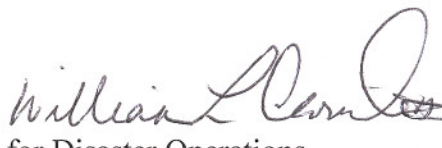




FEMA

May 28, 2009

MEMORANDUM FOR: W. Craig Fugate  
Administrator

FROM: William L. Carwile, III   
Assistant Administrator for Disaster Operations

SUBJECT: Near Term Priority Issues for Disaster Operations  
Directorate

The purpose of this memorandum is to outline for your review and approval our immediate priorities for the Disaster Operations Directorate (DOD). These priorities are intended to be consistent with and will complement the overall priorities you have established for FEMA. We are prepared to immediately begin implementing our priorities, listed below, upon your approval:


1. **Immediately prepare two fully operational teams to deploy and manage large scale disasters** - the first team will be based on the National Incident Management Assistance Team (IMAT)-West. It will draw upon all full-time FEMA employees, in the short term, as required. The second team will be the National IMAT- East. It will also draw upon all available FEMA personnel, as required.
2. **As part of our overall efforts to enhance preparedness, it is important to establish and implement a sustainable operational tempo (OPTEMPO)** – balancing quality of life for DOD team members and their families with capacity to: maintain high levels of situational awareness; and surge human, when required, and other resources to manage Headquarters' responsibilities for disaster preparations and operations.
3. **Review requirements and available FEMA resources within the response (DOD) community**, including personnel vacancies and hiring actions, budgets, etc. and prioritize based on established missions to enhance readiness for the next large scale disaster.
4. **"Power Down"** - we need to effectively coordinate with the Regions to devolve appropriate responsibilities and authorities to the lowest possible levels through mutual understanding of roles and missions and accountability – Headquarters, DOD, will, in consultation with Regions and other stakeholders, establish doctrine and standards. Regions and field elements will implement policies, with Headquarters support, as required.

5. **Review all Response (DOD) contracts - to examine the degree to which they contribute to immediate or long term operational readiness before the hurricane season**, to include any formal or informal commitments to support states with contracting and other resources. Re-prioritize any contracts as needed based on immediate requirements to prepare for the next large scale event.
6. **Review the Federal Government Concept of Operations for the 2009 Hurricane season** and ensure DOD prepares appropriate supporting plans and formally re-endorses the Incident Management Handbook (IMH) and Integrated Operations and Logistics Guidance policies, dated April 2009 - before 2009 hurricane season.
7. **Examine existing arrangements and establish, where appropriate, policies that clearly articulate roles, missions, and responsibilities for each level of the organization (NRCC, RRCC, and field elements [IMATs]) throughout the lifecycle of a disaster** - there needs to be a thorough review of existing relationships with focus on eliminating duplicative and overlapping efforts that inhibit effective response operations. Focus: examine organizational structures-both vertically NRCC, RRCC, and field elements, and horizontally, including a review of the functionality of the current system of replicating ICS organizations and ESF structure at each level.
8. **Publish guidance that clearly establishes the Regional IMAT's as part of the Regional structure** - standards and doctrine are to be provided by Headquarters, DOD. The Regional Administrators will assign IMAT's to the Regional DOD Directors. For the present, the teams will be fully staffed with at least three personnel as follows: the Team Leader, an Operations Section Chief, and a Plans Section Chief. The remainder of the teams, if not currently filled, will be drawn from other full time Regional staff. The teams should be exercised and prepared to manage Type 3 events.
9. **Develop system for ensuring highly trained teams are available to manage federal response operations** - based on established standards that are rigorously exercised and evaluated by a professional cadre of seasoned and experienced mentors. Recommendations will be provided to the FEMA Administrator on how to link team performance with team leader bonuses and advancements. We will be prepared to begin initial exercises not later than the first week of June 2009.
10. **Re-energize partnerships at all levels** - priority to re-engage the members of the Emergency Support Function Leadership Group (ESFLG), Department of Defense, and state and regional stakeholders. This will include clarifying roles and responsibilities between the NOC and NRCC and enhancing relationships between these and other Washington based operations centers.
11. **Review current catastrophic incident planning efforts** - establish priorities and templates, based on the Integrated Planning System (IPS), for future planning. These should address relationship of GAP Analysis and staff estimate development.



12. **Conduct detailed resource planning with all elements of DOD, to include Regional DO Division Directors** - develop procedures to provide appropriate annual funding to Regional DO Division Directors, based on agreed upon objectives. Funding will include requirements for Regions to effectively engage with assigned states to enhance readiness to respond.
13. **Develop concepts for leveraging existing FEMA Search and Rescue (SAR) capabilities** - rapidly expand the light SAR resources and employment of teams via watercraft.
14. **Develop and/or update templates and resource packages to be deployed based on approved scenarios** - translate these templates and packages into Pre-scripted Mission Assignments, where appropriate.
15. **Examine methods for mission assigning the Department of Defense to activate National Guard Units** - when required, absent state to state support under EMAC.
16. **Review current methods of achieving full situational awareness while maximizing the utility of VTC sessions during response operations** - this will include Headquarters staff review of field situation reports and incident action plans and briefings to senior leaders prior to the scheduled VTC's so that the field briefings cover only critical issues not already articulated in SITREPS and IAP's. Goal: 30-45 minutes for a VTC.
17. **Establish a standard for FEMA operational maps using the US National Grid System** - this will help improve the effectiveness and standardize and streamline operations.

Please let me know if you have any questions or would like to discuss any of these priorities in greater detail.

  
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Approve  
5/29/2009

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Disapprove