

# **E/L/K0101 Foundations of Emergency Management: Resource Guide**

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# Activities and Worksheets

## Activity 2.1 Team Assignment

**Instructions:** Each team will:

1. Receive an Independent Study (IS) course to be researched and presented.
2. Develop a 5–10-minute presentation (per IS course assigned) that:
  - a. Explains the learning objectives and its applicability to emergency management.
  - b. Engages the audience and demonstrates why the principles associated with the IS course are important.
  - c. Participants have creative control on the presentation format (i.e., PowerPoint, skit, role play, etc.)
  - d. Involves ALL team members in some aspect of the presentation.
3. Use your team skills to develop and execute a work plan for the assigned presentation.
4. Schedule:
  - a. Group Work and Brainstorming: (1.5 hours)
  - b. Group Presentations
5. You have 1.5 hours to develop, produce, and practice your presentation.

**Suggestions:**

- Spend some time deciding how you will work together as a team by:
  - Determining if you want to select a team leader and assign certain roles.
  - Establishing team ground rules and processes for making decisions.
  - Reviewing the different talents and assets that each team member brings to this assignment.
  - Developing an Action Plan that includes task activities, deliverables/outcomes, deadlines, resource needs, and responsibilities.
- Spend some time reviewing the Independent Study course and identify an outline to follow.
- Spend some time brainstorming on the report/presentation format and assigning tasks for project completion.



## Activity

## Activity 2.1

*Total Activity Time:* 3 hours and 15 minutes

- 10 minutes: Introduce the activity, explain the timeline of when things will be due, assign one of the Independent Study (IS) courses to each group.
- 1.5 hours: Group work and Brainstorming
- This team activity involves developing a 5–10-minute team report on one of the 11 IS courses that were completed as prerequisites to attend this course.
- Presentations/Materials are due at the end of the 1.5 hours.

**Conducting the Activity:**


• **Preparation:**

- Assign one of the following IS courses to each team. Depending on the size of the class, there may be two to four participants per group. If the class is small, several IS courses may be given to a group to maintain two to four participants:
  - IS100.b – Introduction to the Incident Command System
  - IS120.c – An Introduction to Exercises
  - IS200.b – Basic Incident Command System for Initial Response
  - IS230.d – Fundamentals of Emergency Management
  - IS235.b – Emergency Planning
  - IS240.b – Leadership and Influence
  - IS241.b – Decision Making and Problem Solving
  - IS242.b – Effective Communications
  - IS244.b – Developing and Managing Volunteers
  - IS700.a – An Introduction to the National Incident Management System
  - IS800.c – National Response Framework, An Introduction
- Tell the teams when the reports will be presented.
- Give the teams enough time to begin planning how they will complete the assignment.

### Activity 3.1: Stress on Managers

Instructions: Working in table groups:

- Discuss: What are some sources of stress on emergency managers?
- Select your worst three stressors.

 Instructor Note	<p>Total Activity Time: 10 minutes</p> <ul style="list-style-type: none"> <li>• 5-minute: Group work</li> <li>• 5-minute: Class debrief</li> </ul> <p>For the debrief, if needed, prompt discussion by mentioning the following stressors:</p> <ul style="list-style-type: none"> <li>• Perceived or actual responsibility for the management of the incident and supervision of personnel.</li> <li>• Belief that showing emotions may be considered a sign of weakness.</li> <li>• Deep concern for the wellbeing of their personnel.</li> <li>• Need to appease their supervisors and subordinates at the same time.</li> <li>• Believing that acknowledging stress is just an excuse to shirk duties.</li> <li>• Awareness of public scrutiny and feeling that they will be held accountable.</li> <li>• Perception that their career may be on the line.</li> <li>• A sense of lack of control over events.</li> </ul>
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#### Key Points

1. Discuss the discussion question within your table group.
2. Choose the three worst stressors in your group and be prepared to share with the class.

## Activity 3.1 Worksheet

What are some sources of stress on emergency managers?

## Activity 4.1: Core Capabilities


Instructions:

1. Review the Core Capabilities charts
2. In your table group, for your assigned core capability, discuss:
  - How does it translate to you at the local level?

Key Points

**Purpose:** The purpose of this activity is to develop familiarity with the Core Capabilities and relate them to the local experience.

1. Review the Core Capabilities chart.
2. In your table group, for your assigned core capability, discuss the following questions.

 <p>Discussion Question</p>	<p><b>How does your selected core capability, in your assigned Mission Area, translate to you at the local level?</b></p> <p>For example:</p> <ul style="list-style-type: none"> <li>• What types of things are you currently doing to build and sustain the capability?</li> <li>• What else would you do if circumstances (or budget) permitted?</li> <li>• What challenges do you face?</li> </ul>
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Core Capabilities by Mission Area

<b>Prevention</b>	<b>Protection</b>	<b>Mitigation</b>	<b>Response</b>	<b>Recovery</b>
<b>Planning</b>	<b>Planning</b>	<b>Planning</b>	<b>Planning</b>	<b>Planning</b>
<b>Public Information and Warnings</b>	<b>Public Information and Warnings</b>	<b>Public Information and Warnings</b>	<b>Public Information and Warnings</b>	<b>Public Information and Warnings</b>
<b>Operational Coordination</b>	<b>Operational Coordination</b>	<b>Operational Coordination</b>	<b>Operational Coordination</b>	<b>Operational Coordination</b>
Forensics and Attribution Intelligence and Information Sharing Interdiction and Disruption Screening, Search, and Detection	Access Control and Identity Verification Cybersecurity Intelligence and Information Sharing Interdiction and Disruption Physical Protective Measures Risk Management for Protection Programs and Activities Screening, Search, and Detection Supply Chain Integrity and Security	Community Resilience Long-Term Vulnerability Reduction Risk and Disaster Resilience Assessment Threats and Hazard Identification	Critical Transportation Environmental Response/Health and Safety Fatality Management Services Fire Management and Suppression Logistics and Supply Chain Management Infrastructure Systems Mass Care Services Mass Search and Rescue Operations On-Scene Security and Protection Operational Communications Public Health, Healthcare, and Medical Services Situational Assessment	Economic Recovery Health and Social Services Housing Infrastructure Systems Natural and Cultural Resources



## Core Capabilities by Mission Area

<b>Core Capability</b>	<b>Description</b>
<b>Mission Area: All</b>	
Planning	Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.
Public Information and Warning	Deliver coordinated, prompt, reliable, and actionable information to the whole community using clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.
Operational Coordination	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of Core Capabilities.
<b>Mission Area: Prevention</b>	
Forensics and Attribution	Conduct forensic analysis and attribute terrorist acts (including the means and methods of terrorism) to their source, to include forensic analysis as well as attribution for an attack and for the preparation for an attack in an effort to prevent initial or follow-on acts and/or swiftly develop counter-options.
Intelligence and Information Sharing	Provide timely, accurate, and actionable information resulting from the planning, direction, collection, exploitation, processing, analysis, production, dissemination, evaluation, and feedback of available information concerning physical and cyber threats to the United States, its people, property, or interests; the development, proliferation, or use of WMDs; or any other matter bearing on U.S. national or homeland security by local, state, tribal, territorial,

	Federal, and other stakeholders. Information sharing is the ability to exchange intelligence, information, data, or knowledge among government or private sector entities, as appropriate.
Interdiction and Disruption	Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.
Screening, Searching, and Detection	Identify, discover, or locate threats and/or hazards through active and passive surveillance and search procedures. This may include the use of systematic examinations and assessments, bio-surveillance, sensor technologies, or physical investigation and intelligence.
Access Control and Identity Verification	Apply and support necessary physical, technological, and cyber measures to control admittance to critical locations and systems.
Cybersecurity	Protect (and if needed, restore) electronic communications systems, information, and services from damage, unauthorized use, and exploitation.
Physical Protective Measures	Implement and maintain risk-informed countermeasures, and policies protecting people, borders, structures, materials, products, and systems associated with key operational activities and critical infrastructure sectors.
Risk Management for Protection Program and Activities	Identify, assess, and prioritize risks to inform Protection activities, countermeasures, and investments.
Supply Chain Integrity and Security	Strengthen the security and resilience of the supply chain.
<b>Mission Area: Mitigation</b>	
Community Resilience	Enable the recognition, understanding, communication of, and planning for risk and empower individuals and communities to make informed risk management decisions necessary to adapt to, withstand, and quickly recover from future incidents.

Long-Term Vulnerability Reduction	Build and sustain resilient systems, communities, and critical infrastructure and key resources lifelines so as to reduce their vulnerability to natural, technological, and human-caused threats and hazards by lessening the likelihood, severity, and duration of the adverse consequences.
Risk and Disaster Resilience Assessment	Assess risk and disaster resilience so that decision makers, responders, and community members can take informed action to reduce their entity's risk and increase their resilience.
Threats and Hazards Identification	Identify the threats and hazards that occur in the geographic area; determine the frequency and magnitude; and incorporate this into analysis and planning processes so as to clearly understand the needs of a community or entity.
<b>Mission Area: Response</b>	
Critical Transportation	Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services into the affected areas.
Environmental Response/Health and Safety	Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all-hazards in support of responder operations and the affected communities.
Fatality Management Services	Provide fatality management services, including decedent remains recovery and victim identification, working with local, state, tribal, territorial, insular area, and Federal authorities to provide mortuary processes, temporary storage or permanent internment solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.

Fire Management and Suppression	Provide structural, wildland, and specialized firefighting capabilities to manage and suppress fires of all types, kinds, and complexities while protecting the lives, property, and the environment in the affected area.
Logistics and Supply Chain Management (Also under Recovery Mission Area)	Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.
Mass Care Services	Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.
Mass Search and Rescue Operations	Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.
On-Scene Security, Protection, and Law Enforcement	Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for response personnel engaged in lifesaving and life-sustaining operations.
Operational Communications	Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.
Public Health, Healthcare, and Emergency Services	Provide lifesaving medical treatment via Emergency Medical Services and related operations and avoid additional disease and injury by providing targeted public health,

	medical, and behavioral health support, and products to all affected populations.
Situational Assessment	Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.
<b>Mission Area: Recovery</b>	
Economic Recovery	Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in an economically viable community.
Health and Social Services	Restore and improve health and social services capabilities and networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community.
Housing	Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.
Natural and Cultural	Protect natural and cultural resources and historic properties through appropriate Planning, Mitigation, Response, and Recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and best practices and in compliance with applicable Environmental and Historic Preservation laws and Executive Orders.
Infrastructure Systems	Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.

## Activity 4.1 Worksheet

1. What types of things are you currently doing to build and sustain the capability?

2. What else would you do if circumstances (or budget) permitted?

3. What challenges do you face?

## Activity 4.2: Roles and Responsibilities

### **Instructions:**

1. Review the scenario in your Student Manual.
2. In your groups, discuss the provided questions, answer the questions based on your assigned role.
3. Record answers on chart paper.
4. Select a spokesperson from your group to share your responses.

### Key Points

**Purpose:** This activity will demonstrate the planning, collaboration, coordination, and integration necessary by all members of a community, when working together for disaster preparedness. All levels of government, non-government organizations, the emergency services, citizens, the media, and the business community all need to work independently for organizational and personal preparedness, while also working collaboratively for whole community preparedness.

### **Instructions:**

1. Read the scenario below and answer the questions based on your assigned role(s) in the community.
2. Be prepared to share your group answers in 30 minutes.

### **Roles:**

- Government (local, state, and Federal)
- Non-government agencies
- Emergency Services (Fire, Police, EMS)
- Private citizens
- Media
- Business community

### **Scenario:**

It is early fall, and a large tropical storm developed into a hurricane and is moving up the east coast of the United States. The National Weather Service, along with every other organization within the scientific weather community, is predicting that this storm will be at least as large and damaging as Hurricane Sandy was in 2012. The predicted path of this hurricane is like the original path of Sandy, and all other scientific data is comparable. As the storm continues to build and move north, many communities impacted by Sandy are again beginning to prepare for possible landfall. One of the communities, a small city about 2 hours from the Atlantic Ocean, was a near miss in 2012; however, many of the daily models are showing that this community could be in the direct path of this hurricane, Hurricane Duane. The community is the community from the census data in Unit 8.

This municipality is the only city in a county of more than 500,000 people. The county has five dozen boroughs and townships. The city has a small career fire department, a police department, and contracts with a private service for EMS. The city has a strong mayor form of government

with part-time council persons. The city is surrounded by municipalities with small police departments and volunteer fire departments. The fire departments provide mutual aid to each other. The City Fire Chief is the emergency manager for the city. The surrounding municipalities all have volunteer emergency managers. The county has a paid emergency manager with six additional paid personnel in the county emergency management agency. There are four hospitals, one of which is a trauma center. The trauma center and one other hospital are in the city. The county is also home to a county prison and numerous non-governmental agencies. There is a National Guard unit just outside the city limits in a neighboring municipality.

## Activity 4.2 Worksheet

### 1. Who all should be involved in the pre-disaster planning for your assigned group?

### 2. What roles and responsibilities should your group be planning to accept for the pre-disaster planning?

### 3. How should the individual members of your group be preparing for the impending storm, personally and as part of their agency?



**4. What other groups does your group need to collaborate with during the pre-disaster planning?**

**5. What does your group need to be doing 1 week before the storm is expected to hit your community, 3 days before the storm is expected to hit your community, and the day before the storm is expected to hit your community?**

## Activity 5.2: Identifying Legal Issues

**Purpose:** To apply the concepts from this unit in a scenario.

**Instructions:**

1. Review the assigned scenario in the Student Manual.
2. Discuss:
  - a. Are there potential legal issues or Federal requirements?
  - b. How would you determine your legal responsibilities and limitations?
3. Be prepared to present in 10 minutes.

**Activity 5.2: Scenarios**

- **Scenario 1:** Following a train derailment involving several cars containing volatile chemicals, a large area needs to be evacuated. This will involve evacuation, closing of businesses in the area, and control of the perimeter. In addition to the residential and commercial properties, the affected area includes elder housing and a school.
- **Scenario 2:** At a public shelter, there is a registration system in place that allows for evacuee tracking, family reunification, checking registrants against the sexual offender’s database, and other recordkeeping. Some people refuse to show identification or to give any information about themselves.
- **Scenario 3:** Following a Presidentially declared disaster, the community has responded generously with their volunteer efforts and donations. A local volunteer organization is operating a center where disaster survivors can obtain donated clothing and household goods. Everyone is welcome as long as everyone does business in English, and minority residents call in advance to make an appointment.
- **Scenario 4:** A tornado struck within the jurisdiction, and the building housing the government offices was heavily damaged and is presently unusable. Unfortunately, the mayor and the head of the Department of Emergency Management have both been hospitalized. With the help of neighboring jurisdictions, the initial response is now over, but there is much to be done in terms of cleanup and rebuilding.
- **Scenario 5:** After the spring thaw and prolonged rains, it is predicted that the river will rise well above flood stage. Two areas of town lie along the river: a low-income residential area and the business district where many high-profile commercial properties are located. Protective measures are being planned, including the construction of dikes and sandbagging. Unfortunately, the city’s limited budget will not permit both areas to be protected in this manner.

## Activity 5.2: Worksheet

### **1. What potential legal issues or Federal requirements are present?**

### **2. How would you determine your legal responsibilities and limitations?**

## Activity 6.2: Community Factors

Instructions: Working as a group:

1. Use the data analysis from Activity 6.1.
2. For your assigned area, identify specific barriers based on your data.
3. Record answers on the chart paper.

### Key Points

**Purpose:** In this activity, you will identify what barriers that may be experienced by members of the community that should be addressed in emergency planning.

1. Use the data analysis from Activity 6.1.
2. For your assigned area, identify specific barriers based on your data.
3. Record answers on the chart paper.

(Note: Postpone talking about strategies to address the barriers, which will be the subject of an activity in the next lesson.)

### Areas:

- Public Alert and Warning
- Transportation and Evacuation
- Education and Communication
- Emergency Mass Care/Shelter
- Recovery
- Health Care

## Activity 6.2 Worksheet

**Specific barriers based on your data:**

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## Activity 6.3: Building Resilience

Instructions: Working as a group:

1. For your assigned area, identify strategies to overcome the barriers you identified in the previous unit.
2. Be prepared to discuss your decisions with the class in 10 minutes.

### Key Points


Each group will focus on the same area as in the activity in the previous unit:

- Public Alert and Warning
  - Transportation and Evacuation
  - Education and Communication
  - Emergency Mass Care/Shelter
  - Recovery
1. Review the barriers you identified in the previous activity.
  2. Identify strategies to overcome those barriers and support full participation by all members of the community. Be specific about addressing the needs of populations within the community.

## Activity 6.3 Worksheet

**Identify strategies to overcome those barriers and support full participation by all members of the community.**

## Activity 7.1: Developing Strategies

 <p>Activity</p>	<p>Activity 7.1: Developing Strategies</p> <p>Instructions: Working as a team:</p> <ol style="list-style-type: none"><li>1. Identify a strategy for:<ul style="list-style-type: none"><li>• Keeping elected/appointed officials informed and engaged.</li><li>• Encouraging cooperation across departments and agencies within your jurisdiction.</li><li>• Fostering effective relationships with organizations.</li></ul></li><li>2. Select a spokesperson and be prepared to present your strategies in 10 minutes.</li></ol>
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### Key Points

**Instructions:** Working as a team:

Identify a strategy for each of the following.

- **Keeping elected and appointed officials informed and engaged.**
  
- **Encouraging cooperation across departments and agencies within your jurisdiction.**
  
- **Fostering effective relationships with organizations.**

Select a spokesperson and be prepared to present your strategies in 10 minutes.

## Activity 7.1: Worksheet


### **1. Keeping elected and appointed officials informed and engaged.**

### **2. Encouraging cooperation across departments and agencies within your jurisdiction.**

### **3. Fostering effective relationships with organizations.**



## Activity 7.2: Roles and Relationships

 <p>Activity</p>	<p>Activity 7.2: Roles and Relationships</p> <p>Instructions:</p> <ol style="list-style-type: none"><li>1. Complete the following statements:<ul style="list-style-type: none"><li>• The most important role of state emergency management is to . . .</li><li>• Local and tribal governments can build relationships with state government by . . .</li></ul></li><li>2. Record your answers on chart paper.</li><li>3. Be ready to present your work in 10 minutes.</li></ol>
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### Key Points

Working in your teams:

1. Complete the statements on the next page.
2. Record your answers on chart paper.
3. Select a spokesperson and be prepared to present your work in 10 minutes

### Activity 7.2 Worksheet

1. The most important role of state emergency management is to . . .

2. Local and tribal governments can build relationships with state government by . . .

## Activity 7.3: Winter Storm: Putting It All Together

Case Study: Putting It All Together.

### Instructions:

1. Review the effect from the January 2016 blizzard.
2. For the assigned role, identify:
  - What departments from your organization would be involved in the storm response.
  - Resources or capabilities the departments could provide.
  - In what way(s) are your answers the same as the initial discussion, or how have they changed?
  - In what ways are resources coordinated, and what responsibilities would each of the organizational roles have in the incident?
3. Record your answers and be prepared to participate in a class discussion.

### Scenario:

The January 2016 U.S. blizzard was a crippling and historic blizzard that produced up to 3 feet of snow in parts of the Mid-Atlantic and Northeastern US from 22–24 January 2016. Regarding it as a “potentially historic blizzard”, meteorologists indicated the storm could produce more than 2 feet of snow across a wide swath of the Mid-Atlantic region and could “paralyze the eastern third of the Nation.” On January 20–22, the governors of 11 states and the mayor of Washington D.C. declared a state of emergency in anticipation of significant snowfall and blizzard conditions (i.e., a storm with “considerable falling or blowing snow” and winds in excess of 35 mph and visibilities of less than 1/4 mile for at least 3 hours.)

### Effects:

- Seven states observed snowfall more than 30 inches with accumulations peaking at 42 inches in Glengary, WV.
- The storm ranked as a Category 5 “extreme” event for the Northeast on the regional snowfall index and a Category 4 for the Southeast.
- Approximately 103 million people were affected by the storm with 33 million people under Blizzard Warnings.
- At least 55 people were killed in storm-related incidents: 12 in VA; 9 in PA; 6 in NJ; 6 in NY; 6 in NC; 4 in SC; 3 in MD; 3 in Washington, DC; 1 each in AK, DE, GA, KY, MA, and OH.
- The governors of DE, GA, KY, MD, NY, NJ, NC, VA, PA, TN, WV, and the mayor of Washington, DC, declared a state of emergency.
- Total economic losses are estimated between \$500 million and \$3 billion.
- Public transportation systems in Washington, DC; Richmond, VA; Philadelphia, PA; and New York City were closed. Many roads, including main interstates, were closed. More than 13,000 flights were cancelled in relation to the storm. A travel ban was instituted in many areas including New York City and Newark, NJ.

- Thousands of National Guard troops were placed on standby, and many were activated to help with response and recovery activities.
- States deployed millions of gallons of brine and thousands of tons of road salt to lessen the storm's effect on roadways.
- Throughout the affected region, more than 631,000 people lost power: 270,000 in NJ; 147,000 in NC; 66,000 in GA; 55,000 in VA; 47,000 collectively in DE and MD; and nearly 30,000 in SC.
- Schools and government offices remained closed through 26 January in Washington, D.C., as well as schools in Baltimore, MD, and Philadelphia, PA.
- Side streets in the DC area were unplowed through 26 January and through 27 January, Washington, DC, police issued \$1,078,000 worth of parking tickets and \$65,600 in fines for vehicles parked or abandoned on snow emergency routes; at least 656 vehicles were towed.
- President Obama declared DE, MD, NJ, PA, VA, and Washington, DC, major disaster areas for Public Assistance. Preliminary estimates placed the total cost of assistance at \$168M.
- Strong winds coupled with prolonged onshore flow resulted in a major coastal flood threat for several states. Record-high waves prompted the evacuation of several communities in NJ and DE.
- 21–22 January brought severe thunderstorms with damaging winds and hail (up to 2.75" diameter to portions of LA, MS, AL, and FL. Five tornadoes and straight-line winds affected across MS.
- Snow fell across several southeastern states (AK, TN, KY, WV) which had downed power lines/electrical outages and traffic problems.

### **Roles**

- Federal
- State
- Local
- Tribal
- NGO
- Private

## Activity 7.3: Worksheet

1. What departments from your organization would be involved in the storm response.

2. Resources or capabilities the departments could provide.

3. In what way(s) are your answers the same as the initial discussion, or how have they changed?

4. In what ways are resources coordinated and what responsibilities would each of the organizational roles have in the incident?

## Activity 8.1: Roles & Responsibilities

Instructions: In table groups:

1. Identify ways your assigned segment of the whole community can contribute to prevention and protection.
2. Be prepared to present your findings in 5 minutes.

### Key Points

**Purpose:** The purpose of this activity is to think about how different segments of your community can contribute to prevention.

**Instructions:**

1. The instructors will assign each table group one of the following segments of the community:
  - a. Individuals, families, and households
  - b. Private and nonprofit sectors (private entities, nongovernmental organizations, and community organizations)
  - c. Local government (elected officials and agencies)
  - d. State, tribal, territorial, and insular area governments
  - e. Federal Government
2. In your table groups, identify ways your assigned segment of the whole community can contribute to prevention and protection. Be prepared to present your findings in 5 minutes.

## Activity 8.1: Worksheet

1. Identify ways your assigned segment of the whole community can contribute to prevention and protection.

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## Activity 9.2: Identifying Roles

**Intent:** This activity provides an opportunity to consider why mitigation matters to different community groups.

**Instructions:** Working in table groups:

1. Review the assigned scenario and your assigned community group
2. Answer the two questions associated with your problem statement and record your answers on chart paper:
3. Be prepared to present your results in 10 minutes.

Community groups:

- Individuals and households
- Private sector
- Local government
- State/tribal government
- Federal Government

### Scenario 1: Home elevation program in Jefferson Parish, Louisiana

Flood water is no stranger to the residents of Lafitte, an unincorporated community in Jefferson Parish, Louisiana.

The parish has pursued multiple mitigation measures to alleviate the emotion and financial hardships caused by flooding, including elevating existing homes, and reconstructing or demolishing damaged homes. Given the fact that Lafitte lies at or below sea level with land prone to subsidence, or sinking, it is becoming increasingly necessary to elevate homes.

The parish is subject to flooding from two sources according to the Director of Floodplain Management and Hazard Mitigation for the parish. One source is storm surge from the Gulf of Mexico. The areas outside of the levee system are most susceptible to storm surge. The second source of flooding is flash flooding from heavy rainfall related to tropical storms, hurricanes, and unusual rain events which can affect areas inside the levee system.

The parish has been hard hit by several storm surges including Hurricane Katrina and Hurricane Rita 2005, Hurricane Isaac in 2012, and Hurricane Ida in 2021.

The community is considering offering an elevation grant through the Parish's Office of Floodplain Management and Hazard Mitigation Department.

- What are possible consequences if the elevation mitigations are not conducted?
- What are some ways your community group can be involved in possible mitigation strategies?

**Scenario 2: Seismic retrofit program of historic buildings in Salt Lake City, Utah**

The Wasatch Fault poses one of the most catastrophic natural threat scenarios in the United States. Despite the lack of high magnitude earthquakes in recent history, the Wasatch Front has a 43% chance of experiencing a 6.75 or greater magnitude earthquake in the next 50 years.

The devastating potential of the Wasatch Fault is due in part to its proximity to Utah’s most densely populated areas. Many Utahns work, study and live in unreinforced masonry (URM) buildings heightening the danger for collapsed buildings after an earthquake.

During an earthquake, URM Buildings — which are composed of brick walls without steel reinforcement — can collapse inwards and outwards causing injury, property damage, and loss of building function. Since the 1970s, Utah building codes prohibit new construction of URM buildings, however it’s estimated that the Wasatch Front has more than 140,000 of these structures, many of which are historic.

The City of Salt Lake is considering a “Fix the Bricks” program to emphasize two retrofit techniques to enhance life safety: 1) strengthening the roof/wall connection, which enhances the ability of the walls and roof to mutually support each other against collapse; 2) bracing chimneys to prevent collapse.

- What are possible consequences if seismic retrofits are not conducted?
- What are some ways your community group can be involved in these mitigation strategies?



## Activity 9.2 Worksheet

### Scenario 1

- What are possible consequences if the elevation mitigations are not conducted?
- What are some ways your community group can be involved in possible mitigation strategies?

### Scenario 2

- What are possible consequences if seismic retrofits are not conducted?
- What are some ways your community group can be involved in these mitigation strategies?

## Activity 9.3: Community Involvement

Instructions: In table groups:

1. Review the scenario and develop a 5-minute opening to your meeting with your assigned community group.
2. Prepare the opening statement and any support graphics/information on chart paper.
3. Outline the rest of your strategy for keeping the group engaged following the meeting.

### Key Points

Working in table groups:

1. You have been asked to make a presentation to a particular group (listed below) to explain mitigation opportunities and needs in your community.
2. Your table group will be assigned one of the groups listed. Your goal is to educate the group members on the importance of mitigation and to motivate them to act following the meeting.
3. Review the scenario and develop a 5-minute opening to your meeting with your assigned community group.
4. Prepare the opening statement and any support graphics/information on chart paper.
5. Outline the rest of your strategy for keeping the group engaged following the meeting.

### Scenario

#### **Community Groups:**

- Individuals and households
- Local merchants and business owners
- Community-based nonprofit organizations
- Elected officials.
- Government agencies

#### **Scenario:**

Your community sits at the confluence of two rivers that have a long history of flooding. Two residential areas have repeatedly sustained flood damage over the years.

The first area, Swampy Acres, is in an area that is in the floodplain of both rivers. There are seven properties that flood nearly every few years, causing heavy damage.

The second area, Scenic View, is near one of the rivers. Homes in this area have sustained moderate damage twice in the last 20 years.

Grant money is available for mitigating the flood hazard in two ways: (1) purchasing the properties in Swampy Acres and turning this natural floodplain into a public park, and (2) conducting a public education campaign to encourage homeowners in Scenic View to undertake mitigation measures on their properties.

## Activity 9.3: Worksheet

1. Develop a 5-minute opening to your meeting with your assigned community group and outline the rest of your strategy for keeping the group engaged following the meeting.

## Activity 10.1: Initial Actions

Instructions: Working as a team:

1. Review the continuation of the flooding scenario.
2. Identify the following:
  - EOC activation level
  - EOC participants
  - Major EOC activities being undertaken.
  - Information being exchanged between EOC and Incident Commander
3. Select a spokesperson and be prepared to present your work with the class.

### Key Points

**Scenario:** It is several hours after the flash floods began. Soon it will be dark, and temperatures are falling.

- Shelters have opened, and a large portion of the jurisdiction is without power.
- Mutual aid is arriving from several surrounding communities.
- There are rumors of missing students from the community college.
- Media representatives are arriving at the scene and the EOC.

## Activity 10.1: Worksheet

EOC activation level:

- Partial
  - Full

EOC participants:

Major EOC activities being undertaken:

Information being exchanged between EOC and Incident Commander:

Critical information each party should communicate to the other in order to establish and maintain a Common Operating Picture:

## Activity 10.3: Incident Action Plan Review

### Instructions:

1. Review the sample Incident Action Plan.
2. Answer the questions provided.
3. Select a spokesperson and be prepared to present your work.

### Questions:

1. How would the EOC use the information provided on the ICS form?
  
2. Is there enough information for situational awareness, and the ability to operate an EOC?
  
2. What information is missing? Where would you go to get this information?

Sample Incident Action Plan			
<b>Incident Support Objectives</b>	1. Incident Name <i>Central City Flood</i>	2. Date Prepared <i>7/28/2011</i>	3. Time Prepared <i>03:30</i>
4. Operational Period (Date and Time) <i>7/29/2011 06:00</i>			
5. Current Status			
<ul style="list-style-type: none"> <li>• Nursing home evacuation proceeding slowly. EMS is strapped between the evacuation and normal calls for service.</li> <li>• Public Works monitoring water intake at the Treatment Plant for signs of chemical contamination. None detected as yet.</li> <li>• DPW reports water levels reaching 2–3 feet deep in many locations in floodplain.</li> <li>• DPW sandbagged around WWTP. Currently no impact to plant operations.</li> <li>• Sandbag supplies starting to run low as public continues to request additional bags.</li> <li>• ARC Shelters are activated. Salvation Army feeding responders at Fire Station #1.</li> </ul>			
6. Objectives for Incident Support			
<ul style="list-style-type: none"> <li>• Coordinate with nongovernmental organizations to arrange shelter capability for up to 200 residents within 24 hours.</li> <li>• Conduct an assessment to identify unmet needs of evacuated residents within the next 3 hours.</li> <li>• Activate a call-in center to respond to inquiries about disaster services and family reunification within 2 hours.</li> <li>• Deliver food and water response personnel to the staging area.</li> <li>• Request the deployment of a liaison officer from law enforcement officials to the EOC.</li> </ul>			

<ul style="list-style-type: none"><li>• Develop materials and talking points for media briefing scheduled for 12:00 at the Joint Information Center.</li></ul>
7. Weather Forecast for Operational Period
<i>Continued rain for the next 24-48 hours. Wind out of the southwest at 3-5 mph with a high of 78 degrees.</i>
8. General Safety Message
<i>If personnel are required to leave the EOC for any reason, they must keep good situational awareness, and stay out of floodwaters and well clear of all downed wires.</i>
9. Attachments: <i>Incident Map, EOC Assignment List, Organizational Structure, Communications Plan</i>
10. Prepared by (PS) <i>Kim Seward</i>
11. Approved by (EOC Manager) <i>Bill Roxo</i>

## Activity 10.3: Worksheet

1. How would the EOC use the information provided on the ICS form?

2. Is there enough information for situational awareness, and the ability to operate an EOC?

3. What information is missing? Where would you go to get this information?



## Activity 10.4: Resource Planning

### Instructions:

1. Review the scenario.
2. Working as a team, answer the questions about planning for the described event.
3. Be ready to present your ideas in 15 minutes.

### Scenario:

Your jurisdiction is planning a Fourth of July celebration that includes the following:

- July 3–July 5: The Fire Department’s annual 3-day carnival will begin each day at 10 a.m. and end each evening with a concert and fireworks. In conjunction with the carnival, the 4-H Club is sponsoring a craft fair and livestock show.
- July 4: A parade honoring a returning war hero is scheduled to begin at 9:30 a.m., ending in a noon rally. The rally will include speeches from your U.S. Senator, the Governor, and Department of Defense officials. Press reports have indicated that the Senator is about to announce her intention to run for President in the fall primaries.

The carnival and rally will be held on the County Fairgrounds. The mile-long parade route begins at the County Courthouse. The County is in the middle of a heat wave that is forecast to continue. Large crowds are projected.

You are in the EOC 1 week prior to this event with a group of department heads. The mayor has asked the group to develop plans for how the event will be managed.

### Questions:

1. What resources do you anticipate needing in support of this event?
2. What kinds of resources could you obtain from private partners?
3. What kinds of resources could you get from NGOs?
4. What kinds of state and Federal resources would be available?
5. How do you get resources in your community/jurisdiction?
6. Does your community/jurisdiction have a Resource Guide? If so, where do you get it?
7. How does your community/jurisdiction handle resource typing?

## Activity 10.4: Worksheet

1. What resources do you anticipate needing in support of this event?

2. What kinds of resources could you obtain from private partners?

3. What kinds of resources could you get from NGOs?

4. What kinds of state and Federal resources would be available?

5. How do you get resources in your community/jurisdiction?

6. Does your community/jurisdiction have a Resource Guide? If so, where do you get it?

7. How does your community/jurisdiction handle resource typing?

## Activity 10.5: Tracking and Reporting

### Instructions:

1. Read the updated scenario information.
2. Answer the following questions:
  - What are the new resource management challenges?
  - How will you track resources and report on their status?
  - What support do you anticipate providing to the incident?
3. Summarize your responses on chart paper.
4. Be prepared to share with the class.

### Key Points

**Scenario:** You are the EOC Manager. The severe weather stalled over the region, bringing far more rainfall than predicted. Rapidly rising water levels in the Roaring River have caused dam failure at a hydroelectric power plant upstream from Central City. The resulting flood has caused potential loss of life and property damage. Communications with first responders in some areas have been lost.

### Questions:

**What are the new resource management challenges?**

**How will you track resources and report on their status?**

**What support do you anticipate providing to the incident?**

## Activity 10.5: Worksheet

### **1. What are the new resource management challenges?**

### **2. How will you track resources and report on their status?**

### **3. What support do you anticipate providing to the incident?**

## Activity 11.1: Community Healing

### Instructions:

- Imagine that it has been close to a year since the disaster in Oakville.
- In your table group, brainstorm ways emergency management could promote continued emotional healing in the community.

## Activity 11.1: Worksheet

- 1. Ways emergency management could promote continued emotional healing in the community.**

## Activity 12.1: Emergency Manager Administrative Duties

### Instructions:

*Total Activity Time:* 15 minutes

- 10 minutes: Individual group work and table discussion
- 5-minutes: Class debrief
  1. Complete the self-assessment below identifying administrative duties you have in your role as an emergency manager.
  2. Add any additional administrative duties that you perform in your role as emergency manager.
  3. Debrief by sharing with the class.

### Administrative Duties of a Local Emergency Manager

- Prepare and submit annual agency budget and any supplemental requests.
- Develop and submit Emergency Management Program Grant (EMPG) cooperative agreement and assurances.
- Submit monthly EMPG claims in a timely manner.
- Prepare and submit quarterly reports.
- Brief elected officials on emergency management issues.
- Establish/maintain role as advisor to elected and management officials concerning emergency management and disaster issues.
- Build/maintain working relationships with other agency and department heads.
- Prepare and submit reports.
- Conduct special projects as assigned.
- Prepare applications for available grants.
- Maintain contact with state and Federal emergency management personnel.
- Evaluate staff performance and recommend personnel adjustments.
- Maintain records and files.
- Advise and work with the Local Emergency Planning Committee (LEPC), Voluntary Organizations Active in Disaster (VOAD), Unmet Needs Committee, and other emergency groups and committees.
- Obtain and maintain seat on nongovernmental response and recovery organization advisory boards (e.g., American
- Participate in monthly conference calls with state emergency management.
- Develop training and exercise schedules.



## Activity 12.1: Worksheet

### Additional Duties:

## Activity 12.2: Options and Incentives

Instructions: Working in your table groups:

1. Read the scenario.
2. Answer the following questions:
  - a. What options could the emergency manager explore for staffing the organization's requirements?
  - b. What incentives should the emergency manager consider to acquire and retain all staff?

Scenario:

Chris was recently hired as the new emergency manager for a local government. The organization currently includes Chris's position plus a part-time administrative assistant and several volunteers with experience in emergency operations who help on an as-needed basis. After reviewing the goals and priorities of the organization, Chris determines that additional staff are needed. Chris would like to pursue a hazard mitigation grant but needs someone to oversee it. In addition, Chris would like to have a full complement of emergency staff for the EOC (currently, 7 of 12 positions are filled with volunteers). Eden also needs someone to oversee training for the emergency management organization

## Activity 12.2: Worksheet

1. What options could the emergency manager explore for staffing the organization's requirements?

2. What incentives should the emergency manager consider to acquire and retain all staff?

## Activity 12.4: Best Practices

### **Instructions:**

Read your group's assigned best practice description.

Answer the following questions:

- What is the alert strategy?
- What portion of the population does it serve?
- Who would not be reached by this method?
- Could the strategy be adapted or augmented for greater coverage?

Select a spokesperson and be prepared to report your answers to the class.

### Best Practice 1

#### Enabling Residents to Hear and Heed

#### Severe Weather Warnings

PORTAGE COUNTY, WI – Portage County, Wisconsin, has a population of approximately 70,000 residents living in an area that is 62 percent urban and 38 percent rural (agricultural areas that are geographically separated). With 11.9 percent of the population 65 years old or older, there was concern that some residents might not be able to hear the county's warning system regarding impending severe weather. Recognizing the deficiency in the ability to warn the elderly and individuals living in rural areas, the county's Emergency Management Coordinator came up with the idea of purchasing weather radios.

“We have a lot of residents living in mobile homes in rural areas and we have a substantial number of elderly residents. These individuals are significantly at risk,” said Sandy Curtiss, Emergency Management Coordinator. “They don't always hear the warnings.”

To remedy the problem, the county applied to Wisconsin Emergency Management for a grant under FEMA's Hazard Mitigation Grant Program (HMGP) to purchase 150 NOAA all-hazards weather radios. The project was initiated following a 2002 Presidential declaration for a windstorm event, and the total project cost was \$6,951.50. The HMGP grant totaled \$5,200. The non-Federal share was \$1,700. (The State and Local governments paid \$850 each.) The county also paid an extra \$51.50 for a cost overrun.

What is a NOAA all-hazards weather radio? The NWS provides local weather broadcasts, called NOAA Weather Radio, from more than 700 different transmitters nationwide. It is estimated that over 85 percent of the population now resides within the service area of at least one transmitter. NOAA Weather Radio is a service of NOAA of the U.S. Department of Commerce. As the “Voice of the NWS,” it provides continuous broadcasts of the latest weather information from local NWS offices.

The regular broadcasts are specifically tailored to weather information needs of the people within the transmitter's service area. For example, in addition to general weather information, stations in coastal areas provide information of interest to mariners. Other specialized information, such as hydrological forecasts and climatological data, are also broadcast.

During severe weather, NWS forecasters can interrupt the routine weather broadcasts and insert special warning messages concerning imminent threats to life and property. The forecaster can

also add special signals to warnings that trigger “alerting” features of specially equipped receivers. This is known as the “tone alert feature,” and acts much like a smoke detector in that it will send an alarm when necessary to warn of an impending hazard. In the past, all receivers equipped with the tone alert feature within the listening area would alarm anytime a warning was issued. However, the advent of SAME technology permits newer receivers to alarm only if a warning is broadcast that pertains to a particular location. The newer receivers allow individuals to choose the warning locations the receiver will target.

## Best Practice 2

### Warren County

#### C.O.W.S and C.A.L.V.E.S Programs

WARREN COUNTY, KY – The 85,000 residents of Warren County, Kentucky, face a variety of natural hazards, such as tornadoes and other severe weather, chemical spills, flash flooding, landslides, earthquakes, and forest fires. A warning system alerts residents of impending danger, enabling them to take the necessary precautions to protect their lives and property.

In 1974, thirty-one residents of the small city of Brandenburg were killed by tornadoes. The loss of life was attributed to the fact that citizens did not receive warning of the impending storms. Subsequent tornadoes in 1976, 1986, and 1994 also caused death and injury that likely could have been avoided if there had been proper warning.

In July 1997, Warren County was awarded a grant through FEMA’s Hazard Mitigation Grant Program (HMGP) to install 12 Community Outdoor Warning Sirens, or C.O.W.S. The sirens had the capacity to warn 100 percent of the residents of Bowling Green, the county’s biggest city, and 80 percent of residents in the entire county. When the C.O.W.S are activated during an emergency, residents know they must turn on their televisions or radios for further instruction.

The county recognized, however, that an outdoor warning system was not sufficient. In June 1999, the county received HMGP funds to install 250 indoor Community-Activated Lifesaving Voice Emergency Systems, or C.A.L.V.E.S. The system is designed to warn people who are indoors or not close to a siren site, and also to supply disaster information in the event of a power outage. C.A.L.V.E.S were placed in every school, nursing home, daycare, hospital, church, theater, indoor sporting arena, and emergency responder’s office. The system uses a series of beeps followed by a voice message from the activating agency to alert residents of an emergency.

The county also implemented an extensive public awareness campaign to educate residents about the new warning systems. It sent out brochures with instructions such as, “When you hear the C.O.W.S, move indoors. When you hear the C.A.L.V.E.S, protect your herd!”

The warning system is credited with saving lives on April 16, 1998, when a tornado struck the county’s biggest outdoor shopping mall. Property damage totaled more than \$2 million, but no one was killed.

### Best Practice 3

#### Computerized Warning System

##### Replaces Word of Mouth

JACKSON COUNTY, TX – In September 2005, the threat of Hurricane Rita had local officials in Jackson County, Texas, depending largely on “word of mouth” to warn area residents of the impending storm. Lessons learned from this experience led officials to seek a better and faster way to communicate emergency information. The county then invested in an emergency automated telephone notification system.

Edna Chief of Police Clinton Woolridge said that at an After-Action Meeting following Hurricane Rita, officials talked about the lack of radio and television stations in the county. “We had no way of telling people to tune in to a local station to get emergency information,” he said. The decision was made to get an emergency telephone notification system for disseminating evacuation messages. The county received a \$63,750 grant from the FEMA Hazard Mitigation Grant Program (HMGP) to purchase the warning system.

In the event of an emergency, the 9-1-1 dispatcher can identify the affected neighborhood or region of the county, record a message describing the situation, and recommend the protective action residents should take. The computerized system can then call all listed telephone numbers in that geographic area and deliver the recorded message. Residents who have listed their telephone numbers are able to receive messages regarding evacuations, severe weather, flash floods, hazardous material releases, shelter-in-place notifications, dam or levee breaks, bomb threats, abductions, hostage situations, and prison escapes.

Lori McLennan, Edna Police Department Office Manager and 9-1-1 operator, said the system is set up to provide countywide alerts as well as specific area alerts according to five geographic zones. “Depending on where the emergency is, I can launch a zone-specific message or a countywide message. For Hurricane Ike, we launched an initial session to warn residents in the Lavaca Bay area of a voluntary evacuation. As the weather condition worsened, we launched it for a mandatory evacuation for the entire county,” she said, adding that the task was completed in less than two hours.

Although the length of time required to transmit messages varies according to the number of phone lines activated, validating the success of the transmitted message is almost immediate. The computer generates a report on how many people picked up the phone to listen to the message, how many answering machines picked up, and the number of unheard messages.

“The system works better than ‘word of mouth’ because it provides an accurate message,” Woolridge added. “When the message is delivered by ‘word of mouth’ by the time it gets around to the third person its context has changed considerably.”

## Best Practice 4

### Getting the Alarm Out:

#### USM's Tornado Warning System

HATTIESBURG, MS – Prior to 1998, students at the University of Southern Mississippi (USM) were largely dependent upon “word of mouth” information when tornadoes threatened the campus. According to Bob Hopkins, USM Chief of Security, the university recognized the need for a campus-wide tornado warning system when several alerts failed to reach a considerable portion of the 16,000 students enrolled.

“The critical need is for people outside to go inside,” Hopkins said. “There is an Emergency Plan in effect in each building with designated safety areas.” The University Police Dispatch Office manages the system.

University officials say the system operates similarly to a radio or wireless system. “If a Tornado Warning is issued for our area, the University Police dispatcher calls the Emergency Management District to confirm the tornado is a threat to our campus. At that point, we set the alarm off,” Hopkins explained.

The most noticeable feature of the new system is its prominent position on top of Owings-McQuagge Hall. The radio-controlled warning system has two components: (1) an alarm characterized by Westminster Chimes, and (2) a voice system that announces, “A tornado warning has been issued for the Hattiesburg area. Please seek shelter.”

FEMA contributed \$21,902 of the \$29,202 cost to install the warning system through its Hazard Mitigation Grant Program (HMGP), which is administered by the Mississippi Emergency Management Agency. Following a major disaster declaration, the HMGP funds up to 75 percent of the eligible costs of a project that will reduce or eliminate damages from future natural hazard events.

“Students are acquainted with the system during risk management orientation. Each residence hall gets a copy of the Emergency Response Manual,” Hopkins noted. He is pleased with the system’s effectiveness.

During Hurricane Katrina (2005), approximately 1,800 students remained sheltered on USM’s campus.

## Best Practice 5

### Weather Radio Distribution

#### Ensuring Adequate Hazard Warning

WAYNE COUNTY, MI – Located in southeastern Michigan, Wayne County frequently experiences severe weather and tornadoes. In 1997, a dangerous tornado moved through parts of Detroit and the surrounding suburbs of Highland Park and Hamtramck, injuring 90 people. It was the costliest tornado the State had experienced, with damages estimated at \$90 million. The tornado traveled nearly 5 miles and was 2,500 yards wide. The tornado was part of an outbreak of 13 tornadoes in southeastern Michigan—the largest number for a single day since records have been kept.

With more than 2 million residents, the county needed effective mitigation measures to adequately warn people of the potentially severe weather. The Hazard Mitigation Grant Program (HMGP) provided funds for the county to purchase, distribute, and install NOAA weather radios to every school, hospital, and nursing care facility in the county, for a total of 860 radios.

The county also conducted an all-day tornado shelter/spotter workshop for employees of those facilities. The workshop was designed to enable them—especially in the schools—to plan and prepare for severe weather. The workshop was videotaped for use as a training video on tornado spotting for police, fire, and public service personnel in jurisdictions throughout the county. The video also became a training tool for county in-service training and statewide training.

The all-day recorded workshop was telecast on the statewide school Internet during Severe Weather Week in March of 1999. The telecast allows all schools with Internet capabilities to watch the video and begin to plan and prepare for severe weather in their school district.

This project ensures that adequate warning time will be more readily available to county residents. The benefit of early warnings is a reduction in both the loss of life and the extent of injuries to persons in an impacted facility.

## Activity 12.4: Worksheet

1. What is the alert strategy?

2. What portion of the population does it serve?

3. Who would not be reached by this method?

4. Could the strategy be adapted or augmented for greater coverage?



## Activity 12.5: Creating a Vision

### Instructions:

1. Review the scenario.
2. Working as a team, answer the questions provided.
  - What innovations have occurred in the field of emergency management?
  - What are the major changes in how you perform your job?
  - What is the community's role in emergency management?
3. Select a spokesperson to report back to the class.

### Scenario:

It is 10 years in the future. You are a member of the Emergency Management Team in the jurisdiction of Utopia. Given that you live in Utopia, your team has achieved Lacy Suiter's vision.

## Activity 12.5: Worksheet

1. What innovations have occurred in the field of emergency management?

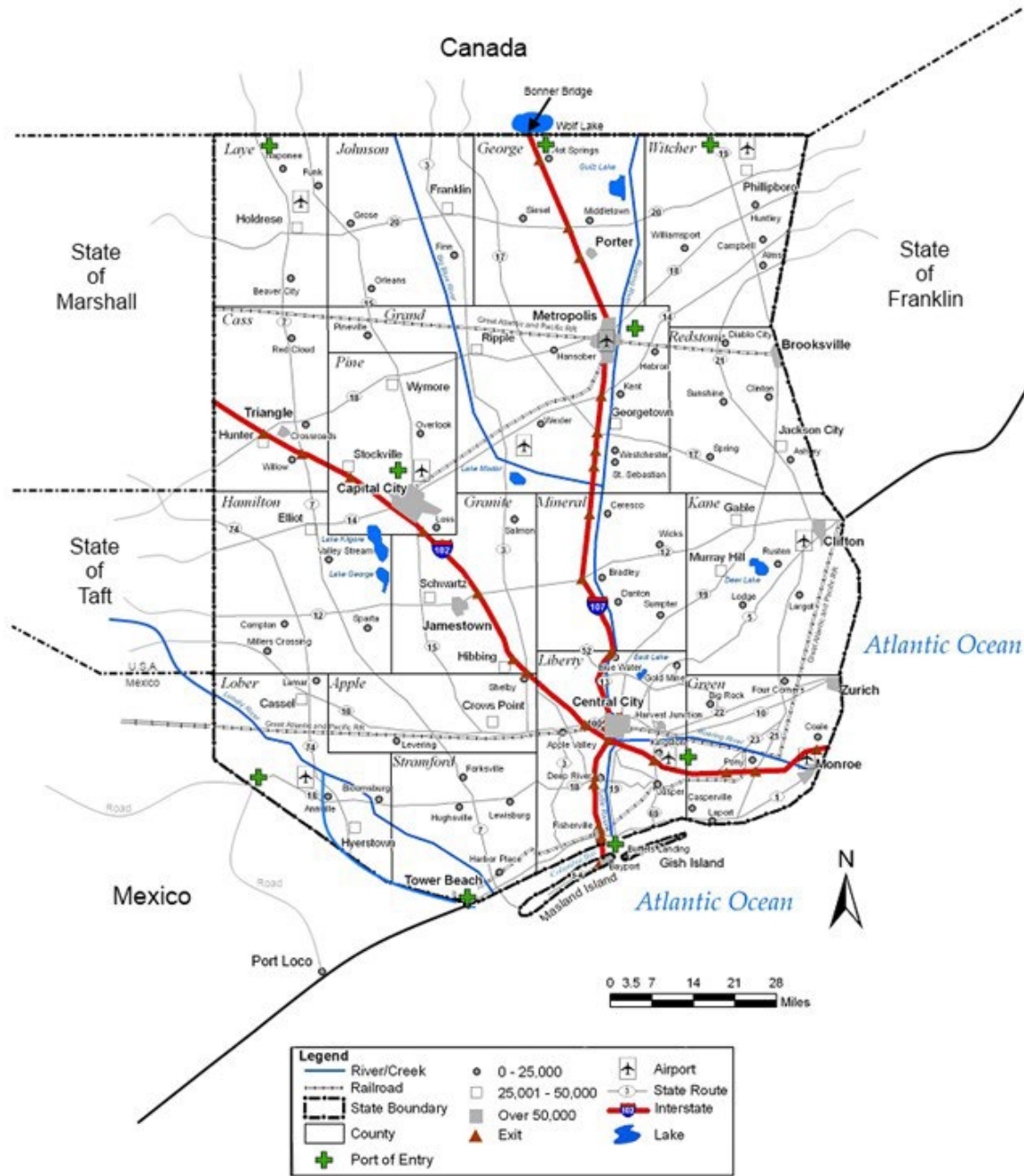
2. What are the major changes in how you perform your job?

3. What is the community's role in emergency management?

## Activity 13: Capstone Exercise

The following scenario is designed to simulate the discussions, team building, and people-management skills commonly found in the Emergency Operations Center (EOC). The Capstone exercise will allow the participants to use the knowledge and many of the skills gained in earlier units, including people management and team-building skills.

# State of Columbia Map



## State of Columbia

### Vital Statistics

Population (Based on 2010 Census):  
2,694,412

Households: 1,197,516

Under 18: 25.3%

Over 65: 13.4%

Median age: 31.2 years

Birth rate per 1,000: 14.8%

Death rate per 1,000: 8.8%

### Major Landmarks

Triangle Cattle Yard

- Built in 1908 as a depot for getting cattle to the market
- Now open for tours about the history of the cattle industry

Lamar Courthouse State Historic Park

- Oldest territorial courthouse in the State
- Now a State park and museum with exhibits and artifacts from Lamar's colorful past

Hayward State Park

- Large surfing attraction
- Draws visitors from around the world

Gold Mine

- Founded in the 1859 gold rush
- Restored town and mine offers visitors a glimpse into the past with reenactments and daily life in 1859

Van Deusen Park and Campground

- Recreational area with water sports, hiking, and nature watching

### Geography

Highest Point

- Liberty Plateau (Price Point), 1,200 feet

Lowest Point

- Sea Level, Liberty County

### Quick Facts

State Bird

• Cardinal  
State Flower

• Scarlet Carnation  
State Tree

• Pine  
State Motto

• *Potentia Unius* – The Power of One  
Normal Temperatures

- Mean temperature: 72.8°F
- Coldest month: January/60.9°F
- Hottest month: August/82.5°F

Rainfall

- Mean rainfall: 48.35 inches
- Driest month: December/2.3 inches
- Wettest month: June/7.35 inches

Government Branches

- Executive – Governor and Lt. Governor
- Legislative – 40-person Senate and 80-person House of Representatives
- Judicial – State Supreme Court

Size

- 62,000 employees at State, county, and local levels

### Economy

Agriculture

- Poultry
- Cattle and calves
- Greenhouse, nursery, and sod products

Manufacturing

- Motor vehicles and other transportation equipment
- Textiles
- Chemicals, petroleum, natural gas

## State of Columbia

Columbia is a hub of economic and cultural growth in the United States. The capital, Capital City, was founded in 1830 as a trading post. The capital of the State was moved there after the original capitol building in Central City was destroyed in a flood in 1902. A wide range of activities takes place in the State, which vary based on geography and climate. Although Capital City is the focal point for government, Central City is the more prominent focal point where a large seaport and industrial market promote a great deal of trade.

The State consists of 17 distinct counties. The northernmost counties are George, Johnson, Laye, and Witcher, while the southernmost county is Stramford, which lies on the boundary between the United States and Mexico. Also within the State boundary lays the Great Americana Valley Nation, which is independently governed by a confederation of Roaring River Tribal Community. This land was ceded to the tribal governmental body in the late 1800s, but the County lines remain from the constitutional foundation in 1818, and land-use agreements have been in place between the counties affected and the Nation ever since.

### **Training and Exercises**

The State Exercise Program has been very proactive in attempting to coordinate exercise grant funding across multiple districts and varying resource needs. Both Capital City and Central City are part of the Urban Area Security Initiative (UASI) Grant Program. The counties in the State have had varying levels of success in organizing effective exercise programs, but recent efforts to reorganize the State's program have made vast improvements in capability and effectiveness. Per order of the Governor's Office, via the State Division of Disaster and Emergency Services, all local and county jurisdictions within the State must conform to the National Incident Management System (NIMS), the Incident Command System (ICS), and the Homeland Security Exercise and Evaluation Program (HSEEP).

The State has been included in recent National Level Exercises (NLEs). State initiatives to develop interoperable communication networks across jurisdictions are meeting with increased success and a statewide intelligent traffic management system is in place to warn motorists of potential issues on the roadways.

## City of Clifton/Kane County

### Vital Statistics/City of Clifton

Population (Based on 2010 Census): 60,000

Households: 18,333

Under 18: 26.8%

Over 65: 17.4%

Median age: 36.8 years

Birth rate per 1,000: 12%

Death rate per 1,000: 5.25%

### Vital Statistics/Kane County

Population (Based on 2010 Census): 75,000

Households: 31,665

Under 18: 27.8%

Over 65: 17.7%

Median age: 36 years

Birth rate per 1,000: 11.1%

Death rate per 1,000: 6.5%

### Major Landmarks

Clifton Regional Airport

- Daily flights to Liberty International, Atlanta, and Cincinnati

Beaches

- Numerous beaches along the Atlantic Ocean seashore

Deer Lake

- Recreational area with camping, fishing and hiking

### Culture and Entertainment

Chamber-Sponsored Events

- Late Winter Expo: March
- Annual Golf Tournament: April
- Spring Fling: April
- Fourth of July Celebration: July 4
- Clifton Reunion Weekend: October
- Annual Holiday Parade: December
- Holiday Arts and Craft Show: December

### Public Library

- Founded 1890, opened 1902
- More than 250,000 books, records, periodicals, pictures, microfilms, videotapes, slides, and the Computer Resource Center

- Located in downtown Clifton

### History Museum

- Founded 1978
- Located in the Old Courthouse
- Dedicated to the rich history of Clifton

### Schools in Kane County (includes Clifton)

- 12 elementary: 7,828 students
- 6 junior and 6 senior high: 11,160 students

### Quick Facts

#### Business – Major Area Employers

- City of Clifton: 630
- Kane County Memorial Hospital: 500
- Harvest Junction Community Hospital: 200
- Mal-Mart: 480
- Hometown Depot: 135
- Public School System: 742
- Government: 2,021

#### Normal Temperatures

- Mean temperature: 72.8°F
- Coldest month: January/60.9°F
- Hottest month: August/82.5°F

#### Rainfall

- Mean rainfall: 28.35 inches
- Driest month: December/2.3 inches
- Wettest month: April/5.35 inches

#### Emergency Management Clifton Fire and Rescue

- 6 fire/ambulance stations
- 80 uniformed service members –
- Pumper Trucks
- 6 Type II
- 4 Type III
- Ladder Trucks
  - 2 Type I

- 4 Type II
- Emergency Medical Services (EMS)
  - 8 Type III basic life support (BLS) ambulances

#### **Clifton Law Enforcement and Security Resources**

- 80 uniformed police/security members
- 28 support staff

#### **Kane County (outside of Clifton) Fire and Rescue**

- 8 fire/ambulance stations
- 80 paid volunteer firefighters and EMTs (paid by call)
- Pumper Trucks
  - 8 Type II
  - 4 Type III
- Ladder Trucks
  - 4 Type I
  - 6 Type II
- EMS  
6 Type III BLS ambulances

#### **Law Enforcement and Security Resources**

- 28 uniformed police/security members
- 5 support staff Participant:

## City of Clifton/Kane County

You are the newly organized Exercise Planning Team for Kane County, including the City of Clifton. Kane County is less than 600 square miles and largely devoted to ocean and agriculture operations, both large- and small-scale. A few small towns are dispersed throughout the County. These towns (Gable, Largo, and Rusten) have between 2,500 to 15,000 inhabitants. The County seat and largest city in Kane County, Clifton has approximately 60,000 residents within the City limits. The population in the City has remained relatively stable over the last few decades. Most of the local population works in the agricultural industry, fishing, and coastal tourism industry. There are also a large number of employees in the government, education, and medical fields.

### **Capabilities**

The Clifton Fire and Rescue Service comprises both the fire department and EMS, with 80 total uniformed services members. The fire department has two battalions with three stations each. Two shifts of emergency response personnel work a rotating 3-day on, 2-day off schedule. Eight fire stations in the County are supported by approximately 80 paid volunteers.

Clifton's size and location have not required an extensive police presence, and the city is served by a single station with three 8-hour shifts of police officers. The facility is co-located with the City jail and is in the center of the City, next to the courthouse. The police force has limited experience with emergency operations and response outside the exercises run by the Local Emergency Planning Committee (LEPC) and the Kane County Memorial Hospital. Explosive Ordinance Disposal (EOD) resources have not been required in the area, but Memorandums of Agreement (MOAs) are in place with nearby communities to respond to these types of incidents, should they occur. The County does have a 12-person Special Response Team (SRT) that is a joint City/County team.

Kane County Memorial Hospital has 96 beds with Emergency Room (ER) services. Severe trauma patients are typically transported to more advanced care facilities in other jurisdictions. There are no decontamination or isolation facilities in the hospital. Gable and Largot have medical clinics.

Public Works in Clifton and Kane County are limited to heavy equipment designed for road and bridge repair. Several dump trucks are available for debris removal if they are requested, but the Department of Public Works does not have a formal plan for response to a major disaster or terrorist attack.

### **Hazards and Vulnerabilities**

The Local Emergency Planning Committee (LEPC) has identified potential hazard zones due to the interstate and railway that runs through the County that could be affected by a catastrophic incident. The LEPC has also identified two elementary schools and an assisted living facility that should have an emergency evacuation plan based on the railway hazard.

Threats of communicable diseases are intermittent as surrounding regions periodically report of mumps, measles, and influenza outbreaks. The potential for an Avian Influenza A (H5N1) Virus outbreak in the poultry industry concerns many local leaders, public health workers, and poultry industry workers as “bird flu” cases in other countries have occurred from direct or close contact with infected poultry or contaminated surfaces.

### **Training and Exercises**

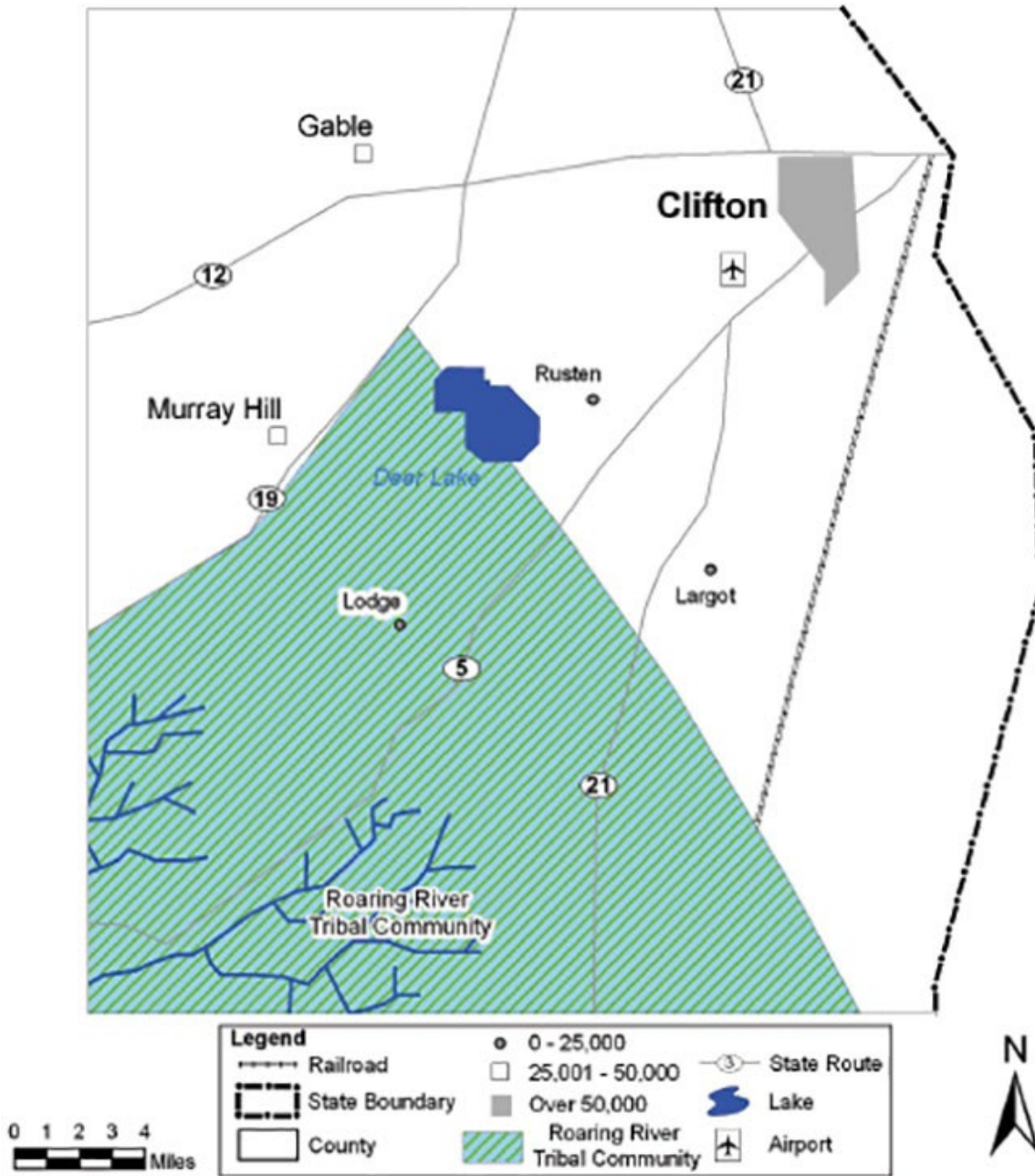
Exercise funding has been limited in prior years and what has been received has been centered in Clifton, which used most of the funding to maintain the training levels of local responders in Hazardous Materials (HazMat) response and awareness.

Clifton’s local emergency responders have attended HazMat technician certification courses and several statewide conferences relating to HazMat response. The City’s operating budget has been insufficient to purchase enough equipment to permit the fire departments to build a functional HazMat team internally, and all previous incidents have been handled by neighboring jurisdictions.

Prior exercises have not been formally provided by the County EMA but were instead developed as part of the local hospital’s annual mass casualty exercises. These events have primarily focused on traumatic injuries from a nonspecific source, such as a major car accident, and have been limited to no more than 20 victims. The County has recently applied for grant money to revise the County Emergency Operations Plan, because this issue was discussed in the past round of County Commissioner elections. The incumbent lost to the challenger, largely on the issue of disaster preparedness. These new grant applications would allow the City to begin a more comprehensive, all-hazard Training and Exercise Program.



# Kane County Map



## Central City

### Vital Statistics

Population (Based on 2010 Census):  
149,000  
Households: 60,215  
Under 18: 24.2%  
Over 65: 9.3%  
Median age: 35 years  
Birth rate per 1,000: 12%  
Death rate per 1,000: 5.15%

### Major Landmarks

#### Columbia State University

- Enrollment: 15,000

#### Farmers A&M University

- Enrollment: 5,500

#### Convention Center

- Built in 1976
- 95,000 square feet of meeting space

#### Liberty Coliseum

- Built in 1985
- Home to The Lightning (Semi-Pro Basketball)
- Home to The Pounders (Semi-Pro Hockey Team)

#### Fluman Sloane Stadium

- Home of The Pounders (Double Affiliate/Baltimore Orioles)
- Seats 9,700

### Quick Facts

#### Major Area Employers

- DuPont Chemical: 4,243
- Columbia State University: 2,062
- Columbia State Prison: 1,300
- Central City Hospital: 958

### Normal Temperatures

- Mean temperature: 65.2°F
- Coldest month: January/40.2°F
- Hottest month: August/83.6°F

### Rainfall

- Mean rainfall: 29.38 inches
- Driest month: January/2.9 inches
- Wettest month: May/5.6 inches

### Culture and Entertainment

#### Historical Society

- Founded 1830
- Includes five galleries and a library with more than 50,000 volumes

#### Central City Museum

- Founded 1910, opened 1916
- Serves 375,000 visitors a year, including 68,000 students
- Includes Junior Museum, Fire Museum, Planetarium, Lemon House (1880), and Liberty Farms Schoolhouse (1788)

#### Schools

- 11,429 students
- 2 School Districts (1 Public and 1 Private)
- Elementary: 24
- Junior and senior high: 12

### Emergency Management

#### Central City Fire Department

- 12 stations
- 300 uniformed service members
- Engines
  - 16 Type I
  - 3 Type II
  - 2 Type VI
- Ladder Trucks

- 4 Type I
- 2 Type II
- Fire Boats
  - 1 Type II
- Foam Tenders
  - 1 Type I
- Hazardous Materials (HazMat) Entry Teams
  - 1 Type I
- Available Liberty County Mutual Aid (11 Departments)

#### **Public Works and Engineering**

- Public Works Emergency Management Support Team
- Disaster Management Recovery Team
- Equipment Preventative Maintenance Team
- Heavy Preventative Maintenance and Repair Team

#### **Emergency Medical Services (EMS) Managed by Liberty County Health Department**

- 91 personnel
- 1 Type I Advanced Life Support (ALS) Ambulance

- 6 Type II ALS Ambulances
- 5 Type IV Basic Life Support (BLS) Ambulances
- 1 Type I Rotary Wing Aircraft

#### **Law Enforcement**

- Liberty County Sheriff's Department
  - 164 Sworn Officers
  - 37 Non-Sworn Staff
- Central City Police Department
  - 138 Sworn Officers
  - 45 Non-Sworn Staff
- 1 Type III Explosive Ordinance Disposal (EOD) team (Central City Police Department)
- 1 Type III Special Response Team (SRT) (Sheriff's Department)
- Columbia State Police District 2
  - 95 Sworn Officers
  - 15 Non-Sworn Staff
- Columbia State University
  - 22 Sworn Officers
  - 5 Non-Sworn Staff
- Farmers A & M University  
16 Sworn Officers

## Central City

You are an Exercise Planning Team for Central City. Your City has been the focal point for many activities after the September 11, 2001, attacks, including major terrorism investigations resulting in the arrests of dozens of suspected terror cell members. Your City has undergone a massive overhaul in its emergency response plans and has spent millions of dollars on the purchase of new first responder equipment and training in the last 2 years alone. Major events are planned in the future for your City, including a major party convention in the run up to the Presidential election and a bid for the summer Olympic Games.

The political climate within the City is rather tumultuous, with the mayor announcing that he plans to run for governor in the next term. The governor, who is of another political party, has frequent public disagreements with the mayor's policies, which draws a great deal of media attention. The political leaders of the City are jockeying to position themselves for the mayoral candidacy.

Central City is one of the oldest major cities in the State of Columbia, founded in the late 1700s. After decades of decline and disinvestment, Central City today is attracting national attention for its ongoing rebirth and renewal. Crime and unemployment are both down, achieving levels unseen in decades. Neighborhoods are witnessing a boom of housing, opportunity, and hope. Businesses are relocating and expanding. Major educational reforms are underway, as evidenced by the two universities that call Central City home. Bricks and mortar investment in Central City between 1995 and 2010 is estimated to total several hundred million dollars per square mile, approximately 12–14 billion dollars for the City as a whole. While more remains to be done, Central City is a city on the rise.

### Capabilities

The Central City Fire Department is a modest size department. The department operates three shifts. The fire department typically works a 24-hours on/48-hours off shift. Support personnel are typically weekday only and work 8 a.m. to 5 p.m.

The law enforcement resources for Central City are extensive and well trained for a city of its size. There is also mutual aid support readily available from the Liberty County Sheriff's Department, the Columbia State Police, Columbia State University, and Farmers A&M University. The Central City Police Department maintains an Explosive Ordinance Disposal (EOD) Unit, and the Liberty County Sheriff's Department maintains the County Special Response Team (SRT). The activities relating to special security events in the City have resulted in a force that has expertise in crowd control and response to catastrophic events, including chemical, biological, radiological, nuclear, and high-yield explosive (CBRNE)-related incidents. The City and County both maintain three shifts per day, though two 12-hour overlapping shifts may be implemented for high-security events.

The health and medical resources in Central City consist of a large number of volunteer and professional medical services personnel, including 4 hospitals with a combined bed capacity of over 600 beds. These teams have been active in response to disasters. Most recently, they have responded to the crash of an airliner in a residential district on the outskirts of the City, numerous tornadoes, and the hurricanes that struck the State of Columbia, Liberty County, and Central City on nearly an annual basis.

The Central City Department of Public Works has a significant amount of disaster recovery equipment including, a Public Works Emergency Management Support Team, Disaster Management Recovery Team, Equipment Preventative Maintenance Team, and a Heavy Preventative Maintenance and Repair Team. Memorandums of Agreement (MOAs) are signed with construction crews in the City indicating that equipment may be required for use by the City in a time of emergency. Liability is assumed by the City in these instances, and equipment rental and operator time is reimbursed by the City as a part of this agreement. There are a total of 339 employees in the department, including 5 full-time personnel that serve in the County/City joint Emergency Operations Center (EOC) when activated.

A U.S. Coast Guard (USCG) Marine Safety Unit (MSU) is located in the southern part of the County in the bay area and is responsible for response to large spills and other disasters in the region, including the Turtle River. The State of Columbia National Guard's 40<sup>th</sup> Weapons of Mass Destruction (WMD) Civil Support Team (CST) is also headquartered in the southeastern area of the County and has been responsive to City requests for support in both exercises and unknown chemical discoveries and exposures. Several other assets are located in the area, such as the 6<sup>th</sup> Rescue and Recovery Squadron, which includes lifesaving capabilities and services to civilian and military agencies.

### **Hazards and Vulnerabilities**

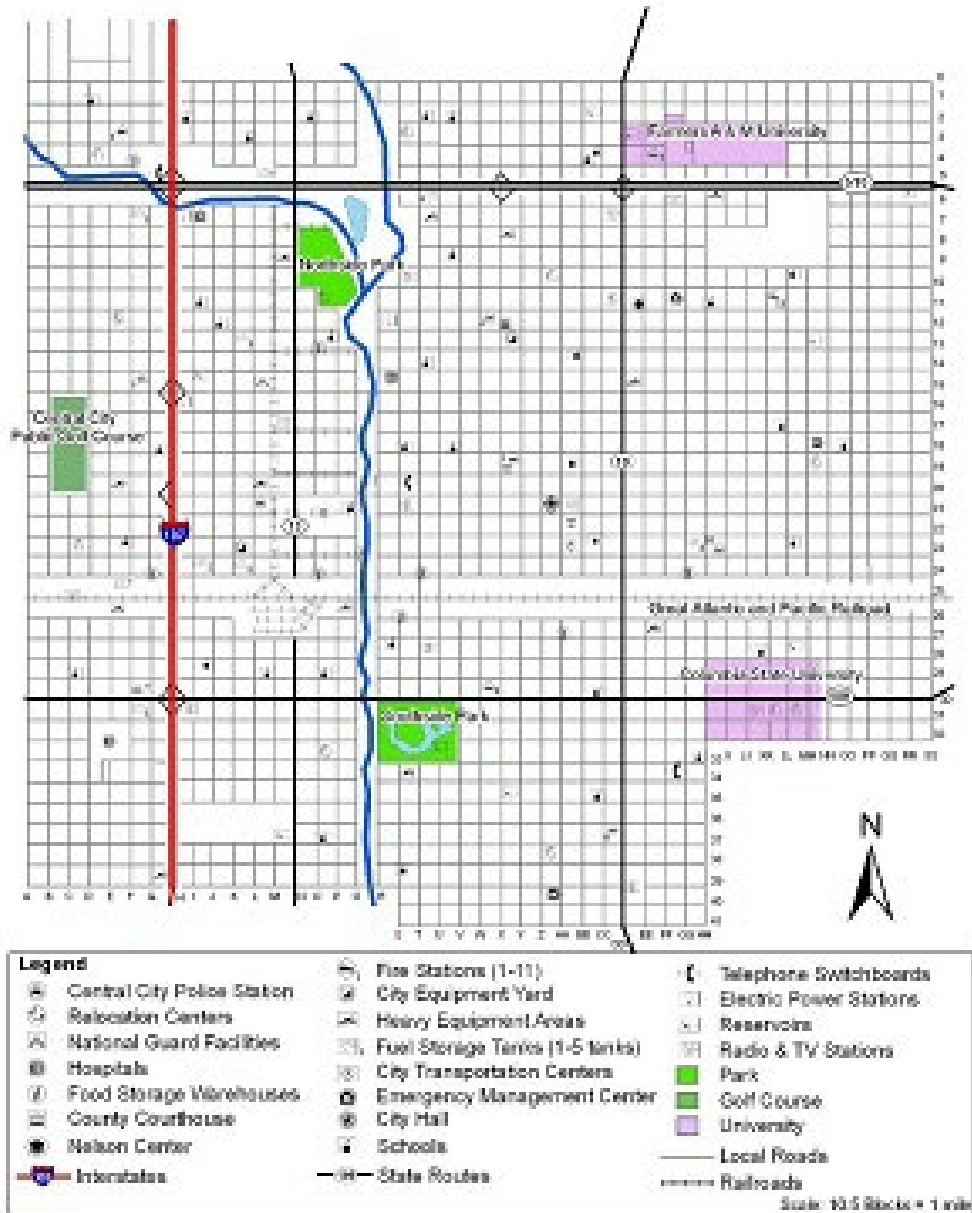
Central City is close to a large, exposed coastline and is situated within approximately 2 hours driving time from two other major metropolitan areas. The City is a hub of industrial and commercial transportation and has one major airport serving national and international flights. There is a major railway for the Great Atlantic and Pacific Railroad that passes directly through Central City and presents a hazardous material (HazMat) vulnerability due to the amount of industrial chemicals that are transported through the City on a daily basis. Central City has one major interstate highway that runs through the City (I-107) and another interstate highway (I-102) just to the south of the city. The Central City Light Rail System operates 3-car units that transport over 18,000 customers per day.

### **Training and Exercises**

The funding stream for the City has been adequate to meet the needs of past exercises through a combination of Federal and State grants, a healthy tax base, and a budget provided by the City government.

Past exercises have included a portion of the past two National Level Exercises (NLEs), which included Federal, State, and local agencies from the County and City. However, those exercises were conducted without any significant grant funds, which limited local and State agency participation. There has also been a significant decrease in homeland security funding, which has delayed new equipment purchases. Interest in the preparedness level of the City is high due to the method in which the homeland security funds within the City have been recently spent due to issues in the response to recent disasters and with an election less than 2 years away.

# Central City



## Green County

### Vital Statistics

Population (Based on 2010 Census)

Population: 196,000

Households: 31,612

Under 18: 17%

Over 65: 4%

Median age: 36.4 years

Birth rate per 1,000: 11%

Death rate per 1,000: 5.15%

### Major Landmarks

Monroe Regional Airport

- Daily flights to Liberty International, Atlanta, and Cincinnati

Beaches

- Numerous beaches along the Atlantic Ocean seashore

South Branch Train Depot Museum

- Restored depot for the Great Atlantic and Pacific Railway

### Quick Facts

Major Area Employers

- Retail, including large factory outlet mall
- Railroad
- Fishing
- Coastal Tourism

Normal Temperatures

- Mean temperature: 72.8°F
- Coldest month: January/60.9°F
- Hottest month: August/83.5°F

Rainfall

- Mean rainfall: 28.35 inches
- Driest month: December/2.3 inches
- Wettest month: April/5.35 inches

Culture and Entertainment

Public Library

- Founded 1950
- More than 275,000 books, records, periodicals, pictures, microfilms, videotapes, slides, and the Information Technology Resource Center
- Four branches, three satellites, and one bookmobile

Douglas Museum

- Founded 1925
- Serves 175,000 visitors a year, including 28,000 students
- Includes Children's Science Museum, Fire Museum, Planetarium, and Natural History Museum

Schools

- Public elementary: 14
- Middle and senior high: 8
- Private and parochial: 4
- Total number of public school students: 14,000

Emergency Management

Monroe and Zurich Fire and Rescue

- 3 fire stations
- 102 full-time firefighters
- 12 full-time support staff
- Pumper trucks
- 3 Type I
- 6 Type III
- Ladder trucks
- 3 Type II
- Emergency Medical Services (EMS)
- 1 Type I advanced life support (ALS) ambulance
- 2 Type II ALS ambulances
- 2 Type III ALS ambulances
- 6 Type III basic life support (BLS) ambulances

Monroe and Zurich Law Enforcement

- 125 uniformed police/security members
- 50 support staff

## Green County

You are the Exercise Planning Team for Green County, which is situated east of Liberty County and Central City along the Atlantic Ocean.

The County has historically been a railroad and fishing area with thriving fishing areas off the coast of both Monroe and Zurich. The regional airport and seasonable weather associated with a coastal area has resulted in an influx of many families seeking a home outside of large urban areas. Interstate 102 (I-102) provides a direct route to Central City and points west. As the population increases, so does the demand for resource basics, such as water treatment and schools, and less emphasis has been placed on emergency services.

### Capabilities

Green County's fire and emergency services are provided by the two major fire departments (Monroe and Zurich) and by an additional 10 volunteer fire departments across the County, including rural volunteer fire departments in Coale, Casperville, and Laport. Outside of the Monroe and Zurich Fire Departments, the remainder of the County is staffed by a small contingent of full-time dispatchers and full-time staff and supported by 250 volunteer members. Emergency responders are summoned to the volunteer stations via pager and telephone. A campaign is currently underway to improve response time throughout the County by hiring more full-time personnel; however, the County has not been able to obtain sufficient funds to accomplish this. Hazardous Materials (HazMat) responses are handled in agreement with surrounding communities.

Green County's law enforcement agencies include the City police departments in Monroe and Zurich, which are equally staffed, and the County sheriff's office. There is countywide mutual aid in place for law enforcement, as well as limited support from the State of Columbia State Police. There are no organic Explosive Ordinance Disposal (EOD) or Special Response Team (SRT) assets within the County, though both Monroe and Zurich are exploring the creation of SRT units in each jurisdiction.

The Green County health care system consists of a single public hospital (St. Dorothy's Hospital) in Monroe, along with three urgent care clinics. There is no isolation facility, but the Emergency Room (ER) does have a decontamination corridor that was recently purchased and installed.

The local emergency response network comprises of a large volunteer force that, while well-trained, is not well-equipped to deal with a Mass Casualty Incident (MCI). Mutual Aid Agreements (MAAs) exist between the County and adjacent counties for aid in times of disaster.

### Hazards and Vulnerabilities

Due to the interstate and railway line that runs through the County, there is interest by a few chemical manufacturing facilities that are interested in relocating to remote areas of the County. Some developers have been able to persuade government authorities to allow developments to go through, but there is still large public concern. As is, numerous industrial chemicals are



transported through the County on any given day. The County is also susceptible to hurricanes due to low-lying areas near the coastline.

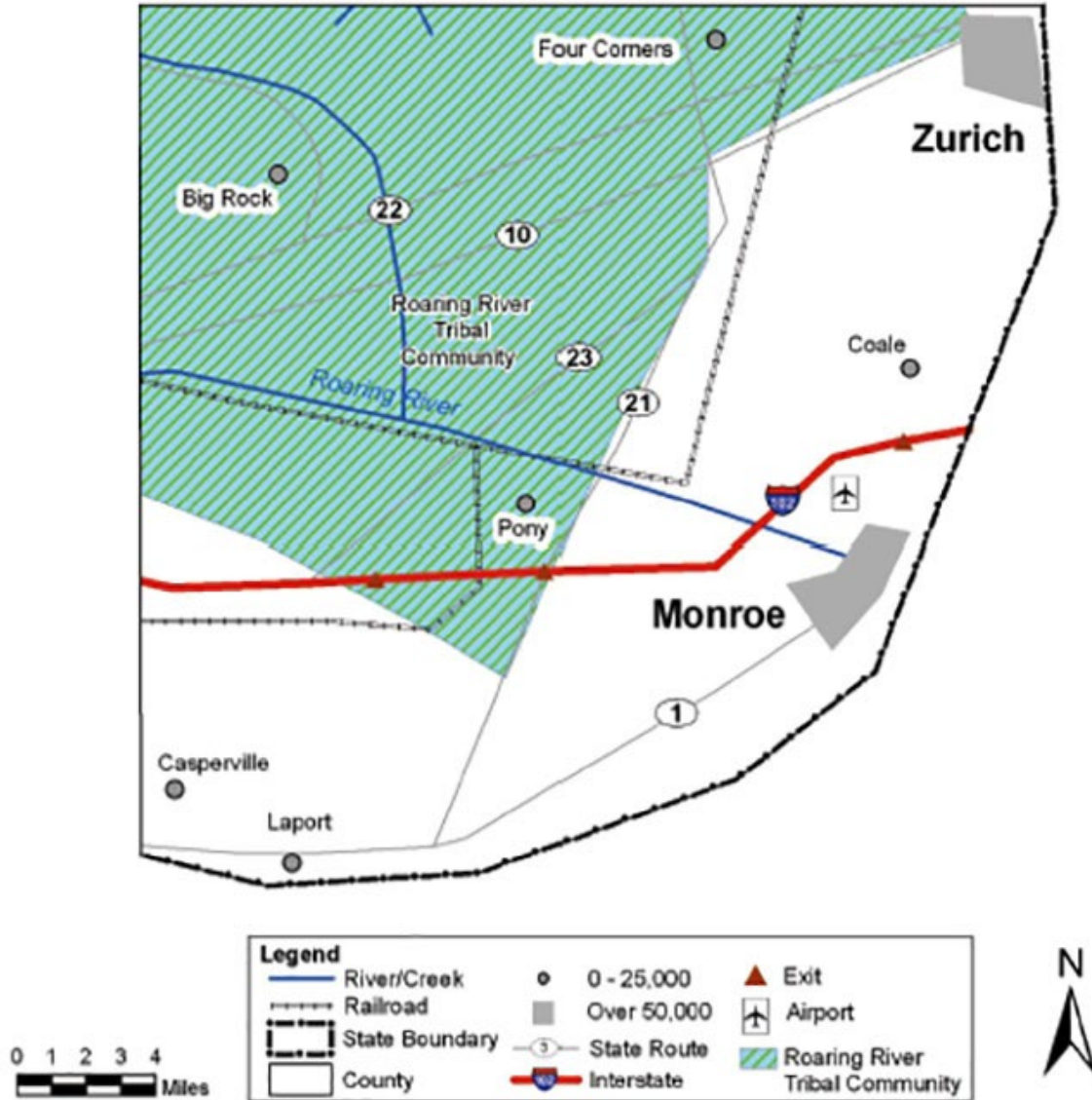
There is no disaster response team within the County for response to mass MCIs. Additional concerns have been raised after a letter purportedly containing ricin was delivered to a local developer's office by a long-time resident who was upset by the potential relocation of chemical manufacturing plants to Green County.

### **Training and Exercises**

Exercise funding has been adequate in the past, but the rapid growth of the area has resulted in most of the resources provided by grants and the local budgets being funneled to the purchase of equipment and facilities for new first responder units. Due to decreases in homeland security funding, first responder training and exercises are being scaled back due to cost-saving measures.

The Emergency Response Plan is rapidly becoming outdated because of changes in population and has not been exercised in over 2 years. The plan has had one addition. Due to recent railway expansion projects and an increase in the transport of hazardous materials, the railroad conducted a tabletop exercise (TTX) with the County Emergency Management Agency and first responder organizations. The end result was an update to the County HazMat Annex, which was promulgated last year.

# Green County



## Mineral County

### Vital Statistics

Population (Based on 2010 Census): 26,000

Households: 7,471

Under 18: 27.3%

Over 65: 12.3%

Median age: 35.1 years

Birth rate per 1,000: 14%

Death rate per 1,000: 6.15%

### Major Landmarks

#### Mineral Mountains

- Recreational area with camping, fishing, hiking, and white water rafting

#### Roaring River Rapids

- Recreational area with camping, fishing, hiking, and white water rafting

### Quick Facts

#### Business - Major Area Employers

- Lumber Companies: 250
- Mineral County Hospital: 300
- Businesses: 1,400

#### Normal Temperatures

- Mean temperature: 55.3°F
- Coldest month: January/34.8°F
- Hottest month: July/79.2°F

#### Rainfall

- Mean rainfall: 37.07 inches
- Driest month: October/2.65 inches
- Wettest month: April/4.78 inches

### Culture and Entertainment

#### Public Library

- Founded 1976
- More than 200,000 books, records, periodicals, pictures, microfilms, videotapes, and slides

- Three branches
- #### Fall Foliage Festival

- Held the 2nd weekend in October. Attracts over 10,000 tourists.

#### Bradley Community Theatre

- Built 1968
- Remodeled 1989
- Seats 879 people

#### Schools

- Public elementary: 6
- Junior/senior high: 5
- Private and parochial: 1
- Total number of public school students: 4,700

### Emergency Management

#### Mineral County Fire and Emergency Services

- Eight stations across five fire departments
- One Type II Wide Area Search and Rescue Team
- 65 uniformed service members
- Pumper Trucks
  - Eight Type III
- Ladder trucks
  - Three Type I
- Foam Tenders
  - One Type I
- Emergency Medical Services (EMS)
  - 6 Type III advanced life support (ALS) ambulances
  - 10 Type II basic life support (BLS) ambulances

### Law Enforcement and Security Resources

#### Mineral County Sheriff's Department

- 25 uniformed police/security
- 6 support staff members

## Mineral County

You are an Exercise Planning Team for Mineral County. The population of your County (approximately 26,000 people) is mostly from an agricultural and forestry background. The Roaring River provides a source of employment and recreation during the late-Spring/early-Fall timeframe. The Mineral Mountains provide recreational and Fall foliage-viewing opportunities. The County is very rural with only five communities (Bradley, Ceresco, Danton, Sumpler, and Wicks). The road network in the County is primarily two-lane highway with the exception of I-107, which runs north to south through the County. limited to four-lane highways in the cities and two-lane State highways connecting the populated areas. Large cities lie to the north (Metropolis) and south (Central City).

### **Capabilities**

Due to being a small community, there has been little influx of homeland security funding to purchase equipment, train, or exercise. Hazardous materials (HazMat) responses are conducted through Mutual Aid Agreements (MAAs) with contiguous counties.

Mineral County Hospital is an aging hospital built in the mid-1950s, though it has recently been renovated and now has a state-of-the-art Emergency Room (ER) with an isolation ward but does not have an organic decontamination unit. The hospital has the capacity to treat approximately 85 patients with varying levels of illnesses at one time. The hospital staff has also developed an emergency plan that uses off-duty employees in case of a Mass Casualty Incident (MCI).

The Public Works Department has not been active in disaster response except during response to wildfires when road graders and bulldozers are used for creating fire breaks.

### **Hazards and Vulnerabilities**

The fire departments throughout the County are split between two major functions: battling frequent brush fires and structural fires in a very rural setting. There are only 65 volunteers throughout the entire County. There are five fire departments and eight stations. Each station has a minimum of one assigned fire company and ambulance crew. The employees of the departments are primarily volunteers, though there are paid firefighters that are on a 12-hour shift at the main fire station in Bradley.

The County Sheriff's Department is the primary law enforcement presence in Mineral County, with the exception of limited support from the State of Columbia State Police. These County Sheriff's Department employees have received little training in MCIs and have no protective gear to respond to a HazMat incident. There are no special teams assigned within the law enforcement departments for response to high-risk situations (e.g., hostage situation, barricaded suspects, terrorism).

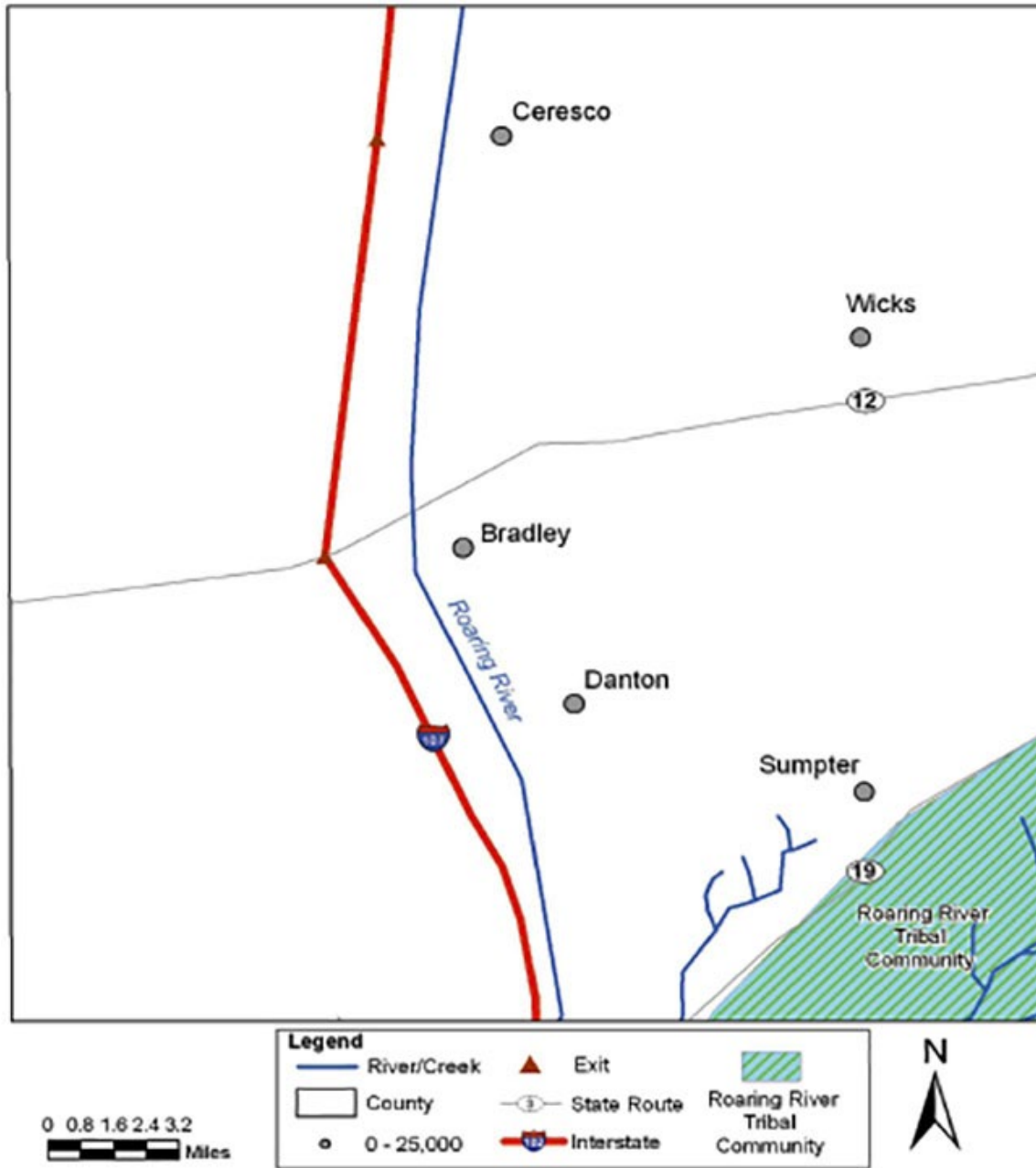
### **Training and Exercises**

With the exception of limited funding from the Local Emergency Planning Committee (LEPC), there is no formalized exercise-funding source, though local departments and agencies do

participate in hospital drills and exercises. There are ongoing efforts to secure homeland security funding due to the counties geographic position between two large urban areas.

The County response agencies have good relationships and training events have often included representatives from most of the emergency response services. No formal exercises have taken place to verify that emergency operations functions are well-coordinated. Most of the past occasions for County emergency response personnel to work together in an extended manner have involved tornado recovery, wildfires, and flood response along the Roaring River after heavy rains.

# Mineral County



## Stramford County (Tower Beach)

### Vital Statistics

Population (Based on 2010 Census):

145,000

Households: 43,393

Under 18: 26.3%

Over 65: 14.7%

Median age: 37 years

Birth rate per 1,000: 12%

Death rate per 1,000: 5.15%

### Major Landmarks

#### Camp Lewisburg

- Dates to the Spanish-American War
- Houses to military museum

#### Metro Kiwanis Sportsplex

- Located in the city center
- This park and recreation complex is the gem in the city's recreational facilities

#### Tower Beach

- Popular beach attraction
- Large tourism and fishing industry

### Quick Facts

#### Business - Major Area Employers

- Tourism
- Fishing
- Commercial
- Industrial
- Shipping

#### Normal Temperatures

- Mean temperature: 65.2°F
- Coldest month: January/40.2°F
- Hottest month: August/83.6°F

#### Rainfall

- Mean rainfall: 29.38 inches
- Driest month: January/2.9 inches
- Wettest month: May/5.6 inches

### Culture and Entertainment

#### Performing Arts Center

- Opened in 1965
- Seats 1,500 people

#### Public Library

- Founded 1940
- More than 500,000 books, records, periodicals, pictures, microfilms, videotapes, slides, and the Technology Resource Center

#### Tower Beach Museum

- Founded 1960
- Serves 15,000 visitors a year
- Includes Planetarium, Cotton Mill (1850), and Tower Beach Schoolhouse (1888)

#### Schools

- Public elementary: 14
- Junior/senior high: 8
- Private and parochial: 4
- Total number of public school students: 14,000

#### Emergency Management

##### Stramford County Fire and Rescue

- 8 stations across 5 fire districts
- 230 uniformed service members
- Pumper Trucks
  - Five Type I
  - Eight Type III
- Ladder Trucks
  - One Type I
- Hazardous Materials (HazMat) Teams
  - 2 Type II
- Emergency Medical Services (EMS)
  - Four Type I advanced life support (ALS) ambulances

- Ten Type II basic advanced life support (BLS) ambulances

**Law Enforcement and Security Resources****Tower Beach Police Department**

- 125 uniformed officers
- 15 support staff

**Stramford County Sheriff's Department**

- 175 uniformed officers
- 15 support staff
- One Type III Special Response Team (SRT)

**U.S. Customs and Border Protection  
(Stramford Sector)**

- 350 uniformed officers
- 55 support staff
- One Type III Special Response Team (SRT)

**Public Works and Engineering**

- One Type I Recovery Director
- One Type II Assessment Director



## Stramford County

You are the Exercise Planning Team for Stramford County. The County has undergone a massive transformation in the last 50 years from a small beach and agricultural community to an industrial and research hub for both government and industry. The County enjoys a full range of emergency services that are well-funded due to the high number of terrorism suspects that have been arrested.

Stramford County sits along the border between the United States and Mexico. The County is a major point of transfer for people and goods between the two countries, but many of the largely unpopulated areas have also made it a haven for people entering the United States illegally. Citizen groups have formed to attempt to stem the tide and assist the government in maintaining border integrity, but some of these groups have conducted operations that have been seen as unnecessary and potentially dangerous. Additional U.S. Customs and Border Patrol (CBP) staff have been hired over the past few years. The U.S. Department of Homeland Security (DHS) has provided numerous training opportunities for the County's law enforcement personnel to better prepare them to assist CBP operations to eliminate the entry of potential terrorists into the country, but many residents of the County do not see the effect because of the extent of the border and the limited number of agents and officers on patrol along the border. There were 25 individuals from countries the U.S. Department of State has identified as supporting terrorism that were captured attempting to cross the border in the last year, raising the concern of local residents about potential terrorists slipping across the border.

### Capabilities

The city has benefited from the relationship with the local CBP sector by conducting joint exercises in emergency response in the past, and many Mutual Aid Agreements (MAAs) exist between CBP and local emergency responders. The frequent antiterrorism drills and exercises conducted by the County are seen positively by County residents, and pressure is frequently placed on elected officials to increase involvement from County emergency management personnel.

The Stramford County Fire Department is made up of 8 stations across 5 fire districts and is supported by 230 uniformed members. The department works on a split-shift schedule. There are four actual shifts, with two shifts on duty at all times. The shift change for one shift occurs at 6 a.m., while the second occurs at 6 p.m. The fire department typically works a 48-hour shift. Support personnel are typically weekday only and work 8 a.m. to 5 p.m.

Stramford County has a fairly robust law enforcement community, with the Stramford County Sheriff's Department and Tower Beach Police Department having a total of 300 sworn officers between the two departments, as well as the Sheriff's Department SRT. There are also 350 Border Patrol Officers assigned to the Stramford Sector, including a CBP SRT. All departments, including the CBP Officers, all work 8-hour shifts. There are Memorandums of Understanding (MOUs) in place with the CBP to provide mutual-aid support.

The Tower City healthcare system comprises a single public hospital (Tower Beach Community Hospital) and several acute care facilities and family care clinics. The River Valley Hospital has a state-of-the-art burn center with many experts in trauma, burns, and HazMat exposure.

The Public Works Division has a moderate inventory of disaster recovery equipment, including cranes and dump trucks for debris removal but has no assigned team for this purpose. There are

no full-time personnel assigned as Disaster Recovery Specialists, but two individuals work with the City to keep plans updated and serve in the City Emergency Operations Center (EOC) when activated. They typically work from 8 a.m. to 5 p.m. at the Public Works Department and are on call at other times.

### **Hazards and Vulnerabilities**

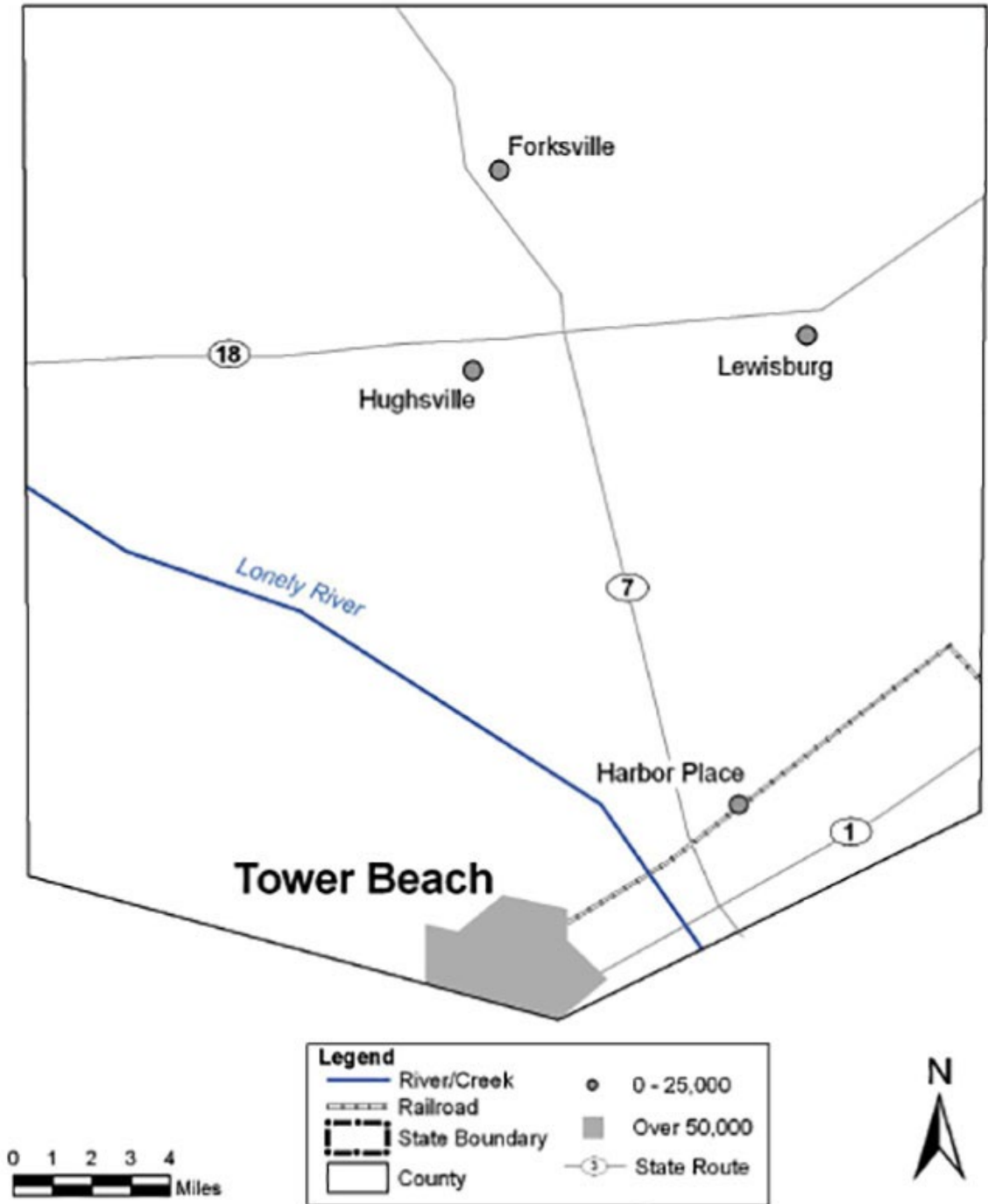
Tower Beach serves as a port of entry into the United States, which results in a large amount of commerce being transported into the County and subsequently moved via rail to points throughout the United States, including a large amount of HazMat. There is also a railway, which transports commerce between Mexico and the United States.

Being a coastal community, Tower City is susceptible to hurricanes and coastal flooding. There is also the threat of river flooding along the Lonely River, but it largely flows outside of populated areas. Other hazards include tornadoes and threats of terrorism.

### **Training and Exercises**

A variety of homeland security training has been conducted throughout the County. Exercise funding has improved over the last 3 years, with current funding being adequate to support a variety of City and County exercises for the foreseeable future.

# Stramford County



## Capital City

### Vital Statistics

Population (Based on 2010 Census)

Population: 265,000

Households: 106,854

Under 18: 20.3%

Over 65: 18.2%

Median age: 34.2 years

Birth rate per 1,000: 11%

Death rate per 1,000: 6.25%

### Major Landmarks

#### Falcon Tower

- 620-foot tall tower with observation deck, completed in 1991

#### Columbia State Capital

- Built in 1843
- Contains chamber for the State House and Senate

### Quick Facts

#### Business - Major Area Employers

- State government: 23,000
- New Twinkie/Fruit Pie Bakery: 5,000
- Great Atlantic & Pacific Railway: 4,000
- Capital City Hospital: 1,264
- Pine Cogeneration Plant: 1,100
- Coca-Cola Bottling Company: 1,050

#### Normal Temperatures

- Mean temperature: 64.2°F
- Coldest month: December/37.1°F
- Hottest month: August/82.4°F

#### Rainfall

- Mean rainfall: 28.2 inches
- Driest month: January/2.1 inches
- Wettest month: May/5.3 inches

### Culture and Entertainment

#### Capital City Museum

- Founded 1910, opened 1916
- Serves 425,000 visitors a year

#### Capital City Stadium

- Built in 2011
- State-of-the-art multi-purpose stadium
- Home of the Capital City Crusaders (Coastal Football League Professional Football)

#### Historical Society

- Founded 1950
- Includes three galleries, library with more than 20,000 volumes, and 28 historical sites

#### Downtown Performing Arts Center

- Opened in 1985
- Seats 4,500 people
- Serves as the home of the Capital City Symphony Orchestra

#### Emergency Management

##### Capital City Fire Department

- 20 stations
- 475 uniformed service members
- Engines
  - 22 Type I
  - 6 Type II
  - 4 Type VI
- Ladder Trucks
  - 8 Type I
  - 4 Type II
- Hazardous Materials (HazMat) Entry Teams
  - 1 Type I
- Available Liberty County Mutual Aid (4 Departments)

##### Emergency Medical Services (EMS)

- 130 personnel
- 3 Type I Advanced Life Support (ALS) Ambulance
- 12 Type II ALS Ambulances
- 10 Type IV Basic Life Support (BLS) Ambulances
- 1 Type I Rotary Wing Aircraft

#### **Public Works and Engineering**

- Public Works Emergency Management Support Team
  - Disaster Management Recovery Team
  - Equipment Preventative Maintenance Team
- Heavy Preventative Maintenance and Repair Team

#### **Law Enforcement**

- Pine County Sheriff’s Department
  - 250 Sworn Officers
  - 50 Non-Sworn Staff
- Capital City Police Department
  - 200 Sworn Officers
  - 75 Non-Sworn Staff
- 1 Type III Explosive Ordinance Disposal (EOD) team (Capital City Police Department)
- 1 Type III Special Response Team (SRT) (Sheriff’s Department)
- Columbia State Police HQ and District 1
  - 195 Sworn Officers
  - 70 Non-Sworn Staff

## Capital City

You are the Exercise Planning Team for Capital City, which is the largest city in the State of Columbia. The City comprises a large urban area surrounded by a relatively large suburban sprawl. A large number of commuters live within 2 hours of the City center and travel I-102, which skirts the southern to western edges of the City. The region is a major transfer point for ground-based and air-based commerce and serves as a port of entry. It has one major airport that serves domestic flights and acts as a hub for several smaller discount airlines.

The City has a fairly robust light-rail system and is also served by commercial rail. The light rail system serves over 30,000 customers per day. The Capital City Regional Airport, which opened in 1939, is a regional transfer hub and has daily service to Liberty International Airport, Atlanta, and Cincinnati, with future service to include Dayton, Ohio.

#### **Capabilities**

Capital City has 475 full-time firefighters in 4 fire districts. The personnel and equipment within these districts are divided into eight fire battalions. The fire departments also have command and control of the Emergency Medical Services (EMS) and are augmented by an additional 150 volunteer fire personnel. The shifts work in a 72-hour rotation, with a third of the on-duty force rotating off duty each day at 5 a.m. There is one hazardous materials (HazMat) team in the City.

The law enforcement resources in Capital City have been recently upgraded by the addition of several police precincts, bringing the total to eight. Within these precincts, the 250 uniformed personnel have been active in their response training, but protective equipment has been a lacking resource in recent years. Training with mutual-aid districts has been spotty and difficult to organize, but the condition has been improving. Police units in Capital City typically work 8-hour shifts, with varying hours for shift changes based on the precinct’s needs. Many of the downtown districts are relatively quiet at night, while they are extremely crowded during daylight hours. The EOD team, which falls under the police force, recently added a robotic EOD

response unit to their list of capabilities. The County Special Response Team (SRT), which is assigned to the Pine County Sheriff's Department, has also used homeland security grant funding to purchase an armored vehicle for hostage response. The vehicle was purchased based on a rising number of barricaded suspects situations and active shooter incidents in the outskirts of the City limits.

The medical resources in Pine County are limited to Capital City Hospital, which is a 400-bed, Level II Trauma Center. The hospital is capable of accepting and decontaminating chemical, biological, radiological, nuclear, and high-yield explosive (CBRNE)-exposed patients, but one additional Decontamination/Isolation unit is scheduled to become operational next spring. These resources are combined with the capabilities of a Disaster Medical Assistance Team (DMAT), which has been recently established to respond to Mass Casualty Incidents (MCIs) within the City, County, and State.

The Capital City Department of Public Works has a significant amount of disaster recovery equipment including a Public Works Emergency Management Support Team, Disaster Management Recovery Team, Equipment Preventative Maintenance Team, and a Heavy Preventative Maintenance and Repair Team. Memorandums of Agreement (MOAs) are signed with construction crews in the City indicating that equipment may be required for use by the City in a time of emergency. Liability is assumed by the City in these instances, and equipment rental and operator time is reimbursed by the City as a part of this agreement. There are a total of 457 employees in the department, including 8 full-time personnel that serve in the County/City Joint Emergency Operations Center (EOC) when activated.

### **Hazards and Vulnerabilities**

To the west of the City lies a large chemical manufacturing complex that frequently transports dangerous goods within the City limits including pesticides, herbicides, chlorine, ammonia, and other manufactured chemicals in smaller amounts. The companies operating on the outskirts of the populated areas store vast quantities of these chemicals for their processes. They have been cited as a potential risk to the City's residents, especially after a major fire at one of the facilities sickened hundreds of nearby residents and put a black cloud of smoke over the City center for several days until it was brought under control.

### **Training and Exercises**

As the capital of the State of Columbia, Capital City has a robust training and exercise program, with significant funding coming from the Urban Area Security Initiative (UASI) Grant Program. Recently, State transportation officials participated in a discussion-based exercise, which exposed several flaws in emergency response coordination along the outlying areas of the City. The City is continuing to standardize response and communications equipment across the area to allow first responders greater flexibility in responding to mutual-aid situations in other areas.

Central City continues to conduct a large amount of Incident Command System (ICS) training due to a large amount of recent retirements and staff openings. There has also been a significant amount of local training provided by various members of the U.S. Department of Homeland Security's Training Consortium.

Future UASI funding is expected to decrease but expectations are that future funding will be sufficient to continue a moderate level of exercises. Past exercises have indicated weaknesses in the areas of communications and evacuation planning, largely because of the growing populations in the surrounding communities and the difficulties involved with large-scale urban

evacuations. A recent citywide reverse 911 system has been installed to warn residents of an emergency, which provides a redundant method of issuing protective action decisions to the public during emergencies.

## Capital City





## Roaring River Tribal Community

### Vital Statistics

#### Population (Based on 2010 Census)

Population: 7,375

Households: 1,505

Under 18: 27.2%

Over 65: 21%

Median age: 39 years

Birth rate per 1,000: 11%

Death rate per 1,000: 8.1%

### Major Landmarks

**Big Rock Creek** (source of revenue [fishing])

- Over 10 miles of hiking trails on each side of the creek

#### Big Rock

- A site of spiritual and cultural significance

### Quick Facts

#### Area

- 1,200 square miles

#### Altitude

- 400-500 feet above sea level

### Business - Major Area Employers

- Small Manufacturing
- Tourism

### Normal Temperatures

- Mean temperature: 58.2°F
- Coldest month: December/37.1°F
- Hottest month: July/84.1°F

### Rainfall

- Mean rainfall: 30.9 inches
- Driest month: October/1.6 inches
- Wettest month: July/3.3 inches
- Mean annual snowfall: 8.2 inches

### Culture and Entertainment

#### Roaring River Community Heritage Center

- Founded 1963
- Includes displays of artifacts and history

#### Language Revitalization Center

- Provides language courses
- Contains more than 30,000 books, transcripts, and historical records

### Schools

- Elementary schools: 1
- Middle schools: 2
- High Schools (attend either Central City or Zurich): 0

### Emergency Management

#### Tribal Fire Department

- 2 stations
- 21 full-time service members (including eight certified paramedics)
- 50 volunteer fire personnel
- Pumper Trucks
  - 3 Type II
- Emergency Medical Services (EMS)
  - 3 Type I advanced life support (ALS) ambulance

### Law Enforcement and Security Resources

- 4 stations
- 37 uniformed police/security members
- 10 support staff

## Roaring River Tribal Community

During the early 1800s, the Roaring River Tribal Community was formed as Native Americans were forced from their lands in other states. Many tribes of other nations came together for the common cause of rebuilding a life resembling the one they knew before. The tribal area spans four counties: Liberty, Green, Kane, and Mineral, and was given to the tribal confederation by the United States in perpetuity in 1898. The duties of public security and safety have fallen to the Department of Public Safety, which has built a small but well-trained group of emergency response personnel.

Industry has been limited in the tribal area largely because of a lack of transportation and a limited workforce. Until the late 1980s, the main source of income had been tourism. Recent development within the counties in which the Tribal Nation lies has spurred a modest growth in the retail sector as residents began working outside the borders of the Tribal Nation to earn a greater income for their families. As a result, small retail outlets are growing near populated areas within the confines of the Tribal lands. The residents of Liberty, Green, Kane, and Mineral Counties are using the opportunity of differing tax regulations within these areas, and shopping centers featuring many types of retail goods are thriving.

### **Capabilities**

Emergency response planning is early in the developing stages within the Tribal Nation. The primary threats to the residents of the Tribal Nation have been from hurricanes, floods, residential fires, automobile accidents and petty crime. The expansion of the retail sector has brought an increased flow of residents and visitors to the area and has focused population near the retail outlets.

### **Hazards and Vulnerabilities**

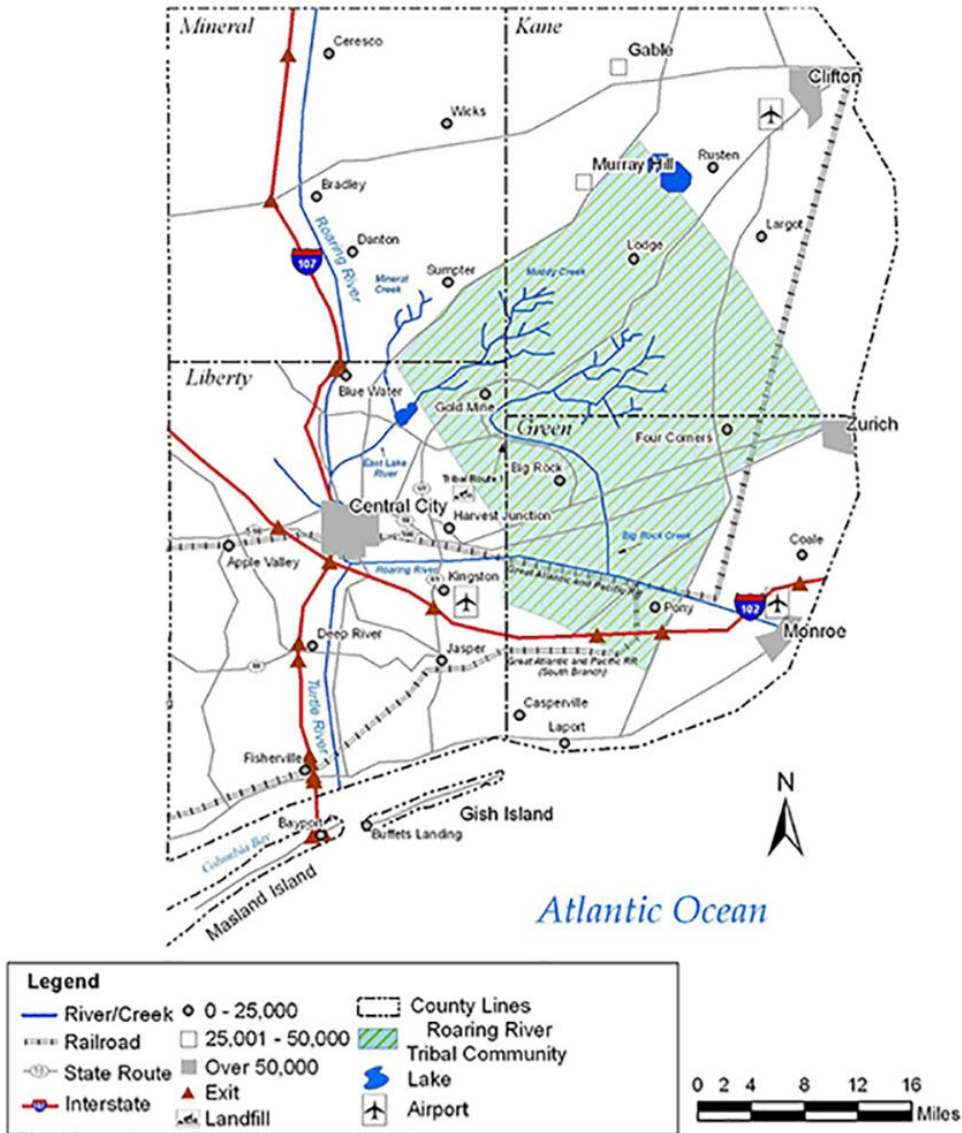
A significant flash flood 2 years ago brought about many changes in the local emergency services departments, with both the fire and police departments seeking mutual-aid partnerships with neighboring jurisdictions. There has been some reluctance within the community to enter into these agreements because of the sovereign status of the Nation.

Since the flood, there has been a focus on all-hazards planning for emergencies on tribal lands. All significant emergency response equipment outside the usual fire suppression systems must be brought into the area based on Memorandums of Understanding (MOUs) from the counties surrounding the tribal land. Communication systems between first responders on the tribal lands and the counties are currently incompatible, and there has never been an incident that would require tribal leaders to ask for mutual aid from their neighboring governments.

### **Training and Exercises**

A limited budget was set up for exercises within the tribal lands after the flood, which killed eight residents. The exercises have focused on mass evacuations and warning techniques, as well as an awareness campaign and swift water rescue training for the fire department and volunteer staff.

# Roaring River Tribal Community



## Activity 14.1: Course Wrap-Up

### **Instructions:**

*Total Activity Time:* 15 minutes

- 5 minutes: Individual work
  - 10 minutes: Class debrief.
1. What are some things you learned in this class?
  2. Share one thing you plan on doing/implementing when you return to your jurisdiction.

### Activity 14,1: Worksheet

1. What are some things you learned in this class?

2. Share one thing you plan on doing/implementing when you return to your jurisdiction.

## Continuous Learning

Remember to use all available resources, including the following:

### Maintaining Your Professionalism

[FEMA Strategic Foresight Initiative](https://www.fema.gov/pdf/about/programs/oppa/findings_051111.pdf)

([https://www.fema.gov/pdf/about/programs/oppa/findings\\_051111.pdf](https://www.fema.gov/pdf/about/programs/oppa/findings_051111.pdf))

[FEMA EMI Emergency Management Higher Education Program](https://training.fema.gov/hiedu/)

(<https://training.fema.gov/hiedu/>)

[Homeland Security Centers of Excellence](https://www.dhs.gov/science-and-technology/centers-excellence) (<https://www.dhs.gov/science-and-technology/centers-excellence>)

[Naval Post Graduate School, Center for Homeland Security and Defense](https://www.chds.us/c/)

(<https://www.chds.us/c/>)

### Networking with Other Professionals

Below is a sample of the numerous professional organizations that offer insightful information to members and nonmembers. As you review the following list of organizations, think about additional ones you would add.

Organization	Description
<p><u><a href="https://www.nemaweb.org/">National Emergency Management Association (NEMA)</a></u> (<a href="https://www.nemaweb.org/">https://www.nemaweb.org/</a>)</p>	<ul style="list-style-type: none"> <li>• Dedicated to enhancing public safety by improving the Nation’s ability to prepare for, respond to, and recover from all emergencies, disasters, and threats to our Nation’s security.</li> <li>• Provides national leadership and expertise in comprehensive emergency management; serves as a vital emergency management information and assistance resource; and advances continuous improvement in emergency management through strategic partnerships, innovative programs, and collaborative policy positions.</li> </ul>
<p><u><a href="https://www.iaem.org/">International Association of Emergency Managers (IAEM)</a></u> (<a href="https://www.iaem.org/">https://www.iaem.org/</a>)</p>	<ul style="list-style-type: none"> <li>• Dedicated to promoting the “Principles of Emergency Management” and representing those professionals whose goals are saving lives and protecting property and the environment during emergencies and disasters.</li> <li>• Provides information, networking, and professional development opportunities to</li> </ul>

	<p>advance the emergency management profession.</p> <p><b>Note:</b> IAEM sponsors the Certified Emergency Manager® Program.</p>
<p><a href="http://www.nwtemc.org/">Northwest Tribal Emergency Management Council (NTEMC)</a> (<a href="http://www.nwtemc.org/">http://www.nwtemc.org/</a>)</p>	<ul style="list-style-type: none"> <li>• Promotes collaboration of tribal emergency management organizations from around the Nation.</li> <li>• Shares information and discusses public safety/homeland security issues affecting those in Indian Country.</li> </ul>
<p><a href="https://www.apwa.org/">American Public Works Association (APWA)</a> (<a href="https://www.apwa.org/">https://www.apwa.org/</a>)</p>	<ul style="list-style-type: none"> <li>• Serves professionals in all aspects of public works.</li> <li>• Offers comprehensive resources in the areas of professional development tools, advocacy efforts, networking opportunities, and outreach activities.</li> </ul>
<p><a href="https://www.apha.org/">American Public Health Association (APHA)</a> (<a href="https://www.apha.org/">https://www.apha.org/</a>)</p>	<ul style="list-style-type: none"> <li>• Provides professional networking for public health professionals.</li> <li>• Disseminates the latest public health science and practice to members, opinion leaders, and the public.</li> </ul>
<p><a href="https://www.nvfc.org/">National Volunteer Fire Council (NVFC)</a> (<a href="https://www.nvfc.org/">https://www.nvfc.org/</a>)</p>	<ul style="list-style-type: none"> <li>• Promotes and provides education and training for the volunteer Fire/EMS organizations.</li> <li>• Provides representation on national standards-setting committees and projects.</li> <li>• Gathers information from and disseminates information to the volunteer Fire/EMS organizations.</li> </ul>
<p><a href="https://www.iafc.org/">International Association of Fire Chiefs (IAFC)</a> (<a href="https://www.iafc.org/">https://www.iafc.org/</a>)</p>	<ul style="list-style-type: none"> <li>• Provides leadership to career and volunteer chiefs, chief fire officers, company officers, and managers of emergency service organizations throughout the international community through vision, information, education, services, and representation to enhance their professionalism and capabilities.</li> </ul>

<p><a href="https://www.iaclea.org/">International Association of Campus Law Enforcement Administrators (IACLEA)</a> (<a href="https://www.iaclea.org/">https://www.iaclea.org/</a>)</p>	<ul style="list-style-type: none"> <li>• Advances public safety for educational institutions by providing educational resources, advocacy, and professional development services.</li> </ul>
<p><a href="https://www.floods.org/">Association of State Floodplain Managers</a> (<a href="https://www.floods.org/">https://www.floods.org/</a>)</p>	<ul style="list-style-type: none"> <li>• Provides resources to professionals involved in floodplain management, flood hazard mitigation, the National Flood Insurance Program, and flood preparedness, warning, and recovery.</li> <li>• Promotes education, policies, and activities that mitigate current and future losses, costs, and human suffering caused by flooding, and to protect the natural and beneficial functions of floodplains – all without causing adverse impacts.</li> </ul>
<p><a href="https://www.naco.org/">National Association of Counties (NACo)</a> (<a href="https://www.naco.org/">https://www.naco.org/</a>)</p>	<ul style="list-style-type: none"> <li>• Provides essential services to the Nation’s 3,068 counties.</li> <li>• Improves the public’s understanding of county government and assists counties in finding and sharing innovative solutions through education and research.</li> </ul>
<p><a href="https://www.planning.org/">American Planning Association (APA)</a> (<a href="https://www.planning.org/">https://www.planning.org/</a>)</p>	<ul style="list-style-type: none"> <li>• Promotes effective planning practices through vigorous public information and education programs.</li> <li>• Supports certified planners in their pursuit of certification maintenance.</li> <li>• Promotes national and international partnerships to advance both the planning movement and principles of sustainability, inclusion, and nondiscrimination.</li> <li>• Enhances the state of planning knowledge by identifying and fulfilling a vigorous agenda of applied research.</li> <li>• Shares research results with subscribers, members, and, ultimately, the national community.</li> </ul>
<p><a href="https://emap.org/">Emergency Management Accreditation Program (EMAP)</a> (<a href="https://emap.org/">https://emap.org/</a>)</p>	<ul style="list-style-type: none"> <li>• Provides emergency management programs with the opportunity to comply with national standards, to demonstrate accountability, and to focus attention on</li> </ul>

	<p>areas and issues where resources are needed.</p> <p><b>Note:</b> The Emergency Management Accreditation Program, or EMAP, is a voluntary review process for State and local emergency management programs. Accreditation is a means of demonstrating—through self-assessment, documentation, and peer review—that a program meets national standards for emergency management programs.</p>
<p><a href="https://www.nfpa.org/">National Fire Protection Association (NFPA)</a> (<a href="https://www.nfpa.org/">https://www.nfpa.org/</a>)</p>	<ul style="list-style-type: none"> <li>• Develops, publishes, and disseminates more than 300 consensus codes and standards intended to minimize the possibility and effects of fire and other risks.</li> <li>• Compiles and publishes “NFPA 1600: Standard on Disaster/Emergency Management and Business Continuity Programs.”</li> </ul> <p><b>Note:</b> NFPA 1600 has been approved, adopted, or endorsed by many different organizations. DHS designates NFPA 1600 for use as the criteria for voluntary certification of private sector preparedness programs called for by Title IX of Public Law 110-53.</p>



# Job Aids

## Job Aid 4.27: Core Capabilities Chart

<b>Prevention</b>	<b>Protection</b>	<b>Mitigation</b>	<b>Response</b>	<b>Recovery</b>
<b>Planning</b>	<b>Planning</b>	<b>Planning</b>	<b>Planning</b>	<b>Planning</b>
<b>Public Information and Warnings</b>	<b>Public Information and Warnings</b>	<b>Public Information and Warnings</b>	<b>Public Information and Warnings</b>	<b>Public Information and Warnings</b>
<b>Operational Coordination</b>	<b>Operational Coordination</b>	<b>Operational Coordination</b>	<b>Operational Coordination</b>	<b>Operational Coordination</b>
Forensics and Attribution Intelligence and Information Sharing Interdiction and Disruption Screening, Search, and Detection	Access Control and Identity Verification Cybersecurity Intelligence and Information Sharing Interdiction and Disruption Physical Protective Measures Risk Management for Protection Programs and Activities Screening, Search, and Detection Supply Chain Integrity and Security	Community Resilience Long-Term Vulnerability Reduction Risk and Disaster Resilience Assessment Threats and Hazard Identification	Critical Transportation Environmental Response/Health and Safety Fatality Management Services Fire Management and Suppression Logistics and Supply Chain Management Infrastructure Systems Mass Care Services Mass Search and Rescue Operations On-Scene Security and Protection Operational Communications	Economic Recovery Health and Social Services Housing Infrastructure Systems Natural and Cultural Resources

			Public Health, Healthcare, and Medical Services  Situational Assessment	
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Core Capability	Description
<b>Mission Area: All</b>	
Planning	Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.
Public Information and Warning	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.
Operational Coordination	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of Core Capabilities.
<b>Mission Area: Prevention</b>	
Forensics and Attribution	Conduct forensic analysis and attribute terrorist acts (including the means and methods of terrorism) to their source, to include forensic analysis as well as attribution for an attack and for the preparation for an attack in an effort to prevent initial or follow-on acts and/or swiftly develop counter-options.

Intelligence and Information Sharing	Provide timely, accurate, and actionable information resulting from the planning, direction, collection, exploitation, processing, analysis, production, dissemination, evaluation, and feedback of available information concerning physical and cyber threats to the United States, its people, property, or interests; the development, proliferation, or use of WMDs; or any other matter bearing on U.S. national or homeland security by local, state, tribal, territorial, Federal, and other stakeholders. Information sharing is the ability to exchange intelligence, information, data, or knowledge among government or private sector entities, as appropriate.
Interdiction and Disruption	Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.
Screening, Searching, and Detection	Identify, discover, or locate threats and/or hazards through active and passive surveillance and search procedures. This may include the use of systematic examinations and assessments, bio-surveillance, sensor technologies, or physical investigation and intelligence.
<b>Mission Area: Protection</b>	
Access Control and Identity Verification	Apply and support necessary physical, technological, and cyber measures to control admittance to critical locations and systems.
Cybersecurity	Protect (and if needed, restore) electronic communications systems, information, and services from damage, unauthorized use, and exploitation.
Physical Protective Measures	Implement and maintain risk-informed countermeasures, and policies protecting people, borders, structures, materials, products, and systems associated with key operational activities and critical infrastructure sectors.

Risk Management for Protection Program and Activities	Identify, assess, and prioritize risks to inform Protection activities, countermeasures, and investments.
Supply Chain Integrity and Security	Strengthen the security and resilience of the supply chain.
<b>Mission Area: Mitigation</b>	
Community Resilience	Enable the recognition, understanding, communication of, and planning for risk and empower individuals and communities to make informed risk management decisions necessary to adapt to, withstand, and quickly recover from future incidents.
Long-Term Vulnerability Reduction	Build and sustain resilient systems, communities, and critical infrastructure and key resources lifelines so as to reduce their vulnerability to natural, technological, and human-caused threats and hazards by lessening the likelihood, severity, and duration of the adverse consequences.
Risk and Disaster Resilience Assessment	Assess risk and disaster resilience so that decision makers, responders, and community members can take informed action to reduce their entity's risk and increase their resilience.
Threats and Hazards Identification	Identify the threats and hazards that occur in the geographic area; determine the frequency and magnitude; and incorporate this into analysis and planning processes so as to clearly understand the needs of a community or entity.
<b>Mission Area: Response</b>	
Critical Transportation	Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services into the affected areas.

Environmental Response/Health and Safety	Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all-hazards in support of responder operations and the affected communities.
Fatality Management Services	Provide fatality management services, including decedent remains recovery and victim identification, working with local, state, tribal, territorial, insular area, and Federal authorities to provide mortuary processes, temporary storage or permanent internment solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.
Fire Management and Suppression	Provide structural, wildland, and specialized firefighting capabilities to manage and suppress fires of all types, kinds, and complexities while protecting the lives, property, and the environment in the affected area.
Logistics and Supply Chain Management (Also under Recovery Mission Area)	Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.
Mass Care Services	Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.
Mass Search and Rescue Operations	Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest

	number of endangered lives in the shortest time possible.
On-Scene Security, Protection, and Law Enforcement	Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for response personnel engaged in lifesaving and life-sustaining operations.
Operational Communications	Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.
Public Health, Healthcare, and Emergency Services	Provide lifesaving medical treatment via Emergency Medical Services and related operations and avoid additional disease and injury by providing targeted public health, medical, and behavioral health support, and products to all affected populations.
Situational Assessment	Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.
<b>Mission Area: Recovery</b>	
Economic Recovery	Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in an economically viable community.
Health and Social Services	Restore and improve health and social services capabilities and networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community.
Infrastructure System	Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and

	services to support a viable, resilient community.
Housing	Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.
Natural and Cultural	Protect natural and cultural resources and historic properties through appropriate Planning, Mitigation, Response, and Recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and best practices and in compliance with applicable Environmental and Historic Preservation laws and Executive Orders.

### Job Aid 4.38: Training Options

Training Type	Appropriate for Providing...
<b>Classroom</b>	<ul style="list-style-type: none"> <li>• A knowledge base on new or revised processes and/or procedures.</li> <li>• The skills needed to perform tasks that would be done manually (e.g., analyzing information from documents provided) or with equipment contained in the classroom (e.g., computers, telephones) or on the job.</li> </ul>
<b>Independent Study</b>	<ul style="list-style-type: none"> <li>• Knowledge acquisition at a pace that is comfortable for the student.</li> <li>• An opportunity to learn and apply knowledge and skills (e.g., through a tutorial) in a self-paced environment.</li> </ul>
<b>On-the-Job Training</b>	<ul style="list-style-type: none"> <li>• An opportunity to learn and perform tasks in a real-life environment with the supervision of an expert performer. (A related form of training is the practicum, which is designed to give the learner supervised practical application of a previously or concurrently studied theory. Another option, shadowing, allows the learner to observe an expert performer on the job.)</li> </ul>
<b>Briefings</b>	<ul style="list-style-type: none"> <li>• New information, usually at a high level, presented to all persons who have a need to know or use the information. Briefings are often provided to large groups and include a question-and-answer session.</li> </ul>

<b>Seminars</b>	<ul style="list-style-type: none"><li>• Opportunities for small numbers of job performers to discuss specific topics, usually with the advice of an expert performer. Seminars usually involve new policies, procedures, or solutions to problems being presented to the group.</li></ul>
<b>Workshops</b>	<ul style="list-style-type: none"><li>• Opportunities for small numbers of job performers to discuss issues and apply knowledge and skills to solving problems or producing a product. Workshops are generally highly structured, and their outputs are usually a product that meets specified criteria (e.g., a list of assumptions that will be used as a basis for developing the Emergency Operations Plan).</li></ul>
<b>Job Aids</b>	<ul style="list-style-type: none"><li>• Quick references that are intended to be used on the job. Common job aids include checklists, worksheets, Standard Operating Procedures, reference guides, etc.</li></ul>

**Note:** These training options may include various methods of getting the information across to the participants, such as presentation, interactive activities, demonstration, discussion, applied practice, and question-and-answer sessions.



## Job Aid 4.43: Types of Exercises

### Types of Exercises

#### *Discussion-Based Exercises*

*Discussion-based exercises include seminars, workshops, tabletop exercises, and games. These types of exercises can be used to familiarize participants with, or develop new, plans, policies, agreements, and procedures. Discussion-based exercises focus on strategic, policy-oriented issues. Facilitators and/or presenters usually lead the discussion, keeping participants on track toward meeting exercise objectives.*

Type	Description
<b>Seminars</b>	Seminars generally orient participants to, or provide an overview of, authorities, strategies, plans, policies, procedures, protocols, resources, concepts, and ideas. They can be valuable for entities that are developing or making major changes to existing plans or procedures. Seminars can be similarly helpful when attempting to assess or gain awareness of the capabilities of interagency or inter-jurisdictional operations.
<b>Workshops</b>	Although similar to seminars, workshops differ in two important aspects: participant interaction is increased, and the focus is placed on achieving or building a product. Effective workshops entail the broadest attendance by relevant stakeholders. Products produced from a workshop can include new Standard Operating Procedures, Emergency Operations Plans, Continuity of Operations Plans, or Mutual Aid Agreements. To be effective, workshops should have clearly defined objectives, products, or goals, and should focus on a specific issue.
<b>Tabletop Exercises</b>	A tabletop exercise is intended to generate discussion of various issues regarding a hypothetical, simulated emergency. Tabletops can be used to enhance general awareness, validate plans and procedures, rehearse concepts, and/or assess the types of systems needed to guide the prevention of, protection

	<p>from, mitigation of, response to, and recovery from a defined incident. Generally, tabletops are aimed at facilitating conceptual understanding, identifying strengths and areas for improvement, and/or achieving changes in perceptions.</p> <p><b>During a tabletop, players are encouraged to discuss issues in depth, collaboratively examining areas of concern and solving problems. The effectiveness of a tabletop exercise is derived from the energetic involvement of participants and their assessment of recommended revisions to current policies, procedures, and plans.</b></p>
<p><b>Games</b></p>	<p>A game is a simulation of operations that often involves two or more teams, usually in a competitive environment, using rules, data, and procedures designed to depict an actual or hypothetical situation. Games explore the consequences of player decisions and actions. They are useful tools for validating plans and procedures or evaluating resource requirements.</p> <p><b>During game play, decision making may be either slow and deliberate or rapid and more stressful, depending on the exercise design and objectives. The open, decision-based format of a game can incorporate “what if” questions that expand exercise benefits. Depending on the game’s design, the consequences of player actions can be either pre-scripted or decided dynamically. Identifying critical decision-making points is a major factor in the success of evaluating a game.</b></p>

Source: Homeland Security Exercise and Evaluation Program (HSEEP), 2013.

## **Operations-Based Exercises**

*Operations-based exercises include drills, functional exercises, and full-scale exercises. These exercises can be used to validate plans, policies, agreements, and procedures; clarify roles and responsibilities; and identify resource gaps. Operations-based exercises are characterized by actual reaction to an exercise scenario, such as initiating communications or mobilizing personnel and resources.*

<b>Type</b>	<b>Description</b>
<b>Drills</b>	<p>A drill is a coordinated, supervised activity usually employed to validate a specific function or capability in a single agency or organization. Drills are commonly used to provide training on new equipment, validate procedures, or practice and maintain current skills. For example, drills may be appropriate for practicing evacuation procedures.</p> <p>Drills can also be used to determine if plans can be executed as designed, to assess whether more training is required, or to reinforce best practices. A drill is useful as a stand-alone tool, but a series of drills can be used to prepare several organizations to collaborate in a full-scale exercise.</p>
<b>Functional Exercises</b>	<p>Functional exercises are designed to validate and evaluate capabilities, multiple functions and/or sub-functions, or interdependent groups of functions. Functional exercises are typically focused on exercising plans, policies, procedures, and staff members involved in management, direction, command, and control functions.</p> <p>In functional exercises, events are projected through an exercise scenario with event updates that drive activity typically at the management level. A functional exercise is conducted in a realistic, real-time environment; however, movement of personnel and equipment is usually simulated.</p>
<b>Full-Scale Exercises</b>	<p>Full-scale exercises are typically the most complex and resource-intensive type of exercise. They involve multiple agencies,</p>

	<p>organizations, and jurisdictions and validate many facets of preparedness. Full-scale exercises often include many players operating under cooperative systems such as the Incident Command System (ICS) or Unified Command.</p> <p>In full-scale exercises, events are projected through an exercise scenario with event updates that drive activity at the operational level. Full-scale exercises are usually conducted in a real-time, stressful environment that is intended to mirror a real incident. Personnel and resources may be mobilized and deployed to the scene, where actions are performed as if a real incident had occurred. The full-scale exercise simulates reality by presenting complex and realistic problems that require critical thinking, rapid problem solving, and effective responses by trained personnel.</p> <p>The level of support needed to conduct a full-scale exercise is greater than that needed for other types of exercises. The exercise site is usually large, and site logistics require close monitoring. Safety issues, particularly regarding the use of props and special effects, must be monitored. Throughout the duration of the exercise, many activities occur simultaneously.</p>
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Source: Homeland Security Exercise and Evaluation Program (HSEEP)

## Job Aid 5.44: Federal Laws Protecting Civil Rights

Civil Rights Act of 1964	
<b>Overview of Title VI</b>	Title VI of the Civil Rights Act of 1964 prohibits discrimination on the basis of race, color, or national origin in programs and activities receiving Federal financial assistance.
<b>Provisions</b>	<p>If a recipient of Federal assistance is found to have been discriminated and voluntary compliance cannot be achieved, the Federal agency providing the assistance should either initiate fund termination proceedings or refer the matter to the Department of Justice for appropriate legal action.</p> <p>Aggrieved individuals may file administrative complaints with the Federal agency that provides funds to a recipient, or the individuals may file suit for appropriate relief in Federal court.</p> <p>Title VI itself prohibits intentional discrimination. However, most funding agencies have regulations implementing Title VI that prohibit recipient practices that have the <b>effect of discrimination</b> on the basis of race, color, or national origin.</p>
<b>Overview of Title VII</b>	Under Title VII it is illegal to discriminate in any aspect of employment, including hiring and firing; compensation, assignment, or classification of employees; transfer, promotion, layoff, or recall; job advertisements; recruitment; or other terms and conditions of employment.
<b>Provisions</b>	Discriminatory practices also include harassment on the basis of race, color, religion, sex, national origin, disability, or age. They include retaliation against an individual for filing a charge of discrimination, participating in an investigation, or opposing discriminatory practices; employment decisions based on stereotypes or assumptions about the abilities, traits, or performance of individuals of a certain sex, race, age, religion, or ethnic group, or individuals with disabilities. These practices also include denying employment opportunities to a person because of marriage to, or association with, an individual of a particular race, religion, national origin, or an individual with a disability.

Law	Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988 and PKEMRA
<b>Overview</b>	The Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988 (amended 2007) prohibits discrimination during disaster relief and assistance activities.
<b>Provisions</b>	<p>The Stafford Act states that “during a disaster, relief and assistance activities shall be accomplished in an equitable and impartial manner, without discrimination on the grounds of race, color, nationality, sex, age, disability, religion, English proficiency, or economic status.”</p> <p>The Stafford Act applies to:</p> <ul style="list-style-type: none"> <li>• FEMA services and operations.</li> <li>• Personnel carrying out Federal assistance functions.</li> <li>• Other bodies participating in relief operations, including all private relief organizations, contractors, and volunteers.</li> </ul> <p>The Stafford Act and PKEMRA, along with Federal civil rights laws, mandate integration and equal opportunity for people with disabilities in general population shelters.</p>

Law	Post-Katrina Emergency Management Reform Act (PKEMRA) of 2006
<b>Overview</b>	PKEMRA extended the protections of the Stafford Act to include race, color, religion, nationality, sex, age, disability, English proficiency, and economic status. PKEMRA also made changes in the Homeland Security Act that ensured better services for disaster survivors.
<b>Provisions</b>	<p>Among other provisions, PKEMRA directed FEMA to:</p> <ul style="list-style-type: none"> <li>• Establish a Disability Coordinator and develop guidelines to accommodate individuals with disabilities.</li> <li>• Add disability and English proficiency to the list of provisions requiring nondiscrimination in relief and assistance activities.</li> <li>• Establish the National Emergency Family Registry and Locator System to reunify separated family members and assist in establishing the National Emergency Child Locator Center to locate missing children after a major disaster or emergency.</li> <li>• Coordinate and support precautionary evacuations and recovery efforts.</li> <li>• Provide transportation assistance for relocating and returning individuals displaced from their residences in a major disaster.</li> </ul>

	<ul style="list-style-type: none"> <li>• Provide rescue, care, shelter, and essential needs assistance to individuals with household pets and service animals as well as to such pets and animals.</li> <li>• Provide case management assistance to identify and address unmet needs of victims of major disasters.</li> <li>• Receive input from a National Advisory Council, including state and private-sector members, about the development and revision of the NRF and other related plans or strategies.</li> </ul>
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<b>Law</b>	Executive Order 13166: Improving Access to Services for Persons With Limited English Proficiency
<b>Overview</b>	Executive Order 13166 improves access to federally conducted and federally assisted programs and activities for persons who, as a result of national origin, are limited in their English proficiency (LEP).
<b>Provisions</b>	<ul style="list-style-type: none"> <li>• Federally conducted and federally assisted programs must take reasonable steps to ensure meaningful access to their programs and activities by LEP persons.</li> <li>• Federal agencies conducting programs and activities must prepare a plan to improve access to the programs and activities by eligible LEP persons. The plan must be consistent with the standards set forth in the LEP Guidance issued by the Department of Justice.</li> <li>• Each agency must draft Title VI guidance specifically tailored to its recipients (federally assisted programs and activities) that is consistent with the LEP Guidance and that details how the general standards established in the LEP Guidance will be applied to the agency’s recipients.</li> <li>• Agencies must ensure that stakeholders, such as LEP persons and their representative organizations, recipients, and other appropriate individuals or entities, have an adequate opportunity to provide input.</li> </ul>

<b>Law</b>	Rehabilitation Act of 1973, as Amended
<b>Overview</b>	The Rehabilitation Act of 1973, Pub. L. 93-112, 29 U.S.C. 794 (2007), prohibits discrimination against persons with disabilities.
<b>General Provisions</b>	<ul style="list-style-type: none"> <li>• No qualified individual with a disability in the United States shall be excluded from, denied the benefits of, or be subjected to discrimination under any program or activity that either</li> </ul>

	<p>receives Federal financial assistance or is conducted by any executive agency or the United States Postal Service.</p> <ul style="list-style-type: none"> <li>• The act imposes nondiscrimination and accessibility requirements on all of the operations of Federal agencies, including any direct services they provide to the public or any programs that they specifically operate. This includes any direct services provided by FEMA and the operations of FEMA itself.</li> <li>• The Equal Employment Opportunity Commission (EEOC) has adopted the provisions of the Americans with Disabilities Act (ADA), as amended, as guiding principles of the Rehabilitation Act.</li> </ul>
<p><b>Provisions of Section 504</b></p>	<p>Section 504 of the Rehabilitation Act applies to all types of entities that receive Federal financial assistance, regardless of whether they are a governmental agency, a private organization, or a religious entity. It also applies to organizations and entities that receive Federal monies distributed through state or local agencies (subrecipients).</p> <p>Federal financial assistance is defined very broadly. For example, a private nonprofit organization that receives a Federal contract to provide services is covered by Section 504, as is an organization that receives free or subsidized use of Federal property or is provided staff paid by a Federal agency.</p> <p>Section 504 requires all entities that receive Federal financial assistance to:</p> <ul style="list-style-type: none"> <li>• Effectively communicate with people who have communication disabilities including hearing, vision, or cognitive disabilities.</li> <li>• Meet accessibility standards in new construction and altered facilities.</li> <li>• Make changes to policies, practices, procedures, and structures as a reasonable accommodation for individuals with disabilities unless doing so would require a fundamental alteration of the program or constitute an undue financial and administrative burden.</li> </ul>
<p><b>Provisions of Section 508</b></p>	<p>Requires Federal electronic and information technology to be accessible to people with disabilities. An accessible information technology system is one that can be operated in a variety of ways and does not rely on a single sense or ability of the user.</p>



<b>Law</b>	Education Amendments of 1972
<b>Overview</b>	Title IX of the Education Amendments of 1972, Pub. L. 92-318, 20 U.S.C. 1681-1688 (2007), prohibits discrimination on the basis of sex in programs or activities receiving Federal financial assistance.

<b>Law</b>	Americans With Disabilities Act (ADA) of 1990
<b>Overview</b>	The ADA, Pub. L. 101-336, 42 U.S.C. 12101, et seq., prohibits discrimination against individuals with disabilities by state and local governments.
<b>Provisions of Title II</b>	<ul style="list-style-type: none"> <li>• Covers all programs, services, and activities of State and local governments regardless of the government entity's size or receipt of Federal funding.</li> <li>• Requires state and local governments to: <ul style="list-style-type: none"> <li>• Give people with disabilities an equal opportunity to benefit from all of their programs, services, and activities (e.g., emergency programs, public education, employment, transportation, recreation, healthcare, social services, courts, voting, and town meetings).</li> <li>• Follow specific architectural standards in the new construction and alteration of their buildings.</li> <li>• Provide access to programs, services, and activities housed in pre-ADA buildings.</li> <li>• Ensure effective communication for people who are deaf or hard of hearing, are blind or have low vision, or have speech or other communication disabilities.</li> </ul> </li> <li>• Does not require public entities to take actions that would result in undue financial and administrative burdens. They are required to make reasonable modifications to policies, practices, and procedures where necessary to avoid discrimination, unless they can demonstrate that doing so would fundamentally alter the nature of the service, program, or activity being provided.</li> </ul>
<b>Provisions of Title IV</b>	<ul style="list-style-type: none"> <li>• Requires that Telecommunications Relay Services (TRS) be made available to hearing- and speech-impaired individuals to the fullest extent possible and in the most efficient manner.</li> <li>• Requires that any television public announcement that is produced or funded in whole or in part by the Federal Government must be closed captioned.</li> </ul>

Law	ADA Amendments Act of 2008
<b>Overview</b>	The ADA Amendments Act of 2008 broadened the definition of disabilities.
<b>Provisions</b>	<p>An individual with a disability is a person who has a physical or mental impairment that substantially limits one or more major life activities that an average person can perform with little or no difficulty, or has a record of such impairment, or is regarded as having such impairment. The law defines specific terms as follows:</p> <ul style="list-style-type: none"> <li>• <b>Physical impairment:</b> Includes disorders of the sense organs (talking, hearing, etc.), motor functions, and body systems such as respiratory, cardiovascular, musculoskeletal, reproductive, digestive, genito-urinary, hemic, lymphatic, skin, neurological, and endocrine systems.</li> <li>• <b>Mental impairment:</b> Includes most psychological disorders and disorders such as organic brain syndrome, learning disabilities, and emotional or mental illness. It specifically excludes various sexual behavior disorders, compulsive gambling, pyromania, and disorders due to current use of illegal drugs.</li> <li>• <b>Major life activities:</b> Include, but are not limited to, caring for oneself, performing manual tasks, seeing, hearing, eating, sleeping, walking, standing, lifting, bending, breathing, learning, reading, concentrating, thinking, communicating, and working. Major life activities also include the operation of major bodily functions, such as the immune system and normal cell growth, which covers persons with HIV or cancer.</li> <li>• <b>Substantially limits:</b> The severity and duration of impairment determines whether it substantially limits a major life activity. Impairment must last for several months and significantly restrict a major life activity, but an impairment that is episodic or in remission is still a disability if it would substantially limit a major life activity when active. Similarly, an impairment is still regarded as a disability even if the individual uses medication, equipment, learned adaptive behaviors, or other mitigating measures to lessen the effects of the impairment.</li> </ul>

<b>Law</b>	Age Discrimination Act of 1975
<b>Overview</b>	The Age Discrimination Act of 1975 prohibits discrimination on the basis of age in programs or activities receiving Federal financial assistance.
<b>Provisions</b>	A provider may not exclude, deny, or provide different or lesser services to applicants or beneficiaries on the basis of age.

<b>Law</b>	Architectural Barriers Act of 1968
<b>Overview</b>	The Architectural Barriers Act of 1968, as amended, 42 U.S.C. § 4151, et seq. (2007), requires that physical access be available to facilities designed, built, altered, or leased with Federal funds.
<b>Provisions</b>	Under this law the Access Board, created by section 502 of the Rehabilitation Act of 1973, develops and maintains accessibility guidelines called the Uniform Federal Accessibility Standards (UFAS).

<b>Law</b>	Fair Housing Act of 1968
<b>Overview</b>	The Fair Housing Act of 1968 prohibits housing discrimination on the basis of race, color, religion, sex, disability, familial status, or national origin.
<b>Provisions</b>	<p>The Fair Housing Act:</p> <ul style="list-style-type: none"> <li>• Covers all types of housing, regardless of type of funding, including privately owned housing, housing that receives Federal financial assistance, and housing owned or operated by state and local governments.</li> <li>• Covers housing intended as a short- or long-term residence, including the following types that are often used to house persons who are displaced by disasters: shelters that house persons for more than a few days, transitional housing facilities, nursing homes, and manufactured housing.</li> <li>• Prohibits discrimination in any aspect of selling or renting housing or denial of a dwelling to a buyer or renter because of the disability of that individual, an individual associated with the buyer or renter, or an individual who intends to live in the residence.</li> <li>• Prohibits discrimination in the terms, conditions, or privileges of a rental or sale; the provision of services or facilities in</li> </ul>

	<p>connection with a dwelling; financing; zoning practices; new construction design; and advertising.</p> <ul style="list-style-type: none"><li>• Requires that new multifamily housing with four or more units be designed and built to contain minimum accessibility features for persons with disabilities.</li><li>• Requires owners of housing facilities to make reasonable exceptions to their policies and operations to afford people with disabilities equal housing opportunities.</li><li>• Requires landlords to allow tenants with disabilities to make reasonable access-related modifications to their private living space, and common use spaces. (The landlord is not required to pay for the changes.)</li></ul>
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## Job Aid 5.49: Environmental and Historic Preservation Laws

EHP Law	National Environmental Preservation Act (NEPA)
<b>Overview</b>	NEPA establishes a national policy for the protection and maintenance of the environment by providing a process that all Federal agencies must follow.
<b>Provisions</b>	<p>Because NEPA is a procedural law, each Federal agency, including FEMA, is required to write their own NEPA compliance regulations to fit their particular programs. FEMA's regulations are found at:</p> <ul style="list-style-type: none"> <li>• 44 CFR Part 10</li> <li>• DHS Management Directive 5100.1</li> <li>• 40 CFR Parts 1500-1508</li> </ul> <p>NEPA directs Federal agencies to thoroughly assess the environmental consequences of “major Federal actions significantly affecting the environment.” Before FEMA can fund or implement an action that may affect the environment, agency decision makers must study the potential impacts that the proposed action and alternatives will have on the human and natural environment and make that information available to the public.</p>

EHP Law	Executive Order 11988
<b>Overview</b>	Executive Order 11988 requires Federal agencies to avoid to the extent possible the long- and short-term adverse impacts associated with the occupancy and modification of floodplains and to avoid direct and indirect support of floodplain development wherever there is a practicable alternative.
<b>Provisions</b>	<p>In accomplishing this objective, “each agency shall provide leadership and shall take action to reduce the risk of flood loss, to minimize the impact of floods on human safety, health, and welfare, and to restore and preserve the natural and beneficial values served by floodplains in carrying out its responsibilities” for the following actions:</p> <ul style="list-style-type: none"> <li>• Acquiring, managing, and disposing of Federal lands and facilities;</li> <li>• Providing federally undertaken, financed, or assisted construction and improvements;</li> </ul>

	<ul style="list-style-type: none"> <li>• Conducting Federal activities and programs affecting land use, including but not limited to water and related land resources planning, regulation, and licensing activities.</li> </ul>
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<b>EHP Law</b>	<b>Other Environmental Laws</b>
<b>Overview</b>	<p>Other environmental laws that may impact actions by local jurisdictions include:</p> <ul style="list-style-type: none"> <li>• Clean Air Act (CAA)</li> <li>• Resource Conservation and Recovery Act (RCRA)</li> <li>• Clean Water Act (CWA)/Rivers and Harbors Act (RHA)</li> <li>• Coastal Zone Management Act (CZMA)</li> <li>• Coastal Barriers Resources Act (CBRA)</li> <li>• Wild and Scenic Rivers Act (WSR)</li> <li>• Endangered Species Act (ESA)</li> <li>• Fish and Wildlife Coordination Act (FWCA)</li> <li>• Wetlands Executive Order (Executive Order 11990)</li> <li>• Environmental Justice Executive Order (Executive Order 12898)</li> </ul>

<b>EHP Law</b>	<b>National Historic Preservation Act (NHPA)</b>
<b>Overview</b>	<p>NHPA directs Federal agencies to take into account the effect of any undertaking (a federally funded or assisted project) on historic properties.</p>
<b>Provisions</b>	<p>“Historic property” is any district, building, structure, site, or object that is eligible for listing in the National Register of Historic Places because the property is significant at the national, state, or local level in American history, architecture, archeology, engineering, or culture. Typically, a historic property must be at least 50 years old and retain integrity.</p> <p>Section 106 of the NHPA requires that, before approving or carrying out a Federal, federally assisted, or federally licensed undertaking, Federal agencies take into consideration the impact that the action may have on historic properties. Section 106 also requires that Federal agencies provide the Council with the opportunity to comment on the undertaking.</p> <p>FEMA, in coordination with the State Historic Preservation Officer (SHPO)/Tribal Historic Preservation Officer (THPO) and other consulting parties, must identify historic properties that may</p>

	<p>be affected by the proposed project and assess adverse effects of the actions.</p> <p>FEMA must then obtain concurrence from the SHPO/THPO on the eligibility of the identified historic properties and the effects on them. If there are adverse effects, FEMA, in cooperation with the Subgrantee and Grantee, consults with the SHPO/THPO and other consulting parties on ways to avoid or treat adverse effects to historic properties and develops a project-specific Memorandum of Agreement with the SHPO/THPO that outlines the agreed-upon treatment measures.</p> <p>Responsibility for compliance with NHPA lies with the Federal agency funding the project or action, which in this case is FEMA. However, there may be Programmatic Agreements executed for certain disasters or in specific states that substitute a more streamlined review process in place of Section 106. In any case, Subgrantees and Grantees assist FEMA in carrying out responsibilities under the act, as appropriate.</p>
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## Job Aid 7.27: Building Tribal Relationships

	Building Tribal Relationships
<b>A Unique People</b>	<p><b>Positive relationships begin with understanding.</b> It is important to be sensitive and respectful of who tribal people are as a people and to recognize the fact that they are a sovereign nation with its own form of government. Recognize that they are a unique people. The worst thing to do would be to go in with preconceived notions of what Indian people are.</p>
<b>Family Importance</b>	<p><b>Any official relationship with a tribe begins with an introductory meeting with the tribe’s elected leadership.</b> The family holds a central place in all tribal cultures. Tribal families treat distant clan members as close relatives. Family needs outweigh other concerns and commitments.</p> <p>Tribal communities show great respect for the wisdom of their elders by addressing them first in group settings and consulting them about how to proceed. Younger tribal members interpret as needed for elders with limited English.</p>
<b>Pace and Manner of Discourse</b>	<p><b>A rushed and impersonal manner may shut off conversation.</b> Tribal people carefully consider responses when answering questions and making decisions. Therefore, when working with tribal people, plan to double or triple the amount of time you would ordinarily expect to spend.</p> <p>Tribal officials, elders in particular, will want to explain what their point is, and they may take a little while to do that. It’s important to respect that and not try to rush that conversation along, not try to get to the endpoint.</p> <p>Information often is shared by telling a story. Tribal people consider it an insult to provide information you may already know; as a result, they can appear reluctant to answer a question or volunteer information.</p> <p>Time must be taken to gain consensus from the tribal council and tribal elders on decisions concerning disaster assistance.</p>
<b>Economic Realities</b>	<p><b>Many tribal communities are impoverished and face many challenges.</b> Not all tribes have gaming enterprises. Stereotyping tribes as “casino tribes” is considered offensive to tribal people.</p> <p>Tribes and tribal members pay taxes on income earned on non-Indian land.</p>



### Job Aid 7.33: Emergency Program Management

Role	General Responsibility	Specialized Responsibilities	Title	Agency Organization
Emergency Program Management	Work cooperatively with the whole community. Conduct risk analysis.	Business continuity	Emergency Manager, Risk Manager, Safety Manager	Private Corporations, NGOs
	Coordinate the emergency planning process to address the five Mission Areas! Develop mutual aid contracts, contingency contracts.	Continuity of Operations/ Continuity of Government (COOP/COG)	Homeland Security/ Emergency Management Director/ Coordinator	Local
	Develop and execute public awareness and education programs. Conduct training and exercises. Conduct incident assessments.		Homeland Security/Emergency Management Director/ Coordinator	Tribal or Territorial
	Support response operations in coordination with the IC/UC Coordinate recovery efforts. Coordinate grants management.		State Homeland Security/ Emergency Management Agency Director/ Administrator	State

	Ensure continuous program quality improvement		FEMA Administrator, FEMA Regional Administrator	Federal
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### Executive-Level Support

Role	General Responsibility	Specialized Responsibility	Title	Agency Organization
Vision Leadership Strategic Management	Establishing strong work relationships Leads and encourages.		President, Chief, Executive Officer (CEO), Manager, Administrator	Private Corporations, NGOs
	Supports mitigation efforts. Understands and implements laws and regulations.		Mayor, City Manager, County Executive, Administrator, Supervisor, Chairperson	Local
	Ensures that plans consider the whole community. Encourages community participation.	EMAC Request	Chairperson, Governor, Administrator	Tribal or Territorial
	Communicates incident status and coordinates resources/assistance requests vertically and horizontally.	EMAC Request Command the National Guard	Governor	State
			President	Federal

### Departmental and Committee Support

Role	General Responsibilities	Specialized Responsibilities	Title	Agency Organization
Departmental or Committee Emergency Program Support	Support agency responsibilities as they pertain to the five Mission Areas.		Department Manager/ Administrator	Private Corporations, NGOs
	Participate in preparedness activities (planning, training, exercising).		Department Manager/ Administrator	Local
	Integrate resources and capabilities.		Department Manager/ Administrator	Tribal or Territorial
	Develop internal policies and procedures!	State HS Advisor - chairs the committee that counsils the Governor on HS issues. Coordinates the Stakeholder Preparedness Report	State Homeland Security Advisor State Department/Agency Head with ESF/emergency roles/responsibilities	State
		DHS - coordinates Federal resources to support all five Mission Areas. Other departments support the five Mission Areas with resources as outlined in the frameworks.	Secretary of the Department of Homeland Security Other Federal agencies with emergency program roles and responsibilities	Federal

## Job Aid 8.7: Guiding Principles for Prevention

Principle	Description
<b>Engaged Partnerships</b>	<b>The whole community has a key role to play in terrorism prevention through engaged partnerships.</b> The prevention of terrorism is a shared responsibility among the various Federal, state, local, and nonprofit and private-sector entities that comprise the whole community. Each level of government must play a prominent role in building capabilities, developing plans, and conducting exercises in preparation for preventing an imminent terrorist attack. In addition, individuals, nonprofit and private-sector entities and international partners can all provide critical assistance.
<b>Scalability, Flexibility, and Adaptability</b>	<b>Core capabilities must be scalable, flexible, and adaptable and executed as needed to address the full range of threats as they evolve.</b> Depending on the nature, scope, or location of the threat, officials from all levels of government may elect to execute some or all Core Capabilities covered in the Framework. The coordinating structures outlined in the Framework can be tailored and leveraged to marshal the appropriate Core Capabilities to defeat the threat.
<b>Readiness To Act</b>	<b>Preventing a terrorist attack requires a unified effort in a time-constrained environment.</b> Therefore, to be prepared to prevent terrorism, the whole community must preemptively build and maintain the appropriate core capabilities prior to a threat, and proactively deliver Core Capabilities in a coordinated fashion once a threat is identified.

## Job Aid 8.16: Protection Mission Activities

	Community and Infrastructure Protection
<b>Agriculture and Food</b>	Defend agriculture and food networks and systems from all-hazards threats and incidents.
<b>Critical Infrastructure Protection</b>	Protecting the physical, cyber, and human elements of critical infrastructure. This includes actions to deter the threat, reduce

	vulnerabilities, and minimize the consequences associated with a terrorist attack, natural disaster, or manmade disaster.
<b>Defense Against WMD Threats</b>	Protect against threats associated with WMD and related materials and technologies including their malicious acquisition, movement, and use.
<b>Cybersecurity</b>	Secure the cyber environment against or from damage, unauthorized use, or malicious exploitation while protecting infrastructure, civil rights, individual privacy, and other civil liberties.
<b>Health Security</b>	Secure the population in the face of health threats or incidents with potentially negative health consequences.

	<b>Transportation and Transborder Security</b>
<b>Border Security</b>	Secure air, land, and sea borders against the illegal flow of people and goods while facilitating the flow of lawful travel and commerce.
<b>Immigration Security</b>	Secure the Nation from illegal immigration through effective, efficient immigration systems and processes that respect human rights.
<b>Maritime Security</b>	Secure maritime infrastructure, resources, and the marine transportation system from terrorism and other threats and hazards and securing the homeland from an attack from the sea, while enabling legitimate travelers and goods to efficiently move without fear of harm, violation of civil rights, reduction of civil liberties, or disruption of commerce.
<b>Transportation Security</b>	Secure transportation systems against terrorism and other threats and hazards while enabling legitimate travelers and goods to move without significant disruption of commerce, undue fear of harm, violation of civil rights, or loss of civil liberties.

	<b>Protection of Key Leadership and Events</b>
	Protect key leadership from hostile acts by terrorists and other malicious actors and ensuring security at events of national significance.

## Job Aid 8.17: Critical Tasks for Protection

Core Capability	Examples of Critical Tasks
<p><b>Intelligence and Information Sharing</b></p>	<ul style="list-style-type: none"> <li>• Monitor, detect, and analyze threats and hazards to public safety, health, and security, which includes:               <ul style="list-style-type: none"> <li>• Participation in local, state, tribal, territorial, regional, and national education and awareness programs.</li> <li>• Participation in the routine exchange of security information—including threat assessments, alerts, attack indications and warnings, and advisories—among partners.</li> </ul> </li> <li>• Develop or identify and provide access to mechanisms and procedures for intelligence and information sharing between the public, private sector, and government Protection partners.</li> <li>• Using intelligence processes, produce and deliver relevant, timely, accessible, and actionable intelligence and information products to others as applicable, to include partners in the other Mission Areas.</li> <li>• Adhere to appropriate mechanisms for safeguarding sensitive and classified information.</li> </ul>
<p><b>Interdiction and Disruption</b></p>	<ul style="list-style-type: none"> <li>• Interdict conveyances, cargo, and persons associated with an imminent threat or act.</li> <li>• Prevent movement and operation of terrorists into or within the United States and its territories.</li> <li>• Render safe CBRNE threats.</li> <li>• Implement public health measures to mitigate the spread of disease threats abroad and prevent disease threats from crossing national borders.</li> <li>• Disrupt terrorist financing or conduct counter-acquisition activities to prevent weapons, precursors, related technology, or other material support from reaching its target.</li> <li>• Enhance visible presence of law enforcement to deter or disrupt threats from reaching potential target(s).</li> <li>• Employ wide-area search and detection assets in targeted areas in concert with local, state, tribal, and territorial personnel or other Federal agencies (depending on the threat).</li> </ul>

<p><b>Screening, Search, and Detection</b></p>	<ul style="list-style-type: none"> <li>• Locate persons and criminal or terrorist networks associated with a potential threat.</li> <li>• Develop and engage an observant Nation (individuals, families, and communities; local, state, tribal, and territorial government; and private-sector partners).</li> <li>• Screen persons, baggage, mail, cargo, and conveyances using technical, nontechnical, intrusive, and nonintrusive means. Consider additional measures for high-risk persons, conveyances, or items.</li> <li>• Conduct physical searches.</li> <li>• Conduct CBRNE search and detection operations.             <ul style="list-style-type: none"> <li>▪ Conduct ambient and active detection of CBRNE agents.</li> <li>▪ Operate safely in a hazardous environment.</li> <li>▪ Conduct technical search and detection operations.</li> <li>▪ Consider deploying Federal teams and capabilities to enhance local, state, tribal, and territorial efforts, including use of incident assessment and awareness assets.</li> </ul> </li> <li>• Conduct bio-surveillance of medical threats and hazards.</li> </ul>
<p><b>Access Control and Identity Verification</b></p>	<ul style="list-style-type: none"> <li>• Verify identity to authorize, grant, or deny physical and cyber access to physical and cyber assets, networks, applications, and systems that could be exploited to do harm.</li> <li>• Control and limit access to critical locations and systems to authorized individuals carrying out legitimate activities.</li> </ul>
<p><b>Cybersecurity</b></p>	<ul style="list-style-type: none"> <li>• Implement physical protections, countermeasures, and policies to protect physical and cyber assets, networks, applications, and systems that could be exploited to do harm.</li> <li>• Secure, to the extent possible, unclassified Federal Government networks and critical infrastructure (e.g., financial systems, power grid systems, water systems, transportation networks), through risk assessment, mitigation, and incident response capabilities.</li> <li>• Share actionable cyber threat information with domestic and international government and private-sector partners before a cyber incident occurs.</li> <li>• Implement risk-informed guidelines, regulations, and standards to ensure the security, reliability, integrity, and availability of critical information, records, and</li> </ul>

	<p>communications systems and services through collaborative cybersecurity initiatives and efforts.</p> <ul style="list-style-type: none"> <li>• Detect malicious activity and conduct technical and investigative-based countermeasures, mitigation activities, and operations against malicious actors to counter existing and emerging cyber-based threats.</li> </ul>
<p><b>Physical Protective Measures</b></p>	<ul style="list-style-type: none"> <li>• Identify and prioritize assets, systems, networks, and functions that need to be protected.</li> <li>• Identify needed physical protections, countermeasures, and policies through a risk assessment of key operational activities and infrastructure.</li> <li>• Develop and implement security plans, including business continuity plans, that address identified security risks.</li> <li>• Develop and implement risk-based physical security measures, countermeasures, policies, and procedures.</li> <li>• Implement security training for workers, focused on awareness and response.</li> <li>• Develop and implement biosecurity and biosafety programs and practices.</li> <li>• Leverage Federal acquisition programs, as appropriate, to ensure maximum cost efficiency, security, and interoperability of procurements.</li> </ul>
<p><b>Risk Management for Protection Programs and Activities</b></p>	<ul style="list-style-type: none"> <li>• Gather required data in a timely and accurate manner to effectively identify risks.</li> <li>• Obtain and use appropriate threat, vulnerability, and consequence tools to identify and assess threats, vulnerabilities, and consequences.</li> <li>• Conduct vulnerability assessments and risk analyses of appropriate assets, systems, networks, functions, and their interdependencies and shared vulnerabilities.</li> <li>• Build the capability within communities to analyze and assess risk and resilience.</li> <li>• Identify, implement, and monitor risk management plans.</li> <li>• Update risk assessments to reassess risk based on changes in the following areas: the physical environment, 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.</li> </ul>



	<ul style="list-style-type: none"> <li>• Validate, calibrate, and enhance risk assessments by relying on experience, lessons learned, and knowledge beyond raw data or models.</li> <li>• Use risk assessments to design exercises for Protection activities and to determine the feasibility of Mitigation projects and initiatives.</li> <li>• Engage in a peer-to-peer mentoring structure that promotes effective practices.</li> </ul>
<p><b>Supply Chain Integrity and Security</b></p>	<ul style="list-style-type: none"> <li>• Integrate security processes into supply chain operations to identify items of concern and resolve them as early in the process as possible.</li> <li>• Use risk management principles to identify, mitigate vulnerabilities of, and protect key assets, infrastructure, and support systems.</li> <li>• Implement physical protections, countermeasures, and policies to secure and make resilient key nodes, methods of transport between nodes, and materials in transit.</li> <li>• Use verification and detection capabilities to identify goods that are not what they are represented to be, are contaminated, are not declared, or are prohibited; and to prevent cargo from being compromised or misdirected as it moves through the system.</li> <li>• Use layers of defense to protect against a diverse range of traditional and asymmetric threats. These layers include intelligence and information analysis; appropriate use of technology; effective laws, regulations, and policies; properly trained and equipped personnel; and effective partnerships.</li> </ul>
<p><b>Planning</b></p>	<ul style="list-style-type: none"> <li>• Initiate a flexible planning process that builds on existing plans.</li> <li>• Establish partnerships, facilitate coordinated information sharing between partners, and enable planning and protection of critical infrastructure within the jurisdiction.</li> <li>• Implement measures to identify and prioritize critical infrastructure and determine risk.</li> <li>• Conduct vulnerability assessments, perform risk analyses, identify capability gaps, and coordinate protective measures on an ongoing basis in conjunction with the private sector and local, state, tribal, territorial, and Federal organizations and agencies.</li> <li>• Implement protection, resilience, and continuity plans and programs, train and exercise, and take corrective actions.</li> </ul>

	<ul style="list-style-type: none"><li>• Develop and implement progress measures and communicate adjustments and improvements to applicable stakeholders and authorities.</li></ul>
<b>Public Information and Warning</b>	<ul style="list-style-type: none"><li>• Establish mechanisms and provide the full spectrum of support necessary for appropriate and ongoing information sharing among all levels of government, the private sector, nongovernmental organizations, and the public.</li><li>• Promptly share actionable measures with the public and among all levels of government, the private sector, and nongovernmental organizations.</li><li>• Leverage all appropriate communication means, such as the Integrated Public Alert and Warning System (IPAWS), National Terrorism Advisory System (NTAS), and social media sites and technology.</li></ul>

## Job Aid 8.18: Critical Tasks for Prevention

Core Capability	Examples of Critical Tasks
Intelligence and Information Sharing	<ul style="list-style-type: none"> <li>• <b>Planning and Direction:</b> Establish the intelligence and information requirements of the consumer. <ul style="list-style-type: none"> <li>▪ Rapidly reprioritize law enforcement and intelligence assets, as necessary and appropriate.</li> <li>▪ Engage with public- and private-sector partners in order to determine what intelligence and information assets may be available for reprioritization.</li> <li>▪ Request additional intelligence requirements through avenues such as law enforcement deployment, questioning of witnesses and suspects, increased surveillance activity, and community policing and outreach.</li> </ul> </li> <li>• <b>Collection:</b> Gather the required raw data to produce the desired finished intelligence and information products. <ul style="list-style-type: none"> <li>▪ Gather/collect information via law enforcement operations, suspicious activity reporting, surveillance, community engagement, and other activities and sources as necessary.</li> </ul> </li> <li>• <b>Exploitation and Processing:</b> Convert raw data into comprehensible information.</li> <li>• <b>Analysis and Production:</b> Integrate, evaluate, analyze, and prepare the processed information for inclusion in the finished product.</li> <li>• <b>Dissemination:</b> Deliver finished intelligence and information products to the consumer and others as applicable. <ul style="list-style-type: none"> <li>▪ Develop appropriately classified/unclassified products to disseminate threat information to local, state, tribal, territorial, Federal, international, private and nonprofit sector, and public partners.</li> </ul> </li> <li>• <b>Feedback and Evaluation:</b> Acquire continual feedback during the intelligence cycle that aids in refining each individual stage and the cycle as a whole.</li> </ul>

	<ul style="list-style-type: none"> <li>● <b>Assessment:</b> Continually assess threat information to inform continued Prevention operations and ongoing Response activities.</li> </ul>
Screening, Search, and Detection	<ul style="list-style-type: none"> <li>● Locate persons and networks associated with imminent terrorist threats.</li> <li>● Develop and engage an observant Nation (i.e., individuals; families; communities; local, state, tribal, and territorial partners; and industry).</li> <li>● Screen inbound and outbound persons, baggage, mail, cargo, and conveyances using technical, nontechnical, intrusive, and nonintrusive means. <ul style="list-style-type: none"> <li>▪ Apply additional measures for high-risk persons, conveyances, or items.</li> </ul> </li> <li>● Conduct physical searches.</li> <li>● Conduct chemical, biological, radiological, nuclear, and explosives (CBRNE) surveillance search and detection operations. <ul style="list-style-type: none"> <li>▪ Conduct ambient and active detection of CBRNE agents.</li> <li>▪ Operate in a hazardous environment.</li> <li>▪ Conduct technical search/detection operations.</li> <li>▪ Conduct nontechnical search/detection operations.</li> <li>▪ Consider deployment of Federal teams and capabilities to enhance local, state, tribal, and territorial efforts including use of incident assessment and awareness assets.</li> </ul> </li> <li>● Conduct medical surveillance.</li> <li>● Search databases and other intelligence sources.</li> <li>● Employ wide-area search and detection assets in targeted region in concert with state and local personnel or other Federal agencies (depending on threat).</li> </ul>
Interdiction and Disruption	<ul style="list-style-type: none"> <li>● Interdict conveyances, cargo, and persons associated with an imminent terrorist threat or act.</li> <li>● Prevent terrorist entry into the United States and its territories.</li> <li>● Prevent movement and operation of terrorists within the United States.</li> <li>● Disrupt terrorist travel.</li> </ul>

	<ul style="list-style-type: none"> <li>• Render safe and dispose of CBRNE hazards in multiple locations and in all environments consistent with established protocols.</li> <li>• Disrupt terrorist financing or prevent other material support from reaching its target.</li> <li>• Prevent terrorist acquisition and transfer of CBRNE materials, precursors, and related technology.</li> <li>• Conduct antiterrorism operations in the United States.</li> <li>• Conduct tactical counterterrorism operations in the United States, potentially in multiple locations and in all environments.</li> <li>• Strategically deploy assets to deter or disrupt threats from reaching potential target(s).</li> </ul>
Forensics and Attribution	<ul style="list-style-type: none"> <li>• Conduct site exploitation for intelligence collection.</li> <li>• Conduct crime scene examination.</li> <li>• Conduct forensic evidence analysis, including biometric and DNA analysis.</li> <li>• Conduct CBRNE material analysis.</li> <li>• Conduct digital media and network exploitation.</li> <li>• Assess capabilities of perpetrating terrorists with known terrorist capabilities and methods of operation.</li> <li>• Deploy investigators, technicians, and technical attribution assets to identify perpetrator(s), conspirator(s), and sponsorship.</li> <li>• Interview witnesses, potential associates, and/or perpetrators.</li> <li>• Analyze intelligence and forensics results to refine/confirm attribution leads.</li> <li>• Interpret and communicate attribution results, confidence levels, and their significance to national decision makers.</li> </ul>
Planning	<ul style="list-style-type: none"> <li>• Initiate a time-sensitive, flexible planning process that builds on existing plans and incorporates real-time intelligence.</li> <li>• Make appropriate assumptions to inform decision makers and counterterrorism professionals' actions to prevent imminent attacks on the homeland.</li> </ul>

	<ul style="list-style-type: none"> <li>• Evaluate current intelligence and coordinate the development of options as appropriate.</li> <li>• Identify possible terrorism targets and vulnerabilities.</li> <li>• Identify law enforcement, intelligence, diplomatic, private-sector, economic, and/or military options designed to prevent, deter, or disrupt imminent terrorist attacks in the homeland.</li> <li>• Present courses of action to decision makers to prevent, deter, or disrupt imminent attacks in the homeland.</li> </ul>
<p>Public Information and Warning</p>	<ul style="list-style-type: none"> <li>• Increase public awareness of indicators of terrorism and terrorism-related crime, leveraging the “If You See Something, Say Something”™ public awareness program.</li> <li>• Refine and consider options to release pre-event information publicly and take action accordingly.</li> <li>• Ensure disclosing public information does not compromise ongoing prevention operations such as intelligence gathering and surveillance.</li> <li>• Share prompt and actionable messages, to include NTAS alerts, with the public and other stakeholders, as appropriate, to aid in the prevention of imminent or follow-on terrorist attacks.</li> <li>• Review post-event public message plan and consider publicly releasing pre-event information to mitigate the effects of a successful attack on the populace.</li> <li>• Leverage all appropriate communication means such as the Integrated Public Alert and Warning System (IPAWS) and social media.</li> </ul>
<p>Operational Coordination</p>	<ul style="list-style-type: none"> <li>• Collaborate with all relevant stakeholders.</li> <li>• Ensure clear lines and modes of communication among participating organizations and jurisdictions, both horizontally and vertically.</li> <li>• Facilitate effective intelligence and information sharing.</li> <li>• Define and communicate clear roles and responsibilities relative to courses of action.</li> </ul>

	<ul style="list-style-type: none"> <li>• Integrate and synchronize actions of participating organizations and jurisdictions to ensure unity of effort.</li> <li>• Determine priorities, objectives, strategies, and resource allocations.</li> <li>• Coordinate activities across and among all levels of government and with critical nonprofit and private-sector partners to prevent imminent terrorist threats and/or conduct law enforcement investigative and response activities after an act of terrorism.</li> </ul>
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### Job Aid 9.47: Mitigation Measures

Mitigation Measures	Description	Examples
<b>Prevention</b>	Government administrative or regulatory actions or processes that influence the way land and buildings are developed and built. These actions also include public activities to reduce hazard losses.	<ul style="list-style-type: none"> <li>• Planning and zoning</li> <li>• Building codes</li> <li>• Capital improvement programs</li> <li>• Open space preservation</li> <li>• Stormwater management regulations</li> </ul>
<b>Property Protection</b>	Actions that involve the modification of existing buildings or infrastructure to protect them from a hazard, or removal from the hazard area.	<ul style="list-style-type: none"> <li>• Acquisition</li> <li>• Elevation</li> <li>• Relocation</li> <li>• Structural retrofits</li> <li>• Flood proofing</li> <li>• Storm shutters</li> <li>• Shatter-resistant glass</li> </ul>
<b>Public Education &amp; Awareness</b>	Actions to inform and educate citizens, elected officials, and property owners about potential risks from hazards and potential ways to mitigate them.	<ul style="list-style-type: none"> <li>• Outreach projects</li> <li>• Real estate disclosure</li> <li>• Hazard information centers</li> <li>• School-age and adult education programs</li> </ul>
<b>Natural Resource Protection</b>	Actions that, in addition to minimizing hazard losses, also preserve or restore the functions of natural systems.	<ul style="list-style-type: none"> <li>• Sediment and erosion control</li> </ul>

		<ul style="list-style-type: none"> <li>• Stream corridor restoration</li> <li>• Watershed management</li> <li>• Forest and vegetation management</li> <li>• Wetland restoration and preservation</li> </ul>
<b>Structural Projects</b>	Actions that involve the construction of structures to reduce the impact of a hazard.	<ul style="list-style-type: none"> <li>• Stormwater controls (e.g., culverts)</li> <li>• Floodwalls</li> <li>• Seawalls</li> <li>• Retaining walls</li> <li>• Safe rooms</li> </ul>

Source: Local Multi-Hazard Mitigation Planning Guidance (FEMA, July 2008)



## Job Aid 10.7: Critical Tasks for Response

Core Capability	Examples of Critical Tasks
<b>Planning</b>	<ul style="list-style-type: none"> <li>Develop at the Federal level and in the states and territories operational plans that adequately identify critical objectives based on the planning requirements, provide a complete and integrated picture of the sequence and scope of the tasks to achieve the objectives, and are implementable within the timeframe contemplated in the plan using available resources.</li> </ul>
<b>Public Information and Warning</b>	<ul style="list-style-type: none"> <li>Using all means necessary, including accessible tools, inform all affected segments of society of critical lifesaving and life-sustaining information to expedite the delivery of emergency services and aid the public to take protective actions.</li> <li>Deliver credible messages to inform ongoing emergency services and the public about protective measures and other life-sustaining actions and facilitate the transition to recovery.</li> </ul>
<b>Operational Coordination</b>	<ul style="list-style-type: none"> <li>Mobilize all critical resources and establish command, control, and coordination structures within the affected community and other coordinating bodies in surrounding communities and across the Nation and maintain, as needed, throughout the duration of an incident.</li> <li>Enhance and maintain National Incident Management System (NIMS)-compliant command, control, and coordination structures to meet basic human needs, stabilize the incident, and transition to recovery.</li> </ul>
<b>Critical Transportation</b>	<ul style="list-style-type: none"> <li>Establish physical access through appropriate transportation corridors and deliver required resources to save lives and to meet the needs of disaster survivors.</li> <li>Ensure that basic human needs are met, stabilize the incident, transition into recovery for an affected area, and restore basic services and community functionality.</li> </ul>
<b>Environmental Response/Health and Safety</b>	<ul style="list-style-type: none"> <li>Conduct health and safety hazard assessments and disseminate guidance and resources, to include deploying hazardous materials teams, to support environmental health and safety actions for response personnel and the affected population.</li> </ul>

	<ul style="list-style-type: none"> <li>Assess, monitor, perform cleanup actions, and provide resources to meet resource requirements and to transition from sustained response to short-term recovery.</li> </ul>
<b>Fatality Management Services</b>	<ul style="list-style-type: none"> <li>Establish and maintain operations to recover a significant number of fatalities over a geographically dispersed area.</li> </ul>
<b>Fire Management and Suppression</b>	<ul style="list-style-type: none"> <li>Provide structural, wildland, and specialized firefighting capabilities to manage and suppress fires of all types, kinds, and complexities while protecting the lives, property, and the environment in the affected area.</li> </ul>
<b>Infrastructure Systems</b>	<ul style="list-style-type: none"> <li>Decrease and stabilize immediate infrastructure threats to the affected population, to include survivors in the heavily damaged zone, nearby communities that may be affected by cascading effects, and mass care support facilities and evacuation processing centers with a focus on life sustainment and congregate care services.</li> <li>Reestablish critical infrastructure within the affected areas to support ongoing emergency response operations, life sustainment, community functionality, and a transition to recovery.</li> </ul>
<b>Mass Care Services</b>	<ul style="list-style-type: none"> <li>Move and deliver resources and capabilities to meet the needs of disaster survivors, including individuals with access and functional needs and others who may be considered to be at risk.</li> <li>Establish, staff, and equip emergency shelters and other temporary housing options (including accessible housing) for the affected population.</li> <li>Move from congregate-care to non-congregate-care alternatives, and provide relocation assistance or interim housing solutions for families unable to return to their pre-disaster homes.</li> </ul>
<b>Mass Search and Rescue Operations</b>	<ul style="list-style-type: none"> <li>Conduct search-and-rescue operations to locate and rescue persons in distress, based on the requirements of state and local authorities.</li> <li>Initiate community-based search-and-rescue support operations across a wide geographically dispersed area.</li> <li>Ensure the synchronized deployment of local, regional, national, and international teams to reinforce ongoing search-and-rescue efforts and transition to recovery.</li> </ul>

<b>On-Scene Security, Protection, and Law Enforcement</b>	<ul style="list-style-type: none"> <li>• Establish a safe and secure environment in an affected area.</li> <li>• Provide and maintain on-scene security and meet the protection needs of the affected population over a geographically dispersed area while eliminating or mitigating the risk of further damage to persons, property, and the environment.</li> </ul>
<b>Operational Communications</b>	<ul style="list-style-type: none"> <li>• Ensure the capacity to communicate with both the emergency response community and the affected populations and establish interoperable voice and data communications between local, state, tribal, territorial, and Federal first responders.</li> <li>• Reestablish sufficient communications infrastructure within the affected areas to support ongoing life-sustaining activities, provide basic human needs, and transition to recovery.</li> </ul>
<b>Public and Private Services and Resources</b>	<ul style="list-style-type: none"> <li>• Mobilize and deliver governmental, nongovernmental, and private-sector resources inside and outside the affected area to save lives, sustain lives, meet basic human needs, stabilize the incident, and transition to recovery, to include moving and delivering resources and services to meet the needs of disaster survivors.</li> <li>• Enhance public and private resource and services support for an affected area.</li> </ul>
<b>Public Health, healthcare, and Emergency Medical Services</b>	<ul style="list-style-type: none"> <li>• Deliver medical countermeasures to exposed populations.</li> <li>• Complete triage and initial stabilization of casualties and begin definitive care for those likely to survive their injuries.</li> <li>• Return medical surge resources to pre-incident levels, complete health assessments, and identify recovery processes.</li> </ul>
<b>Situational Assessment</b>	<ul style="list-style-type: none"> <li>• Deliver information sufficient to inform decision making regarding immediate lifesaving and life-sustaining activities, and engage governmental, private, and civil-sector resources inside and outside the affected area to meet basic human needs and stabilize the incident.</li> <li>• Deliver enhanced information to reinforce ongoing lifesaving and life-sustaining activities, and engage governmental, private-, and civil-sector resources inside</li> </ul>

	and outside the affected area to meet basic human needs, stabilize the incident, and transition to recovery.
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## Job Aid 11.8: Critical Tasks for Recovery

Core Capability	Critical Tasks
<b>Planning</b>	<ul style="list-style-type: none"> <li>• Convene the core of an inclusive planning team (identified pre-disaster), which will oversee disaster recovery planning.</li> <li>• Complete an initial Recovery Plan that provides an overall strategy and timeline, addresses all Core Capabilities, and integrates socioeconomic, demographic, accessibility, and risk assessment considerations, which will be implemented in accordance with the timeline contained in the plan.</li> </ul>
<b>Public Information and Warning</b>	<ul style="list-style-type: none"> <li>• Reach all populations within the community with effective recovery-related public information messaging and communications that are accessible to people with disabilities and people with limited English proficiency, protect the health and safety of the affected population, help manage expectations, and ensure stakeholders have a clear understanding of available assistance and their roles and responsibilities.</li> <li>• Support affected populations and stakeholders with a system that provides appropriate, current information about any continued assistance, steady-state resources for long-term impacts, and monitoring programs in an effective and accessible manner.</li> </ul>
<b>Operational Coordination</b>	<ul style="list-style-type: none"> <li>• Establish tiered, integrated leadership, and inclusive coordinating organizations that operate with a unity of effort and are supported by sufficient assessment and analysis to provide defined structure and decision-making processes for recovery activities.</li> <li>• Define the path and timeline for recovery leadership to achieve the jurisdiction’s objectives that effectively coordinates and uses appropriate Federal, state, and local assistance, as well as nongovernmental and private sector resources. This plan is to be implemented within the established timeline.</li> </ul>
<b>Economic Recovery</b>	<ul style="list-style-type: none"> <li>• Conduct a preliminary assessment of economic issues and identify potential inhibitors to fostering stabilization of the affected communities.</li> <li>• Ensure the community recovery and mitigation plan(s) incorporates economic revitalization and removes</li> </ul>

	<p>governmental inhibitors to post-disaster economic sustainability, while maintaining the civil rights of citizens.</p> <ul style="list-style-type: none"> <li>• Return affected areas to a sustainable economy within the specified timeframe in the Recovery Plan.</li> </ul>
<b>Health and Social Services</b>	<ul style="list-style-type: none"> <li>• Restore basic health and social services functions. Identify critical areas of need for health and social services, as well as key partners and at-risk individuals (such as children, those with disabilities and others who have access and functional needs, and populations with limited English proficiency) in short-term, intermediate, and long-term recovery.</li> <li>• Complete an assessment of community health and social service needs and develop a comprehensive recovery timeline.</li> <li>• Restore and improve the resilience and sustainability of the health and social services networks to meet the needs of and promote the independence and well-being of community members in accordance with the specified recovery timeline.</li> </ul>
<b>Housing</b>	<ul style="list-style-type: none"> <li>• Assess preliminary housing impacts and needs, identify currently available options for temporary housing, and plan for permanent housing.</li> <li>• Ensure community housing recovery plans continue to address interim housing needs, assess options for permanent housing, and define a timeline for achieving a resilient, accessible, and sustainable housing market.</li> <li>• Establish a resilient and sustainable housing market that meets the needs of the community, including the need for accessible housing within the specified time frame in the Recovery Plan.</li> </ul>
<b>Infrastructure Systems</b>	<ul style="list-style-type: none"> <li>• Restore and sustain essential services (public and private) to maintain community functionality.</li> <li>• Develop a plan with a specified timeline for redeveloping community infrastructures to contribute to resiliency, accessibility, and sustainability.</li> <li>• Provide systems that meet the community needs while minimizing service disruption during restoration within the specified timeline in the Recovery Plan.</li> </ul>

<b>Natural and Cultural Resources</b>	<ul style="list-style-type: none"><li>• Implement measures to protect and stabilize records and culturally significant documents, objects, and structures.</li><li>• Mitigate the impacts to and stabilize the natural and cultural resources and conduct a preliminary assessment of the impacts that identifies protections that need to be in place during stabilization through recovery.</li><li>• Complete an assessment of affected natural and cultural resources and develop a timeline for addressing these impacts in a sustainable and resilient manner.</li><li>• Preserve natural and cultural resources as part of an overall community recovery that is achieved through the coordinated efforts of natural and cultural resource experts and the recovery team in accordance with the specified timeline in the Recovery Plan.</li></ul>
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## Job Aid 11.14: Factors in a Successful Recovery

Factors in a Successful Recovery	
<p><b>Effective Decision Making and Coordination</b></p>	<ul style="list-style-type: none"> <li>• <b>Roles and responsibilities for all stakeholders</b> defined by recovery leadership</li> <li>• <b>A decision-making process</b> that involves examining recovery alternatives, addressing conflicts, and making informed and timely decisions.</li> <li>• <b>Metrics established</b> for tracking progress, ensuring accountability, and reinforcing realistic expectations among stakeholders.</li> <li>• <b>Involvement of governments and voluntary, faith-based, and community organizations</b> in tracking progress, ensuring accountability, and making adjustments to ongoing assistance.</li> </ul>
<p><b>Integration of Community Recovery Planning Processes</b></p>	<ul style="list-style-type: none"> <li>• <b>Community engagement in pre-disaster recovery planning</b> and other recovery preparedness, mitigation, and community resilience-building work.</li> <li>• <b>Individual, business, and community preparation and resilience building</b> that improve the speed and quality of post-disaster recovery decisions.</li> <li>• <b>A public-private partnership under the National Infrastructure Protection Plan (NIPP)</b> that facilitates broad coordination and information sharing among all levels of government and private sector owners and operators of critical infrastructure.</li> <li>• <b>Processes and criteria for identifying and prioritizing</b> key recovery actions and projects developed by the community.</li> <li>• <b>An organizational framework</b> involving key sectors and stakeholders to manage and expedite recovery planning and coordination.</li> <li>• <b>Revision of existing state and local emergency response contingencies</b> to incorporate recovery planning best practices and other preparedness, mitigation, and community resilience-building work.</li> </ul>
<p><b>Well-Managed Recovery</b></p>	<ul style="list-style-type: none"> <li>• <b>Well-established pre-disaster partnerships</b> at the Federal, state, local, and tribal levels, including those with the private sector and Nongovernmental Organizations (NGOs).</li> </ul>



	<ul style="list-style-type: none"> <li>• <b>Coordination of traditional public and NGO assistance programs</b> to accelerate the recovery process and avoid duplication of efforts.</li> <li>• <b>Interface with outside sources of help</b>, such as surrounding governments, foundations, universities, nonprofit organizations, and private sector entities.</li> <li>• <b>Readily available surge staffing and management structures</b>, such as code enforcement, planning, communications, grant writing, and management, to support the increased workload during recovery.</li> <li>• <b>Guidance provided for the transition</b> from response operations to recovery, to a new normal state of community functioning, including the shift of roles and responsibilities.</li> <li>• <b>Compliance with architectural standards</b> and programmatic accessibility during recovery.</li> </ul>
<p><b>Proactive Community Engagement, Public Participation, and Public Awareness</b></p>	<ul style="list-style-type: none"> <li>• <b>Collaboration among stakeholders</b> to maximize the use of available resources to rebuild housing, infrastructure, schools, businesses, and the social-historical-cultural fabric of the impacted community in a resilient manner and to provide health care, access, and functional support services.</li> <li>• <b>Representation of all community perspectives</b> in all phases of disaster and recovery planning, and transparency and accountability in the process.</li> <li>• <b>Creation of post-disaster Recovery Plans that can be implemented quickly</b> and incorporation of local opinions so that community needs are met in a holistic manner.</li> <li>• <b>Accessible public information</b> to keep everyone—including those with functional needs or limited English proficiency—informed throughout the recovery process.</li> <li>• <b>Continuous and accessible public information campaigns</b> to increase public confidence. Such campaigns should address the various recovery programs; the community’s commitment to short, intermediate, and long-term recovery; and the overall recovery progress.</li> </ul>
<p><b>Well-Administered Financial Acquisition</b></p>	<ul style="list-style-type: none"> <li>• <b>Understanding of and access to broad and diverse funding sources</b> to finance recovery efforts.</li> <li>• <b>Knowledge of and professional administration of external programs.</b></li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Collaboration among funders and resource providers</b> to provide program flexibility and implement financial planning.</li> <li>• <b>Development and maintenance of adequate financial monitoring and accounting systems</b> for new and large levels of investment, including systems that detect and deter fraud, waste, and abuse.</li> <li>• <b>Maximum use of local businesses</b> in Federal recovery expenditures to promote local economic development.</li> </ul>
<p><b>Organizational Flexibility</b></p>	<ul style="list-style-type: none"> <li>• <b>Scalable and flexible organizational structures</b> for coordinating recovery assistance.</li> <li>• <b>Evolving and adaptive recovery structures</b> at all government levels to address the changing landscape of post-disaster environments and facilitate the application of laws, regulations, and policies in the context of disaster.</li> <li>• <b>Functional and effective intergovernmental relations</b> that contribute to the efficiency of the recovery process.</li> <li>• <b>Flexible staffing and management structures</b> to enhance the adaptability of the governmental structure.</li> <li>• <b>Increased pre-disaster partnerships</b> to reduce or avoid the challenges of establishing new partnerships in a post-disaster environment.</li> </ul>
<p><b>Resilient Rebuilding</b></p>	<ul style="list-style-type: none"> <li>• <b>Sustainable rebuilding</b> that addresses ecological, economic, and local capacity considerations.</li> <li>• <b>Rebuilding in a manner that reduces or eliminates risk</b> from future disasters and avoids unintended negative environmental consequences.</li> <li>• <b>Adoption of stronger building codes and land use ordinances.</b> Vulnerable structures are retrofitted, elevated, or removed from harm.</li> <li>• <b>Incorporation of risk-reduction strategies into governance and local decision making.</b></li> </ul>

## Job Aid 11.30: Individual Assistance Programs

	General Program Information
<b>Learn More About Assistance Programs</b>	<p>A lot of additional information is available about assistance programs. Three things you can do to learn more are:</p> <p>Visit the FEMA website to see <a href="https://www.fema.gov/assistance/individual/disaster-survivors#additional">Grants and Assistance Programs for Individuals</a> (https://www.fema.gov/assistance/individual/disaster-survivors#additional).</p> <ol style="list-style-type: none"> <li>1. Take additional training.</li> <li>2. Talk to program experts.</li> </ol>

	General Program Information
<b>The Helpline</b>	<p>The Helpline is a toll-free number set up for individuals who have already applied for disaster assistance to call when they need additional help or have questions. The Helpline is an effective way to find out about:</p> <p style="text-align: center;">The status of an application. Additional services. Where to go for specific services.</p> <p style="text-align: center;"><u>Helpline</u> 1-800-621-3362 TTY 1-800-462-7585</p>

	General Program Information
<b>The Registration Process</b>	<p>The National Processing Service Center (NPSC) is a permanent FEMA facility that houses the National Tele registration Center, a nationwide toll-free telephone bank. When an application for disaster assistance is taken over the telephone, it is processed into the computer system.</p> <p style="text-align: center;">If people ask you how or where to apply, encourage them to call the toll-free application number.</p> <p style="text-align: center;">Tele registration 1-800-621-3362 TTY 1-800-462-7585</p>

	The NPSC is able to take calls from anywhere in the continental United States during operating hours (disaster specific). Temporary centers may be set up to help with taking and processing the overflow of applications. Operators are available at certain times to translate various languages.
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	General Program Information
<b>What to Do if People Ask About the Programs</b>	<p>Never give advice about an individual’s eligibility. This may raise false expectations and add to their suffering, confusion, or disappointment.</p> <p>If people ask you about the Disaster Assistance Programs and whether they may be eligible, it is important to encourage them to apply for assistance. Remind individuals about the teleregistration number: 1-800-621-3362 (FEMA). Assistance programs and the eligibility needs are complex, so it is important for everyone to complete an application. Completing an application is the only way to make sure individuals get all the assistance they are entitled to receive.</p>
<b>Disaster Assistance Information</b>	Following a Presidential declaration of a disaster, FEMA initiates a coordinated effort to publicize information on how to apply for disaster assistance. It includes Public Service Announcements, community workers, media announcements, and many other methods and procedures.

	Stafford Act Program Summaries
<b>Hazard Mitigation</b>	<p>Mitigation is any action of a long-term, permanent nature that reduces the actual or potential risk of loss of life or property from a hazardous event.</p> <p>Mitigation means providing individuals and communities with resources and technical assistance to rebuild in ways that will reduce the possibility of future losses. Mitigation may involve simple measures such as strapping a water heater to a wall to prevent earthquake damage and elevating heating and air conditioning units to avoid flood damage. Mitigation can also include more complex efforts such as reengineering bridges or relocating communities.</p> <p>Mitigation requires that individuals look at the future, not at just short-term rebuilding efforts.</p>

	Stafford Act Program Summaries
<b>Public Assistance</b>	<p>The Public Assistance Program provides assistance to municipalities and certain private nonprofit groups for:</p> <ul style="list-style-type: none"> <li>• Removal of debris.</li> <li>• Repairs to public buildings, roads, bridges, and other infrastructure.</li> <li>• Certain emergency protective measures.</li> </ul> <p>FEMA can task (“mission assign”) another Federal agency to help in the provision of Public Assistance support or reimburse local governments for completing the needed work.</p>

	Stafford Act Program Summaries
	The Individual Assistance Program serves families and businesses that have been affected by disasters. Some of these services include:
<b>Emergency Needs</b>	Voluntary agencies attend to essential needs that must be met immediately. Emergency needs include food, shelter, transportation, and medical care.
<b>Individuals and Households Program (IHP)</b>	
<b>Temporary Housing Assistance</b>	If qualifications are met, FEMA provides temporary Housing Assistance (HA): Financial (rental assistance or short-term lodging expenses) or direct assistance (manufactured housing or recreational vehicle) with temporary housing needs.
<b>Repairs</b>	Funding to make home repairs, to return homes to a safe and sanitary living or functioning condition. Additional repair assistance may be provided by the Small Business Administration disaster loan program.
<b>Replacement</b>	Assistance to purchase a replacement home.
<b>Permanent Housing Construction</b>	Assistance to construct a permanent home in island areas, or other remote locations outside the Continental United States when other housing forms are unavailable or infeasible. Note: Permanent Housing Construction is rarely implemented.

<b>Other Needs Assistance (ONA)</b>	Other Needs Assistance may be provided to help with related medical, dental, funeral, childcare, and other expenses. This type of assistance is not income dependent. ONA also can provide assistance for personal property such as furniture, appliances, transportation, clothing, and moving/storage.
<b>Small Business Administration (SBA)</b>	
<b>SBA Loans</b>	SBA provides Home and Personal Property Disaster Loans: Low-interest loans for restoring or replacing uninsured or underinsured disaster-damaged real estate and personal property. These loans are limited to the amount of uninsured SBA-verified losses.
<b>Business Physical Loss Disaster Loans</b>	Low-interest loans to businesses for repair and replacement of destroyed or damaged facilities, inventory, machinery, or equipment.
<b>Economic Injury Disaster Loans</b>	Loans for working capital to small businesses that cannot pay bills or meet expenses as a result of the disaster. There is money available for mitigation.
<b>Consumer Services</b>	The State Attorney General’s Office provides counseling on consumer problems including product shortages, price gouging, and disreputable business practices.
<b>Disaster Unemployment Assistance (DUA)</b>	Eligibility: Those not qualified for regular unemployment insurance (self-employed). Unemployment benefits at the state’s rate from date of incident up to 26 weeks after the incident.
<b>Crisis Counseling</b>	Assistance for short-term counseling, public education. FEMA funds Health and Human Services (HHS) Center for Mental Health Services; grants in turn to State Mental Health Departments and local providers.
<b>Disaster Legal Services (DLS)</b>	Provided through the Young Lawyers Division of the American Bar Association, DLA provides assistance for disaster-related legal needs such as assistance with insurance claims, will replacement, landlord disputes, etc.
<b>Disaster Case Management (DCM)</b>	FEMA provides grants to states to implement DCM. A disaster case manager assists households in assessing their disaster-caused unmet needs and helps them develop a goal-oriented Recovery Plan.

<b>Emergency Farm Assistance</b>	The Department of Agriculture (USDA) provides emergency farm loans through the Farm Service Agency (FSA). This program provides assistance to family farmers who suffer disaster-related damage, or a loss related to their farming operations. The loans are intended to return the farm operation to a productive basis as soon as possible.
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## Job Aid 12.16: Tips for Accounting and Documenting Disaster-Related Project Costs

Subgrantees are accountable to the grantee for the proper use of disaster funds and for keeping records and accounting for all money spent. Records should be retained for a minimum of 3 years after final payment or final audit, whichever is later. Subgrantees should follow their standard record retention policy requirements if that policy dictates record retention beyond the 3-year requirement. Audits are conducted mainly to determine if costs were eligible and directly attributed to the disaster project. The most common issues identified in audits of project documentation include failure to:

- Adequately describe the actual work performed. The records must clearly state what work was performed.
- Distinguish between disaster-related work and normal/routine work.
- Provide a clear audit trail from the cost summaries to the supporting records.
- Segregate ineligible work from eligible work.

Below are tips for accounting for and documenting project costs\*

### Accounting for Project Costs

- Separate disaster-related activities from normal activities and do not commingle disasters.
- Designate a person to coordinate the accumulation of records.
- Ensure that the accounting system can capture the following types of information:
- Specific accounting by Project Worksheet and site.
- Force account labor hours, rates, work locations, and description of work performed.
- Force account delineation between traditional duties and non-traditional duties and assignments for emergency work.
- Force account equipment hours, rates, and locations.
- Rented equipment cost and location.
- Force account material used from storage, its costs, and location.
- Equipment damaged or destroyed by inventory number, location, and costs to repair or replace.
- Vendor services or materials acquired under purchase orders or contracts.
- Contracted construction services and costs by site.
- Technical consultant services costs and specific purposes of work performed. Insurance settlements and other credits (e.g., salvage and rebates) reported by project.
- Document and describe:
- Fringe benefit rates.
  - Nonproductive labor costs (vacation, sick leave, etc.).

### Documenting Project Costs

Prepare project-specific files and include the following information and documents:

- Detailed discussion of the damage and what was done or needs to be done at the site.



- Photographs of the site before work begins, during, and after (if the work was completed prior to the Project Worksheet being written).
- Lists of damaged and destroyed equipment.
- Force account labor cost summaries, backed up by detail labor runs, and timesheets.
- Force account delineation between traditional duties and non-traditional duties and assignments for emergency work. Equipment usage records.
- Vendor purchase orders, invoices, payments.
- Materials usage records.
- Contractor contract, invoices, and payments.
- Explanation of how contract was executed and the procurement method used; if price was not competitively determined, an explanation of how it was determined.
- Authorizations to perform the work by the department head, legislative authority (council/supervisors), or executive authority (major/city manager/county administrator).
- Correspondence with grantee and/or FEMA.
- Insurance information/settlements and appeals information.
- Police, fire, and medical response dispatch logs.
- Final inspection reports.

#### **Force Account Labor (when the applicant performs the work itself)**

- Be sure to document and support fringe benefits, nonproductive leave time, and indirect cost rate components.
- Force account delineation between traditional duties and non-traditional duties and assignments for emergency work.

#### **Force Account and Rented Equipment**

The operating costs of force account equipment, and the costs of rented equipment, are both eligible for disaster assistance.

- Ensure that all equipment costs have records that show who was doing what, where, when, for how long, and using what piece of equipment.
- If the equipment is rented, the rate should be reasonable and documented. As with all other costs, documentation is critical.

#### **Materials and Purchases**

Materials and purchases refer to supplies used for repair and restoration projects. Materials are the supplies that you have on hand in your own yard, stockpile, or stores. Purchases are supplies bought for certain repair and restoration projects and work sites.

- For both materials and purchases, ensure that records identify:
  - The unit price of the supply used.
  - When and where it was used.
  - Which person or crew was responsible for the supply.
- Have the original vendor's invoice available to verify the unit price.

- Don't overlook the salvage value of reclaimable supplies, and the application of procurement requirements. After the cost of supplies is determined, it should be reduced by the salvage value of reclaimable supplies.
- If the vendor sends purchased supplies directly to a work site, identify that site on the invoice and delivery tag.
- If the entire amount of purchased supplies is not used at eligible sites, deduct the amount returned to stock, or used at ineligible sites, from the invoice amount.
- If several types of supplies are identified on the vendor's invoice, identify how much was used of each type.

### **Contracts**

Contracts are often the largest category of costs. The Federal regulations allow you to follow your own procurement procedures as long as those procedures meet or exceed the procurement standards in the Federal regulations.

Contract and procurement guidelines differ for local governments and nonprofits. Local governments are subject to 44 CFR 13.36 and OMB Circular A-102. Nonprofits, institutions of higher education, and hospitals are subject to OMB Circular A-110.

- If one contract covering several sites is awarded, require the contractor to segregate costs on the invoices by site or Project Worksheet. Failure to do so may result in the auditor pro-rating the contractor's costs to each Project Worksheet site, which could cost you funds if there are allocations to ineligible sites.

### **Documentation Forms**

FEMA Public Assistance Program forms such as the following can be used to document activities and costs associated with disasters:

- Force Account Labor Summary Record
- Materials Summary Record
- Rented Equipment Summary Record
- Contract Work Summary Record
- Force Account Equipment Summary Record
- Applicant's Benefits Calculation Worksheet

## Job Aid 12.49: Sample of Professional Organizations

Organization	Description
<p><a href="https://www.nemaweb.org/">National Emergency Management Association (NEMA)</a> https://www.nemaweb.org/</p>	<ul style="list-style-type: none"> <li>• Dedicated to enhancing public safety by improving the Nation’s ability to prepare for, respond to, and recover from all emergencies, disasters, and threats to our Nation’s security.</li> <li>• Provides national leadership and expertise in comprehensive emergency management; serves as a vital emergency management information and assistance resource; and advances continuous improvement in emergency management through strategic partnerships, innovative programs, and collaborative policy positions.</li> </ul>
<p><a href="https://www.iaem.org/">International Association of Emergency Managers (IAEM)</a> https://www.iaem.org/</p>	<ul style="list-style-type: none"> <li>• Dedicated to promoting the “Principles of Emergency Management” and representing those professionals whose goals are saving lives and protecting property and the environment during emergencies and disasters.</li> <li>• Provides information, networking, and professional development opportunities to advance the emergency management profession.</li> </ul> <p><b>Note:</b> IAEM sponsors the Certified Emergency Manager® Program.</p>
<p><a href="http://www.apwa.net/">American Public Works Association (APWA)</a> http://www.apwa.net/</p>	<ul style="list-style-type: none"> <li>• Serves professionals in all aspects of public works.</li> <li>• Offers comprehensive resources in the areas of professional development tools, advocacy efforts, networking opportunities, and outreach activities.</li> </ul>
<p><a href="https://www.apwa.org/">American Public Health Association (APHA)</a> https://www.apwa.org/</p>	<ul style="list-style-type: none"> <li>• Provides professional networking for public health professionals.</li> <li>• Disseminates the latest public health science and practice to members, opinion leaders, and the public.</li> </ul>
<p><a href="https://www.nvfc.org/">National Volunteer Fire Council (NVFC)</a> https://www.nvfc.org/</p>	<ul style="list-style-type: none"> <li>• Promotes and provides education and training for the volunteer Fire/EMS organizations.</li> <li>• Provides representation on national standards-setting committees and projects.</li> <li>• Gathers information from and disseminates information to the volunteer Fire/EMS organizations.</li> </ul>

<p><a href="https://www.theiacp.org/">International Association of Chiefs of Police</a> <a href="https://www.theiacp.org/">https://www.theiacp.org/</a></p>	<ul style="list-style-type: none"> <li>• Fosters cooperation and the exchange of information and experience among police leaders and police organizations of recognized professional and technical standing throughout the world.</li> </ul>
<p><a href="https://www.theiacp.org/">International Association of Fire Chiefs (IAFC)</a> <a href="https://www.theiacp.org/">https://www.theiacp.org/</a></p>	<ul style="list-style-type: none"> <li>• Provides leadership to career and volunteer chiefs, chief fire officers, company officers, and managers of emergency service organizations throughout the international community through vision, information, education, services, and representation to enhance their professionalism and capabilities.</li> </ul>
<p><a href="https://www.iaclea.org/">International Association of Campus Law Enforcement Administrators (IACLEA)</a> <a href="https://www.iaclea.org/">https://www.iaclea.org/</a></p>	<ul style="list-style-type: none"> <li>• Advances public safety for educational institutions by providing educational resources, advocacy, and professional development services.</li> </ul>
<p><a href="https://www.floods.org/">Association of State Floodplain Managers</a> <a href="https://www.floods.org/">https://www.floods.org/</a></p>	<ul style="list-style-type: none"> <li>• Provides resources to professionals involved in floodplain management, flood hazard mitigation, the National Flood Insurance Program, and flood preparedness, warning, and recovery.</li> <li>• Promotes education, policies, and activities that mitigate current and future losses, costs, and human suffering caused by flooding, and to protect the natural and beneficial functions of floodplains – all without causing adverse impacts.</li> </ul>
<p><a href="https://www.naco.org/">National Association of Counties (NACo)</a> <a href="https://www.naco.org/">https://www.naco.org/</a></p>	<ul style="list-style-type: none"> <li>• Provides essential services to the Nation’s 3,068 counties.</li> <li>• Improves the public’s understanding of county government and assists counties in finding and sharing innovative solutions through education and research.</li> </ul>
<p><a href="https://www.nlc.org/">National League of Cities</a> <a href="https://www.nlc.org/">https://www.nlc.org/</a></p>	<ul style="list-style-type: none"> <li>• Provides programs and services that give local leaders the tools and knowledge to better serve their communities.</li> <li>• Provides opportunities for involvement and networking to help city officials seek ideas, share solutions, and find common ground for the future.</li> <li>• Keeps leaders informed of critical issues that affect municipalities and warrant action by local officials; strengthens leadership skills by offering numerous training and education programs.</li> </ul>

<p><a href="https://www.planning.org/">American Planning Association (APA)</a> <a href="https://www.planning.org/">https://www.planning.org/</a></p>	<ul style="list-style-type: none"> <li>• Promotes effective planning practices through vigorous public information and education programs.</li> <li>• Supports certified planners in their pursuit of certification maintenance.</li> <li>• Promotes national and international partnerships to advance both the planning movement and principles of sustainability, inclusion, and nondiscrimination.</li> <li>• Enhances the state of planning knowledge by identifying and fulfilling a vigorous agenda of applied research.</li> <li>• Shares research results with subscribers, members, and, ultimately, the national community.</li> </ul>
<p><a href="https://emap.org/">Emergency Management Accreditation Program (EMAP)</a> <a href="https://emap.org/">https://emap.org/</a></p>	<ul style="list-style-type: none"> <li>• Provides emergency management programs with the opportunity to comply with national standards, to demonstrate accountability, and to focus attention on areas and issues where resources are needed.</li> </ul> <p><b>Note:</b> The Emergency Management Accreditation Program, or EMAP, is a voluntary review process for state and local emergency management programs. Accreditation is a means of demonstrating—through self-assessment, documentation, and peer review—that a program meets national standards for emergency management programs.</p>
<p><a href="https://www.nfpa.org/">National Fire Protection Association (NFPA)</a> <a href="https://www.nfpa.org/">https://www.nfpa.org/</a></p>	<ul style="list-style-type: none"> <li>• Develops, publishes, and disseminates more than 300 consensus codes and standards intended to minimize the possibility and effects of fire and other risks.</li> <li>• Compiles and publishes “NFPA 1600: Standard on Disaster/Emergency Management and Business Continuity Programs.”</li> </ul> <p><b>Note:</b> NFPA 1600 has been approved, adopted, or endorsed by many different organizations. DHS designates NFPA 1600 for use as the criteria for voluntary certification of private sector preparedness programs called for by Title IX of Public Law 110-53.</p>
<p>Additional Organizations</p>	<p>Add other professional organizations below:</p>