

E/L/K0101: Foundations of Emergency Management - Pre-Work Activities

Contents

Pre-Work Activities	1
Activity 1.1: Mentor Profile.....	3
Mentor Profile.....	3
Activity 2.2: Emergency Manager Checklist.....	5
Continuing Your Learning.....	9
Activity 4.3: Are You Prepared?	10
Activity 4.3: Are You Prepared? (Continued)	11
Continuing Your Learning.....	11
Activity 5.1: Your Legal Counsel.....	14
Activity 5.3: Jurisdictions’ Legal Authority	15
Activity 5.3 Worksheet	15
Continuing Your Learning.....	18
Activity 6.1: Community Analysis	20
Activity 7.4: Federal and State Contacts.....	23
Activity 8.2: Prevention/Protection Policies, Plans, and Procedures.....	24
Continuing Your Learning.....	25
Activity 9.1: Mitigation in Your Community.....	27
Examples of Critical Tasks for Mitigation.....	28
Activity 9.4: Jurisdictions’ Mitigation Efforts.....	34
Continuing Your Learning.....	34
Federal Hazard Mitigation Programs.....	34
Hazard Mitigation Assistance: Summary	36
Continuing Your Learning.....	39
Activity 10.2: Operations Planning.....	41
Activity 10.6: Jurisdiction Response Preparedness	42
Continuing Your Learning	43
Activity 11.2: Recovery Policies, Plans, and Procedures	45
Continuing Your Learning.....	45
Activity 12.3: Technology in Emergency Management.....	47
Continuing Your Learning.....	47
Activity 12.6: Administration Policies, Plans, and Procedures	49
Continuing Your Learning.....	49

Activity 1.1: Mentor Profile

Complete the questions below.

Mentor Profile

In the course welcome letter, you were asked to identify a mentor that could help guide you through the Basic Academy. This person does not need to be someone who has completed the Basic Academy. This person will be asked to mentor you on:

- Emergency management-related topics and tasks.
- Specifics about the procedures, policies, and plans for your jurisdiction.
- Activities, Check-Ins in this IAW document that require further information or action.

1. Did you identify a mentor and speak to them about mentoring you prior to arrival in class?

2. Who is your mentor? (name, title, and brief bio)

3. Why did you choose this person as your mentor?

Activity 2.2: Emergency Manager Checklist

Instructions:

- Thinking about your current EM role, review the checklist and check the box for each task that is part of your current job.
- Each category of tasks has a few blank rows for you to add any items you feel should be included.

Checklist: Examples of Emergency Management Tasks

Pre-Disaster Tasks	
Planning	How Successful? <ul style="list-style-type: none"> • Developing and updating Emergency Operations Plans • Developing special plans (e.g., Mitigation, Continuity of Operations, other) • Developing Standard Operating Procedures (SOPs) and coordinating SOPs with Emergency Plans • Ensuring that Mutual Aid Agreements and other incident-related documents are up to date and implemented • Identifying strategies for mitigating risk
Response Readiness	How Successful? <ul style="list-style-type: none"> • Recruiting volunteers • Conducting training • Identifying resource needs and sources of resources • Coordinating training and exercises with other participating organizations • Verifying that all systems and equipment function as intended • Keeping the Emergency Operations Center (EOC) fully stocked • Monitoring information sources on severe weather and other hazards • Validating policies, plans, and procedures through exercises
Administrative Tasks	How Successful? <ul style="list-style-type: none"> • Attending meetings • Handling personnel matters (interviews, hiring, firing, personnel reviews, making work assignments, etc.) • Preparing/reviewing correspondence • Managing the budget • Writing grant applications • Preparing and presenting briefings • Financial reporting

Logistical Tasks	<p>How Successful?</p> <ul style="list-style-type: none"> • Ensuring interoperability of communications and information management systems • Gaining authorization for (or approving the purchase of) supplies and equipment • Overseeing installation of new systems and equipment • Ensuring ongoing maintenance of systems and equipment • Arranging training and exercise logistics • Ensuring that transportation and other
Relationship Building	<p>Building and maintaining relationships with:</p> <ul style="list-style-type: none"> • Other levels of government • Response agencies in the jurisdiction • Other agencies and departments • Other jurisdictions or elected and appointed officials • Volunteer organizations • Businesses and nonprofits in the community
Public Relations and Outreach	<ul style="list-style-type: none"> • “Selling” the program to all stakeholders, including other EOC staff members • Developing and delivering preparedness information for the public • Attending public meetings and other venues to discuss emergency management-related issues • Developing and maintaining an emergency management website • Providing information to media representatives

Incident Response Tasks	
Coordination	<ul style="list-style-type: none"> • Acting as a liaison with other jurisdictions and levels of government • Supporting communications/messaging • Helping to resolve conflicting policies • Providing and prioritizing resource allocation • Managing public information issues and media requests
Providing Off-Site Support	<ul style="list-style-type: none"> • Providing legal and financial support • Authorizing emergency expenditures, when appropriate

Recovery Tasks	
Rebuilding	<ul style="list-style-type: none"> • Initiating damage assessments • Initiating short- and long-term recovery plans • Mitigation planning

<p>Financial and Legal Tasks</p>	<ul style="list-style-type: none"> • Paying invoices (bills for everything from equipment leases to plastic sheeting and bottled water must be paid for as agreed) • Auditing financial records to ensure that expenditures were made where appropriate and that no unauthorized funds were expended • Providing full incident documentation¹ • Having a legal review of the incident records performed by the jurisdiction’s legal counsel²
<p>Resource Management</p>	<ul style="list-style-type: none"> • Coordinating with agencies provide food and shelter • Coordinating with agencies to restore essential services (power, roads, etc.) • Providing critical incident stress debriefings before releasing personnel from an incident involving extremely long working hours, high-risk response efforts, or serious injuries or fatalities • Overseeing repair, refurbishment, and/or return of equipment³ • Ensuring that destroyed, worn out, and expendable equipment is replaced • Restocking the Emergency Operations Center

<p>Post-Incident Tasks</p>	
<p>Lessons Learned</p>	<ul style="list-style-type: none"> • Incident debriefing • Corrective action planning and plan revisions • Coordinating implementation of Federal assistance • Training and exercising to ensure that functions, processes, and procedures work as intended • Implementation of Mitigation Plans

¹ Incident documentation records the actions taken (or not taken) by the jurisdiction as a protection against liability arising from the response, including issues brought at a later time by responders. It also serves as a record of expenses for potential use as cost sharing if a disaster declaration is made and can help justify future emergency management budgets and/or expenditures.

² The jurisdiction’s legal counsel should complete a review of incident records, including financial records, to ensure that all actions and transactions were in accordance with contracts and other agreements and within the authorized boundaries of the individual making each decision.

³ Repair, refurbishment, and/or return of equipment is important whether the jurisdiction owns the equipment or if it is provided by an outside source. Jurisdictional resources must be taken care of to ensure that they are ready for their day-to-day use or the next emergency. Payment for equipment acquired from outside sources may be much higher if it is returned in a lesser state of repair than when it was provided. Destroyed, worn out, and expendable equipment should be replaced as soon as possible following an incident to ensure that the resources are available when needed next.

Identify any of the tasks in the above checklist and describe how you implemented them.

Tasks	Implementation

Continuing Your Learning

Place a check next to those topics that you would like to continue learning about.

- The origin and history of emergency management in the United States
- Emergency management principles
- Emergency management key concepts and doctrine
- The roles and responsibilities of the emergency manager

Review the following suggested resources.

Web Resources:

- [International Association of Emergency Managers](https://www.iaem.org/) (https://www.iaem.org/)
- [Information about the Stafford Act](https://www.fema.gov/disaster/stafford-act) (https://www.fema.gov/disaster/stafford-act)
- [Principles of Emergency Management Supplement](https://www.iaem.org/portals/25/documents/Principles-of-Emergency-Management-Supplement.pdf) (https://www.iaem.org/portals/25/documents/Principles-of-Emergency-Management-Supplement.pdf)
- [Documents related to Emergency Management Principles](https://training.fema.gov/hiedu/emprinciples.aspx) (https://training.fema.gov/hiedu/emprinciples.aspx)
- [Presidential Policy Directive 8, Emergency Preparedness](https://www.dhs.gov/xlibrary/assets/presidential-policy-directive-8-national-preparedness.pdf) (https://www.dhs.gov/xlibrary/assets/presidential-policy-directive-8-national-preparedness.pdf)
- [National Preparedness Goal](https://www.fema.gov/pdf/prepared/npg.pdf) (https://www.fema.gov/pdf/prepared/npg.pdf)

Activity 4.3: Are You Prepared?

Instructions:

1. Complete the quiz below and be prepared to discuss with the class. Make sure to review all jurisdictional plans, resource management procedures, and Mutual Aid and Assistance Agreements.
2. List steps you plan to take to learn more about your jurisdiction’s preparedness system.

Check-In: Provide an update on any of the steps you listed to improve your policies, plans, and procedures.

Policy Guidance	Yes	No	Don't Know
My jurisdiction’s planning process is aligned with current doctrine.			
My jurisdiction’s plans meet all appropriate regulations and other guidance required at my level of government.			
Planning, Training, and Exercises			
My jurisdiction’s Training and Exercise Program: <ul style="list-style-type: none"> • Is realistic and linked to the Emergency Operations Plan. • Is based on a multi-year Training and Exercise Plan that includes improvement planning. • Involves all stakeholders identified during the planning process. • Is comprehensive, involving all key players, covering all functions, in simulated conditions. • Is progressive, from lower level, discussion-based exercises through full-scale operational exercises. • Includes an improvement planning process and taking of corrective actions. 			
My jurisdiction’s plans			
<ul style="list-style-type: none"> • Include an all-hazards approach. • Have followed the THIRA process for threats and hazards. 			
Whole Community Preparedness			
My jurisdiction has taken steps to include all stakeholders in the planning process.			
My jurisdiction has developed a campaign to promote individual and household preparedness.			

My jurisdiction has engaged the whole community to participate in preparedness activities.			
--------------------------------------------------------------------------------------------	--	--	--

Activity 4.3: Are You Prepared? (Continued)

	Steps to Take to Improve Policies, Plans and Procedures.	Check-In
1.		
2.		
3.		
4.		
5.		

Additional Things to Do: Plan to meet with representatives of diverse populations within your community to learn about their needs firsthand.

Continuing Your Learning

Place a check next to those topics that you would like to continue learning about.

Preparedness Basics

- Preparedness doctrine and guidance
- Presidential Policy Directive 8 (PPD-8)
- National Preparedness Goal, Mission Areas, and Core Capabilities
- National Preparedness System
- Threat and Hazard Identification and Risk Assessment (THIRA)
- National Incident Management System (NIMS)

Planning, Training, and Exercising

- Importance of planning for preparedness
- Homeland Security Exercise and Evaluation Program (HSEEP)
- Incorporating training and exercises into planning

Whole Community Preparedness

- Preparedness roles, responsibilities, and contributions:
 - Individuals and households
 - Private sector
 - Nongovernmental organizations
 - Federal, state, tribal, territorial, and local government
- Sources of information for engaging individuals and households
- Programs offered to engage individuals and households

Review the following suggested resources.

FEMA Courses:

- IS-0120: An Introduction to Exercises
- IS-0139: Exercise Design
- IS-0324: Community Hurricane Preparedness
- IS-0362: Multihazard Emergency Planning for Schools
- IS-0700: An Introduction to the National Incident Management System (NIMS)
- IS-0706: NIMS Intrastate Mutual Aid
- IS-2001: Threat and Hazard Identification and Risk Assessment
- E/L0103: Planning: Emergency Operations
- E/L0131: Exercise Evaluation and Improvement Planning
- E/L/G0146: Homeland Security Exercise & Evaluation Program (HSEEP)
- G0191: ICS/EOC Interface
- G0235: Emergency Planning
- L0146: Homeland Security Exercise and Evaluation Program Training Course
- Master Exercise Practitioner Program (MEPP) Series

Web Resources:

- [FEMA's Preparedness Web page](https://www.fema.gov/emergency-managers/national-preparedness) (https://www.fema.gov/emergency-managers/national-preparedness)
- [National Preparedness Goal](https://www.fema.gov/pdf/prepared/npg.pdf) (https://www.fema.gov/pdf/prepared/npg.pdf)
- [National Preparedness System](https://www.fema.gov/pdf/prepared/nps_description.pdf) (https://www.fema.gov/pdf/prepared/nps_description.pdf)
- [CPG 201, THIRA Guide and Toolkit](https://www.fema.gov/sites/default/files/2020-07/threat-hazard-identification-risk-assessment-stakeholder-preparedness-review-guide.pdf) (https://www.fema.gov/sites/default/files/2020-07/threat-hazard-identification-risk-assessment-stakeholder-preparedness-review-guide.pdf)
- [National Incident Management System Resource Center](https://www.fema.gov/national-incident-management-system) (https://www.fema.gov/national-incident-management-system)
- Resources for private entities: [Private Sector](https://www.fema.gov/businesses-organizations) (https://www.fema.gov/businesses-organizations) [Business Sector](https://www.ready.gov/business) (https://www.ready.gov/business)

- [Lessons Learned Information Sharing](https://www.hsdl.org/c/search/?adv=0&cb=xa917abc3&collection=documents&searchfield=&all=lessons+learned+information+sharing) (https://www.hsdl.org/c/search/?adv=0&cb=xa917abc3&collection=documents&searchfield=&all=lessons+learned+information+sharing)
- [Homeland Security Exercise and Evaluation Program](https://www.fema.gov/emergency-managers/national-preparedness/exercises/hseep) (https://www.fema.gov/emergency-managers/national-preparedness/exercises/hseep)
- [International Association of Emergency Managers](https://www.iaem.org/) (https://www.iaem.org/)
- [Information About Non-Governmental Organizations](https://www.state.gov/non-governmental-organizations-ngos-in-the-united-states/) (https://www.state.gov/non-governmental-organizations-ngos-in-the-united-states/)
- [Voluntary Organizations Active in Disaster](https://www.nvoad.org/) (https://www.nvoad.org/)
- [A Whole Community Approach to Emergency Management: Principles, Themes, and Pathways for Action](https://www.fema.gov/sites/default/files/2020-07/fema_whole-community_120211.pdf) (https://www.fema.gov/sites/default/files/2020-07/fema_whole-community_120211.pdf)

Activity 5.1: Your Legal Counsel

Instructions:

Fill out the following, as it relates to your jurisdiction:

1. Who provides the legal support, guidance, or counsel (name, contact information)?

2. What and how much do they know about emergency management law?

3. Where do they stand on emergency management issues?

Activity 5.3: Jurisdictions' Legal Authority

Instructions:

- Answer the following questions in regard to your state or local jurisdictions and the legal authorities for your role as an emergency manager (or your current position).
- For any items that you do not know the answers, make a note and other participants may be able to offer assistance.

Activity 5.3 Worksheet

1. List three legal authorities or laws in your state or jurisdiction that provides the legal foundations for your role as an emergency manager (or your current position). Identify state laws and local laws.

2. What statutory immunity do you have as an emergency manager (or in your current position)?

3. In your current position, what statutory powers do you have to make Mutual Aid Agreements?

4. What Mutual Aid Agreements does your jurisdiction currently have in place?

5. In your state, what laws do you have governing public access to governmental meetings or records?

6. Does your state have any volunteer protection statues? What are they? And what do they protect volunteers from?

7. Do you have the ability to order evacuations? If so, what state statute gives you that ability? If not, who in your state as the ability to order evacuations?

Continuing Your Learning

Place a check next to those topics that you would like to continue learning about.

- Basic legal concepts
- Local, state, and tribal legal authorities
- Dillon’s Rule vs. Home Rule
- Potential liabilities for the emergency manager (e.g., planning, Mutual Aid and Assistance Agreements, Sunshine Laws, volunteers, evacuation, and sheltering)
- Federal legal authorities:
 - Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. 5121, et seq.
 - 44 CFR Part 206, the implementing regulations for the Stafford Act.
 - Homeland Security Act, Pub. L. 107-296, as amended.
 - Post-Katrina Emergency Management Reform Act (PKEMRA).
 - Disaster Mitigation Act of 2000 (Pub. L. 106-390).
 - Pets Evacuation and Transportation Standards (PETS) Act of 2006 (Pub. L. 109-308).
 - Executive Order 12148: Federal Emergency Management.
 - Homeland Security Presidential Directive 5: Management of Domestic Incidents.
 - Presidential Policy Directive 8: National Preparedness.
 - Jeanne Clery Act.
 - Sandy Recovery Improvement Act of 2013 (SRIA)

Disaster declaration process

- Other Federal laws and requirements:
 - Laws protecting civil rights (Civil Rights Act of 1964, Executive Order 13166, Rehabilitation Act of 1973, Education Amendments of 1972, Americans with Disabilities Act of 1990, ADA Amendments Act of 2008, Age Discrimination Act of 1975, Architectural Barriers Act of 1968, Fair Housing Act of 1968).
 - Occupational Safety and Health Act.
 - Health Insurance Portability and Accountability Act of 1996 (HIPAA).
 - Environmental and historic preservation laws (National Environmental Policy Act (NEPA), Executive Order 11988, National Historic Preservation Act (NHPA), and others).
- Functional Needs Support Services (FNSS).

Review the following suggested resources.

FEMA Courses:

- IS 18: FEMA EEO Employee Course
- IS 21: Civil Rights and FEMA Disaster Assistance
- IS 244: Developing and Managing Volunteers
- IS 253: Coordinating Environmental and Historic Preservation Compliance
- IS 546: Continuity of Operations Awareness Course
- IS 700: National Incident Management System (NIMS): An Introduction
- IS 706: NIMS Intrastate Mutual Aid

- G0288: Local Volunteer and Donations Management

Web Resources:

- [Authorities](https://www.fema.gov/pdf/emergency/nrf/nrf-authorities.pdf) (https://www.fema.gov/pdf/emergency/nrf/nrf-authorities.pdf): A summary of legal authorities (statutes, regulations, Executive Orders, and Presidential Directives) for emergency management is available on the NRF Resource Center.
- [Citizens Corps Volunteer Liability Guide](https://www.ready.gov/community-preparedness-webinar-series-volunteer-liability) (https://www.ready.gov/community-preparedness-webinar-series-volunteer-liability)
- [Guide Resources](https://www.ready.gov/guides) (https://www.ready.gov/guides)
- [Emergency Response: Civil Liability of Volunteer Health Professionals](https://sgp.fas.org/crs/misc/R40176.pdf) (Congressional Research Service, 2011) (https://sgp.fas.org/crs/misc/R40176.pdf)
- [National Fire Protection Association's NFPA 1600](https://www.nfpa.org/) (https://www.nfpa.org/)
- [Guidance on Planning for Integration of Functional Needs Support Services in General Population Shelters](https://www.fema.gov/pdf/about/odc/fnss_guidance.pdf) (https://www.fema.gov/pdf/about/odc/fnss_guidance.pdf)
- [Health Insurance Portability and Accountability Act of 1996 \(HIPAA\)](https://aspe.hhs.gov/reports/health-insurance-portability-accountability-act-1996) (https://aspe.hhs.gov/reports/health-insurance-portability-accountability-act-1996)

Activity 6.1: Community Analysis

Using [U.S. Census Bureau American FactFinder website](https://data.census.gov/) (<https://data.census.gov/>) gather the following information for your jurisdiction.

Age Characteristics

Most Recent Census total Population:

Most recent population estimate:

Percentage of people under 5 years old:

Percentage of people 5–19 years old:

Percentage of people 65 years and over:

Percentage of men:

Percentage of women:

Racial Characteristics

Percentage of the population who are:

White:

Black/African American:

American Indian/Alaska Native:

Asian

Asian Indian

Chinese

Filipino

Japanese

Korean

Vietnamese

Other Asian

Native Hawaiian/Other Pacific Islander

Native Hawaiian

Guamanian or Chamorro

Samoan

Other Pacific Islander

Some other race

Two or more races

Hispanic or Latino:

Mexican

Puerto Rican

Cuban

Other

Household Characteristics

Percentage of population who:

Family households:

With own children under 18 years:

Husband/Wife Family:

With own children under 18 years:

Male householder (head of home), no wife present:

With own children under 18 years:

Female householder (head of home), no wife present:

With own children under 18 years:

Nonfamily households:

Householder living alone:

Male:

65 years or over:

Female:

65 years or over:

Households with individuals under 18:

Households with individuals 65 years and over:

Average household size:

Average family size:

Housing

Total housing units (number, not percentage):

Occupied:

Vacant:

Occupied housing units:

Owner-occupied:

Renter-occupied:

Employment/Income

Unemployment rate (percentage):

Mean travel time to work (minutes):

Median household income:

Mean household income:

Public assistance or Food Stamp/SNAP benefits (percentage):

No health insurance coverage (percentage):

Education – from the American Fact Finder most recent estimates

High school graduate/GED or higher, age 25+:

Bachelor's degree or higher, age 25+:

Graduate/Professional degree or higher, age 25+:

Other Information

Total number of veterans (actual number):

Unemployment rate (percentage):

Income in the past 12 months below poverty level (percentage):

Number of people in poverty status with a disability:

Foreign born population (percentage):

Speak a language other than English (percentage):

Total number of languages spoken (get information from other sources, such as local school district if necessary):

Top 5 languages spoken (get information from other sources, such as local school district if necessary):

Land area in square miles:

Population per square mile:

FEMA Courses:

- IS 20: Diversity Awareness
- IS 21: Civil Rights Awareness
- IS 366: Planning for the Needs of Children in Disaster

Activity 7.4: Federal and State Contacts

Instructions:

Complete the State and Federal Contacts Worksheet, below. This is a basic worksheet; you may already be aware of your primary contacts at the state and FEMA levels. Emergency Managers should also be familiar with the protocols involved in contacting different levels of government (e.g., going through the state prior to contacting higher levels).

STATE Contacts

Contacts	Address	Phone
Homeland Security		
Emergency Management		
EM – General		
EM – Public Assistance		
EM – Individual Assistance		
EM – Hazard Mitigation		
EM – Other		
EM – Other		

FEMA Contacts

Contacts	Address	Phone
FEMA Regional Office		
FEMA – Public Assistance		
FEMA – Individual Assistance		
FEMA – Hazard Mitigation		
FEMA – Other		
FEMA – Other		

Activity 8.2: Prevention/Protection Policies, Plans, and Procedures

Instructions:

Answer the following questions in regard to your state or local jurisdictions.

Check-In:

1. For any items that you do not know the answers, make a note and other participants may be able to offer assistance.
2. For any items that you marked “No”, make a note and other participants may be able to offer assistance.

Questions:

1. What are your community’s prevention/protection policies, plans, and procedures?

2. What are your community’s protection/protection policies, plans, and procedures?

Does your jurisdiction have policies, plans, and procedures for:	Yes	No	Check-In
Analyzing its Core Capabilities for prevention and protection and considering strategies for enhancing them.			
Prevention/Protection projects planned or underway.			
Security protocols in place to protect critical infrastructure, public venues, government facilities, and other facilities that could be targets for terrorist acts.			
An ongoing public education program for prevention and protection.			

Continuing Your Learning

Place a check next to those topics that you would like to continue learning about.

- How Prevention and Protection support Preparedness
- Guiding principles for Prevention and Protection
- Planning issues for Prevention and Protection
- Prevention doctrine and guidance
- Prevention Core Capabilities and critical tasks
- Protection doctrine and guidance
- Protection Core Capabilities and critical tasks.
- Protection mission activities
- The National Infrastructure Protection Plan
- Critical infrastructure sectors

Review the following suggested resources.

FEMA Courses:

- IS5.a: An Introduction to Hazardous Materials
- IS55: Household Hazardous Materials – A Guide for Citizens
- IS340: Hazardous Materials Prevention
- IS821: Critical Infrastructure and Key Resources Support Annex
- IS860: National Infrastructure Protection Plan (NIPP)
- IS871: Dams Sector: Security Awareness
- IS872: Dams Sector: Protective Measures
- IS891: Facility Security Level Determinations for Federal Facilities

- IS892: Physical Security Criteria for Federal Facilities
- IS893: Facility Security Committees
- IS906: Workplace Security Awareness
- IS912: Retail Security Awareness: Understanding the Hidden Hazards

Web Resources:

- [National Prevention Framework](https://www.fema.gov/sites/default/files/2020-04/National_Prevention_Framework2nd-june2016.pdf) (https://www.fema.gov/sites/default/files/2020-04/National_Prevention_Framework2nd-june2016.pdf)
- [National Protection Framework](https://www.fema.gov/sites/default/files/2020-04/National_Protection_Framework2nd-june2016.pdf) (https://www.fema.gov/sites/default/files/2020-04/National_Protection_Framework2nd-june2016.pdf)
- [Critical Infrastructure and Key Resources \(CIKR\) Resource Center](https://www.cisa.gov/critical-infrastructure-and-key-resources-support-annex) (https://www.cisa.gov/critical-infrastructure-and-key-resources-support-annex)
- [National Infrastructure Protection Plan and Sector-Specific Plans](https://www.dhs.gov/xlibrary/assets/nipp_sctrplans.pdf) (https://www.dhs.gov/xlibrary/assets/nipp_sctrplans.pdf)
- [Comprehensive National Cybersecurity Initiative \(CNCI\)](https://www.whitehouse.gov/priorities/) (https://www.whitehouse.gov/priorities/)
- [National Strategy for Global Supply Chain Security](https://www.whitehouse.gov/briefing-room/statements-releases/2023/11/27/fact-sheet-president-biden-announces-new-actions-to-strengthen-americas-supply-chains-lower-costs-for-families-and-secure-key-sectors/) (https://www.whitehouse.gov/briefing-room/statements-releases/2023/11/27/fact-sheet-president-biden-announces-new-actions-to-strengthen-americas-supply-chains-lower-costs-for-families-and-secure-key-sectors/)

Activity 9.1: Mitigation in Your Community

Instructions:

1. Answer the following questions.
 - a. What are some threats/hazards in my community?
 - b. What are some risks in my community?
 - c. Where are some areas in which my community could be more resilient?
2. Review the list of critical tasks for mitigation in the IAW.
3. Identify (or use from the previous activity) the three most important threats/hazards/risks for mitigation in your jurisdiction.
4. Complete the table with steps you'll take to mitigate these threats/hazards.

Questions:

1. What are some threats/hazards in my community?

2. What are some risks in my community?

3. Where are some areas that my community could be more resilient?

Tasks	Steps You'll Take to Mitigate

Examples of Critical Tasks for Mitigation

Core Capability	Examples of Critical Tasks
<p>Threats and Hazard Identification</p>	<ul style="list-style-type: none"> • Gather required data in a timely and accurate manner in order to effectively identify threats and hazards. • Ensure that the right data are received by the right people at the right time. • Share natural hazards data in a transparent and accessible way. • Strike a proper balance between dissemination and classification of national security and intelligence information. • Build cooperation between private and public sectors by protecting internal interests but sharing threats and hazard identification resources and benefits. • Leverage available third-party data, tools, and information; social media; and open-source technology. • Translate data into meaningful and actionable information through appropriate analysis and collection tools.

<p>Risk and Disaster Resilience Assessment</p>	<p>Data</p> <ul style="list-style-type: none"> • Share risk assessment data, both new and existing, to establish common operations across Mission Areas and standardized data requirements and guidance. Secure sensitive data as appropriate. • Provide the right data to the right people at the right time. • Incorporate vulnerability data sets such as population, demographic, infrastructure inventory and condition assessment information, critical infrastructure, lifelines, key resources, building stock, and economic data to calculate the risk from the threats and hazards identified. • Create and maintain redundant systems for storing information. • Establish standard data formats to enable sharing of vulnerability data and risk assessment outputs. • Update risk assessments to include changes to the risks and the physical environment. This includes aging infrastructure, new development, new mitigation projects and initiatives, post event verification/validation, new technologies or improved methodologies, and better or more up-to-date data. <p>Analysis</p> <ul style="list-style-type: none"> • Develop faster analysis tools to provide data more quickly to those who need it, and make use of tools and technologies such as Geographic Information Systems (GIS). • Validate, calibrate, and enhance risk assessments by relying on experience and knowledge beyond raw data or models. • Take advantage of knowledge gained by those who have experienced incidents to help understand all the interdependencies, cascading impacts, and vulnerabilities associated with threats and hazards. • Understand social and structural vulnerabilities. • Consolidate analysis efforts to remove useless duplication and provide a more uniform picture of the risks. <p>Education and Training</p> <ul style="list-style-type: none"> • Build the capability within communities to analyze and assess risk and resilience. • Train for the development of risk assessments to help with the standardization of assessment outputs. • Create a risk-driven culture through robust analysis.
-------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

	<ul style="list-style-type: none"> • Ensure that data users and assessment stakeholders know where to get data and what to do with it. • Train stakeholders to have the same accurate and comprehensive standards of risk assessment. • Use risk assessments to design exercises for response activities and to determine the feasibility of mitigation projects and initiatives.
Planning	<ul style="list-style-type: none"> • Create a planning process that is ongoing and builds on itself—focusing a community’s capabilities on risk-based decisions. • Collaborate, cooperate, and build consensus across other disciplines that impact plans. • Seek out and incorporate the whole community in planning efforts. • Foster public-private partnerships to promote resiliency and maximize utilization of available resources. • Promote planning initiatives through multiple media sources. • Share success stories where resilience-based planning has demonstrated measurable effectiveness in creating economic vitality within communities. • Build on the expertise, knowledge, and systems in place within the community. • Engage in a peer-to-peer mentoring structure that promotes best practices, particularly when the planning capability is not present in a community. • Understand the full range of animal issues in the community. This will ensure that the jurisdiction is equipped to comprehensively address human and animal issues and take steps to mitigate vulnerabilities in this area during or after a disaster.
Community Resilience	<ul style="list-style-type: none"> • Know your community’s systems—who makes up the community and how to build constructive partnerships. • Understand the risks facing a community, including physical, social, economic, and environmental vulnerabilities to all threats and hazards. • Recognize and communicate the reinforcing relationships between environmental stewardship and natural hazard risk reduction (e.g., enhancement of flood storage through wetland protection/restoration and holistic floodplain management).

	<ul style="list-style-type: none"> • Promote whole community communications across social networks and organizations where interdependency is recognized and key to proactive planning and response. • Foster sustained communication, civic engagement, and the development and implementation of long-term risk-reduction actions in the whole community. • Convince community members of the value of mitigation for reducing the impact of disasters and the scale of response and recovery efforts. • Identify and promote sound choices and discourage bad ones. • Inspire transparency in risk management decision making so that individuals, communities, private organizations, and all levels of government demonstrate how resilience is considered. • Recognize the interdependent nature of the economy, health and social services, housing infrastructure, and natural and cultural resources within a community. • Acknowledge and seek out naturally occurring relationships within communities and build relationships before disasters or incidents occur. • Educate the next generation of community leaders and resilience professionals; learn from the past and from what is working in the present.
<p>Public Information and Warning</p>	<p>Steady-State/Ongoing Operations</p> <ul style="list-style-type: none"> • Persuade the public that it is worthwhile to build a resilient community. Encourage private and public sector partners to work together to communicate the benefits of mitigation action and arrive at solutions. • Communicate priorities and actions identified through risk analysis and plans to stakeholders and those expected to take action to reduce risk. • Refine and consider options to publicly release potentially sensitive risk information. • Use social media, websites such as Ready.gov, and smartphone applications, as well as more traditional mechanisms such as community meetings or ethnic media outlets, to inform the public of actions to take to connect preparedness to resilience. • Promote mitigation and resilience to the public through a national preparedness campaign to increase public awareness and motivate individuals to build societal resilience prior to an event.

	<ul style="list-style-type: none"> • Support and increase the number of communities that develop and share risk reduction products (e.g., building codes, design standards, floodplain management principles and practices, architectural accessibility standards, etc.). <p>Incident-Driven Operations</p> <ul style="list-style-type: none"> • Share prompt instructional messages, including specific hazard and threat public alert systems as appropriate, to help people prepare for imminent or follow-on incidents. Provide the tools necessary to make decisions quickly, such as a synchronization matrix that allows multiple leaders to make independent decisions. • Share information obtained through coordinating activities to inform response and recovery decision making by effectively communicating threat and hazard risk analysis. For example, use the Threats and Hazard Identification and Risk Assessment or the Federal Bureau of Investigation (FBI) Annual Threat Report. • Conduct outreach with atypical partners. Coordinate common messaging and verified source communications through local community leaders. • Coordinate the release of timely incident-specific information and monitor for the release of incorrect information following a natural, technological, or manmade disaster. • Capitalize on the critical post-disaster window of opportunity and the media information cycle to influence public opinion to take steps toward future mitigation. <p>Change Management</p> <ul style="list-style-type: none"> • Address evolving risk perception and risk communication within a community. • Practice science-based methods such as community-based social marketing to create behavior change.
<p>Long-Term Vulnerability Reduction</p>	<p>Individual and Local Community</p> <ul style="list-style-type: none"> • Broaden the use of natural hazards and catastrophic insurance. • Develop plans and recognize that a prepared individual or family is the foundation of a resilient community. • Promote neighborhood activities such as participation in awareness campaigns. • Adopt and enforce a suitable building code to ensure resilient construction. • Capitalize on opportunities during the recovery building process to further reduce vulnerability.

	<p>Private Sector and Government</p> <ul style="list-style-type: none"> • Put community plans to work. Execute identified risk-management priorities and actions from analysis and planning processes in the community. • Make risk reduction a priority in capital improvement projects. • Employ a variety of incentives, statutory and regulatory requirements, and voluntary initiatives to implement successful practices throughout communities. • Be transparent and explicit about mitigation efforts in order to increase and sustain whole community investment, reduce duplication of effort, and encourage complementary efforts by partners. • Establish standards and practices to reduce long-term vulnerability. • Capitalize on opportunities during the recovery building process to further reduce vulnerability.
<p>Operational Coordination</p>	<p>Steady-State/Ongoing Operations</p> <ul style="list-style-type: none"> • Establish procedures and build relationships that support mitigation capabilities across the whole community and emphasize a coordinated delivery of mitigation capabilities. • Identify mitigation roles and responsibilities and engage stakeholders across the whole community to support the information sharing process. • Recognize the complexity of various interest groups and integrate organizations across communities, including public-private partnerships. <p>Incident-Driven Operations</p> <ul style="list-style-type: none"> • Emphasize mitigation technique integration into Incident Command System (ICS) planning cycles by Command and General Staff representatives and educate whole community partners. • Use and leverage mitigation products and capabilities, such as the identification of threats and the assessment of risk, to support incident operations. • Capitalize on opportunities for mitigation actions following disasters and incidents. <p>Change Management</p> <ul style="list-style-type: none"> • Adapt to evolving risks and changing conditions. • Look for ways to include new stakeholders in mitigation capabilities.

Activity 9.4: Jurisdictions' Mitigation Efforts

Instructions:

1. Complete the self-assessment of your jurisdiction's mitigation efforts.

Determine if your jurisdiction:

Question/Criterion	Yes	No
Has analyzed its Core Capabilities for mitigation and considered strategies for enhancing them.		
Has hazard mitigation projects planned or underway.		
Is subject to hazards that have been identified but not yet addressed.		
Has building codes and ordinances intended to mitigate hazards.		
Has an ongoing public education program for mitigation.		

Continuing Your Learning

Review your jurisdiction's mitigation policies, plans, and procedures. Next, list steps you plan to take to improve your policies, plans, and procedures for mitigation.

Federal Hazard Mitigation Programs

Program	Description
Pre-Disaster Mitigation Program	<p>The Pre-Disaster Mitigation (PDM) Program provides funds to states, territories, Indian tribal governments, communities, and universities for hazard mitigation planning and the implementation of mitigation projects prior to a disaster event.</p> <p>Funding these plans and projects reduces overall risks to the population and structures, while also reducing reliance on funding from actual disaster declarations. PDM grants are awarded on a competitive basis and without reference to state allocations, quotas, or other formula-based allocation of funds.</p>
Flood Mitigation Assistance Program	<p>The Flood Mitigation Assistance (FMA) Program was created as part of the National Flood Insurance Reform Act (NFIRA) of 1994 (42 U.S.C. 4101) with the goal of reducing or eliminating claims under the NFIP.</p> <p>FEMA provides FMA funds to assist states and communities in implementing measures that reduce or eliminate the long-term risk of flood damage to buildings, manufactured homes, and other structures insured under the NFIP.</p>

Hazard Mitigation Grant Program (HMGP)	<p>The HMGP is authorized under Section 404 of the Stafford Act and is the main post-disaster Hazard Mitigation Program. It provides grants to states and local governments to implement long-term hazard mitigation measures after a major disaster declaration. The HMGP is intended to reduce the loss of life and property due to natural disasters and to enable hazard mitigation measures to be implemented during the immediate recovery from a disaster.</p> <p>The amount of funding available for the HMGP is calculated from the total Individual Assistance plus Public Assistance amounts minus administrative costs. If the state has an approved hazard mitigation plan, the HPMG amount may be as much as 7.5 percent of the total FEMA disaster assistance to the state. Local communities with FEMA-approved Hazard Mitigation Plans submit applications for grants to fund projects that have been identified in their hazard mitigation strategy. Under the DMA 2000 planning regulations, consistency between the HMGP project application and the approved Hazard Mitigation Plan is crucial.</p> <p>FEMA can fund up to 75 percent of the eligible costs for each project. The state or grantee must provide a 25-percent match, from cash and/or in-kind sources.</p> <p>The Sandy Recovery Improvement Act of 2013 (SRIA) authorizes a pilot project to allow FEMA to provide up to 25% of the estimated costs for eligible hazard mitigation measures before they are incurred, with a maximum HMGP ceiling of \$10 million.</p> <p>Some examples of eligible HMGP activities include:</p> <ul style="list-style-type: none">• Acquisitions of hazard-prone property.• Building elevations.• Drainage upgrades.• Education and training.• Engineering studies.• Flood proofing.• Land-use planning.• Seismic retrofits.• Slope stabilization.• Storm shutters.• Window film.• Zoning and building code ordinance development/strengthening.
-----------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

	To be funded, HMGP projects must be cost effective, a permanent or long-term solution, environmentally sound, and consistent with state and local Hazard Mitigation Plan strategies.
--	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Hazard Mitigation Assistance: Summary

Eligible Applicants

Entity	HMGP	PDM	FMA
State agencies	X	X	X
Tribal governments	X	X	X

States, territories, and tribal governments are eligible HMA Applicants. Each state, territory, and tribal government designates one agency to serve as the Applicant for each HMA program. A tribal government may have the option to apply for HMA grants through the state as a sub-applicant or directly to FEMA as an Applicant.

Eligible Sub-Applicants

Entity	HMGP	PDM	FMA
State agencies	X	X	X
Tribal governments	X	X	X
Local governments/communities	X	X	X
Private Nonprofit (PNP) organizations	X		

All programs have the same sub-applicant eligibility except for HMGP, which also allows private nonprofit organizations to be sub-applicants. For specific details regarding eligible sub-applicants, refer to the following resources:

- HMGP: 44 CFR Part 206.434(a)
- FMA: 44 CFR Part 79.6(a)
- Definition of local governments for HMGP and PDM: 44 CFR Part 206.2(16). Individuals and businesses are not eligible to apply for HMA funds; however, an eligible Applicant or sub-applicant may apply for funding to mitigate private structures.

What Can Be Funded?

	Projects	Planning	Multi-hazard
HMGP	X	X	X
PDM	X	X	X
FMA	X	X	

HMGP and PDM fund multi-hazard mitigation projects and plans. FMA only addresses flooding hazards. FMA funds flood mitigation projects and the flood portion of Hazard Mitigation Plans.

Plan Requirements:

	State/Tribal Mitigation Plan	Local Mitigation Plan
HMGP	X	X
PDM	X	X
FMA	X	X

All Applicants and sub applicants must have Hazard Mitigation Plans meeting the requirements of 44 CFR Part 201.

Applicant Requirements:

- For PDM and FMA, all Applicants must have a FEMA-approved state or tribal (Standard or Enhanced) Hazard Mitigation Plan by the application deadline and at the time of obligation of the grant funds.
- For HMGP in general, all Applicants must have a FEMA-approved state or tribal (Standard or Enhanced) Hazard Mitigation Plan at the time of the disaster declaration and at the time HMGP funding is obligated to the Grantee in order to receive an HMGP award.

Sub applicant Requirements:

- For PDM and FMA, all sub-applicants must have a FEMA-approved local Hazard Mitigation Plan by the application deadline and at the time of obligation of grant funds.
- For HMGP, sub-applicants must have a FEMA-approved local Hazard Mitigation Plan at the time of obligation of funds. More details and exceptions are provided in the HMGP-specific section of this module.
- For all HMA programs, there is no local Hazard Mitigation Plan requirement if the sub-applicant is applying for a planning sub-grant.

Ineligible Activities

The following are examples of activities that are not eligible for HMA funding:

- Projects that do not reduce the risk to people, homes, neighborhoods, structures, or infrastructure.
- Projects that are dependent on another phase of a project(s) in order to be effective and/or feasible (i.e., not a stand-alone mitigation project that solves a problem independently or constitutes a functional portion of a solution).
- Projects for which actual physical work such as groundbreaking, demolition, or construction of a raised foundation has occurred prior to award. Projects for which demolition and debris removal related to structures proposed for acquisition or mitigation reconstruction has already occurred may be eligible when such activities were initiated or completed under the FEMA Public Assistance Program to alleviate a health or safety hazard as a result of a disaster.

- Projects constructing new buildings or facilities with the exception of safe room construction and SRL mitigation reconstruction.
- Projects that address operation, deferred or future maintenance, repairs, or replacement (without a change in the level of protection provided) of existing structures, facilities, or infrastructure (e.g., dredging, debris removal, replacement of obsolete utility systems, bridges, and facility repair/rehabilitation).
- Studies not directly related to the design and implementation of a proposed mitigation project.
- Preparedness measures and response equipment (e.g., response training, electronic evacuation road signs, interoperable communications equipment).

The above list is not comprehensive, and the absence of an activity from the above ineligible activity list does not mean it is eligible for HMA funding.

Cost Sharing

The total cost to implement approved mitigation activities is generally funded by a combination of Federal and non-Federal sources. In general, HMA funds may be used to pay up to 75 percent of the eligible activity costs. The remaining 25 percent of eligible activity costs are derived from non-Federal sources. Exceptions are shown in the following table.

The non-Federal share must be an eligible cost used in direct support of the approved activities under this guidance and the grant award. Contributions of cash, in-kind services or materials, or any combination thereof, may be accepted as part of the non-Federal cost share. Cost-share requirements also extend to management costs.

Because available HMGP management costs are calculated as a percentage of the Federal funds provided, the non-Federal share is already accounted for. Sub-applicants should consult their State Hazard Mitigation Officer (SHMO) for the amount or percentage of HMGP subgrantee management cost funding their state has determined to be passed through to subgrantees.

Programs	Mitigation Activity Grant*	Management Costs*—Grantee	Management Costs*—Subgrantee
HMGP	75/25	100/0	(Varies by state)
PDM	75/25	75/25	75/25
PDM – Subgrantee is small, impoverished community.	90/10	75/25	90/10
PDM – Tribal grantee is small, impoverished community.	90/10	90/10	90/10
FMA	75/25	75/25	75/25
FMA – Severe repetitive loss	90/10	90/10	90/10

property with Repetitive Loss Strategy.			
-----------------------------------------	--	--	--

Continuing Your Learning

Place a check next to those topics that you would like to continue learning about.

- Mitigation Core Capabilities and critical tasks.
- Your mitigation roles and responsibilities
- Mitigation strategies
- Federal mitigation programs: PDM, FMA, RDC, SRL, HMGP, NFIP, CRS
- How to develop a Mitigation Plan
- Strategies for engaging the whole community in support of mitigation

Review the following suggested resources.

FEMA Courses:

- IS 30: Mitigation eGrant System for the Subgrant Applicant
- IS 31: Mitigation eGrants for the Grant Applicant
- IS 212: Introduction to Unified Hazard Mitigation Assistance
- IS 366: Planning for the Needs of Children in Disasters
- IS 393: Introduction to Mitigation
- IS 394: Protecting Your Home or Small Business from Disaster
- E0212: Unified Hazard Mitigation Assistance
- G0393: Mitigation for Emergency Managers

Web Resources:

[National Mitigation Framework](https://www.fema.gov/emergency-managers/national-preparedness/frameworks/mitigation) (https://www.fema.gov/emergency-managers/national-preparedness/frameworks/mitigation) [Hazard Mitigation Assistance Unified Guidance](https://www.fema.gov/grants/mitigation/hazard-mitigation-assistance-guidance) (https://www.fema.gov/grants/mitigation/hazard-mitigation-assistance-guidance)

- FEMA's How-To Guides:
 - 386-1: Getting Started
 - 386-2: Understanding Your Risks
 - 386-3: Developing the Mitigation Plan
 - 386-4: Bringing the Plan to Life
 - 386-5: Using Benefit-Cost Review in Mitigation Planning
 - 386-6: Integrating Historic Property and Cultural Resource Considerations into Hazard Mitigation Planning
 - 386-7: Integrating Manmade Hazards into Mitigation Planning
 - [386-8: Multi-Jurisdictional Mitigation Planning](https://www.fema.gov/pdf/fima/386-6_Book.pdf) (https://www.fema.gov/pdf/fima/386-6_Book.pdf)
- [Answers to Questions About the NFIP](https://agents.floodsmart.gov/resource-library/nfip-answers-to-questions) (https://agents.floodsmart.gov/resource-library/nfip-answers-to-questions)

- [Community Rating System \(CRS\)](https://www.fema.gov/floodplain-management/community-rating-system) (https://www.fema.gov/floodplain-management/community-rating-system)
- [No Adverse Impact \(NAI\) Floodplain Management](https://www.floods.org/resource-center/nai-no-adverse-impact-floodplain-management/) (https://www.floods.org/resource-center/nai-no-adverse-impact-floodplain-management/)
- [Planning for a Sustainable Future: The Link Between Hazard Mitigation and Livability \(FEMA 364\)](https://www.fema.gov/sites/default/files/2020-07/state-mitigation-planning-guidance.pdf) (https://www.fema.gov/sites/default/files/2020-07/state-mitigation-planning-guidance.pdf)
- [Threat and Hazard Identification and Risk Assessment \(THIRA\) and Stakeholder Preparedness Review \(SPR\) Guide](https://www.fema.gov/sites/default/files/2020-04/CPG201Final20180525.pdf) (https://www.fema.gov/sites/default/files/2020-04/CPG201Final20180525.pdf)

Activity 10.2: Operations Planning

Instructions:

Answer the questions relating to emergency operations planning in your jurisdiction.

1. Who participates in emergency operations planning in your jurisdiction?

2. What mechanisms do you have to ensure that the EOP is regularly maintained?

Activity 10.6: Jurisdiction Response Preparedness

Instructions:

Assess your current response preparedness.

Question/Criterion	Yes	No
<ul style="list-style-type: none"> The jurisdiction has Emergency Operations Plans, policies, and procedures that are consistent with the NIMS principles. 		
<ul style="list-style-type: none"> My jurisdiction’s Emergency Operations Plan: <ul style="list-style-type: none"> Is based on an up-to-date threat/hazard/vulnerability analysis. Is linked vertically and horizontally to other plans. Is evaluated after each exercise or incident or at least annually. Incorporates Continuity of Operations. 		
<ul style="list-style-type: none"> There are sufficient qualified personnel to assume ICS Command and General Staff positions. 		
<ul style="list-style-type: none"> Procedures exist for ensuring that common terminology is used for organizational functions, resource descriptions, and incident facilities. 		
<ul style="list-style-type: none"> An incident management handbook or other procedures exist to guide all response activities, including incident action planning. 		
<ul style="list-style-type: none"> Information management systems are used to collect data and track the status and location of resources. 		
<ul style="list-style-type: none"> Established procedures and protocols are followed for identifying resource requirements, requesting resources, prioritizing requests, activating and mobilizing resources to incidents, and returning resources to normal status. 		
<ul style="list-style-type: none"> My jurisdiction has procedures in place for acquiring and inventorying resources. 		
<ul style="list-style-type: none"> My jurisdiction has established Mutual Aid and Assistance Agreements. 		
<ul style="list-style-type: none"> Procedures are in place to ensure that all tactical resources check in at an incident site and report any change in status. 		
<ul style="list-style-type: none"> Standards exist for demobilizing resources. 		
<ul style="list-style-type: none"> Tabletop or functional exercises are conducted with all potential members of the Unified Command. 		

<ul style="list-style-type: none"> • Procedures are established for addressing the interface between the on-scene Incident Command and other elements of the Multiagency Coordination System. 		
<ul style="list-style-type: none"> • Tabletop or functional exercises are conducted to test the interface between the on-scene Incident Command and other elements of the Multiagency Coordination System. 		
<ul style="list-style-type: none"> • Elected and appointed officials have completed the ICS 402 overview course and participate in exercises. 		

Continuing Your Learning

Learn more about response in your community.

- If you are not a first responder, ask to shadow responders during incidents to become acquainted with command functions.
- If you are a first responder, ask to shadow personnel at an Emergency Operations Center or other coordination center.
- Review recent After-Action Reports from incidents, planned events, and exercises.
- Place a check next to those topics that you would like to continue learning about.
- Incident command system features and principles.
- Response Core Capabilities and critical tasks.
- Response roles and responsibilities.
- Incident decision making.
- Initial incident management
- Activation of the EOC.
- EOC support planning.
- Resource management.
- Unified command.
- Multiagency coordination.
- Planning for resource management.
- Resource typing.

Review the following suggested resources.

FEMA Courses:

Independent Study:

- IS 100: (ICS-100) Introduction to Incident Command System
- IS 701: NIMS Multiagency Coordination System (MACS) Course
- IS 702: National Incident Management System (NIMS) Public Information Systems
- IS 703: NIMS Resource Management Course
- IS 704: NIMS Communications and Information Management
- IS 775: EOC Management and Operations
- IS 800: National Response Framework: An Introduction

- E0947: IEMC: Emergency Operations Center—Incident Management Team Interface
- G0191: Incident Command System/Emergency Ops Center (ICS/EOC) Interface

Classroom:

- ICS 300: Intermediate ICS for Expanding Incidents (EMI Course Number: G0300)
- ICS 400: Advanced ICS Command and General Staff—Complex Incidents (EMI Course Number: G0400)
- ICS 402: Incident Command System (ICS) Overview for Executives/Senior Officials (EMI Course Number: G0402)

Web Resources:

- [National Response Framework](https://www.fema.gov/pdf/emergency/nrf/nrf-core.pdf) (https://www.fema.gov/pdf/emergency/nrf/nrf-core.pdf)
- [NRF Resource Center](https://www.fema.gov/emergency-managers/national-preparedness/frameworks/response) (https://www.fema.gov/emergency-managers/national-preparedness/frameworks/response) - A Web-based resource center that provides information, documents, briefings, training, and other resources related to the National Response Framework.
- [National Incident Management System \(NIMS\) Resource Center](https://www.fema.gov/emergency-managers/nims) (https://www.fema.gov/emergency-managers/nims) – A Web-based resource center that provides information, documents, briefings, training, and other resources related to NIMS.
- [Incident Command System \(ICS\) Resource Center](https://training.fema.gov/emiweb/is/icsresource/) (https://training.fema.gov/emiweb/is/icsresource/) – A Web-based resource center that provides ICS review materials, forms, training opportunities, job aids, references, and links.
- [Occupational Safety and Health Administration \(OSHA\) ICS eTool](https://www.osha.gov/etools) (https://www.osha.gov/etools) – Designed to provide basic information about the Incident Command System and Unified Command, specifically as it relates to the National Contingency Plan 40 CFR Part 300.
- [FIRESCOPE](https://www.firescope.org/) (https://www.firescope.org/)– A national leader in the development of all-risk management and multiagency coordination systems. The FIRESCOPE Web site includes resource information and tools.

Activity 11.2: Recovery Policies, Plans, and Procedures

Instructions:

Determine if your jurisdiction has policies, plans, and procedures for:

Question/Criterion	Yes	No
Disaster Recovery Planning		
Establishing Recovery Support Functions		
Documentation		
Debris Management Plan		
Emergency/Disaster Declaration Procedures		
Disaster Recovery Center locations		

Continuing Your Learning

Place a check next to those topics that you would like to continue learning about.

- Recovery core principles
- Local government disaster recovery operations
- State disaster recovery operations
- Tribal disaster recovery operations
- Federal Government disaster recovery operations
- How to develop a Disaster Recovery Plan
- Recovery Support Functions
- Business recovery
- Damage assessment
- Disaster housing
- Individual Assistance Program
- Public Assistance Program
- Debris management

Review the following suggested resources.

FEMA Courses:

- IS1: Emergency Manager: An Orientation to the Position
- IS7.a: Citizen's Guide to Disaster Assistance
- IS208: State Disaster Management
- IS253: Coordinating Environmental and Historic Preservation Compliance
- IS288: The Role of Voluntary Agencies in Emergency Management
- IS403: Introduction to Individual Assistance

- IS552: The Public Works Role in Emergency Management
- IS630: Introduction to the Public Assistance Process*
- IS631: Public Assistance Operations I*
- IS632: Introduction to Debris Operations
- IS814: Emergency Support Function (ESF) #14 – Long Term Community Recovery
- E0210: Recovery from Disaster: The Local Government Role (EMI resident course)
- G0270: Recovery from Disaster: The Local Government Role (EMI field course)

*IS630 and IS631 will be replaced by a combined course, to be numbered IS0634 when available.

FEMA Publications and Web Resources:

- [Sandy Recovery Improvement Act of 2013](https://www.fema.gov/disaster/sandy-recovery-improvement-act-2013) (<https://www.fema.gov/disaster/sandy-recovery-improvement-act-2013>)
- [CRS Report for Congress r42991: Analysis of the Sandy Recovery Improvement Act of 2013](https://fas.org/sgp/crs/misc/R42991.pdf) (March 11, 2013) (<https://fas.org/sgp/crs/misc/R42991.pdf>)
- [National Disaster Recovery Framework: Strengthening Disaster Recovery for the Nation \(September 2011\)](https://www.fema.gov/emergency-managers/national-preparedness/frameworks/recovery) (<https://www.fema.gov/emergency-managers/national-preparedness/frameworks/recovery>)
- [FEMA P-323: Public Assistance Applicant Handbook \(March 2010\)](https://www.fema.gov/pdf/government/grant/pa/fema323_app_handbk.pdf) (https://www.fema.gov/pdf/government/grant/pa/fema323_app_handbk.pdf)
- [FEMA P-325: Public Assistance Debris Management Guide \(July 2007\)](https://www.fema.gov/pdf/government/grant/pa/demagde.pdf) (<https://www.fema.gov/pdf/government/grant/pa/demagde.pdf>)
- [FEMA 229: Disaster Assistance: A Guide to Recovery Programs \(September 2005\)](https://www.hsdl.org/?view&did=32442) (<https://www.hsdl.org/?view&did=32442>)
- [FEMA's Recover and Build](https://www.fema.gov/pdf/recoveryframework/community_planning_capacity_building_rsf.pdf) (https://www.fema.gov/pdf/recoveryframework/community_planning_capacity_building_rsf.pdf)
- FEMA P-546: Recovering from the Disaster; A Review of FEMA Recovery Program Procedures for Local Government Officials (DVD 08291-1, April 2007)

Activity 12.3: Technology in Emergency Management

Instructions:

Answer the questions. Determine if your jurisdiction:

Question/Criterion	Yes	No
Addresses communications issues in Mutual Aid and Assistance Agreements.		
Makes use of current technologies for alerts and warnings.		
Makes use of current technologies (e.g., GIS, modeling and projection tools) in emergency management.		
Has incorporated use of social media into emergency management.		

Continuing Your Learning

Place a check next to those topics that you would like to continue learning about.

- How technology supports the Common Operating Picture and situation awareness
- Technology options and best practices for interoperable communications
- Developing communications plans
- Use of technology in communicating with the public
- Current technologies for enhancing emergency management

Review the following suggested resources.

FEMA Publications and Web Resources:

- [FEMA's presence on the Internet](https://www.fema.gov/about/news-multimedia/social-media) (https://www.fema.gov/about/news-multimedia/social-media)
- [SAFECOM](https://www.cisa.gov/safecom) (https://www.cisa.gov/safecom) resources related to interoperability
- [DigitalGov](https://digital.gov/) (https://digital.gov/): Guidance for government agencies in using technological tools (the Web, social media, contact centers, cloud computing, mobile devices, and others) to improve information exchange.
- [CISA Interoperable Communications Technical Assistance Program](https://www.cisa.gov/safecom/resources-tools/programs/interoperable-communications-technical-assistance-program) (https://www.cisa.gov/safecom/resources-tools/programs/interoperable-communications-technical-assistance-program)
- [Emergency Management and Response – Information Sharing and Analysis Center \(EMR-ISAC\)](https://www.usfa.fema.gov/a-z/critical-infrastructure-protection.html) (https://www.usfa.fema.gov/a-z/critical-infrastructure-protection.html)
- [Envirofacts](https://envirofacts.gov/) (https://envirofacts.gov/)
- [Natural Hazards Center](https://hazards.colorado.edu/) (https://hazards.colorado.edu/)
- [Hazards U.S. Multi-Hazard](https://coast.noaa.gov/digitalcoast/tools/hazus-mh.html) (https://coast.noaa.gov/digitalcoast/tools/hazus-mh.html)
- [CAMEO](https://www.epa.gov/cameo) (https://www.epa.gov/cameo)
- [ALOHA](https://www.epa.gov/cameo/aloha-software) (https://www.epa.gov/cameo/aloha-software)

- [Integrated Public Alert and Warning System \(IPAWS\)](https://www.fema.gov/emergency-managers/practitioners/integrated-public-alert-warning-system) (https://www.fema.gov/emergency-managers/practitioners/integrated-public-alert-warning-system)
- [Wireless Emergency Alerts](https://www.fcc.gov/public-safety-and-homeland-security/policy-and-licensing-division/alerting/general/wireless) (https://www.fcc.gov/public-safety-and-homeland-security/policy-and-licensing-division/alerting/general/wireless)
- [Common Alerting Protocol | FEMA.gov](https://www.fema.gov/emergency-managers/practitioners/integrated-public-alert-warning-system/technology-developers/common-alerting-protocol) (https://www.fema.gov/emergency-managers/practitioners/integrated-public-alert-warning-system/technology-developers/common-alerting-protocol)
- [Enhanced Non-Weather Alerts](https://www.weather.gov/dsb/nonweatheralerts) (https://www.weather.gov/dsb/nonweatheralerts)
- [National Terrorism Advisory System \(NTAS\)](https://www.dhs.gov/national-terrorism-advisory-system) (https://www.dhs.gov/national-terrorism-advisory-system)
- [National Communications System: Government Emergency Telecommunication System \(GETS\)](https://www.dhs.gov/government-emergency-telecommunications-service-gets) (https://www.dhs.gov/government-emergency-telecommunications-service-gets)
- [Wireless Priority Services \(WPS\)](https://www.cisa.gov/resources-tools/services/wireless-priority-service-wps) (https://www.cisa.gov/resources-tools/services/wireless-priority-service-wps)
- [Telecommunications Service Priority \(TSP\)](https://www.cisa.gov/topics/emergency-communications/priority-services) (https://www.cisa.gov/topics/emergency-communications/priority-services)
- [SHARED RESOURCES \(SHARES\) High Frequency \(HF\) Radio Program](https://www.cisa.gov/resources-tools/programs/shared-resources-shares-high-frequency-hf-radio-program) (https://www.cisa.gov/resources-tools/programs/shared-resources-shares-high-frequency-hf-radio-program)

Activity 12.6: Administration Policies, Plans, and Procedures

Instructions:

Answer the assessment questions below.

Check-In:

1. For any items that you do not know the answers, make a note and other participants may be able to offer assistance.
2. For any items that you marked “No”, make a note and other participants may be able to offer assistance.

Does your jurisdiction have policies, plans, and procedures for:	Yes	No	Check-In
Staffing			
Staffing Budgeting and accounting			
Reporting and documentation			
Records Management			
Cyber Security			
Protecting Sensitive records			

Continuing Your Learning

Place a check next to those topics that you would like to continue learning about.

- Staffing
- Budgeting
- Accounting
- Reporting
- Documentation
- Records management
- Information security
- Privacy protection

Review the following suggested resources.

FEMA Courses:

- E0106: Joint Field Office (JFO) Finance and Administration Section Chief Training
- E0229: Documentation Unit
- E0975: NIMS ICS All Hazards Finance/Administration Unit Leader Course (EMI resident course)
- E/L0483: Administration of Public Assistance (PA) for Community Recovery

- E/L0259: Human Resources (HR) Operations
- G0278: Benefit-Cost Analysis: Entry-Level Training

Web Resources:

- [Cyber Security Guides](https://www.cisecurity.org/ms-isac) (https://www.cisecurity.org/ms-isac): A series of Local Government Cyber Security pamphlets on the following topics, produced by the DHS National Cyber Security Division in conjunction with Multi-State Information Sharing and Analysis Center (MS-ISAC):
 - Getting Started: A Non-Technical Guide
 - Risk Management
 - Beginners Guide to Firewalls
 - Internet and Acceptable Use Policy Template
 - Erasing Information and Disposal of Electronic Media
 - Guidelines for Backing Up Information
 - Secure Credit Card Payment Process
 - Cyber Incident Response Guide
- [NARA Records Management Guidance and Regulations](https://www.archives.gov/records-mgmt/policy) (https://www.archives.gov/records-mgmt/policy): Guidance from the U.S. National Archives and Records Administration.
- [Frequently Asked Questions About Records Management](https://www.archives.gov/records-mgmt/faqs) (https://www.archives.gov/records-mgmt/faqs): NARA response to records management FAQs.
- [Continuity Assistance Tool \(CAT\)](https://www.fema.gov/sites/default/files/2020-10/non-federal-continuity-plan-template_083118.pdf) (https://www.fema.gov/sites/default/files/2020-10/non-federal-continuity-plan-template_083118.pdf): Continuity Assistance for Non-Federal Entities (States, Territories, Tribal, and Local Government Jurisdictions and Private Sector Organizations) (FEMA, July 2009).
- [Information about FEMA grants and cooperative agreements](https://www.fema.gov/grants) (https://www.fema.gov/grants)
- [FEMA Public Assistance Program](https://www.fema.gov/assistance/public) (https://www.fema.gov/assistance/public) that can be used to document activities and costs associated with disasters
- [Privacy Act of 1974](https://www.justice.gov/opcl/privacy-act-1974) (https://www.justice.gov/opcl/privacy-act-1974)
- [Health Insurance Portability and Accountability Act of 1996 \(HIPAA\)](https://aspe.hhs.gov/reports/health-insurance-portability-accountability-act-1996) (https://aspe.hhs.gov/reports/health-insurance-portability-accountability-act-1996)
- [Local Government Cyber Security: Getting Started—A Non-Technical Guide](https://www.cisecurity.org/ms-isac) (https://www.cisecurity.org/ms-isac)