

# Work-in-Progress

## Federal Emergency Management Agency (FEMA) An Independent Assessment of Preparedness Integration

### ABOUT THE ACADEMY

The National Academy of Public Administration is a non-profit, independent organization of top public management and organizational leaders who tackle the nation's most critical and complex public management challenges. With a network of more than 600 distinguished Fellows and an experienced professional staff, the Academy is uniquely qualified and trusted across government to provide objective advice and practical solutions based on systematic research and expert analysis. Established in 1967 and chartered by Congress in 1984, the Academy continues to make a positive impact by helping federal, state and local governments respond effectively to current circumstances and changing conditions. Learn more about the Academy and its work at [www.NAPAwash.org](http://www.NAPAwash.org)

As a key agency of the U.S. Department of Homeland Security, the Federal Emergency Management Agency (FEMA) has the critical mission of protecting the nation from such hazards as natural disasters, acts of terrorism, and other man-made disasters. FEMA's preparedness, mitigation, response, and recovery activities must be coordinated with key stakeholders across the federal government, in state and local governments, and in non-profit and private organizations.

Recent legislative mandates contained in the Post-Katrina Emergency Management Reform Act (PKEMRA) of 2006 required that preparedness activities be reintegrated within FEMA. To assess the agency's progress in responding to this statutory mandate, the FY 2008 Department of Homeland Security Appropriations Act directed that an independent study be conducted of FEMA's "integration of preparedness and response programs with a focus on organizational structure, hiring plans and goals, coordination mechanisms" and other agency-identified areas. The National Academy has appointed an independent panel of experts to direct this study. Given PKEMRA's mandate that FEMA "develop and maintain robust regional offices," the study will focus heavily on assessing regional integration and developing recommendations for how the agency can strengthen their capabilities.

Phase I of the study, which will be completed in April 2009, will answer three major questions:

- What has FEMA headquarters done to integrate its preparedness and response programs?
- What steps have the FEMA regions taken to integrate preparedness with response?
- What impact did these changes have on FEMA's preparedness and response activities in 2008 and early 2009? These may include preparedness exercises, organizational changes at headquarters and the regions, relationship building with external stakeholders, and response activities within a select number of declared disasters.

The Panel will issue an interim report at the conclusion of Phase I. This report will provide the Panel's baseline assessment of these issues and identify critical integration topics for more detailed study in Phase II. The Panel's final report in summer 2009 will include detailed recommendations on how FEMA can strengthen preparedness integration, especially at the regional level.

## PANEL

**Michael C. Rogers,\* Chair**—Executive Vice President, Corporate Services, MedStar Health. Former Executive Director, Metropolitan Washington Council of Governments; City Administrator/Deputy Mayor, District of Columbia Government; Director, Minority Business Development Agency, U.S. Department of Commerce; Director, NY Mayor’s Office of Contracts and City Chief Procurement Officer; Vice President, Municipal Services, and Executive Director, NY Jacob Javits Convention Center; Deputy General Manager, DC Convention Center; Staff Associate, DC Temporary Commission on Financial Oversight; Assistant to Executive Director, Minority Executive Placement Program, ICMA.

**Melissa J. Allen\***—Executive Advisor, Booz, Allen, Hamilton. Former Senior Human Resource Advisor, U.S. Department of Homeland Security; Assistant Secretary for Administration and Deputy Assistant Secretary for Administration, U.S. Department of Transportation; Deputy Associate Director, U.S. Office of Management and Budget; Program Analyst, U.S. Department of Treasury. Former positions with the Department of the Navy: Chairwoman, Manpower Action Council; Assistant Personnel Services Officer; Program Analyst.

**Anthony H. Griffin\***—County Executive, Fairfax County, Virginia. Former Acting County Executive and Deputy County Executive, Fairfax County; City Manager, Falls Church; Acting County Manager and Deputy County Manager, Arlington County; 2nd Lieutenant-Captain, Artillery and Infantry, U.S. Marines.

**William H. Leighty\***—Director, Government Performance Initiative at Virginia Commonwealth University in November 2007. Former Chief of Staff for Governor Tim Kaine from January 2006 until September of 2007; Former positions: Chief of Staff, Virginia Governor Mark Warner; Director, Virginia Retirement System; Assistant Director, Governor’s Commission on Government Reform; Deputy Secretary of Transportation; Senior Economist and Analyst, Senate Finance Committee.

**Kristine M. Marcy\***—Consultant, McConnell International. Former Chief Operating Officer, Small Business Administration; Senior Counsel, Detention and Deportation, Immigration and Naturalization Service; Assistant Director for Prisoner Services, U.S. Marshals Service, U.S. Department of Justice; Associate Deputy Attorney General, DOJ; Acting Director/Deputy Director, Office of Construction Management and Deputy Budget Director, U.S. Department of the Interior; Deputy Assistant Secretary, Office of Civil Rights, U.S. Department of Education; Assistant Director, Human Resources at OPM.

**Raymond Scheppach\***—Executive Director, National Governors Association. Former Congressional Budget Office: Deputy Director; Assistant Director for Natural Resources and Commerce; Chief, Energy and Transportation Cost Analysis Section; Vice President and Senior Consultant for Economic Studies, Jack Faucett Association, Inc.; Economist, Standard Oil Company.

**Christine Springer\***—Executive Director, M.S. Program in Emergency and Crisis Management, Department of Public Administration University of Nevada Las Vegas; CEO, Red Tape, Ltd., LLC. Former Manager, State-Local Government and Community Relations, Salt River Project; Manager, Economic Development Planning, State of Arizona Governor’s Office; Treasurer, Investors United Life Insurance Company.

## PROJECT STAFF

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