard a lot of  
12 folks are lobbying for the private sector  
13 office at the Department of Homeland Security  
14 to, once again, report directly to the  
15 Secretary.

16 But, interesting at DNI, it's in  
17 the same place. So, we did have an update  
18 from Jeanie Moore, who's acting director for  
19 the private sector office at FEMA.

20 On a recent conference call we had  
21 asked for some information about the role of  
22 reservists in -- during disasters, and we're

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1 talking about FEMA means reservists and just  
2 who help out and work for them during a  
3 disaster, not in the National Guard kind of  
4 reservist way.

5 So, she gave us an overview of  
6 that, and we also talked a little bit about a  
7 list that FEMA had put together from feedback  
8 they've reserved during disasters about the  
9 wants and needs of the private sector.

10 And we committed to -- I mean,  
11 it's sort of a brief list. I think there's  
12 only about seven or so bullets on that, and so  
13 our subcommittee is going to take a look at  
14 that and sort of beef it up a little bit and  
15 provide comment back to that office.

16 We also talked about -- I don't  
17 know if all of you are familiar, there was a  
18 business liaison position at DHS in FEMA last  
19 year. It was a gentleman from UPS, the UPS  
20 Foundation served in that role. So we asked  
21 if we could provide some suggestions and  
22 comment about how that role might be improved,

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1 going forward. And I think that's it.

2           So then we heard from Lori  
3 Feliciano from the Office of the Director of  
4 National Intelligence. She gave us an update  
5 on what the DNI is doing, what her office is  
6 doing. I would say that the key there is  
7 that, you know, it's very encouraging that  
8 they're reaching out more to the private  
9 sector.

10           Admiral Blair has stated that, you  
11 know, we need to declassify more instead of  
12 classify more. Linda Millis is the head of  
13 that office now. Lori's the number two.  
14 Linda is a real go-getter. If you haven't met  
15 her, she's been in the intel world for years,  
16 and she's reaching out to more nontraditional  
17 partners.

18           Have recently had a stakeholder  
19 meeting, and she's committed to doing the  
20 monthly -- the chamber's a part of that, NIM,  
21 BRT, but also groups like the Restaurant  
22 Associations and pharmaceuticals and that kind

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1 of thing. So, it's interesting to see the  
2 direction that the DNI is going.

3 And then we had a briefing from  
4 DHS's private sector office. The two  
5 politicals in that office now are Tracy Hanna,  
6 who came from Arizona with the Secretary, and  
7 Bridger McGaw, who's the acting director for  
8 that office right now.

9 And Bridger made some points  
10 about, you know, the importance of the private  
11 sector's role in emergency management, in  
12 disasters. We've heard the Secretary say, as  
13 well, at the recent NEMA meeting, she did  
14 that.

15 And he also mentioned some of the  
16 other key concerns for the Secretary were  
17 information-sharing, the fusion centers, the  
18 role of the private sector and the fusion  
19 centers.

20 Obviously, Mexico and the  
21 Southwest border is a key concern for the  
22 Secretary. WHTI, the Western Hemisphere

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1 Travel Initiative is another one. And then,  
2 of course, cyber security. So, those were  
3 some of the issues he mentioned.

4 We then had an update on the  
5 national level exercise for 2009 from Brian  
6 Dodwell. As we've heard, Topoff has gone  
7 away. We're now doing the NLE's once a year.  
8 This one's going to be July 27 through the  
9 31st.

10 FEMA -- all the states in FEMA  
11 Region VI will be participating. The  
12 international focus will include Australia,  
13 Canada, Mexico and the UK. And,  
14 interestingly, this one is really, as you  
15 probably heard, prevention-focused.

16 So, the issue there is all about  
17 information-sharing. We've been talking about  
18 information-sharing and the need to improve  
19 that for decades. So, hopefully we can make  
20 some progress with this NLE.

21 And then we had a really good  
22 briefing from Sara Bryant on the FEMA grants,

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1 and we -- she gave us a PowerPoint  
2 presentation, and if you'd like to see that,  
3 we'll give that out to you.

4 You know, it was commented on, it  
5 was the most succinct and easy-to-understand  
6 briefing on FEMA grants we've ever seen. I  
7 mean, she did a really good job on that.

8 And what we're looking at there is  
9 -- and Sue Mencer can talk a little bit about  
10 this. We're looking at including some  
11 language in the grant guidance for FY 10,  
12 2010, on how to, not mandate, not require,  
13 nothing like that, but try to encourage the  
14 use of this grant money for public/private  
15 partnerships.

16 We have the, out of DHS, the  
17 regional coordinating consortium that's  
18 looking at this as well. We've got lots of  
19 groups that are encouraging public/private  
20 partnerships, but, oh, gee, wouldn't it be  
21 nice to be able to use some of these grant  
22 dollars on that.

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1                   That's a stumbling block,  
2 obviously, in the way the economy is, too, you  
3 know, if we could use some of this money for  
4 travelling, meetings, bringing people  
5 together, that would be very helpful.

6                   So, some of the next steps we said  
7 we would do, we're going to review and comment  
8 on FEMA's private sector needs and want list.  
9 We're going to provide comments on the -- and  
10 suggestions for improving that business  
11 liaison program.

12                   We, as we talked about earlier,  
13 and I won't beat this to death, but the  
14 partnership guides, you know, we'd like to  
15 take a look at that. We haven't even seen it  
16 yet, so our subcommittee wants to review that  
17 and provide suggestions on that.

18                   Provide language on the grant  
19 guidance, and then we got a letter back from  
20 our -- on our recommendations from December.  
21 I would say that they are all positive.

22                   The three that we submitted were

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1 positively accepted by the FEMA Administrator,  
2 and we are going to revisit -- we had tabled  
3 about four of our recommendations, so we're  
4 going to take a look at those again, and on a  
5 conference call soon and come up with some  
6 more recommendations.

7 So, let me -- I'll end there.  
8 Bob, did you want to add anything or Sue or  
9 any of the other committee members? I think  
10 we covered it.

11 (No response.)

12 MS. BEAUCHESNE: Great. Thank  
13 you.

14 CHAIR BENNETT: Good job, Ann. I  
15 think we've come a long way in the public  
16 partner relationships, conversations from when  
17 we all first started. I think that it's very  
18 exciting to see this really starting to shape  
19 and go places. It's very good.

20 Do we want to go ahead and have  
21 Joe before lunch show us the response? Can  
22 you do that? Sure. Let's do it.

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1                   And I don't know if we have public  
2                   comments or not today. Do we?

3                   MS. PRICE: No. So far we don't  
4                   have any public comments. Nobody's  
5                   registered. Nobody provided any written  
6                   comments this time, and I've been -- we've  
7                   been keeping vigilant. So, if this keeps  
8                   going, then I think we'll be able to go after  
9                   lunch.

10                  I would ask folks to stay for  
11                  lunch, that we have a briefing coming from  
12                  Policy, from FEMA policy that should be  
13                  interesting. It will be quick, but we've been  
14                  rolling right through the agenda.

15                  CHAIR BENNETT: Okay. Thank you.  
16                  Joe.

17                  MR. BRUNO: I had asked Kem and  
18                  Alyson if we had a moment that I could just  
19                  show you a presentation I did actually down at  
20                  the Big Cities Forum. It's up there right  
21                  now, in March.

22                  And it was about Flight 1549 which

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1 our Governor called a miracle, so we've taken  
2 that to heart and we call it the miracle on  
3 the Hudson.

4 The incident occurred on January  
5 15th, and I'm sure many of you saw it and saw  
6 a lot about it with the landing of a large  
7 aircraft in the Hudson River.

8 This aircraft lost both engines  
9 and was about 4,000-foot altitude. Roughly,  
10 the plane dropped one foot -- for every foot it  
11 goes forward, it drops one foot. So, it  
12 didn't have much opportunity to do anything.

13 What we were viewing and what we  
14 were doing when we first got this is we were  
15 trying to determine what this pilot was going  
16 to do. Originally he indicated he was heading  
17 back to LaGuardia.

18 And then offline, which we later  
19 saw, he had indicated he might go to  
20 Teterboro, but in the end he said "I can only  
21 land in one place, here. If it works, that's  
22 it."

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1                   And it was a great experience.  
2           Everything that could go right went right this  
3           day.    As I show you, this is kind of six  
4           slides.  They are hard for you to see, but the  
5           upper left is the very first slide.  The  
6           second you can kind of see that it looks like  
7           a little tube there is the plane kind of  
8           coming.

9                   If you're on the right side of  
10          that, it's like third, the plane is in the  
11          center.  The fourth slide is the far-left  
12          again.  You'll see the plane close to the  
13          water.

14                   Five is almost down, and six you  
15          see the splash-down.  And if you're looking at  
16          the attitude of the plane is interesting.  
17          It's nose-up very nicely and very square.  
18          There were a lot of good things going on in  
19          the river at that time.  There were no boats  
20          going by where they landed, and the river was  
21          very calm.  But it was moving at about 1.5  
22          knots, which was a good thing.  It kept

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1 continuing to smooth the river out.

2 This is a little slide which kind  
3 of tells you -- you can't see it, but  
4 essentially that box up on the left shows you  
5 if the plane cleared the George Washington  
6 Bridge by somewhere between 500 and 600 or 700  
7 feet. So, it missed the towers and landed  
8 somewhere around 50th Street. It touched down  
9 somewhere around 50th street in the Hudson.

10 It ultimately went downstream and  
11 the ferries came out later on. But this is --  
12 the dotted line going down shows you where the  
13 impact was and then came down where it was  
14 kind of lassoed at the tip of Manhattan and  
15 pulled in by Coast Guard and PV boats and fire  
16 department boats that were out there.

17 They lassoed it with rope, got it  
18 around and pulled it in and tied it to a tree,  
19 essentially. And in the very beginning, which  
20 is pretty wild, on shore, the feel was this  
21 thing is going to take the entire seawall  
22 down.

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1                   Because, what happened, once they  
2 stopped it from flowing, it started sinking,  
3 and some of the shots you'll see will come up  
4 and give you an idea then.

5                   This is a time line. This whole  
6 -- the flight took off at 3:24 and at 3:34 the  
7 New York Waterway Ferries were first on scene  
8 and were already taking people off. So, in  
9 ten minutes this whole thing began and ended  
10 in ten minutes.

11                   And then, of course, it took a  
12 little while to get people off. They really  
13 unloaded them quite quickly.

14                   The other boxes there are press  
15 conference, setting up a command center,  
16 interagency meetings as ultimately tying it  
17 off down in lower Manhattan.

18                   That's a shot in lower Manhattan.  
19 This was on Saturday, and you could see it was  
20 about -- it was very cold. There was all ice  
21 there. You can see the tip of the plane  
22 sticking out close to the bulkhead a little in

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1 front of that first Weeks crane.

2 That thing is underwater now.  
3 It's full of water. So, we had it there -- we  
4 needed to figure out how we were going to get  
5 this thing up. It's not going to be an easy  
6 trick.

7 Both of those cranes are in the  
8 water. They were capable of lifting it. The  
9 plane had filled up and we needed to open all  
10 the hatches so when we lifted it we could get  
11 the water out so we could actually lift it  
12 out.

13 We first hired a company called  
14 Don John, which is a huge company, very  
15 similar to Weeks, having tremendous equipment,  
16 but had no real capability of gearing or --  
17 what do they call it -- putting tackle and  
18 other wires around that plane to lift it.  
19 They didn't have expertise in lifting a plane.  
20 They knew how to lift things with their  
21 equipment. They didn't have any divers who  
22 knew these planes.

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1           So, we wasted a day and we  
2 ultimately hired Weeks that brought in a  
3 separate contractor by the name Supor who is  
4 a guy who recovers planes that are down,  
5 including planes in water.

6           So that's a pretty interesting  
7 photo. This is one of the divers, and that's  
8 about what they wear when they go in. So,  
9 it's about zero degrees out and the water is  
10 about 33 degrees, so you would not survive  
11 very long.

12           And why he's smoking like that is,  
13 they run hot water through the suit  
14 continually while he's underwater so he's able  
15 to do an awful lot. He's very capable of  
16 moving around. He's not -- he doesn't have a  
17 huge suit on that doesn't allow him to do  
18 work.

19           He was a funny guy, because I  
20 talked to him and he said, "Well, the only  
21 thing that kind of bothers me a little bit,  
22 sometimes the little back of my neck here,

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1 this little space and it gets a little cold in  
2 the water.

3 But these guys are unusual people.  
4 They -- this expertise is very hard to find.  
5 They are -- they're gutsy. They -- yes, a lot  
6 of them are former Navy SEALs and others.  
7 Most of them were former military.

8 This is a shot of one of the  
9 divers. This is the plane right to his left  
10 and he's going to go under now and he's going  
11 to start opening up hatches and also putting  
12 the wires around the wing, which is how they  
13 lift it.

14 They determined that the safest  
15 spot to pick up was from the wings. I talked  
16 to a few people after that. They weren't  
17 crazy about idea, but it worked.

18 This is -- we're getting towards  
19 nighttime now. It's probably around midnight.  
20 We're starting to pick the plane up. This  
21 plane was outfitted with a ditch switch which  
22 means when the pilot went in, he hit the

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1 switch and all of the lower ports were closed.  
2 That allowed the plane to float very nicely.

3 It also got some floatation  
4 devices that we put on, Fire and PD put on  
5 when the plane was slowed down, as they were  
6 offloading the people around 40th Street.

7 They were able to put these  
8 floatation devices up which helped, but that  
9 ditch switch allowed that plane to stay up  
10 long enough so we could get people out. We  
11 were very quick on this because we had a lot  
12 of good things happen. But this plane would  
13 not have stayed up very long.

14 So, you see the plane starting to  
15 come out, now. They are going very slowly.  
16 Now, they've got it up a little bit, and the  
17 water is draining out. I was able -- I'm  
18 standing where that photo was taken from, and  
19 I can look right in and actually see.

20 The plane was in terrific  
21 condition inside. Everything was quite  
22 intact. It was kind of a remarkable thing to

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1 see.

2 Here they've got the plane up and  
3 they're -- rather than move the plane to a  
4 barge, they moved that barge to the plane.  
5 You can see the size of that barge. That's a  
6 big plane. And it only fit in the center of  
7 that barge.

8 So that barge is about -- it  
9 looked like a football field. So, they were  
10 able to move that under. The airplane is  
11 going to be put there.

12 There are two cranes there. That  
13 large crane is the one they used. They felt  
14 they could have lifted it with the smaller  
15 crane, but they were very nervous about this  
16 job and they brought in their big equipment.

17 That crane is on water, and they  
18 fill out the back end of a similar barge,  
19 which is on the back end of that crane to kind  
20 of counterbalance it so it could lift this  
21 kind of weight. So, it's a very heavy plane.

22 But once they started getting the

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1 water out, which came out pretty quickly, it  
2 worked fairly well.

3 And that's a handsome guy standing  
4 there. I just want to show you how cold it  
5 was. It was freezing there. Just sort of --  
6 just for the sake of those people who care  
7 about, you know, CIMS and NIMS, we use CIMS,  
8 the city-wide incident management system.  
9 It's complying with NIMS.

10 We created the structure. We had  
11 all the sections operating, operations  
12 planning, logistics, finance, administration,  
13 and we didn't use an intel section at that  
14 point. We didn't need it.

15 So, it's just we created the NIMS  
16 or CIMS model. CIMS is an offshoot of NIMS  
17 because we don't follow precisely the general  
18 rules in New York. That's too long a  
19 discussion.

20 This is a structure of the  
21 agencies involved. The primary agencies were  
22 the New York City Fire Department, New York

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1 City Police Department, the Coast Guard and  
2 the NTSB.

3 The supporting agencies were New  
4 York Waterways, that's a private sector  
5 entity. The Department of Environmental  
6 Protection. That's New York City. The  
7 Department of Environmental Conservation, the  
8 State of New York. U.S. Army Corps of  
9 Engineers. The Parks Department. It's our  
10 local Parks Department.

11 Remember, we were tying this plane  
12 up to a tree. They get very concerned about  
13 that.

14 The OSHA was there, and the New  
15 York City Office of Emergency Management,  
16 which is my office. Additionally, for  
17 experts, we had the Weeks Company and Supor  
18 who were the lifters of the plane and the big  
19 equipment, the Port Authority which was  
20 involved because this plane took off from a  
21 Port Authority facility.

22 U.S. Airways. They are mandated

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1 to be there and were there immediately. They  
2 brought in probably 40 to 50 people doing all  
3 kinds of stuff which in a little bit I'll show  
4 you, but they really reacted quite well and  
5 came in very quickly and were very supportive.

6 We had fuel contractors there  
7 because we had to offload the fuel from that  
8 plane. It was full, and some fuel had leaked,  
9 and the FAA was there as well.

10 The FBI was there to recover the  
11 two boxes for the NTSB. That's our bus, one  
12 of our buses that was out there. We were kind  
13 of really just working around some of the  
14 operations.

15 This a -- it's just a photo that  
16 you'll see the plane was not quite up there at  
17 that point. It was actually sinking. That  
18 was earlier on in the situation.

19 But the one thing that did happen,  
20 the NTSB came in and for whatever reason,  
21 probably just lack of familiarity with what we  
22 do in New York and elsewhere, they came in and

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1 said, "We are the incident commander of this  
2 incident."

3 And we had to explain to them they  
4 are not the incident commander. They are in  
5 charge of the investigation. The incident  
6 commander at this point was the New York City  
7 Police Department and the Fire Department.

8 And then New York City would not  
9 accept NTSB. The other thing we advised them  
10 is they have no capability to be the incident  
11 commander. They didn't have anything. In  
12 fact, they had no -- no one other than two or  
13 three of their own people.

14 I don't know what they thought  
15 incident command was, but they certainly  
16 didn't have the ability to lift that plane to  
17 bring in the resources, to take the people  
18 out, to get them to hospitals as needed, to  
19 create a family assistance center, to do all  
20 of the things that were done to wash down that  
21 plane and ensure that it was in shape to  
22 recover the one engine that came off.

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1           They had none of that capability.  
2           So, it took them a little while and they were  
3           very testy about it until I called the head of  
4           the NTSB and said, "I don't know what these  
5           people are up to, but this doesn't make sense.  
6           You are not the incident command and I have no  
7           idea why they are saying that."

8           And then they backed off and they  
9           kind of understood their role.

10           We opened up a family assistance  
11           center. That's the mayor giving one of my  
12           people an award because of that. The good  
13           part about it is we didn't have to really do  
14           anything with families. Families did come,  
15           but it was a happy occasion, which was  
16           terrific.

17           We did get a chance to open it up  
18           and in the family assistance circumstance like  
19           this, the NTSB, under Federal Law, mandates  
20           that the air -- the airplane company, the  
21           company that the -- the airways company that  
22           it was involved in the crash, come in and

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1 assist in the opening of the center.

2 We had a location at the Crown  
3 Plaza at LaGuardia where we created this. It  
4 was staffed by us, by U.S. Airways, and by a  
5 number of city agencies. It was all good  
6 stuff.

7 Perhaps one of the most  
8 interesting things was when I got to this, we  
9 had a command center at New York Waterways,  
10 right there where most of the people were  
11 taken off, and I had a chance to talk to about  
12 10 or 20 of the people who were on the plane.

13 I met one guy who looked pretty  
14 good. He had a nice suit on. He looked  
15 terrific. He was not wet at all. I said,  
16 "You're here for a family member. How's your  
17 family member doing?"

18 He said, "No, I'm not here for a  
19 family member. I was on the plane." I said,  
20 "Well, who gave you that great-looking suit.  
21 You look good." He said, "You know, it's very  
22 interesting," he said, "I walked out of the

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1 plane stepped on the wing, got onto a boat and  
2 never got my shoes wet."

3 So, this is kind of an amazing --  
4 that tells you it was really an unbelievable  
5 situation. And the biggest demand I had from  
6 the passengers who were on, who were safe off  
7 that plane, was, "Can you get me on a flight  
8 in the next half-hour or so. I want to get  
9 home."

10 So I said, "You want to be on a  
11 flight after this experience?" "Yup. It's  
12 never going to happen twice in a row. So, I'm  
13 going to -- I'm going to go."

14 There's our mayor mugging it up as  
15 well. So, this is my last slide. "The  
16 secrets to success. One, the skill of Captain  
17 Sullenberger, and the crew, a very soft  
18 landing. He understood how to land a plane  
19 which should not float, or should not glide  
20 down so easily.

21 The ditch switch on that plane was  
22 critical, that the plane could stay up long

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1 enough, even though we were quick, that plane,  
2 going down, would have surely killed lots of  
3 people."

4 Second, "Ideal location, right  
5 across from New York Waterways." They had  
6 about 14 ferries available. They all came  
7 out. They used them to hold the plane in  
8 place for a few minutes while they got the  
9 people off, and they also were very skilled in  
10 doing it. They've trained a lot with the Fire  
11 Department, in particular. They also trained  
12 with the Police Department a bit.

13 So they were very skilled in doing  
14 that. So, that was number two. That was  
15 terrific.

16 And number three was, "A high-  
17 quality response by New York City and New  
18 Jersey, first responders, lots of resources."

19 We did pull two people out of the  
20 water. One woman would not have made it much  
21 longer if they didn't pull her out. NYPD  
22 dropped a diver in, got her to the boat.

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1                   Another fellow went in, but they  
2 were able to pull him up on a ferry that was  
3 close by. So, it was good people, good  
4 equipment, did a good job. I thought you all  
5 might be interested in just seeing it. It was  
6 quite a remarkable experience.

7                   So, thank you very much.

8                   CHAIR BENNETT:       Thanks, Joe.  
9 Congratulations to everyone. It's really  
10 great. Good story.

11                   What do we do now? Do we go ahead  
12 and --

13                   MS. PRICE:    Shall we go to lunch?  
14 We'll be in the same room, the Montpelier  
15 Room.

16                   It will be necessary to come back  
17 here to adjourn. If you'd like to leave your  
18 bags in here, we'll be able to keep an eye on  
19 them, and then we'll officially adjourn right  
20 after lunch if that's okay.

21                   CHAIR BENNETT:    So we're going to  
22 come back?

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1 MS. PRICE: Yes.

2 (Whereupon, the meeting recessed  
3 for luncheon recess from 11:53 a.m. until  
4 12:55 p.m.)

5 MS. PRICE: If I could get your  
6 attention so that I can let you go.

7 It does not appear that we have  
8 any public comments. Are there any final  
9 issues of discussion? Does anybody have any  
10 thoughts or anything that they want to bring  
11 up?

12 MR. BECKER: I think we should  
13 wordsmith the post-disaster housing one more  
14 time. I'm just not sure we got it right.

15 MR. SHEA: Well, I think that was  
16 a testament to the fact that there are three  
17 overwhelming human urges that go by us every  
18 time. One, of course, is a desire to get  
19 involved in operations of any kind, it doesn't  
20 make any difference what.

21 The second one is sex, and the  
22 third one is actually your were demonstrating

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1 it vividly there, it's called "editing."

2 MS. PRICE: Well, if there aren't  
3 any further comments, the meeting is  
4 adjourned. We'll see you in July. And thank  
5 you very much to Breese, Izola and Aurelia,  
6 for their support.

7 Thank you very much to all of you,  
8 and please don't hesitate to let me know if  
9 there's anything you need. Thank you.

10 CHAIR BENNETT: Thank you again.  
11 Good luck, John.

12 MR. LANCASTER: Thank you all for  
13 the opportunity to serve.

14 CHAIR BENNETT: All right.

15 (Whereupon, at 12:56 p.m., the  
16 meeting concluded.)

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CERTIFICATE

This is to certify that the foregoing transcript  
in the matter of: National Advisory Council  
Meeting

Before: Federal Emergency Management  
Agency

Date: April 16, 2009

Place: Washington, DC

represents the full and complete proceedings of the  
aforementioned matter, as reported and reduced to  
typewriting.

*Charles Morrison*

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Charles Morrison

