

Office of Training, Exercise, and Doctrine – Exercise Unit (TED-EX)
**Emergency Support Function Leadership Group
2012 Hurricane Season Preparedness Seminar
Summary Notes**

July 19, 2012

FEMA Headquarters

Summary Overview

This document captures the Seminar Presentations, Key Discussion Points, and proposed follow-up actions from the Emergency Support Function Leadership Group 2012 Hurricane Season Preparedness Seminar, held on July 19, 2012.

Purpose and Scope

The purpose of Seminar was to provide an opportunity for ESFLG members to discuss their roles and responsibilities, in the context of National Response Coordination Center (NRCC) requirements and actions during a Level 1 activation; specifically as outlined in the Federal Interagency Response Plan – Hurricane (FIRP-H)

Scope of the seminar focused on providing a better understanding of FIRP-H, correlating interagency policies, and the National Incident Support Manual (NISM) structure. Discussion remained at the strategic level to ensure policies and regulations are in place to support execution of the FIRP-H; discussion did not address tactical deployment procedures

Seminar Objectives

The Seminar objectives below applied in the context of a Level 1 activation of the NRCC for a hurricane event –

- Review lessons learned from Hurricane Irene in relation to NRCS structure, staffing, and information flow.
- Discuss potential policy decisions the ESFLG would likely face during a hurricane response.
- Review key provisions of the FIRP-H
 - Identify trigger points and policy considerations for National Response Coordination Center Staff (NRCS) decisions throughout phases of the hurricane as outlined in the FIRP-H.

Seminar Presentation 1: Hurricane Irene Lessons Learned

Presentation Summary:

Katherine Fox from the Office of Policy and Program Analysis presented assessment results from observations at the National Response Coordination Center (NRCC) during last year's activation for Hurricane Irene. Ms. Fox noted that the assessment included ESF interagency partners and comprised personal interviews, questionnaires, review of NRCC products, and comparison to findings in previous assessments.

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The main presentation topics included:

- NRCC Staffing and Structure could use improvements for rostering of individuals, training of assigned staff, overall staffing requirements, and an understanding of Planning Section's role
- NRCC Information Sharing could use improvements in the IT Infrastructure for records management and support, and developing an information collection and distribution plan
- OPPA has already engaged the FEMA Operations Division/Response Coordination Branch to improve rostering and implement training sessions
- OPPA is formalizing the FEMA vision and approach to capturing lessons learned and effectively implementing corrective actions stemming from actual activations; this includes a dedicated Lessons Learned Specialist on the NRCC roster

Key Discussion Points:

During and after the presentation, participants asked questions about key topics:

- In response to the issue of NRCC Staffing and Structure Mr. Fenton stated that during the most recent storms many findings from Hurricane Irene were just as prevalent. Response is currently working with the Office of Policy and Program Analysis (OPPA) on developing task books for each position within the NRCC.
- In response to the issue of IT Infrastructure Mr. Fenton noted;
 - Broadband is currently working for agency computers
 - WEB EOC will be implemented in the next couple months
- The future of lessons learned need to be root cause driven;
 - This will require agency and interagency cooperation
 - The NRCC will now have a Lessons Learned Specialist Position that is going to be trained as part of the lessons learned process.

Seminar Presentation 2: NRCC Updates

Presentation Summary:

Matt Matia from the Response Coordination Branch provided updates on the NRCC, some were made after reviewing lessons learned (LL) from Hurricane Irene. These included changes to the roster by conducting monthly reviews and rotations, and incorporating experienced subject matter/functional experts from both FEMA and ESF partner staffs. Additional changes included weekly table top exercises and team specific training. Mr. Matia displayed the new format of the renovated NRCC and discussed the National Response Coordination Staff (NRCS) activation levels and guidelines.

The main presentation topics included:

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- NRCC team specific training; Situational Awareness Section conducts monthly reviews & drills and the Resources Support Section have been conducting ROC drills.
- Planning Support – Continuous development of deliberate plans to support adaptive planning during a disaster response
- Crisis Management System Update (WEB EOC) will be implemented in August 2012.
- The NRCC renovation is now complete and will incorporate the 2nd floor of FEMA HQ as overflow space.

Key Discussion Points:

During and after the presentation, participants asked questions about key topics:

- Matt Matia noted that after Hurricane Irene several changes were made in the NRCC;
 - The staffing approach has been changed to leverage experience across the interagency. A monthly roster review now takes place.
 - Weekly table top exercises (TTX's) followed by team specific training have been taking place.
 - It is important to understand the impact NRCC activation has on interagency partners.
 - Mr. Carwile noted that a level 1+ event involves a different process for decision making.
- The new layout of the NRCC promotes collaboration and integration.
- The 2nd floor of FEMA HQ will be tied with the NRCC for additional space.
- Matt Matia solicited “brown bag” lunches for ESF's to teach each other.
- ESF 10 asked how the ESFLG ties in to having senior leadership operate in the NRCC.
 - The ESFLG should be used for incident specific activities/decisions.
 - Mr. Fenton noted that in order to have decisions made in a timely manner, an ESF representative that can make decisions needs to be present in the NRCC.
 - During the disaster, the Domestic Resilience Group (DRG) handles all of the policy issues.
 - Chuck Donnell from the National Security Staff (NSS) discussed that Fukushima Power Plant incident was a good example; some events bypass the DRG and go straight to the Secretary level at a Deputy's meeting.

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Seminar Presentation 3: FIRP-H Updates

Presentation Summary:

Patrick Hernandez from the Planning Division presented updates to the FIRP-H July 2012 version. This version incorporates lessons learned from the actual events and relevant changes to the 2011 FIRP-H.

The main presentation topics included:

- FIRP-H updates include the incorporation of the 14 Response Core Capabilities, revising Annex X (execution schedule) and incorporating comments and revisions from all 15 ESFs, Liaisons, and FEMA Internal organizations to include six (6) hurricane prone regions.
- The FIRP-H 2012 provides clarification on roles and responsibilities by providing additional detail about coordination and response related activities.
- A timeline was provided moving forward into 2013 when the FIRP-H transitions into an incident specific annex to the National All Hazards Plan (FIOP-Response).

Key Discussion Points:

During and after the presentation, participants asked questions about key topics:

- Mr. Carwile listed the 14 core capabilities in revised frameworks.
- Chuck Donnell stated that NSS Senior Leadership does not understand full operational details. However, during activation they are aware that the NRCC is the centrifuge for federal agency actions.
- Over the next year, the FIRP-H will transition into an incident-specific annex to the National All Hazards Plan (FIOP-Response).

Seminar Presentation 4: National Support Plan

Presentation Summary:

Josh Dozer from the Regional Planning Branch presented the National Support Plan and the goals and methodology behind it. During a steady state the Future Planning Section analyzes risks and threats on a daily basis.

The main presentation topics included:

- National support planning goals are to;
 - Assist the NRCS Chief to steer national support functions by ensuring they are meeting situational requirements and regional needs consistent with applicable operational plans and performance measures.

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- Actively facilitate the assignment, monitoring, assessment, and reporting of objectives and tasks to be performed.
- The methodology behind national support planning is to discuss the transition for the NRCS from steady state to level 1 activation, and the relevant tasks that allow the NRCS to provide full support for the first operational period. It's important that these tasks are tied to existing plans.
- The National Support Plan follows 4 steps;
 - NSP tasks are derived from the applicable plan and adapted to meet the needs of the situation.
 - Tasks also arrive from Future Planning, measures, and leadership direction
 - Key Decisions for the next operational period are listed with corresponding information requirements
 - Tasks are then tied to national objectives, which must address regional objectives.

Key Discussion Points:

During and after the presentation, participants asked questions about key topics:

- Mr. Fenton noted that on slide 42-The NRCC has a bottom up structure. In this case, how do we handle work going down that includes operational actions or moving resources? The chart does not have a connection of where those two would meet.
- Steady state analysis will pull tasks from deliberate plan by phase to jump start planning process.
 - Current planning section then has 24+ hour vision.
 - Future planning shifts to 72+ hours to fit requirements
 - The old way was to let blank forms drive tasks in ICS 204's.
 - The new way uses deliberate plans to drive ICS 204 tasks.
- Mr. Carwile stated that under PKEMRA, the administrator serves as an advisor to the president and needs input from the ESLFG and their partners during a disaster.
- The Transportation Security Administration representative felt that the NRCC charter needs to be reviewed to discuss requirements and expectations.
 - Mr. Carwile noted that this would be initiated through the White House, not FEMA.
- July 2, 2012 storm recap-
 - Mr. Fenton- Some tasks are so bottom-up, how do we actually track it? Operational actions become harder.
 - ESF 8- How much information strategically needed is case by case? We should limit the number of contacts whom conduct outreach to states.

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- LL-Dialysis centers do not fall under Long Term Care facilities. ALTS working to resolve, limit hospital rush.
- Mr. Carwile recognized that FEMA will always receive requests that they cannot fulfill.
- Should ESF 2 split the tasks to items they cannot influence?
 - Mr. Fenton- The definition of tasks becomes fuzzy; some are coordinated vs. information gathering vs. operational execution.
 - Show actions are being taken in positive direction, positive feedback for support operations.
 - Mr. Fenton-Think through adaptive planning to customize tasks for national level incidents.
- See Slide 42-Did spur staff to ask questions ahead of incidents occurring.
- Air Operations Coordination will drill down further in august.
 - Customs and Border Protection is finalizing an MOA with FEMA for their support; the interagency will need to look at airspace management as well as resource use.
 - The NRCC needs to include a common operating picture for integration.
 - Mr. Fenton wants to ensure we stay ahead of major decision points.
- FAA just released an Air Management Plan
 - How do PSMA's fit Annex X? It already has a reference, current annex has anywhere for 2-20/phase/capability.
 - Mr. Fenton would like the ESFLG to take charge of Annex X.
 - Once approved, the NSP is posted on WEB EOC, HSIN and includes rhythms.
 - Mr. Dozor noted NRCS needs right folks on planning team.
 - Current focus is to execute as is this year, update next year.
- ESF 10 noted core capability may not match ESF assignments.
- Fenton-What else can be provided? Re-look at Sept. 2011 meeting for LL data points.

Next Steps Planning Matrix

Related Presentation Topic	Recommendations for Future Action	Responsible Agency
Lessons Learned	1. Katherine Fox is checking on ESF lessons learned from September 2011.	OPPA
NSP	1. FAA will share the Airspace Operations Manual	FAA
NRCC Updates	1. Level 1+ event must be addressed on activation chart	NRCC
	2. Matt Matia is going to send out the NRCC training schedule.	
FIRP-H	1. Any recommendations or changes to Annex X should be sent to Pat Hernandez.	All

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