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Description of document: Each Federal Emergency Management Agency (FEMA) Action Memorandum and Information Memorandum in the Office of the Secretary, April 1 - June 18, 2018

Requested date: 18-June-2018

Release date: 05-July-2022

Posted date: 05-December-2022

Source of document: FOIA Request  
Federal Emergency Management Agency  
FOIA Officer  
Disclosure Branch  
500 C Street, S.W  
Mail Stop 3172  
Washington, D.C. 20472-3172  
Email: [fema-foia@fema.dhs.gov](mailto:fema-foia@fema.dhs.gov)  
[Online FOIA System](#)

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**FEMA**

July 5, 2022

**SENT VIA E-MAIL TO**

**Re: FEMA FOIA Case Number 2022-FEFO-00221**

This is the final response to your Freedom of Information Act (FOIA) request to the Department of Homeland Security (DHS) dated June 18, 2018 and referred to the Federal Emergency Management Agency (FEMA) on January 3, 2022. You are seeking a copy of each Action Memorandum and each Information Memorandum in the Office of the Secretary from April 1, 2018, through June 18, 2018.

The Department of Homeland Security, Privacy Office conducted a search for documents responsive to your request. The search produced a total of 18 pages that were referred to the Federal Emergency Management Agency (FEMA) for review and direct response to you. Of those pages, I have determined that 15 pages of the records are releasable in their entirety, and 3 pages are withheld in their entirety pursuant to Title 5 U.S.C. §552(b)(5).

**FOIA Exemption 5** protects from disclosure those inter- or intra-agency documents that are normally privileged in the civil discovery context. The three most frequently invoked privileges are the deliberative process privilege, the attorney work-product privilege, and the attorney-client privilege. After carefully reviewing the responsive documents, we determined that portions of the responsive documents qualify for protection under the following privilege(s):

- **Deliberative Process Privilege**

The deliberative process privilege protects the integrity of the deliberative or decision-making processes within the agency by exempting from mandatory disclosure opinions, conclusions, and recommendations included within inter-agency or intra-agency memoranda or letters.

As part of the 2007 amendments, the Office of Government Information Services (OGIS) was created to offer mediation services to resolve disputes between FOIA requesters and Federal agencies.

You may contact OGIS in any of the following ways:

Office of Government Information Services  
National Archives and Records Administration

8601 Adelphi Road- OGIS  
College Park, MD 20740-6001  
E-mail: [ogis@nara.gov](mailto:ogis@nara.gov)  
Web: <https://ogis.archives.gov>  
Telephone: 202-741-5770/Toll-free: 1-877-684-6448  
Facsimile: 202-741-5769

You have the right to appeal if you disagree with FEMA's response. The procedure for administrative appeals is outlined in the DHS regulations at 6 C.F.R. §5.8. In the event you wish to submit an appeal, we encourage you to both state the reason(s) you believe FEMA's initial determination on your FOIA request was erroneous in your correspondence, and include a copy of this letter with your appeal. Should you wish to do so, you must send your appeal within 90 working days from the date of this letter to [fema-foia@fema.dhs.gov](mailto:fema-foia@fema.dhs.gov), or alternatively, via mail at the following address:

FEMA  
Office of the Chief Administrative Officer  
Information Management Division (FOIA Appeals)  
500 C Street, SW, Seventh Floor, Mail Stop 3172  
Washington, D.C. 20472-3172

There is no charge for this FOIA request. As this concludes the processing of your request, it will be closed.

If you need any further assistance or would like to discuss any aspect of your request, please contact the assigned FOIA Specialist at [juan.vegasandoval@fema.dhs.gov](mailto:juan.vegasandoval@fema.dhs.gov) and refer to FOIA case number 2022-FEFO-00221. You may also contact someone at [fema-foia@fema.dhs.gov](mailto:fema-foia@fema.dhs.gov), or (202) 646-3323, and you may contact our FOIA Public Liaison in the same manner. For a faster response please email the assigned FOIA specialist directly.

Sincerely,



Greg Bridges  
Disclosure Branch Chief  
Information Management Division  
Office of the Chief Administrative Officer  
Federal Emergency Management Agency  
U.S. Department of Homeland Security

Enclosures: Responsive Records (15 Pages)



FEMA

PRE-DECISIONAL/DELIBERATIVE

May 10, 2018

**ACTION**

MEMORANDUM FOR THE SECRETARY

FROM:

Brock Long  
Administrator

A handwritten signature in black ink, appearing to be "B Long", written over the printed name of Brock Long.

SUBJECT:

**Appreciation for Participating in the 2017 Activation of the DHS  
Surge Capacity Force**

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**Purpose:** This memorandum is to request approval to distribute a message of appreciation for Components who participated in the 2017 Activation of the DHS Surge Capacity Force (SCF).

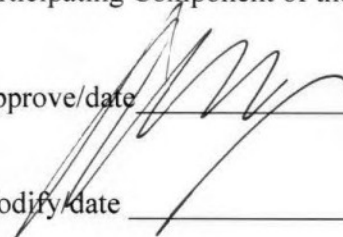
**Background:**

The Acting Secretary of Homeland Security Elaine Duke activated the DHS Surge Capacity Force (SCF) on August 25, 2017, to assist FEMA in the response and recovery efforts from the impacts of Hurricane Harvey. As the unprecedented 2017 Hurricane Season unfolded, our Agency relied on SCF support to ensure FEMA could effectively execute disaster operations following Hurricanes Irma and Maria, and the California wildfires as well. To maintain a robust capability to support disaster survivors, DHS expanded the SCF for the first time, growing partnerships with FEMA to increase capacity to meet the needs of survivors following extraordinary disasters. From across the Federal Government, over 4,000 volunteers representing 36 Agencies answered the call to assist our efforts across multiple disasters.

With your approval, the Department will formally recognize the participation of each Component in the 2017 SCF Activation. I thank you for your continued leadership and support during this unprecedented season of response operations.

PRE-DECISIONAL/DELIBERATIVE

**Recommendation:** I recommend you approve the distribution memo acknowledging each participating Component of the Surge Capacity Force (SCF).

Approve/date  6/14 Disapprove/date \_\_\_\_\_  
Modify/date \_\_\_\_\_ Needs discussion/date \_\_\_\_\_

**FEMA**

May 11, 2018

**ACTION**

## MEMORANDUM FOR THE SECRETARY

FROM:

Brock Long  
Administrator

SUBJECT:

**Fiscal Year 2018 Nonprofit Security Grant Program-State  
Allocation**

**Purpose:** During the May 4, 2018 briefing on the FY 2018 preparedness grant programs, you requested FEMA explore additional options for distributing the \$10 million Fiscal Year (FY) 2018 Nonprofit Security Grant Program-State (NSGP-S). You specifically asked whether state populations could be used as the primary basis for allocating the funding instead of using the state's relative risk score.

**Background or Context:** The \$10 million will be used to award funds only to nonprofit organizations outside an Urban Area Security Initiative (UASI)-funded high-risk urban area. There is a separate \$50 million appropriation in FY 2018 for NSGP only for those nonprofits located within a UASI-funded urban area: Nonprofit Security Grant Program-UASI (NSGP-U).

The updated option for NSGP-S distributes funding based on state populations *minus* the UASI population, using state and county population figures from the July 2017 U.S. Census update. Based on these population figures, FEMA would then split the \$10 million based on the approximate percentage of population remaining in each state.

As with the previous option, the total amount allocated for each state under NSGP-S ensures that all states and territories will have an opportunity to receive NSGP-S funding. The NSGP-S will be different from NSGP-U, where FEMA is ultimately responsible for scoring and selecting all projects. In NSGP-S, each state will run the selection process, giving the states responsibility for selection and awards. FEMA will review all proposed awards for allowability and eligibility.

**Signature Level:** Final NSGP-S allocation approval lies with the Secretary of Homeland Security.

**Timeliness:** The FY 2018 preparedness grants (which includes NSGP-S) are scheduled to be announced on May 21, 2018. Before the grants are announced, FEMA is required to hold background briefings for Office of Management and Budget (OMB) and both the Senate and

**PRE-DECISIONAL/DELIBERATIVE**

**FY 2018 NSGP-S Allocation**

**Page 2**

House Appropriation Committee and Authorizing Committee staff. Congressional staff briefings are scheduled the week of May 14<sup>th</sup>. To keep to this schedule, FEMA requests this decision by COB on Thursday, May 11, 2018.

**2018 Nonprofit Security Grant Program-State Allocation by non-UASI Population**

	Previous Option	Recommended Option
<b>State/Territory</b>	<b>Banded Based on SHSP Risk</b>	<b>Banded Based on non-UASI State Population (\$100K minimum)</b>
Ohio	\$ 200,000	\$ 400,000
Texas	\$ 600,000	\$ 400,000
California	\$ 1,100,000	\$ 300,000
New York	\$ 1,100,000	\$ 300,000
North Carolina	\$ 200,000	\$ 300,000
Florida	\$ 300,000	\$ 250,000
Georgia	\$ 300,000	\$ 250,000
Illinois	\$ 600,000	\$ 250,000
Indiana	\$ 100,000	\$ 250,000
Massachusetts	\$ 200,000	\$ 250,000
Michigan	\$ 100,000	\$ 250,000
Pennsylvania	\$ 300,000	\$ 250,000
Tennessee	\$ 100,000	\$ 250,000
Wisconsin	\$ 100,000	\$ 250,000
Alabama	\$ 100,000	\$ 200,000
Arkansas	\$ 100,000	\$ 200,000
Connecticut	\$ 100,000	\$ 200,000
Iowa	\$ 100,000	\$ 200,000
Kentucky	\$ 100,000	\$ 200,000
Louisiana	\$ 100,000	\$ 200,000
Missouri	\$ 100,000	\$ 200,000
Oklahoma	\$ 100,000	\$ 200,000
Puerto Rico	\$ 100,000	\$ 200,000
South Carolina	\$ 100,000	\$ 200,000
Virginia	\$ 300,000	\$ 200,000
Washington	\$ 200,000	\$ 200,000
Arizona	\$ 100,000	\$ 150,000
Colorado	\$ 100,000	\$ 150,000
Idaho	\$ 100,000	\$ 150,000
Kansas	\$ 100,000	\$ 150,000

**PRE-DECISIONAL/DELIBERATIVE**

## PRE-DECISIONAL/DELIBERATIVE

FY 2018 NSGP-S Allocation

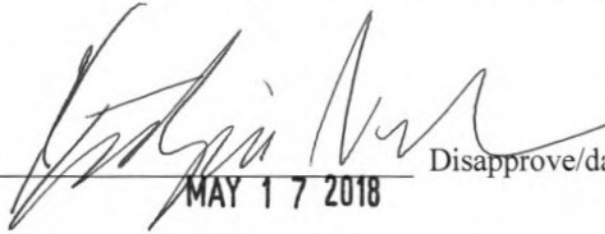
Page 3

	Previous Option	Recommended Option
<b>State/Territory</b>	<b>Banded Based on SHSP Risk</b>	<b>Banded Based on non-UASI State Population (\$100K minimum)</b>
Maine	\$ 100,000	\$ 150,000
Maryland	\$ 300,000	\$ 150,000
Minnesota	\$ 100,000	\$ 150,000
Mississippi	\$ 100,000	\$ 150,000
Nebraska	\$ 100,000	\$ 150,000
New Hampshire	\$ 100,000	\$ 150,000
New Jersey	\$ 200,000	\$ 150,000
New Mexico	\$ 100,000	\$ 150,000
Oregon	\$ 100,000	\$ 150,000
Utah	\$ 100,000	\$ 150,000
West Virginia	\$ 100,000	\$ 150,000
Alaska	\$ 100,000	\$ 100,000
American Samoa	\$ 100,000	\$ 100,000
Delaware	\$ 100,000	\$ 100,000
Guam	\$ 100,000	\$ 100,000
Hawaii	\$ 100,000	\$ 100,000
Montana	\$ 100,000	\$ 100,000
Nevada	\$ 100,000	\$ 100,000
North Dakota	\$ 100,000	\$ 100,000
Northern Mariana Islands	\$ 100,000	\$ 100,000
Rhode Island	\$ 100,000	\$ 100,000
South Dakota	\$ 100,000	\$ 100,000
U.S. Virgin Islands	\$ 100,000	\$ 100,000
Vermont	\$ 100,000	\$ 100,000
Wyoming	\$ 100,000	\$ 100,000
District of Columbia	\$ 0	\$ 0

PRE-DECISIONAL/DELIBERATIVE

**Recommendation:** FEMA recommends the NSGP-S option (shown above in "Recommended Option" column) based on non-UASI state population be used as the allocation for each state and territory.

Approve/date

A handwritten signature in black ink, appearing to be "John A. ...", is written over the "Approve/date" line.

MAY 17 2018

Disapprove/date

Modify/date

Needs discussion/date



June 12, 2018

**ACTION**

## MEMORANDUM FOR THE SECRETARY

FROM: Eric Heighberger  
Chief of Staff

SUBJECT: **2017 Hurricane Season FEMA After-Action Report**

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**Purpose:** For approval to publish the 2017 Hurricane Season FEMA After-Action Report

**Context and DHS Equities:** FEMA conducted an After-Action Review of the Agency's preparations for, immediate response to, and initial recovery operations for hurricanes Harvey, Irma, and Maria. The 2017 Hurricane Season FEMA After-Action Report captures transformative insights from a historic hurricane season that will help the Agency, the emergency management community, and the nation chart the path into the future. The report identifies 18 key findings across five focus areas and offers targeted recommendations for improvements within FEMA as well as broader lessons for partners throughout the emergency management community. The lessons learned from this review are already driving targeted improvements within key areas of FEMA's response and initial recovery operations. In addition to taking immediate action, many of the findings from this report are also represented in FEMA's 2018-2022 Strategic Plan. Recommendations support 10 of the Agency's 12 strategic objectives.

This report recommends FEMA and its Federal and private sector partners to adopt a critical lifelines approach to stabilizing an incident. This includes revising the National Planning Frameworks and Federal Interagency Operational Plans, to prescribe unity of effort through rapid stabilization around lifelines such as power, communications, health and medical, food and water, wastewater, and transportation. As power is the foundation of America's economic sectors, FEMA and its Federal and private sector partners should establish a standing Interagency Power Task Force to serve during steady state as a standing coordinating element and during incidents. In addition, FEMA, other Federal agencies, Congress, and the larger community of partners should collaborate on changes required to improve housing delivery.

The work of emergency management is the responsibility of the whole community to build collective capacity and prepare for the disasters that we will inevitably face. Jointly, we must continue to move forward by leveraging innovative approaches, engaging with new technology, reducing complexity, and strengthening our partnerships to improve outcomes for the Nation's affected communities and provide support for survivors. Ultimately, the lessons learned from the 2017 Hurricane Season will contribute to FEMA's efforts to work with its partners to help people

**2017 Hurricane Season FEMA After-Action Report**  
**Page 2**

before, during, and after disasters.

**Timeliness:** We seek to publish as soon as possible so that all emergency managers can incorporate lessons into the 2018 Hurricane Season that began June 1.

**Attachment(s):** 2017 Hurricane Season FEMA After-Action Report

**Recommendation:** Grant approval to publish the 2017 Hurricane Season After-Action Report

Approve/date\_\_\_\_\_ Disapprove/date\_\_\_\_\_

Modify/date\_\_\_\_\_ Needs discussion/date\_\_\_\_\_



FEMA

June 14, 2018

## ACTION

## MEMORANDUM FOR THE SECRETARY

FROM: Brock Long  
Administrator

A handwritten signature in black ink, appearing to be "B Long", written over a light blue horizontal line.

SUBJECT: **Revision of the National Response Framework**

**Purpose:** The purpose of this memorandum is to obtain your support to update the National Response Framework (NRF). This revision of the NRF will build on the lessons learned from the 2017 hurricane season with a specific focus on the stabilization of critical lifelines and coordination across the critical infrastructure sectors. The purpose of the revisions is to improve information exchange, situational awareness, and prioritization of resources across the public and private sectors to ensure critical response lifelines are delivered to our jurisdictions and communities efficiently and effectively in the immediate aftermath of a disaster.

**Background or Context:** The NRF fulfills the mandate in the Homeland Security Act, as amended, for a "national response plan" (6 U.S.C. 314) and has guided all disaster operations across the Nation for over a decade. The Homeland Security Act also charges the Department, through FEMA, with periodically reviewing and revising, as appropriate, the NRF (6 U.S.C. 319). The findings in the after action report (AAR) for the 2017 hurricane season led me to conclude it is appropriate to revise our national response doctrine.

Specifically, the AAR found the success of our partners during a catastrophic incident is decided before an incident even begins. One of the key areas where this coordination needs to be enhanced is with, and within, the private sector. A number of key findings in the after-action studies by FEMA and other organizations found areas for improvement that lay outside of the realm of what was controlled by the government. This includes the tracking of resources through air, land and sea transportation infrastructure, available power restoration capabilities and the situational awareness of the healthcare infrastructure. These, as well as many others, are areas of private sector engagement which must be targeted in this revision

*Improving the Nation's capability to support response during truly catastrophic incidents.*

To codify the way forward, FEMA will revise the NRF to emphasize stabilization of critical lifelines and create a cross-sector coordination emergency support function and coordinating structures (e.g., business emergency operation centers). The NRF sets the strategy and doctrine for how the whole community builds, sustains and delivers capabilities. The new NRF will prescribe

**Revision of the National Response Framework****Page 2**

unity of effort through rapid stabilization around lifelines such as power, communications, health and medical, food and water, wastewater, and transportation. It will recognize that government must lead in concert with private industry to successfully respond to a catastrophic incident.

*Strengthening integration of the private sector into incident management operations*

To enhance the Nation's capability to respond to and recover from incidents, we must implement a cross-sector, whole community approach to planning, organizing, response, and recovery operations. Complex catastrophes threaten the cross-cutting lifelines society relies on to function, such as water and power. While these lifelines span jurisdictions and public and private sector divisions, government response efforts continue to be organized along self-imposed divides that fragment the physical and social landscape of affected areas. This new approach should account for the capabilities of the private sector both before and during incidents. The critical infrastructure sectors, which the Department of Homeland Security (DHS) National Protection and Programs Directorate (NPPD) support, and establishment of National, Regional, and State Business Emergency Operations Centers provide an operational and informational architecture, but the emergency management community collectively lacks a doctrinal foundation to organize and unify national efforts. These centers will work in concert with the National Infrastructure Coordination Center (NICC) and focus on the whole community response while the NICC remains the key coordination center for engagement for private sector partners. This effort will integrate the mutually supporting missions of infrastructure protection and emergency management, cutting down on duplication of effort by federal partners, and easing the burden on our private sector partners.

*Bolstering coordination to support restoration of lifeline services*

The revision of the NRF will ensure that information sharing between all levels of government, emergency support functions (ESFs), critical infrastructure sector leads, and private sector partners is managed in a clear and useful way. This was identified as an area for improvement in both the draft NPPD and FEMA AARs. The rapid stabilization of the lifelines will be the organizing principle of the doctrine with a focus on infrastructure restoration prioritization. Since these span ESFs, Sector-specific Agencies (SSAs), and core capabilities, FEMA and its public and private sector partners will revise the current National Response Framework to create a cross-sector coordination emergency support function (ESF-14, which was formerly Long-Term Community Recovery, will be repurposed to this new mission). The revision will cement in doctrine and practice the public-private sector partnership that is essential to stabilization and unity of effort, and bring new capacity to whole community response operations. This ESF will go beyond the current, and over decade old, Critical Infrastructure and Key Resources (CIKR) Support Annex and make operational tenets of private industry engagement and infrastructure protection within the emergency management field. Lastly, it will promote unity of effort in DHS, by having NPPD lead the ESF.

**Recommendation:** We recommend you support the update and revision of the NRF. The NRF underwent a minor revision in 2016 but has not gone through a full revision in over 5 years. No major changes were made to the principles, roles, and authorities or to the ESFs. The other Frameworks and Federal Interagency Operations Plans called for under Presidential Policy Directive – 8: National Preparedness were also revised at that time. The process to update these documents has traditionally been managed by FEMA and coordinated in partnership with the Department, the National Security Council staff, and other departments and agencies. The past revisions have taken over 18 months to complete in times of relatively peaceful disaster activity. If the revision were to begin immediately it would be completed in November of 2019. In order to ensure that this needed update to our national doctrine is completed in a timely manner I recommend that we begin the effort immediately with a date of completion, for signature, no later than 9 months from the signing of this memo.

Approve/date\_\_\_\_\_ Disapprove/date\_\_\_\_\_

Modify/date\_\_\_\_\_ Needs discussion/date\_\_\_\_\_



FEMA

July 2, 2018

## ACTION

## MEMORANDUM FOR THE SECRETARY

FROM: Brock Long  
Administrator

SUBJECT: Revision of the National Response Framework

**Purpose:** The purpose of this memorandum is to obtain your support to update the National Response Framework (NRF). This revision of the NRF will build on the lessons learned from the 2017 hurricane season with a specific focus on the stabilization of critical lifelines and coordination across the critical infrastructure sectors. The purpose of the revisions is to improve information exchange, situational awareness, and prioritization of resources across the public and private sectors to ensure critical response lifelines are delivered to our jurisdictions and communities efficiently and effectively in the immediate aftermath of a disaster.

**Background or Context:** The NRF fulfills the mandate in the Homeland Security Act, as amended, for a “national response plan” (6 U.S.C. 314) and has guided all disaster operations across the Nation for over a decade. The Homeland Security Act also charges the Department, through FEMA, with periodically reviewing and revising, as appropriate, the NRF (6 U.S.C. 319). The findings in the after action report (AAR) for the 2017 hurricane season led me to conclude it is appropriate to revise our national response doctrine.

Specifically, the AAR found the success of our partners during a catastrophic incident is decided before an incident even begins. One of the key areas where this coordination needs to be enhanced is with, and within, the private sector. A number of key findings in the after-action studies by FEMA and other organizations found areas for improvement that lay outside of the realm of what was controlled by the government. This includes the tracking of resources through air, land and sea transportation infrastructure, available power restoration capabilities and the status of healthcare infrastructure. These, as well as many others, are areas of private sector engagement which must be targeted in this revision.

*Improving the Nation’s capability to support response during truly catastrophic incidents.*

To codify the way forward, FEMA will revise the NRF to emphasize stabilization of critical lifelines and create a cross-sector coordination emergency support function and coordinating structures (e.g., business emergency operation centers). The NRF sets the strategy and doctrine for how the whole community builds, sustains and delivers capabilities. The revised NRF will

**Revision of the National Response Framework****Page 2**

prescribe unity of effort through rapid stabilization around lifelines such as power, communications, health and medical, food and water, wastewater, and transportation. It will recognize that government must lead in concert with private industry to successfully respond to a catastrophic incident.

*Strengthening integration of the private sector into incident management operations*

To enhance the Nation's capability to respond to and recover from incidents, we must implement a cross-sector, whole community approach to planning, organizing, response, and recovery operations. Complex catastrophes threaten the cross-cutting lifelines society relies on to function, such as water and power. While these lifelines span jurisdictions and public and private sector divisions, government response efforts continue to be organized along self-imposed divides that fragment the physical and social landscape of affected areas. This new approach should account for the capabilities of the private sector both before and during incidents. The critical infrastructure sectors, which the Department of Homeland Security (DHS) National Protection and Programs Directorate (NPPD) supports, and establishment of National, Regional, and State Business Emergency Operations Centers provide an operational and informational architecture, but the emergency management community collectively lacks a doctrinal foundation to organize and unify national efforts. These centers will work in concert with the National Infrastructure Coordinating Center (NICC) and focus on the whole community response while the NICC remains the key coordination center for engagement for private sector partners. This effort will integrate the mutually supporting missions of infrastructure protection and emergency management, cutting down on duplication of effort by federal partners, and easing the burden on our private sector partners.

*Bolstering coordination to support restoration of lifeline functions*

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Approve/date\_\_\_\_\_ Disapprove/date\_\_\_\_\_

Modify/date\_\_\_\_\_ Needs discussion/date\_\_\_\_\_